

Consolidated Annual Activity Report (CAAR)

2021

The European Institute for Gender Equality

The European Institute for Gender Equality (EIGE) is an autonomous body of the European Union established to strengthen gender equality across the EU. Equality between women and men is a fundamental value of the EU and EIGE's task is to make this a reality in Europe and beyond. This includes becoming a European knowledge centre on gender equality issues, supporting gender mainstreaming in all EU and Member State policies, and fighting discrimination based on sex.

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Abbreviations

ABB	Activity-based budgeting
ABC	Activity-based costing
ABM	Activity-based management
ACEO	Commission Advisory Committee on Equal Opportunities for Women and Men
AI	Artificial intelligence
AO/AOSD	Authorising Officer/Authorising Officer by Subdelegation
AWP	Annual work programme
BPfA	Beijing Platform for Action
CA	Contract agent
CAAR	Consolidated annual activity report
CoR	European Committee of the Regions
CRM	Customer relationship management
ECA	European Court of Auditors
EESC	European Economic and Social Committee
EF	Experts' Forum
EIGE	European Institute for Gender Equality
EP	European Parliament
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council configuration of the Council of the European Union
ESF	European Social Fund
EU	European Union
EUI	European University Institute
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FFR	Framework financial regulation
FG	Function group
FGM	Female genital mutilation
FRA	European Union Agency for Fundamental Rights
FREMP	Working Party of Fundamental Rights, Citizens' Rights, and Free Movement of Persons
Frontex	European Border and Coast Guard Agency
FTE	Full-time equivalent
FWC	Framework contract
GBV	Gender-based violence
GEP	Gender Equality Plans
GM	Gender mainstreaming
GSD	Gender Statistics Database
HLG	Commission High Level Group on Gender Mainstreaming
HR	Human resources

IAS	Internal Audit Service
ICF	Internal control framework
ICT	Information and communications technology
IPA	Instrument for Pre-Accession Assistance
IPV	Intimate-partner violence
IT	Information technology
JHA	Justice and Home Affairs
KPI	Key performance indicator
MB	Management Board
MEP	Member of the European Parliament
MFF	Multiannual financial framework
MS	European Union Member State
OJ	<i>Official Journal of the European Union</i>
OLAF	European Anti-Fraud Office
OP	Publications Office
OSCE	Organisation for Security and Cooperation in Europe
PLO	Project-led organisation
SDG	UN sustainable development goal
SNE	Seconded national expert (also, <i>expert national détaché (END)</i>)
SPD	Single programming document
SQWP	Social Questions Working Party
TA	Temporary agent
UN	United Nations
WG	Working group
WMID	Women and men in decision making (EIGE database)

Management Board's analysis and assessment

The Management Board has examined the *Consolidated Annual Activity Report (CAAR)* for the 2021 financial year, and wishes to highlight the following points:

- The CAAR provides a comprehensive and detailed account of the activities of the European Institute for Gender Equality (EIGE) in 2021 for implementing its mandate and achieving the objectives set in the annual work programme (AWP) – the *Single Programming Document (SPD) 2021–2023*.
- The Management Board endorses EIGE's unique role in providing high-quality research, collecting harmonised data and undertaking comprehensive data analysis, as well as developing tools and methods for gender mainstreaming to complement and inform policymaking and other work by the European institutions, EU Member States, and EU candidate and potential candidate countries, to achieve gender equality.
- The Management Board acknowledges EIGE's success in delivering on its mandate in a challenging period where the COVID-19 pandemic remained a reality and posed risks to EIGE's operations and staff. Similarly to 2020, EIGE showed resilience and adaptability in coping with the COVID-19 crisis, not only by securing business continuity and mitigating risks, but also by taking effective measures to ensure the health and safety of its staff.
- The Management Board acknowledges the additional budget received by the Agency and recognises it as a sign of acknowledgment of its good work over the past 10 years and as encouragement to continue to live up to the expectations of its stakeholders. The MB acknowledges that the additional budget allowed the Agency to launch important and relevant new projects in the operational as well as administrative areas (see *amended SPD 2021–2023*). The MB also noted that, while the budget increase allowed EIGE, within its existing human resources (HR) levels, to take on more activities in 2021 to benefit its stakeholders, the extra work further strained the Agency's small staff.
- The Management Board notes, with satisfaction, the actions taken to accommodate telework, to introduce the digitalisation of workflows and to strengthen the IT infrastructure. All these measures enabled the Agency to successfully shift towards the 'new way of working' and to secure continuity of service while, at the same time, safeguarding the wellbeing of its staff.
- The Management Board notes with satisfaction the result of the *2021 Staff Engagement Survey*, which shows a level of satisfaction of 71 % (25 points higher

than in 2018). The result is very positive considering the difficulties brought by the pandemic.

- The Management Board acknowledges the achievement of all strategic objectives and notes the Agency's high performance based on key performance indicators (KPIs), detailed in Annex I.
- The Management Board notes with satisfaction that gender balance was achieved in the management team in 2021. Building on this positive trend, the Management Board maintains its recommendations for further actions to attract candidates from the under-represented gender in recruitment procedures.
- The Management Board acknowledges that the controls performed in 2021 provided no evidence of significant or repeated errors in budget execution.
- In accordance with the financial regulations applicable to EIGE, the 2021 CAAR provides a satisfactory overview of the financial information for the year, based on risks related to EIGE activities, including those identified on the basis of the risk assessment carried out by the Internal Audit Service (IAS) and the measures taken to address them.
- The Management Board acknowledges the implementation of EIGE's *Anti-Fraud Strategy* in 2021 and the measures taken to strengthen the anti-fraud system of the Agency.
- The Management Board welcomes the declaration of assurance of the Director, which states that she has identified no reservations or critical issues related to financial affairs for the 2021 financial year.
- The Management Board acknowledges that, in its audit on the reliability of the annual accounts and the legality and regularity of the financial transactions of the 2020 financial year, the European Court of Auditors (ECA) found that the annual accounts fairly presented, in all material aspects, EIGE's financial position as of 31 December 2020.
- The Management Board takes note of the reduction of 4.1 % of EIGE's budget in 2021, adopted via a budget amendment procedure that was caused by the inability to execute the budget within the budget lines, which were impacted by the COVID-19 crisis.
- The Management Board notes that the Agency achieved satisfactory levels of budget implementation, considering that the Agency implemented a budget that was 12 % higher than the original estimate. It further takes note of the satisfactory level of the commitment appropriations rate – 98.92 % in 2021 (compared to 97.75 % in 2020) – and the decreased payment appropriations rate of 72.16 % (74.82 % in 2020).

Concluding comments

The year 2021 was a successful year for EIGE. Despite changes to the traditional ways of working due to the COVID-19 crisis, the Agency adapted quickly to ensure that business

continued with maximum efficiency. EIGE delivered an extensive body of work, at a very high standard, in accordance with the revised SPD. In overseeing these tasks, the Management Board notes and welcomes the commitment of EIGE's team to achieve the Agency's strategic objectives and further enhance the standards of the Agency's outputs.

During this second year of the pandemic, EIGE management successfully managed the impact of the ongoing crisis on its work programme and staff. The revised work programme and budget is a clear example of how the Agency managed to accommodate and adapt to these circumstances. The Management Board appreciates the commitment of EIGE's management and staff in launching a number of important new projects and putting to good use the additional funds received in 2021, in a challenging context still dominated by the pandemic.

The year 2021 was the second year in which the newly appointed Director was in office. The Management Board thanks Ms Scheele for maintaining her steadfast commitment to managing the Agency during such a challenging period, ensuring the completion of tasks and overseeing staff wellbeing.

The MB looks forward to supporting the implementation of the next multiannual work programme and continue its collaboration with EIGE's Director, its management team and the staff.

On the basis of the above-mentioned observations and in accordance with Article 48 of the financial regulation applicable to EIGE, the Management Board attaches this assessment of the 2021 CAAR for submission to the European Parliament, the Council of the European Union and the ECA.

Executive summary

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. It is the only European Union agency focusing solely on gender equality.

EIGE’s mandate and objectives are set out in its founding regulation (Regulation (EU) 1922/2006 on establishing a European Institute for Gender Equality). EIGE was established ‘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.

The Agency’s mission is to be the EU knowledge centre on gender equality. To achieve this goal, EIGE performs the following main tasks:

- collecting and analysing information and data to provide evidence-based research on gender equality;
- developing resources and tools to support gender mainstreaming;
- communicating and raising awareness of gender equality.

There are around ⁽¹⁾ 50 employees working at the Agency and the work is divided among the Director’s Secretariat and three units:

- Administration,
- Operations,
- Knowledge Management and Communications.

EIGE’s key stakeholders include gender equality policymakers in EU institutions and Member States, such as:

- the European Commission (with DG Justice and Consumers as partner DG);
- the European Parliament;
- the Council of the European Union, and especially the Presidency trio countries;
- national institutions responsible for gender equality.

EIGE’s work is further supported by the cooperation with other EU agencies (e.g. Eurofound, the European Union Agency for Fundamental Rights (FRA) and Justice and Home Affairs

⁽¹⁾ In addition to temporary agents (TAs) and contract agents (CAs), EIGE employs around 4–5 SNEs and 6 trainees.

(JHA) agencies), EU-level social partners (e.g. BusinessEurope, the European Trade Union Committee for Education) and relevant civil society organisations (e.g. the European Women's Lobby, Social Platform and MenEngage). EIGE also collaborates, on an ad hoc basis, with international organisations (Council of Europe, UN Women, the Organisation for Security and Cooperation in Europe (OSCE) and the Organisation for Economic Co-operation and Development).

Key conclusions

In 2021, the Agency continued to deliver on its objectives in spite of the unpredictable context of the COVID-19 pandemic.

Throughout its research, EIGE continued to assess the impact of the COVID-19 pandemic on gender equality. To mark International Women's Day, EIGE released a study examining the socioeconomic consequences of the pandemic for women and men. The study, which was prepared at the request of the Portuguese Presidency of the Council of the European Union, found that heavy job losses, increases in unpaid care work and spikes in domestic violence had hit women hardest.

The Gender Equality Index 2021 confirmed that while fragile progress has been made in terms of gender equality, big setbacks are also emerging because of the pandemic. The Index took a special look at health and found that women and men have faced different challenges during the pandemic. For example, as women are overrepresented in the healthcare sector, they face a higher risk of contracting the virus, while men with COVID-19 are at higher risk of hospitalisation.

EIGE released a number of studies looking at different aspects of gender-based violence. The study on the COVID-19 pandemic and intimate-partner violence (IPV) against women looked into the measures taken across the EU to support victims of violence during the COVID-19 outbreak. To mark the International Day of Zero Tolerance for Female Genital Mutilation, EIGE released evidence on the situation of female genital mutilation (FGM) in the EU, and estimated the number of girls at risk in Denmark, Spain, Luxembourg and Austria. The research found that while more girls are at risk, community opposition to the practice continues to grow.

EIGE also released a report that estimated that gender-based violence costs the EU EUR 366 billion a year. The study found that spending on services such as shelters makes up just 0.4 % of the cost of gender-based violence. To further support the EU and Member States in administrative data collection on gender-based violence, EIGE published recommendations on how to improve data quality, availability and comparability. To mark the

International Day for the Elimination of Violence against Women, EIGE released a package to help countries gather solid data to prevent femicides.

EIGE also published a gender-responsive public procurement tool to promote gender equality during the process of purchasing goods, services and works. With this tool, EIGE aims to support more efficient public spending by integrating the gender perspective into the procurement cycle.

As part of the Agency's cooperation with EU candidate countries and potential candidates, financed under the Instrument for Pre-Accession Assistance (IPA), EIGE organised a workshop on gender-sensitive communication and translated the glossary and thesaurus into Albanian, Bosnian, Macedonian and Serbian.

In 2021, EIGE produced 79 publications in English and translated five of them, with an aim to assist policymakers in delivering on gender equality. According to our online publication satisfaction survey, 94 % of respondents confirmed that EIGE's publications met their needs well or excellently.

EIGE's outreach efforts continued to show EIGE's unique and added value for the EU. By communicating useful and relevant findings in a clear and engaging way, EIGE managed to connect with the right people at the right time. References to EIGE's work in EU-level policymaking documents have increased by 272 % since 2018, and mainstream media mentions have increased by 97 % over the same period.

The coronavirus pandemic continued to pose several risks to the continuity of operations and staff wellbeing in 2021. To mitigate these risks, management took measures to accommodate teleworking and to improve online working methods, such as reinforced security for remote access and the introduction of digital workflows and e-signatures.

In 2021, EIGE strengthened its approach to a project-led organisation (PLO) by improving its project management practices. The Agency updated the project management framework, processes and tools in order to clarify roles and responsibilities, ensure more effective resource monitoring and foster closer inter-unit cooperation.

Important measures aimed at strengthening the internal control system in the Agency were taken in 2021. EIGE revised several of its internal procedures and policies, with the aim of aligning them to the new internal control framework (ICF). EIGE updated its quality Assurance policy, which now defines specific control measures for projects. The procedure for performing *ex post* controls was also revised and enabled the Agency to perform the *ex post* controls in September 2021, and thus to address the ECA's recommendation in this respect.

EIGE also performed the assessment of sensitive functions in 2021 and defined measures to mitigate the risks related to sensitive functions. The Anti-Fraud Strategy was successfully implemented in 2021. All actions had been completed in accordance with the related action plan. Moreover, several trainings in the area of ethics and integrity were conducted in 2021, as well as information sessions for fraud prevention.

Part I. Achievements of 2021

In spite of the continuing challenges brought by the COVID-19 pandemic and the related risks to EIGE's operations, the Agency has achieved all its strategic objectives for the 2021 programming period. EIGE reached an achievement rate of 96.62 % of its work programme and has reached the targets as set per the amended *SPD 2021–2023*. The additional budget that the Agency received was not only a sign that the good work it had done over the past decade had been acknowledged, it also allowed the Agency to further adjust its programme to the unprecedented challenges of the COVID-19 pandemic, including by launching relevant new projects.

In particular, it should be highlighted that EIGE's work has made further significant contributions to policymaking at both EU and national levels, striving for gender inclusive societies. In 2021, EIGE's work led to at least 648 references by EU policymakers, showing an increase of more than 34 % compared to 2020. Among these, EIGE's work on gender mainstreaming and gender budgeting was referenced in the ECA's 2021 special report entitled 'Gender Mainstreaming in the EU budget: time to turn words into action' and in the subsequent Council Conclusions on Gender Mainstreaming in the EU budget. Furthermore, EIGE has directly contributed to the preparation of at least 14 EU documents and provided research that were the basis of two Council conclusions in 2021. The detailed overview per activity area elaborates on the achievement of all outputs and their policy as well as societal impacts.

1.1 Research and data collection in 2021

The strategic objective regarding research and data collection, '**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**', was successfully achieved in 2021. The Agency provided new and evidence-based knowledge to further reduce and prevent various gender inequalities, including gender-based violence, and supported the implementation of gender mainstreaming in the EU.

1.1.1 Monitoring of international commitments and supporting the Presidencies of the Council of the European Union

The specific objective of this activity – **to support the EU and Member States in the implementation of the international and EU commitments to gender equality** – was successfully achieved throughout 2021.

EIGE's work supported the Portuguese and Slovenian Presidencies of the Council, providing new gender equality evidence as a basis for the respective Council Conclusions on the Socio-Economic Impact of COVID-19 on Gender Equality (14 June 2021) ⁽²⁾ and the Council Conclusions on the Impact of Artificial Intelligence on Gender Equality in the Labour Market (22 November 2021) ⁽³⁾. In addition, EIGE initiated research on combatting coercive control and psychological violence against women in the EU Member States in support of the French Presidency (2022) and a study on gender equality and gender mainstreaming in the COVID-19 recovery in support of the forthcoming Swedish Presidency (2023). The first study will be completed in 2022 and the second in 2023.

The research note 'Gender equality and the socioeconomic impact of the COVID-19 pandemic' ⁽⁴⁾ was developed at the request of the Portuguese Presidency of the Council. It provides a more detailed analysis of the short-term and long-term gender equality challenges faced by the EU as a result of the COVID-19 crisis. It focuses on the labour market situation, working arrangements and incomes, informal care, the work–life balance of women and men and the role of employment-supporting factors and recovery measures. The study shows that in the absence of a gender equality perspective in short-term emergency and long-term reconstruction measures, the effects of the COVID-19 pandemic risk are maintaining or even furthering pre-existing gender inequalities and rolling back the progress achieved to date. The evidence provided supports various EU policy initiatives, such as the *EU Gender Equality Strategy 2020–2025*, which calls for the closure of gender gaps in the labour market and informal care; the European Pillar of Social Rights, in particular its legislative and non-legislative initiatives on work–life balance; the forthcoming *European Care Strategy*; and the EU commitment to mainstream gender in the Recovery and Resilience Facility (RRF).

In response to the gender equality priorities of the Slovenian Presidency, EIGE's report 'Artificial intelligence, platform work and gender equality' ⁽⁵⁾ covers two broad aspects. Firstly, it looks into the opportunities and challenges artificial intelligence (AI) presents for gender equality, such as gender bias in AI used to manage the workforce or how AI design can reinforce gender stereotypes or even facilitate new forms of gender-based violence. Secondly, the research reviews the AI-related transformation of the labour market from a gender perspective. It presents survey data on working conditions, work patterns and the work–life balance of women and men engaged in platform work from a gender perspective (in 10 EU Member States), and analyses EU and national policy approaches to regulate platform work, focusing on key regulatory challenges (such as employment status, access to social protection, collective bargaining and rights at work) and their implications for gender equality. The evidence contributes to various EU policy initiatives, such as the *EU Gender*

⁽²⁾ <https://data.consilium.europa.eu/doc/document/ST-8884-2021-INIT/en/pdf>

⁽³⁾ <https://data.consilium.europa.eu/doc/document/ST-14750-2021-INIT/en/pdf>

⁽⁴⁾ [Gender equality and the socioeconomic impact of the COVID-19 pandemic | European Institute for Gender Equality \(europa.eu\)](#)

⁽⁵⁾ [Artificial intelligence, platform work and gender equality | European Institute for Gender Equality \(europa.eu\)](#)

Equality Strategy 2020–2025, and its commitment to follow the European approach on AI, as set out in the Commission White Paper, grounded in EU values and fundamental rights, including gender equality; the Commission’s proposal for a directive to improve the working conditions in platform work; and draft guidelines on the application of EU competition law to collective agreements regarding the working conditions of self-employed persons.

Achievement of indicators for activity 1.1.1 Monitoring the international commitments and supporting the Presidencies of the Council of the European Union

Indicators		Achievements	Achievement rate (%)	Source of data
Target	Research note discussed in at least 2 EU-level meetings.	Portuguese research note discussed at 3 EU-level meetings: <ul style="list-style-type: none"> - HLG meeting, - SQWP (Council), and - informal EPSCO meeting. 	100 %	CRM
	EIGE’s recommendations and proposed indicators are endorsed by Council Conclusions.	EIGE’s work supported 2 Council Conclusions: <ul style="list-style-type: none"> - 8884/21, and - 14750/21. 	100 %	Council Conclusions
Outcome	A total of 10 references to German, Portuguese and Slovenian reports in literature/policy documents by Q4.	30 references to German, Portuguese and Slovenian reports throughout 2021.	100 %	EIGE’s policy impact monitoring reports
	A total of 20 presentations of German, Portuguese and Slovenian reports in stakeholder events by Q4.	27 presentations at different stakeholder events, including: <ul style="list-style-type: none"> - Portuguese Presidency events and meetings: HLG meeting, informal EPSCO meeting, SQWP meeting, event organised for International Women’s Day by the Portuguese Presidency, UN Commission on the Status of Women’s 66th session side event; - Slovenian Presidency events and meetings: HLG meeting; SQWP 	100 %	CRM

Indicators		Achievements	Achievement rate (%)	Source of data
		<p>meeting; High-Level Conference;</p> <ul style="list-style-type: none"> - EP events and meetings: interparliamentary meeting on the occasion of International Women's Day; FEMM and EMPL Committee meetings (including during Equality week); - Events organised by other EU institutions and international organisations: FRA; Eurofound, ILO, UN Women Turkey and other events. 		
	At least 25 requests to present findings from German, Portuguese and Slovenian reports in stakeholder events by Q4.	30 requests received by Q4	100 %	CRM
Output	Communication products published and activities organised to promote the research findings of German and Slovenian Presidencies available by Q4.	<ul style="list-style-type: none"> - German Presidency report (published 21.1.2021): press release, social media activities, February 2021 newsletter. - Slovenian Presidency report (completed in December 2021): infographics and visuals shared on social media; press release and social media campaign further supported publication on 31.1.2022. 	100 %	EIGE's website, EIGE's social media channels
	Portuguese research note published by Q2	Published 26.5.2021.	100 %	EIGE's website
	Communication products for the research findings of Portuguese Presidency developed by Q4.	Press release, Director's speech, April 2021 newsletter, social media posts, selected findings added to EIGE's COVID-19	100 %	EIGE's website, EIGE's social media channels

Indicators		Achievements	Achievement rate (%)	Source of data
		webpage and published on 8.3.2021.		
	Comprehensive review and associated briefing of the areas of concern of the BPfA – to support Slovenian Presidency, produced by Q4.	<ul style="list-style-type: none"> - Final report presented to HLG and the Council (SQWP) in September; - Final report and an associated policy brief submitted to the Publications Office (OP) in October 2021. 	100 %	Request to OP
	Online panel survey data on AI and platform work collected by Q2.	Survey completed in February 2021.	100 %	2 nd interim project report
	Technical specifications for the French Presidency report (on psychological violence against women and coercive control) launched by Q1.	<ul style="list-style-type: none"> - An official request from French authorities received on 5.3.2021; - Call for tender launched on 22.3.2021 (re-launched in April 2021 due to only 1 offer received in the 1st tender procedure). 	100 %	EIGE's website
	Technical specifications for the Swedish Presidency (on gender equality and GM in national recovery and resilience plans) launched by Q2.	<ul style="list-style-type: none"> - An official request from Swedish authorities received on 5.5.2021; - Call for tender launched on 28.7.2021. 	95 %	e-tendering platform

1.1.2 The Gender Equality Index

The specific objective of this activity – **to support EU and Member State policymaking by monitoring gaps and trends in gender equality** – was successfully achieved throughout 2021.

Since its launch in 2013, the Gender Equality Index has been widely recognised for its notable contribution to monitoring progress of gender equality in the EU. The *EU Gender Equality Strategy 2020–2025* acknowledges the Index as a key benchmark for gender equality in the

EU and sets out its intention to introduce annual monitoring of gender equality, building on the Gender Equality Index ⁽⁶⁾.

The Index covers a range of indicators in the areas of work, money, knowledge, time, power and health. It also integrates two additional areas: violence and intersecting inequalities. The indicators are closely linked to EU targets and international commitments such as the Beijing Platform for Action and the 2030 Agenda for Sustainable Development. The 'Gender Equality Index 2021: Health' ⁽⁷⁾ report presents Index scores in all areas and tracks gender equality progress in the EU in the short-term (since 2018) and longer-term (since 2010) perspectives. The report provides ample evidence of the pandemic's negative repercussions on women across various domains of the Index. It also addresses the spike in violence against women and how the most disadvantaged and marginalised groups of women and men (e.g. single parents, low-educated people or women and men with disabilities) in society have borne the brunt of the impact. In addition, 27 country factsheets and a dedicated Index website provide more detailed statistical analyses of Index results in the EU Member States.

Health, the thematic focus of the Index 2021, explores three additional dimensions: gender differences in health, including mental health; sexual and reproductive health (rights, access and outcomes); and the COVID-19 pandemic and its aggravating impact on health inequalities. The thematic focus therefore provides new insights and solid evidence for monitoring gender equality in the broader context of the European Pillar of Social Rights, which acknowledges the right to timely access to good-quality and affordable healthcare for all, and of the *EU Gender Equality Strategy 2020–2025*, which has reaffirmed the commitment to integrating gender in the Commission health initiatives. The thematic focus also provides new insights and solid evidence for mainstreaming gender into the RRF, where health, economic, social and institutional resilience are some of its key pillars.



A snapshot of the media impact of the Gender Equality Index 2021: more than a thousand of website mentions following the release, with 451 from the EU mainstream media (news sites, TV/Radio websites) that has a potential reach of close to 154 million people.

In 2021, EIGE started to work on the 2022 release of the Index and on its thematic focus on COVID-19 and care. It aims to provide a broader understanding of gender inequalities in the

⁽⁶⁾ [EUR-Lex – 52020DC0152 – EN – EUR-Lex \(europa.eu\)](#)

⁽⁷⁾ [Gender Equality Index 2021: Health | European Institute for Gender Equality \(europa.eu\)](#)

labour market, in particular in the care sector; the impact of the crisis on working arrangements; informal care and work–life balance; and the importance of external support and formal care services. The thematic focus will be based on EIGE’s online panel survey on gender equality and the socioeconomic consequences of the COVID-19 pandemic, which was carried out in June–July 2021 and included 42 300 respondents aged 20–64 from across all EU Member States. The survey aimed to capture pandemic-induced changes in informal care, work–life balance, employment status and working conditions, wellbeing and the use of services and other external support. Survey data will be gradually released in EIGE’s communication materials throughout 2022.

In 2021 EIGE also launched an EU-wide survey on gender gaps in unpaid care, individual and social activities. The collected data will improve the capacity of the Gender Equality Index to capture changes in the domain of time in a conceptually sound, coherent and regular way. EU -wide data on care will also contribute to the monitoring of the *EU Gender Equality Strategy 2020–2025*, as closing the gender care gap is one of the key objectives of the Strategy. The survey data is expected for September–October 2022 and will be presented in the 2023 Gender Equality Index. The regularity of survey data collection in this area will be established after the first survey is completed.

Achievement of indicators for activity 1.1.2 the Gender Equality Index:

Indicators		Achievements	Achievement rate (%)	Source of data
Target	EU institutions and all Member States informed on the 6 th edition of Gender Equality Index by Q4.	EU institutions and Member States were informed of the Gender Equality Index’s release; more than 400 participants from EU institutions (namely EP and the Commission) and Member States participated in the Gender Equality Index release conference on 28.10.2021.	100 %	EIGE’s website e-communication
Outcome	At least 10 % more references to the Index by EU institutions and international organisations compared to 2018.	The total number of references to the Index in 2021 were 117, namely an increase of 17 %.	100 %	EIGE’s policy impact monitoring reports

Indicators		Achievements	Achievement rate (%)	Source of data
	At least 15 requests to present the Index in stakeholder events in Q1-Q4.	16 requests received in 2021 to present the Gender Equality Index at stakeholder events and meetings, including those organised by the Commission, the Parliament, other EU institutions, social partners and civil society organisations.	100 %	CRM
	All requests to receive information on the Index answered on time.	100 % of requests received were answered on time.	100 %	CRM
	At least 10 % more media coverage, compared to the previous release.	A total of 451 mainstream media mentions were registered, compared to 485 for the previous release (a drop of 7 %), maintaining strong coverage but not reaching the desired amount (at least 533).	85 %	Monitoring report
Output	Gender Equality Index 2021 report published by end of Q3.	Report produced in Q3, publication aligned with the Index 2021 release day, 28.10.2021.	100 %	EIGE's website
	Gender Equality Index 2021: country and EU profiles produced by end of Q3.	Country and EU profiles produced in Q3, publication aligned with the Index 2021 release day, 28.10.2021.	100 %	EIGE's website
	Updated interface of Gender Equality Index available by Q3.	Updated interface produced in Q3, available on the Index 2021 release day, 28.10.2021	100 %	EIGE's website
	Event to release the 6 th Gender Equality Index 2021 organised in Q4.	Index 2021 conference took place on 28.10.2021.	100 %	EIGE's website, EIGE's social media channels

Indicators		Achievements	Achievement rate (%)	Source of data
	Communication materials by Q4.	<ul style="list-style-type: none"> - Teaser news alert published in Q2; - 2 video teasers published in Q3 (September); - Communication package of Index results, including main video, conference wrap-up video, infographic and 14 report illustrations, social media campaign, and press release shared in Q4. 	100 %	EIGE's website, EIGE's social media channels
	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.	Online panel survey data collected during 28.6.2021 – 25.7.2021.	100 %	EIGE's website
	Technical specifications for survey data on women's and men's engagement in unpaid care, individual and social activities launched by Q3.	Technical specifications launched 23.7.2021.	100 %	e-tendering platform

1.1.3 Strengthening the capacity for the institutional response to violence against women

The specific objective, ‘**to strengthen capacity of Member States and to support EU institutions in addressing violence against women**’, was successfully achieved in 2021.

One of the main objectives of EIGE's work in this area is to advance data collection on specific forms of violence against women, such as IPV, rape and femicide. In 2021, a series of publications contributed to the advancement of this area. EIGE published a report that provides a statistical assessment of the quality and comparability of data in national data collection systems ⁽⁸⁾. This report gives an overview of what comparable and disaggregated data is available for policymaking and highlights the strengths and limitations of the data.

⁽⁸⁾ [EIGE's indicators on IPV, rape and femicide: EU state of play | European Institute for Gender Equality \(europa.eu\)](#)

EIGE has also published a report on recommendations on how to further harmonise and improve the quality of data ⁽⁹⁾. In 2021, EIGE assessed Member States' capacity to measure femicide through administrative data. The findings of the assessment, which comprised an overview of definitions and data collection systems ⁽¹⁰⁾ and a review of literature to define and identify femicide ⁽¹¹⁾ informed the report on a classification system of femicide ⁽¹²⁾. Furthermore, country-specific factsheets were published, aiming to support the capacity of national data collection systems and methods to measure different forms of femicide ⁽¹³⁾.

EIGE also finalised (December 2021) a project on 'Improving legal responses to counter femicide', which identifies the gaps within and between law and in practice and provides policy recommendations to strengthen the provision of justice and reparation to the victims across five Member States (Germany, Spain, France, Portugal, Romania). The respective synthesis report, policy brief and five national reports will be published in 2022.

Another main objective for 2021 was to contribute to better-informed and evidence-based policies and measures on effective action against cyberviolence against women and girls, especially in the light of its global resurgence during the COVID-19 pandemic. In 2021, EIGE launched a study for a conceptual framework, which would map existing national data, policies, definitions and research on cyberviolence against women and girls. EIGE will publish the results in 2022, which will include, for statistical purposes, definitions of different forms of cyberviolence. Clear but comprehensive definitions contribute to the collection of reliable, disaggregated and comparable data on the phenomenon across Member States.

The delivery of comprehensive, updated and comparable data for the development of policies on combating gender-based violence is a key priority, as stated in *the EU Gender Equality Strategy 2020–2025*. EIGE continuously promotes the indicators developed in 2017 on IPV, rape and femicide. To this end, in 2021, EIGE presented the assessment of the data collected against the indicators in several conferences and working groups, such as the Eurostat working group on crime statistics (May 2021), the European Conference on Domestic Violence (September 2021), the UN World Data Forum (October 2021) or the UN Women Regional Forum Ending Violence against Women in Western Balkans and Turkey (December 2021). Furthermore, as a member of the Eurostat Task Force, EIGE contributes, thanks to its gender expertise, to the implementation of the Eurostat EU-wide survey on gender-based violence and signed a Memorandum of Understanding with FRA (December 2021) to conduct a survey on violence against women (Violence Against Women Survey II) in the 8 Member

⁽⁹⁾ [EIGE's indicators on IPV, rape and femicide: Recommendations to improve data quality, availability and comparability | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹⁰⁾ [Measuring femicide in the EU and internationally: an assessment | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹¹⁾ [Defining and identifying femicide: a literature review | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹²⁾ [Femicide: a classification system | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹³⁾ [Femicide | European Institute for Gender Equality \(europa.eu\)](#)

States that will not be covered by the Eurostat survey. This will result in EU-wide prevalence data on violence against women in 2024.

In 2021, EIGE continued to provide unique estimations on the number of women and girls at risk of FGM in 4 Member States (Denmark, Spain, Luxembourg and Austria), which were added to the 13 data sets already collected. In May 2021 EIGE published the report ⁽¹⁴⁾ with the 4 country factsheets ⁽¹⁵⁾ where the research was conducted. In parallel, a conference to disseminate the results and to establish a dialogue with experts and EU and national policymakers was held online. The online conference was attended directly by 58 participants, and 556 people followed it on Facebook.

In addition, and in line with the amended *SPD 2020–2022*, EIGE started to analyse the consequences of the COVID-19 pandemic for victims of IPV as a response to this emerging issue. The report ‘the COVID-19 pandemic and IPV against women in the EU’ was published in March 2021 ⁽¹⁶⁾.

In order to support the Commission’s evaluation of the effects of the relevant EU *acquis* on preventing and combatting violence against women and domestic violence, EIGE was requested to update the study on the costs of gender-based violence. The study was launched in January 2021 and published in October 2021 ⁽¹⁷⁾. The report includes a critical review of costing studies carried out within the EU between 2014 and 2020, together with lessons learned and recommendations for estimating the costs of gender-based violence at the Member State and EU levels.



Gender-based violence costs the EU €366 billion a year

WORLD / 07 JULY 2021

A snapshot of the media impact of the study on the costs of gender-based violence: 87 mainstream media mentions from across the EU, with a potential reach of over 37 million people. The study results were reported by top outlets, including Deutsche Welle (DE), LUSA (PT), HVG (HU), Delfi (LT) and Euractiv (PL).

⁽¹⁴⁾ [Estimation of girls at risk of FGM in the European Union: Denmark, Spain, Luxembourg and Austria | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹⁵⁾ [FGM risk estimation factsheets 2021 | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹⁶⁾ [The COVID-19 pandemic and IPV against women in the EU | European Institute for Gender Equality \(europa.eu\)](#)

⁽¹⁷⁾ [The costs of gender-based violence in the European Union | European Institute for Gender Equality \(europa.eu\)](#)

Achievement of indicators for activity 1.1.3 Strengthening the capacity for the institutional response to violence against women:

	Indicators	Achievements	Achievement rate (%)	Source of data
Target	Information exchange with 7 Member States on indicator on femicide.	Information exchange achieved with 7 Member States via questionnaire on the availability of data for the femicide indicator in September 2021.	100 %	E-communication and letter ⁽¹⁸⁾ signed by EIGE's Director
	Member States consulted on mapping of national data, policies and research on cyberviolence against women.	Consultation meeting on cyberviolence against women and girls with all EU-27 MS organised in December 2021.	100 %	Meeting report
Outcome	Feedback from 7 Member States on the femicide indicator processed by Q4.	Feedback is in the process of being analysed, because 2 MS requested an extension until Q1 2022.	90 %	Project documentation; E-communication.
	All Member States consulted on national data, policies and research on cyberviolence by Q4.	EU-27 mapping conducted in 2021. Consultation meeting with Member States organised in December 2021.	100 %	Project documentation; Consultation meeting report
	EU institutions and Member States informed about results of the study on costs of violence against women by Q4.	<ul style="list-style-type: none"> - Presentation of the findings to the FREMP Committee in May 2021 and at the European Commission Mutual Learning Seminar ⁽¹⁹⁾ in July 2021; - Report ⁽²⁰⁾ published in October 2021. 	100 %	EIGE's website

⁽¹⁸⁾ Available [here](#).

⁽¹⁹⁾ The Mutual Learning Seminar is an exchange of good practices organised by the European Commission under the Mutual Learning Programme in gender equality. [Mutual Learning Programme in gender equality | European Commission \(europa.eu\)](#).

⁽²⁰⁾ Available here: <https://eige.europa.eu/gender-based-violence/costs-of-gender-based-violence-in-eu>

Indicators		Achievements	Achievement rate (%)	Source of data
	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.	The study was presented in several conferences and meetings, including the High Level Conference by the Portuguese EU Presidency, on 6.4.2021.	100 %	CRM
Output	Technical specifications on EIGE's study on mapping of national data, policies and research on cyberviolence against women national data, legislation and research launched by Q2.	Tender specifications launched on 18.3.2021.	100 %	e-tendering platform
	Communication materials on femicide distributed by Q4 to relevant institutions in all Member States.	News alert on femicide published on 23.11.2021 and shared with relevant institutions.	100 %	E-communication
	Communication materials on findings and recommendations on girls at risk of FGM in Member States communicated by Q4 to relevant institutions.	<ul style="list-style-type: none"> - Press release sent via email to stakeholders around the International Day of Zero Tolerance for Female Genital Mutilation, in February 2021; - Further promotion done on 26.5.2021 during a dissemination event for the report. 	100 %	E-communication
	Communication materials on the costs of violence against women by Q4.	<ul style="list-style-type: none"> - Press release published on 7.7.2021, together with two infographics shared as part of a social media campaign; - Results shared in September 2021 newsletter. 	100 %	EIGE's website, EIGE's social media channels
	Communication materials on the report on the implications of COVID-19 for women that are victims of IPV by Q2.	<ul style="list-style-type: none"> - Press release, - stakeholder email, - April 2021 newsletter, - Promotion, social media posts done in March 2021. 	100 %	EIGE's website

Indicators		Achievements	Achievement rate (%)	Source of data
	Participation in Task Force meetings and providing input by Q4.	EIGE participated and provided relevant input to the Task Force meeting held on 16.4.2021 (no other meetings held in 2021).	100 %	CRM

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

The **specific objective ‘to increase the use of EIGE’s gender mainstreaming platform, including the gender statistics database, by EU institutions and EU Member States’**, was successfully achieved in 2021. EIGE supported the Commission and Member States in the practical implementation of gender mainstreaming in the EU policies, programmes and projects via:

- EIGE’s gender mainstreaming platform, which provides gender mainstreaming methods and tools of high support to EU and national priorities;
- EIGE’s Gender Statistics Database, which seeks to maintain a centralised, reliable and up-to-date database on key gender statistics and indicators;

Following the adoption of the EU’s common provisions regulation on 24 June 2021 ⁽²¹⁾, EIGE immediately initiated work to develop Tool 8: Tracking resource allocations for gender equality in the EU funds ⁽²²⁾. The tool, finalised and submitted for publication end of 2021, makes an important addition to EIGE’s consolidated toolbox for gender mainstreaming / budgeting in EU funds. The tool enables the tracking of spending on gender equality objectives within 2021–2027 EU cohesion policy funds and is linked to key EU policies on gender equality and to the UN’s sustainable development goals (SDGs), particularly SDG indicator 5.c.1 (‘Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment’). The tool aims to support EU-funds-related work of different stakeholders (i.e. the Council of the European Union, Member States, the managing authorities of funding programmes), including the Commission in achieving its commitment to look ‘at the gender impact of its activities and at how to measure expenditures related to gender equality at programme level in the 2021–2027 multiannual financial framework (MFF)’ ⁽²³⁾.

In 2021, EIGE published a brief on gender-responsive public procurement ⁽²⁴⁾ and finalised a corresponding gender-responsive public procurement toolkit for EU funds and national

⁽²¹⁾ [EUR-Lex – 32021R1060 – EN – EUR-Lex \(europa.eu\)](#)

⁽²²⁾ More specifically: the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund and the Just Transition Fund.

⁽²³⁾ https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX_%3A52020DC0152 (p. 17).

⁽²⁴⁾ [Gender-responsive public procurement | European Institute for Gender Equality \(europa.eu\)](#)

budgets, with the publication planned for March 2022. The outcomes of this research will complement the work the Commission has been carrying out on strategic procurement within the EU public procurement framework, specifically in the area of socially responsible public procurement ⁽²⁵⁾.

In 2021, to continue the work on the integration of gender equality into the programme/project cycle and to complement already existing toolkits on gender impact assessment and gender training, EIGE started preliminary work on gender-responsive evaluation. This work aims at mapping the state of play of gender-responsive evaluation in the EU and across Member States and explore the connections between gender equality and the evaluation of environment and climate action in the context of the Better Regulation agenda ⁽²⁶⁾. The results will inform the conceptualisation of EIGE's 2022–2023 project in this area.

In 2021, EIGE initiated a project on a new data collection on institutional mechanisms and the implementation of gender mainstreaming (Area H of the BPfA). Data was collected with an online questionnaire in all EU Member States regarding the governmental gender equality bodies, independent gender equality bodies and other stakeholders such as the national statistical offices. Furthermore, a consultation meeting with members of EIGE's Thematic Network on Gender Mainstreaming ⁽²⁷⁾ took place in 2021, providing valuable input for the update of the measurement framework of institutional mechanisms for gender mainstreaming. The project will be finalised in 2022.

EIGE's Gender Statistics Database offers decision makers a solid and regularly updated tool to help monitor, identify and analyse gender gaps in the EU as well as monitoring policies. For example, data on women and men in decision making supports the monitoring of the *EU Gender Equality Strategy 2020–2025*, specifically its objective of 'Leading equally throughout society'. To further develop the database as a knowledge management tool, during the course of 2021 EIGE prioritised the update of statistics that are relevant for the Agency's mandate and the current political agenda. A nearly fully automatic updating procedure was achieved by including prominent statistical providers that share the statistical data and metadata exchange structure ⁽²⁸⁾, such as Eurostat.

⁽²⁵⁾ https://ec.europa.eu/info/policies/public-procurement/tools-public-buyers/social-procurement_en

⁽²⁶⁾ https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how_en

⁽²⁷⁾ Thematic Network on Gender Mainstreaming is a forum for the exchange of up-to-date knowledge on the existing programmes, projects, methods and tools of gender mainstreaming, as well as the presentation of good practices in the Member States. The network brings together gender mainstreaming and gender equality practitioners and experts from the national gender equality mechanisms across the EU and EU institutions (as observers).

⁽²⁸⁾ <http://ec.europa.eu/eurostat/data/metadata/metadata-structure>

Considering that EIGE is also a producer of official statistics within the European Statistical System ⁽²⁹⁾ synergies and complementarities with statistics users and data providers are implemented, through cooperation with other EU agencies and bodies. For example, in 2021 EIGE organised a consultation meeting with relevant Commission DGs on the relevance of EIGE's new data on environment and climate change and COVID-19. EIGE's data on women and men in decision making is used by Eurostat and informs the Commission's annual report on gender equality.

In 2021, EIGE provided varied technical support in the area of gender mainstreaming to the EU institutions. EIGE responded to the request (received in 2020) of the Parliament with training to support a more strategic and effective implementation of gender impact assessment, with gender budgeting elements, into the legislative work of the Parliament. To do so, EIGE developed a targeted online training, which was provided to the Members of the European Parliament (MEPs) and their assistants in 2021. Similarly, upon the request of FRA, a workshop session was provided in 2021 for the FRA project managers on the integration of gender into the project/programme cycle. Moreover, EIGE supported the European University Institute (EUI) in developing a training on gender budgeting for DG Budget.



Evelyn REGNER, Chair Committee on Women's Rights and Gender Equality (5 May 2021):

'I would like to convey our sincere gratitude for responding positively to the request to raise awareness of Members on the importance of gender impact assessment of legislative files and for preparing this training tailored to the needs of the European Parliament. We look forward to our further cooperation on this matter.'

Upon request from and in cooperation with DG Research and Innovation, EIGE updated the GEAR tool ⁽³⁰⁾, aiming in particular at aligning with the new framework for the European Research Area, which fosters gender equality and diversity in research and innovation (R&I) through inclusive Gender Equality Plans (GEPs) ⁽³¹⁾. The updated tool responds to a growing demand for guidance on how to develop and implement a GEP in accordance with the new eligibility criterion and how to achieve sustainable structural and cultural change. The launch of the updated and newly designed GEAR online toolkit on EIGE's gender mainstreaming platform is planned for April 2022, along with the updated policy sector of R&I, which includes good practices and practical examples of effective gender mainstreaming. Upon the request of DG Budget, EIGE provided comments and suggestions on the methodology to track gender-equality-related expenditure under the 2021–2027 MFF. The support consisted of two

⁽²⁹⁾ 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).

⁽³⁰⁾ [Gender Equality in Academia and Research - GEAR tool | European Institute for Gender Equality \(europa.eu\)](#)

⁽³¹⁾ [What is a Gender Equality Plan \(GEP\) | European Institute for Gender Equality \(europa.eu\)](#)

rounds of peer reviews and exchanges on the methodology and programme assessments, and the attribution of markers.

Upon the request of DG Mobility and Transport and DG Climate Action, EIGE provided new data to the Gender Statistics Database's specific areas of environment and climate change. Namely, EIGE further disaggregated existing datasets to highlight decision making in organisations or bodies working in relevant areas (committees in national parliaments, European agencies and European-level social partner organisations), initiated additional data collection to cover new areas of decision making (European-level NGOs) and added further elaborated data provided by Eurostat (data on farm managers). Such new data supports gender mainstreaming actions in line with the Commission's Gender Equality Strategy ⁽³²⁾ and in particular aims at supporting the reduction of labour market segregation (within the transport sector, women constitute only about one fifth of all workers).

In 2021, EIGE received an increased number of requests for technical assistance on gender mainstreaming from the key EU-level stakeholders (the Commission, the Parliament and EU agencies) ⁽³³⁾. The prioritisation of some of these requests resulted in adjustments in the implementation of certain activities (e.g. project implementation timelines, as indicated below).

Achievement of indicators for activity 1.1.4 Gender mainstreaming tools and methods, including Gender Statistics Database:

Indicators		Achievements	Achievement rate (%)	Source of data
Target	Information on the updates of the GM platform sent to EU institutions and all Member States by Q3.	Information on the updates of the GM platform was shared with EU institutions and Member States at EIGE's Thematic Network on Gender Mainstreaming meeting, in Q3.	100 %	Meeting minutes
	Gender statistics database referenced in 10 of EIGE's communication products by Q4.	References in more than 10 communication products by Q4: <ul style="list-style-type: none"> - WMID data promoted with a news alert, 2 infographics, social media banners; - a data talk on WMID in the Western Balkans and Turkey (May 2021); 	100 %	EIGE's website, EIGE's social media channels

⁽³²⁾ https://ec.europa.eu/info/sites/default/files/aid_development_cooperation_fundamental_rights/gender_equality_strategy_factsheet_en.pdf

⁽³³⁾ In 2021 EIGE received 7 requests for technical assistance on gender mainstreaming from the key EU level stakeholders, compared with 6 such requests in 2020.

Indicators	Achievements	Achievement rate (%)	Source of data	
	<ul style="list-style-type: none"> - September 2021 newsletter; - GSD cited in the press release on the cost of gender-based violence and promoted with more than 15 social media posts by Q4. 			
Outcome	<p>Support provided to up to 3 Member States and at least 1 EU institution by Q4.</p>	<ul style="list-style-type: none"> - Peer review methodology from DG Budget to track gender equality expenditure in the 2021–2027 MFF. - Support to the EUI in designing a training on gender budgeting for DG Budget. - GSD-related support provided to Belgium, Germany and Spain. 	100 %	Internal documents, E-communication
	<p>References to EIGE's work on GM from at least 5 EU Member States and at least 1 EU institution by Q4.</p>	<ul style="list-style-type: none"> - 66 references by EU policymakers (i.e. the Commission, the EP, the CoR, the EESC), and, - 5 EU MS references (Spain, Austria, Portugal, Finland, Sweden) to EIGE's work on GM. 	100 %	EIGE's policy impact monitoring reports; web sources
	<p>Report on GM in one selected policy sector developed.</p>	<p>Analytical report on gender equality in R&I developed by Q4 (publication to be available in 2022).</p>	100 %	Project report
	<p>Access to newly developed methods and tools (Tool 8 of the gender budgeting toolkit - tracking system).</p>	<p>Access ensured to the Commission's services (DG Budget, DG Employment, Social Affairs and Inclusion, DG Regional and Urban Policy and DG Justice and Consumers):</p> <ul style="list-style-type: none"> - 1st draft made available on 26 October and followed by a consultation meeting on 16 November; 	95 %	E-communication

Indicators	Achievements	Achievement rate (%)	Source of data
	<ul style="list-style-type: none"> - final answers to Commission's feedback sent on 16 December; - final tool to be published in March 2022. 		
Updated indicators on institutional mechanism and GM are integrated into the report on institutional mechanisms and GM for Q4.	<ul style="list-style-type: none"> - Updated measurement framework piloted in 10 Member States. - Data collection on Area H initiated in December 2021 and to be finalised in February 2022; delay due to the postponed appointment of national focal points in December 2021, data collection in February and data clarifications in April 2022. - The report with updated indicators expected in Q2 2022. 	75 %	Project management reports, E-communication
Up to 3 technical assistance requests addressed.	<ul style="list-style-type: none"> - Continuation of support to DG Research and Innovation (GEAR Tool); - training sessions on gender budgeting and gender impact assessment for MEPs; - workshop for FRA on GM; - initial support to DG Structural Reform Support in flagship initiative on GM; - GSD – support to DG Climate Action, DG Mobility and Transport and DG Energy. 	100 %	E-communication
Feedback from the members of the Thematic Network on Gender Mainstreaming.	Feedback from the 27.5.2021 meeting received, which includes the approval of the new measurement framework for Area H (BPfA) indicator.	100 %	Meeting minutes
Output	Information on newly developed GM/budgeting tools updated on the GM platform by Q4.	95 %	E-communication

Indicators	Achievements	Achievement rate (%)	Source of data
	<p>platform in December 2021;</p> <ul style="list-style-type: none"> - Tool 8 (final draft) ready in December 2021 and will be included into the GM platform by Q1 2022; delay due to the consultations with Commission services (DG Budget, DG Employment, Social Affairs and Inclusion, DG Regional and Urban Policy and DG Justice and Consumers) and publication process after the adoption of the final common provisions regulation of 24.6.2021. 		
Recommendations on the implementation of GM in the selected policy sector used for the further development of the GM platform by Q4.	<ul style="list-style-type: none"> - Feedback from expert consultations gathered by Q4; - recommendations on the implementation of GM in the selected policy sector developed and used for the further development of the platform (GEAR Tool) by Q4 2021. 	100 %	E-communication
Indicators on institutional mechanisms and GM populated and published in the Gender Statistics Database by Q4.	Following testing and consultations with the Thematic Network on Gender Mainstreaming, data for indicators was collected by Q4; indicators were populated and published in 2022 due to delays in setting up and implementing data collection: postponed appointment of national focal points until 21.12.2021, questionnaires filled out until 3.2.2022 and data clarifications provided until 18.4.2022.	75 %	E-communication
Report from the expert consultation on GM/budgeting tools available by Q3.	Expert consultation on gender-responsive public procurement held on 3, 8 and 11.6.2021; report available in Q2 2022.	100 %	Meeting report

Indicators		Achievements	Achievement rate (%)	Source of data
	Report from the expert consultation on the implementation of GM in the selected policy sector available by Q4.	<ul style="list-style-type: none"> - Reports from an opinion survey and 2 expert consultation meetings, which took place in October, available by Q4. - As the reports from 2 meetings in Q4 provided sufficient information to finalise the project, additional and final expert meetings were moved to Q1 2022 and focused on the presentation and dissemination plan for the final product. - Report to be available by Q1 2022. 	95 %	Meeting reports
	Assessment of the evaluation report of the meeting of the GM thematic network by Q4.	Meeting organised on 27.5.2021, with the assessment of the evaluation report ready in Q3 2021.	100 %	Meeting report
	Report from the online discussion on specific topics and recent updates of EIGE's Gender Statistics Database by Q3.	<ul style="list-style-type: none"> - Meeting report available immediately following an online discussion⁽³⁴⁾ (74 participants) held on 7.12.2021. - Information on GSD updates and specific topics⁽³⁵⁾ presented by 3 guest speakers from DG Climate Action, DG Mobility and Transport and DG Energy. 	95 %	EIGE's website
	4 gender statistics briefs ('data talks') and statistical notes published and disseminated by Q4.	<p>3 data talks and 2 statistical notes (briefs) published online⁽³⁶⁾:</p> <ul style="list-style-type: none"> - women in decision-making in the transport sector in environment and climate change (November 2021), 	100 %	EIGE's website, EIGE's social media channels, E-communication,

⁽³⁴⁾ Available here: <https://eurogender.eige.europa.eu/online-discussions/eiges-gender-statistics-database-data-environment-covid-19-and-eu-funding>.

⁽³⁵⁾ Available here: <https://eurogender.eige.europa.eu/online-discussions/eiges-gender-statistics-database-data-environment-covid-19-and-eu-funding>.

⁽³⁶⁾ Available here: <https://eige.europa.eu/gender-statistics/dgs/data-talks>.

Indicators	Achievements	Achievement rate (%)	Source of data
	<p>and in the Western Balkans (May 2021);</p> <ul style="list-style-type: none"> - statistical briefs on gender balance in politics in 2020 (May 2021) and on gender balance in corporate boards in 2020 (May 2021). <p>Dissemination:</p> <ul style="list-style-type: none"> - 1 news alert on women in decision making in politics and business (May 2021); - data talks on women in decision making in the transport sector and in environment and climate change presented and discussed during online consultation meeting (December 2021). 		Online consultation meeting documentation

1.1.5 Other research initiatives

Upon the request of DG Justice and Consumers, EIGE, together with the Joint Research Centre and DG Justice and Consumers, worked on a monitoring framework of indicators related to the main policy objectives established in the *EU Gender Equality Strategy 2020–2025*. These served as an input towards the development of a monitoring portal ⁽³⁷⁾ for the Strategy (launched in 2020) and its update in 2021.

1.2 Knowledge Management and Communications in 2021

In 2021, EIGE achieved its strategic objective to ‘**manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders**’. The Agency provided its key stakeholders with clear, timely and useful information, and continued reaching out to new stakeholder groups, active in various policy areas, for example public health or environment.

⁽³⁷⁾ Gender Equality Strategy 2020–2025 Monitoring Portal: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>.

1.2.1 Communication

EIGE continued to communicate its latest findings on the impact of the COVID-19 pandemic on gender equality. To mark International Women's Day, EIGE published a press release highlighting the results of its study on the socioeconomic consequences of the pandemic for women and men, as well as the results of its study looking into how EU Member States have protected women from IPV during the pandemic. Both studies were introduced to journalists from EU Member States in an online meeting in advance of International Women's Day.

EIGE regularly communicated on different aspects of gender-based violence, including a press release on FGM to mark the International Day of Zero Tolerance for Female Genital Mutilation, a press release highlighting the costs of gender-based violence, and a press release promoting EIGE's new package to help EU Member States measure femicide, published to mark the International Day for the Elimination of Violence against Women.

Coverage of EIGE's work in mainstream media outlets across the EU has grown by 97 % since 2018. EIGE's outreach on social media has also increased by 42 % across all three channels (Facebook, Twitter and LinkedIn) since 2018.

EIGE's Director continued to promote EIGE's work via speeches at high-level events organised by the Commission, the Parliament, presidencies of the Council of the European Union and EU agencies. EIGE's Director presented EIGE's work at 23 such events in 2021. Directors' speeches are uploaded to a new section ⁽³⁸⁾ on EIGE's website.

EIGE received positive feedback for its publications and events in 2021. According to our online publication satisfaction survey, 94 % of respondents indicated that EIGE's publications met their needs well or excellently. Feedback from our event surveys show that 90 % of participants indicated that they were satisfied with EIGE's events.

1.2.2 Working with stakeholders and partners

Throughout 2021, EIGE continued close cooperation with the Parliament and the Commission and enhanced its efforts to bring gender equality closer to the EU Presidency agenda through cooperation with the trio of Germany, Portugal and Slovenia. In this regard, EIGE provided relevant data and knowledge and contributed to a number of Presidency events and meetings, including an informal Employment, Social Policy, Health and Consumer Affairs meeting.

⁽³⁸⁾ <https://eige.europa.eu/about-eige/director-speeches>

As regards cooperation with the Parliament, EIGE participated in a number of FEMM Committee meetings and hearings and provided input to several parliamentary reports, such as the Parliament’s report on the impact of IPV and custody rights on women and children, the Parliament resolution on ‘Fair working conditions, rights and social protection for platform workers – New forms of employment linked to digital development’⁽³⁹⁾, or the Parliament resolution ‘with recommendations to the Commission on combating gender-based violence: cyberviolence’⁽⁴⁰⁾. EIGE also built closer links with the Parliament’s EMPL and BUDG Committees. To strengthen the capacities of the Parliament in gender budgeting, EIGE conducted a training for MEPs and its staff on gender impact assessment in legislative files.

In 2021 EIGE enhanced cooperation with the Commission, especially around gender mainstreaming across various policy areas. EIGE introduced its work to the Equality Task Force and kept the task force updated with relevant information on a regular basis. EIGE further cooperated with DG Budget on the topic of gender budgeting and with DG Employment, Social Affairs and Inclusion on the topic of care, and established contacts with DG Environment and DG Structural Reform Support. As a result of this cooperation, in 2022 EIGE will support DG Structural Reform Support with its flagship initiative on gender equality, aiming to support Member States with gender mainstreaming in public policy and budgetary processes. In 2021 EIGE closely cooperated with DG Health and Food Safety in relation to the development of the Gender Equality Index 2021’s thematic focus on health.

Throughout the year, EIGE further strengthened its cooperation with other EU agencies, in particular Eurofound and FRA. EIGE regularly exchanged information with Eurofound, and both agencies provided input to each other’s reports and research projects. In 2021 the two agencies published a joint policy brief on convergence patterns in gender equality ⁽⁴¹⁾ and organised a joint webinar: ‘Gender Equality – It’s not all about pay’. EIGE’s cooperation with FRA mostly focused on the area of gender-based violence. In 2021 the two agencies started preparations for a joint FRA–EIGE survey to collect data on violence against women in those EU Member States where Eurostat is not collecting data, and signed a Memorandum of Understanding in this regard. To mark the International Day for the Elimination of Violence against Women, EIGE and FRA issued a joint statement calling on the EU and all Member States to double their efforts to protect women’s rights with concrete action ⁽⁴²⁾. Furthermore, EIGE was an active participant in the Justice and Home Affairs Agencies Network (JHAAN), which this year focused its activities on JHA’s green transition, with an additional focus on digitalisation. EIGE was also involved with the EU Agencies Network on Scientific Advice

⁽³⁹⁾ [Texts adopted - Combating gender-based violence: cyberviolence - Tuesday, 14 December 2021 \(europa.eu\)](#)

⁽⁴⁰⁾ [Texts adopted - Fair working conditions, rights and social protection for platform workers - New forms of employment linked to digital development - Thursday, 16 September 2021 \(europa.eu\)](#)

⁽⁴¹⁾ [EU research shows COVID-19 poised to end progress on gender equality | European Institute for Gender Equality \(europa.eu\)](#)

⁽⁴²⁾ [EU rights and equality agency heads: EU countries must work together to eradicate violence against women | European Institute for Gender Equality \(europa.eu\)](#)

(EU-ANSA), in particular with the quantitative survey data cluster and the socioeconomic cluster.

In 2021 EIGE formalised its cooperation with the EUI, which will facilitate collaboration between the two institutions in promoting research and knowledge related to gender equality in EU policymaking.

At the end of 2021, EIGE had set-up a liaison office in Brussels as a 2-year pilot project. The liaison office will strengthen policy dialogue and more efficiently connect EIGE's work with stakeholder needs. It will further raise the visibility and accessibility of the Agency and expand EIGE's engagement with stakeholders beyond the gender equality community.

Achievement of indicators for activity 2.2 Working with stakeholders and partners (in addition to those included under thematic activities):

Indicators		Achievements	Achievement rate (%)	Source of data
Target	Aggregated outreach of EIGE's communication channels increased by 20 % compared to the 2018 baseline.	<ul style="list-style-type: none"> - Mainstream media mentions increased by 97 % since 2018. - Outreach on social media increased by 42 % across all 3 channels (Facebook, Twitter and LinkedIn) since 2018. - EIGE's newsletter outreach (number of opened e-mails) increased by 42 % in Q4 2021 compared to Q4 2018. 	100 %	Monitoring reports
	Influence of EIGE in policymaking at the EU level increased by 10 % compared to the 2018 baseline.	The references to EIGE in EU policymaking documents increased from 238 in 2018 to 648 in 2021. This is a 272 % increase.	100 %	EIGE's impact monitoring reports
Outcome	2 additional Committees of the Parliament informed about EIGE's work by Q4	ENVI Committee and AIDA Committee, EP Conference of Delegation Chairs, EP WG on socially responsible public procurement.	100 %	CRM

Indicators		Achievements	Achievement rate (%)	Source of data
	2 additional DGs of the Commission informed about EIGE's work by Q4.	DG Structural Reform Support, DG Environment, DG Health and Food Safety, Commission Recovery Task Force (RECOVER).	100 %	CRM
	Outreach of social media, newsletter, videos and media coverage increased by 20 % from the 2018 baseline by Q4.	<ul style="list-style-type: none"> - Mainstream media mentions increased by 97 % since 2018. - Outreach on social media increased by 42 % across all 3 channels (Facebook, Twitter and LinkedIn) since 2018. - EIGE's newsletter outreach (number of opened e-mails) increased by 42 % Q4 2021 compared to Q4 2018. 	100 %	Monitoring reports
	10 % increase in stakeholder requests compared to the 2018 baseline by Q4.	544 stakeholder requests, a 25 % increase compared to the previous reporting year ⁽⁴³⁾ (2020).	100 %	CRM
	Two new stakeholder groups consulted on EIGE's work by Q4	<ul style="list-style-type: none"> - Health sector: organisations active in area of public health and healthcare professionals; - Environmental sector: establishing contacts for further cooperation on Gender and Green Deal (EIGE's priority topic for 2022–2023). 	100 %	CRM
	Response to anti-gender-equality narratives provided to stakeholders by end of Q2.	Results of mapping anti-gender-equality initiatives discussed with MB members in a seminar on 13.4.2021.	100 %	MB meeting and minutes

⁽⁴³⁾ Comparison with the 2018 baseline is redundant due to changes in the parameters for the calculation.

Indicators		Achievements	Achievement rate (%)	Source of data
Output	At least 1 communication product developed for each new work area.	Gender Equality Index 2021 thematic focus on health report.	100 %	EIGE's website
	At least 7 contributions delivered to relevant institutional structures, including 2 new stakeholder groups by Q4.	<ul style="list-style-type: none"> - EP FEMM-JURI report on IPV and custody rights on women and children; - EP resolution on Beijing+25; - EP resolution on fair working conditions, rights and social protection for platform workers; - EP resolution on cyberviolence; - EP draft report on the proposal for a directive on pay transparency; - Contribution to EP WG on socially responsible public procurement; - Contribution to EP Gender Mainstreaming Network on the gender impact assessment of legislative files; - Contribution to DG Structural Reform Support's flagship initiative on gender equality; - Feedback to Communication on an EU Strategy to tackle organised crime for 2021–2025 and related communication on an EU Strategy on Combating Trafficking in Human Beings (2021–2025); 	100 %	CRM, Emails

Indicators		Achievements	Achievement rate (%)	Source of data
		<ul style="list-style-type: none"> - Council Conclusions on the socioeconomic impact of COVID-19 on gender equality; - Council Conclusions on the Impact of Artificial Intelligence on Gender Equality in the Labour Market; - Feedback to COMs methodology note to track gender-related expenditure under the 2021–2027 MFF; - Commission consultation on improving the working conditions in platform work in the EU; - Commission consultation on initiative to include hate speech and hate crime in the list of EU crimes; - Commission consultation on evaluation of the victims' rights directive; - 2021 ACEO opinion on combatting gender stereotypes; - 2021 ACEO opinion on the care gap in the EU. 		
	10 news alerts/press releases published per year, and 5 posts per week on social media	5 press releases and 6 news alerts published. At least 5 posts published per week on social media.	100 %	EIGE website
	Up to 6 newsletters published by Q4	5 newsletters published by Q4 2021.	100 %	EIGE website
	1 briefing for journalists from the Member States and 1 for local media by Q4.	- 1 briefing for journalists from Member States	100 %	Meeting report, E-communication, and TV

Indicators		Achievements	Achievement rate (%)	Source of data
		organised in March 2021; - Local media briefing on the occasion of the Orange the World campaign, 25.11.2021.		recording (website, www.lrt.it)
	Thematic report on responding to anti-gender-equality narratives by the end of Q2.	Start of preparation of thematic reports was moved to Q4 2021 as it was decided to wait for the snapshot media analysis of anti-gender-equality narratives, which were completed by Q3 2021. Contracts for thematic reports were signed in Q4 2021; deliverables expected in 2022.	30 %	Project documentation

Cooperation with EU candidate countries and potential candidates (Instrument for Pre-Accession Assistance – IPA)

EIGE’s fifth IPA project funded by DG Neighbourhood and Enlargement Negotiations, ‘Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018–2022)’, continued to support the IPA beneficiaries on their path to the EU. The activity aims to support the responsible authorities in the EU candidate countries and potential candidates in the Western Balkans and Turkey in their efforts to improve gender equality in line with EU policies.

In 2021, EIGE continued its close cooperation with the national authorities in charge of gender equality policies, national statistical offices and EU delegations in IPA beneficiaries. EIGE also continued its well-established cooperation with DG Neighbourhood and Enlargement Negotiations and DG Justice and Consumers for the implementation of this project. EIGE strengthened its relations with civil society organisations and other international organisations working in the region, such as UN Women and the UN Population Fund Regional Offices for Europe and Central Asia, the Council of Europe and the OSCE.

EIGE continued supporting IPA beneficiaries that are developing national gender equality indices. In 2021, Serbia released its third Gender Equality Index. Kosovo completed calculations for its first partial gender equality index, which will be published in 2022. EIGE held a training session for Bosnia and Herzegovina, which also started working on their index.

EIGE continued collecting data on women and men in decision-making positions regarding 28 data indicators, for all seven IPA beneficiaries, and publishing it on the EIGE Gender Statistics Database. In addition, two statistical notes on gender balance in politics ⁽⁴⁴⁾ and gender balance in corporate boardrooms ⁽⁴⁵⁾ in the Western Balkans and Turkey were prepared.

Another milestone of the IPA project in the area of gender mainstreaming is the completed translations of EIGE's glossary and thesaurus of gender equality terminology in the Albanian, Bosnian, Macedonian and Serbian languages, which are now available on EIGE website.

In the area of violence against women, EIGE drafted guidelines on strengthening administrative data systems for the IPA beneficiaries. The publication aims to support their efforts in developing composite indicators for measuring violence against women. It will be published in 2022.

In total, 285 participants from IPA participated virtually in the IPA-specific or EIGE events in 2021. Among these events, two regional IPA coordination meetings as well as a regional thematic workshop on gender-sensitive communication took place.

⁽⁴⁴⁾ <https://eurogender.eige.europa.eu/posts/gender-balance-politics-2021-eu-candidate-countries-and-potential-candidates>

⁽⁴⁵⁾ <https://eurogender.eige.europa.eu/posts/gender-balance-corporate-boardrooms-western-balkans-and-turkey-2021>

Part II.(a) Management

2.1 Management Board and Experts' Forum

2.1.1 Management Board

EIGE's Management Board continued to maintain a flexible approach to its working methods throughout the year, having adapted well to remote work and meeting virtually since early 2020. Keeping a close eye on the Agency's performance, the Board convened twice in 2021, as did its Standing Committee. The Board appreciated the Agency's extra diligence in its reporting, which reassured its members of EIGE's resolve and ability to deliver on its planned activities.

At the beginning of the year, the Management Board took particular note of the EUR 971 628 added to EIGE's initial 2021 budget. The Board members very much welcomed this sign of recognition by the Budgetary Authority of EIGE's excellent contributions towards advancing gender equality policies and gender mainstreaming at EU level over the Agency's first 10 years. Indeed the need for gender mainstreaming has increased due to the positive impact of the *EU Gender Equality Strategy 2020–2025*. Nevertheless, it was not lost on the Board that, while the budget increase would allow EIGE, within its existing HR levels, to take on more activities in 2021 to benefit its stakeholders, the extra work would further strain the Agency's small staff.

Delivering on a conclusion made at its meeting in November 2020, EIGE's Management Board held an informal seminar in the Spring of 2021 on anti-gender narratives and strategies, during which its members discussed the rise of backlash against gender equality across the EU. The Board focused on pinning down the most beneficial type of support EIGE could provide to the Member States and other stakeholders to address anti-gender movements and discourse, as well as laying down a strategic direction for the Agency's future work in this area.

All in all, the Management Board took 25 decisions in 2021 concerning routine business such as the adoption of the 2022–2024 SPD and the corresponding budget for 2022; it also delivered a positive analysis and assessment of EIGE's 2020 CAAR and expressed a favourable opinion of the final annual accounts for the 2020 financial year, as prepared by EIGE's Accounting Officer. To accommodate the extra budget and the newly planned activities, the Board amended the *SPD 2021–2023* and the budget for 2021. Most notably, the Management Board in agreement with the Commission, adopted the terms of reference, pursuant to Article 20(2) of EIGE's establishment regulation, Regulation (EC) No 1922/2006, to commission the second independent external evaluation of the Agency's achievements. In

addition to these decisions, the Board adopted the charter of tasks and responsibilities of the Director as Authorising Officer (AO) and updated the internal guidelines on its working methods.

Meeting its obligations to report regularly to the Board throughout the year, EIGE presented comprehensive reports on its work programme and budget implementation, audit and evaluation activities (ECA, IAS, and other sources of assurance) among other pertinent matters. As the COVID-19 crisis extended throughout the entirety of 2021, the Agency's Director continued to relay to the Management Board Chairperson pertinent information relating to business continuity and health and safety measures in place at the workplace. Moreover, other potential risks or matters influencing control were brought to the Board's attention, when relevant. EIGE's Board members remain committed to declaring their interests in order to avoid any conflicts during annual calls and meetings.

The Management Board, in agreement with the Commission, continued to adopt the necessary implementing measures, in accordance with the arrangements provided for in Article 110 of the staff regulations of officials and the conditions of employment of other servants of the European Community.

2.1.2 Experts' Forum

2021 marked the last year for the fourth term of the Experts' Forum, and the last meeting was organised in October. The aim of the meeting was to discuss EIGE's current and upcoming projects, as well as the recommendations for the fifth term of the Experts' Forum. The results of the project on anti-gender-equality narratives and violence against women in the media were presented to the Experts' Forum, and the next steps in this field of work were discussed. The ways of reaching EIGE's main stakeholders in the health sector were discussed looking forward to the Gender Equality Index 2021. It was agreed that EIGE will continue limited work on anti-gender initiatives and include Experts' Forum members in this work. Moreover, Experts' Forum members confirmed that they will support the knowledge transfer to the newly appointed members.

EIGE sent out letters to all Member States, as well as the Commission and the Parliament, requesting to nominate new members for the fifth term of the Experts' Forum. For the 1 December 2021 – 30 November 2024 mandate period, the Agency's plan for the Experts' Forum is to contribute to the high quality of EIGE's work by participating in the quality assurance process and enhancing cooperation with Member States and other stakeholders to ensure an efficient uptake of EIGE's work. EIGE will focus on three thematic priorities:

- gender-based violence;
- an economy that works for people;

-
- the European Green Deal.

Topic-based communication and new ways of engagement with stakeholders will guide EIGE's work. Thus, for a successful implementation of EIGE's work programme, the engagement of Experts Forum members in advising EIGE and liaising with national stakeholders will remain crucial.

2.2 Major developments

This was the Agency's 11th year of operation and 9th year operating at 'cruising speed' (DG Budget classification). During this challenging yet successful year, EIGE's management team dedicated special attention to the following priorities.

- Responding effectively to the opportunity given by the additional budget received in 2021, which EIGE recognised as a sign of acknowledgment of its good work over the past 10 years and as encouragement to continue to live up to the expectations of its stakeholders. EIGE promptly and effectively reorganised its planned activities and defined important and relevant new projects that could not be undertaken in the past due to budgetary limitations (see *amended SPD 2021–2023*).
- Responding effectively to the risks posed by the COVID-19 pandemic to the wellbeing of staff and continuity of operations, by taking the appropriate health and safety measures to secure its premises, by supporting the wellbeing of staff through social measures and by accommodating teleworking conditions.
- Further improving the working methods and the digitalisation of processes. Measures were taken to accommodate remote working, reinforce security for remote access, digitalise workflows, adopt e-signatures, optimise online communication tools and reinforce IT infrastructure.
- The rate of cancellation of payments was 1.08 %, under the accepted 5 % threshold and lower than in 2020 (2.25 %).
- In the area of HR management, 96 % of establishment plan posts were filled by the end of the year.
- By the end of 2021, EIGE had set up a liaison office in Brussels as a 2-year pilot project. The liaison office is expected to contribute to build stronger stakeholder relations and overall increase the visibility of the Agency.

Furthermore, the management team coordinated the successful implementation of the IAS audit on the implementation of the PLO approach in EIGE. The actions implemented, such as the update of the project management tool and the revision of the project management framework, led to substantial improvements in EIGE's project management processes. The management also established an updated activity-based management (ABM) tool that will

support a more efficient management of financial and human resources, as well as strengthen the Agency's planning, programming and reporting processes.

2.3 Budgetary and financial management

2.3.1 Budget and procurement

EIGE's 2021 budget was initially planned based on 2019 estimates, and the requested amount that was subsequently approved in the budgetary procedure was EUR 8 096 000. In early 2021, EIGE was informed by the Commission that it would receive an additional budget of EUR 971 628, which constitutes a budget increase of 12 % compared to the initial budget allocated for 2021. EIGE quickly went into action to assimilate the new budget; through internal consultations and following approval of the Management Board, EIGE identified several relevant and impactful new projects in the operational and administrative areas that would absorb the additional budget without putting significant strain on the limited HR resources. The Management Board adopted ⁽⁴⁶⁾ the new amended budget amounting to EUR 9 067 878 in June 2021.

Similarly to 2020, during 2021 the work of EIGE was impacted by the COVID-19 pandemic. The implementation of the budget lines related to events, interviews and missions was affected, leading to significant savings. Moreover, due to a revision of the procedure for translations, which led to efficiency gains, significant savings in the related budget line were experienced as well.

Due to the impact of COVID-19 and the savings identified at year-end, EIGE's Management Board adopted an amendment ⁽⁴⁷⁾ to the budget for a 4.14 % reduction. The budget following the second amendment in December 2021 amounted to EUR 8 692 878. The final 2021 budget, which reflects all transfers, was published in the *Official Journal of the European Union* (OJ) ⁽⁴⁸⁾ in March 2022.

The significant increase in funds and the new projects initiated as a result of this increase put a strain on the budget implementation capabilities. Thus, the focus during the reporting period was on maintaining good levels of implementation of commitment and payment appropriations, while facilitating a closer budget monitoring and procurement execution deadlines, as well as strengthening inter-unit cooperation and enhancing skills in the area of financial management.

Specifically, the following measures were taken:

⁽⁴⁶⁾ Management Board Decision No MB/2021/011 of 23 June 2021.

⁽⁴⁷⁾ Management Board Decision No MB/2020/020 of 12 November 2020.

⁽⁴⁸⁾ OJ C 112, 8.3.2022, pp. 59–63.

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- Regular budget-monitoring meetings and monthly budget-implementation reports.
 - Enhanced cooperation between units by applying the PLO approach. In this respect, EIGE updated its project management methodology and tools with a focus on the digitalisation and simplification of processes.
 - The establishment of suitable payment schedules and introduction of a new method of calculating the rate of payments in the technical specifications for individual projects.
 - Detailed planning and monitoring of procurement procedures in line with the SPD (including the expected signature date of the contract and procedural steps such as the launch, award and budgetary commitment).
 - EIGE has updated the procurement guidelines for staff, including checklists, internal timelines and procedural steps, in order to improve the quality of the documents produced in the framework of the procurement actions.
 - In compliance with procurement directives and the financial regulation, EIGE established and applied uniform standards for the electronic exchange of information with third parties participating in procurement procedures by using an e-tendering platform and e-submission tool. This made the procurement process more transparent, evidence-oriented, streamlined and integrated with market conditions.
 - Regular internal training sessions were delivered on lessons learned and on contract management (i.e. procurement case-law analysis), and induction training was provided to all new staff members on procurement matters.
 - Trainings were provided on budget management.
 - Electronic flows fully replaced approval procedures for paper procurement files. This made procurement procedures more transparent, traceable and easier to process.
 - Electronic flows were introduced for internal approval of commitments and transactions.
 - Electronic qualified signature was implemented and contributed, together with electronic workflows, to a full digitalisation of key financial processes.

As a result of these measures, and due to the commitment of EIGE's staff, satisfactory levels of budget implementation were achieved in 2021, namely 98.92 % of committed appropriations and a payment appropriations rate of 72.16 %. Furthermore, 96.61 % of payments were made within the legal due date (in 2020, 93.09 %). No interest was paid in 2021 due to late payments. Further information on compliance with the payment time limits and on the suspension of the time limits is provided in Annex II.

Budget transfers

In 2021 two transfers between titles were made, amounting to EUR 111 834.62 (three transfers of EUR 57 900 in 2020). EIGE performed thirteen transfers in Title I, (four transfers in 2020), nine transfers in Title II (three transfers in 2020) and three transfers in Title III (three transfers in 2020). Apart from this, two transfers were made involving budget lines from

different Titles but without falling into the category of transfer between Titles. More detailed information is presented in Annex II.

Carry-overs from 2020 (C8)

The payment of funds in administrative and operational appropriations (C1) carried forward from 2020 was 98.45 %, slightly above the trend in previous years (92.33 % in 2020 and 96.1 % in 2019).

Carry-overs to 2022 (C1)

The operational appropriations (fund source C1) carried over to 2022 amounted to 54.79 % (49.49 % to 2021). The percentage of administrative carry-overs to 2022 was higher for Title I and Title II (2.35 % and 30.33 % respectively) compared to administrative carry-overs to 2021 (0.96 % and 25.88 %, respectively). The administrative and operational appropriations carried over to 2021 amounted to 27.84 % (23.45 % in 2020) (see Annex II). The level of carry-overs to 2022 was generally high due to the additional budget received by the Agency, which caused several projects to be committed later in the year, thus resulting in most of the related payments being executed in 2022.

Amount to be paid back to the European Commission (surplus)

The amount to be transferred back to the Commission is EUR 122 337.24 (EUR 274 826.91 in 2020), below the threshold of the accepted 5 %.

Revenue and expenditure

Revenue in 2021 amounted to EUR 8 696 231.33 (EUR 8 146 295.56 in 2020), out of which the EU contribution amounted to 99.97 % (95.13 % in 2020).

Expenditure in 2021 amounted to EUR 6 381 441.76 (EUR 5 943 777.49 in 2020), out of which EUR 3 775 913.62 in Title I (EUR 3 547 452.81 in 2020), EUR 942 437.21 in Title II (EUR 852 560.25 in 2020) and EUR 1 663 090.93 in Title III (EUR 1 543 764.43 in 2020).

The Agency's balance sheet as of 31 December 2021 and the statement of financial performance are presented in Annex VIII.

Public procurement

For the purpose of this document, the term 'contract' refers to contracts awarded following open, very low, low or middle-value negotiated procedures, external experts' contracts and specific contracts resulting from interinstitutional / joint procurement procedures under the financial regulation applicable to the general budget of the EU and the financial rules of EIGE, accordingly.

In 2021, EIGE's procurement procedures complied with the principles of transparency, proportionality, equal treatment and non-discrimination. All public procurement contracts were tendered on the broadest possible basis, while for negotiated procedures, below the directive's thresholds (very low, low and medium value contracts), at least the minimum number of invited candidates was complied with in order to ensure a balance between publicity and proportionality. During 2021, there were no legal actions brought against EIGE, and no exceptional negotiated procedures were carried out.

In line with the implementation of the annual work programme set out in the *SPD 2021–2023*, 62 operational procurement procedures were completed during 2021 for EUR 4 221 642.87. These included 4 open procedures for EUR 1 193 884.00 resulting in direct contracts, 7 negotiated procedures below the directive's thresholds for EUR 367 351.00 and 41 order forms/specific contracts under framework contracts (FWCs) for EUR 1 715 807.87. In addition, EIGE has concluded 1 open procedure resulting in 4 framework service contracts with ceiling amounts of EUR 864 000.00. Moreover, EIGE has concluded 2 open procedures resulting in framework service contracts under the *SPD 2020–2022* with ceiling amounts of EUR 4 000 000.00.

Also, EIGE concluded 7 contracts with external experts worth EUR 48 400.00.

Figure 1. Budget representation of operational procurements

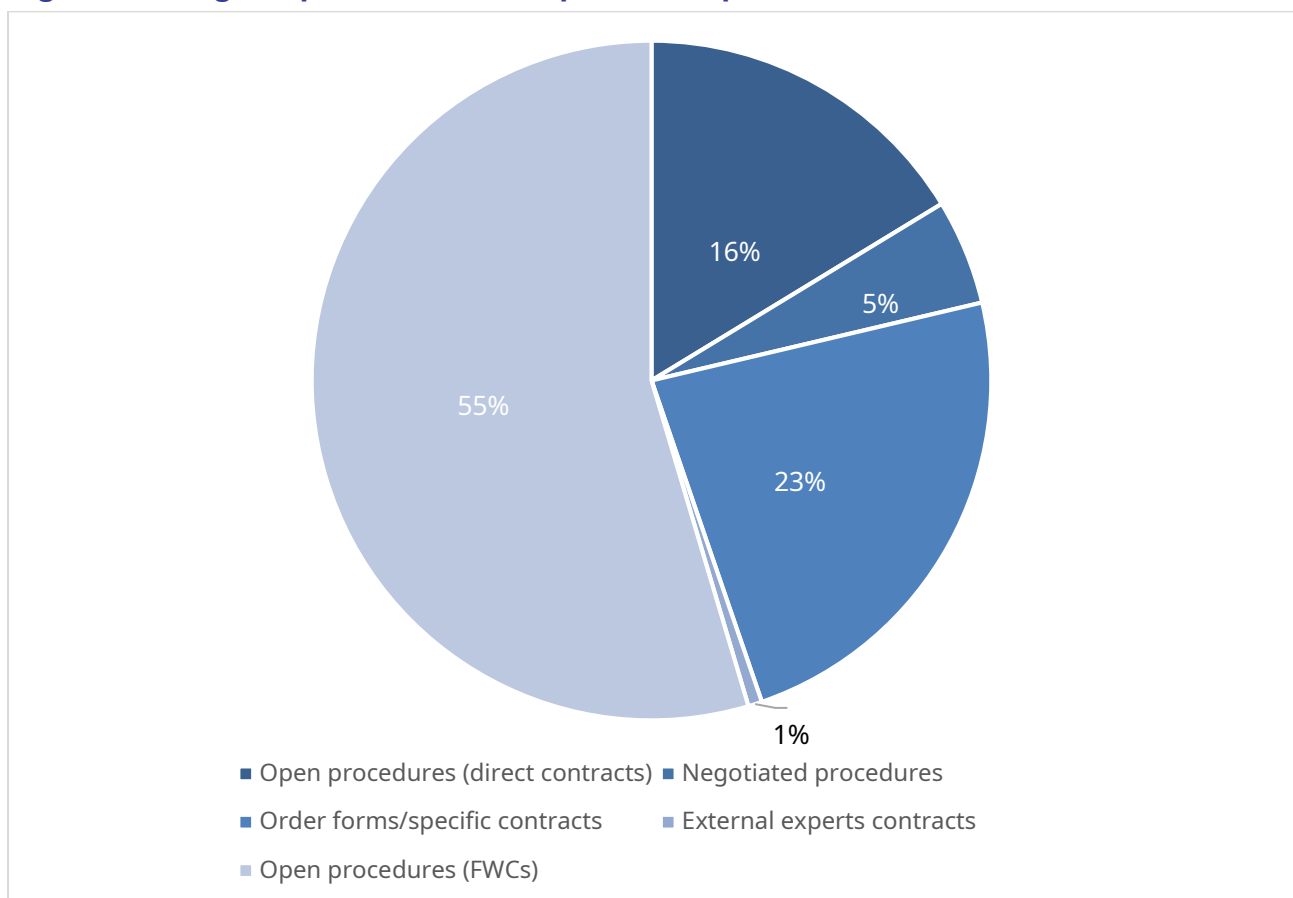
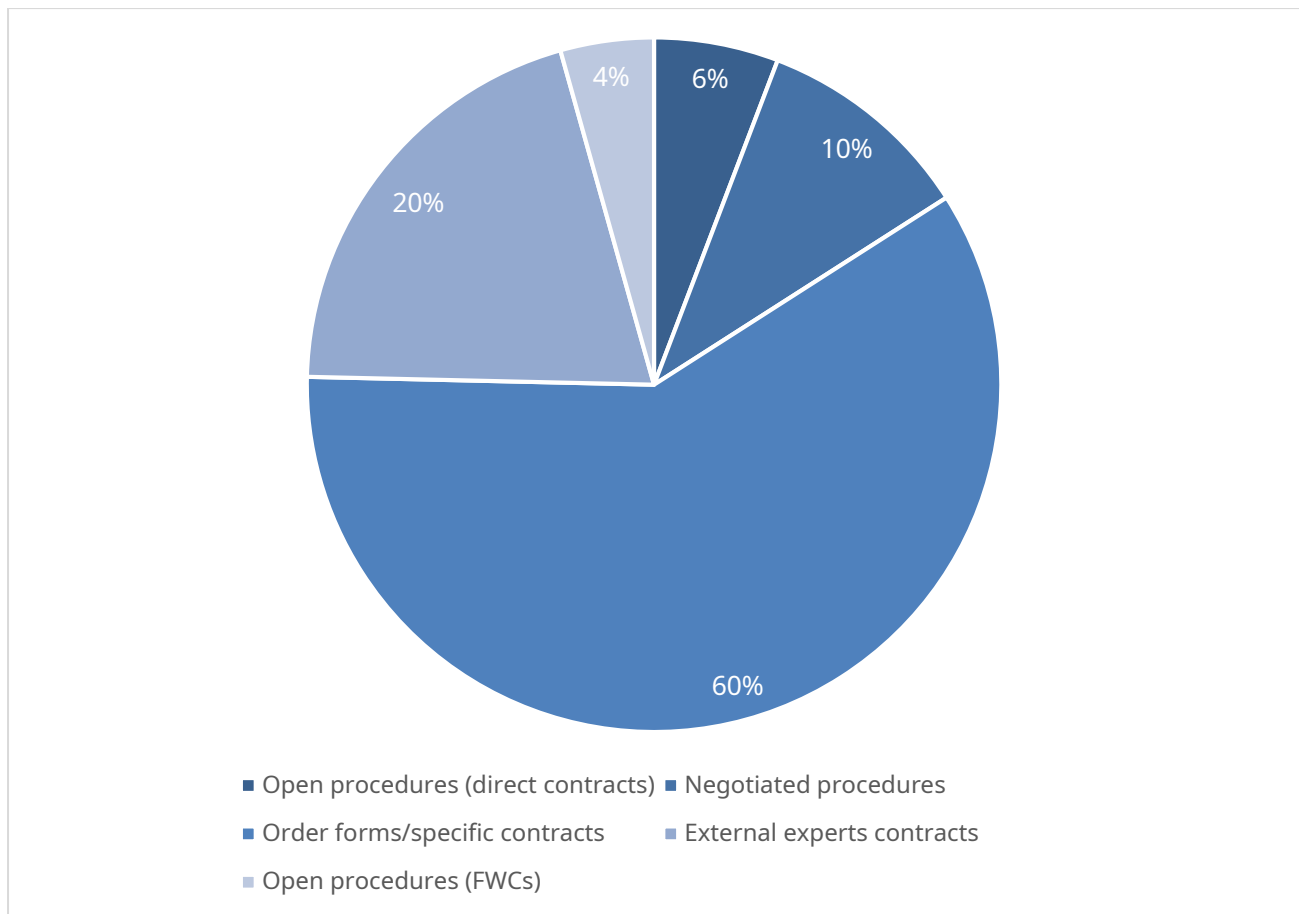


Figure 2. Number of operational procurements



In 2021, 47 administrative procurement procedures were concluded for EUR 853 345.97.

These included 1 open procedure resulting in a direct service contract, 1 negotiated middle value procedure that resulted in a framework service contract with a ceiling amount of EUR 130 000.00 and 1 negotiated very low value procedure that resulted in a framework service contract with a ceiling of EUR 15 000.00. In addition, EIGE concluded 15 negotiated procedures below the directive's thresholds, amounting to EUR 261 102.31, and 29 order forms under FWCs amounting to EUR 288 663.66.

Figure 3. Budget representation of administrative procurements

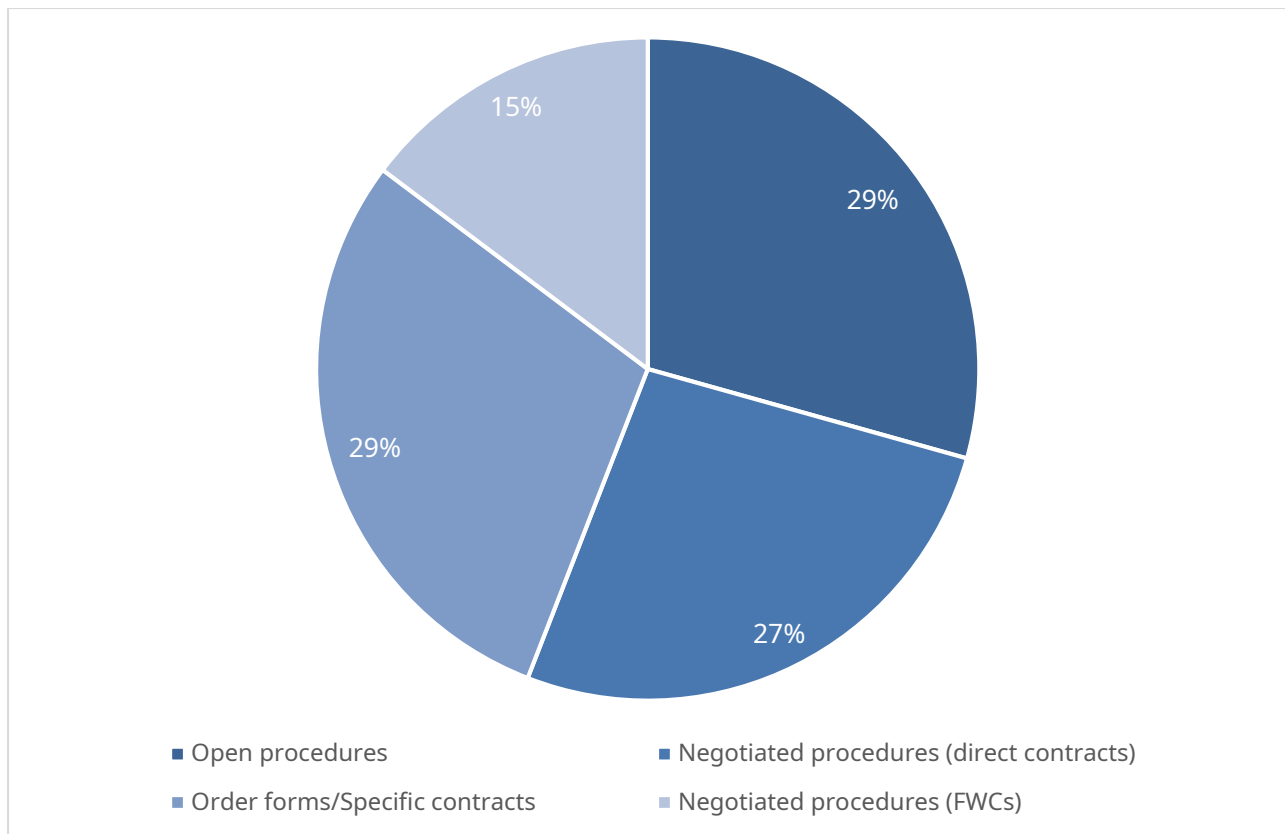
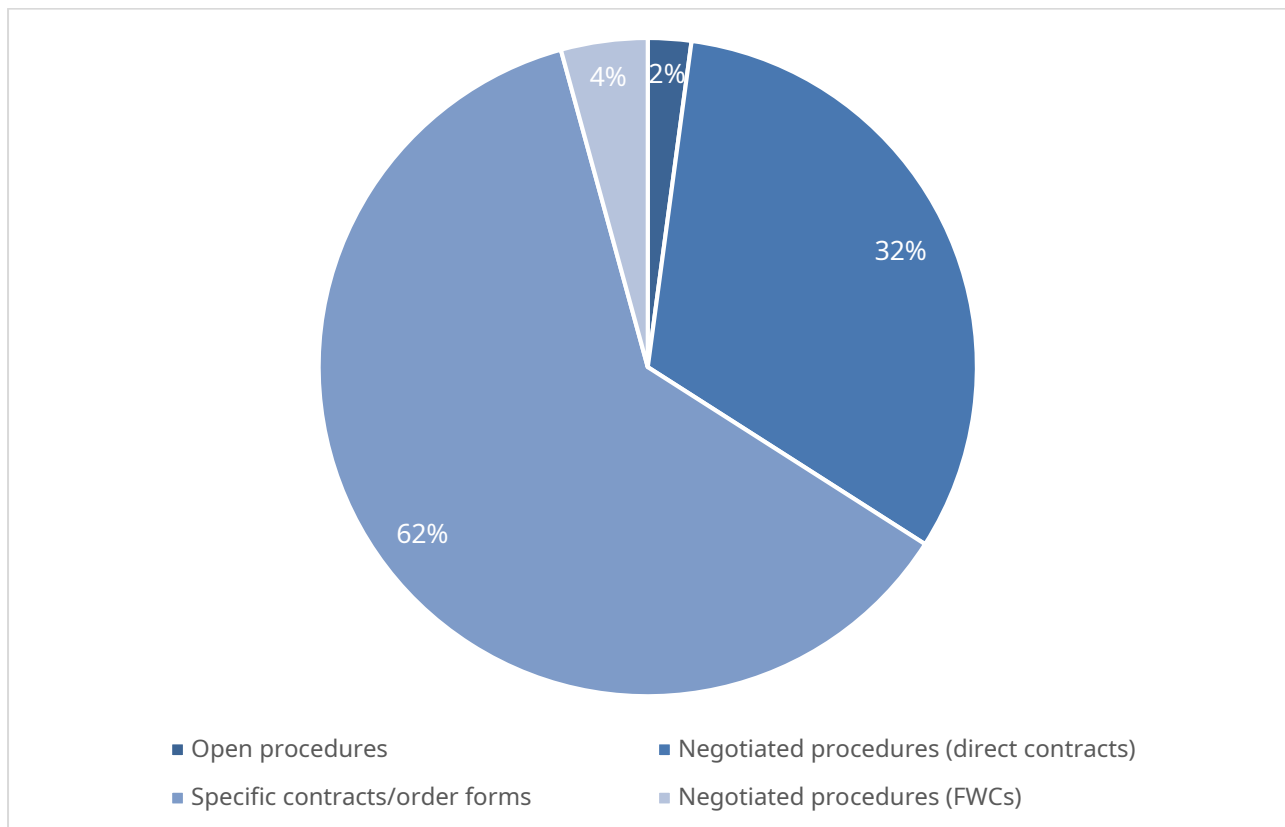


Figure 4. Number of administrative procurements.



2.3.2 Information on grant, contribution and service-level agreements

On 20 December 2019, EIGE and DG Neighbourhood and Enlargement Negotiations signed Addendum No 1 to Contract 2018/402-854 (CRIS contract No 2019/414-064), 'Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018–2022)'. The current implementation period of the action is 48 months, starting 1 January 2019 and ending in December 2022. Due to COVID-19-related project savings, the Management Board decided to extend the project duration until December 2023. Total eligible costs of the action are estimated at EUR 928 950,30. The agreed pre-financing rate is 100 %. Salaries for a contract agent (CA) at FG III and a CA at FG II are budgeted under this agreement (see overview of the budget executed in 2021 in Annex VI).

2.3.3 Control results

In addition to the audit of the annual accounts performed by the European Court of Justice (ECJ or 'the Court'), the results being presented in section 2.7.2., EIGE's 2020 accounts were audited in 2021 by an external independent auditor in line with Article 104 of EIGE's financial regulation. The audit did not identify any material findings.

In addition, EIGE conducted an *ex post* controls exercise in September 2021 in line with the procedure for performing *ex post* controls adopted by the Director's Decision No 204 of 18 March 2021. A total of 1 800 control operations were performed on a sample of 40 transactions with a total value of EUR 920 776. The results show that the internal control system in place ensures the compliance of the transactions with the financial rules and with the internal procedures. The report included four recommendations to enhance the internal controls in order to address minor deficiencies.

2.3.4 Cost and benefits of controls

The assessment of cost of controls was conducted on the basis of the Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls ⁽⁴⁹⁾.

For the purpose of the exercise, the following control systems were considered.

- **Procurement:** including the procurement process and contract management operations.

⁽⁴⁹⁾ Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls – DG Budget updated edition – December 2020.

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- **Reimbursements:** HR reimbursements and mission reimbursements. In 2021, there were no reimbursements for meeting participants due to lack of physical events.
 - **Payroll:** payment of staff salaries and entitlements and other payroll operations such as regularisations and social contributions.
 - **Ex post controls:** since all audits are externalised (ECA, IAS and external audit consultancy), only internal costs related to the coordination of audits and the annual *ex post* controls exercise were considered.
 - **Grants:** the Agency does not manage grants, so this system is not included.

The assessment was focused on the controls in financial management, specifically on the control operations pertaining to the following financial roles: financial initiation, financial verification, financial authorisation (including the delegated AO role) and checks performed by the procurement officer and assistant. The accounting function is outsourced to the Commission.

The assessment exercise was performed as follows.

1. Identification of the staff members pertaining to the control functions.
2. Identification of time spent on controls in terms of full-time equivalents (FTEs).
3. Calculation of cost of controls (based on average salary ⁽⁵⁰⁾ in grade multiplied by the FTE using EIGE's ABM tool).
4. Aggregation the costs per category.
5. Assessment of the cost of controls against the funds managed (expenditure in 2021) in each category (for *ex ante* controls).
6. Assessment of the cost of controls against the budget controlled for *ex post* controls.
7. Presentation of the results in the overview table.

⁽⁵⁰⁾ EIGE's ABM tool assigns overheads based on the FTE allocation therefore only costs of salaries were being considered.

Table 1. Overview of cost of controls

Relevant control system	<i>Ex ante</i> controls			<i>Ex post</i> controls			TOTAL		
Title	Estimated cost of controls (EUR)	Funds managed (EUR)	Ratio (%)	Estimated cost of controls (EUR)	Budget controlled (EUR)	Ratio (%)	Estimated cost of controls (EUR)	Funds managed (EUR)	Ratio (%)
Payroll	1 324.00	3 355 166.73	0.04 %	-	-	0.00 %	1 324.00	3 355,166.73	0.04 %
Reimbursements	10 738.70	369 498.00	2.91 %	-	-	0.00 %	10 738.70	369 498.00	2.91 %
Procurements	21 226.75	2 480 265.00	0.86 %	5 908.60	920,776	0.64 %	27 135.35	3 401,041	0.79 %
TOTAL	33 288.75	6 204 929.73	0.53 %	5 908.60	920 776	0.64 %	39 198.05	7 125,705.73	0.55 %

Assessment

a. Effectiveness

Ex post checks on the legality and regularity of transactions are performed annually by the ECA and an independent external auditor. At the time of the drafting of this report, the ECA audit of the 2021 accounts was still ongoing. In the report on the audit of 2020 accounts, the Court did not issue any findings related to the legality and regularity of transactions with a materiality that would qualify its opinion.

As regards recoveries resulting from *ex post* controls, EIGE issued recoveries amounting to EUR 14 229.94 related to undue payments (pursuant to Article 85 of the staff regulations and conditions of employment of other servants) as a result of management controls. All amounts have been recovered.

The ratio between cost of controls for payroll operations to the funds managed is very low – only 0.04 %. It is to be noted that this area is also subject to controls by the Paymaster Office of the European Commission.

EIGE's financial portfolio consists of segments with a relatively low error rate. This is thanks to the inherent risk profile of the projects and the performance of the related control systems. Low value transactions are linked to a higher probability of risk due to the short financial workflows employed; however, the impact is very low. These types of payments occur mostly in the area of reimbursements where the ratio between the cost of controls and funds managed is 2.91 % (relatively high compared to the other two control systems, but overall very low compared to the total funds managed, 0.1 %).

b. Efficiency and cost-effectiveness (economy)

Efficiency is achieved by yielding the best results with the resources employed. The principle of economy requires that the resources used by EIGE in the pursuit of its activities be made available in due course, in an appropriate quantity, with an appropriate quality and at the best price. This subsection outlines the indicators used to monitor the efficiency of the control systems.

Qualitative analysis of the management review of the registry of exceptions and internal control weaknesses

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable management to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. The annual analysis of the level of compliance with the ICF includes qualitative analysis and actions for improvement.

EIGE regularly implements preventive measures together with internal awareness-raising activities, such as regular presentations and training sessions for staff members in the area of ethics and integrity and fraud prevention.

In 2021, three out of six exceptions had a materiality level above EUR 5 000. One *ex post* exception related to eight undue payments following reclassifications that took place between 2017 and 2020. The exception was identified in 2021 following management controls, and it was duly and timely registered thereafter. Corrective measures were taken promptly, with the recovery of all the undue amounts in accordance with Article 85 of the staff regulations and conditions of employment of other servants. Other measures to improve the internal control system have been defined as well.

Ex ante controls on procurement procedures

All procurement procedures were subject to an *ex ante* review before the launch of the call for tenders.

Issues identified and tackled have been recorded as lessons learned. The procurement team also developed a list of procurement red flags – an effective fraud prevention tool.

Ex post controls on procurement are conducted annually by the ECA. In its latest report, the ECA did not identify material findings related to procurement that would qualify its opinion. The controls are therefore considered effective and the ratio between cost of controls and the funds managed is very low (0.86 %).

Results of the ex post controls exercise

In 2021, EIGE conducted an *ex post* control on payments. A total of 1 800 control operations were performed on a sample of 40 transactions with a total budget controlled of EUR 920 776. The results show that the internal control system in place ensures the compliance of the transactions with the financial rules and the internal procedures. The report included four recommendations to enhance the internal controls in order to address minor deficiencies. The costs of *ex post* controls in 2021 are low, with a ratio of just 0.64 % of the budget controlled.

Activity-based budgeting

In 2021, EIGE developed its ABM model. The model consists of activity-based budgeting (ABB) and activity-based costing (ABC) functionalities. EIGE used the costing functionality to calculate the cost of its activities in 2021. The results are presented in Annex V.

2.4 Delegations and sub-delegations

A delegation of power for budget implementation in the capacity of Authorising Officer by Subdelegation (AOSD) was issued by the Director in 2020 to the Head of Operations for a maximum amount of EUR 500 000, for an unlimited period for Titles I and II, and limited to a 1-year period for Title III valid through to 11 December 2021, for a ceiling of EUR 500 000 as well.

The Director also delegated in 2020 the power for budget implementation in the capacity of an AOSD to the Head of Knowledge Management and Communications for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and limited to a 1-year period for Title III valid through to 7 November 2021, for a ceiling of EUR 500 000 as well.

In addition, the Director delegated in 2020 the power for budget implementation in the capacity of an AOSD to the Head of Administration for a maximum amount of EUR 300 000 for an unlimited period for Titles I and II, and limited to a 1-year period for Title III for an amount of EUR 300 000 valid from 4 April 2020 to 31 March 2021. Upon expiry, the Director issued a new delegation for budget implementation in the capacity of an AOSD to the Head of Administration for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and limited to a 1-year period for Title III for an amount of EUR 500 000 valid from 1 April 2021 to 31 March 2022.

2.5 Human resources management

In a context still dominated by COVID-19, various initiatives were tailored around addressing concerns driven by the uncertainty created by the pandemic, from the adaptation of teleworking arrangements to COVID-19 testing measures to address concerns of possible

contagion from office sources. At the same time, ensuring that business continuity was maintained meant that extensive interaction with staff was key, even if this was increasingly done online. Nevertheless, it is with satisfaction that we note that a concerted collaboration was evident across different functions.

Throughout 2021 the Agency focused on ensuring:

- Full occupancy of available posts by securing timely staff replacement in different categories as the need arose (TAs, CAs, seconded national experts (SNEs) and trainees). This was done in anticipation of staff turnover and in line with established standards for selection and recruitment procedures.
- The implementation of existing policies and procedures, such as the renewal/non-renewal of contracts, applicable staff rights and entitlements, as well as adapting HR-related policies notably on teleworking, psychotherapy support and model rule decisions, and sustaining EIGE's commitment to provide career development opportunities, including training and development activities.

EIGE's organisational chart (in Annex III) presents the situation at the end of 2021.

EIGE's establishment plan (Annex IV) occupancy rate at the end of 2021 was 96 % (at the end of 2020 it was 100 %). An establishment plan turnover rate of 11 % was registered, similar to the rate in 2020 ⁽⁵¹⁾. Significant recruitment by larger and better-resourced EU agencies offering higher starting grades and the perception of better career opportunities elsewhere remains a challenge for EIGE.

During the year, nine calls for applications were launched as open procedures (five for temporary agent (TA) posts, four for CA posts); one call was launched for SNEs and two for traineeships.

As has been previously documented, applications from women invariably exceeded those from men. Excluding applications for traineeships and SNE posts, EIGE received 513 applications in 2021. Of these, 68 % were submitted by women and 32 % by men. This imbalance was also evident in the 573 applications received for traineeships at EIGE: 88 % were from women, 12 % from men.

While the gender divide in the subject choices at tertiary-level education is notably structural, this situation presents EIGE with the ongoing reality of having to work towards a better gender balance within its ranks. Though the overall gender balance of total staff at EIGE regressed from a ratio of 71:29 in 2018 to 76:24 in 2019 and to 77:23 in 2020, this aspect of its staff

⁽⁵¹⁾ This figure in 2020 was 11 %, same as it was in 2019 and 2018.

profile remains a challenge that EIGE continues to recognise given the improved ratio at the end of 2021 of 68:32. Gender balance was achieved in EIGE's management team in 2021. Building on this positive trend, EIGE remains committed to ensuring that all its vacancy announcements feature gender-sensitive language.

Annex IV portrays the change in the total number of staff. As of 31 December 2021, 16 nationalities (down from 19 in 2020) out of the EU-27 were represented at EIGE. Annex IV provides details of the distribution of staff by Member State. Lithuania maintained its position as the most represented Member State nationality (39 %), followed by Spain (11 %) and Poland (8 %).

During the year, EIGE's management, with support from HR, sustained efforts to enhance EIGE's working environment. Respect and integrity, enhanced team spirit and stronger cooperation across all units were combined to strengthen understanding and support among staff of the zero-tolerance stance towards psychological and sexual harassment.

As part of EIGE's commitment towards career development, 31 annual staff appraisals based on performance objectives for 2020 were completed, and these were followed by the reclassification of five TAs and three CAs.

Separately, through external consultants, EIGE implemented a staff engagement survey with a response rate of 82 %. The rate of staff engagement in 2021 was 71 % (25 points higher than in 2019). The result is particularly positive considering the difficulties brought by the pandemic in 2021.

Commitment to competency development and training of staff is central to increasing the Agency's knowledge, capabilities and skills. In order to promote and facilitate professional development, 15 different group training programmes were organised in 2021, while 23 agents undertook 34 individual training courses throughout the year.

In 2021, EIGE continued to promote language training for its Tas, CAs, SNEs and trainees, reimbursing up to EUR 500 per staff member. In total, 14 members of staff undertook classes in English, French, Greek, Italian, Lithuanian and Spanish.

For 2021, EIGE made arrangements to sign a 1-year contract for the provision of interim personnel. This was signed on 7 January 2021 with UAB Manpower Lit. This arrangement was deemed to be the most suitable in view of the ongoing case instituted at the beginning of 2018 by a number of ex interims against Manpower Lit. with the Vilnius City District Court. In 2019, the Lithuanian Supreme Court made a request for a preliminary ruling to the ECJ concerning the applicability of Directive 2008/104/EC of the European Parliament and of the

Council, on temporary agency work, to EU agencies. The ECJ delivered its ruling in Case C-948/19 (Manpower Lit) on 11 November 2021 ⁽⁵²⁾. The ECJ confirmed the applicability of the directive to EU agencies, in their capacity as public bodies engaged in economic activities. Moreover, the ECJ delivered a judgment in favour of equal treatment and equal pay of interim workers with statutory staff members. The Supreme Court of Lithuania upheld the ECJ ruling in its decision of 23 February 2022 and ruled in favour of interim workers. EIGE was a third party in this case and no direct claims were made against it.

In line with the framework financial regulation in force, which sets out the obligation for the agencies to carry out a benchmarking exercise, EIGE carried out a benchmarking and screening exercise following the Commission's methodology adapted to agencies. The exercise showed that 77.6 % of all staff worked with operational tasks and 14.5 % delivered an administrative support function. The remaining 7.9 % of staff performed a so-called neutral function. Details are presented in Annex IV.

2.6 Strategy for efficiency gains

In 2021, EIGE maintained close cooperation with EU agencies and sought further synergies where appropriate. EIGE has an established cooperation with FRA, based in Vienna, and Eurofound, based in Dublin, in particular for research and dissemination activities.

EIGE actively engaged in the JHAAN. As part of the cluster of JHA Agencies, EIGE took part in the peer risk assessment exercise, the results of which were shared with DG Justice and Consumers.

EIGE also actively participated in the activities of the EU Agencies Network (EUAN): it engaged in the exchange of information regarding the agencies' efforts to tackle the COVID-19 crisis, responded to requests for information in a timely manner and engaged in the discussions on the agencies' involvement in the strategic foresight in EU policies, a greener EUAN administration of excellence and other relevant topics.

Furthermore, in order to gain efficiency in the use of its human and financial resources, as well as apply best practices and maximise the impact of its procedures, EIGE sought inter-agency opportunities for the provision of services regarding the evaluation of projects and took part in a joint procurement that resulted in the signature of a FWC. The project evaluations will commence in 2022, following the appointment of the members of the Project Support Office that have been tasked with coordinating such evaluations.

⁽⁵²⁾ Available here: <https://curia.europa.eu/juris/liste.jsf?lgrec=fr&td = %3BALL&language=en&num=C-948/19&jur=C>.

As regards internal efficiency gains, EIGE further digitalised its work processes by adopting electronic workflows and the electronic signature and by maximising the use of online communications. The IT infrastructure was reinforced by the purchase of new IT equipment.

Moreover, EIGE completed the implementation of the IAS audit on the PLO approach. The actions implemented will bring significant improvements in the project management processes at EIGE and in the cooperation among teams and units.

In 2021, EIGE launched other projects that are expected to bring efficiency gains in the years to come, such as:

- organising a business impact assessment exercise in view of updating the Business Continuity Plan;
- updating the data management policy to include a procedure for the classification of information;
- updating the ABM tool to include ABB and ABC functionalities.
- updating the project management tool with new functionalities for resource and milestones tracking;
- establishing an e-recruitment tool;
- implementing further modules of SYSPER 2.

2.7 Assessment of audit and *ex post* evaluation results during the reporting year

2.7.1 Internal Audit Service

In accordance with the IAS's Strategic Internal Audit Plan 2019–2021, the audit of EIGE on planning, monitoring and reporting took place in 2021. The final audit report was received in October 2021 and it contained four important recommendations that were accepted by the Agency and are presented below. EIGE defined an action plan to address the recommendations. The action plan was approved by the IAS.

AUDIT RECOMMENDATION NO 1 (Important):

EIGE should update and finalise the procedure for planning and reporting, including:

- clear identification of the main steps, including checks and reviews to mitigate errors and to ensure compliance with the Commission guidelines;
- inputs to and outputs of the main steps;
- the main applicable deadlines for each step aligned with applicable regulation and the Management Board secretariat schedule;

-
- cross-references with budgetary and procurement procedures for the relevant contributions to the planning and reporting processes;
 - the roles and responsibilities of the actors involved, including the key stakeholders;
 - the documentation requirements in the preparation of the SPD and CAAR to keep an adequate and standardised trail of the decision-making process and supporting data.

Moreover, the Agency should consider using an electronic workflow for the SPD review and approval process.

AUDIT RECOMMENDATION NO 2 (Important):

The Agency should enhance and document the definition, measurement, monitoring and reporting of the main elements of the performance framework (activities, objectives, KPIs, deliverables, outputs and targets) to minimise the margin of interpretation when measuring progress and assessing the level of achievement.

AUDIT RECOMMENDATION NO 3 (Important):

- EIGE should further develop the ICF assessment methodology describing the baseline setting and the involvement of the staff in the definition and update of indicators and targets.
- EIGE should consider extending existing staff consultation activities/surveys adding ICF-related questions, especially as concerns 'soft controls', in order to ensure a broader and more robust assessment of its ICF.

EIGE should make better use of key ICF elements, such as the evaluation of projects, consider the results when planning new ones, integrate better risk management at project level and when relevant at corporate level, and introduce *ex post* financial controls as a source of improvement and assurance.

AUDIT RECOMMENDATION NO 4 (Important):

- EIGE should apply the new methodology for the ABB in order to define the main steps and criteria for the calculation, the timeline for the preparation of the ABB figures and the subsequent comparison with the actual figures, the roles and responsibilities of the main actors, documentation requirements and the cross reference with the other pertinent internal procedures.
- During the interim, the Agency should make sure that the estimated FTEs allocated to the activities in the AWP are based on an analytical assessment with clear assumptions, an adequate level of documentation and an agreed resource planning approach among units until the new ABB project is implemented.

-
- The Agency should ensure adequate training, hand-over documentation and back-up arrangements for key planning positions, in order to avoid loss of expertise when staff leaves.

2.7.2 European Court of Auditors

In February 2021, the ECA carried out the audit on the reliability of the annual accounts and the legality and regularity of the financial transactions for the 2020 financial year. The audit did random checks on commitments, payments, recruitments and procurement procedures and detected no material errors. In the Court's opinion, the annual accounts presented fairly, in all material respects, the financial position of EIGE at 31 December 2020, the results of EIGE's operations, its cash flows, and the changes in net assets for the year that ended, in accordance with the provisions of EIGE's financial regulation and the accounting rules adopted by the Commission's Accounting Officer. In the Court's opinion, revenue and payments underlying the accounts for the year that ended on 31 December 2020 were legal and regular in all material respects.

The ECA issued three observations on the legality and regularity of transactions (listed below). EIGE provided replies to all observations, which are part of the annual report on EU agencies for the 2020 financial year ⁽⁵³⁾.

ECA's observation on the legality and regularity of transactions

'In its audit reports for the 2019 financial year, the ECA concluded that the procedures used for selecting and contracting the external experts systematically lacked a solid audit trail (as set out in Article 36(3) of the financial regulation). As a result, all subsequent payments associated with these contracts are irregular. In 2020, the related payments amounted to EUR 4 400.'

EIGE's reply

'A new call of expression of interest was organised in 2020. The new web-tool and application forms were established to ensure the principle of transparency and monitoring of selection of experts. Clear eligibility, selection and award criteria were defined in full compliance with the principles of non-discrimination and equal treatment. The selection of experts is duly documented in note to the file for each new procedure.'

ECA's observation on budgetary management

'On 17 December 2019, EIGE signed an amendment to the agreement with DG Neighbourhood and Enlargement Negotiations for the provision of EUR 378 950 under IPA II for the implementation of the action 'Increased capacity of EU candidate countries and

⁽⁵³⁾ Available here: <https://www.eca.europa.eu/en/Pages/DocItem.aspx?did=59697>.

potential candidates to measure and monitor the impact of gender equality policies (2018 to 2021)’. This amount was received on 27 December 2019, and the corresponding credit note was issued on 21 February 2020. Under the financial regulation, the Agency should have included this information in its budget. However, EIGE did not publish an amendment to the 2020 budget to include the amount cashed, nor did it include it in Amendment 1 to the 2020 budget published on 31 March 2021. We reported on a similar issue already in the 2019 financial year. This is indicative of a systematic issue.’

EIGE’s reply ⁽⁵⁴⁾

‘EIGE takes note of the observation and will publish the IPA II contribution received from DG Neighbourhood and Enlargement Negotiations with the budget.’

ECA’s observations on other matters ⁽⁵⁵⁾

‘We note that a case pending before the Court of Justice of the EU (CJEU), case No C-948/19 (Manpower Lit), has a bearing on aspects of our audit opinion. The case concerns several questions asked by the Lithuanian Supreme Court concerning the application of Directive 2008/104/EC of the European Parliament and of the Council on temporary agency work to EU Agencies. In particular, the Lithuanian court asked whether the Directive applies to EU Agencies in their capacity as public bodies engaged in economic activities. It also asked whether EU Agencies must apply in full the provisions of Article 5(1) of that Directive concerning the rights of temporary agency workers to basic working and employment conditions, in particular as regards pay. **Since the CJEU’s ruling with regard to these questions may have an impact on the Court’s position concerning the Agency’s use of interim workers, the Court will refrain from making any observations on the regularity of the Agency’s approach, ECA follow-ups of observations from previous years concerning this matter, until the CJEU has issued a final ruling in this case.**’

2.8.a Follow-up of recommendations and action plans for audits and evaluations

During 2021, EIGE continued the follow-up on outstanding recommendations from previous years. While most outstanding actions were closed in 2021, two actions of the IAS audit on the implementation of the PLO approach in EIGE of 2020 were implemented on 7 February 2022. The slight extension of deadline for the two actions (the update of the project management tool and the training of project managers on the use of the updated project management tool) was due to further technical adjustments needed in the tool and

⁽⁵⁴⁾ The steps undertaken by the Agency in 2021 to address this finding are subject to follow-up by the ECA, and the status will be presented in the ECA report on annual accounts for the 2021 financial year.

⁽⁵⁵⁾ The ruling of the ECJ was delivered on 11 November 2021, and this observation is under assessment by the ECA.

implemented by external contractors. The revised deadline for the two actions was communicated promptly by EIGE and was agreed upon by the IAS.

Regarding the outstanding ECA recommendations, there is one outstanding recommendation from 2018 and three outstanding recommendations from 2019, as presented below. EIGE is cooperating with the ECA on these matters in the follow-up review that takes place in the context of the audit on the 2021 accounts. Their status will be reported in the ECA report on 2021 accounts.

ECA observation on the legality and regularity of transactions in 2018 accounts

'EIGE engaged in the use of temporary agency workers (interim workers) through a framework contract with one temporary work agency. The contract did not require the temporary work agency to comply with certain legal requirements (interim workers should work under the same working conditions as workers employed directly by the user undertaking) and there is no evidence that the Agency itself carried out any comparison between the working conditions of its own staff and interim workers. The Agency should analyse the working conditions of its interim workers and ensure they are in line with European and national labour law.'

ECA follow-up decision in 2019

'We note that a case pending before the Court of Justice of the EU (CJEU), case No C-948/19 (Manpower Lit), has a bearing on aspects of our audit opinion. The case concerns several questions asked by the Lithuanian Supreme Court concerning the application of Directive 2008/104/EC of the European Parliament and of the Council on temporary agency work, to EU Agencies. In particular, the Lithuanian court asked whether the Directive applies to EU Agencies in their capacity as public bodies engaged in economic activities. It also asked whether EU Agencies must apply in full the provisions of Article 5(1) of that Directive concerning the rights of temporary agency workers to basic working and employment conditions, in particular as regards pay. Since the CJEU's ruling with regard to these questions may have an impact on the Court's position concerning the Agency's use of interim workers, the Court will refrain from making any observations, including follow-ups of observations from previous years, until the CJEU has issued a final ruling in this case.'

ECA observation on the legality and regularity of transactions (2019)

'In 2019, the ECA concluded that the procedures used for selecting and contracting the external experts systematically lacked a solid audit trail (as set out in Article 36(3) of the Financial Regulation). As a result, all subsequent payments associated with these contracts are irregular.'

ECA observation on budgetary management (2019)

'The 2019 budget published in March 2019 did not include EUR 550 000 as revenue assigned under the Instrument for Pre-Accession Assistance (IPA II) for the implementation of the action "Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender-equality policies (2018–2021)".'

ECA observation on internal controls (2019)

'EIGE has not carried out *ex post* controls of operations and budgetary implementation since September 2016. A dedicated *ex post* controls programme based on specific risks would contribute to improving the Agency's internal control environment.'

2.8.b Follow up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)

There are no OLAF recommendations pending a follow-up from previous years.

2.9 Follow-up of observations from the Discharge Authority

Article 107(2) of the framework financial regulation, Commission Delegated Regulation 2019/715 of 18 December 2018, states: 'At the request of the European Parliament or the Council, the Director shall report on the measures taken in the light of those observations and comments'.

The table below provides an overview of the measures taken by EIGE in response to the discharge authority's observations and comments of 28 April 2021 with respect to implementing the Agency's 2019 budget.

Discharge was granted on 28 April 2021.

Table 2. Follow-up of observations from the Discharge Authority

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
<p>3. Notes with concern that the Institute's annual budget published in 2019 but subsequently amended did not include a portion of revenue assigned under the Instrument for Pre-Accession Assistance; notes that, according to the Court's report, under the Financial Regulation the Institute should have included that information with the necessary disclosures in its initial published budget;</p>	<p>EIGE accepted the Court's recommendation and will publish the portion of revenue assigned under the Instrument for Pre-Accession Assistance in its amended budget.</p>	<p>Partially implemented</p>
<p>6. Calls on the Institute to continue to develop synergies, increase cooperation and exchanges of good practices with other Union agencies with a view to improving efficiency (human resources, building management, IT services and security);</p>	<p>EIGE will continue to seek opportunities for synergies with other Union agencies, by using the EUAN shared services and joint procurement portal, particularly in the following areas: provision of ex-post controls on financial transactions, provision of evaluation and feedback services and data protection.</p>	<p>Ongoing</p>

<p>8. Recalls the importance of increasing the digitalisation of the Institute in terms of internal operation and management and in order to speed up the digitalisation of procedures; stresses the need for the Institute to continue to be proactive in that regard in order to avoid a digital gap between Union agencies at all costs; stresses, however, the need to take all the necessary security measures to avoid any risk to the online security of information processed;</p>	<p>EIGE completed the digitalisation of its procurement processes in 2019 and continued the implementation of SYSPER 2 in 2020. Moreover, EIGE made great progress in the area of digitalisation in 2020, namely: it implemented paperless workflows for all key processes, it enabled the use of electronic signature and enhanced the use of online communication tools.</p>	<p>Ongoing</p>
<p>9. Notes the scheduled preparatory work for the next external evaluation; notes that, due to the fact that the first evaluation's recommendations are still being implemented and the relative small size of the Institute, the Institute's board deferred the second external evaluation from 2020 to 2022 and decided on carrying out an evaluation every seven years; calls on the Institute to report on the developments on the postponed external evaluation and on the decision to steer away from the Commission prescription in the Common Approach to carry out an evaluation every five years; notes that the Commission has considered the postponed evaluation as duly justified;</p>	<p>EIGE's commissioning of its second external evaluation was published on its website on 1 July 2021, in accordance with the EU procurement rules. According to the action plan approved by the Management Board, the signature of the contract is expected by Q4 2021 and the final report is expected by Q4 2022.</p>	<p>Partially implemented</p>
<p>17. Notes that, due to a pending court ruling on the use of interim workers, the Court decided to refrain from making any observation on the 'other matter' paragraph until the Court of Justice of the European Union ('CJEU') has issued a final ruling; notes that on 31 December 2019 the Lithuanian Supreme Court referred six questions concerning the interpretation of Directive 2008/104/EC1 to the CJEU, and that this might have an impact on the use</p>	<p>The CJEU ruling is expected by end of 2021. EIGE will take appropriate measures upon the issuance of the CJEU ruling and will report accordingly to the European Parliament.</p>	<p>Not Implemented</p>

<p>the Agency makes of interim workers in relation to several aspects, including pay; calls on the Institute to take serious account of the ruling of the CJEU, when available, and to report back to Parliament on further developments;</p>		
<p>19. Raises concerns about claims of former temporary agency workers regarding their rights; notes that the Lithuanian Supreme Court asked the CJEU to assess whether Directive 2008/104/EC applies to Union Agencies in their capacity as public bodies engaged in economic activities and whether they must comply in full with Article 5(1) of that Directive, which concerns the rights of temporary agency workers to basic working and employment conditions, in particular as regards pay;</p>	<p>EIGE understands that the implications of this case could impact other agencies of the European Union.</p> <p>The claims were made by a number of former interim staff deployed at EIGE against EIGE's contractor for such services.</p> <p>While EIGE has provided its full cooperation to the Lithuanian courts, the case was referred to the CJEU for the clarification of a number of questions raised during the court proceedings in Vilnius.</p> <p>EIGE's position has been consistent with the parameters of Lithuanian labour law following a call for tenders for such services. It has also disputed the claims that the work carried out by the interim staff would be equal to the work carried out by its statutory staff.</p> <p>EIGE will assess the situation of the interim workers in light of the CJEU ruling, which is expected in Q4 2021.</p>	<p>Not implemented</p>
<p>20. Notes with concern the lack of gender balance on the management board (7 men and 23 women); notes with concern the lack of male representation within senior management; asks the Institute to ensure gender balance at the senior management level in the future; asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating their members to the Institute's management board;</p>	<p>EIGE takes note of this concern even if EIGE's Management Board is well aware of this gender imbalance. The Parliament's request for the Commission and the Member States in particular, to take into account gender balance when making nominations, echoes EIGE's own efforts in this regard.</p> <p>Given EIGE's small organisational structure, it is important to note that EIGE has only one post falling within the definition of senior management level, i.e. that of the Director.</p>	<p>Ongoing</p>

<p>21. Is concerned by the overrepresentation of one gender at all levels in the Institute and recalls that gender issues are not only relevant for women; invites the Institute to increase its efforts in achieving a better gender balance;</p>	<p>EIGE has taken pro-active steps to apply measures for improving gender balance – an equitable distribution of opportunities and resources between women and men – across all levels of the organisation, paying particular attention to:</p> <ul style="list-style-type: none"> (i) the use of gender sensitive wordings in vacancy announcements so as to attract the attention of both women and men; (ii) ensure as much as possible, gender balance in EIGE’s selection committees; (iii) target the under-represented sex in situations of two candidates equally fit for a post. <p>Such efforts still need to demonstrate a more tangibly improved gender balance in the Institute even if the reality with respect to applications for posts closely linked to the area of gender equality shows that they are predominantly submitted by women.</p> <p>Moreover, EIGE has been active since 2020 in the EUAN Working Group on Diversity and Inclusion, and is contributing to relevant events such as the DG HR-EUAN workshop on Gender Balance. The main goal of EIGE’s participation in this inter-Agency endeavour is to further define actions for the improvement of diversity and inclusion policies in the organisation, including the gender balance.</p> <p>EIGE remains committed to continue its efforts to achieve a better gender balance and to report on a regular basis in this regard.</p>	<p>Ongoing</p>
<p>22. Encourages the Institute to pursue the development of a long term human resources policy framework which addresses the work-life balance, the lifelong guidance and career development, the gender balance, the teleworking, the geographical balance and the recruitment and integration of people with disabilities;</p>	<p>EIGE appreciates the Parliament’s encouragement for EIGE to pursue the development of a long-term human resources policy framework, which addresses different aspects closely connected to key aspects of staff motivation and wellbeing, as well as the recruitment and integration of persons with disability.</p> <p>Staff policies – introducing supplementary education allowances to improve staff retention, promoting a healthy lifestyle through a sports</p>	<p>Ongoing</p>

	allowance, and a more accessible teleworking policy – constitute practical and effective steps to support such a framework. Furthermore, EIGE’s long-term commitment to career development is an entrenched characteristic featuring both an annual performance appraisal procedure, reclassifications (merit-based promotions) as well as individual and group training opportunities.	
24. Raises concerns about irregularities found by the Court regarding the Institute’s selection of external experts , namely that the procedures used for selecting and contracting external experts systematically lacked a solid audit trail; recalls that the Institute must comply with the principles of non-discrimination and equal treatment set out in Article 237 of the Financial Regulation; notes the Institute’s commitment to apply improved procedures in new calls for expression of interest;	A new call of expression of interest was organised in 2020. The new web-tool and application forms were established to ensure the principle of transparency and proper monitoring of selection of experts. Clear eligibility, selection and award criteria were defined in full compliance with the principles of non-discrimination and equal treatment. The selection of experts is duly documented in note to the file for each procedure. The selection of the expert who best meets EIGE’s requirements is being done based on objective selection criteria and is being duly documented.	Implemented
26. Notes that the Court did not find a solid audit trail regarding the procedure used for selecting and contracting external experts or evidence that the experts had been assigned to tasks on the basis of pre-defined selection criteria which assessed their merits relative to those of other potential candidates; notes that the Court considered that the related payments were irregular ; notes that the payments do not exceed the materiality threshold; notes, however, the systemic, recurring character of the error;	EIGE took due account of the findings of the Court regarding the 2019 call of expression of interest and took appropriate measures to ensure appropriate audit trail and full compliance with the principles of non-discrimination and equal treatment in the 2020 call for expression of interest.	Implemented
29. Notes with concern that the Court reported that the Institute has not carried out ex-post controls of operations on its budgetary implementation since 2016; notes that the Court recommends a dedicated ex-post control	EIGE was not able to renew the Service Level Agreement for the provision of ex post controls with FRONTEx. Nonetheless, EIGE conducted a risk assessment of financial transactions and revised its procedure for the performance of ex-post controls in March 2021. It will start performing the controls, in-house, as of September 2021.	Partially implemented

programme based on specific risks;		
33. Recalls the importance for the Institute in developing greater visibility in the media and on the internet in order to make its work known;	<p>EIGE has strengthened its media outreach by proactively reaching out to journalists, organizing press briefings, sending press releases to selected journalists under embargo in advance of launches and engaging with the members of the Journalist Thematic Network. EIGE also publishes daily posts on its three social media channels, in compliance with the best practice of visual and engaging posts. EIGE runs several social media campaigns every year, for example, the <i>16 Days of Activism</i> campaign to end gender-based violence.</p> <p>This work has brought a remarkable increase in the Institute's visibility both in the traditional media and in social media. At the end of 2020, coverage of EIGE's work in mainstream media outlets across the EU had grown by 101 % since 2018. EIGE's outreach on social media has also increased by 73 % across all three channels (Facebook, Twitter and LinkedIn) during the same period.</p> <p>EIGE's greater visibility among journalists is also demonstrated by the rise in media requests, from 65 in 2018 to 95 at the end of 2020, an increase of 46 %.</p>	Ongoing

2.10 Environment management

EIGE has taken several measures during 2021 to strengthen its efforts for sustainable and environmentally friendly processes. EIGE nominated a new Green Officer with the task to propose a framework and measures to reduce negative impacts on the environment caused by EIGE's operations. The eco-group continued to support the Green Officer's tasks in 2021.

To reduce CO² emissions, EIGE remained committed to ensure that its contracts also include environmental sustainability clauses. EIGE also adopted an environmentally friendly approach towards its work practices, detailed in Annex VII.

2.11 Assessment by management

EIGE has in place a functioning internal control system of processes and procedures, assuring the appropriate management of the risks relating to the legality and regularity of the underlying transactions, and the nature of payments. The designed internal control system provides reasonable assurance in achieving effectiveness, efficiency and economy of operations, reliability of reporting, safeguarding of assets and information, prevention, detection, correction and follow-up of fraud and irregularities.

The established internal control system is based on segregation of duties, risk management and control strategy, avoidance of conflicts of interest, appropriate audit trails and data integrity in data systems, and established procedures for monitoring of performance and for follow-up of identified internal control weaknesses.

To enhance the existing internal control system, EIGE's Management Board adopted a new ICF on 12 June 2019, in line with the revised ICF of the Commission. There are 17 principles defined to provide assurance in meeting the organisation's objectives. In accordance with the provisions of the ICF, the Director adopted ⁽⁵⁶⁾ the guidelines for the assessment of internal control and the internal control indicators in November 2020.

Financial management and control is rooted in core processes such as procurement (from the assessment of needs to the selection of suppliers to the award decision), financial operations (establishing the financial commitment to payment, contract monitoring and recoveries with ad hoc procedures in place) and supervisory measures (including *ex post* controls), which form the basis for achieving sound financial management.

Clear procedures

The procedures and policies of EIGE serve as a guiding reference for the daily activities of the staff.

During 2021, EIGE's Management Board adopted new rules on middle management staff, adopted on 27 May 2021.

Also during 2021, the IAS audit on planning, programming and reporting in EIGE was performed and led to four important recommendations. In response to the audit recommendations, EIGE defined an action plan to be implemented by the end of 2022. The actions will lead to significant improvements in planning, programming and reporting processes at EIGE.

⁽⁵⁶⁾ Director's Decision No 191 of 18 November 2020.

Ethics and integrity

During 2021, the HR team organised several ethics and integrity trainings, as well as training on fraud prevention. A training on the prevention of harassment had been organised in 2020 and a new one is planned to take place in 2022. EIGE had active confidential counsellors in 2021.

Moreover, the Management Board adopted the *Anti-Fraud Strategy 2021–2023*, which defines measures aimed at further strengthening the anti-fraud system in the Agency. All actions in 2021 were completed in accordance with the defined targets in the action plan for the implementation of the strategy. EIGE also performed in 2021 the assessment of sensitive functions and identified appropriate mitigating measures to reduce the risks related to sensitive functions.

Continuity of services

EIGE successfully managed to maintain continuity of operations and services during the COVID-19 pandemic. Since the onset of the pandemic in 2020, the Director called for the management team to act as the crisis emergency cell. The management team met regularly in 2021 and defined response measures in accordance with the guidelines and recommendations issued by national authorities, the European Centre for Disease Prevention and Control and the Commission. It also engaged in the exchange of information and best practices at EUAN level.

Ex ante verification

In accordance with applicable procedures, each operation is verified in terms of regularity, conformity and sound financial management. Staff members with the right competences and skills, robust experience on the relevant procedures and IT-related tools are placed in *ex ante* verification positions. When the basic (short) financial circuit is applied at EIGE, the function of verification and authorisation are performed by the AO/AOSD.

Ex post control system

In order to complement the *ex ante* verifications and to confirm the reliability of the internal control system, a decision on implementing an *ex post* control system (Director's Decision No 203 of 18 March 2021) and a procedure concerning the *ex post* control system was established (Director's Decision No 204 of 18 March 2021). The *ex post* control exercise was performed in September 2021 and resulted in no material findings. The report, however, included some recommendations for strengthening the internal control system, which have been implemented.

Key indicators used for assessment by management

Analysis of exceptions:

Since 2010, EIGE has introduced and maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2021, six exceptions with financial and procedural deviations were registered (three exceptions in 2020). Three exceptions had a materiality level above EUR 5 000. At the end of each financial year, the exceptions are analysed by the Head of Administration and the Internal Control and Compliance Officer, and measures for improvement are proposed to the AO.

Rate (%) of external and accepted internal audit recommendations implemented:

By the end of 2021 all actions addressing the recommendations of the IAS audit on the implementation of the PLO approach in EIGE had been implemented by the deadline, except for two actions that were implemented within an extended deadline (deadline extended by 1 month). The revised deadline was agreed upon by the IAS. All the recommendations were fully implemented and closed by the IAS in February 2022.

Fraud cases detected:

In 2021, no fraud cases were detected (as in 2020).

Lost assets:

In 2021, there were no lost assets (zero in 2020).

Part II (b) External evaluations

The Management Board decided in its 32nd meeting in June 2019, to organise the second evaluation of EIGE in 2022, in accordance with Article 20 of Regulation (EC) No 1922/2006. The tender procedure was launched in Q2 2021 and was finalised in Q4 2021 with the award of a contract. The work on the external evaluation is ongoing, and the final report is expected in Q4 2022.

Part III. Assessment of the effectiveness of the internal control systems

3.1 Effectiveness of internal control systems

Results of the assessment of internal control

A specific assessment of internal control for the year 2021 was performed in accordance with EIGE's ICF ⁽⁵⁷⁾ and EIGE's guidelines for the assessment of internal control ⁽⁵⁸⁾.

The assessment was carried out at three levels:

1. principles (based on the analysis of the detected strengths and deficiencies),
2. components (based on an analysis of the results at principle level),
3. internal control system as a whole (based on an analysis of the results at component level).

The following information sources were used to identify internal control strengths and deficiencies:

- assessment by management;
- audit conclusions, findings and recommendations;
- exceptions registered in the Registry of Exceptions;
- implementation of the Anti-Fraud Strategy;
- the Accounting Officer's validation of financial management systems;
- report on *ex post* controls;
- results of the internal survey on 'soft controls';
- report of the neutral verifier for the use of ABAC;
- results of the 2021 staff engagement survey;
- follow-up of the internal control deficiencies identified in 2020;
- achievement rate of the internal control indicators in 2021;
- ongoing or finalised legal proceedings.

Based on the above information, the Internal Control and Compliance Officer supported management in identifying both the internal control strengths and deficiencies, and in assessing the severity of the identified deficiencies corresponding to the relevant internal control principles, as follows.

⁽⁵⁷⁾ Adopted in Management Board Decision No MB/2019/018 of 12 June 2019.

⁽⁵⁸⁾ Adopted in Director's Decision No 191 of 18 November 2020.

- **Moderate deficiency** – it has a moderate impact on the presence and/or functioning of the principle. With such a deficiency, the principle is in place and functions, but some improvements are needed.
- **Major deficiency** – it has a significant impact on the presence and/or functioning of the principle, but the principle is partially effective. With such a deficiency, the principle is partially in place and/or is partially functioning; substantial improvements are needed.
- **Critical deficiency** – it has a fundamental impact on the presence and/or functioning of the principle and the principle is not effective. With such a deficiency, the principle is not in place and/or essentially does not function as intended.

Six moderate deficiencies related to components II, III and V were identified.

At the level of principles, it can be concluded that all principles are present and functioning as intended. However some improvements to principles 6, 10, 11, 12, 16 and 17 are required.

Components 1 and 4 are present and functioning well, while some improvements are needed in components 2, 3 and 5.

The table below presents the deficiencies identified, their severity and the impact on the internal control components.

No	Internal control deficiency description and date	Source of the internal control deficiency	Severity 1. None/ 2. Moderate/ 3. Major/ 4. Critical	Affected internal control component	Affected internal control principle	Re-assessed severity (if relevant)	Justification for the change of severity
1	The process of objective setting and KPI measurement needs to be better defined and documented.	IAS audit	Category 2. Moderate	II	6		
2	Business Continuity Plan (BCP) needs updating.	Internal control assessment of 2020	Category 2. Moderate	III	10	From Major to Moderate	The Agency took steps to update the BCP, which will soon be finalised; other indicators have improved

							levels; the severity is thus reassessed as moderate.
3	Lack of up-to-date ICT security policy.	Internal control assessment of 2020	Category 2. Moderate	III	11	Moderate	The action is ongoing and to be soon completed. The severity is maintained until the action is completed.
4	Procedure on programming and reporting needs updating to better define the steps and workflows of programming and reporting processes as well as the actors involved.	IAS audit	Category 2. Moderate	III	12	Moderate	
5	The internal control assessment methods should include a check on soft controls and an update of internal control baselines and indicators.	IAS audit	Category 2. Moderate	V	16	Moderate	
6	Late detection of 8 instances of undue payment following reclassifications exercise.	Management assessment	Category 2. Moderate	V	17	Moderate	

Fraud prevention and detection

Aiming to minimise the risk of fraud, EIGE continued to raise awareness among staff members in 2021 in order to facilitate the detection and prevention of possible fraudulent

activities. EIGE has been developing and implementing its renewed anti-fraud strategy since 2021 on the basis of the methodology provided by OLAF. In the reporting year, EIGE devoted most of its efforts to implementing the relevant action plan. This resulted in constant monitoring of the existing legal framework, the provision of fraud prevention trainings, awareness-raising of staff through informational material published and updated on the dedicated anti-fraud intranet page, and the performance of dedicated controls and fraud risk assessments.

Specific actions were implemented to mitigate areas of risk such as: the update of the project management framework, processes and tools, the update of the quality assurance policy and the update of the procedure for performing *ex post* controls.

Prevention and management of conflicts of interest

Prevention and management of conflicts of interest is carried out through awareness-raising and by monitoring the validity of the declarations of interest signed by the Management Board, senior management and staff involved in recruitment and procurement activities.

In 2021, one case of conflict of interest was assessed in the area of procurement. In this case, the Authorising Officer confirmed the existence of conflict of interest and decided not to engage the external expert in EIGE's activities.

Moreover, the Agency provides information on the implementation of Article 16 of staff regulations in 2021:

- EIGE received and assessed two requests for post-employment activities of the former Director:
 - request for authorisation to engage in voluntary activities in the non-profit organisation European Women Alliance;
 - request for authorisation to present as guest speaker in the conference organised by the Embassy of Sweden in Vilnius and the Swedish Chamber of Commerce in Lithuania in September 2021, on the topic of promoting business opportunities between Sweden and Lithuania.

No conflict of interest was found in either case, thus the two requests were approved.

3.2 Conclusions of assessment of internal control systems

EIGE assessed its internal control system during the reporting year and concluded that all components are present and functioning as intended, with some improvements needed as a result of moderate deficiencies relating to components II, III and V.

3.3 Statement of the Manager in charge of risk management and internal control

I, the undersigned,

Manager in charge of risk management and internal control within the European Institute for Gender Equality,

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with the Agency's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Place: Vilnius, Date:

(signature)
Emmanuel Maurage

Part IV. Management assurance

4.1 Review of the elements supporting assurance

The declaration of assurance, provided by the Authorising Officer, based on all information at their disposal, is structured around four pillars or 'building blocks':

- assessment by management (audits and supervisory checks, monitoring reviews);
- assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits (IAS and ECA) and evaluations during the reporting year);
- follow-up of reservations and action plans resulting from audits from previous years, and follow-up of observations from the discharge authority;
- assessments of internal control.

The key financial and non-financial indicators on legality and regularity and sound financial management show no evidence of inadequate/ineffective safeguards that exposed EIGE to key risks.

In 2021, a total of six exceptions were recorded. They referred to formal or procedural errors that did not expose EIGE to key risks and that were addressed by immediate actions to prevent any future reoccurrence.

No critical internal control deficiencies were identified in the internal control assessment report for the year 2021.

After careful consideration of the results of audits and supervisory checks, monitoring reviews and self-assessments, management considered that the actions implemented to date gave reasonable assurance as to the architecture of the internal control system and that this system was operating correctly as a whole and could therefore be considered to be appropriate.

Based on all the facts presented in the previous sections, and on the opinion of the ECA on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts, it can be stated that the Agency operates in an environment where the risks are appropriately managed.

Furthermore, the control procedures put in place ensure the legality and regularity of the underlying transactions; the resources assigned to the activities described in this report have

been used for their intended purpose and in accordance with the principles of sound financial management.

4.2 Reservations

The AO did not determine any significant weaknesses that should be subject to a formal reservation.

Part V. Declaration of assurance

I, the undersigned, Director of the European Institute for Gender Equality,

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, *ex post* controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here that could harm the interests of the Agency.

Place: Vilnius, Date:

(signature)
Carlien Scheele

Annexes

Annex I. Core business statistics

KPIs	Proposed performance indicators	Target level (Baseline: 2020 data)	Achievement level
KPIs in relation to operational objectives	<u>Effective and timely implementation of the annual work programme (AWP)</u>		
	Timely adoption of the AWP (SPD) for the subsequent year	SPD 2020–2022: <ul style="list-style-type: none"> 31.1.2019 – Draft as approved by MB submitted for consultation. 6.11.2019 – Final adopted by MB. 25.11.2020 – Amendment adopted by MB. 	SPD 2021–2023: <ul style="list-style-type: none"> 16.12.2019 – Draft as approved by MB submitted for consultation. 12.12.2020 – Final adopted by MB. 23.6.2021 – Amendment adopted by MB. 10.12.2021 – Amendment adopted by MB.
	Percentage of completion of activities * of AWP	96.03 %	96.62 %
	Timely achievement of main outputs ** as indicated in AWP	Presented in 2020	Presented in Part 1
	<u>Quality and relevance of research and other products</u>		
	Number of consultations to ensure quality and relevance of EIGE's outputs	17	18
	Number of EU documents where EIGE has participated in their preparation	11	14
	Number of EIGE's outputs endorsed by EU institutions and Member States	2	2
	<u>Uptake and outreach of EIGE's products by key stakeholders</u>		
	Number of requests from EU institutions, broken down by initiators	Total number of requests from EU institutions: 112 Council of the European Union – 3 European Parliament – 24 European Commission – 36 Other EU bodies/agencies – 49	Total number of requests from EU institutions: 179 Council of the European Union – 12 European Parliament – 31 European Commission – 52 Other EU bodies/agencies – 84

KPIs	Proposed performance indicators	Target level (Baseline: 2020 data)	Achievement level
	Outreach of EIGE's communication channels	Total reach: Social media and media 2020: 136 501 174	Total reach: Social media and media Q1 + Q2 2021 only: 81 579 537 Total potential media reach in 2021: 3 356 552 477***
	Number of invitations to present EIGE's work	199	293
	Number of new stakeholders informed of EIGE's work	7	10
KPIs in relation to managemen t of financial and human resources	<u>Sound financial management</u>		
	Rate (%) of implementation of commitment appropriations	> 95 %	98.92 %
	Rate (%) of cancellation of payment appropriations	< 5 %	1.08 %
	Rate (%) of payments executed within the legal/contractual deadlines	> 95 %	96.61 %
	<u>Effective running of organisation</u>		
	Rate (%) of implemented external and accepted internal audit recommendations	> 90 %	100 %
	Average vacancy rate (%) of authorised posts of the annual establishment plan that are vacant at the end of the year	< 10 %	4 %
	Rate of staff engagement from the Staff Survey	> 65 %	71 %
Annual average days of short-term sick leave per staff member	2.13 days (absence without med.cert. (JADS) < 3) 1.67 days (absence with med.cert. < 9)	1.51 days (absence without med.cert. (JADS) < 3) 1.58 days (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.

*** Due to a shift in media monitoring methodology towards potential media reach, actual media reach numbers are only available for Q1 and Q2.

Annex II. Statistics on financial management

Budget outturn and cancellation of appropriations

Budget outturn	2019	2020	2021
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	8 487 270.00	8 146 295.56	8 696 231.33
Payments made (-)	-6 731 768.00	-5 943 777.49	-6 381 441.76
Carry-over of appropriations (-)	-1 679 227.00	-2 400 725.18	-2 828 275.19
Cancellation of appropriations carried over (+)	54 638.00	100 259.43	12 032.88
Adjustment for carry-over of assigned revenue appropriation from previous year (+)	10 831.00	372 877.66	624 063.41
Exchange rate differences (±)	- 494	- 103.07	- 273.43
Adjustment for negative balance from previous year (-)			
TOTAL	141 250.00	274 826.91	122 337.24

Rates of implementation of appropriations (commitments and payments)

Commitments

Fund source	Official budget title	Credit Com Amount	Commitment accepted amount (EUR)	% Commit	Cfwd	Cfwd %	C/o	C/o %	Cancelled	Cancelled %
C1	Staff	3 803 925.51	3 788 834.35	99.60 %	89 158.36	2.34 %	0.00	0.00 %	15 091.16	0.40 %
	Administration	1 376 852.49	1 352 637.05	98.24 %	410 199.84	29.79 %	0.00	0.00 %	24 215.44	1.76 %
	Operating	3 512 100.00	3 457 874.07	98.46 %	1 894 556.08	53.94 %	0.00	0.00 %	54 225.93	1.54 %
C4	Staff	2 404.92	2 337.69	97.20 %	304.28	12.65 %	67.23	2.80 %	0.00	0.00 %
	Operating	468.56	468.56	100.00 %	0.00	0.00 %	0.00	0.00 %	0.00	0.00 %
C5	Operating	400.00	400.00	100.00 %	400.00	100.00 %	0.00	0.00 %	0.00	0.00 %
C8	Staff	26 487.38	26 487.38	100.00 %	0.00	0.00 %	0.00	0.00 %	5 687.97	21.47 %
	Administration	296 020.41	296 020.41	100.00 %	0.00	0.00 %	0.00	0.00 %	18 666.17	6.31 %
	Operating	1 442 121.10	1 442 121.10	100.00 %	0.00	0.00 %	0.00	0.00 %	3 424.00	0.24 %
C9	Staff	1 439.24	1 439.24	100.00 %	1 439.24	100.00 %	0.00	0.00 %	0.00	0.00 %
R0	Staff	164 506.44	74 204.22	45.11 %	0.00	0.00 %	90 302.22	54.89 %	0.00	0.00 %
	Operating	442 591.56	158 504.38	35.81 %	59 200.00	13.38 %	284 087.18	64.19 %	0.00	0.00 %

NB:

C/o – carry-over of the appropriations to the next year.

Cfwd – carry forward of the outstanding commitments at the end of the year to the next year.

Cancelled – unused appropriations at the end of the year and cancelled.

C1 – fund source associated with the appropriations of the year.

C4 – fund source associated with appropriations internally assigned in the reported year.

C5 – fund source associated with the appropriations internally assigned in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the precedent year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carry forward without corresponding payment appropriations.

R0 – fund source associated with appropriations carried over to the reported year, funded by revenue externally assigned in the previous year or with appropriations of the year funded by revenue externally assigned in the reported year.

Payments

Fund source	Official budget title	Credit pay amount	Payment request accepted amount (EUR)	% Payment	Carried over	Carried over %	Cancelled	Cancelled %
C1	Staff	3 803 925.51	3 699 675.99	97.26 %	89 158.36	2.34 %	15 091.16	0.40 %
	Administration	1 376 852.49	942 437.21	68.45 %	410 199.84	29.79 %	24 215.44	1.76 %
	Operating	3 512 100.00	1 563 317.99	44.51 %	1 894 556.08	53.94 %	54 225.93	1.54 %
C4	Staff	2 404.92	2 033.41	84.55 %	304.28	12.65 %	0.00	0.00 %
	Operating	468.56	468.56	100.00 %	0.00	0.00 %	0.00	0.00 %
C5	Operating	400.00			400.00	100.00 %	0.00	0.00 %
C8	Staff	26 487.38	26 487.38	100.00 %	0.00	0.00 %	5 687.97	21.47 %
	Administration	296 020.41	296 020.41	100.00 %	0.00	0.00 %	18 666.17	6.31 %
	Operating	1 442 121.10	1 442 121.10	100.00 %	0.00	0.00 %	3 424.00	0.24 %
C9	Staff	0.00		0.00 %	0.00	0.00 %	0.00	0.00 %
R0	Staff	164 506.44	74 204.22	45.11 %	0.00	0.00 %	0.00	0.00 %
	Operating	442 591.56	99 304.38	22.44 %	59 200.00	13.38 %	0.00	0.00 %

NB:

Cancelled – unused appropriations at the end of the year and cancelled.

C1 – fund source associated with the appropriations of the year.

C4 – fund source associated with appropriations internally assigned in the reported year.

C5 – fund source associated with the appropriations internally assigned in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the precedent year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carry forward without corresponding payment appropriations.

R0 – fund source associated with appropriations carried over to the reported year, funded by revenue externally assigned in the previous year or with appropriations of the year funded by revenue externally assigned in the reported year.

Execution C1 appropriations during 2019–2021

Indicators	Results 2021 (%)	Results 2020 (%)	Results 2019 (%)
Commitment rate	98.92	97.75	98.96
Payment rate	72.16	74.82	82.50

Payment monitoring over last 3 years

Indicators	Results 2021(%)	Results 2020 (%)	Results 2019 (%)
Delayed payment rate	3.39	6.91	1.88

Comparison of carry-overs * (C1) to the next year in last 3 years

Indicators	Results 2021	Results 2020	Results 2019
Title I	EUR 89 158.36	EUR 33 475.35	EUR 65 407.66
Staff	2.35 %	0.96 %	1.95 %
Title II	EUR 410 199.84	EUR 297 641.32	EUR 346 094.55
Infrastructure	30.33 %	25.88 %	26.52 %
Title III	EUR 1 894 556.08	EUR 1 445 545.10	EUR 894 847.43
Operations	54.79 %	49.49 %	28.01 %
Total	EUR 2 393 914.28	EUR 1 776 661.77	EUR 1 306 349.64
	27.84 %	23.45 %	16.63 %

* Non-differentiated commitment and payment appropriations, corresponding to obligations duly contracted at the close of the financial year, are automatically carried over to the following financial year.

Budget out-turn over the last 3 years

Indicators	Results 2021	Results 2020	Results 2019
Budget out-turn	1.41 %	3.37 %	1.66 %

Budget result 2021

	Title	2021	2020
Revenue		8 696 231.33	8 146 295.56
of which:			
European Commission contribution	2	8 693 357.85	8 128 850.30
Other revenue	5	2 873.48	17 445.26
Expenditure		- 6 381 441.76	- 5 943 777.49
of which:			
Staff expenditure	1	- 3 775 913.62	- 3 547 452.81
Administrative expenditure	2	- 942 437.21	- 852 560.25
Operational expenditure	3	- 1 663 090.93	- 1 543 764.43
Payment appropriations carried over to the following year		- 2 393 914.28	- 1 776 661.77
of which:			
Staff expenditure	1	- 89 158.36	- 33 475.35
Administrative expenditure	2	- 410 199.84	- 297 641.32
Operational expenditure	3	- 1 894 556.08	- 1 445 545.10
Cancellation of unused appropriations carried over from year n-1		12 032.88	100 259.43
Evolution of assigned revenue (B)-(A)		189 702.50	- 251 185.75
Unused appropriations at the end of current year (A)		434 360.91	624 063.41
Unused appropriations at the end of previous year (B)		624 063.41	372 877.66
Exchange rate differences		- 273.43	- 103.07
Budget result		122 337.24	274 826.91

Revenue in 2021

	Item	Income appropriations		Entitlements established			Revenue				Out-standing
		Initial budget	Final budget	Current year	Carried over	Total	On entitlements of current year	On entitlements carried over	Total	%	
		1	2	3	4	5 = 3 + 4	6	7	8 = 6 + 7	9 = 8 / 2	
200	Commission contribution	8 096 000.00	8 692 878.00	8 692 878.00	0.00	8 692 878.00	8 692 878.00	0.00	8 692 878.00	100 %	0.00
202	Commission external assistance IPA programme	0.00	0.00	0.00	479.85	479.85	0.00	479.85	479.85	-	0.00
Total Chapter 20		8 096,000.00	8 692 878.00	8 692 878.00	479.85	8 693 357.85	8 692 878.00	479.85	8 693 357.85	100 %	0.00
Total Title 2		8 096,000.00	8 692 878.00	8 692 878.00	479.85	8 693 357.85	8 692 878.00	479.85	8 693 357.85	100 %	0.00

EUR
(‘000)

	Item	Income appropriations		Entitlements established			Revenue				Out-standing
		Initial budget	Final budget	Current year	Carried over	Total	On entitlements of current year	On entitlements carried over	Total	%	
		1	2	3	4	5 = 3 + 4	6	7	8 = 6 + 7	9 = 8 / 2	

		1	2	3	4	5 = 3 + 4	6	7	8 = 6 + 7	9 = 8 / 2	10 = 5 - 8
501	Revenue from recovered expenses	0.00	0.00	1 973.84	2 701.75	4 675.59	171.73	2 701.75	2 873.48	-	1 802.11
Total Chapter 50		0.00	0.00	1 973.84	2 701.75	4 675.59	171.73	2 701.75	2 873.48	-	1 802.11
Total Title 5		0.00	0.00	1 973.84	2 701.75	4 675.59	171.73	2 701.75	2 873.48	-	1 802.11

GRAND TOTAL	8 096 000.00	8 692 878.00	8 694 851.84	3 181.60	8 698 033.44	8 693 049.73	3 181.60	8 696 231.33	100 %	1 802.11
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Budgetary transfers

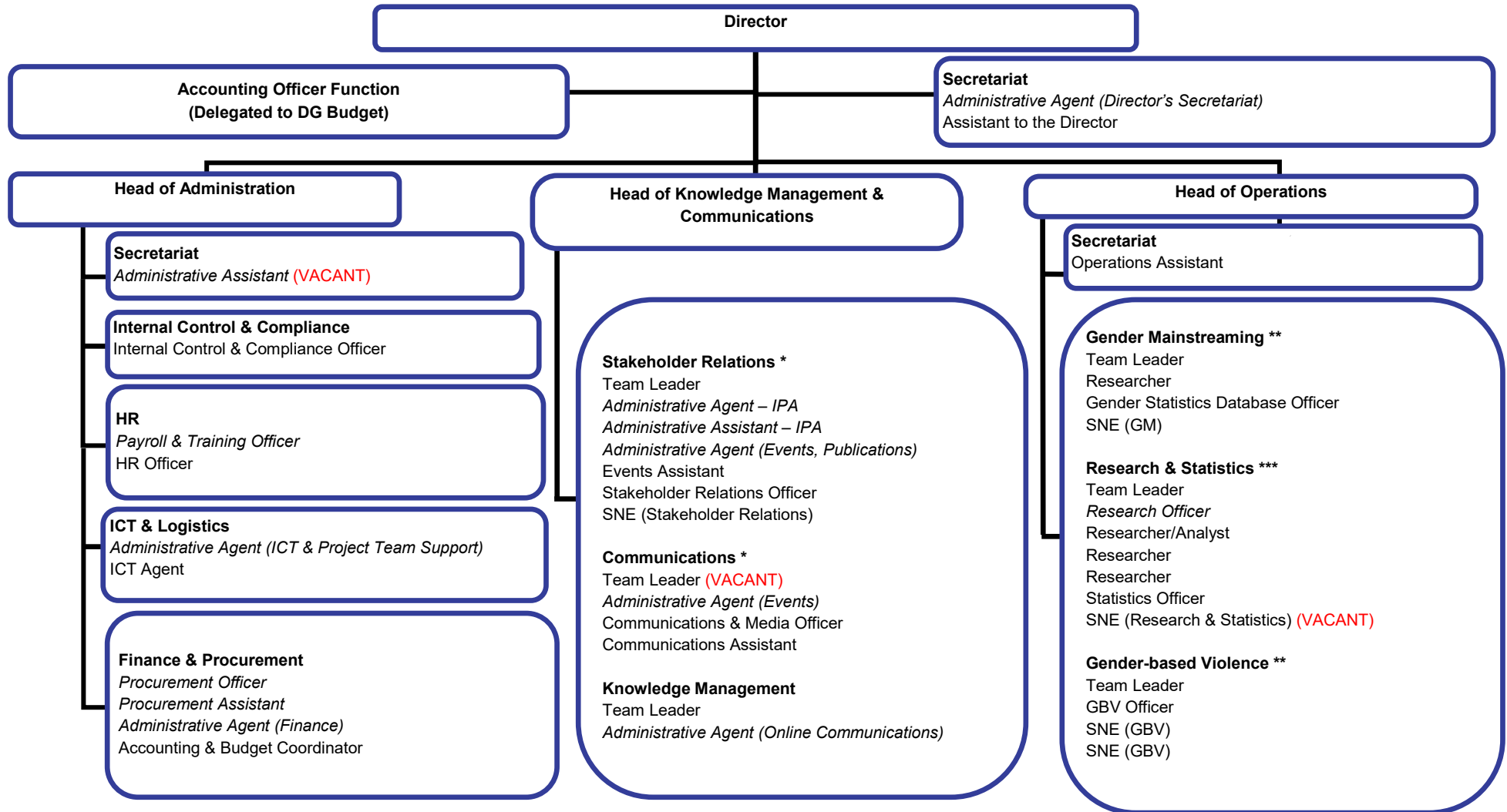
Local Key	Initial	Transfer	Amendment	Transfer	Amendment	Transfer	Final
EIGE-B2021-1100-C1-EIGE	1 752 360.00			96 701.79			1 849 061.79
EIGE-B2021-1101-C1-EIGE	226 471.00			21 715.83			248 186.83
EIGE-B2021-1102-C1-EIGE	208 080.00			21 966.68			230 046.68
EIGE-B2021-1103-C1-EIGE	17 340.00	5 000.00		- 559.91			21 780.09
EIGE-B2021-1113-C1-EIGE	570 180.00			- 29 437.95			540 742.05
EIGE-B2021-1114-C1-EIGE	0.00						0.00
EIGE-B2021-1130-C1-EIGE	108 120.00			12 312.25			120 432.25
EIGE-B2021-1141-C1-EIGE	40 800.00	6 000.00		- 1 122.66			45 677.34
EIGE-B2021-1150-C1-EIGE	79 560.00			- 3 481.22			76 078.78
EIGE-B2021-1176-C1-EIGE	175 440.00	- 25 000.00		6 177.62			156 617.62
EIGE-B2021-1181-C1-EIGE	48 960.00	- 23 500.00		- 22 714.64			2 745.36
EIGE-B2021-1182-C1-EIGE	9 792.00	13 000.00		- 52.61			22 739.39
EIGE-B2021-1183-C1-EIGE	3 060.00			- 2 652.42			407.58

Local Key	Initial	Transfer	Amendment	Transfer	Amendment	Transfer	Final
EIGE-B2021-1184-C1-EIGE	30 600.00	1 000.00		9 265.50			40 865.50
EIGE-B2021-1190-C1-EIGE	0.00						0.00
EIGE-B2021-1191-C1-EIGE	0.00						0.00
EIGE-B2021-1210-C1-EIGE	10 000.00	- 5 000.00		- 5 000.00			0.00
EIGE-B2021-1220-C1-EIGE	3 000.00			- 3 000.00			0.00
EIGE-B2021-1230-C1-EIGE	1 000.00	5 000.00	70 000.00	1 309.15			77 309.15
EIGE-B2021-1300-C1-EIGE	30 000.00			- 22 600.00			7 400.00
EIGE-B2021-1410-C1-EIGE	28 000.00			7 000.00			35 000.00
EIGE-B2021-1421-C1-EIGE	15 000.00			7 946.47			22 946.47
EIGE-B2021-1423-C1-EIGE	65 000.00			- 3 239.25		5.80	61 766.55
EIGE-B2021-1500-C1-EIGE	66 400.00	5 500.00					71 900.00
EIGE-B2021-1601-C1-EIGE	35 000.00						35 000.00
EIGE-B2021-1602-C1-EIGE	100 000.00	2 400.00				- 5.80	102 394.20
EIGE-B2021-1603-C1-EIGE	0.00						0.00
EIGE-B2021-1604-C1-EIGE	12 000.00	18 000.00		- 3 300.00	- 3 972.12		22 727.88
EIGE-B2021-1701-C1-EIGE	7 000.00	- 2 400.00			- 3 600.00		1 000.00
EIGE-B2021-1702-C1-EIGE	1 500.00			9 600.00			11 100.00
EIGE-B2021-1703-C1-EIGE	0.00						0.00
EIGE-B2021-2000-C1-EIGE	412 000.00		11 871.00	- 11 834.63	- 3 065.24		408 971.13
EIGE-B2021-2010-C1-EIGE	2 500.00						2 500.00
EIGE-B2021-2020-C1-EIGE	0.00						0.00
EIGE-B2021-2030-C1-EIGE	37 300.00	3 000.00			- 2 878.00		37 422.00
EIGE-B2021-2040-C1-EIGE	5 000.00				- 5 000.00		0.00
EIGE-B2021-2050-C1-EIGE	33 000.00				- 3 019.10	- 3,500.00	26 480.90
EIGE-B2021-2060-C1-EIGE	0.00						0.00
EIGE-B2021-2070-C1-EIGE	75 000.00	- 9 527.00					65 473.00
EIGE-B2021-2090-C1-EIGE	0.00						0.00
EIGE-B2021-2100-C1-EIGE	45 000.00	- 20 000.00		24 500.00			49 500.00

Local Key	Initial	Transfer	Amendment	Transfer	Amendment	Transfer	Final
EIGE-B2021-2110-C1-EIGE	45 000.00	29 000.00		15 000.00			89 000.00
EIGE-B2021-2120-C1-EIGE	130 000.00	- 2 473.00		26 500.00		2,500.00	156 527.00
EIGE-B2021-2130-C1-EIGE	0.00						0.00
EIGE-B2021-2140-C1-EIGE	15 000.00				- 6 652.00		8 348.00
EIGE-B2021-2150-C1-EIGE	0.00						0.00
EIGE-B2021-2210-C1-EIGE	2 000.00						2 000.00
EIGE-B2021-2221-C1-EIGE	5 000.00				-5 000.00		0.00
EIGE-B2021-2231-C1-EIGE	0.00						0.00
EIGE-B2021-2232-C1-EIGE	0.00						0.00
EIGE-B2021-2251-C1-EIGE	0.00						0.00
EIGE-B2021-2300-C1-EIGE	1 500.00						1 500.00
EIGE-B2021-2320-C1-EIGE	0.00						0.00
EIGE-B2021-2321-C1-EIGE	0.00						0.00
EIGE-B2021-2329-C1-EIGE	0.00						0.00
EIGE-B2021-2330-C1-EIGE	5 000.00	15 000.00	15 000.00		- 11 000.00	5 000.00	29 000.00
EIGE-B2021-2331-C1-EIGE	60 947.00		377 500.00	- 5 239.10	- 77 898.24		355 309.66
EIGE-B2021-2340-C1-EIGE	0.00						0.00
EIGE-B2021-2350-C1-EIGE	0.00						0.00
EIGE-B2021-2352-C1-EIGE	3 500.00						3 500.00
EIGE-B2021-2353-C1-EIGE	0.00						0.00
EIGE-B2021-2354-C1-EIGE	5 700.00			- 2 500.00			3 200.00
EIGE-B2021-2355-C1-EIGE	78 000.00			2 940.00			80 940.00
EIGE-B2021-2359-C1-EIGE	1 000.00			- 1 000.00			0.00
EIGE-B2021-2500-C1-EIGE	2 000.00			- 2 000.00			0.00
EIGE-B2021-2510-C1-EIGE	57 890.00				- 26 808.30		31 081.70
EIGE-B2021-2511-C1-EIGE	42 000.00			- 31 300.00	- 10 700.00		0.00
EIGE-B2021-2520-C1-EIGE	35 000.00			- 25 900.90			9 099.10
EIGE-B2021-2521-C1-EIGE	0.00						0.00

Local Key	Initial	Transfer	Amendment	Transfer	Amendment	Transfer	Final
EIGE-B2021-2600-C1-EIGE	1 000.00			- 1 000.00			0.00
EIGE-B2021-2700-C1-EIGE	21 000.00					- 4 000.00	17 000.00
EIGE-B2021-2710-C1-EIGE	0.00						0.00
EIGE-B2021-2800-C1-EIGE	0.00						0.00
EIGE-B2021-3001-C1-EIGE	229 500.00	- 68 000.00	144 907.00	- 78 000.00	- 176 407.00		52 000.00
EIGE-B2021-3111-C1-EIGE	160 000.00		- 150 000.00	10 000.00			20 000.00
EIGE-B2021-3215-C1-EIGE	645 000.00		536 700.00	43 000.00			1 224 700.00
EIGE-B2021-3315-C1-EIGE	459 000.00	53 000.00	300.00				512 300.00
EIGE-B2021-3415-C1-EIGE	1 030 000.00		- 15 400.00		- 18 000.00		996 600.00
EIGE-B2021-3512-C1-EIGE	806 500.00		- 19 000.00	- 60 000.00	- 21 000.00		706 500.00
Total	8 096 000.00	0.00	971 878.00	0.00	- 375 000.00	0.00	8 692 878.00

Annex III. Organisational chart of the Agency on 31.12.2021



NB: Posts noted in italics are CA posts.

* Denotes the presence of a trainee.

Annex IV. Establishment plan and additional information on human resources management

Establishment Plan

Function group and grade	Year 2021			
	Authorised budget		Actually filled as of 31.12.2021	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14		1		1
AD 13				
AD 12		2		1
AD 11		2		
AD 10		4		3
AD 9		2		1
AD 8		4		4
AD 7		3		5
AD 6		3		3
AD 5				2
AD TOTAL		21		20
AST 11				
AST 10				
AST 9		1		1
AST 8				
AST 7				
AST 6		3		3
AST 5		1		1
AST 4		1		1
AST 3				
AST 2				

AST 1				
AST TOTAL		6		6
AST/SC 6				
AST/SC 5				
AST/SC 4				
AST/SC 3				
AST/SC 2				
AST/SC 1				
AST/SC TOTAL				
TOTAL		27		26
GRAND TOTAL		27		26

Information on recruitment grade/function group for each type of post

<i>Key functions (examples – terminology should be adjusted to each agency's job titles)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function group, grade of recruitment *</i>	<i>Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]</i>
<i>e.g. Head of Department, Deputy Director etc. (please identify which level in the structure it corresponds to taking the Director as level 1).</i>	TA 2a	AD14	The Director has overall legal responsibility for the Agency as Authorising Officer and Appointing Authority.
<i>e.g. Head of Unit, Head of Business Area (please identify which level in the structure it corresponds to taking the Director as level 1).</i>	TA 2f	AD9-AD12	EIGE has three Heads of Unit respectively, covering: (i) Administration (ADM), (ii) Operations (OPER), (iii) Knowledge Management and Communications (KMC).
<i>e.g. Head of Sector (please identify which level in the structure it corresponds to taking the Director as level 1).</i>	Head of Sector: n/a Team Leaders: TA 2f	n/a AD5-AD10	Six Team Leaders were appointed in December 2020 to cover respectively three areas each in OPER (gender mainstreaming, gender-based violence and research and statistics) and in KMC (Communications, Knowledge Management plus Stakeholder Relations)
<i>E.g. Senior Officer, Senior Specialist, etc.</i>	TA 2f	AD8	OPER
<i>e.g. Officer, Specialist</i>	TA 2f, CA 3a	AD 5-AD 7; FG IV	ADM, OPER, KMC

<i>Key functions (examples – terminology should be adjusted to each agency’s job titles)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function group, grade of recruitment *</i>	<i>Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]</i>
<i>e.g. Junior Officer</i>	n/a	n/a	n/a
<i>e.g. Senior Assistant</i>	TA 2f	AST 4-AST 6	Director’s Secretariat, ADM, OPER, KMC
<i>e.g. Junior Assistant</i>	n/a	n/a	n/a
<i>e.g. Head of Administration</i>	TA 2f	AD 12	ADM
<i>e.g. Head of Human Resources</i>	n/a	n/a	n/a
<i>e.g. Head of Finance</i>	n/a	n/a	n/a
<i>e.g. Head of IT</i>	n/a	n/a	n/a
<i>e.g. Secretary</i>	CA 3a	FG II	ADM
<i>e.g. Mail Clerk</i>	n/a	n/a	n/a
<i>e.g. Webmaster - Editor</i>	CA 3a	FG III	KMC
<i>e.g. Data Protection Officer</i>	CA 3a	FG IV	ADM
<i>e.g. Accounting Officer</i>	n/a	n/a	n/a
<i>e.g. Internal Auditor</i>	n/a	n/a	n/a
<i>e.g. Secretary to the Director</i>	CA 3a	FG III	Director’s Secretariat

Implementing Rules:

Middle management staff – Adopted on 27.05.2021

Job screening/benchmarking exercise:

<i>Job Type (sub) category</i>	<i>2021 (%)[^]</i>	<i>2020 (%)[*]</i>	<i>2019 (%)^{**}</i>	<i>2018 (%)^{***}</i>
Administrative Support and Coordination	14.5	16.2	14.7	15.0
Administrative support	12.85	12.7	13.6	13.2
Coordination	1.65	3.5	1.1	1.8
Operational	77.6	75.6	80.8	77.3
Top-level operational coordination	9.17	9.6	9.6	8.9
Programme management & implementation	66.97	65.4	70.7	67.9
Evaluation & impact assessment	0.0	0.0	0.0	0.0
General operational	1.47	0.6	0.5	0.5
Neutral	7.9	8.3	6.0	7.7
Finance / Control	7.15	7.5	5.1	7.0
Linguistics	0.73	0.8	0.9	0.7

[^] 2021 ended with a 4 % vacancy rate of establishment plan posts. The equivalent of 4.1 interim staff and 8 trainees is taken into account. The total number of FTEs counted is 54.5 (including two CA posts funded under IPA).

^{*} 2020 ended with a zero-vacancy rate of establishment plan posts. The equivalent of 5 interim staff and 3 trainees is taken into account. The total number of FTEs counted is 52 (including two CA posts funded under IPA).

^{**} 4 posts were vacant in the administration unit for most of the year. 5 interim staff were taken into account. 6 trainees were taken into account. The total number of FTEs counted is 528

^{***} 3 posts were counted as full FTEs although 3 colleagues were on maternity and parental leave and were present only 6 months, 5 months and 2 months during the year. 5 interim staff were taken into account. 2 interim staff who finished their contracts mid-2018 (each employed half a year) were not taken into account. 6 trainees were taken into account. The total number of FTEs counted is 56.

Geographical balance (as of 31.12.2021)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL 38	
	Number (maximum 23)	% of total staff members in AD and FG IV categories	Number (maximum 15)	% of total staff members in AST SC/AST and FG I, II and III categories	Total Number (maximum 38)	% of total staff
Belgian	1	0.04			1	0.03
Croatian			1	0.07	1	0.03
Estonian	1	0.04			1	0.03
Finnish			1	0.07	1	0.03
French	1	0.04	1	0.07	2	0.05
Greek	1	0.04			1	0.03
Italian	1	0.04			1	0.03
Latvian			1	0.07	1	0.03
Lithuanian	7	0.30	8	0.53	15	0.39
Maltese	1	0.04			1	0.03
Dutch	2	0.09			2	0.05
Polish	2	0.09	1	0.07	3	0.08
Portuguese	1	0.04			1	0.03
Romanian	1	0.04	1	0.07	2	0.05
Slovenian	1	0.04			1	0.03
Spanish	3	0.13	1	0.07	4	0.11
Total	23	1.00	15	1.00	38	1.00

Annex V. Human and financial resources by activity

Activity Group	Activity	Total costs	Total FTE	Total Title I	Total Title II	Total Title III
Research and data collection		EUR 6 135 840.77	13.30	EUR 1 272 734.69	EUR 802 134.67	EUR 4 060 971.41
	Monitoring of international commitments and supporting the Presidencies of the Council of the European Union	EUR 1 334 379.81	2.01	EUR 214 463.62	EUR 187 493.07	EUR 932 423.12
		EUR 165 159.08	0.28	EUR 30 448.63	EUR 7 106.07	EUR 127 604.38
		EUR 579 609.72	0.84	EUR 88 960.34	EUR 94 713.82	EUR 395 935.56
		EUR 341 073.45	0.54	EUR 56 572.59	EUR 38 820.12	EUR 245 680.75
		EUR 248 537.56	0.35	EUR 38 482.06	EUR 46 853.06	EUR 163 202.43
	The Gender Equality Index	EUR 1 320 244.83	3.32	EUR 332 555.21	EUR 182 685.16	EUR 805 004.46
		EUR 392 765.75	0.81	EUR 94 602.71	EUR 93 921.91	EUR 204 241.14
		EUR 340 835.40	0.93	EUR 96 164.96	EUR 23 461.66	EUR 221 208.78
		EUR 329 700.53	0.91	EUR 74 476.41	EUR 35 559.75	EUR 219 664.37
		EUR 256 943.15	0.68	EUR 67 311.13	EUR 29 741.85	EUR 159 890.17
	Strengthening the capacity of institutional response to violence against women	EUR 1 442 583.42	4.05	EUR 337 242.61	EUR 261 985.43	EUR 843 355.39
		EUR 352 605.51	0.90	EUR 81 525.00	EUR 83 576.58	EUR 187 503.93
		EUR 367 739.78	1.13	EUR 82 645.95	EUR 53 845.29	EUR 231 248.53
		EUR 269 232.30	0.70	EUR 61 732.32	EUR 53 256.30	EUR 154 243.68
		EUR 248 791.00	0.79	EUR 67 631.00	EUR 19 935.02	EUR 161 224.97
		EUR 204 214.84	0.53	EUR 43 708.33	EUR 51 372.23	EUR 109 134.28
	Mainstreaming gender	EUR 2 038 632.70	3.91	EUR 388 473.26	EUR 169 971.01	EUR 1 480 188.44

		EUR 310 343.17	0.67	EUR 80 228.00	EUR 2 517.18	EUR 177 597.99
		EUR 306 513.57	0.88	EUR 66 826.12	EUR 22 205.16	EUR 217 482.29
		EUR 218 643.13	0.60	EUR 55 318.30	EUR 15 130.76	EUR 148 194.07
		EUR 124 663.31	0.32	EUR 25 303.02	EUR 20 661.28	EUR 78 699.01
		EUR 98 386.03	0.27	EUR 24 530.84	EUR 6 842.10	EUR 67 013.09
		EUR 980 083.49	1.18	EUR 136 266.97	EUR 52 614.51	EUR 791 202.00
Knowledge Management and Communications		EUR 2 021 975.35	9.81	EUR 878 778.72	EUR 339 668.78	EUR 803 527.85
	Communication and dissemination of EIGE's work	EUR 1 051 796.89	3.55	EUR 322 374.29	EUR 133 075.25	EUR 596 347.35
		EUR 177 584.08	0.43	EUR 59 358.92	EUR 46 340.28	EUR 71 884.88
		EUR 474 869.67	1.63	EUR 151 961.94	EUR 48 754.95	EUR 274 152.78
	Increasing uptake of EIGE's work by stakeholders	EUR 399 343.14	1.50	EUR 111 053.43	EUR 37 980.01	EUR 250 309.69
		EUR 970 178.47	6.25	EUR 556 404.43	EUR 206 593.53	EUR 207 180.50
		EUR 317 141.30	1.69	EUR 170 191.81	EUR 90 964.09	EUR 55 985.40
		EUR 653 037.17	4.56	EUR 386 212.62	EUR 115 629.45	EUR 151 195.10
Effective organisation		EUR 2 167 253.95	17.68	EUR 1 662 025.15	EUR 498 650.02	EUR 6 578.79
EIGE total		EUR 10 325 070.07	40.78	EUR 3 813 538.56	EUR 1 640 453.46	EUR 4 871 078.05

NB: The ABC model includes C1 and C8 consumption

Annex VI. Contribution, grant and service level agreements. Financial Framework Partnership Agreements

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2020	2021
Contribution agreements								
1. IPA/2018/402-854 – Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018–2021).	20/12/2018. Addendum No 1 was signed on 19.12.2019 (IPA/2019/414-064)	EUR 928 950.30	1.1.2019 – 31.12.2022	European Commission. DG Neighbourhood and Enlargement Negotiations. D5 Western Balkans Regional Cooperation Programmes	There are two specific objectives: 1 – Strengthening capacities of IPA beneficiaries in monitoring and mainstreaming gender equality; 2 – Improving regional cooperation and gender equality awareness in the region of the Western Balkans and Turkey.	Amount Number of CA Number of SNEs	Amount 2020 – EUR 145 078.71 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	Amount 2021 – EUR 173 508.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0
TOTAL						Amount Number of CA Number of SNEs	Amount 2020 – EUR 145 078.71 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	Amount 2021 – EUR 173 508.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0

Annex VII. Environment management

EIGE defined several measures in 2020 to reduce CO² emissions and adopt environmentally friendly work practices.

Firstly, EIGE remained committed to ensuring that its contracts include environmental sustainability clauses. To date, EIGE has included the requirements of environmental measures in contracts covering:

- cleaning services,
- delivery and installation of office furniture,
- production of promotional materials,
- catering services,
- organisation of events,
- provision of lighting services.

Moreover, EIGE continued to recycle paper and plastic and is committed to reducing the number of used papers. To achieve this, EIGE's printing option is set by using duplex format and commonly used printers have personal card readers. In 2021, electronic workflows were implemented and replaced almost completely the paper-based workflows. During induction meetings, environmental aspects are highlighted to the newcomers.

EIGE's Missions Management tool (MMT) includes an electronic workflow for mission approval and reporting (mission reports). To ensure the collection of data on CO² emissions caused by EIGE's business travels, the MMT incorporates a field where data on CO² emissions are included, as provided by the travel agent.

In 2021, the CO² emissions of EIGE's missions amounted to 8 tonnes.

Moreover, in 2021, EIGE made arrangements to procure an application that would help EIGE keep track of its environmental footprint. The application will be deployed at EIGE in 2022, upon the completion of the procurement procedure.

Last but not least, the landlord has been acquainted with the EMAS practices and is continuously working to improve the environmental performance of the building with a real estate portfolio and new developments as reflected in their technical offer.

Annex VIII. Annual Accounts

Balance sheet and statement of financial performance as of 31 December 2021 ⁽⁵⁹⁾

	Note	31.12.2021	Thousands of EUR ¹ 31.12.2020
NON-CURRENT ASSETS			
<i>Intangible assets</i>	2.1	12	46
<i>Property, plant and equipment</i>	2.2	278	211
<i>Pre-financing</i>	2.3	-	30
<i>Exchange receivables and non-exchange recoverables</i>	2.4	8	16
		298	303
CURRENT ASSETS			
<i>Pre-financing</i>	2.3	30	30
<i>Exchange receivables and non-exchange recoverables</i>	2.4	2 987	2 696
		3 017	2 726
TOTAL ASSETS		3 315	3 029
NON-CURRENT LIABILITIES			
<i>Payables</i>	2.5	-	(188)
		-	(188)
CURRENT LIABILITIES			
<i>Provisions</i>	2.6	-	-
<i>Payables and other liabilities</i>	2.5	(567)	(716)
<i>Accrued charges and deferred income</i>	2.6	(624)	(470)
		(1 191)	(1 186)
TOTAL LIABILITIES		(1 191)	(1 374)
NET ASSETS		2 123	1 655

⁽⁵⁹⁾ The final accounts are published on EIGE's website: <https://eige.europa.eu/about/documents-registry?ts=accounts>.

<i>Accumulated surplus</i>		1 655	1 345
<i>Economic result of the year</i>		468	310
NET ASSETS		2 123	1 655

Statement of financial performance

			<i>Thousands of EUR'</i>
	Note	2021	2020
REVENUE			
Revenue from non-exchange transactions			
<i>Funds from the Commission</i>	3.1	8 744	7 619
		8 744	7 619
Revenue from exchange transactions			
<i>Other</i>	3.2	2	21
		2	21
Total revenue		8 746	7 640
EXPENSES			
<i>Operating costs</i>	3.3	(3 219)	(2 298)
<i>Staff costs</i>	3.4	(3 512)	(3 356)
<i>Other expenses</i>	3.5	(1 546)	(1 675)
Total expenses		(8 278)	(7 329)
ECONOMIC RESULT OF THE YEAR		468	310

Annex IX. Access to public documents

Pursuant to Article 17(1) of Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents ⁽⁶⁰⁾, public institutions shall publish annually a report for the preceding year including the number of cases in which the institution refused to grant access to documents, the reasons for such refusals and the number of sensitive documents not recorded in the register.

In accordance with the above-mentioned legal provision, EIGE reports on the handling of requests for access to its documents in 2021.

- EIGE received 14 requests for access to documents in 2021, via email or via the [form for requests for access to documents](#) on its website
- Three partial disclosures were provided where personal data had to be concealed or anonymised on the basis of Article 4(1)(b) of Regulation 1049/2001 related to the protection of personal data.
- There were no cases in which EIGE refused to grant access to documents.
- No confirmatory action pursuant to Article 7 of Regulation 1049/2001 was received by EIGE in 2021.

All requests were handled in full compliance with the provisions of Regulation 1049/2001 and EIGE's policy on public access to documents ⁽⁶¹⁾.

⁽⁶⁰⁾ Available here: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32001R1049&from=EN>.

⁽⁶¹⁾ Adopted by Management Board Decision No MB/2013/006 of 14 June 2013.



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