



*Adopted by Management Board Decision No MB/2020/019
of 12 November 2020*

European Institute for Gender Equality **2021-2023 Single Programming Document**

November 2020

Vilnius

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FOREWORD BY THE DIRECTOR

The European Institute for Gender Equality (EIGE) is growing from strength to strength. Now in its eleventh year of existence, the agency has become the reference point for gender equality knowledge and resources in the European Union. Policymakers across the EU rely on EIGE's evidence and data to inform decision-making. More than ever, EIGE's data will be essential to help Europe's leaders design future solutions that are inclusive and promote gender equality in our society, affected by the Covid-19 pandemic.

The European Union's Gender Equality Strategy 2020-2025 will guide EIGE's work and priorities over the next years. The agency will provide research on key topics covered by the Strategy, including gender biases in Artificial Intelligence, gender stereotypes, more equal participation in different sectors of the economy, and gender equality and the Green Deal.

The consequences from the Covid-19 pandemic will no doubt continue to affect the lives of all EU citizens, and the gender equality gains made in recent years. It is changing the way we work and creating new challenges for gender equality. In 2021, EIGE will provide and communicate important findings on Covid-19 pandemic in relation to the socio-economic consequences and the implications for victims of intimate partner violence.

EIGE's Gender Equality Index, which has become the EU's benchmarking and monitoring tool for gender equality, will also play a crucial role in assessing the short and long-term effects of the pandemic. In 2021, the Index will focus on health. It will look into mental health, sexual and reproductive health and the impact of the Covid-19 pandemic.

Gender budgeting work will focus on the need to spend public resources responsibly and in a way that benefits everyone, especially in light of the response to the Covid-19 pandemic. To support national, regional and local authorities working with EU funds, EIGE will produce a gender-sensitive procurement tool for its Gender Mainstreaming Platform.

EIGE will continue to support the monitoring of the EU's Gender Equality Strategy, by contributing to the development of a monitoring tool. Together with the Joint Research Centre, EIGE will map the available data, indicators and tools related to the Strategy. EIGE's data on women and men in decision-making will also have an important role in monitoring the EU's decision-making targets.

To strengthen the response to violence against women, EIGE will develop recommendations for Member States to effectively investigate, prosecute and punish femicide cases, as well as provide reparations to indirect victims. EIGE will also continue its research on cyber violence, with the aim to introduce a uniform definition of cyber violence for statistical purposes.

I believe that EIGE's work programme will deliver the necessary data and evidence for policy and decision makers in Europe to ensure a more gender-equal society that benefits everyone. This will allow an effective response to the challenges raised by the Covid-19 pandemic and the general backlash on gender equality and women's rights in Europe.

Carlien Scheele
Director
European Institute for Gender Equality (EIGE)

List of acronyms used

BPfA	Beijing Platform for Action
CEDEFOP	European Centre for the Development of Vocational Training
CSW	The Commission on the Status of Women
EC	European Commission
EEAS	European External Action Service
EF	Experts' Forum
EIGE	European Institute for Gender Equality
EMPL	European Parliament Committee on Employment and Social Affairs
EP	European Parliament
EPSCO	Employment, Social Policy, Health and Consumer Affairs - European Council configuration
ESF	European Social Fund
ESIF	European Structural and Investment Fund
EU-OSHA	European Union Agency for Occupational Safety and Health
EWL	European Women's Lobby
EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
EuroGender	European Network on Gender Equality
Eurostat	Statistical Office of the European Union
EuroVoc	Multilingual Thesaurus of the European Union
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FGM	Female Genital Mutilation
FRA	European Union Agency for Fundamental Rights
GBV	Gender-Based Violence
GM	Gender Mainstreaming
HR	Human Resources
IATE	Inter-Active Terminology for Europe
ICS	Internal Control Standards
IPA	Instrument of Pre-Accession Assistance
IPV	Intimate Partner Violence
JTN	Journalist Thematic Network
KPI	Key Performance Indicator
MB	Management Board
MS	European Union Member State
OECD	Organisation for Economic Cooperation and Development
OLAF	European Commission Anti-Fraud Office
OSCE	Organisation for Security and Cooperation in Europe
RDC	Resource and Documentation Centre of EIGE
SLA	Service Level Agreement
SNE	Seconded National Expert
STEM	Science, Technology, Engineering and Mathematics
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women

Mission and Vision

Gender equality is a fundamental value of the European Union enshrined in its Treaties, including the Charter of Fundamental Rights of the European Union, since 1957. It aims to ensure that all individuals have the possibility to realise their full potential regardless of their sex. It does not solely focus on equality of outcomes, but extends to equal dignity and integrity.

To support the EU in “**making equality between women and men a reality for all Europeans and beyond**” the European Institute for Gender Equality (EIGE) was established by the European Parliament and the Council. EIGE’s mandate and objectives are set out in its founding regulation 1922/2006 on establishing a European institute for Gender Equality, in particular article 2:

“The overall objectives of the Institute shall be to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens’ awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States, as set out in Article 3.”

The Institute’s mission is:

To be the European knowledge centre on gender equality

1. Section I – General Context

Gender equality is a fundamental value and a key objective of the European Union. The EU and Member States' policies recognise gender equality as a backbone of economic and social well-being and a pre-requisite for more inclusive societies. The elimination of inequalities between women and men is essential for the creation of a stronger, fairer and more inclusive Europe.

Despite significant positive outcomes in the last decades, numerous challenges are still present and need consolidated policy responses. The challenges faced today are diverse and varied, such as Europe's ageing population and growing need for long-term care, migration flows and security concerns, digitalisation and AI, climate change, and gender-based violence. They cannot be resolved without ensuring that both women and men can equally fulfil their potential, contribute to the society and benefit from the development.

The general context of EIGE's work in 2021-2023 is influenced by several important changes in the institutional environment, which took place in 2020.

Very importantly, in 2020, the European Commission published the EU Gender Equality Strategy, "A Union of Equality: Gender Equality Strategy 2020-2025". This document will be the main reference for the EU gender equality priorities in the coming years. It will guide EIGE in focusing its work, to support the EU in achieving its gender equality objectives. The agency will provide research on key topics covered by the Strategy, including gender biases in Artificial Intelligence, gender stereotypes, more equal participation in different sectors of the economy, and gender equality and the Green Deal.

Furthermore, one of EIGE's key stakeholders, the European Commission, has a new composition with a Commissioner for Equality, putting gender equality high on the political agenda. EIGE is fully committed to supporting the new Commission in its gender mainstreaming efforts and implementation of the Gender Equality Strategy.

Finally, in February 2020, EIGE's new director, Carlien Scheele, took office. The work for this programming period will be carried out under her guidance.

2. Section II – EIGE's Multi-Annual Programme 2021-2023

2.1. EIGE's Multi-Annual programme 2021-2023 - key objectives and priorities

During the programming period 2021-2023, the Institute will focus on measuring progress at EU and Member States levels through the Gender Equality Index; reviewing the implementation of the EU's international commitments as part of the Beijing Platform for Action and through research notes that focus on EU-specific challenges. Regularly updated gender statistics database will support EIGE's research to give solid statistical evidence for decision-making. EIGE will also support the Member States in strengthening institutional responses to support women victims of violence and reporting on effectiveness of applied measures. EIGE's online platform on Gender Mainstreaming will contribute to the implementation of gender equal policies in 2021-2023, such as Gender Budgeting in the EU funds.

Building on well-established stakeholder relations, EIGE aims to reach policy makers at both EU and national levels and to continuously widen its audience. This requires active engagement with relevant stakeholders, pointing out gender gaps and inequalities in different policy areas and a good understanding of policy priorities. In 2021, EIGE will further explore how to respond to the growing demand from external stakeholders for technical assistance regarding gender equality and gender mainstreaming. EIGE's communication activities are designed to keep gender equality on the public and political agenda during the programming period 2021-2023.

Central to the delivery of its work programme is an effective administrative structure and in this programming period, the Administration Unit of EIGE will continue to operate to the highest standards as outlined in section 2.5 detailing human and financial resource outlook for 2021-2023 and in the annexes I to IX of this document.

Key objectives and priorities

EIGE's two strategic objectives set for the programming period 2021 to 2023 are:

- **To provide high quality research and data to support better informed and evidence based decision making by policymakers and other key stakeholders working to achieve equality between women and men;**
- **To manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders.**

This Programming Document introduces a degree of flexibility in order to provide additional outputs in line with emerging needs of EIGE's key stakeholders. EIGE's proposals for additional tasks / priorities are listed in Annex X.

Key Performance Indicators (KPIs)

EIGE uses a number of Key Performance Indicators (KPIs) to measure its performance as an agency, focusing on the outputs and outcomes of its work. In this context, outcome indicators provide evidence on the relevance of EIGE's work to its target groups, whereas output indicators measure progress in delivering EIGE's work (i.e. number of reports published). EIGE's KPIs include measures on aspects of organisational performance seen as critical for the current and future success of the agency. They are linked to both operational achievements and administrative performance.

The implementation of the annual work programme (AWP) will be measured through:

- Effective and timely implementation of the annual work plan (AWP)
 - ✓ Timely adoption of the Work Programme (SPD) for the subsequent year
 - ✓ Percentage of completion of activities* of AWP
 - ✓ Timely achievement of main outputs** as indicated in AWP
- Quality and relevance of research and other products
 - ✓ Number of consultations to ensure quality and relevance of EIGE's outputs
 - ✓ Number of EU documents for the preparation of which EIGE has participated
 - ✓ Number of EIGE's outputs endorsed by EU institutions and Member States

- Uptake and outreach of EIGE's products
 - ✓ Number of requests from EU institutions, segmented by initiators
 - ✓ Outreach of EIGE's communication channels
 - ✓ Number of invitations to present EIGE's work
 - ✓ Number of new stakeholders informed of EIGE's work

* Activities refer to projects as described in AWP/Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

** Main outputs refer to operational objectives and related output indicators as described in AWP/Section III of the SPD.

The measurement of EIGE's efficiency, effectiveness and compliance with the performance standards for Regulatory agencies will be carried out through following KPIs:

- Sound financial management
 - ✓ Rate (%) of implementation of the Commitment Appropriations
 - ✓ Rate (%) of cancellation of Payment Appropriations
 - ✓ Rate (%) of payments executed within the legal/contractual deadlines

- Effective running of organisation
 - ✓ Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines
 - ✓ Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year
 - ✓ Rate of staff engagement from the Staff Survey
 - ✓ Annual average days of short term sick leave per staff member

In addition to KPIs, EIGE will use more specific performance indicators to track and monitor its performance within different activity areas implemented through research and data collection (Section 3.2.) and outreach activities (Section 3.3.). A selection of EIGE's KPIs are also used to inform on the Director's performance in achieving operational objectives and in managing human and financial resources in the context of the discharge procedure. Annex XI presents a table with the targets for EIGE's KPIs and their baselines. In line with its internal Quality Assurance policy EIGE will also prepare and implement a quality control process for each report, seeking the expertise of its Experts' Forum and, where needed, external expert advice.

Furthermore, by decision of the Management Board in its 32nd meeting in June 2019, and in line with Art 20 of Regulation (EC) No 1922/2006, the second evaluation of EIGE will take place in 2022. To date, the Board has reviewed its recommendations to the European Commission on the external evaluation of 2015 and approved the Steering Committee structure for the 2022 external evaluation, the volunteer members for which have been confirmed. The preparatory work, namely drafting and the approval of the tender specifications will be conducted in 2020/ Q1 2021, with the intention to sign the contract in the second half of 2021 and have the final report in the second half of 2022.

2.2. Research and Data Collection 2021 – 2023

EIGE will support policy makers and other key stakeholders working to achieve gender equality by:

- Identifying gender equality challenges, gaps and further measures through research and provision of reliable and comparable data (Gender Equality Index, reports and research notes for the Presidencies of the Council of the EU and Beijing Indicators);
- Strengthening the capacity of Member States' relevant policy departments and agencies, specifically law enforcement (police and justice sectors) to respond to violence against women including filling existing gaps in administrative data collection on gender-based violence, using EIGE's indicators on intimate partner violence and femicide, which are in line with the requirements of the Victims' Rights Directive and the Istanbul Convention; and, where possible, to update the measurement framework of the domain of violence against women of the Gender Equality Index;
- Developing effective tools to support policy implementation through gender mainstreaming and a comprehensive Gender Statistics Database (e.g. indicators on institutional mechanisms and gender mainstreaming; data on Women and men in decision making) and supporting the EU in designing and implementing more effective gender mainstreaming strategies.

To increase the added value of the Institute's work, in close cooperation with national bodies and members of its Experts' Forum, EIGE will continue to produce specific information and fact sheets to disseminate to national governments and parliaments, relevant bodies and organisations, to complement the specific activities laid out below. The focus and core priorities for the period 2021-2023 are further defined in the programme areas by specific activities and projects.

Figure 1. Programme areas in Research and Data Collection



2.2.1 Monitoring of the international commitments and supporting Presidencies of the Council of the EU

The long-term objective for the period of 2021-2023 aims at **monitoring international commitments of the EU and Member States in support to the Presidencies of the Council of the European Union**. EIGE will conduct research that is shaped by the present EU priorities and can guide the Council in making EU policies more effective in achieving gender equality objectives.

As part of this process, EIGE monitors the implementation of the Beijing Platform for Action (BPfA)¹. This research subsequently feeds into the policy-making process through Council Conclusions. The monitoring of the BPfA will seek synergies with the Sustainable Development Goals, in particular SDG5 on gender equality, and its indicators framework. In this way, EIGE will contribute to reinforce the connection between the BPfA and a gender-responsive implementation of the 2030 Agenda for Sustainable Development and of SDG5 in particular.

In cooperation with Member States holding Presidencies during this programming period and the European Commission, EIGE will develop reports and targeted communication on a selected area of concern of the BPfA for the Presidency held by Slovenia in 2021 (Artificial intelligence and new forms of work), France in 2022 and Sweden in 2023 (the topics of these forthcoming reports are still to be confirmed).

In line with the new approach as of 2022, the upcoming annual updates of the Gender Equality Index will also support the 2nd Semester Presidency (Czechia in 2022 and Spain in 2023) of the Council of the EU with a specific thematic focus. A research note to support the 1st Semester Portuguese Presidency in 2021 has been initiated in 2020 and will focus on gender equality and the socio-economic consequences of the COVID-19 pandemic.

Where relevant, research undertaken for the Beijing reports will be complemented by the identification of good practices in Member States to inform policy makers about effective approaches across the EU. EIGE will disseminate these examples of good practices, in consultation with the Commission (DG Justice² and/or other DGs) and where necessary with the EU Presidency.

In line with EIGE's Knowledge Management and Communications strategy, communication products will highlight the findings of the research reports and will be disseminated during each Presidency. Focus will be given to stakeholders within each selected research area.

Figure 2. Monitoring BPfA and supporting the Presidencies of the Council of the EU- targets 2021-2023

Target 2021	Target 2022	Target 2023
<ul style="list-style-type: none"> Findings of Research note for PT Presidency set basis for policy discussions at EU level Council Conclusions including Indicators are based on EIGE's report monitoring BPfA 	<ul style="list-style-type: none"> Council Conclusions including Indicators are based on EIGE's report monitoring BPfA 	<ul style="list-style-type: none"> Council Conclusions including Indicators are based on EIGE's report monitoring BPfA

¹ EIGE develops a report on the BPfA area/s of concern chosen for review by the Presidency of the Council of the EU. The draft is presented in the meeting of the Commission's High Level Group on Gender mainstreaming (HLG). Prior to the meeting, the report is shared with the HLG for its review.

2.2.2 The Gender Equality Index

The Gender Equality Index EIGE's unique tool was launched in 2013 and updated every second year until 2019. The Index provides both a composite indicator of gender equality attainment at EU level and a more detailed analysis of the situation in each Member State in the respective core domains of work, money, knowledge, time, power and health and two dimensions of gender equality, violence against women and intersecting inequalities. It addresses one of the major objectives of the Institute: to maintain and further develop a composite statistical measure of gender equality attainment at EU and Member State levels. Since its launch, the Index has attained wide recognition across the EU, with subsequent proposals, including by the European Parliament³, for the Index to be used as a tool for annual monitoring of progress at EU level. The EU Gender Equality Strategy 2020–2025 acknowledges the Gender Equality Index as a key benchmark for gender equality and sets out its intention to introduce annual monitoring of gender equality, building on the Index.

As of 2019, the core Gender Equality Index is updated annually with a deeper focus on selected policy area/s (work-life balance in 2019, digitalisation and the future of work in 2020). The analysis of the Gender Equality Index integrates an intersectional perspective. The thematic focus of the Index is selected taking into account EU priorities for the time period, with topics of 2021 (Health), 2022 (Socio-economic impact of the Covid-19 crisis to gender equality) and 2023 (the Green Deal). Key stakeholders for each of the Index releases will be defined according to the thematic focus.

Figure 3. The Gender Equality Index - targets 2021-2023

Target 2021	Target 2022	Target 2023
<ul style="list-style-type: none">• EU Institutions and all Member States informed on the 6th edition of Gender Equality Index	<ul style="list-style-type: none">• EU Institutions and all Member States informed on the 7th edition of Gender Equality Index• The thematic focus of the Index set basis for policy discussions at EU level	<ul style="list-style-type: none">• EU Institutions and all Member States informed on the 8th edition of Gender Equality Index• The thematic focus of the Index set basis for policy discussions at EU level

2.2.3. Strengthening the capacity of institutional responses to violence against women

Throughout 2021-2023, and in order to reach the goal of **strengthening the capacity of institutional response to violence against women**, EIGE will continue developing a comparable measurement framework supported by solid data at EU and Member State levels. It will support Member States in the implementation of the prevention obligations and the principle of due diligence. In approaching this task, EIGE will collaborate with the relevant ministries, police and justice sectors in the Member States and EU institutions, including Eurostat. This is to ensure that instruments, developed for the purpose of data collection, will (among other criteria), meet reporting requirements established by the “Victims’ Rights” Directive 2012/29/EU and the “Anti-Trafficking” Directive 2011/36/EU and help Member States measure in a uniform way some of the indicators relevant to the Istanbul Convention

³ http://www.europarl.europa.eu/doceo/document/A-8-2017-0046_EN.html

(Articles 11–15). It is also in line with the UN Sustainable Development Goals (SDG) No. 5 and No.16.

During 2021-2023 EIGE will continue supporting Member States in their efforts to improve their data collection for populating EIGE indicators on intimate partner violence and femicide. Along with the data collection EIGE will strengthen the institutional response to violence against women, by releasing the results of the study on the improvement of legal responses to counter femicide. The study has a clear focus on the victims’ rights and the duty of the States to investigate, prosecute, punish and provide reparation.

In 2021, EIGE will focus on the phenomenon of **cyber violence against women and girls**, with the aim to introduce a uniform definition of cyber violence for statistical purposes, to develop an indicator on cyber violence in 2022. In 2023, a feasibility study to populate the indicator on cyberviolence will be conducted for all the Member States.

In 2021, EIGE will also publish estimates of the number of girls at risk of **Female Genital Mutilation** among additional Member States – 16 Member States have been covered by the end of 2020.

As a member of the Eurostat Task Force, EIGE will continue to contribute with gender expertise to the implementation of the EU survey on gender-based violence and other forms of interpersonal violence. EIGE will also continue to raise awareness about violence against women as part of its communications mandate and share its communication plan and communication materials with the Commission prior to release to maximise coordination, including awareness raising materials and activities related to violence against women. EIGE will also continue to amplify the Commission’s communication materials via social media and other relevant channels.

Figure 4. Strengthening the capacity of institutional response to violence against women - targets 2021-2023

Target 2021	Target 2022	Target 2023
<ul style="list-style-type: none"> Seven Member States supported to populate indicator on Femicide National data, policies and research on cyber violence mapped 	<ul style="list-style-type: none"> Indicator on cyber violence developed Three EU Member States supported to populate indicator on cyber violence 	<ul style="list-style-type: none"> All Member States supported to populate indicator on femicide Capacity of all the Member States to populate the indicator on cyberviolence assessed

2.2.4 Gender mainstreaming tools and methods, including the Gender Statistics Database

Gender mainstreaming (GM) integrates a gender perspective into every stage of each policy intervention: design, planning, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes. It also promotes the mainstreaming of gender into institutional structures, supporting institutional change and equal participation of women and men at all levels. In line with the long-term objective of providing tools to build the capacity of Member States to mainstream gender into all policy areas, throughout 2021-2023, EIGE will continue developing gender mainstreaming tools and methods for policy implementation and supporting the EU in designing more effective gender mainstreaming strategies.

During the course of 2021-2023, EIGE will support the European Commission and Member States (up to three requests per year) in the practical implementation of Gender Mainstreaming in all aspects of EU policies, programmes and projects. It will be achieved with the use of:

- EIGE's Gender Mainstreaming Platform (a pool of practical resources on methods and tools on EU policy areas);
- Pooling of expertise of EIGE's Thematic Network on Gender Mainstreaming⁴;
- EIGE's Gender Statistics Database.

In 2021, EIGE's gender mainstreaming platform will be updated with a consolidated toolbox for gender mainstreaming/budgeting in EU funds, with the addition of *Tool 8: Tracking resource allocations for gender equality in the EU Funds*, which will be finalised after the adoption of the Common Provisions Regulation (CPR). In 2021, a gender-responsive procurement tool for EU funds and national budgets will be finalised and published in 2022. In cooperation with DG Research and Innovation an updated version of the GEAR tool will be prepared to align the toolkit with the new policy developments on the EU and MS level. In 2022, to continue the work on integration of gender equality into programme/project cycle and to compliment already existing toolkits on Gender Impact Assessment and Gender Training, EIGE will start to work on gender-sensitive evaluation methodology. The gender mainstreaming platform will be expanded with several updated policy sectors, including good practices and practical examples of effective gender mainstreaming across policy sectors throughout 2021-2023.

In 2021-2023, EIGE's regular data collection on institutional mechanisms will focus on populating indicators of the measurement framework on institutional mechanisms for gender equality in the EU. In 2023, to begin planning for EIGE's contribution to the review of BPfA + 30, a review of institutional mechanisms for gender equality and gender mainstreaming (area H of the BPfA) will be carried out.

In 2023, EIGE will assess the trends in the gender sensitivity of the national parliaments (organisation and working procedures, legislative work and symbolic structures). The results of the assessment will be disseminated and used for competence building and awareness raising of the administration of the parliaments on regional, national and EU levels, in particular in the context of the 2024 EP elections.

EIGE's Gender Statistics Database seeks to **maintain a centralised, reliable and up to date database on key Gender Statistics and Indicators**. Through the Database, EIGE offers decision-makers a solid and regularly updated tool to help identify and analyse gender gaps and monitor progress through improving quality, availability and accessibility of gender statistics in the EU. Furthermore, data on Women and Men in Decision Making will support monitoring of the EU Gender Equality Strategy 2020-2025, specifically its objective of 'Leading equally throughout society'.

⁴ Thematic Network on Gender Mainstreaming is a forum for exchange of up-to-date knowledge on the existing programs, projects, methods and tools of gender mainstreaming, as well as presentation of good practices in the Member States. In the period 2021-2023, up to two meetings per year of the TN are foreseen to bring together gender mainstreaming and gender equality practitioners and experts from the national gender equality machineries across the EU and EU Institutions (as observers).

To further develop the database as a Knowledge management tool, during the course of 2021 to 2023 EIGE will maintain and update the Database prioritising statistics that are relevant for the agency’s mandate and the current political agenda. The target of an almost full automatic updating procedure shall be progressively achieved by including prominent statistical providers sharing the Statistical Data and Metadata exchange structure (SDMX)⁵ such as Eurostat.

Throughout **2021-2023** and subject to the availability of additional funding from the European Commission (DG NEAR), EIGE will cooperate with the relevant services of the Commission on data collection from EU candidate countries and potential candidates within the Instrument for Pre-Accession Assistance (IPA)⁶. Subject to resource availability, routine data collection on women and men in decision-making and gender-based violence shall be gradually expanded to fulfil specific measurement needs (new indicators) for EIGE’s focus areas of work. Considering that EIGE is also a producer of official statistics within the European Statistical System⁷, synergies and complementarities with statistics users and data providers will be implemented, through cooperation with other EU agencies and bodies where appropriate, in particular Eurostat, FRA, CEDEFOP, EU-OSHA and Eurofound.

Figure 5. Gender mainstreaming tools and methods - targets 2021-2023

Target 2021	Target 2022	Target 2023
<ul style="list-style-type: none"> • EU Institutions and all Member States informed about the updates on the gender mainstreaming platform, including update of the GEAR tool and sector-based resources • EU Institutions and Member States supported by the Gender Statistics Database and new statistics produced by EIGE • EU institutions and Member States informed about the tool 8 of the GB toolkit (tracking system) • Support to up to three Member States and EU Institutions 	<ul style="list-style-type: none"> • EU Institutions and all Member States informed about the updates on the gender mainstreaming platform, including tools and sector based resources • EU Institutions and Member States supported by the database and new statistics produced by EIGE • EU institutions and Member States informed about the tool for gender-sensitive procurement • Support to up to three Member States and EU Institutions 	<ul style="list-style-type: none"> • EU Institutions and all Member States informed about the updates on the gender mainstreaming platform, including tools and sector based resources • Collection of information on area H of BPfA initiated • EU Institutions and Member States supported by the database and new statistics produced by EIGE • EU institutions and Member States informed about the tool for gender-sensitive evaluation • Support to up to three Member States and EU Institutions

⁵ <http://ec.europa.eu/eurostat/data/metadata/metadata-structure>

⁶ http://ec.europa.eu/enlargement/instruments/overview/index_en.htm

⁷ Eurostat publishes data from EIGE’s unique data collection on Women and Men in decision making for the follow-up of the New development agenda on seats held by women in national parliaments (https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg_05_50&language=en) and governments (https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg_05_50&language=en&tableSelection=2)

2.2.5 Other Research Initiatives

In accordance with its mandate, EIGE occasionally initiates innovative research to inform policy makers and other key stakeholders. In line with priorities and if needed, such research would be identified during the course of 2021-2023 and would be streamlined with the Commission's work to ensure mutual supportiveness and added value.

2.3. Knowledge Management and Communications – 2021-2023

This programming period will be guided by EIGE's Knowledge Management and Communications Strategy 2019-2021. From 2022 onwards, EIGE's work on this area will be described and integrated in the SPDs for the respective programming periods.

Figure 7. Activities under Knowledge Management and Communications



In 2021-2023, EIGE's communications activities will focus on the following main topics:

- Economy that works for people: Artificial intelligence and platform work;
- The green deal
- Impact of the COVID-19 crisis: socio-economic, GBV
- Gender Equality Index and their thematic focuses;
- Gender mainstreaming tools and methods;
- Women and men in decision-making;
- Gender-based violence: femicide, female genital mutilation, cyber violence and costs of violence against women.

2.3.1 Communicating and disseminating EIGE's work

EIGE communication and stakeholder engagement activities aim at making the Institute's research findings well-known and used by relevant policy-makers. To reach this objective, EIGE presents the findings with visual and engaging communication products, including targeted communications for specific policy areas researched by EIGE and active engagement with mainstream media from all the Member States.

EIGE also provides an online library, the Resource and Documentation Centre (RDC), with a unique collection of policy and scientific documents, and access to 19 libraries on gender equality from different EU countries. The RDC will also continue to serve EIGE's staff with access to specialised journals and books necessary for the effective implementation of EIGE's activities.

2.3.2 Working with stakeholders and partners

The overall objective of EIGE's stakeholder relations is to ensure, and proactively provide, relevant and timely evidence and expertise to its key stakeholders. The Institute's stakeholder engagement builds on regular exchanges and contacts, policy monitoring and consultations, identifying gender gaps to assess policy relevance and the specific needs of its stakeholders in advance of planning its work.

During the 2021-2023 programming period, EIGE continues to work closely with gender equality stakeholders and to reach out to policy-makers outside of the gender equality community within the EU Institutions and the Member States. EIGE works in close collaboration with its partner DG JUST for an efficient outreach in the EU Commission. Other relevant stakeholders are defined each year, based on the topics of ongoing studies and policy relevance. During this programming period, EIGE foresees engagement with the following stakeholders:

- **Gender-sensitive evaluation guidelines and gender-responsive procurement:** Gen Sec; DG REGIO; DG EMPL; DG Growth.
- **GEAR Tool:** DG RTD.
- **Gender-based violence:** DG JUST; DG HOME; DG Connect; Eurostat; FRA; National statistical offices, Ministries of Justice and Interior in the Member States; Council of Europe.
- **Health:** DG SANTE; ENVI Committee of the European Parliament and health ministries in the Member States; WHO Regional office for Europe.
- **Artificial intelligence and platform work:** DG EMPL; DG Connect; ILO; FRA; Eurofound
- **The socio-economic impact of the COVID-19 pandemic to gender equality:** DG EMPL; ECDC; Eurofound; WHO; ILO.
- **The Green Deal:** DG CLIMA; DG MOVE; UNFCCC.

EIGE actively engages with stakeholders from academia, civil society, social partners and experts from the Member States. They all have an important role in the quality assurance of EIGE's projects, by giving advice to the Institute and contributing to joint outreach initiatives. Universities and research-performing organisations will be an important partner once EIGE's GEAR tool is updated and the promotion of the toolkit starts. EIGE also cooperates with other EU agencies and bodies, in particular Eurostat, FRA, CEDEFOP, EU-OSHA and Eurofound, where appropriate. As member of the network, EIGE cooperates with the agencies of Justice and Home Affairs (JHA) on identified areas of common interest.

To gather evidence and independent expertise in areas where EIGE's own resources are scarce, EIGE will continue to benefit from its Experts' Forum. In 2021, EIGE will organise a thematic Experts' Forum meeting on the topic of "economy that works for people" which will inform further work on this topic in 2022.

EIGE will finalise its project “Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2022)” during this programming period. Subject to funding granted by the Commission (DG NEAR) the Institute will continue to support the gender equality progress in the Western Balkan countries and Turkey in their preparation for a possible future EU membership. EIGE’s cooperation with these stakeholders has already resulted in a national Gender Equality Index in Serbia, North Macedonia, Albania and Montenegro and the aim is to calculate Indices also for the remaining EU candidate countries and potential candidates.

Figure 8. Knowledge Management and Communications - Targets 2021-2023⁸

Target 2021	Target 2022	Target 2023
<ul style="list-style-type: none"> • Aggregated outreach of EIGE’s communication channels increased by 15% compared to 2018 baseline • Influence of EIGE to policy-making at EU level increased by 15% compared to the 2018 baseline 	<ul style="list-style-type: none"> • Aggregated outreach of EIGE’s communication channels increased by 20% compared to 2018 baseline • Influence of EIGE to policy-making at EU level increased by 20% compared to the 2018 baseline 	<ul style="list-style-type: none"> • Aggregated outreach of EIGE’s communication channels increased by 20% compared to 2018 baseline • Influence of EIGE to policy-making at EU level increased by 20% compared to the 2018 baseline

2.4. Human and financial resource outlook for 2021-2023

The European Institute for Gender Equality (EIGE)⁹ is one of the decentralised agencies carrying out technical, scientific or managerial tasks that contribute to the process wherein EU institutions make and implement policies. EIGE is committed to meet its institutional and operational challenges given the parameters of its financial and human resources for 2021-2023.

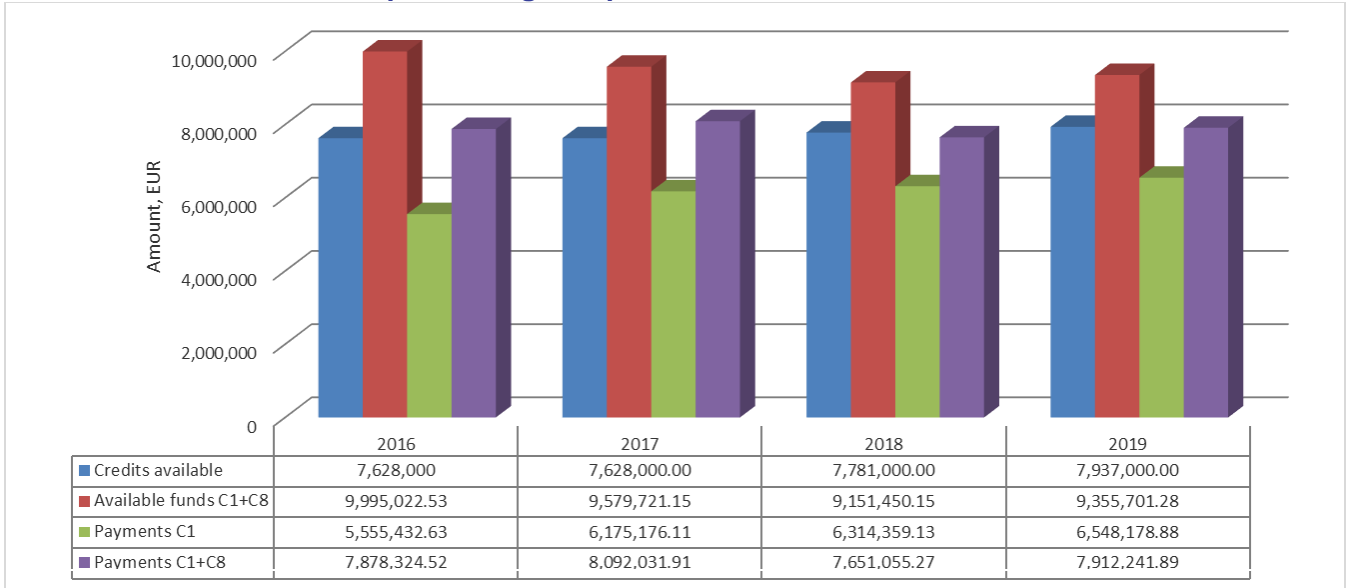
2.4.1. Overview of the past and current situation

The budget for 2019 adopted by the budgetary authority was EUR 7 937 000 (for 2018 EUR 7 781 000) (Graph 1 below).

⁸ In 2017, the baseline with a reference year of 2016 was established. The baseline refers to a set of qualitative and quantitative indicators to be used for monitoring usage of EIGE products. It provides a critical reference point for future comparing and interpreting of annual results, on the basis of which relevant interventions would be made.

⁹ Article 2 of the Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European institute for gender equality OJ L 403/9 of 30.12.2006, (page 9) applies.

Graph 1. Budget implementation in 2016-2019

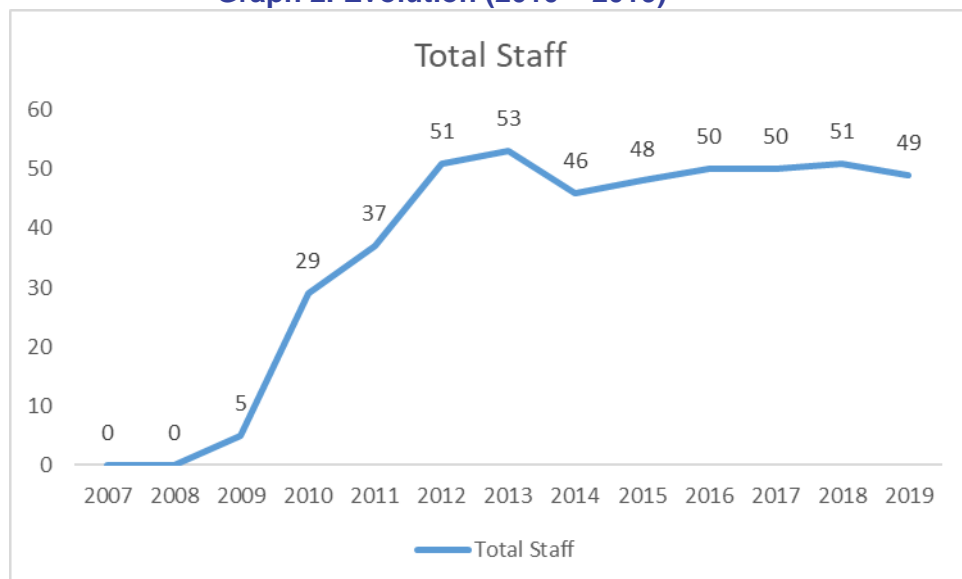


On 31 December 2019, the Institute staff numbered 49, made up of 26 Temporary Agents, 14 Contract Agents, 4 Seconded National Experts and 6 Trainees.

Table 11 in **Annex III** provides an overview of all staff categories and projections of posts for the period 2020-2023. In the past, the number of Establishment Plan posts decreased by 10% from 30 to 27. Allowing for the possibility for EIGE to offer short term contracts to cover long term leave and absences, the total number of Contract Agents is expected to vary marginally during the period 2020 to 2023. The total number of other positions at EIGE is expected to be constant during the period of 2020-2023.

At the end of 2019, an occupancy rate of 96.3 % of the Establishment Plan was registered. Graph 2 below depicts aggregated total staff (made up of Temporary Agents, Contract Agents, SNEs and Trainees) for the period from inception until December 2019.

Graph 2. Evolution (2010 – 2019)



The evolution of the Institute's Establishment Plan for the period 2019-2023 is presented in Table 12 in **Annex III**.

Total revenues in 2019 amounted to EUR 8 487 000 (EUR 7 986 076 in 2018) out of which EU contribution was 93.52 % (97.43 % in 2018) (Table 1 below). Projection of revenues for 2021-2023 is presented in Table 9 in **Annex II**.

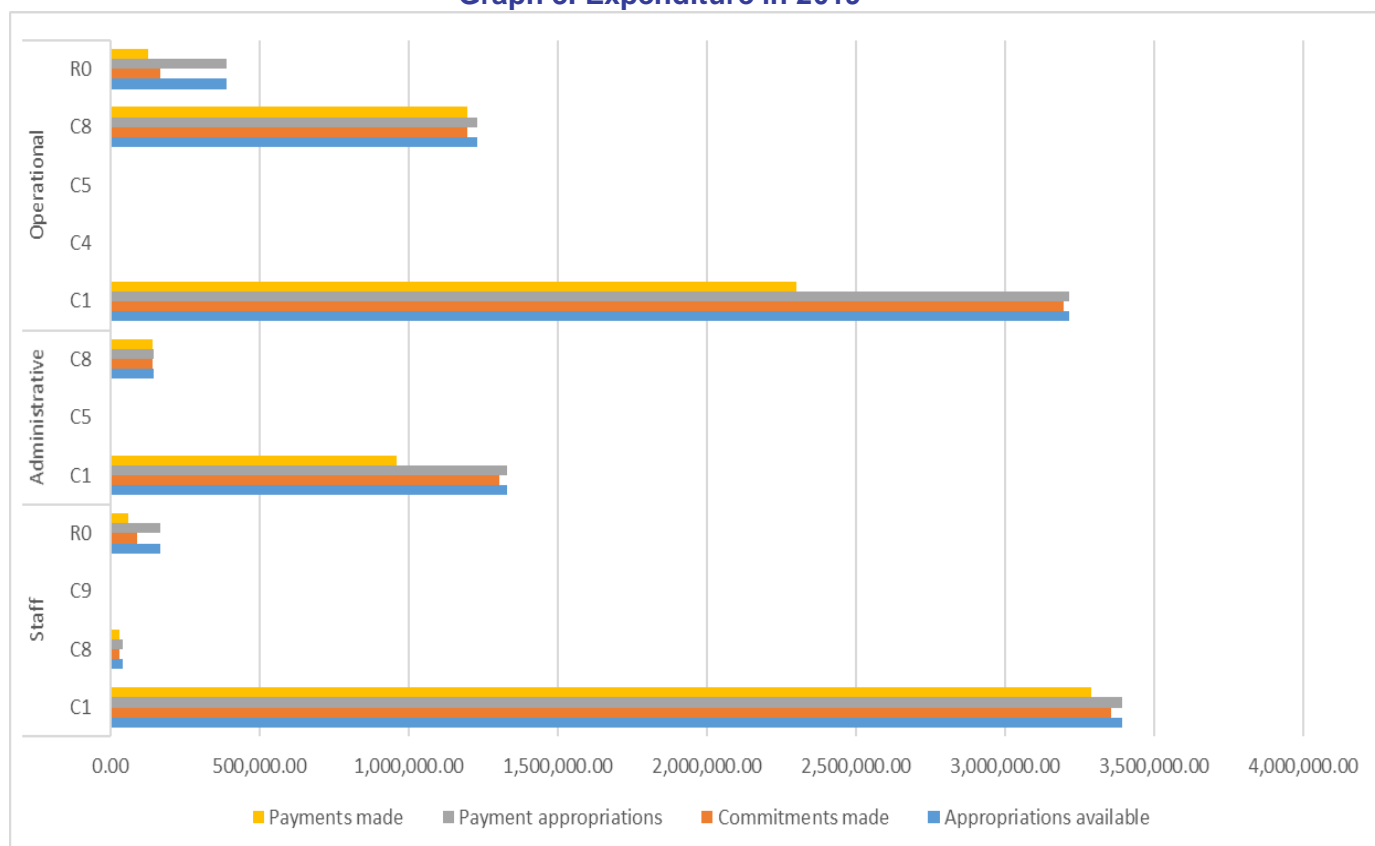
Table 1. Revenues in 2019

Item	Appropriations 2019	Assigned revenue	Total Appropriations
EU contribution	7 937 000		7 937 000
IPA program		550 000	550 000
Total	7 937 000	550 000	8 487 000

Since 2013 EIGE has been receiving contributions from the Instrument of Pre-Accession Assistance (IPA). In 2019 EIGE received IPA funds for implementation of a new project starting 01/01/2019 from the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR).

Expenditure in 2019 amounted to EUR 7 937 000 (EUR 7 928 689 in 2018) (Table 8 in Annex II) out of which EUR 3 474 000 (EUR 3 408 564 in 2018) in Title I, EUR 1 356 000 (EUR 1 044 050 in 2018) in Title II, EUR 3 107 000 (EUR 3 476 075 in 2018) in Title III (Graph 3 below).

Graph 3. Expenditure in 2019



Budget outturn for 2017-2019 is presented in Table 10 in **Annex II**.

- Information concerning recruitment policy, appraisal of performance and reclassification / promotions, mobility policy, gender and geographical balance and schooling is provided in **Annex IV**.
- Information on premises policy is provided in **Annex V**.
- Information on privileges and immunities is provided in **Annex VI**.
- Risks for the year and mitigating actions are identified in **Annex VII**.
- Procurement plan for 2020 is provided in **Annex VIII**.
- EIGE's organisational chart for 2020 is provided in Graph 5 in **Annex IX**.

2.4.2. Resource programming for the years 2021 - 2023

Financial Resources

The evolution of the planned total EU contributions as well as the Establishment Plan for the period 2013-2020 is provided in Table 2 below. The total EU contribution has increased from EUR 7 478 million in 2013 to EUR 8 096 million in 2020 (by 8 %). The Establishment Plan has decreased from 30 in 2013 to 27 in 2017 (by 10 %). Final information on the budget for the next multi annual programming period starting from 2021 is still not available. EIGE's budget for following years (2021-2023) is kept at the same level as in the year 2020¹⁰.

Table 2. Evolution of the total EU contributions and establishment plan for the period 2013-2020

European Institute for Gender Equality (EIGE)	Total EU contribution / authorised establishment plan								Total EU contribution 2014-2020
	2013	2014	2015	2016	2017	2018	2019	2020	
<i>Total EU contribution</i>	7,478	7,340	7,628	7,628	7,628	7,781	7,937	8,096	54,038
<i>Authorised establishment plan</i>	30	29	29	28	27	27	27	27	

Revenue

More than 97 % of EIGE's revenue in 2019 was the EU contribution and a similar trend is expected for 2021-2023. The amount of EU contribution for 2021 is estimated to be EUR 8 096 million, and in 2022-2023 is expected to be at the same level.

Expenditure

The general allocation of funds between titles is expected to follow the same trend in 2021-2023 as in 2019 (Table 8 in **Annex II**). Expenditure in 2021 is expected to be EUR 8 096 000 (Table 8 in Annex II), out of which EUR 3 644 663 in Title I covering all staff related costs, EUR 1 121 337 in Title II covering main items as building rental expenses, ICT expenses as well as Management Board and Experts' Forum meeting expenses, EUR 3 330 000 in Title III covering operating expenditure.

Budget Outturn and cancellation of appropriations

Budget outturn increased during the period 2017-2019 (from EUR 127 684 to EUR 141 250 (Table 10 in **Annex II**)).

¹⁰ Subject to revision after agreement on the next MFF 2021-2027.

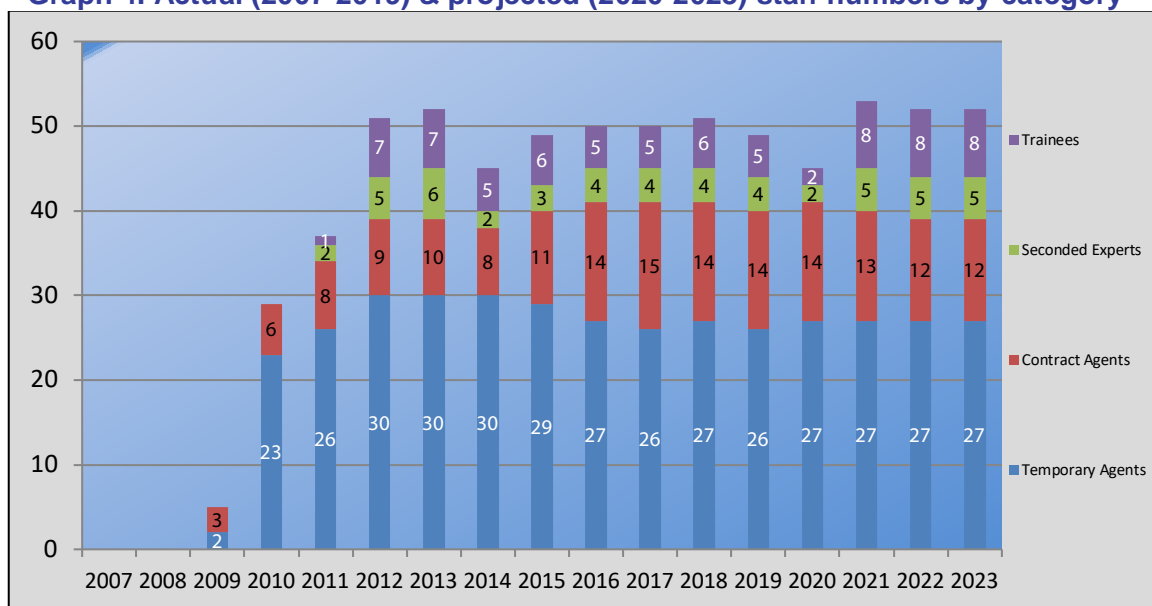
Detailed data for financial resources planning for 2021-2023 is provided in Tables 7-10 in **Annex II**. These tables contain detailed information on revenue, expenditure, budget outturn and cancellation of appropriations.

Human resources

During 2019, three Temporary Agents left EIGE. This reflects a 11 % turnover¹¹ of Establishment Plan staff¹². As noted earlier, EIGE ended the year with an occupancy level of 93.6% of its Establishment Plan of 27 posts.

Graph 4 outlines actual (until end of 2019) and projected (until end of 2023) staff numbers for different staff categories.

Graph 4. Actual (2007-2019) & projected (2020-2023) staff numbers by category¹³



Detailed data on projected staff evolution is provided in Table 11 in **Annex III**.

After the reduction in Temporary Agents posts in the period 2015-2017 no further major changes are expected in 2021-2023. Due to short term replacements in connection with long absences, marginal variation is anticipated with respect to the number of Contract Agents employed during 2021-2023.

Resource outlook over the years 2021-2023

A) New tasks

N/A-

B) Growth of existing tasks

¹¹ Staff turnover encompasses voluntary resignations, non-confirmation of contract during probation and non-renewal of contracts upon expiry. Of the three Temporary Agents who left EIGE in 2019, one was not confirmed in post at the end of contract and two resigned.

¹² The turnover of other categories of staff such as Contract Agents, trainees and SNEs is not included.

¹³ Figures in graph reflect current projected numbers at year-end 2020 while maintaining year-end projections for 2021, 2022 and 2023 for CA and SNE without any changes. The CA figures include two for IPA and two short-term replacements, of which one will leave before the end of 2021 and the other early in 2022.

The following areas of the Institute's work will be expanded in their scope:

- **Gender Equality Index:** The Gender Equality Index has generated significant interest among policy makers and other stakeholders leading to an increasing need to run additional analysis (e.g. to correlate the Index with other domains of public policies) and to adopt the application of the Index for monitoring specific policy areas. As of 2019, the Gender Equality Index is updated and released annually and will need to be adjusted to reflect the reduction to 27 Member States. The thematic focus of Index will constitute a support to the 2nd Semester Presidency as of 2022, thus expanding the scope of the work with Presidencies.
- **Gender Statistics Database:** this tool has grown in importance as demonstrated by a consistently high number of external views, users' queries and data downloads. Constructed to contain statistics from varied sources as well as EIGE's primary source for certain datasets such as women and men in decision making and from 2019 Gender-based Violence, the Database provides user-friendly information to support the development of new policies. Data collection may also be gradually expanded following emerging measurement needs and in line with EIGE's resource availability. The reduction of the EU to 27 Member States with the departure of the UK will entail a significant effort in refining the Database to take this into account. Close cooperation with statistics users such as the European Commission (e.g. DG MOVE, RTD, REGIO) other International statistics providers will be maintained (e.g. Eurostat, UNECE, OECD, UN, Eurofound, FRA, OSHA, ODHIR, CEDEFOP, EUROPOL).
- **Violence against Women (VAW):** EIGE's work on improving administrative data collection by police and justice sectors on gender-based violence is well established. If data becomes available in 2021, EIGE will focus on the Satellite domain of Violence of its Gender Equality Index. In 2020, EIGE undertook a study on the consequences of the Covid-19 pandemic for victims of intimate partner violence as a response to the emerging issue. Upon the request from the European Commission, EIGE will update the study on the costs of violence against women, to support Commission's evaluation of the effects of the relevant EU acquis on preventing and combatting violence against women and domestic violence in 2021.
- **Gender Mainstreaming:** increasing requests have been received for support from various EU Institutions and some Member States to advise on the use of gender mainstreaming tools and provide technical assistance. EIGE's work on Gender Budgeting has resulted in the increased recognition for the online platform on Gender Mainstreaming and requests for support from EIGE.

C) Efficiency gains

EIGE will continue to work to identify changes to its work practices which will lead to efficiencies. This will include possibilities for sharing services and collaborations to avoid duplication of effort. In 2018 EIGE signed an SLA with DG HR to implement the SYSPER for EU Agencies project, which started in January 2019 and is to be completed at the end of 2021. Furthermore, after approaching DG BUDG in 2018 with a request to extend the accountant services, EIGE signed in July 2019 an SLA with DG BUDG on the provision of accounting services, which then started in September 2019. In addition, to sustaining collaboration with other EU agencies, from 2016 EIGE has introduced a project-led organisational structure that enhanced teamwork and efficiency. Based on the models and

templates developed for this approach, EIGE established more effective working structures and strengthened the cooperation and knowledge sharing across groups of experts and units. This approach also enabled better growth, planning and distribution of resources.

In 2019 EIGE signed the contract for implementing digital workflows for the administrative procedures of the Institute. EIGE will continue to introduce IT solutions and tools to support its internal process and move further in the digitalisation of the workplace and paperless workflows.

D) Negative priorities/decrease of existing tasks

All activities presented in the draft work programme were identified by the Management Board as being important and contributing to the needs of key stakeholders. To implement these activities in a timely, effective manner much attention is paid to planning of resources and time.

E) Redeployment

In managing the increase in the scope of core tasks and in order to meet some emerging tasks, as part of its project-led organisation approach EIGE introduced an early feasibility analysis of key tasks and activities. This step helped shaping the future priorities and guided EIGE's management in redeployment of a few existing posts to match the new requirements. A certain percentage of time from staff within administration and KMC Units is allocated for managing of Operations / KMC projects across Units.

Reduction of posts: The reduction of 10 % in EIGE's establishment plan has been fully implemented.

3. Section III – Work Programme 2021¹⁴

3.1 Executive summary

The Institute has established itself as the main source of information on gender equality in the EU, and is succeeding in adding value at European and national levels by providing unique evidence for policy makers. To support better informed decision-making, in 2021, EIGE will produce the sixth edition of the Gender Equality Index with the focus on health, and will carry out research to support EU policy priorities as identified by the Council Presidencies; Portugal, Slovenia and France. To support further the improvement of administrative data collection and collaboration with the police and justice sectors, EIGE will develop a classification system for different types of “femicide”. Based on the results of the assessment of the functioning of institutional mechanisms and gender mainstreaming, in 2021, EIGE will monitor the progress of the Member States in strengthening the role of effective institutional mechanisms for gender equality.

In line with EIGE’s Knowledge Management and Communications strategy 2019-2021, the Institute will proactively communicate the areas of strategic importance, following the topics of EIGE’s studies and the political agenda. In addition to its key stakeholders, EIGE will engage with stakeholders relevant to the topics of EIGE’s work this year, i.e. ministries for Health in the Member States and Commission DG’s SANTE, RTD and JUST.

This Annual Work Programme introduces a degree of flexibility in order to provide additional outputs in line with emerging needs of EIGE’s key stakeholders. EIGE’s proposals for additional tasks/priorities are listed in Annex X.

3.2 Research and Data Collection in 2021

EIGE’S STRATEGIC OBJECTIVE ON RESEARCH AND DATA COLLECTION 2021 – 2023

To provide high quality research and data to support better informed and evidence based decision making by policymakers and other key stakeholders working to achieve gender equality

3.2.1 Monitoring of international commitments and supporting the Presidencies of the Council of the EU

In 2021, the research on Artificial intelligence and new forms of work from a gender perspective will support the Slovenian Presidency (second Semester, 2021) and will seek complementarity between the objectives and monitoring framework of the BPfA and SDGs. On the basis of the report, EIGE will develop policy briefs and/or factsheets for dissemination to a wide range of stakeholders. In addition, in 2021 the report developed for the German Presidency on Gender inequalities in care and consequences on the labour market in 2020

¹⁴ Please note that the scope and direction of the annual part of the SPD will be adjusted in line with the budget available for 2021 (according to MFF 2021-2027).

will be published and disseminated. EIGE will also complete and disseminate a research note on the socio-economic impact of the COVID-19 crisis to gender equality¹⁵ to support the Portuguese Presidency (first semester, 2021).

In 2021, EIGE will carry out research on the BPfA area of concern chosen for review under the French Presidency (first Semester of 2022) and will begin preparations for the BPfA study to support the Swedish Presidency (first Semester of 2023).

Where relevant, research undertaken for the BPfA report will be complemented by the identification of good practices in Member States, which merit targeted dissemination to inform policy makers across the EU. EIGE's good practise collection is promoted in the Institute's communication channels and presented in various stakeholder events in the EU. In addition, and if relevant, other targeted communication materials will be developed to meet the needs of specific stakeholders and to reach the widest audience possible.

Objectives, outputs, indicators and outcomes for Activity 1 –Monitoring international commitments and supporting the Presidencies of the Council of the EU

Objective 1	
To support the EU and Member States in the implementation of the international and EU commitments to gender equality	
Specific Objective	➤ To support the monitoring of international and EU commitments of the EU and Member States by providing the necessary evidence: support to the Presidencies of the Council of the EU
Targets 2021	<ul style="list-style-type: none"> ➤ Findings of the research note for PT Presidency sets basis for policy discussions at EU level ➤ Council Conclusions including Indicators are based on EIGE's report monitoring BPfA
Target indicator	<ul style="list-style-type: none"> ➤ Research note discussed in at least 2 EU level meetings ➤ EIGE's recommendations and proposed indicators are endorsed by Council Conclusions
Expected results (Outcomes)	1. Better informed policy-making of EU and Member States
Outcome Indicators	<ul style="list-style-type: none"> 1.1 A total of 10 references in literature/policy documents to German, Portuguese and Slovenian reports by Q4 1.2 A total of 20 presentations of German, Portuguese and Slovenian reports in stakeholder events by Q4 1.3 At least 25 requests to present findings from German, Portuguese and Slovenian reports in stakeholder events by Q4

¹⁵ The research note to support the Portuguese Presidency is part of the wider research study on the socio-economic implications of the Covid-19 pandemic from the gender equality perspective. In this study, an analysis of the emerging (statistical) evidence will be conducted to draw insights for the Portuguese Presidency's research note, whereas a collection of own data is initiated via an EU wide online panel survey. The latter part of the research study will be used to develop the thematic focus of Index 2022 (see 3.2.2).

Outputs

1. Communication activities to promote the research findings of German and Slovenian Presidencies
2. Research note for Portuguese Presidency
3. Communication products for the research findings of Portuguese Presidency
4. Comprehensive review and associated briefing of the area of concern of the BPfA, including good practices, if relevant (Slovenian Presidency)
5. Online panel survey data on artificial intelligence and platform work
6. Technical specifications launched for the French Presidency including, if relevant, good practices
7. Technical specifications launched for the Swedish Presidency including, if relevant, good practices

Output Indicators

1. Communication products published and activities organised to promote for the research findings of German and Slovenian Presidencies available by Q4
 2. Portuguese research note published by Q2
 3. Communication products for the research findings of Portuguese Presidency developed by Q4
 4. Comprehensive review and associated briefing of the areas of concern of the BPfA, including good practices, if relevant (Slovenian Presidency) produced by Q4
 5. Online panel survey data on artificial intelligence and platform work collected by Q2
 6. Technical specifications for the French Presidency including, if relevant, good practices, launched by Q1
 7. Technical specifications launched for the Swedish Presidency including, if relevant, good practices, launched by Q2
-

3.2.2 The Gender Equality Index

The 6th edition of the Gender Equality Index will provide updated Index scores and show the trends in time and will have a thematic focus on health. The analysis will also incorporate an intersectional perspective. In order to ensure the comparability of Index scores across Member States in time, updates to all previous Index editions to account for the United Kingdom's exit from the EU will be necessary, which will have a significant impact on the presentation and dissemination of Index results.

Given the notable contribution of the Gender Equality Index to policy-making and increased awareness about gender equality at the EU and national levels, EIGE will communicate the Index results in an event targeting key stakeholders in the focus area of the 2021 Index edition, e.g. DG SANTE, ministries of health in the Member States, WHO Regional office for Europe. EIGE will also develop 27 country profiles for all EU Member States and EU profile and tailor-made communication for interested countries, either in the form of communication products or by organising targeted visits to a limited number of Member States.

In 2021, EIGE will carry out a research on the socio-economic implications of the Covid-19 pandemic from the gender equality perspective, using an EU-wide online panel survey. The collected own micro-data on the sustaining impact of the COVID-19 crisis, including an in depth look on implications for work-life balance, will be analysed throughout 2021. This will involve the identification of links to Gender Equality Index and an elaboration on certain country contexts. The obtained insights and data will inform the thematic focus of Index 2022.

Within the framework of the Instrument for Pre-accession countries (IPA) and additional funding from the European Commission (DG NEAR), EIGE will provide direct assistance to the EU candidate countries and potential candidates to the development of the national gender equality indices and their promotion in the region.

Objectives, outputs, indicators and outcomes for Activity 2 – the Gender Equality Index

Objective 2	
To support EU and Member States' policy-making by monitoring gaps and trends in gender equality	
Specific Objective	➤ To maintain and further develop a composite statistical measure of gender equality attainment at EU and Member State levels
Targets 2021	➤ EU Institutions and all Member States informed on the 6 th edition of Gender Equality Index
Target indicator	➤ EU Institutions and all Member States informed upon the release of the 6 th edition of Gender Equality Index
Expected results (Outcomes)	1. Increased use of the Index as a reference source for the EU institutions, the Member States and other stakeholders
Outcome Indicators	<ol style="list-style-type: none"> 1. At least 10% more references to the Index by EU Institutions and international organisations compared to 2018 2. At least 15 requests to present the Index in stakeholder events in Q1-Q4 3. All requests to receive information on the Index answered in time 4. At least 10% more media coverage, compared to the previous release
Outputs	<ol style="list-style-type: none"> 1. Gender Equality Index 2021 report 2. Country profiles for all EU Member States and EU 3. Updated interface of Gender Equality Index 4. Release of the Gender Equality Index 2021 5. Communication products 6. Online panel survey data on the sustaining impact of the COVID-19 crisis on work-life balance from the gender equality perspective
Output Indicators	<ol style="list-style-type: none"> 1. Gender Equality Index 2021 report published by end of Q3 2. Gender Equality Index 2021: country and EU profiles produced by end of Q3 3. Updated interface of Gender Equality Index available by Q3 4. Event to release the 6th Gender Equality Index 2021 organised in Q4 5. Communication materials published by Q4 6. Online panel survey data on the sustaining impact of the COVID-19 crisis on work-life balance from the gender equality perspective collected by Q3

3.2.3. Strengthening the capacity for the institutional response to violence against women

To contribute to the EU's commitment to address violence against women, EIGE will continue supporting Member States in strengthening their institutional capacity to respond to violence against women. The focus will be to increase Member States' capacity to regularly populate

respective indicators on intimate partner violence and femicide for Police and Justice, developed during 2019 -2020.

EIGE will focus on the rapidly growing phenomenon of cyber violence against women and girls, through inter alia, establishing a common ground for collecting data on cyber violence by mapping existing national data, policies, definitions and research on cyber violence across the Member States.

In 2021, EIGE will publish the results of the study that estimates the number of girls at risk of Female Genital Mutilation among additional Member States. These risk estimations will be added to the 10 country data sets already collected through EIGE’s studies on female genital mutilation in 2015 and 2018. In this way, comparability of data on the risk of female genital mutilation in the EU will be increased, with Member States supported further in implementing preventive measures to combat this practice. Analysis of the available data and statistical information to measure femicide at EU Member States level and the findings of the study on improving legal responses to counter femicide will be available in 2021. EIGE will develop communication materials to disseminate the findings of this work. EIGE will complete and disseminate the results of the study on the implications of COVID-19 for women victims of intimate partner violence.

Upon the Commission’s request in 2020 and in the framework of the implementation of the EU Gender Equality Strategy 2020-2025, EIGE will provide the update of the study on the costs of violence against women. This work will support the Commission in its policy and legislative work on combatting violence against women.

EIGE will continue to explore potential data sources for measuring incidents and prevalence of violence against women to be included in EIGE’s Gender Statistics Database. As a member of the Eurostat Task Force, EIGE will support the process of implementing an EU survey on gender-based violence and other forms of interpersonal violence, by providing gender expertise. EIGE will prepare for processing the resulting data and micro data from the Eurostat Survey on gender-based violence for inclusion in the Gender Equality Index and other relevant areas.

Objectives, outputs, indicators and expected outcomes for Activity 3 – strengthening the capacity of institutional response to violence against women

Objective 3	
To strengthen capacity of Member States and to support EU Institutions to address violence against women	
Specific Objective	➤ To improve Member States capacity to collect comparable administrative data on violence against women
Targets 2021	<ul style="list-style-type: none"> ➤ Seven Member States supported to populate indicator on femicide ➤ Mapping of national data, policies and research on cyber violence against women conducted
Target indicator	<ul style="list-style-type: none"> ➤ Information exchange with seven Member States on indicator on femicide ➤ Member States consulted on mapping of national data, policies and research on cyber violence against women

Expected results (Outcomes)	<ol style="list-style-type: none"> 1. Increase in Member States' capacity to populate the indicator on femicide 2. Member States informed of EIGE's work on cyber violence against women 3. EU institutions and Member States informed about results of the study on costs of violence against women 4. EU institutions and Member States informed about the results of the study on the implications of COVID-19 for women victims of intimate partner violence
Outcome Indicators	<ol style="list-style-type: none"> 1. Feedback from 7 Member States on the indicator on femicide processed by Q4 2. All Member States consulted on national data, policies and research on cyber violence by Q4 3. EU institutions and Member States informed about results of the study on costs of violence against women by Q4 4. EU institutions and Member States informed about the results of the study on the implications of COVID-19 for women victims of intimate partner violence by Q2
Outputs	<ol style="list-style-type: none"> 1. Technical specifications launched for EIGE's mapping of national data, policies and research on cyber violence against women 2. Communication materials on femicide 3. Communication materials on findings and recommendations on girls at risk of FGM in Member States 4. Communication materials on the costs of violence against women 5. Communication materials on the implications of COVID-19 for women victims of intimate partner violence 6. Contributions to the Eurostat Task Force on EU survey on gender-based violence and other forms of interpersonal violence
Output Indicators	<ol style="list-style-type: none"> 1. Technical specifications on EIGE's study on mapping of national data, policies and research on cyber violence against women national data, legislation and research launched by Q2 2. Communication materials on femicide distributed by Q4 to relevant institutions in all Member States 3. Communication materials on findings and recommendations on girls at risk of FGM in Member States communicated by Q4 to relevant institutions 4. Communication materials on the costs of violence against women by Q4 5. Communication materials on the report on the implications of COVID-19 for women victims of intimate partner violence by Q2 6. Participation in Task Force meetings and providing input by Q4

3.2.4 Gender mainstreaming tools and methods, including Gender Statistics Database

EIGE's online Gender Mainstreaming Platform will be updated with the results of further work on gender budgeting tools in the EU funds initiated in 2020. In 2021, EIGE will update its Gender Budgeting Toolkit for the EU Funds with the addition of *Tool 8: Tracking resource allocations for gender equality in the EU Funds*, which will be finalised after the adoption of the Common Provisions Regulation (CPR). EIGE's work on gender budgeting will be

complemented with innovative research on gender-responsive public procurement, with the aim to support the introduction of gender requirements in public expenditures.

A gender-mainstreaming/gender-budgeting tool for EU funds procurement requirements will be finalised in 2021 and published in 2022. The tools will include practical examples of effective implementation in selected EU funds policy areas. These tools will support the work of the Managing Authorities in implementing the horizontal principle of Gender Mainstreaming in the EU's main investment instrument, the EU funds. Within, and following the EU public procurement framework, EIGE will make available findings on the use of gender-responsive public procurement (GRPP) in the EU, examples of relevant practices at EU and Member States levels and a toolkit on GRPP which will be relevant for national investments and investments co-funded with the EU Funds. The draft toolkit will be tested in an awareness raising / competence development session with members of the Network of Agencies Procurement Officers (NAPO) and other officials. With this work, EIGE aims at ensuring the best value for money and impact of EU investments.

In addition, the Platform will be further developed with the results of in-depth research on effective gender mainstreaming in a selected policy sector. This will include practical examples and recommendations on effective gender mainstreaming for the Member States and the European Commission. In 2021, the focus will be the research sector and the update of the GEAR tool.

The Thematic Network on Gender Mainstreaming will continue to be a space for the practitioners from the Member States and the European Commission to exchange information on the progress made in the implementation of gender mainstreaming strategies, including the application on gender perspective in budgets, and a channel for providing support on the use of the methods and tool and the access to the Gender Statistics Database.

In 2021, EIGE's Gender Statistics Database will be updated to meet the requirements of EIGE's focus areas and following-up on the data collection in the areas of transport and environment. Indicators for the measurement framework for institutional mechanisms for gender mainstreaming will be updated and integrated into the Database. In addition, complementarities and synergies with prominent statistics data providers and users of EIGE's gender statistics data will be consolidated through existing and new cooperation agreements. EIGE will ensure the ongoing process of updating and maintaining the Database as a centralised source of gender statistics and keeping its relevance as a knowledge management tool. In 2021, updates to account for the United Kingdom's exit from the EU will be necessary, which will have a significant impact on the dissemination of statistics and on the structure of the database. To inform this process, online discussions (via EuroGender), physical meetings and/or online surveys will be organised by EIGE. Data updates and EIGE's unique data collection on gender balance in decision-making will be communicated through all EIGE's communications channels and two dedicated products: 'Data Talks': briefs analysing the most up-to-date gender statistics, and annual statistical notes.

If requested, EIGE will support up to three Member States/EU institutions (including EU Agencies) who wish to build their capacities to mainstream gender in their policies. The Thematic Network on Gender Mainstreaming will play a key part in this task, specifically by facilitating technical expertise and exchange of practices on the implementation of effective gender mainstreaming. Two meetings of the Gender Mainstreaming Thematic Network will be held in 2021.

**Objectives, indicators, expected outcomes and resources for Activity 4 –
Mainstreaming gender**

Objective 4	
Providing Tools to build the capacity of EU Institutions and EU Member States to mainstream gender into all policy areas	
Specific Objective	➤ To increase the use of EIGE’s gender mainstreaming platform, including the gender statistics database, by EU institutions and EU Member States
Targets 2021	<ul style="list-style-type: none"> ➤ EU Institutions and all Member States informed about the updates on the gender mainstreaming platform, including tools (Procurement) and sector-based resources (GEAR) ➤ EU Institutions and Member States informed by the Gender Statistics Database and new statistics produced by EIGE ➤ Support provided to the Member States and EU institutions on how to apply the tools and access the Database
Target indicator	<ul style="list-style-type: none"> ➤ Information on the updates of the gender mainstreaming resources sent to EU Institutions and all Member States by Q3 ➤ Gender statistics database referenced in 10 of EIGE’s communication products by Q4 ➤ Support provided to up to 3 Member States and at least 1 EU Institution by Q4
Expected results (Outcomes)	<ol style="list-style-type: none"> 1. Updated information on methods, tools and country specific data and information on the GM platform by Q3 2. Tool 8 of the GB toolkit (tracking system) placed on the GM Platform Q4 3. Stakeholders provided with information to monitor progress in the implementation of gender mainstreaming and institutional mechanisms in the Member States, by Q4 4.
Outcome Indicators	<ol style="list-style-type: none"> 1.1 References to EIGE’s work on gender mainstreaming from at least 5 EU Member States and at least 1 EU Institution by Q4 1.2 Report on gender mainstreaming in one selected policy sector developed 2. Access to newly developed methods and tools (Tool 8 of the GB toolkit - tracking system) 3. Updated indicators on institutional mechanism and gender mainstreaming are integrated into the report on Institutional Mechanisms and Gender Mainstreaming Q3 3.1 Up to three technical assistance requests addressed 3.2 Feedback from GM thematic network members
Outputs	<ol style="list-style-type: none"> 1. Updated information and data on Gender Mainstreaming online platform 2. Recommendations on implementation of gender mainstreaming in selected policy area developed 3. Indicators on institutional mechanisms and gender mainstreaming populated and published in gender statistics database 4. Expert opinion on methods and tools received 5. Expert opinion on gender mainstreaming in selected policy areas received 6. Increased knowledge-base of the participants of the GM thematic network 7. Recommendations on specific topics and recent updates of EIGE’s Gender Statistics Database developed 8. Four gender statistics briefs (“Data talks”) and statistical notes

Output Indicators

1. Information on newly developed gender mainstreaming/budgeting tools updated on the GM platform by Q4
2. Recommendations on implementation of gender mainstreaming in selected policy sector used for the further development of the GM platform by Q4
3. Indicators on institutional mechanism and gender mainstreaming populated and published in gender statistics database by Q3
4. Report from the Expert consultation on gender mainstreaming/budgeting tools available by Q3
5. Report from the Expert consultation on the implementation of gender mainstreaming in selected policy sector available by Q4
6. Assessment of the evaluation reports of the meetings (2) of the GM thematic network by Q4
7. Report from the online discussion on specific topics and recent updates of EIGE's Gender Statistics Database by Q3
8. Four gender statistics briefs ("Data talks") and statistical notes published and disseminated by Q4

3.2.5 Other research initiatives

Upon request of DG JUST in 2020, EIGE together with the Joint Research Centre (JRC) prepared a note on Mapping of existing monitoring tools/indicators related to the Gender Equality Strategy 2020-2025 (GES). The purpose of the document is to present a mapping of the available data, indicators and tools related to the main policy objectives described in the GES. These will serve as the initial input towards the development of a monitoring tool for the GES. This work is foreseen to continue in 2021.

3.2.6 Human resources in research and data collection

The table below shows the human resources (in terms of FTEs (full time equivalents)) and related staff costs foreseen to deliver proposed outputs in 2021. In 2016 EIGE has implemented the Activity Based Budgeting (ABB) approach and the figures presented in the table were calculated in the ABB tool. General overview of resources needed is presented in **Tables 5-6 in Annex I**.

Table 3. Human resources* / Research and Data Collection for 2021

Area	Temporary agents TA	Contract agents CA	SNE	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Beijing Platform for Action	3.25	0.80	0.89	4.94	11.49 %	419 320.94
Gender Equality Index	3.58	0.94	0.60	5.12	11.91 %	453 455.54
Recent data on Gender Equality	1.77	0.71	0.50	2.98	6.93 %	230 653.85
Gender-based Violence	2.81	0.33	1.14	4.28	9.95 %	355 308.40

Gender Mainstreaming	2.71	0.38	0.10	3.19	7.42 %	306 981.37
Other Research Initiatives	0.17	0.02	0.01	0.20	0.47 %	24 257.75
ALL	14.29	3.18	3.24	20.71	48.16 %	1 789 977.85

* HR figures are presented as FTEs

Time of 2 FTE for CA staff financed under IPA programme is included in the calculations in the ABB model.

4.3. Knowledge Management and Communication in 2021

STRATEGIC OBJECTIVE ON KNOWLEDGE MANAGEMENT AND COMMUNICATION 2021 – 2023

To manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders

3.3.1 Communication and dissemination of EIGE's work

This will be the last year to implement EIGE's Knowledge Management and communications strategy 2019-2021. The Institute aims to get wide visibility to its work and engage stakeholders from areas relevant to its research. EIGE will also target its outreach activities to support the European Union gender equality strategy.

The main topics for communications in 2021 include the findings of the research note for the Portuguese presidency, the report prepared for the Slovenian presidency, gender mainstreaming tools (such as gender budgeting, procurement), Gender Equality Index 2021 results and focus area of health, and new findings on cyber violence, FGM and other research on gender-based violence. Updates of EIGE's Gender Statistic database will be used as a resource in all of EIGE's communication tools.

EIGE will closely monitor developments in the external environment to identify emerging topics and communicate EIGE's work, facts and findings to inform policy-makers of identified gender gaps.

Communication tools and channels

EIGE uses its various communication tools (infographics, videos, press releases, newsletter) to ensure effective outreach of its work and to increase the scope and engagement of stakeholders. Given its international environment, EIGE focuses on online communication channels, such as its website, social media (Facebook, Twitter, LinkedIn and YouTube), and emails to reach stakeholders. Furthermore, EIGE uses its EuroGender platform to facilitate the work of virtual project teams and to gather input from stakeholders.

In 2021, EIGE's media engagement will focus on topics such as implications of Covid-19 pandemic for gender equality, health, cyber violence and gender mainstreaming. These topics will be introduced to journalists from Member States with an aim to reach out to the broader public across the European Union. EIGE will issue press releases to promote the findings of its main studies and distribute them to journalists in its up-to-date EU-wide media database. Press briefings will be organised on the priority topics in 2021.

In order to make efficient use of the knowledge produced by the Institute, EIGE will further develop its internal communication tools, such as the intranet, project management tool and electronic archiving solutions.

EIGE's websites need to migrate to a new Content Management System in 2021, as the current system will not be operational after November this year. This gives a good opportunity to review the structure and presentation of the website.

EIGE will also ensure the active use of the Resource and Documentation Centre (RDC) through engagement with the 19 RDC partner libraries. The RDC collection will be further promoted, with a specific focus on EIGE's thematic priorities for 2021. EIGE's Glossary and Thesaurus will also be more integrated in the online library, increasing the visibility of the Glossary's terms.

3.3.2 Working with stakeholders and partners

While the European Parliament, European Commission, the Council of the EU and Member States remain key stakeholders, the Institute will continue reaching out to various stakeholders, also beyond the gender equality community. Specific focus will be put on engaging policy-makers in areas relevant to studies in 2021, such as ministries of Health in the Member States and DG SANTE in the European Commission, as well as ENVI Committee at the European Parliament. Other relevant EU Institutions such as the European Economic and Social Committee (EESC) and the Committee of the Regions, will be regularly engaged in EIGE's work. EIGE will also explore how to respond to the growing demand from external stakeholders for technical assistance regarding gender equality and mainstreaming.

To respond to the stakeholder requests and to address the growing backlash to gender equality in the EU, following-up on the project from 2020, EIGE will collect evidence of the main political and media narratives, questioning the value of gender equality in the EU. As a result of data collection and analysis, EIGE will produce a paper providing fact-based situation review, response and positive narratives to meet the advocacy needs of EIGE and its stakeholders.

With an aim to increase the uptake of the Institute's work and to support the Member States in their gender equality objectives, EIGE plans to organise up to five country visits to Member States, selected in agreement with the Management Board and the Experts' Forum.

EIGE also engages with experts and knowledge brokers, such as EU-wide civil society organisations (e.g., inter alia, Social Platform, European Women's Lobby and MenEngage Europe), social partners, academia and academic networks.

EIGE regularly engages with other EU agencies, in particular FRA, CEDEFOP, EU-OSHA, Eurofound and all Justice and Home Affairs Agencies both bilaterally and through established networks. For example, EIGE participates in the EU agencies network on scientific advice (EU-ANSA) and contributes to strengthening a dialogue between senior scientific staff from 13 EU agencies with a strong science component to their work and providing scientific and technical advice to EU institutions, Member States and other relevant EU policymakers. In 2021, EIGE will also start building working relations with the new Labour Authority.

EIGE will continue sharing information with relevant international partners, such as the Council of Europe, OECD, ILO, OSCE, UN Women, and other relevant United Nations entities in order to foster synergies and collaborations in the areas of gender-based violence, gender mainstreaming, while ensuring that it fully respects the guidelines set for agencies in relation to international relations. EIGE will also continue an active exchange with the European External Action Service (EEAS), EU Delegations and international organisations that facilitate awareness raising among other stakeholders working for the advancement of gender equality beyond the European Union.

EIGE will also implement the agreed activities under the project “Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2022)” under the Instrument for Pre-Accession Assistance (IPA), funded by DG NEAR. Subject to the programme funding, discussions for a new project proposal will be initiated, building on the established networks and results.

Experts’ Forum

In 2021, in addition to the exchange during the meeting/s of EIGE’s Advisory body, EIGE will engage the Experts’ Forum members in identifying national experts or networks, engaging them in quality assurance and asking for advice on the policy relevance of new projects/activities. The Forum members will be expected to provide EIGE with concrete evidence from their respective Member States. In 2021, a thematic Experts’ Forum meeting will focus on the topic of “economy that works for people”.

As the Knowledge Management and Communications activities are closely linked with the Institute’s research and statistics work, many of them are outlined in the previous sections of this work programme.

Objectives, outputs, indicators and expected outcomes for Activity 5 (in addition to those included under thematic activities)

Objective 5	
Increasing uptake of EIGE’s work by stakeholders	
Specific Objective	➤ To increase the visibility and usage of EIGE’s work by its key stakeholders and a broader scope of stakeholders
Targets 2020	<ul style="list-style-type: none"> ➤ Aggregated outreach of EIGE’s communication channels increased by 20% compared to 2018 baseline ➤ Influence of EIGE to policy-making at EU level increased by 10% compared to the 2018 baseline
Target indicator	<ul style="list-style-type: none"> ➤ Aggregated outreach of EIGE’s communication channels ➤ References to EIGE in policy documents by EU Institutions
Expected results (Outcomes)	<ol style="list-style-type: none"> 1. Increased awareness of EIGE’s work among policy-makers and EU citizens 2. Increased relevance of EIGE’s work to EU institutions and Member States and other stakeholders including two new stakeholder groups
Outcome Indicators	<ol style="list-style-type: none"> 1.1 Two additional committees of the European Parliament informed about EIGE’s work by Q4 1.2 Two additional DGs of the European Commission informed about EIGE’s work by Q4 1.3 Outreach of social media, newsletter, videos and media coverage increased by 20% from the 2018 baseline by Q4 2.1 10% increase in stakeholder requests compared to 2018 baseline by Q4 2.2 Two new stakeholder groups consulted on EIGE’s work by Q4 2.3 Response to anti-gender equality narratives provided to stakeholders by end of Q2

Outputs	<ol style="list-style-type: none"> 1. Communication materials, (e.g. infographics, videos, factsheets) and activities (e.g. report launches) on EIGE's new research 2. EIGE's work made visible in Member States through country visits 3. Opinions and input to relevant institutional structures, including new stakeholder groups 4. News alerts on EIGE's website and posts on social media channels 5. Newsletters and press releases 6. Briefings for journalists from the Member States and local media 7. Thematic report on responding to anti-gender equality narratives
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Output Indicators	<ol style="list-style-type: none"> 1. At least one communication product developed for each new work area 2. At least five stakeholder groups reached during each country visit 3. At least seven contributions delivered to relevant institutional structures, including two new stakeholder groups by Q4 4. 10 news alerts/press releases published per year, and five posts per week on social media 5. Up to six newsletters published by Q4 6. Two briefings for journalists from the Member States and one for local media by Q4 7. Thematic report on responding to anti-gender equality narratives by the end of Q2
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* The baseline has been established with reference year of 2018. The baseline refers to a set of qualitative and quantitative indicators used for monitoring usage of EIGE products. It provides a critical reference point for future comparing and interpreting of outreach and efficiency, which inform needs for future interventions.

3.3.3 Human resources in knowledge management and communications

The table below shows the human resources (in terms of FTEs (full time equivalents)) and related staff costs from the budgetary perspective associated with the Knowledge Management and Communications unit within EIGE in 2021. In 2016, EIGE has implemented the Activity Based Budgeting (ABB) approach and the figures presented in the table were calculated in the ABB tool. General overview of resources needed is presented in **Tables 5-6** in **Annex I**.

Table 4. Human Resources* / Knowledge Management and Communications for 2021

Area	Temporary agents TA	Contract agents CA	SNE	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Communications	4.24	1.63	0.80	6.67	15.51 %	571 104.86
Relationships with Stakeholders	3.53	0.80	0.80	5.13	11.93 %	101 697.91
Ad hoc programmes	0.87	1.02	0.16	2.05	4.77 %	420 168.42
AL	8.64	3.45	1.76	13.85	32.21 %	1 092 971.18

* HR figures are presented as FTEs

Time of 2 FTE of CA staff financed under IPA programme is included in the calculations in the ABB model.

Annexes¹⁶

Annex I. Resource allocation per Activity

Table 5. Summary of Human and Financial Resources 2021

ACTIVITIES	Total HR		TITLE 1	TITLE 2	TITLE 3	Total budget	Budget fraction
	%	FTEs*	Staff	Infrastructure	Operations		
Research and data collection	48.16 %	20.71	1 789 977.85	535 728.42	2 534 268.31	4 859 974.58	60.03%
Knowledge Management and Communications	32.21 %	13.85	1 092 971.18	364 434.53	789 731.38	2 247 137.09	27.76%
Effective organisation and EIGE bodies	19.63 %	8.44	761 713.96	221 174.06	6 000.31	988 888.33	12.21%
Total	100.00 %	43.00	3 644 662.99	1 121 337.01	3 330 000.00	8 096 000.00	100.00 %

Table 6. Summary of Human and Financial Resources 2020 full cost of activities

ACTIVITIES	Total HR		TITLE 1	TITLE 2	TITLE 3	Total budget	Budget fraction
	%	FTEs*	Staff	Infrastructure	Operations		
Research and data collection	48.16 %	20.71	1 789 977.85	535 728.42	2 534 268.31	4 859 974.58	60.03%
Knowledge Management and Communications	32.21 %	13.85	1 092 971.18	364 434.53	789 731.38	2 247 137.09	27.76%
Effective organisation and EIGE bodies	19.63 %	8.44	761 713.96	221 174.06	6 000.31	988 888.33	12.21%
Total	100.00 %	43.00	3 644 662.99	1 121 337.01	3 330 000.00	8 096 000.00	100.00 %

NB:

2020 IPA operational budget (EUR 50 000) and 1 FTE for IPA CA staff are considered in the ABB Model and in the tables.

Total HR includes: Temporary Agents (AD and AST), Contract Agents, Seconded National Experts.

* FTEs – full time equivalents

¹⁶ Annexes to be updated after the 2021 budget adoption.

Annex II. Financial Resources

Table 7. Expenditure Summary

Expenditure	2020		2021	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	3 644 663	3 644 663	3 644 663	3 644 663
Title 2 - Infrastructure and operating expenditure	1 121 337	1 121 337	1 121 337	1 121 337
Title 3 - Operational expenditure	3 330 000	3 330 000	3 330 000	3 330 000
Title 4 - Externaly assigned expenditure	p.m.	p.m.	p.m.	p.m.
TOTAL EXPENDITURE	8 096 000	8 096 000	8 096 000	8 096 000

Table 8. Expenditure¹⁷

EXPENDITURE	Commitment/Payment appropriations ***						
	Adopted Budget 2019	Budget 2020	Draft Budget 2021		VAR N+1/N (%)	Envisaged 2022	Envisaged 2023
			Agency request	Budget forecast			
TITLE 1 - STAFF EXPENDITURE	3,474,000.00	3,644,663.00	3,644,663.00	3,644,663.00	0%	3,713,663.00	3,783,663.00
11 Salaries & allowances	3,041,000.00	3,186,663.00	3,270,763.00	3,270,763.00	-3%	3,339,763.00	3,409,763.00
- Of which establishment plan posts	2,268,000.00	2,377,663.00	2,445,583.00	2,445,583.00	-3%	2,498,079.40	2,551,245.73
- Of which external personnel	773,000.00	809,000.00	825,180.00	825,180.00	-2%	841,683.60	858,517.27
12 Expenditure relating to Staff recruitment	32,000.00	32,000.00	14,000.00	14,000.00	56%	14,000.00	14,000.00
13 Mission expenses	38,500.00	41,500.00	30,000.00	30,000.00	28%	30,000.00	30,000.00

¹⁷ LATEST UPDATES: as MFF 2021-2027 is still under negotiations, the envisaged budgets for 2021, 2022 and 2023 tentatively similar as 2020.

14 Socio-medical infrastructure	104,000.00	108,000.00	108,000.00	108,000.00	0%	108,000.00	108,000.00
15 Training	73,000.00	88,000.00	66,400.00	66,400.00	25%	66,400.00	66,400.00
16 External Services	177,000.00	180,000.00	147,000.00	147,000.00	18%	147,000.00	147,000.00
17 Receptions, events and representation	8,500.00	8,500.00	8,500.00	8,500.00	0%	8,500.00	8,500.00
TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE	1,356,000.00	1,121,337.00	1,121,337.00	1,121,337.00	0%	1,121,337.00	1,121,337.00
20 Rental of buildings and associated costs	553,100.00	552,800.00	564,800.00	564,800.00	-2%	564,800.00	564,800.00
21 Information, communication technology and data processing	240,000.00	305,197.00	235,000.00	235,000.00	23%	235,000.00	235,000.00
22 Movable property and associated costs	9,000.00	5,000.00	7,000.00	7,000.00	-40%	7,000.00	7,000.00
23 Current administrative expenditure	321,820.00	90,700.00	155,647.00	155,647.00	-72%	155,647.00	155,647.00
24 Postage / Telecommunications	-	-	-	-	-	-	-
25 Meeting expenses	222,080.00	161,640.00	136,890.00	136,890.00	15%	136,890.00	136,890.00
26 Running costs in connection with operational activities	5,000.00	1,000.00	1,000.00	1,000.00	0%	1,000.00	1,000.00
27 Information and publishing	5,000.00	5,000.00	21,000.00	21,000.00	-320%	21,000.00	21,000.00
28 Studies	-	-	-	-	-	-	-
TITLE 3 - OPERATIONAL EXPENDITURE	3,107,000.00	3,330,000.00	3,330,000.00	3,330,000.00	0%	3,330,000.00	3,330,000.00
30 Translations	120,000.00	120,000.00	229,500.00	229,500.00	-91%	229,500.00	229,500.00
31 Oper Missions	140,000.00	145,000.00	160,000.00	160,000.00	-10%	160,000.00	160,000.00

32 Research, statistics and indices	1,265,000.00	675,000.00	645,000.00	645,000.00	4%	645,000.00	645,000.00
33 Gender Based Violence	471,000.00	602,000.00	459,000.00	459,000.00	24%	459,000.00	459,000.00
34 Implementing Gender Mainstreaming	376,000.00	1,094,000.00	1,030,000.00	1,030,000.00	6%	1,030,000.00	1,030,000.00
35 Stakeholders and Communication	735,000.00	694,000.00	806,500.00	806,500.00	-16%	806,500.00	806,500.00
36 Effective organisation and bodies of EIGE	-	-	-	-	-	-	-
40 External assigned expenses	-	-	-	-	-	-	-
TOTAL EXPENDITURE	7,937,000.00	8,096,000.00	8,096,000.00	8,096,000.00	0%	8,165,000.00	8,235,000.00

*** Amount for implementing IPA program is not included in the figures.

Table 9. Revenue¹⁸

REVENUES	2020	2021
	Revenues estimated by the agency	Budget Forecast
EU contribution	8 096 000	8 096 000
Other Revenue	0	0
TOTAL REVENUES	8 096 000	8 096 000

REVENUES	General revenues					
	Budget 2020	Draft Budget 2021		VAR 2021/2020 (%)	Envisaged in 2022	Envisaged in 2023
		Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES						
2 EU CONTRIBUTION	8 096 000	8 096 000	8 096 000	0%	8 165 000	8 235 000
<i>- Of which assigned revenues deriving from previous years' surpluses</i>						

¹⁸ See footnote 17.

3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)						
- <i>Of which EEA/EFTA (excl. Switzerland)</i>						
- <i>Of which candidate countries</i>						
4 OTHER CONTRIBUTIONS						
5 ADMINISTRATIVE OPERATIONS						
- <i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61)</i>						
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT						
7 CORRECTION OF BUDGETARY IMBALANCES						
TOTAL	8 096 000	8 096 000	8 096 000	0%	8 165 000	8 235 000

Table 10. Budget outturn and cancellation of appropriations

Budget outturn	2017	2018	2019
Revenue actually received (+)	7,841,015.00	7,785,495.00	8,487,270.00
Payments made (-)	-6,248,416.00	-6,508,025.00	-6,731,768.00
Carry-over of appropriations (-)	-1,571,029.00	-1,429,532.00	-1,679,227.00
Cancellation of appropriations carried over (+)	34,865.00	33,754.00	54,638.00
Adjustment for carryover of assigned revenue appropriations from previous year (+)	71,497.00	200,579.00	10,831.00
Exchange rate differences (+/-)	-248.00	-175.00	-494.00
Adjustment for negative balance from previous year (-)			
Total	127,684.00	82,096.00	141,250.00

<i>Budget outturn</i>	141,250 EUR
<i>Cancellation of appropriations</i>	86,966 EUR
<i>Cancellation of commitment appropriations</i>	86,966 EUR
<i>Cancellation of payment appropriations for the year</i>	82,471 EUR
<i>Cancellation of payment appropriations carried over</i>	54,638 EUR

Annex III. Human Resources - quantitative

Table 11. Staff population and its evolution; overview of all categories of staff

Staff population		Actually filled as of 31.12.2018	Authorised under EU budget for 2019	Actually filled as of 31.12.2019	Authorised under EU budget for 2020	Draft Budget for year 2021	Envisaged in 2022	Envisaged in 2023
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	21	21	21	21	21	21	21
	AST	6	6	6	6	6	6	6
	AST/SC	0	0	0	0	0	0	0
Total [1]		27	27	27	27	27	27	27
CA GF IV		5	3	5	4	3	3	3
CA GF III		7	5	6	5	7	6	6
CA GF II		2	2	3	2	3	3	3
CA GF I		-	-	-	-	-	-	-
Total CA [2]		14	10	14	11	13	12	12
SNEs [3]		4	5	4	4	4	4	4
TOTAL *		18	15	18	15	17	16	16
<i>External staff ^[6]for occasional replacement ^[7]</i>		-	-	-	-	-	-	-
Trainees [4]		6	8	6	8	8	8	8
<i>Structural service providers [5]</i>		5	7	5	5	4	4	4

Please note that the actual number of CAs at 31.12.2020 is 14. Of these, two CAs are of a short term duration and two are financed under IPA.

NB Figures relating to 2021 and 2022 are indicative and have yet to be confirmed in due course in order to reflect the finalisation in the Institute's SPD for 2021 and 2022.

Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNEs).

[1] Headcounts

[2] FTE

[3] Seconded National Experts (SNEs) FTE

[4] Trainees are offered a six month traineeship which can be extended up to an additional five months.

[5] Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

[6] FTE

[7] For instance, replacement due to maternity leave or extended sick leave.

Table 12. Multi-annual staff policy plan year N+1 – N+3

Category & grade	Establishment plan in EU Budget 2019		Filled as of 31.12.2019		Modifications in 2019 in application of flexibility rule *		Establishment plan in voted EU Budget 2020		Modifications in 2020 in application of flexibility rule		Establishment plan in Draft EU Budget 2021		Establishment plan 2022		Establishment plan 2023	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																
AD 15																
AD 14		1						1				1		1		1
AD 13				1												
AD 12		1						2				2		2		2
AD 11		2		1				2				2		3		3
AD 10		4		2				4				4		4		4
AD 9		3		2				2				2		3		3
AD 8		4		1				4				4		3		3
AD 7		3		7				3				3		3		3
AD 6		3		2				3				3		2		2
AD 5		0		4				0				0		0		0
Total AD		21		20		0		21		n/a		21		21		21
AST 11																
AST 10																
AST 9								1				1		1		1
AST 8		2		1				1				1		1		1
AST 7		2						2				2		2		2
AST 6		2		2				2				2		2		2
AST 5				2												
AST 4				1												
AST 3																
AST 2																
AST 1																
Total AST		6		6		0		6		n/a		6		6		6
AST/SC 1																
AST/SC 2																
AST/SC 3																
AST/SC 4																
AST/SC 5																
AST/SC 6																
Total AST/SC		0		0		0		0		n/a		0		0		0
TOTAL		27		26		0		27		n/a		27		27		27

* In line with Article 32 (1) of the framework Financial Regulation, the Management Board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allow for a different % rate.

Annex IV. Human Resources – qualitative

Annex IV - A. Recruitment policy

The Institute's recruitment policy and procedures¹⁹ aims at attracting and recruiting strong candidates for different posts and include the following elements:

- Aspects related to transparency, eligibility requirements, equal opportunity, etc. as defined in the implementing provisions for the engagement and use of Temporary Agents and Contract Agents respectively, giving effect to the Staff Regulations (SR) in agreement with the EC²⁰ pursuant to Article 110 of the SR.
- In line with recommendations of the European Ombudsman for enhanced transparency in recruitment procedures, the names of members of a selection committee are provided in the invitation to interview to shortlisted candidates.
- All selection committee members sign a statement of confidentiality and non-conflict of interest indicating if they know any of candidates, specifying the context in which they know them.
- A reference to a maximum number of candidates to be placed on the relevant reserve list is included in all vacancy announcements.
- All applications are reviewed only after the interview and test questions have been finalised.
- Pre-screening of candidates for eligibility is based on the criteria of the vacancy notice and an established threshold for candidates to be shortlisted.
- Written tests are administered and anonymously graded to ensure impartiality.
- Regular auditing is undertaken by the European Court of Auditors.
- Strict adherence to data protection legislation and timely responses to queries from unsuccessful candidates.
- A recommended reserve list of candidates is typically valid for an established period during which it may be used as the need arises.

a. Officials

EIGE has no officials in its establishment plan.

b. Temporary Agents

Only the Director's post is defined by Regulation (EC) No 1922/2006 as short-term, with a five year term and the possibility for a single extension of not more than five years. In 2014, the incumbent was confirmed until April 2019. Because of delayed arrival of the new Director, the incumbent remained in office until the end of January 2020.

Following the Budgetary Authority's decision to reduce EIGE's establishment plan, the Institute's management considered different options for the allocation of tasks and posts and agreed on an internal approach. All planned cuts have been implemented as at 31 December 2017.

Posts previously defined as long-term due to permanent functions, duties and tasks have been subject to revision. At the end of 2019, the list of long-term posts included:

¹⁹ The legal basis for the engagement of SNEs and trainees is contained in different policy documents separate from the Staff Regulations.

²⁰ Commission Decision on the agreement to certain Agencies on their implementing rules giving effect to the Staff Regulations, C(2009)8279 of 20.10.2009 and C(2009)8526 of 29.10.2009.

- Director's Secretariat: Assistant to the Director;
- Administration Unit: Head of Unit, HR Officer, ICT Assistant, Internal Control and Compliance Officer, Accounting and Budget Coordinator;
- Operations Unit: Head of Unit, Senior Gender Mainstreaming Officer, Senior Researcher/Analyst, Researcher (Gender Equality), GBV Officer, Researcher (Gender Mainstreaming), Statistics Officer, Gender Statistics Database Officer, Operations Assistant;
- Knowledge Management & Communications Unit: Head of Unit, Stakeholder Relations Officer, Research Communications Officer, RDC Officer, Communications Assistant, Administrative Assistant.

The hierarchical structure with respect to recruitment grades was maintained as follows:

- Middle management: AD 9 upwards;
- Administrator: Officer, Senior Officer, coordinating/independent roles: AD 5 – 8;
- Assistant: AST 1 - 4.

With the introduction of the Temporary Agents' 2f category in the Staff Regulations as from 1 January 2014 with applicable implementing rules, Temporary Agents 2f are offered an initial contract of three years, which may be renewed not more than once for a definite period of five years. Any further renewal thereafter shall be for an indefinite period²¹.

c. Contract Agents

Contract Agents are offered contracts for a fixed period of at least three months and not more than five years. As per EIGE's implementing rules on the engagement and use of Contract Agents 3a, a second renewal without interruption can lead to an indefinite duration contract. It needs to be noted that those Contract Agents in a Function Group IV post will be required to show competence in a third EU language before an indefinite contract may be offered to them.

Posts within this staff category include Administrative Assistant, Procurement Assistant, Payroll & Training Officer, Procurement Officer, Research Officer, Administrative Agent - ICT & Project Team Support, Stakeholder Relations Assistant, Administrative Agent – Finance as well as Administrative Support - Director's Secretariat.

Having participated in the IPA programme for the first time in 2013, the Institute has renewed its mandate to support countries that are part of the EU enlargement process. The fifth contract for extension of EIGE's participation in this project was signed between DG NEAR and EIGE on 20 December 2018. The implementation period of the action is 30 months starting on 1 January 2019. Under this agreement, the salary of one Contract Agent at FG III is budgeted for 30 months and of one Contract Agent at FG II for a duration of 24 months.

d. Seconded National Experts (SNEs)²²

Each national expert assumes a supporting role either in specific gender equality related projects or by supporting the enhanced tasks placed within the Institute's mandate.

The Institute has most recently adopted a more targeted approach to enabling secondments in line with the provisions of its rules on secondments.

²¹ Temporary Agent contracts offered before 1 January 2014 were initially for five years with the possibility of a first renewal of three years before an indefinite contract may be offered thereafter.

²² N.B. SNEs are not employed by the agency.

In 2019, agreements were in place with **Germany** (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth), **Belgium** (Department of Welfare, Public Health and Family of the Flemish Government Administration and Cabinet of the Brussels Regional Minister and Brussels Regional Public Service); **Poland** (Ministry of Foreign Affairs) and **Greece** (General Secretariat for Gender Equality of Ministry of Interior).

e. Traineeships

Since 2011, more than 60 traineeships have been undertaken at EIGE. The Institute is the sole EU agency focused on gender equality and it provides a useful source of information, learning and competence raising for trainees. Subject to certain conditions, the maximum duration of a traineeship is 11 months. These traineeships mirror the European Commission's approach, recognising the value of the experience that is mutually enriching for both organisation and trainee.

f. Structural Service Providers²³

The service level agreement that EIGE has with the Paymaster's Office (PMO) supports the efficient administration of the payment of salaries and allowances. EIGE's staff and their families are also included in the EC's Joint Sickness Insurance Scheme (JSIS).

After an open tender procedure launched during the second half of 2019 a new framework contract for medical and related advisory services for a maximum duration of four years was signed on 3 December 2019 with *SK Impeks Medicinos diagnostikos centras*²⁴.

Annex IV - B. Appraisal of performance and reclassification/promotions

Annual performance appraisals are carried out during the first half of each year consistent with the Institute's commitment to apply Article 43 of the SR in respect of Temporary and Contract Agents.²⁵

Annual appraisal reports support the process determining reclassifications and serve to formalise feedback at different levels of the organisation, to recognise exceptional performance and where applicable, to address issues relating to underperformance. The appraisal procedure also contributes to the prioritisation of training needs.

Heads of Unit in conjunction with EIGE's Director are responsible for ensuring the completion of this process as well as the assessment of merit in the context of the annual reclassification procedure.

Proposed agents to be reclassified were announced on 28 October 2019. Five Temporary Agents were subsequently reclassified after confirmation of third language competence by EPSO. Details follow in Table 13. In addition, two Contract Agents were reclassified as indicated in Table 14. The reclassification of Temporary Agents is indicatively limited to between 25 % and 30 % of the establishment plan (six to eight per annum) for the period

²³ It is the structural service providers which employ interim personnel and not the agency.

²⁴ https://www.medcentras.lt/en/for_citizens/

²⁵ CEOS (Conditions of Employment of Other Servants), specifically Article 15 (2) for Temporary Agents and Article 87 (1) for Contract Agents, is relevant here.

2018-2020. While positions remain available for reclassifying Temporary Agents²⁶, additional positions have been requested in order to anticipate career progression at different levels of the organisation. A similar proportional parameter applies to the reclassification of Contract Agents.

Table 13. Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2018		How many staff members were promoted/reclassified in year 2019		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1			
AD 12					
AD 11		1			
AD 10		2			
AD 9		2			
AD 8		1			
AD 7		5			
AD 6		7		3	3.8
AD 5		2		1	2.5
Total AD		21		4	3.15
AST 11					
AST 10					
AST 9					
AST 8		1			
AST 7					
AST 6		2			
AST 5		2		1	4
AST 4		1			
AST 3					
AST 2					
AST 1					
Total AST		6		1	4
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		0		0	n/a
Total		27		5	n/a

²⁶ The TA positions available for reclassification at the start of 2019 were at the following grades: AD14 x 1, AD12 x 1, AD11 x 2, AD10 x 4, AD9 x 5, AD 8 x 6, AD7 x 2, AST 8 x 1, AST 7 x 2 and AST 6 x 2. Table 12 projects newly requested positions to take into account possible future reclassifications from 2019 onwards.

Table 14. Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2018	How many staff members were promoted/reclassified in year 2019	Average number of years in grade of reclassified/promoted staff members
CA IV	18			
	17			
	16			
	15			
	14	4		
CA III	13			
	12			
	11			
	10	2		
CA II	9	5	1	3
	8	1	1	2
	7			
	6			
CA I	5	1		
	4	1		
	3			
CA I	2			
	1			
Total	-	14	2	2.5

Annex IV - C. Mobility policy

Mobility within the agency

EIGE's size and the specificity of various posts each limit internal mobility. Nonetheless staff can apply for any vacancy for which they consider themselves to meet the eligibility criteria and due consideration is given to the merits of each candidate.

Mobility among agencies (Inter-Agency Job Market)

EIGE joined the Inter-Agency Job Market in May 2012. During 2019, two contract agents left EIGE to join other EU agencies while none joined EIGE from other EU agencies.

Mobility between the agencies and the institutions

No mobility was recorded between EIGE and other EU institutions during 2019.

Annex IV – D. Gender and geographical balance

Gender balance

The Institute aspires to the highest standards with respect to equal treatment not only towards the staff it has recruited but also to all job applicants. It is committed to having a diversified staff body. To this effect, close monitoring of equal opportunities in recruitment will continue to be implemented. This monitoring will also include reclassifications.

At 31 December 2019, the number of women increased to 76 % overall when compared to last year (71 %). Tables 15 and 16 present further details. As noted in Table 16, more women than men occupy posts in the AD category and in middle management posts.

Table 15. Ratios and indicative changes (2015-2019)

Sex/Staff Category	Temporary Agents AD	Temporary Agents AST	Contract Agents	SNEs	Trainees	Total
Women	15	4	10 ~	3	5	37
Men	5	2	4 ~	1	0	12
Total	20	6	14	4	5	49
Gender ratio 2019 & indicative change	74:26	67:33	71:29	75:25	100:0	76:24
	↓	↑	↓	No change	↓	↓
Gender ratio 2018 & indicative change	67:33	83:17	64:36	75:25	83:17	71:29
	↑	No change	↑	No change	↑	↑
Gender ratio 2017 & indicative change	70:30	83:17	66:33	75:25	100:0	74:26
	↑	↓	↓	No change	No change	↓
Gender ratio 2016 & indicative change	71:29	67:33	64:36	75:25	100:0	72:28
	↓	No change	No change	↑	↓	↓
Gender ratio 2015 & indicative change	68:32	67:33	64:36	100:0	83:17	71:29
	No change	↑	↓	No change	↑	↑

Table 16. Gender balance in positions at 31.12.2019

Staff at 31.12.2019	Contract Agents			Temporary Agents (AST & AD)												
	FG II	FG III	FGIV	AST 1-3	AST 4	AST 5	AST 6	AST8	AD 5	AD 6	AD 7	AD 8	AD 9	AD 10	AD 11	AD 13
Women	2	6	2	0	0	1	3	0	3	1	5	0	2	2	1	1
Men	1	1	2	0	1	0	0	1	1	1	2	1	0	0	0	0
Total	3 ~	7 ~	4	0	1	1	3	1	4	2	7	1	2	2	1	1

~ Includes one CA financed under the IPA programme.

Geographical balance

Table 17 provides details concerning the distribution of staff²⁷ by nationality at 31 December 2019

²⁷ *denotes trainee,
~denotes seconded national expert

Table 17. Staff by nationality

<i>Member State</i>	<i>Staff numbers at 31 December 2019</i>	<i>Indicative percentage</i>
<i>Austria</i>	0	0
<i>Belgium</i>	1~	2%
<i>Bulgaria</i>	2*	4%
<i>Croatia</i>	1	2%
<i>Cyprus</i>	0	0
<i>Czech Republic</i>	2	4%
<i>Denmark</i>	1*	2%
<i>Estonia</i>	2	4%
<i>Finland</i>	2	4%
<i>France</i>	3	6%
<i>Germany</i>	2*~	4%
<i>Greece</i>	3~	6%
<i>Hungary</i>	0	0
<i>Ireland</i>	0	0
<i>Italy</i>	3**	6%
<i>Latvia</i>	1	2%
<i>Lithuania</i>	14	28%
<i>Luxembourg</i>	0	0
<i>Malta</i>	1	2%
<i>Netherlands</i>	0	0
<i>Poland</i>	3~	6%
<i>Portugal</i>	1	2%
<i>Romania</i>	1	2%
<i>Slovakia</i>	0	0
<i>Slovenia</i>	1	2%
<i>Spain</i>	4	8%
<i>Sweden</i>	1	2%
<i>UK</i>	0	0
Total	49	100%

Annex IV - E. Schooling

Following a decision of EIGE's Management Board to introduce supplementary education contributions, subject to specific conditions and applicable as from September 2017, the Institute continued to sustain agreements covering tuition services with a network of no less than 20 local schools during 2019.

This measure was introduced in light of EIGE's Seat Agreement of 24 October 2012, wherein the Lithuanian authorities committed to support the establishment of a European school in Vilnius²⁸.

Annex V: Buildings (table)

Table 18. Building information

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Europa House, Gedimino pr. 16, Vilnius, Lithuania <i>Multipurpose building</i>	
Surface area (in square metres) - Of which office space - Of which non-office space	2052.13 1535.34 516.79	
Annual rent (in EUR)	2021 – 410.000€ 2022 – 419.000€ 2023 - 450.000€	Forecast for 2021-2023, for 2023, there will be new contract for the rent
Type and duration of rental contract	Lease contract for 5+5 years	Contract signed on 27/11/2012
Host country grant or support	No	<i>Host country granted the premises for the first 2 years</i>
Present value of the building	N/A	The agency does not own the building

Annex VI: Privileges and immunities

When signing the Seat Agreement on 24 October 2012, the Lithuanian authorities gave some privileges and immunities to the Institute. The premises of the Institute are inviolable. They are exempt from search, requisition, confiscation or expropriation. The property and assets of the Institute, wherever located and by whomsoever held, are not subject to any administrative or legal measure of constraint without the authorisation of the Court of Justice of the European Union. The archives of the Institute are inviolable.

The Institute, its assets, revenues and other property are exempt from all direct taxes. The Institute is exempt from value added tax and excise duties, when it is making purchases for

²⁸ Article 13 states "The competent authorities shall guarantee for the children of the staff of the Institute the same rights and access to pre-school and school education as for the nationals of the Republic of Lithuania. The Government will support the establishment of a European School in Vilnius."

the official use by the Institute of movable and immovable property or services on which such duties or taxes are normally chargeable. Exemption from value added tax and excise duty concerning the acquisition of goods and services in Lithuania made by the Institute is provided by means of a tax remit/tax refund, in accordance with the procedural rules foreseen for the European Union institutions in Lithuania.

The Institute is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use, including vehicles and spare parts of the same: articles so imported shall not be disposed of, whether or not in return for payment, in the territory of Lithuania, except under conditions approved by the Government. The Institute is also exempt from any customs duties and any prohibitions and restrictions on imports and exports in respect of its publications.

Staff of the Institute enjoys the following immunities in Lithuania:

(a) Immunity from jurisdiction as regards acts carried out by them in their official capacity, including their spoken and written statements. This immunity shall continue after cessation of their functions;

(b) Exemption from regulations restricting immigration and formalities for the registration of foreigners. This exemption applies also to the family members.

As to experts or other persons the Institute invites to co-operate, the competent Lithuanian authorities take every necessary measure to facilitate their entry into Lithuania, their residence and their departure. Should visas or permits be required, the applications are processed as promptly as possible.

Staff of the Institute is liable to a tax for the benefit of the European Union on salaries, wages and emoluments paid to them by the Institute. They are exempt from national taxes on salaries, wages and emoluments paid by the Institute.

Members of the staff of the Institute who are the nationals of or permanent residents in Lithuania enjoy the privileges and immunities set out in the Protocol related to exemption from national taxes on wages, salaries and emoluments paid by the European Union as defined under Article 12 (2) of the Protocol. They are immune from legal proceedings in respect of acts performed by them in their official capacity, subject to the rules on the liability towards the European Union and the jurisdiction of the Court of Justice of the European Union.

In the territory of Lithuania and whatever their nationality, Staff of the Institute enjoys the right to import free of duty their furniture and effects of their household at the time of first taking up their post in the country concerned, and the right to re-export free of duty their furniture and effects of their household, on termination of their duties in that country, subject in either case to the conditions considered to be necessary by the Government of Lithuania.

In conformity with and in addition to the privileges and immunities granted by the provisions of the Seat Agreement, and in accordance with the Law on the Value Added Tax of the Republic of Lithuania and regulations of the Government of the Republic of Lithuania, the following provisions apply to the staff of the Institute:

(a) The staff of the Institute is entitled to import free and exempt from customs duties, prohibitions and restrictions, within one year of first taking up their post in Lithuania and re-export free of duty on termination of their duties in Lithuania, personal and household effects and a motor car for personal use;

(b) The staff of the Institute is entitled to the reimbursement of value added tax on the purchase of personal and household effects, including a motor car for personal use, for purchases made during the period of the first year of employment subject to the procedural rules foreseen to the diplomatic missions in Lithuania. Precondition is that the member of the staff of the Institute has not lived permanently in Lithuania during the five years immediately preceding the date of entering Lithuania with a view to taking up his/her appointment with the Institute.

In addition to the privileges and immunities specified in paragraphs 1 to 6, the Director, the management staff of the Institute and the members of their family forming part of their household, provided they are not Lithuanian nationals or have held permanent residence status before being employed by the Institute, shall be accorded the privileges and immunities, exemptions and facilities accorded to the diplomatic staff of diplomatic missions and the members of their family in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961, and subject to the Regulations for the Registration of Members of Foreign Diplomatic Missions, Consular Posts and Missions of International Organizations in the Republic of Lithuania, approved by the Government of the Republic of Lithuania.

The immunity granted to any person on the basis of this Agreement:

(a) shall not apply to traffic offences; and

(b) shall not extend to civil action by a third party for damages, including personal injury or death, arising from an accident caused by such a person.

Annex VII: Risks Year N+1 (2021)

RISKS COMMON TO THE ENTIRE INSTITUTE		RISK DESCRIPTION (complete the risks under the relevant heading, insert new lines where needed)	EXISTING CONTROLS / MITIGATING FACTORS (Description of existing measures in place)	RESIDUAL RISK LEVEL		IMPACT ON EIGE's WORK (what are the consequences if this risk materializes?)	RISK RESPONSE (action to be taken / mitigating measures)
Main risk groups	Areas to consider when identifying potential issues and risks			LIKELIHOOD	IMPACT		
Risks Related to the External Environment (see also Business Continuity Plan)		Macro - environmental risks: These risks are described in the risk assessment attached to EIGE's Business Continuity Plan	See EIGE's BCP				Separate plan detailing all related measures
		GENERAL RISKS					
	Macro-environmental risks (geo-political, economic, natural disasters, etc.);	Too many tasks for the available staff	On an annual basis EIGE analyses its core activities to identify negative priorities.	High	High	Difficulty to fully implement EIGE's annual work program, a danger of burn-out of staff High workload can affect the quality of deliverables and cause reputational damage	REDUCE Efficient planning of work/ reducing number of tasks undertaken Agree negative priorities in discussion with the MB Recruitment of SNEs & Trainees Regular review of Well-being measures
		New / unplanned tasks requested New tasks emerging from political priorities	Regular monitoring of policy development to identify future challenges Approach to deal with unexpected requests developed and agreed with the Management Board	Medium	Medium	Additional workload to meet new request Changes in planning and implementation of the annual work program	ACCEPT Agree on negative priorities in discussion with the MB in order to reduce workload. Proposal on priorities prepared for Management Board to be able to reply to requests for additional tasks (where appropriate).
		Political decisions and priorities outside the Agency (EP, EC, Council, MS, etc.);	COVID 19 outbreak and risks related to business continuity; severity would depend on the persistence and size of the crisis, the new working conditions and the relevant restrictions (movement, presence in the office, etc).	Regular updates from the management; monitoring the responses of national authorities and following instructions; flexible teleworking arrangements; sanitary requirements in office.	High	High	Potentially the main projects and outputs could be affected
	External partners (agencies, outsourcing, consultants, media, etc.).	Political climate negative towards gender equality	Knowledge Management and Communications Strategy in place Policy and outreach monitoring	High	High	Uncertain future influences internal work of EIGE Extra workload in establishing relationships	REDUCE Brief and targeted communication products to engage EP, Member States and the European Commission Stronger engagement with Stakeholders from the beginning of the projects' life-cycle Reaching new audiences
		Difficulties in timely recruitment of staff with necessary profiles	Vacancy notices announced at www.eurobrussels.com , LinkedIn and other relevant sources	Medium	High	Difficulty to properly implement EIGE's annual work program	REDUCE Wider communication of the vacancy notice

						<p>Intensified direct communication with Member States to facilitate recruitment of SNEs</p> <p>Use additional dissemination channels, such as LinkedIn</p>
	Low quality of tenders received	<p>Procurement guidelines improved with clear criteria</p> <p>Early launch of tenders with longer deadline</p> <p>Established close cooperation and quality check between all Units</p>	Medium	High	Low competition, value for money might not be ensured	<p>REDUCE</p> <p>Wider communication of the ongoing procurement procedures</p> <p>Ensure tender documents are clear, detailed and specific</p> <p>Ensure the projects' budget ceilings and deadlines are realistic</p> <p>Engage external expertise for quality review</p>
	Work received from contractors does not match EIGE's requirements	<p>Close follow-up with contractors during the project</p> <p>Clear and feasible requirements in the technical specifications and throughout the project, as changes along the way can impact the work quality as much as initial requirements.</p> <p>Involvement of external experts for quality review</p>	Medium	Medium	Low quality deliverables (including possible Plagiarism) by the contractor cause extra internal workload and delayed completion. EIGE's reputation may be damaged if data are not correct	<p>REDUCE</p> <p>Implementation of the quality assurance policy and project management methodology</p> <p>Learning by experience</p>
	SPECIFIC RISKS					
	Delays in Budget Implementation	<p>Budget execution planned a year in advance,</p> <p>Preparation of procurement documentation before the year starts</p> <p>Regular budget monitoring meetings</p> <p>The Project Management Tool used to monitor implementation</p>	Medium	Medium	<p>High carry-overs</p> <p>Payments concentrated in Q4</p> <p>Work Programme not fully implemented</p>	<p>REDUCE</p> <p>Ensure realistic planning for budget implementation</p> <p>Start procurement at the beginning of the year (or the year before, where possible)</p> <p>Identify planned carry-overs</p>
	Delays in the communication of the BPfA area of concern to be reviewed on behalf of the Presidency	<p>Regular contacts with presidencies and with the Commission</p>	Medium	High	<p>Unplanned carry-overs</p> <p>Increased stress for staff due to delays</p> <p>Unrealistic deadlines for outsourced work to ensure good quality of gathered information</p>	<p>REDUCE</p> <p>Maintain regular contacts with ministries of upcoming presidencies</p> <p>Liaise with the Commission in a structured way</p>
	Annual production of the Index may present challenges in ensuring outreach	<p>Specific communication plan prepared in advance to promote the Index and ensure its policy relevance</p>	Medium	Medium	<p>Outreach may not be guaranteed.</p> <p>Stakeholders fatigue, internal challenges with delivery to the tight deadlines</p>	<p>REDUCE</p> <p>Ensure the focus of the Index is in line with the policy priorities of the Commission and the Member States</p> <p>Ensure identification of new audiences in advance</p> <p>Ensure the communication plan is in place in advance of the release</p>
	Inconsistent application of the Policy on Intellectual Property Rights	<p>Policy revised on a regular basis (last revision in 2019)</p> <p>All staff aware of the policy and its application</p>	Medium	High	<p>EIGE may be challenged in Court</p> <p>Resulting in damage to reputation and impact on the Budget</p>	<p>REDUCE</p> <p>Review the policy on a regular basis</p> <p>Learn from the EU agencies network</p> <p>Hold regular trainings and information exchange for all staff</p> <p>Communicate the policy in all Technical Specifications and contracts for services</p>
	Inaccurate implementation of the General Data Protection Regulation provisions (GDPR)	<p>All staff informed of the Regulation</p>	High	High	<p>Challenges in establishing contact with new stakeholders and external experts</p>	<p>REDUCE</p> <p>Provide guidelines to all staff</p>

		Consultation with relevant experts in other EU agencies			Restricted outreach of EIGE's work	Update the guidelines on a regular basis Hold regular trainings and information exchange for all staff Get approvals from stakeholders to store their data
	Difficulties in the collection and verification of data (outsourced contract, including the effect of BREXIT) and or delays in launching data by other data providers	Close follow-up of external contractors to ensure data is available in time for EIGE	Medium	Medium	Low quality deliverables by the contractor, inaccurate data cause extra internal workload. Difficulties in obtaining harmonised data from the Member States Difficulties in establishing statistically sound and complete datasets on GBV Presentation of Data affected by the BREXIT process	REDUCE Framework contract for data collection Efficient Planning of the Requests for Services Track the EU approach / policy on dealing with BREXIT and plan accordingly Maintain regular contact with EUROSTAT and other data providers and learn from their approach Regular contacts with the MS to discuss data sources
	Number of media and stakeholders' requests exceeds EIGE's capacity to respond	Establishment of clear criteria for request approvals	Medium	Medium	Stakeholders lose interest in EIGE as a knowledge and competence resource Reputational damage Low uptake and awareness of EIGE's work	REDUCE Strategic use of the Journalists Thematic Network Systematic review of stakeholder requests Dedicated staff to manage media requests Consider virtual participation in events to compensate for limited resources Strengthen the usability and usefulness of EIGE's online communication tools and channels (e.g. website, publications, social media).

Annex VIII: Procurement plan Year 2021

The overall budgetary allocation specified below represents the resources foreseen for the activities of the Operations Unit and Knowledge Management and Communications Unit. It excludes appropriations planned for missions and for translations and publications, that are mostly implemented through relevant Service Level Agreements (SLAs) with the Translation Centre for the Bodies of the European Union (CdT) and the Publications Office of the European Union.

Procurement

In 2021, the overall budgetary allocation of EUR 2 940 500²⁹ will be implemented through procurement contracts.

Legal basis:

Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012.

²⁹ This amount includes the daily subsistence allowances of meeting participants to be paid out outside the procurement process.

AREA	BUDGET LINE	ACTIVITY	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
AREA 1: RESEARCH, STATISTICS AND INDICES	EIGE-B2021-B03215-C1-EIGE	1. MONITORING THE BEIJING PLATFORM FOR ACTION AND SUPPORTING PRESIDENCIES OF THE COUNCIL OF THE EU	SPD 2021-2023. Section 2.2.1	Study launched on the area selected by the Presidency including examples of good policy initiatives, including quality assurance	2	Direct Service Contract. Open call for tenders. Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q1; Q3	EUR 300 000
				Consultation meeting(s) with experts on areas of concern selected by Presidencies	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q3	EUR 40 000
								EUR 340 000
		2. THE GENDER EQUALITY INDEX	SPD 2021-2023. Section 2.2.2	Consultation meeting(s) on update and dissemination of the Gender Equality Index and quality assurance	2	Order Form/Specific Contract. Request for Services under Framework Service Contract Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q2; Q4	EUR 20 000

			Index Country Analysis and EU brief (Factsheets)	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	EUR 100 000	
			Gender Equality Index in the context: analysis in relation to other indicators	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	EUR 20 000	
			Release event	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q4	EUR 150 000	
			Update of Index interface	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	EUR 15 000	
							EUR 305 000	
INDICATIVE TOTAL BUDGET PER AREA								EUR 645 000

AREA	BUDGET LINE	ACTIVITY	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
AREA 2: GENDER - BASED VIOLENCE	EIGE-B2021-B03315-C1-EIGE	1. GENDER-BASED VIOLENCE	SPD 2021-2023. Section 2.2.3	Update of the data collection on femicide indicators	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 180 000
				Study on the national data, policies and research on cyberviolence against women	1	Direct Service Contract. Open call for tenders	Q2	EUR 230 000
				Consultation meeting on the cyber violence against women	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 25 000
				Quality assurance	2-3	Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q2; Q4	EUR 12 000
				Event on FGM study results' dissemination	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 12 000

INDICATIVE TOTAL BUDGET PER AREA

EUR 459 000

AREA	BUDGET LINE	ACTIVITY	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
AREA 3: IMPLEMENTING GENDER MAINSTREAMING	EIGE-B2021-B03415-C1-EIGE	1. GENDER MAINSTREAMING	SPD 2021-2023. Section 2.2.4	Tools for Gender Budgeting in the EU Funds developed and validated (Tool 8: tracking system)	1	Direct Service Contract. Negotiated procedure	Q2	EUR 60 000
				Update of the online platform on gender mainstreaming	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 50 000
				Development of tools for Mainstreaming Gender in selected policy sector	1	Direct Service Contract. Negotiated procedure	Q2	EUR 40 000
				Working meeting/s of governmental equality bodies and ministries (including support to the MS and EU Institutions)	1 - 3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2 – Q3	EUR 80 000

				Quality assurance implementing gender mainstreaming	2-3	Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q2; Q3	EUR 40 000
				In-depth research on gender mainstreaming in one policy area (Research)	1	Direct Service Contract. Open call for tenders	Q2 – Q3	EUR 200 000
				Support to establish technical assistance capacity on gender equality and mainstreaming	1-2	Direct Service Contract. Negotiated procedure Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q2; Q3	EUR 35 000
								EUR 505 000
		2. THE GENDER STATISTICS DATABASE	SPD 2021-2023. Section 2.2.4	Maintenance and update of data and technical functionalities of EIGE's gender statistics database, including quality assurance	4	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q1; Q3	EUR 500 000

				Quality assurance implementing gender mainstreaming	2-3	Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q1; Q2	EUR 25 000
		3. OTHER RESEARCH INITIATIVES	SPD 2021-2023. Section 2.2.5	N/A				
								EUR 525 000
INDICATIVE TOTAL BUDGET PER AREA								EUR 1 030 000

AREA	BUDGET LINE	ACTIVITY	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
AREA 4: STAKEHOLDERS AND COMMUNICATION	EIGE-B2021-B03512-C1-EIGE	1. EIGE'S RESOURCE AND DOCUMENTATION CENTRE	SPD 2021-2023. Section 2.3.1	Supplies of articles, books for year 2021	2	Order Form(s)/Specific Contract(s). Request for Services under Inter-institutional Framework Service Contract(s)	Q2; Q4	EUR 4 000
				Meeting with RDC partners	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 20 000
								EUR 24 000
				Communication activities on EU and MS level (events/audio-visuals/design/campaigns/publications/products/access to Shutterstock and HootSuite)	3 - 7	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2 – Q4	EUR 180 000

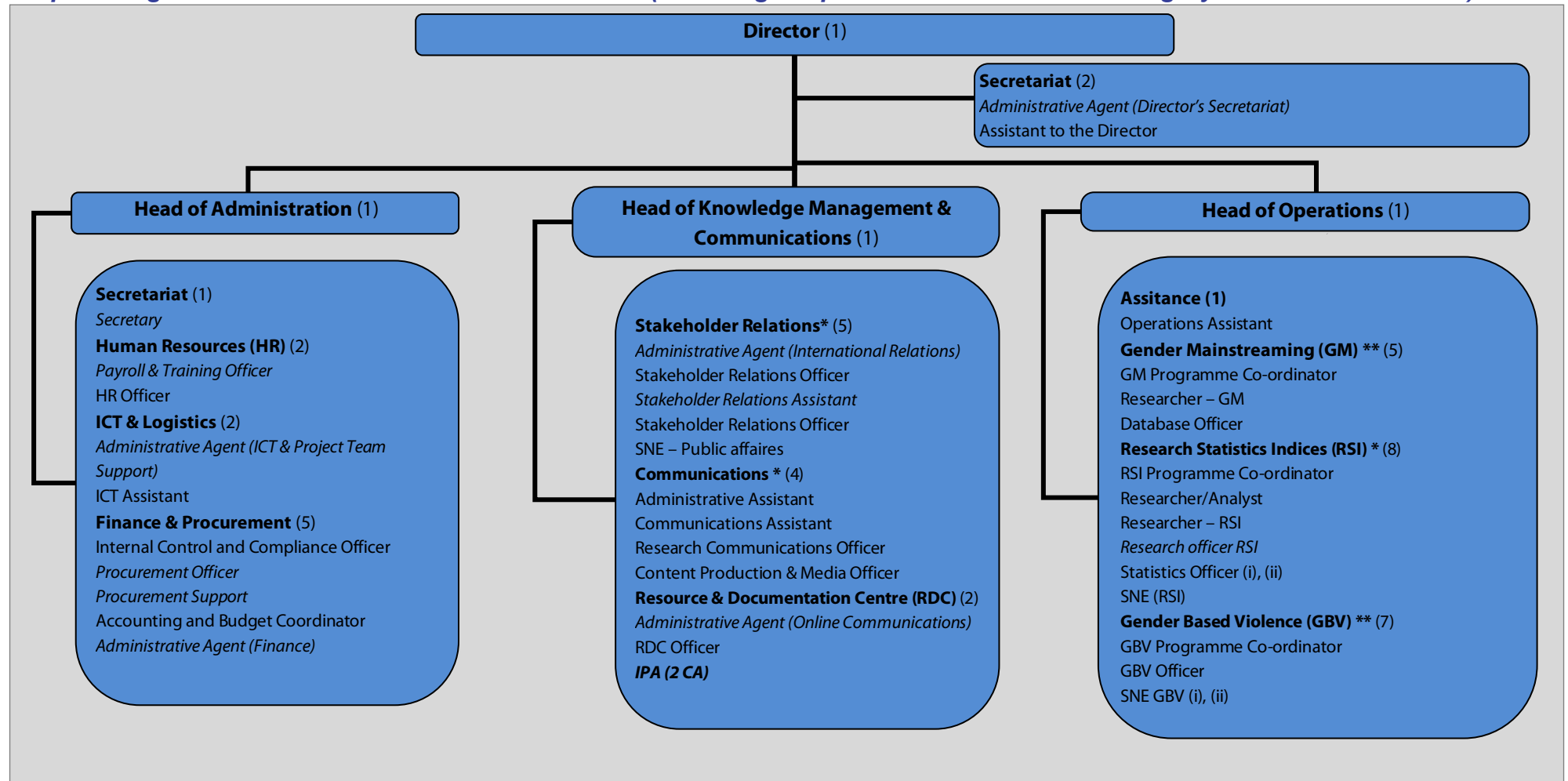
		2. COMMUNICA TION STRATEGY	SPD 2021- 2023. Section 2.3.1	Local communication activities/events	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2; Q4	EUR 10 000
				Further development of EIGE's website	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1, Q3	EUR 100 000
				Development of online communication tools (PMT/Intranet)	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 30 000
				Provision of communications support services	1	Open call for tenders. New Framework Service Contract	Q2	N/A
				Meeting/s with journalists from Member States	1-2	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1; Q3	EUR 50 000
				Media services and media monitoring at the EU level	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 90 000

				Development of LinkedIn Career Page	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 12 500
				Gender-sensitive language review in English and non-English	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1; Q3	EUR 50 000
								EUR 522 500
		3. THE EUROPEAN NETWORK ON GENDER EQUALITY	SPD 2021-2023. Section 2.3.1	Maintenance of IT infrastructure for EuroGender	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1	EUR 20 000
								EUR 20 000
		4. WORKING WITH STAKEHOLDERS AND PARTNERS	SPD 2021-2023. Section 2.3.2	Meetings with EIGE's Stakeholders (e.g. key stakeholders, CSO)	4	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2; Q4	EUR 200 000
				Update of Stakeholders contacts relations management database	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 15 000

				Policy impact monitoring	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 25 000
								EUR 240 000
INDICATIVE TOTAL BUDGET PER AREA								EUR 806 500

Annex IX: Organisation chart year N+1

Graph 6. Organisation chart³⁰ of the Institute for 2020 (including the precise number of each category of staff at 31.12.2019)



³⁰ Posts noted in italics in the organigram are Contract Agent posts. The organigram does not include the deployment of interim staff.

*Denotes the presence of a trainee.

Annex X: Proposals for additional task

Projects that may be done if funds become available in the course of the financial year; they expand on existing projects or meet some urgent request and can provide added value to the work already being undertaken. More specifically, the following project is foreseen:

Small scale research studies to provide more in-depth knowledge on digitalisation (i.e. AI and platform work) and socio-economic consequences of the COVID-19 crisis.

In 2019-2020, EIGE has collected primary data via two online panel surveys - on the basis of EIGE's studies *Gender equality prospects in labour markets transformed by artificial intelligence (AI) and platform work* (tender ref. EIGE/2020/OPER/06) and *Gender equality and the socio-economic consequences of the COVID-19 crisis* (tender ref. EIGE/2020/OPER/15). To make the optimal use of these data, which allow for about the real-time analysis to inform policy developments in 2021, EIGE foresees two to three small scale research studies through an involvement of external research support. Conducted on the basis of advanced research methods, the studies would provide more and timely insights on the gender equality consequences of the COVID-19 crisis and would allow collection of further evidence on gender equality outcomes as regards digitalisation within the labour market. Both topics are of high importance to Gender Equality Strategy 2020-2025 and to wider policy developments across the EU. Subject to budget availability, the studies would be initiated by the second half of 2021. Research results would be communicated to relevant stakeholders via online publications and via communication activities (e.g. social media, newsletter).

Estimated budget: 20,000.00 EUR per study

Annex XI: Agency's KPIs

KPIs	Proposed performance indicators	Target level for 2021
KPIs in Relation to Operational Objectives	<u>Effective and timely implementation of the annual work plan (AWP)</u>	Baselines shall be set based on 2018 data
	☐ Timely adoption of the Work Programme (SPD) for the subsequent year	
	☐ Percentage of completion of activities* of AWP	
	☐ Timely achievement of main outputs** as indicated in AWP	
	<u>Quality and relevance of research and other products</u>	
	☐ Number of consultations to ensure quality and relevance of EIGE's outputs	
	☐ Number of EU documents for the preparation of which EIGE has participated	
	☐ Number of EIGE's outputs endorsed by EU institutions and Member States	
	<u>Uptake and outreach of EIGE's products by key stakeholders</u>	
	☐ Number of requests from EU institutions, broken by initiators	
KPIs in Relation to Management of Financial and Human Resources	<u>Sound financial management</u>	
	☐ Rate (%) of implementation of Commitment Appropriations	95%
	☐ Rate (%) of cancellation of Payment Appropriations	5%
	☐ Rate (%) of payments executed within the legal/contractual deadlines.	95%
	<u>Effective running of organisation</u>	
	☐ Rate (%) of implemented external and accepted internal audit recommendations	90%
	☐ Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	< 10%
	☐ Rate of staff engagement from the Staff Survey	65%
☐ Annual average days of short term sick leave per staff member	Absence without med.cert. (JADS) < 3 Absence with med.cert. < 9	

* Activities refer to projects as described in AWP/Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

** Main outputs refer to operational objectives and related output indicators as described in AWP/Section III of the SPD.