

# Single Programming Document

## 2023-2025

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## Foreword

The European Institute for Gender Equality (EIGE) has earned a reputation as the knowledge centre for gender equality in the European Union (EU). Policymakers across Europe continue to rely on EIGE's expert knowledge and resources to inform decision-making. EIGE's data and evidence are essential to help Europe's leaders to design measures that are inclusive and promote gender equality in all areas of life, especially as we navigate our way out of the COVID-19 pandemic.

In line with the approach adopted for the planning period, EIGE will continue to focus its work programme on three priority topics: gender-based violence (GBV), an economy that works for people, and the European Green Deal. These reflect the European Commission's Political Guidelines and the priorities of the EU Gender Equality Strategy 2020-2025.

EIGE will continue to support the Presidencies of the Council of the European Union in monitoring the EU's international gender equality commitments, including through research for the Beijing+30 review and recommendations on how to mitigate the economic and social impact of the COVID-19 pandemic.

EIGE's Gender Equality Index has become one of the EU's benchmarking and monitoring tools for gender equality and celebrates its tenth anniversary in 2023. The thematic focus of the Index this year will be on the environment and climate change and the impact on gender equality, as well as the release of data from the EU-wide survey on gender gaps in care, individual and social activities.

EIGE's work on gender mainstreaming will focus on developing practical resources and tools to help policymakers to integrate a gender perspective into all policy areas and at all stages of the policy-making cycle. In particular, EIGE aims to contribute to a better understanding of gender equality and gender mainstreaming in the EU's COVID-19 recovery. It will also provide policy support and methods of gender mainstreaming to promote gender-sensitive parliaments and high-functioning institutional mechanisms for gender equality and gender mainstreaming. EIGE's Gender Statistics Database will continue to provide the EU with the latest sex-disaggregated data and gender statistics for a range of policy areas.

Over the years, EIGE has established itself as a primary source of information to support the EU and its Member States in their efforts to eradicate violence against women. EIGE will continue to provide research and policy recommendations, as well as collecting comparable data on intimate partner violence (IPV), femicide and cyber violence.

EIGE will communicate core messages promoting gender equality throughout Europe and beyond, through existing and new tools and communication channels, especially via campaigns and its website, which will be revamped in 2023. Communicating the outcomes of the first Gender Equality Forum (2022) will be at the core of EIGE's communication activities.

I believe that this work programme will deliver the necessary data and evidence for policy and decision makers in Europe to ensure a more gender-equal society that benefits everyone.

Carlien Scheele  
Director  
European Institute for Gender Equality (EIGE)

## Abbreviations

<b>BPfA</b>	Beijing Platform for Action
<b>CA</b>	Contract Agent
<b>CAAR</b>	Consolidated annual activity report
<b>COVID-19</b>	Coronavirus (COVID-19) pandemic
<b>ECA</b>	European Court of Auditors
<b>EEAS</b>	European External Action Service
<b>EIGE</b>	European Institute for Gender Equality
<b>EP</b>	European Parliament
<b>EPSCO</b>	Employment, Social Policy, Health and Consumer Affairs Council configuration of the Council of the European Union
<b>EU</b>	European Union
<b>FEMM</b>	European Parliament Committee on Women's Rights and Gender Equality
<b>FR</b>	Financial rules
<b>FRA</b>	European Union Agency for Fundamental Rights
<b>FTE</b>	Full-time equivalent
<b>GBV</b>	Gender-based violence
<b>GM</b>	Gender mainstreaming
<b>GREVIO</b>	Group of Experts on Action against Violence against Women and Domestic Violence
<b>HR</b>	Human Resources
<b>IAS</b>	Internal Audit Service
<b>ICT</b>	Information and communications technology
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>IPV</b>	Intimate partner violence
<b>ISO</b>	International Organization for Standardization
<b>JHA</b>	Justice and Home Affairs
<b>JRC</b>	Joint Research Centre
<b>KPI</b>	Key performance indicator
<b>MB</b>	Management Board
<b>OJ</b>	Official Journal of the European Union
<b>OSCE</b>	Organization for Security and Co-operation in Europe
<b>PLO</b>	Project-led organisation
<b>PMT</b>	Project-management tool
<b>RDC</b>	Resource and Documentation Centre (EIGE)
<b>RRF</b>	Recovery and Resilience Facility
<b>SDG(s)</b>	Sustainable Development Goal(s) (United Nations)
<b>SNE</b>	Seconded National Expert
<b>SPD</b>	Single Programming Document
<b>STEM</b>	Science, technology, engineering and maths
<b>TA</b>	Temporary Agent
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations

# Mission statement

Gender equality is a fundamental value of the European Union (EU). It is enshrined in the Union's Treaties (Articles 2 and 3(3) of the Treaty on European Union (TEU) and Article 8 of the Treaty on the Functioning of the European Union (TFEU)), as well as the Charter of Fundamental Rights of the European Union (2009). Article 23 of the Charter states that 'Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex.'

Striving for gender equality means ensuring that all individuals have the possibility to realise their full potential, regardless of their gender. This implies not only equality of outcomes, but also equal dignity and integrity. Article 3(2) TEU requires the EU to combat social exclusion and discrimination and to promote equality between women and men and thus ensure the integration of the dimension of equality between women and men in all Union policies.

The European Institute for Gender Equality (EIGE) was established by the European Parliament (EP) and the Council to support the EU in 'making equality between women and men a reality for all Europeans and beyond'. It is the only EU agency focusing solely on gender equality.

EIGE's mandate and objectives are set out in Regulation 1922/2006 on establishing a European Institute for Gender Equality <sup>(1)</sup>. The Regulation states that: 'The overall objectives of the Institute shall be to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens' awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States as set out in Article 3'.

To meet those objectives, Article 3 of the Regulation outlines EIGE's tasks as follows:

- collect, analyse and disseminate information;
- develop methods to improve data;
- develop methodological tools to support gender mainstreaming;
- carry out surveys on the situation in Europe as regards gender equality;
- set up and coordinate a European Network on Gender Equality;
- organise meetings of experts and meetings with other relevant stakeholders at European level;
- disseminate information and develop dialogue and cooperation with relevant institutions at national and European level, actively seeking to achieve equality at national and European level;
- set up documentation resources accessible to the public;
- make information available to public and private organisations and provide information to the EU institutions, as well as to accession and candidate countries.

EIGE's mission is:

**To be the European knowledge centre on gender equality**

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<sup>(1)</sup> Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality, ELI: <http://data.europa.eu/eli/reg/2006/1922/oj>

# Section I - General context

Gender equality is a fundamental value and a key goal of the European Union (EU). The elimination of inequalities between women and men is essential for the creation of a stronger, fairer and more inclusive Europe. The EU and Member States' policies recognise gender equality as a backbone of economic and social well-being and a prerequisite for more inclusive societies. The policies that will guide EIGE's work during the programming period 2023-2025 reaffirm policy attention to gender equality and the EU's efforts towards greater gender sensitivity.

## 1 Policy context

The European Council's '**A new strategic agenda 2019-2024**' sets out the priority areas that steer the work of the European Council and provide guidance for the work programmes of other EU institutions, including EIGE. The agenda focuses on protecting citizens and freedoms, developing a strong and vibrant economic base, building a climate-neutral, green, fair and social Europe, and promoting European interests and values on the global stage. These areas have a direct link to gender equality. Gender equality is also one of the key principles of the **European Pillar of Social Rights**, which calls for equality of treatment and opportunities between women and men in the labour market, in respect of terms and conditions of employment, career progression and the right to equal pay. **The European Pillar of Social Rights Action Plan** put forward by the Commission in March 2021 set a target for an inclusive employment rate of 78 % by 2030, which was welcomed by the Porto Social Summit and the European Council. In order to achieve this target for the entire working age population, the EU must strive to at least halve the gender employment gap compared to 2019.

The **Commission's Political Guidelines** in the current mandate (since 2019) reflect the priorities of the European Council's Strategic Agenda for 2019-2024 and those of the European Parliament (EP). They focus on six ambitions:

1. A European Green Deal
2. An economy that works for people
3. A Europe fit for the digital age
4. Promoting our European way of life
5. A stronger Europe in the world
6. A new push for European democracy.

The Russian invasion of Ukraine in 2022 has made it ever more important to tackle these ambitions in a simultaneous and urgent way. Green transition and energy security, EU preparedness to support and integrate those fleeing the war in Ukraine – the majority of whom are women and children – and the economic turmoil in relation to the war are realities of an unprecedented scale and speed. Gender equality should be at the core of relevant policy responses to ensure a cohesive way forward. The European Commission's response to support Ukraine will further guide EIGE's work from 2022 onwards.

In 2020, the European Commission put forward the **Gender Equality Strategy 2020-2025** as one of its initiatives to ensure delivery on ambitions such as 'A stronger Europe in the world' and 'A new push for European democracy'. The Strategy sets out a vision, policy objectives and actions to progress gender equality and commits to ensuring that the Commission will include a gender equality perspective in all EU policy areas. The Gender Equality Strategy 2020-2025 takes a dual approach, combining gender mainstreaming with specific targeted actions to achieve gender equality. It also highlights an intersectional perspective as a cross-cutting principle in its implementation - the combination of gender with other personal characteristics or identities, and how those intersections contribute to unique experiences of discrimination. The Strategy delivers on the **EU's commitment to the UN Convention on the Rights of Persons with Disabilities** and on the United Nations' (UN)

**Sustainable Development Goals** (SDGs), building on SDG 5 as a standalone goal for gender equality, and ensuring gender equality as a cross-cutting priority of all SDGs. As a tool to ensure coherence across different areas of work, the Strategy also lays the groundwork for the establishment of an **Equality Task Force**. The aim is to ensure equality, including gender mainstreaming at operational and technical levels, by bringing together representatives of all Commission services and of the European External Action Service (EEAS). The Gender Equality Strategy 2020-2025 is the main reference for the EU's gender equality priorities in the coming years and will guide EIGE's focus during the period 2023-2025. The EU's **Action Plan on Gender Equality and Women's Empowerment in External Action 2021–2025 (Gender Action Plan – GAP III)** will further guide EIGE work, including in relation to the war in Ukraine.

In line with Regulation No 1922/2006 (Founding Regulation), EIGE will continue to collect data, provide research, develop tools for gender mainstreaming, and make policy recommendations on gender equality. The joint institutional responsibility outlined in the Gender Equality Strategy 2020-2025 notes the high added value and expectations regarding EIGE's work: 'EIGE will also provide data and research to feed into the evidence-based policy-making of EU institutions and Member States.'

Ending gender-based violence (GBV) is a policy priority of the EU – the first of the three policy pillars in the Gender Equality Strategy 2020-2025 is ending GBV. In 2022, the Commission's Proposal for a **Directive on combating violence against women and domestic violence** <sup>(2)</sup> included the aim of achieving the objectives of the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) and establishing the EU network on the prevention of gender-based violence and domestic violence. The EU Strategy on Victims' Rights 2020-2025 also pays attention to all victims of crime, including victims of GBV. One of the Commission's key actions set out in the Strategy is the evaluation (2021) of the impact of the Victims' Rights Directive (2012/29/EU) <sup>(3)</sup>, informing on whether and to what extent the Directive has fulfilled its objectives. The EU's Strategy on Combating Trafficking in Human Beings 2021-2025 addresses trafficking in human beings as a form of violence against women and rooted in gender inequalities. It takes particular account of women and child victims, who are particularly targeted by traffickers, and trafficking for sexual exploitation, as the most reported form of such violence. The Strategy lays down key actions that take into account the gender specificity of the crime. In 2022, the European Commission carried out an evaluation of the EU Anti-trafficking Directive <sup>(4)</sup> and will assess the needs for revising the Directive.

In the context of the Russian war in Ukraine, the EU (2022) proposed a common anti-trafficking plan to address the risks of trafficking and support potential victims. This plan is based on the EU Strategy on Combating Trafficking in Human Beings (2021-2025) <sup>(5)</sup>. **GAP III** <sup>(6)</sup> also calls for accelerating progress, including fighting against GBV. The latter puts renewed emphasis on universal access to healthcare, sexual and reproductive health, and fully integrating the EU policy framework on Women, Peace and Security.

Thriving in a gender equal economy is another strategic priority of the Gender Equality Strategy 2020-2025. The Commission's commitment to deliver a **legislative initiative on pay transparency** presents an important milestone for gender equality in the EU. In response to COVID-19

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<sup>(2)</sup> Proposal for a Directive of the European Parliament and of the Council on combating violence against women and domestic violence, COM/2022/105 final.

<sup>(3)</sup> Directive 2012/29/EU of the European Parliament and of the Council of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime, and replacing Council Framework Decision 2001/220/JHA, ELI: <http://data.europa.eu/eli/dir/2012/29/oj>

<sup>(4)</sup> European Commission (2021a), *Fighting human trafficking – review of EU rules*, public consultation, available at: [https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13106-Fighting-human-trafficking-review-of-EU-rules\\_en](https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13106-Fighting-human-trafficking-review-of-EU-rules_en)

<sup>(5)</sup> European Commission (2022a), *Home Affairs Council: 10-Point Plan on stronger European coordination on people fleeing the war against Ukraine*, available at: [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_2152](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_2152).

<sup>(6)</sup> European Commission (2020a), *Gender Action Plan III – a priority of EU external action*, Press release, available at: [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_20\\_2184](https://ec.europa.eu/commission/presscorner/detail/en/IP_20_2184)



consequences, the Commission has presented a new **European Care Strategy** <sup>(7)</sup>, which sets a framework for policy reforms to guide the development of sustainable long-term care and will also address childhood education and care. The Gender Equality Strategy will aim to close the gender employment gap, increase women's empowerment and contribute towards gender equality, including by revising the Barcelona targets <sup>(8)</sup>. The Commission's proposal **to improve the working conditions of platform work and to support the sustainable growth of digital platforms** <sup>(9)</sup> should further promote gender equality in the labour market by combating gender biases embedded in algorithmic tools, and by reducing the share of workers facing precarious working conditions. The Commission's proposal for an EU law on **adequate minimum wages** also contributes to reducing inequalities at work and narrowing the gender gap in pay by requiring adequate statutory minimum wages, wider collective bargaining, and improved access to minimum wage protection.

Finally, leading equally throughout society remains a key gender equality priority for the EU. Having reached political agreement for a **Directive on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures**, the Commission and Member States will strive to lead by example in ensuring gender parity in EU institutions <sup>(10)</sup>. The Commission will also continue funding and promoting actions to make progress in gender equality in the EU through various EU funding instruments, including socially responsible criteria such as gender equality in public procurement. Furthermore, under the Better Law-Making framework, the Commission will assess the gender impact of its activities and look at how to measure expenditure related to gender equality in the 2021-2027 Multi-annual Financial Framework (MFF).

In 2024, many of the major EU strategies will end and there will be a **leadership change in the EU**, as citizens go to the polls to vote in the EP elections. In the same year, a new College of Commissioners will enter into power. These events will no doubt have an effect on gender equality policy-making in the EU. EIGE will watch closely as events unfold and will assess the impact these changes may have on its work programme.

## 2 Gender equality challenges

Many of the gender equality challenges identified by the Beijing Platform for Action (BPfA) <sup>(11)</sup> over two decades ago remain relevant today and are outlined in the Gender Equality Strategy 2020-2025. The recent EIGE report, 'Beijing+25: the fifth review of the implementation of the Beijing Platform for Action in the EU Member States', shows that no country has yet fully completed the BPfA objectives outlined in 1995 <sup>(12)</sup>. The report tracks progress against these long-standing challenges and goes beyond them to assess new issues that have emerged in recent years, including those brought by digitalisation, green transition, and a mounting backlash against women's rights and gender equality. **The COVID-19 pandemic** has worsened many of these challenges, including women's labour market situation, and highlighted the need for gender-sensitive recovery policies. The Russian invasion in Ukraine brought further energy, security, migration, social and economic challenges, with gender equality being an important factor of both emerging issues and solutions.

Following the findings of the Beijing+25 review, gender equality challenges broadly fall into five key themes: **1) gender inequalities in the economy; 2) gender-responsive public infrastructure,**

<sup>(7)</sup> European Commission (2022b), *A European Care Strategy for caregivers and care receivers*, available at: <https://ec.europa.eu/social/main.jsp?langId=en&catId=89&furtherNews=yes&newsId=10382>

<sup>(8)</sup> European Commission (2021b), *2022 Commission Work Programme – key documents*, available at: [https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents\\_en](https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents_en)

<sup>(9)</sup> European Commission (2021c), *Commission proposals to improve the working conditions of people working through digital labour platforms*, Directorate-General for Employment, Social Affairs and Inclusion, available at: <https://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=10120&furtherNews=yes#navItem-1>

<sup>(10)</sup> European Commission (2022c), 'Commission welcomes *political agreement on Gender Balance on Corporate Boards*', Press release, 7 June 2022, available at: [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_3478](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_3478)

<sup>(11)</sup> The Beijing Platform for Action was adopted during the fourth UN World Conference on Women in 1995.

<sup>(12)</sup> EIGE (2020), *Beijing +25: the fifth review of the implementation of the Beijing Platform for Action in the EU Member States*, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states>

**social protection and services; 3) freedom from GBV, stereotypes and stigma; 4) parity democracy (i.e. the full integration of women, on an equal footing with men, at all levels and in all areas of the workings of a democratic society), accountability and gender-responsive institutions; 5) peaceful and inclusive societies.** The paragraphs below refer briefly to selected gender equality challenges across these themes.

### **Gender inequalities in the economy, as well as social infrastructure, social protection and services**

Despite progress in recent decades, gender inequalities persist in the labour market. This includes, for example, lower employment rates for women than men, particularly women who come from certain vulnerable ethnic and migrant backgrounds, and for lone mothers. Once in the labour market, women are more likely to have jobs that are precarious, untenured and part-time. The COVID-19 crisis has had a further negative effect on women's jobs, with pandemic containment measures strongly impacting temporary, part-time workers and informal workers. For instance, women's jobs accounted for close to 70 % of the losses registered among part-time workers aged 15-64 during the first COVID-19 wave in the EU. The employment rate of women born in a non-EU country dropped to 50 %, eradicating decades-long gains, and despite the fact that migrant women held a large share of crisis-declared 'essential jobs', including in healthcare, agriculture and food processing <sup>(13)</sup>.

Employment inequalities are embedded in the **disproportionate share of unpaid work** carried out by women and underpin the substantial and persistent gender pay gap in the EU (14.1 % in 2019), which reaches particularly high levels in some Member States (up to about 21.7 % in Estonia) <sup>(14)</sup>. They also contribute to other inequalities over the life course, as women accumulate less experience in the labour market, have lower lifetime earnings, and fewer pension rights. This puts them at greater risk of poverty than men, particularly when taking care of children, without a partner, or in older age. The share of unpaid work has also been recognised as a major determinant of who lost most during, and in the immediate aftermath of, the COVID-19 crisis.

**Technological advancements and digital solutions** are transforming our lives, ranging from the world of work to cyber violence, with **positive and negative effects on gender equality**. Digital transformation of economies, for example, opens new prospects, but may well exacerbate long-standing gender inequalities. In recent years, the number of women in **platform work** has grown, especially accelerating with the COVID-19 pandemic and the expansion of digital forms of work. Platform work is still gender segregated and often implies limited or no access to maternity and parental leave, sick pay and unemployment benefits. Despite efforts to increase participation in science and technology occupations, the Woman in Digital Scoreboard 2021 showed that there is still a substantial **gender gap in specialist digital skills**, with only 19 % of information and communications technology (ICT) specialists and about one-third of science, technology, engineering and mathematics (STEM) graduates being women. The spread of **telework** in the context of the COVID-19 pandemic showed that this working arrangement might have helped some women to remain in employment during the crisis. However, the pandemic telework has also shown that if it is primarily seen as an option for women with caring duties, it holds a major risk of reinforcing gender roles and making telework a highly feminised alternative to office-based work.

Despite the evident gender inequalities in the labour market, **welfare, pension and tax systems are often not gender-responsive**. Similarly, **healthcare services do not always fulfil gendered needs**.

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<sup>(13)</sup> EIGE (2021a), *Gender equality and the socioeconomic impact of the COVID-19 pandemic*, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/gender-equality-and-socio-economic-impact-covid-19-pandemic>

<sup>(14)</sup> European Commission (2021d), *The gender pay gap situation in the EU*, available at: [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/gender-pay-gap-situation-eu\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/gender-pay-gap-situation-eu_en)

## Freedom from gender-based violence, stereotypes and stigma

Women face **gender-based violence, stereotypes and stigma**, which lead to persistent gender inequalities throughout various areas of life. Recent years marked a dramatic rise in forms of gender-based **cyber violence**, grounded in the increased use of digital technologies such as computers and smartphones, and amplified by constant internet connectivity. Like other forms of GBV, the roots of this form of digitised violence are embedded in structural inequalities between women and men and linked to the media's reproduction of **gender stereotypes**. The false perception of online violence being less significant limits awareness and action to tackle cyber violence against women and girls. Despite a growth in the prevalence of cyber violence against women and girls, there are important shortcomings in both the legal and policy frameworks and in data collection processes across the 27 EU Member States (EU-27).

Generally, it is still not possible to determine the full **extent of violence against women**, largely because of differences in national legal and monitoring systems and under-reporting of violence. As many as one in two women in the EU has experienced **sexual harassment**, and one in three has been affected by **physical and/or sexual violence**. Women and girls account for more than two-thirds of victims of **trafficking in human beings** and are overwhelmingly trafficked for sexual exploitation. This has been aggravated with the Russian invasion of Ukraine. The flow of – primarily – women and children fleeing Ukraine and arriving in the EU has created new risks of trafficking and sexual GBV.

Furthermore, a **rise of movements and initiatives opposing gender equality** has led to restrictive legislative measures and initiatives hostile to women's rights and gender equality, such as smear campaigns against women's rights civil society organisations (CSOs) and physical and virtual attacks against women politicians, journalists and human rights' activists. These 'anti-gender' movements have contested the role and significance of the Istanbul Convention, with misinformation spread by politicians suggesting that 'gender' has a hidden politicised meaning in order to generate opposition to the Convention's ratification at national and EU levels. A **rolling-back of the Istanbul Convention** endangers further progress.

At the same time, the **COVID-19 crisis** has shown the importance of improvement: the extreme circumstances of the pandemic forced more women to spend an increased amount of time in abusive situations, while being isolated from their usual support networks. Across the EU, spikes in domestic violence were reported during the COVID-19 crisis. Most importantly, the COVID-19 pandemic and associated lockdown measures increased reliance on digital tools in our daily lives. Evidence suggests that, in turn, this has amplified cyber violence against women and girls.

## Parity democracy, accountability and gender-responsive institutions

Balanced representation of women and men in different policy areas and in **decision-making positions**, including in politics, has yet to be achieved. Furthermore, despite the availability of **gender-mainstreaming** tools and methods, including from EIGE, gender impact assessment or gender budgeting are not regularly used in policy-making processes or for the purpose of designing gender-sensitive policies. As noted in the Beijing+25 review, the approach to mainstreaming gender across different areas of EU policy is fragmented and shows a lack of continuity and progress<sup>(15)</sup>. This is partly due to the lack of resources and limited capacity of the gender equality bodies. In parallel, numerous challenges remain in the production and use of **gender statistics**. Besides disaggregating data by sex, challenges and concerns related to women and men in society should be better reflected within data underlying concepts, definitions and measurement types.

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<sup>(15)</sup> EIGE (2020), Beijing +25: the fifth review of the implementation of the Beijing Platform for Action in the EU Member States, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states>

One of the EU priorities and policy areas where the lack of gender-balanced representation is prominent and persistent is in tackling **environmental challenges** and **climate change**. While everyone is affected by the impact of climate change, those most vulnerable often tend to be women. This is partly due to persistent societal inequalities, as women have fewer resources than men to mitigate impacts of climate change. Despite gender differences in environmental behaviours and attitudes and growing evidence of the gendered impacts of climate change, EU climate change policy has remained largely gender-blind. The dominance of men in environmental sectors and decision-making weakens the influence of women in areas that will become more important as the EU takes further steps to tackle climate change.

The war in Ukraine brought forward the importance of women acting as fundamental forces for leadership in **conflict resolution** and the **promotion of lasting peace** at all levels. A number of EU policies acknowledge the importance of women's participation in all EU external action, security and peace-building. Similarly, the Gender Action Plan 2021-2025 puts renewed emphasis on the need to strengthen women's participation in policy and governance processes at all levels<sup>(16)</sup>. However, while women contribute significantly to peace-building at local levels, their access to formal, high-level peace processes remains disproportionately low<sup>(17)</sup>.

### Peaceful and inclusive societies

Women and men living in the EU come from many **different socioeconomic, educational and cultural backgrounds**. They are from different countries, speak different languages, and differ in sexual orientation or gender identity. Women and men face different realities based on such factors, which can result in multiple discrimination and intersecting inequalities. For example, women and men with disabilities have higher unmet needs for health. As many as 7 % of women and 6 % of men with disabilities have experienced an unmet need for medical services (compared with 4 % of women and 3 % of men among the total population)<sup>(18)</sup>. Certain life circumstances, including living with a disability, being a refugee or asylum seeker, or being economically dependent, can further increase women's vulnerability to various forms of GBV. In 2022, the Russian war in Ukraine led millions of Ukrainians, mainly women with children, to flee the country. Displaced women and children experience stress and trauma, health complications (particularly for pregnant women), injury, and the risk of GBV, sexual exploitation and trafficking. Women victims of sexual violence need access to sexual and reproductive health services.

Across all of its actions, EIGE aims to contribute to **gender equality progress by tackling this wide spectrum of challenges**. The Institute's short and medium-term objectives ensure work continuity for long-standing issues, while allowing focus on emerging areas, including those at the core of forthcoming EU policy initiatives. During the period 2023-2025, EIGE's work will be streamlined to tackle the thematic priorities outlined above. This does not lessen the importance of other gender equality challenges, such as backlash to women's rights and gender equality, or gender balance in decision-making, but simply implies that selected areas of gender (in)equality, such as in relation to **GBV against women, work-life balance, environmental concerns, and the ongoing consequences of the COVID-19 pandemic and the Russian war in Ukraine** will be placed more prominently on the working agenda and with various synergies across EIGE's multiple areas of work.

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<sup>(16)</sup> European Commission (2020a), *Gender Action Plan III – a priority of EU external action*, Press release, available at: [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_20\\_2184](https://ec.europa.eu/commission/presscorner/detail/en/IP_20_2184)

<sup>(17)</sup> EIGE (2020), *Beijing +25: the fifth review of the implementation of the Beijing Platform for Action in the EU Member States*, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states>

<sup>(18)</sup> EIGE (2021b), *Gender Equality Index 2021: Health*, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/gender-equality-index-2021-health>

### 3 EIGE response to the policy context and gender equality challenges

The Gender Equality Strategy 2020-2025, the introduction of an Equality Taskforce, and a firm commitment to gender mainstreaming within the European Commission and its relevant portfolios (see Section I- Policy context) increase the need for evidence-based information and resources on gender equality, as well as technical assistance for implementing gender equality, in particular gender mainstreaming. More specifically, EIGE is experiencing a continuous increase in requests for more frequent monitoring of gender equality objectives and in relation to specific topics.

Due to increased recognition of the **Gender Equality Index** as a monitoring tool to assess gender equality progress in the EU, the Index has been released annually since 2019. The Gender Equality Strategy 2020-2025 recognises the Gender Equality Index as a key benchmark for gender equality and has established an annual monitoring portal of gender equality, building on the Index <sup>(19)</sup>. This adds a high political relevance to the annual releases of the Index. In 2021, for the first time, EIGE collected own EU survey data on gender equality and socioeconomic consequences of the COVID-19 crisis, focusing on the issues from a work-life balance perspective. The findings of the survey provided the basis for the thematic focus of the Gender Equality Index 2022. It also showed the potential of surveys to provide data for the Gender Equality Index, which is otherwise hard or impossible to obtain (i.e. old, irregular data in the Time domain). In view of the Commission's commitment to the green transition, the Gender Equality Index 2023 will focus on selected elements of the European Green Deal. In 2023, EIGE will release the data from its first EU-wide survey on gender gaps in care, individual and social activities. The data will be presented in Index 2023 and will support the monitoring of the Gender Equality Strategy 2020-2025 and the implementation of the European Care Strategy. Index 2024 will focus on violence against women and will make use of the new prevalence data collected by Eurostat ('EU survey on gender-based violence and other forms of interpersonal violence' – EU-GBV) and the joint survey undertaken by the European Union Agency for Fundamental Rights (FRA) and EIGE (VAW II).

Since 2010, all **Presidencies of the Council of the EU have requested EIGE contributions**, increasing the research scope to support decision-making at EU level. As of 2022, the thematic focus of the Gender Equality Index also supports the Presidency of the second semester, while reports focusing on BPfA implementation support Presidencies of the first semester. The Presidencies' requested research topics enable EIGE to focus its work on priority policy issues, such as timely comprehension of emerging gender equality outcomes of the COVID-19 crisis (2021-2023), gender inequalities in artificial intelligence (AI) and platform work (2021-2022), psychological violence against women and coercive control (2021-2022), financial independence and gender equality in the EU (2022-2023) and gender equality and gender mainstreaming in COVID-19 recovery (2022-2023). In 2023, EIGE will also start work on the Beijing+30 review (to be finished in 2025), making another important contribution to the assessment of progress in gender equality across the 12 areas of the BPfA in the five years since the last review.

Building on its extensive experience in the area of work-life balance, EIGE provided the relevant data to support the Commission's European Care Strategy (e.g. EIGE survey data on the impact of COVID-19 on long-term care and childcare) and participated in the Expert Group on the revision of the Barcelona targets on childcare. Together with the European Commission's Directorate-General for Justice and Consumers (DG JUST) and Joint Research Commission (JRC), EIGE will continue to support the update of the Gender Equality Strategy Monitoring Portal <sup>(20)</sup>.

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<sup>(19)</sup> European Commission (n.d.), Gender Equality Strategy Monitoring Portal, available at: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

<sup>(20)</sup> European Commission (n.d.), Gender Equality Strategy Monitoring Portal, available at: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

EIGE's work in the area of **gender-based violence** against **women and girls** is driven by the need to support the EU and Member States in the implementation of a legislative framework, and is well aligned with European directives, such as the Proposal for a Directive on combating violence against women and domestic violence, the Victims' Rights Directive and the European Protection Order (Directive 2011/99/EU) <sup>(21)</sup>, international legislation and initiatives, such as the Istanbul Convention or the BPfA, requiring Member States to uphold commitments to tackle GBV. The EU Security Union Strategy 2020-2025 established 'A strong European security ecosystem' as a strategic priority and highlighted that, in the home, domestic violence is one of the most serious security risks. Since 2010, EIGE continuously carries out research and collects data that is otherwise not yet comparable or not available in order to support the institutions and experts engaged in preventing and combating GBV in the EU and beyond. The Russian war in Ukraine has raised serious security concerns and resulted in increased risks of GBV, such as sexual violence, trafficking for sexual exploitation, and forced or coerced prostitution. EIGE covers ad hoc requests for support from EU institutions and international actors in the area of protecting victims of GBV and providing access to services and justice.

Cyber violence against women and girls has been augmented and facilitated by the global reach of the internet and by the COVID-19 pandemic and associated lockdown measures. Accordingly, EIGE is enlarging its data collection and research to cover this emerging form of GBV. By providing critical research and expertise, including country-specific factsheets and recommendations, as well as by collecting unique administrative or survey data (i.e. joint FRA-EIGE survey on violence against women (VAW II), starting in 2022, to support the EU-GBV survey coordinated by Eurostat), EIGE is helping the EU and its Member States to understand the scale of the problem and ultimately eradicate it.

In the area of **gender mainstreaming**, the demand for knowledge and tools, including technical assistance to effectively implement gender mainstreaming in different policy areas, has been increasing. The need for sex-disaggregated data and gender statistics in the **Gender Statistics Database**, in particular data on women and men in decision-making and GBV, as well as for particular policy areas, has also increased. In the context of the Commission's commitment to mainstreaming gender across the policy areas, as well as the establishment of the Equality Task Force, EIGE supports the integration of gender equality into Commission portfolios, focusing on its thematic priorities. In 2023, EIGE's work on gender mainstreaming will contribute to the thematic priority of the European Green Deal by illustrating how to dual mainstream **climate action and gender equality in evaluations** and the identification of good practices. EIGE's work also addresses select cross-cutting issues, such as **gender balance in decision-making**, including in politics and institutional transformation, and the use of gender mainstreaming methods and tools in selected policy areas. These activities help to highlight the importance of gender-balanced and substantive representation in politics ahead of the EP elections.

EIGE has been gathering evidence on the **backlash against gender equality**. In 2022, it finalised a briefing on anti-gender initiatives in the EU to provide stakeholders with guidance on how to stand up for gender equality by responding to anti-gender initiatives. It also produced an overview of policy and legal interpretations of gender and gender equality. EIGE facilitated a session at its first Gender Equality Forum 2022, on countering anti-gender initiatives, with a focus on alliance-building. EIGE will continue to engage with stakeholders to further explore efficient strategies to respond to anti-gender initiatives and gender disinformation, e.g. by facilitating conversations that help to forge alliances among stakeholder groups. In this regard, EIGE continues to follow global, EU and national legal, policy, academic and civil society conversations on how 'gender', 'gender equality' and related terms are defined. EIGE will further facilitate discussions on identified knowledge gaps and seek answers on where it can contribute. In the same vein, EIGE follows discussions on the role of men and boys in gender equality policies.

In 2022, EIGE moved towards a **topic-based communication approach**. Its priority communication

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<sup>(21)</sup> Directive 2011/99/EU of the European Parliament and of the Council of 13 December 2011 on the European protection order, ELI: <http://data.europa.eu/eli/dir/2011/99/oj>

topics follow those of the Institute, and 2022 saw EIGE roll out **the #3stepsforward campaign**, which will continue in 2023, as well as continued communication on **GBV**. This approach makes EIGE's evidence more useful for stakeholders, as it aligns it explicitly with the EU's political priorities and embeds the Institute's facts and statistics in a wider narrative. 2023 will see EIGE's communication focus on the European Green Deal, as well as the ongoing priority topic of GBV.

Building on its first Gender Equality Forum in 2022, EIGE will roll out its 'Chair's Statement' in 2023 and integrate relevant stakeholder findings from the Forum into its activities and preparation for the second Gender Equality Forum in 2024.

The impact of the **COVID-19 pandemic** has brought long-term changes in how **EIGE communicates with stakeholders**. EIGE is becoming increasingly tech-savvy in the way that it operates and has invested in **digital** conferencing solutions to continue organising events and consultations with stakeholders. In an increasingly digital and more eco-conscious world, the demand for printed publications has reduced, and EIGE has discontinued printed publications to focus on online content for the website. It has already donated its physical catalogue of books in 2022 to focus on providing access to its digital resources.

Enhanced **engagement with our stakeholders** has led to an increased number of information requests, requests for EIGE presentations, and expert advice. EIGE's proactive **communications** approach has contributed to a continued increase in the number of media mentions each year, and with this comes more requests for interviews with EIGE's experts and for data and key research findings. EIGE's collection of survey data not only provides unique information, but is likely to increase the number of requests for data and contributions to policy discussions and documents. EIGE will continue to use a digital and visual approach for communicating its evidence on the website and social media channels, and will adopt new tools when necessary. This will ensure that its communication methods continue to be relevant and impactful in a rapidly changing and increasingly digital world.

## 4 Key partners

By providing targeted input and support to its key stakeholders, EIGE contributes to evidence-based decision-making in the area of gender equality. Through continuous dialogue and cooperation with policymakers responsible for gender equality, EIGE aims to ensure that its work is in line with the policy needs of EU institutions and Member States and is delivered in a timely and useful manner.

To better inform EIGE's ongoing work and to identify issues and trends that may affect the future of gender equality in the EU, EIGE will continue to actively consult stakeholders. A strategic foresight approach, based on the principle of knowledge creation and information-sharing in the area of gender equality, will guide EIGE's cooperation with its stakeholders. The key focus will be on cooperation with key partners, but also expanding the network of stakeholders in other policy areas.

EIGE's key partners include gender equality policymakers in EU institutions and the Member States:

- European Commission (DG JUST as partner DG)
- European Parliament;
- Council of the European Union;
- National institutions responsible for gender equality
- Special focus on the Presidency of the Council of the EU Trio countries.

EIGE's work is further supported by its Experts' Forum (EF), an independent advisory body established by EIGE's Founding Regulation. The Experts' Forum represents all EU Member States and constitutes a platform for the exchange of information and knowledge on gender equality issues. The Experts' Forum plays an important role in bringing specific knowledge and expertise on gender

equality to EIGE. This knowledge transfer and cooperation allows EIGE to access and exchange information that otherwise may not be available to the Institute. Building on its October 2022 session, in 2023-2025 EIGE will seek to consult and actively engage with the Expert's Forum in the context of its strategic foresight efforts.

In addition to EU and Member State stakeholders, EIGE cooperates with different EU agencies, EU-level social partners (e.g. the European Trade Union Confederation (ETUC), BusinessEurope) and relevant CSOs (e.g. European Women's Lobby, Social Platform, the International Lesbian, Gay, Bisexual, Trans and Intersex Association Europe (ILGA-Europe), European Disability Forum, Women against Violence Europe, and MenEngage). EIGE will seek closer cooperation with innovative platforms where policymakers, activists and experts meet (in the wider equality, inclusion and human rights area), such as Women 7 (W7) and Rightscon (AI relevance).

When it comes to EU agencies, EIGE seeks synergies with the agencies listed in its Founding Regulation (e.g. European Foundation for the Improvement of Living and Working Conditions (Eurofound) and FRA) and those that work on issues related to its priority topics. EIGE is an active member of the Justice and Home Affairs (JHA) Agencies' Network and as such keeps in regular and close contact with all JHA agencies (European Union Agency for Law Enforcement Training (CEPOL), European Union Agency for Law Enforcement Cooperation (Europol), European Union Agency for Criminal Justice Cooperation (Eurojust), European Border and Coast Guard Agency (Frontex), European Union Agency for Asylum (EUAA), European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) and FRA). EIGE also actively participates in activities of the EU Agencies Network on Scientific Advice (EU-ANSA). In 2022, EIGE started exploring how to embed strategic foresight into its work, and in this context consulted other EU agencies (European Environment Agency (EEA), European Agency for Safety and Health at Work (EU-OSHA) and others). In 2023-2025, EIGE will further explore possibilities to actively engage on this matter with various EU institutions and agencies.

EIGE's Work Programme 2023-2025 will seek synergies not only with other institutions but across policy areas in order to better highlight the most pressing gender equality challenges. To do so, EIGE will continue its approach started in 2022 to coordinate its work in line with the identified thematic priorities for the respective period of time (see Section II-Multi-annual programming 2023-2025). EIGE will engage with policymakers relevant to these identified thematic priorities each year. From the European Commission, EIGE will liaise with DG JUST and the Directorates-General for Employment, Social Affairs and Inclusion (DG EMPL), Structural Reform Support (DG REFORM) and the Recovery and Resilience Task Force (RECOVER), Budget (DG BUDG), Climate Action (DG CLIMA), Energy (DG ENER), Mobility and Transport (DG MOVE) and Migration and Home Affairs (DG HOME). From the EP, it will liaise with the Committees on Women's Rights and Gender Equality (FEMM), Civil Liberties, Justice and Home Affairs (LIBE), Employment and Social Affairs (EMPL), Budgets (BUDG), Environment, Public Health and Food Safety (ENVI) and Industry, Research and Industry (ITRE). EIGE will also establish and maintain links with relevant Council configurations, such as the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) and the JHA Council.

To strengthen policy dialogue and more efficiently connect its work with stakeholder needs, EIGE established a liaison office in Brussels for a pilot period of two years during 2022-2023. One of EIGE's staff members was reassigned from Vilnius to Brussels for this period. EIGE's presence in Brussels helps to maintain an active engagement with EU-level stakeholders. It will further raise the visibility and accessibility of the Institute and expand EIGE's engagement with stakeholders beyond the gender equality community.

An initial efficiency assessment of the liaison office was delivered to the Management Board meeting in November 2022, with a subsequent feasibility assessment to be delivered in November 2023. The results of the latter assessment will inform a final decision regarding the functioning and establishment of the office.



In order to reach out to stakeholders beyond the EU, EIGE works together with other EU institutions and international organisations (Council of Europe, UN Women, Organization for Security and Co-operation in Europe (OSCE), Organisation for Economic Co-operation and Development (OECD), World Health Organization (WHO)), with the aim of maximising synergies and avoiding duplication. Notably, in 2023, EIGE will seek further synergies with the Council of Europe, including in relation to the work of the Group of Experts on Action against Violence against Women and Domestic Violence (GREVIO) and the Gender Equality Commission (GEC).

EIGE also has a contribution agreement with the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) to support the gender equality agenda in the Western Balkans and Turkey (see Annex XI).

## Section II - Multi-annual programming 2023-2025

### 1 Multi-annual Work Programme 2023-2025

EIGE's Multi-annual Work Programme 2023-2025 is based on its Founding Regulation, which lays the ground for the Institute's objectives (Article 2), tasks (Article 3), as well as areas of activity and working methods (Article 4). Inter alia, this stipulates that 'the work programme of the Institute shall be in line with the Community priorities in the field of gender equality and the work programme of the Commission, including its statistical and research work' (Article 4).

The programming for the term 2023-2025 was developed following the outcome of internal strategic planning consultations held within the Institute, and based on an assessment of stakeholder needs. The Multi-annual Work Programme 2023-2025 is prepared in line with the European Commission guidelines for the Single Programming Document (SPD) and the consolidated annual activity report (CAAR) <sup>(22)</sup>.

#### 1.1. Strategic objectives, actions and thematic priorities 2023-2025

In line with the Founding Regulation (Article 2, 'Objectives'), EIGE's work aims to achieve three **strategic objectives** set for the term 2023-2025:

1. Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex;
2. Support the integration of a gender perspective in Union policies and the resulting national policies;
3. Effectively promote gender equality to key stakeholders and target groups.

In order to achieve the strategic objectives, EIGE distributes the Institute's operational agenda across three **major actions** <sup>(23)</sup>:

- A. Providing evidence: research and data collection;
- B. Supporting gender responsive policies: gender mainstreaming and specific tools;
- C. Communicating gender equality.

EIGE's actions are the Institute's operational 'backbone', ensuring long-term achievement of the strategic objectives. Additionally, **thematic priorities** have been identified to ensure that the actions support the ongoing realities. This implies that during the specified time period, actions are linked to the agreed thematic priorities. A major advantage of such an approach is an occurrence of multiple synergies between the actions, enabling EIGE's work to be conducted and presented in a more structured and coherent way. It also allows for more timely and comprehensive inputs to EU policy-making. The expected synergies will enable EIGE to focus its human and budgetary resources in the most effective and efficient way.

For the term 2023-2025, EIGE proposes to focus its work on the following three thematic priorities, in alignment with the European Commission's priorities for the programming period, while considering emerging challenges and consequences of the COVID-19 pandemic and the Russian war in Ukraine:

- I. Gender-based violence;
- II. European Green Deal

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<sup>(22)</sup> European Commission (2020b), Communication from the Commission on the strengthening of the governance of Union bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report, C(2020) 2297 Final.

<sup>(23)</sup> According to the European Commission Guidelines, 'actions' are the work carried out over a certain period of time, consuming resources and producing outputs in accordance with the objectives set.

III. A new push for European democracy.

EIGE will also continue to work on the 2022 priority ‘An economy that works for people’.

**Gender-based violence against women and girls** <sup>(24)</sup> remains a continuous thematic priority for EIGE in order to provide further research, data and tools to the EU institutions and Member States to better respond to GBV against women. The high societal and statistical invisibility of the phenomenon points to the ongoing importance of continuous research and data collection in order to support and steer evidence-based policy-making. Ending GBV is a key objective of the Gender Equality Strategy 2020-2025 <sup>(25)</sup>, which is set to deliver on the current European Commission’s commitment to achieving a Union of equality. Ending GBV is also among the UN SDGs No 5 and No 16, highlighting the EU’s commitment to fighting the phenomenon in the EU and beyond. EIGE’s activities in this area aim to provide policymakers with a robust evidence-based foundation for their planned actions. These include data collection on intimate partner violence (IPV), domestic violence and femicide, and developing new indicators to cover other forms of violence against women, such as cyber violence and the joint EIGE-FRA survey on violence against women. The selection of this thematic priority ensures EIGE’s ability to support EU and the Member States to meet their reporting requirements established by the Victims’ Rights Directive and by the Proposal for a Directive on combating violence against women and domestic violence. It also supports Member States to collect uniform data relevant to the implementation of the Istanbul Convention (Articles 11-15). Furthermore, in 2023, EIGE will continue research initiated in 2022 in order to map the availability of healthcare services provided to women and girls who are victims of conflict-related sexual violence. This work seeks, in particular, to collect evidence on legal gaps and policy challenges when providing reproductive and sexual health services for women and girls arriving in receiving countries. The work ensures EIGE’s further contribution to the monitoring of the implementation of the aforementioned EU directives and to the development of policy recommendations to improve victims’ access to, and the provision of, specialised healthcare services.

EIGE will also focus its work on the first two strategic priorities of the 2019-2024 political agenda of the EU: ‘**a European Green Deal**’ and ‘**a new push for European democracy**’ <sup>(26)</sup>. EIGE has already accumulated knowledge and data related to these thematic priorities (e.g. through BPfA and Gender Equality Index thematic reports; own surveys on platform work, socioeconomic consequences of COVID-19 on gender equality, and gender gaps in unpaid care, individual and social activities; research on funding for gender equality or on gender-responsive public procurement in the EU; the Gender Statistics Database) and will build on this to provide more in-depth research and tools on specific topics. Identifying gender equality challenges across these priority areas and effectively communicating them is of considerable importance to the successful development of policies and initiatives that will enable the accomplishment of the overall EU’s political agenda 2019-2024. The Gender Equality Strategy 2020-2025 reaffirms this, pointing to the essential inclusion of a gender perspective in all EU policies and processes.

As regards EIGE’s thematic priorities, the Gender Equality Strategy 2020-2025 already delineates a number of upcoming policy actions that may require EIGE contributions. For example, the Strategy highlights the need to better understand the gender impact of upcoming policies under the **European Green Deal**. Gender equality, as a key principle of the **European Pillar of Social Rights**, also sets essential conditions to achieve an innovative, competitive and thriving European economy.

In addition to the thematic priorities, EIGE proposes to dedicate some resources to an ‘**emerging topic**’ should the need arise. The COVID-19 pandemic and the Russian war in Ukraine showed the

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<sup>(24)</sup> In line with its mandate, EIGE’s work on GBV focuses on GBV against women and girls, and thus allows an in-depth investigation of the nature and specificity of GBV as a profoundly gendered phenomenon.

<sup>(25)</sup> European Commission (n.d.), *Gender Equality Strategy: Achievements and key areas for action*, available at: [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en)

<sup>(26)</sup> European Commission (n.d.), *The European Commission’s priorities: 6 Commission priorities for 2019-24*, available at: [https://ec.europa.eu/info/priorities\\_en](https://ec.europa.eu/info/priorities_en)

importance of being able to quickly adjust priorities and resources and focus attention on an emerging topic that has huge consequences for gender equality and wider society. When planning the multi-annual work programme, an emerging topic is not possible to predict, but including the space and resources for an emerging topic will give EIGE the flexibility it needs to quickly pivot and shift focus when it arises. It will also ensure that EIGE can communicate relevant research when it is most needed by our stakeholders.

The work on three thematic priorities for 2023-2025 is closely linked to EIGE's planning processes. For example, the planning for the BPfA report starts about two years ahead of its publication (2023), in this case in the first half of 2021, including preparatory discussions with the Commission and the Presidency. Similarly, the preparatory work for the Gender Equality Index report of the second semester of 2023 needs to start 1.5 years ahead, in the second half of 2021. Similar multi-annual work processes apply to a number of other research products.

In line with these timelines, the identified thematic priorities are to be agreed in advance and with adequate warning time with EIGE's key stakeholders, including the Trio Presidencies, and the Commission. Furthermore, the Commission has provided a recommendation to the Trio Presidencies to select and work around one thematic research priority within the Trio's timeframe. This would bring added value by ensuring a more cohesive programme for the Trio and provide an opportunity for EIGE to accumulate certain thematic knowledge. As a result, more in-depth research, tools and technical assistance can be expected across the specified topics.

A number of possible topics are identified for each of the thematic priority areas. These topics are chosen to build on EIGE's previous work on these areas and in view of the available human and financial resources. The final list of specific topics will reflect the decisions of the Presidencies and the Commission. It should be noted that with the change of Commission, the thematic priorities in 2025 might change, depending on the priorities of the new Commission.

Currently, possible topics for the thematic priorities for the period 2023-2025 include:

- Gender-based Violence:
  - cyber violence against women,
  - IPV and femicide (administrative data collection <sup>(27)</sup> and institutional response),
  - prevalence of violence against women on the basis of the joint FRA-EIGE survey and the EU-GBV and its linkages to gender equality, as measured via the Gender Equality Index (2024),
  - access to, and provision of, specialised sexual and reproductive healthcare services in the EU, with a focus on the Ukrainian victims of conflict-related sexual violence,
  - evidence on the victims of conflict-related sexual violence and guidance for their protection;
- Economy that works for people (continued):
  - socioeconomic consequences of the COVID-19 pandemic and gender mainstreaming in recovery strategies,
  - closing gender gaps in the labour market and closing the gender care gap,
  - work-life balance, focusing on data collection on gender gaps in unpaid care, individual and social activities,
  - gender-responsive social protection and public infrastructure,
  - gender mainstreaming in public reforms and budgets;

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<sup>(27)</sup> Administrative data collection activities aim to support the data collection obligations of the forthcoming Commission Proposal for a Directive on combating violence against women and domestic violence.

- European Green Deal:
  - gender mainstreaming in European Green Deal-related policy areas,
  - gender and energy poverty,
  - gender inequalities in the transport sector,
  - gender equality and climate change,
  - environmental behaviours and attitudes,
  - gender-responsive evaluation and environmental sustainability;
- A new push for European democracy:
  - women and men in decision-making,
  - gender-sensitivity of the EU and national parliaments,
  - institutional mechanisms for gender equality and gender mainstreaming,
  - gender and intersecting inequalities,
  - social rights and social inclusion.

Furthermore, EIGE's work on the Beijing+30 review report (in 2025) will not only cover the above-mentioned topics of the thematic priorities, but will also provide an in-depth review across all BPfA areas of concern. EIGE will explore the feasibility of applying the strategic foresight approach to the Beijing+30 review report. In line with policy priorities and gender equality challenges (as indicated in Section I- General context), EIGE will continue to collect regular data on women and men in decision-making, including on **gender balance in political decision-making at local, regional, national and EU level**. This topic not only contributes to the European Commission priority on 'A new push for European democracy', but also provides relevant and timely information in the context of 2024 elections for the EP. In the lead-up to the EP elections, EIGE will develop a communications campaign, using its data on women and men in decision-making to raise public awareness among voters of the unequal distribution of women and men in leadership positions, especially the EP, together with the composition of national parliaments and assemblies, and political parties. As part of its regular statistical activities, EIGE will keep assessing the persistent gender imbalance among key decision-makers in large corporations and financial institutions in order to support the EU commitments in the political agreement on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures <sup>(28)</sup>.

## 1.2. EIGE actions 2023-2025

### A. Providing evidence: research and data collection

In line with its mandate, **research and data collection** are at the core of EIGE's attributed tasks. During 2023-2025, and in response to the afore-mentioned gender equality challenges, EIGE will further enhance its work on collecting and analysing data on gender equality at EU and Member State level. With more than 10 years of experience, the Institute often serves as a unique source of comparable data on gender equality for the EU and provides innovative research results, as well as policy recommendations, to support gender equality relevant policy-making.

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<sup>(28)</sup> Proposal for a Directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures, COM/2012/0614 final - 2012/0299 (COD), available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52012PC0614>

As of 2020, the Institute started to collect unique data on gender (in)equalities via surveys. The first survey on gender equality and platform work covered 10 Member States. The second EU-wide survey was carried out in 2021 and provides data on gender equality, work-life balance and COVID-19 pandemic consequences. In 2021-2022, EIGE also started a collection of regular survey data on gender gaps in unpaid care, individual and social activities. In a joint FRA-EIGE research project (VAW II), EIGE will collect data on violence against women in those EU Member States where national statistical authorities are not conducting national data collections for the EU-GBV survey coordinated by Eurostat. EIGE's collected survey data allows a certain topic to be explored in more detail (i.e. unpaid care) and facilitates further analysis of intersecting inequalities. To the extent possible, EIGE survey data enables analyses of gender differences according to age, disability, household composition, education and country of birth. Depending on the topic and data availability (e.g. due to statistical robustness), other social characteristics such as ethnicity, socioeconomic status, sexual orientation or gender identity are taken into account for further analysis of intersectional inequalities.

In addition, EIGE routinely collects data on women and men in decision-making, supports Member States in their efforts to improve data collection on GBV against women, and develops the indicators for monitoring the implementation of the BPfA, with findings and recommendations feeding into the policy-making process, including through Council Conclusions. The Institute will continue to build on its established reputation as the knowledge centre on gender equality in the EU by continuing to provide high-quality research and data for evidence-based policy-making and gender mainstreaming.

EIGE will support policymakers and other key stakeholders by identifying gender equality challenges, knowledge gaps and further measures through research, collection of unique data and producing gender statistics (Gender Equality Index, Gender Statistics Database, BPfA monitoring reports, research and data collection on violence against women, as well as EIGE surveys). EIGE applies innovative research methodologies and works closely with data providers to close data gaps and to include the gender perspective in data collection (Eurostat, Eurofound, FRA, etc.).

EIGE's research programme takes a two-fold approach – it can both inform and monitor policies. To inform policies, research is carried out in a targeted way on specific EU policy areas to address the needs of stakeholders. EIGE aims to extend its research to cover other policy areas that go beyond traditional social policy areas, in line with the agreed thematic priorities. To monitor policies, the Gender Equality Index and Gender Statistics Database, for example, are used to monitor the Gender Equality Strategy 2020-2025<sup>(29)</sup>. EIGE's indicators on women and men in decision-making are also used to monitor the EU's international commitments, namely the SDGs and BPfA. The forthcoming EIGE survey on gender gaps in unpaid care, individual and social activities will also provide much-needed and unique data to monitor EU commitments to closing gender gaps in caring (as recognised in the Gender Equality Strategy 2020-2025 and the European Care Strategy).

For the period of 2023-2025, EIGE will continue to provide research support to the Commission and the Presidencies (Sweden, Belgium, Poland) of the EU Council through BPfA monitoring reports, with a target of one research report to be published in the first semester of each relevant year. In 2023, EIGE will support the Swedish presidency with a report on gender equality and gender mainstreaming in COVID-19 recovery. In 2024, EIGE will support the Belgian presidency with a report on financial independence and gender equality in the EU. In 2025, the BPfA will mark its 30th anniversary. This will present an opportunity to assess the progress made by the EU in the area of gender equality since the last review by EIGE in 2020. In 2024, EIGE will develop a comprehensive report reviewing all areas of the BPfA (Beijing+30 report) for the Presidency, held by Poland in 2025.

In line with the new approach for the period 2023-2025 (see Section I- General context), the upcoming annual updates of the Gender Equality Index will also contain a thematic focus, which will offer evidence to support the political priorities of the second semester Presidencies of the Council of the EU (Spain in 2023, Hungary in 2024, Denmark in 2025). The thematic focus of Index 2023 will be on

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<sup>(29)</sup> European Commission (n.d.), Gender Equality Strategy Monitoring Portal, available at: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

the European Green Deal and gender equality. Index 2024 will focus on violence against women, based on the Eurostat survey (EU-GBV) and joint FRA-EIGE survey (VAW II) data. In 2025, the updated Index will be released.

During 2022-2025, EIGE is planning a conceptual and methodological update of the Gender Equality Index. In 2022, it started collecting stakeholders' feedback on the Index, and experts' consultations on the update of the Index will continue into 2023-2025. In preparations for the update, EIGE launched a pilot project in 2021 to collect survey data on gender gaps in unpaid care, individual and social activities for the Time domain of the Gender Equality Index 2023. The results of the pilot survey will inform decisions about the thematic scope and the timing of survey data collection on a regular basis in the future.

A number of activities on GBV are planned for the period 2023-2025, including supporting Member States in their efforts to develop and improve data collection on IPV, domestic violence, femicide and cyber violence. The joint FRA-EIGE project (VAW II) will contribute to the provision of EU-wide comparable data by collecting data in those EU Member States where national statistical authorities are not conducting national data collection in the context of the EU-GBV survey. These data collection activities aim to support the data collection obligations of the Commission's Proposal for a Directive on combating violence against women and domestic violence. EIGE will continue to develop a comparable measurement framework to strengthen the institutional capacity to respond to violence against women, including collaboration with the relevant ministries, police and justice sectors in the Member States, and EU institutions such as Eurostat and the Council of the EU, by presenting and discussing the work at the working meetings of these bodies. Throughout the period and as a member of the Eurostat Task Force, EIGE will continue to contribute gender expertise to the implementation of the Eurostat EU-GBV survey. EIGE will also engage in the Steering Committee for FRA's survey on violence and related human rights abuses against women fleeing the war in Ukraine. EIGE's studies, such as on cyber violence against women, will support the Commission's legislative and policy measures on violence against women and domestic violence. As a follow-up to the 2021 public consultation carried out by the European Commission on the future of combating trafficking in human beings, including possible ways to reinforce, develop and modernise the existing framework, and as part of the JHA Agencies' Network cooperation, EIGE will be contributing to underline the gender dimension of trafficking when revisiting the legal framework.

The list of activities planned for the period of 2023-2025 will cover the proposed thematic priorities, with different research and data perspectives.

Thematic priority	EIGE response in 2023-2025
<b>Gender-based violence</b>	Provide an annual update on violence against women in the Gender Equality Index Focus on violence against women in the Gender Equality Index 2024 Collect administrative data on IPV, domestic violence and femicide Provide a study on cyber violence for the development of indicators Provide evidence on the prevalence of violence against women in EU via the FRA-EIGE survey (VAW II) Provide analysis of access to specialised sexual and reproductive healthcare services available for victims of conflict-related sexual violence Provide evidence on the victims of conflict-related sexual violence and guidance for their protection
<b>Economy that works for</b>	Prepare a report on gender equality and gender

<b>people (continued)</b>	<p>mainstreaming in the COVID-19 recovery to support the Swedish Presidency (2023)</p> <p>Analyse and communicate EIGE's EU-wide survey data on work-life balance and COVID-19</p> <p>Collect data, analyse and communicate EIGE's EU-wide survey data on gender gaps in unpaid care, individual and social activities</p> <p>Launch an updated Gender Equality Index 2025 based on the provisions of the Gender Equality Strategy 2020-2025 and European Pillar of Social Rights</p> <p>Prepare a report on Beijing+30 to support the Polish Presidency (2025)</p>
<b>European Green Deal</b>	<p>Focus on the selected topics of the European Green Deal in the Gender Equality Index 2023</p> <p>Collect data and analyse BPfA critical area of concern - women and the environment (Beijing+30)</p>
<b>A new push for European democracy</b>	<p>Analyse gender equality and intersecting inequalities in BPfA reports and the Gender Equality Index</p> <p>Prepare a report on financial independence and gender equality, addressing some key principles of the European Pillar of Social Rights</p> <p>Collect data and analyse BPfA critical areas of concern - women in power and decision-making, human rights of women, gender equality and media, and institutional mechanisms for the advancement of women (Beijing+30)</p>

## B. Supporting gender responsive policies: gender mainstreaming and specific tools

In line with the strategic objective of supporting the integration of a gender perspective in Union policies and the resulting national policies, throughout 2023-2025 EIGE will continue (1) supporting the EU and its Member States in designing more effective gender mainstreaming strategies in selected policy areas, (2) **developing gender mainstreaming tools and methods** for policy implementation, including technical assistance, and (3) providing reliable and centralised gender statistics to policymakers and other stakeholders.

During the course of 2023-2025, EIGE will continue supporting the EU institutions and Member States in their practical implementation of gender mainstreaming in EU policies, programmes and projects. To do this, in 2023 EIGE will support EU and Member States' policy-making and competence development on the implementation of gender mainstreaming in the European Green Deal through the identification and publication of good practices in policy areas closely linked to the European Green Deal. In 2024, EIGE will collect data on the status of **institutional mechanisms for gender equality and gender mainstreaming** (Area H of the BPfA) in the EU. EIGE will publish the analysis of the trends, updated country information and policy recommendations on institutional mechanisms in 2025, in the context of Beijing+30. In 2025, EIGE will initiate work to update all policy briefs of its Gender Mainstreaming Platform <sup>(30)</sup>.

Work on the development of tailored gender mainstreaming methods and tools will continue throughout 2023-2025. In 2023, EIGE will publish a toolkit to integrate **environmental and climate action** concerns along with gender equality issues in **evaluations and strategic foresight exercises**. In 2023, EIGE will apply the methodology developed for the Gender-sensitive Parliaments Toolkit to collect data and assess trends in gender equality and gender-

<sup>(30)</sup> EIGE (n.d.), Gender Mainstreaming Platform, available at: <https://eige.europa.eu/gender-mainstreaming>



sensitivity of national parliaments. This research and the corresponding data will be used to develop an evidence-based tool on gender equality action plans. The tool will allow better planning and monitoring of progress towards achieving gender equality, in particular in decision-making. It will foster institutional transformation in order to achieve gender equality internally and – especially - in working results and outcomes, contributing to more inclusive and better-functioning democratic institutions <sup>(31)</sup>. EIGE also plans to align the tool and its indicators with the most recent legislative and policy developments, such as pay transparency in parliaments' working environments and in public contracts and concessions. The results of this work will be available in 2024, ahead of the EP elections. In 2024, EIGE will continue work on ex ante gender impact assessments to support EU institutions' and Member States' efforts to deliver better law-making and higher quality legislation for the EU and resulting national policies.

Throughout 2023-2025, EIGE will continue to provide technical assistance to a limited number of stakeholders, prioritising the EU institutions. For this, EIGE will scale-up efforts to strengthen cooperation and partnership development. For example, further engagement with external partners, as well as with external experts (EIGE database), is planned in order to obtain synergies and complement EIGE's work and competencies. Further engagement of the Thematic Network on Gender Mainstreaming is also envisaged, offering a space for practitioners from the Member States and the EU institutions to exchange information on progress made in the implementation of gender mainstreaming strategies, and a channel for providing support on the use of the methods and tools. Throughout this period, the Network will continue to be engaged in the work on policy support and methods and tools for gender equality and gender mainstreaming: good practices in areas closely related to the European Green Deal in 2023, gender action plans in 2024, and institutional mechanisms for gender equality and gender mainstreaming in 2024-2025. The Network will be involved in data collection, peer assessment and quality assurance, peer learning and competence development. The Thematic Network on Gender Mainstreaming creates a unique forum for EIGE to gather and validate information, build common approaches, and share results with its main stakeholders. The members of the Network benefit from wider knowledge on approaches, processes and tools for effectively implementing their gender mainstreaming actions.

To support EIGE's research and gender mainstreaming work, as well as to provide reliable and centralised gender statistics to policymakers and other stakeholders, EIGE will maintain and update its **Gender Statistics Database**, prioritising statistics that are relevant for its mandate and the current political agenda. Regular collection of data on the institutional mechanisms for gender equality and gender mainstreaming and gender sensitivity of EU and national parliaments will be carried out within the Gender Statistics Database. In 2023, the Gender Statistics Database will also contribute to the assessment of trends in the gender balance in political decision-making, which will be used in the context of the 2024 EP elections.

Subject to resource availability, routine data collection on women and men in decision-making, GBV (IPV and femicide) and gender gaps in unpaid care, individual and social activities (second wave of survey) will be gradually expanded to fulfil specific measurement and monitoring needs within EIGE's focus areas of work. Also subject to resource availability, EIGE will seek possible synergies with organisations providing data hosting and management services for its collected survey microdata to be made publicly available. Considering that EIGE collects and produces data for the use of official statistics within the European Statistical System <sup>(32)</sup>, synergies and complementarities with statistics users and data providers will be implemented through cooperation with other EU agencies and bodies where appropriate, in particular Eurostat, FRA,

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<sup>(31)</sup> See EIGE (n.d.), Gender Institutional Transformation Toolkit, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation>

<sup>(32)</sup> 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](https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg_05_50&language=en)) and in governments ([https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg\\_05\\_50&language=en&tableSelection=2](https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg_05_50&language=en&tableSelection=2)).

the European Centre for the Development of Vocational Training (Cedefop), EU-OSHA and Eurofound.

Throughout 2023-2025, and subject to the availability of additional funding from the European Commission (DG NEAR), EIGE will cooperate with the relevant parts of the Commission on data collection from EU candidate countries and potential candidates within the Instrument for Pre-Accession Assistance (IPA) <sup>(33)</sup>.

Thematic priority	EIGE response in 2023 - 2025
<b>Gender-based violence</b>	Support the monitoring process of the Gender Equality Strategy 2020-2025 Publish/update indicators on violence against women (i.e. IPV and domestic violence; results of VAW II; EU-GBV survey, if available) in the Gender Statistics Database
<b>Economy that works for people (continued)</b>	Prepare policy recommendations and practical guidance for mainstreaming gender in ex ante impact assessments Update and collect data for relevant indicators within the Gender Statistics Database, including indicators for BPfA and indicators based on EIGE surveys Update relevant policy areas of the Gender Mainstreaming Platform
<b>European Green Deal</b>	Exchange, competence development and publication of good practices on gender mainstreaming in European Green Deal-related policy areas Update and collect data to populate relevant indicators within the Gender Statistics Database, including indicators for BPfA Finalise and make available a tool on gender-responsive evaluation and environmental sustainability Update relevant policy areas of the Gender Mainstreaming Platform
<b>A new push for European democracy</b>	Collect data on women and men in decision-making Collect data, analyse trends in gender sensitivity of EU and national parliaments, and provide a practical tool on gender action plans for parliaments Collect data, analyse trends, update country-specific information and provide recommendations on the status of institutional mechanisms for gender equality and gender mainstreaming (Area H of the BPfA)

Throughout 2023-2025, EIGE's gender mainstreaming action will continue to collect data that is relevant to all thematic priorities. EIGE aims to provide data on decision-making, institutional mechanisms for gender equality and gender mainstreaming, GBV and other relevant data for the monitoring process of the Gender Equality Strategy 2020-2025.

### C. Communicating gender equality

EIGE's **communication and stakeholder engagement** activities aim to make the Institute's evidence policy relevant, well-known and useful to policymakers and other target groups. In line with the annual thematic approach, EIGE will develop creative communication campaigns that aim to promote gender equality by changing levels of awareness and shifting attitudes and/or behaviours

<sup>(33)</sup> European Commission (n.d.), *Overview – Instrument for Pre-Accession Assistance*, European Neighbourhood Policy and Enlargement Negotiations, available at: [https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/overview-instrument-pre-accession-assistance\\_en](https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/overview-instrument-pre-accession-assistance_en)

among specific audiences. EIGE will integrate evidence produced by the Institute in these communication campaigns and will consider specific communication of relevant projects and evidence beyond the campaign focus. To this end, EIGE will tailor communication approaches to meet audiences' needs. This includes specific stakeholder engagement, as well as broader public outreach and engagement. To ensure that its communication products are modern, easy-to-read and relevant, EIGE will continue to use a digital and visual approach when developing campaigns and communicating research findings. To complement fact-based communication, it will explore storytelling approaches. EIGE will use existing communication channels, in particular digital platforms (website, social media), active engagement with mainstream media (newspapers, TV, radio) and partner engagement, and will continue to explore communication trends to adapt channel approaches as needed. EIGE participates in different networks of senior communicators, including the 'C9 group' of international (inter-governmental) organisations mandated to protect and promote human rights in Europe (FRA, Office of the United Nations High Commissioner for Human Rights (OHCHR), Council of Europe, DG JUST, Commissioner for Human Rights at the Council of Europe, OSCE, Office for Democratic Institutions and Human Rights (ODIHR), European Network of Equality Bodies (Equinet) and European Network of National Human Rights Institutions (ENNHRI).

EIGE will unify the updated version of its gender-sensitive communication handbook with its Gender Equality Glossary and Thesaurus and transform it into an e-learning tool. It will keep on monitoring and evaluating the impact of outreach activities and improving knowledge management to facilitate organisational learning.

In order to address the challenges of the backlash against gender equality, EIGE will continue to promote its two 2022 published resources on how to respond to anti-gender equality initiatives. This includes the 2022 briefing on anti-gender initiatives in the EU and the overview of policy and legal interpretations of gender, which provide stakeholders with guidance on how they can respond to these initiatives. EIGE will build on input gained through a session at its Gender Equality Forum in 2022, which focused on responding to anti-gender initiatives through the forming of alliances. It will continue to facilitate conversations and explore the use of conversation analysis and similar tools to counter gendered disinformation, with the idea of establishing a gender equality Communications Lab that would allow for a more structured approach and response.

EIGE strives to collect more evidence and communicate on the situation of groups of women and men in disadvantaged situations, such as older people, lone parents, people with different ethnic or religious backgrounds, or LGBTQI+ people. Strategic communication tools and channels (including storytelling) will be further developed by EIGE's communication team, giving a voice and face to EIGE evidence.

EIGE bases its communication and stakeholder engagement activities on the following overriding principles:

- Defining **communication topics each year**, based on findings from EIGE's thematic priorities;
- Linking EIGE's work to **EU policy priorities** and **emerging topics** related to gender equality;
- Maintaining **active engagement with stakeholders** in EU institutions and Member States to understand policy needs and increase EIGE's added value;
- Creating partnerships and expanding engagement with stakeholders **beyond the gender equality community** through targeted action.

Thematic priority	EIGE response in 2023-2025
<b>Gender-based violence</b>	<p>Develop a communications package on GBV in line with identified communications objectives, target audiences and agreed key messages (tools to be selected based on these considerations)</p> <p>Organise, in partnership with global (UN Women), European (EU institutions), and other organisation, the annual awareness-raising 'Orange the world' campaign</p> <p>Engage with relevant stakeholders working on GBV to understand their policy needs and support them by providing data and evidence</p>
<b>Economy that works for people (continued)</b>	<p>Continue and further roll out EIGE's 2022 #3StepsForward campaign promoting the gender perspective in relation to an economy that works for people</p> <p>Engage with relevant stakeholders working on employment, economic and social policies to understand their policy needs and support them by providing gender equality data and evidence</p>
<b>European Green Deal</b>	<p>Develop a communications campaign promoting the gender perspective in relation to the European Green Deal, based on EIGE's evidence (e.g. 2023 Gender Equality Index thematic focus) and tools, as well as communication/stakeholder insights</p> <p>Engage with relevant stakeholders working on the environment and climate change to understand their policy needs and support them by providing gender equality data and evidence</p>
<b>A new push for European democracy</b>	<p>Develop a communication campaign promoting the gender perspective in relation to democratic structures, based on EIGE's evidence and tools</p> <p>Engage with relevant stakeholders working on the topic to understand their policy needs and support them by providing gender equality data and evidence</p>

## Monitoring progress in the achievement of objectives

### Key Performance Indicators (KPIs)

EIGE's Performance Management Framework <sup>(34)</sup> defines a number of key performance indicators (KPIs) to measure the performance of the Institute, focusing on the outputs and outcomes of its work. The indicators remain unchanged for the programming period, allowing coherent comparison of performance indicators across time. In this context, the indicators provide evidence on the relevance of EIGE's work to its target groups, as well as measuring progress in delivering EIGE's work (e.g. number of reports published). EIGE's KPIs also include measures on the aspects of organisational performance seen as critical for the current and future success of the Institute. These are linked to both operational achievements and administrative performance.

KPIs in relation to operational objectives	KPIs	Target*	Source
	Timely submission of the draft annual work programme (single programme document (SPD))	Q4 N-1	CAAR
Rate (%) of achievement of annual activities.	>95 %	CAAR	
Number of contributions to EU policies	5	Stakeholder register	
Number of presentations of EIGE's work at stakeholder events	60	Stakeholder register	
KPIs in relation to management of financial and human resources	KPIs	Target	Source
	Rate (%) of implementation of commitment appropriations	>95 %	Budget implementation reports
	Rate (%) of cancellation of payment appropriations	<5 %	Budget implementation reports
	Rate (%) of payments executed within the legal/contractual deadlines	>75 %	Budget implementation reports
	Rate (%) of outturn	<5 %	Budget implementation reports
	Rate (%) of implemented external and accepted internal audit recommendations	>90 %	Team Central
	Average vacancy rate (%) of authorised posts of the annual establishment plan that are vacant at the end of the year	<10 %	SYSPER 2
	Annual average number of days of sick leave per staff member	Absence without med. cert. (JADS) < 3 Absence with med. cert. < 9	SYSPER 2

Note: \*The reference period for establishing targets is N-1; Year N is the year preceding the programming period, which is set for N+1-N+3, in accordance with Article 32 of EIGE's Financial Regulation (i.e. year N is 2022 for the programming period 2023-2025).

In addition to KPIs, EIGE will use more specific performance indicators to track and monitor its performance within different action areas, implemented through research and data collection and outreach activities.

<sup>(34)</sup> Adopted by EIGE Director's Decision No 257 of 19 July 2022.

## 2 Human and financial resources – outlook for 2023-2025

### 2.1 Overview of the past and current situation

The number of posts in the annual establishment plan has decreased by 10 % over the years: from 30 Temporary Agent (TA) posts in 2013 to 27 in 2021, while there has been a considerable growth in tasks and in the number of requests from stakeholders (see Section 2.2). Moreover, over the years, EIGE has faced difficulties in filling the five Seconded National Expert (SNE) posts, despite the proactive approach through the relevant channels and its extended network to attract candidates to these positions. At the end of 2021, four SNE posts were occupied.

As in previous years, this SPD presents the resource requirements EIGE considers necessary to implement the tasks assigned to it, taking into account the staffing needs in relation to the increase in the volume of work and the availability of SNEs.

### 2.2 Outlook for 2023-2025

#### A. New tasks

N/A

#### B. Growth of existing tasks

Some of the new instruments and initiatives have brought new activities and opportunities to the promotion of gender equality. Gender mainstreaming is a horizontal principle under Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility <sup>(35)</sup>. The Commission's new Gender Equality Strategy 2020-2025, as well as the European Court of Auditors (ECA) Special Report on gender mainstreaming in the EU budget, put further emphasis on gender budgeting and gender mainstreaming in the Commission's budget process. EIGE's role in the promotion of gender equality is within the strategic priorities outlined through the above-mentioned instruments.

From 2020, since the onset of the Strategy for Gender Equality 2020-2025, EIGE has received a growing number of stakeholder requests, including requests for technical assistance, input to policy documents, and presentations of its work, data and statistics. Responding effectively has become increasingly demanding in terms of use of human resources. In 2021, EIGE received 544 stakeholder requests (an increase of 25.3 % compared to 2020), of which it accepted 258 requests (an increase of 11 % compared to 2020). After adoption of the Gender Equality Strategy 2020-2025, EIGE has received a growing number of stakeholder requests for technical assistance, mainly in the area of gender mainstreaming. In 2021, it received seven requests for technical assistance on gender mainstreaming from the key EU level stakeholders, compared with six such requests in 2020. This is a significant increase compared to previous years, which had three requests on average per year. However, due to limited resources, EIGE was able to accommodate only some of these requests (three in 2020 and four in 2021). Since EIGE anticipates that the number of such requests will continue to grow over the programming period 2023-2025, it can only sustain the level and quality of responses if additional resources are made available (see Section 2.2.3).

Furthermore, EIGE receives proposals for additional studies and research that are very relevant for its stakeholders but are also resource-intensive and conditioned upon the availability of additional posts.

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<sup>(35)</sup> Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility, ELI: <http://data.europa.eu/eli/reg/2021/241/oj>

Moreover, in order to respond to increased requests for capacity-building and training, EIGE intends to turn some of its key content into e-learning resources, notably those related to gender mainstreaming tools and methods.

Other areas that have experienced considerable growth in time and have suffered from human resources shortages are:

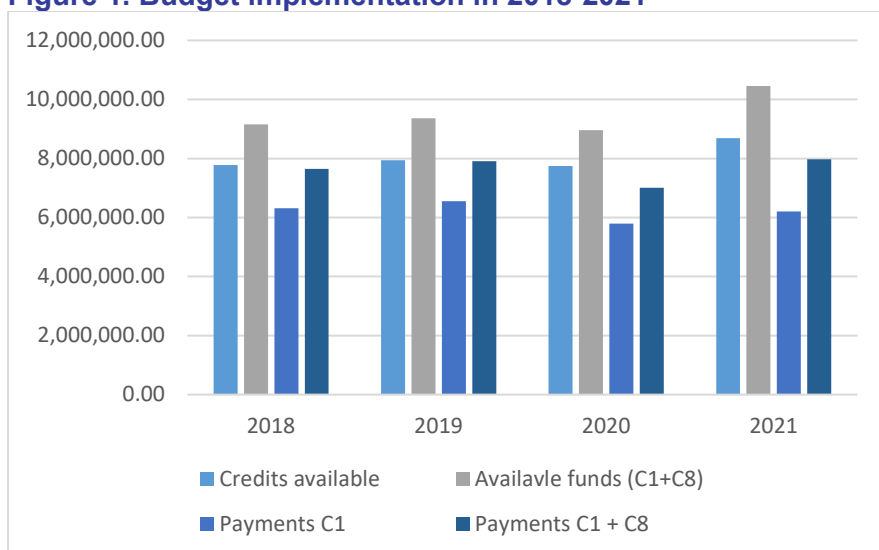
- gender mainstreaming; training and capacity-building on the use of tools and methods,
- research requests and filling in data gaps related to emerging issues,
- collection of EIGE’s (microdata) surveys to close gaps on knowledge (i.e. care) and data (Gender Equality Index),
- Gender Statistics Database,
- supporting the monitoring of the Gender Equality Strategy 2020-2025 by providing input to the Gender Equality Strategy Monitoring Portal <sup>(36)</sup>,
- addressing backlash against women’s rights and gender equality, including anti-gender initiatives,
- new forms to communicate gender equality.

### 2.3 Resource programming for 2023-2025

The budget for 2021 was EUR 8 692 878 (for 2020, EUR 7 749 900 <sup>(37)</sup>) (Figure 1 below). The initial budget adopted by the budget authority for 2021 was EUR 8 096 000. The budget was amended in June 2021, upon receipt of additional EUR 971 878 in EU contributions <sup>(38)</sup>, amounting to a total EIGE budget, inclusive of revenue, of EUR 9 067 878. Following internal consultations and upon approval by its Management Board, EIGE defined new relevant projects, amending its SPD 2021-2023 in June 2021.

At the end of 2021, EIGE had achieved 70 % absorption of the additional budget. Nonetheless, a budget reduction was necessary in December 2021 due to the impact of COVID-19 on several budget lines that related to activities involving mobility and physical travel. As a result, EIGE’s eventual budget for 2021 was EUR 8 692 878. The amended budgets of 2021 and 2020 are reflected throughout this document.

**Figure 1. Budget implementation in 2018-2021**



<sup>(36)</sup> European Commission (n.d.), Gender Equality Strategy Monitoring Portal, available at: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

<sup>(37)</sup> The initial budget adopted by the budget authority for 2020 was EUR 8 096 000. The budget was reduced by 4.27 % in November 2020, due to the impact of the COVID-19 pandemic.

<sup>(38)</sup> In line with the decision of the budgetary authority, this amount is dedicated to new projects and should not be used for creation of posts (additional human resources).

Since 2013, EIGE has been receiving contributions from the Instrument of Pre-Accession Assistance (IPA). On 20 December 2019, EIGE and DG NEAR 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 implementation period of the action was 48 months, starting on 1 January 2019 and ending in December 2022. Due to COVID-19-related project savings, the Management Board of EIGE decided to extend the project duration until December 2023. The application for a no-cost extension of the project until 30 September 2023 was submitted to DG NEAR. Total eligible costs of the action remain at EUR 928 950.30. The agreed pre-financing rate is 100 %. Salaries for a Contract Agent (CA) at Function Group (FG) III and a CA at FG II are budgeted under this agreement. The planned expenditure of the IPA contribution over the programming period is presented in Annex III and Annex XI.

In 2021, the total budget, including revenue (EU contribution, surplus, IPA and other revenue), amounted to EUR 8 693 357.85 (EUR 8 128 850.30 in 2020), of which the EU contribution was EUR 8 692 878 (EUR 7 749 900 in 2020) (Table 1 below). Projection of revenues for 2023-2025 is presented in Table 1 in Annex III.

**Table 1. Revenue in 2021**

Item	Appropriations 2021 (EUR)	IPA Programme (EUR)	Other revenue (EUR)	Total appropriations (EUR)
<b>EU contribution</b>	8 692 878.00	-	-	8 692 878.00
<b>Revenue</b>	-	0	479.85	479.85
<b>Total</b>	<b>8 692 878.00</b>	<b>0</b>	<b>479.85</b>	<b>8 693 357.85</b>

Expenditure in 2021 amounted to EUR 8 146 070.65 (EUR 7 149 867.7 in 2020), of which EUR 3 802 401 was in Title I (EUR 3 589 231.94 in 2020), EUR 1 238 457.62 was in Title II (EUR 1 163 903.69 in 2020) and EUR 3 105 212.03 was in Title III (EUR 2 396 732.07 in 2020) (see Figure 2 below).

**Figure 2. Expenditure in 2021**





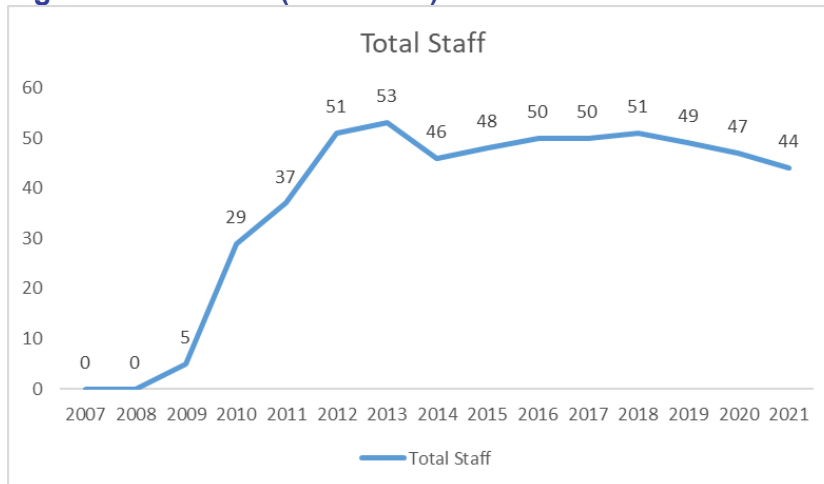
## Human resources

On 31 December 2021, EIGE staff numbered 42, made up of 26 TAs, 12 CAs <sup>(39)</sup> and four SNEs.

Table 1 in Annex IV provides an overview of statutory staff and SNEs and projections of posts for the period 2023-2025. In the past, the number of Establishment Plan posts decreased by 10 %, from 30 to 27. Additionally, it is worth noting that the five SNE posts were never simultaneously occupied, despite the proactive approach to attracting candidates to these positions. In fact, at the end of 2021, only four SNE posts were occupied.

At the end of 2021, an occupancy rate of 96 % of the Establishment Plan was registered. Figure 3 below depicts the aggregated number of all categories of staff (TAs, CAs, SNEs and trainees) for the period from inception until December 2021.

**Figure 3. Evolution (2010-2021)**



Since the end of 2021, EIGE has faced a difficult situation in terms of its staffing and workforce availability. EIGE's contractor, Manpower Lit, informed the Institute in December 2021 of its decision not to extend the contract, which resulted in the discontinuation of the employment of interim agents as of January 2022. This issue took place in the context of a court case against Manpower Lit <sup>(40)</sup>. In order to address the sudden disruption of administrative support services and to ensure service continuity, EIGE launched the recruitment procedure for three CA FG II posts in January 2022. These contracts are for one year (renewable).

Other considerations contributing to the difficult situation of EIGE's staffing:

- A sharp rise in requests for technical support from stakeholders and growth in scope of certain operational activities (see Section 2.2) increased the workload of staff beyond acceptable levels (14 out of 42 operational staff work on an average 1.35 full-time equivalent (FTE) per head, according to 2021 data);
- Several key services (e.g. procurement) and project portfolios do not have back-up arrangements due to understaffing, posing major risks to business continuity;
- The reduction in the Establishment Plan from 30 to 27 posts; for the last decade, EIGE has operated well within the parameters set by Article 3(a)(2) of the Conditions of Employment of

<sup>(39)</sup> Two CA posts are funded under the IPA contribution agreement with DG NEAR.

<sup>(40)</sup> Judgment of 11 November 2021, *Manpower Lit*, C 948/19, ECLI:EU:C:2021:906.

Other Servants of the European Union (CEOS) <sup>(41)</sup>, which defines a threshold ratio of CA to Establishment Plan posts of 75 %;

- Difficulty in recruitment of SNEs (average occupancy rate for SNE posts has been 64 % since 2011);
- The Court of Justice of the European Union (CJEU) ruling of 11 November 2021 in the Case C-948/19 (Manpower Lit) affected the Institute's capability to engage and make use of an interim workforce. The recent ruling is in favour of equal treatment, thus equal pay, so that the costs for EIGE of one interim agent would be equivalent to the net cost of staff engaged under the Staff Regulations and CEOS, plus agency fees. The Institute had to reassess the feasibility of engaging and making use of interim workers and considered that engaging contract agents is a more sustainable approach and in line with the principles of economy, sound financial management and activity-based management enshrined in its Financial Regulation <sup>(42)</sup>.

EIGE defined its need for resources in 2023 based on the above-mentioned considerations and put forward a request for three additional CAs in FG IV and two CAs in FG III that would have been deployed in operational and support activities. EIGE's staff request was, unfortunately, not upheld in the budgetary procedure.

As mitigating measures to the challenging staffing situation, EIGE has implemented several actions to make the use of resources more efficient in 2021 and 2022. Further measures for synergies and efficiency gains are defined in 2023 (see Section 2.4).

Moreover, EIGE de-prioritised some activities in order to alleviate the workload of current staff (see Section 2.5).

While these measures led to more efficient processes and better distribution of tasks, they did not sufficiently address the chronic, problematic staffing situation and a more sustainable approach needs to be considered. In the absence of additional resources, EIGE will need to consider a further downscaling of activities in critical areas, such as data collection.

The evolution of the Institute's Establishment Plan for the period 2023-2025 is presented in Table 2 in Annex IV.

## 2.4 Strategy for achieving efficiency gains

EIGE will continue to strengthen its cooperation with other EU agencies through bilateral cooperation and active participation in already established networks.

EIGE's Founding Regulation stipulates close cooperation with Eurofound, EU-OSHA, Cedefop and FRA. These agencies are EIGE's key partners for information exchange and mutual support. With these and a number of other relevant agencies, EIGE systematically exchanges information on work programmes to prevent overlaps, identify possibilities for synergies, and provide mutual support.

Moreover, EIGE will continue to participate actively in the JHA Agencies Network, a platform to establish closer cooperation, identify synergies and define a common set of strategic priorities. In this context, EIGE will participate, in 2023 and in every year of the programming period, in the peer risk assessment exercise and will contribute to a common definition and management of risks within the JHA cluster. In the provision of technical assistance and capacity-building, EIGE will continue

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<sup>(41)</sup> Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community, ELI: [http://data.europa.eu/eli/reg/1962/31\(1\)/2021-01-01](http://data.europa.eu/eli/reg/1962/31(1)/2021-01-01)

<sup>(42)</sup> EIGE (2019), Financial regulation of the European Institute for Gender Equality, adopted by Management Board Decision No MB/2019/024 of 20 December 2019, available at: <https://eige.europa.eu/about/documents-registry/financial-regulation-european-institute-gender-equality-adopted-2019>

exploring the synergies with relevant EU organisations (e.g. European University Institute (EUI), European Training Foundation (ETF)) in particular to accommodate training needs on gender mainstreaming tools of its key stakeholders (e.g. EP, European Commission).

Internally, EIGE will continue to work to identify changes to its work practices that will lead to efficiencies. This will include possibilities for sharing services and collaborations to avoid duplication of effort. In particular, EIGE will make use of the Inter-Agency Framework Contract for the provision of evaluation and feedback services to perform project evaluations in accordance with Article 29 of its Financial Regulation. EIGE also intends to use the shared services for data protection consultancy and is considering joining the inter-agency consultancy services for the provision of EU Eco-Management and Audit Scheme (EMAS) <sup>(43)</sup> services (EIGE is already an active member of the EU Agencies Network (EUAN) Green Network).

As of 2023, EIGE is expected to make use of additional modules of SYSPER 2, the human resources management (HRM) tool of the European Commission, and full use of the internally developed e-recruitment tool. In addition, it will implement the actions defined in its Human Resources (HR) Strategy 2022-2027, including the development of a competency framework and improvement of certain HR processes.

Furthermore, following an Internal Audit Service (IAS) audit on planning, programming and reporting performed in 2021, EIGE will implement actions in response to the audit recommendations, which will become effective as of 2023. The actions defined in the Audit Action Plan will lead to more effective and efficient processes in the area of planning, monitoring and reporting, as well as aligning these processes with the project-led organisation (PLO) approach.

Internally, in 2023 EIGE will continue its efforts to further digitalise the workplace. Electronic workflows and electronic signatures were further implemented in 2021, with the aim of establishing a paperless workflow system by 2023. The project management tool (PMT) was enhanced with new functionalities that will make project management processes more efficient. In addition, the use of e-procurement should be fully operational as of 2023. During this programming period, EIGE will seek opportunities to enhance its collaborative and online communications tools.

## 2.5 Negative priorities/decrease of existing tasks

In spite of staff shortages experienced in recent years, EIGE remains fully committed to executing its mandate and responding to the growing number of requests from its stakeholders, which shows their respect for EIGE's activities. In order to be able to deliver all of its tasks efficiently and to a high standard of quality, EIGE has decided to reduce the scope of certain activities. In this manner, EIGE will be able to assign resources more flexibly to core activities and to prioritise the most important requests, while reiterating its call for resources to sustain full and proper implementation of its Annual Work Programme 2023.

The following will be reduced in scope:

- EIGE will postpone the development or update of the policy areas of the Gender Mainstreaming Platform <sup>(44)</sup> until 2025.
- Technical support to EU institutions and Member States shall be provided to a limited number of key stakeholders (up to two, prioritising EU institutions), according to the requested extent of such support (e.g. more in-depth, long-term).
- Updating data on eligibility for parental leave in the EU Member States will be postponed due to the prioritisation of survey data collection (e.g. joint FRA-EIGE survey (VAW II), EU-wide survey on gender gaps in unpaid care, individual and social activities).

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<sup>(43)</sup> More information on EMAS is available at: [https://ec.europa.eu/environment/emas/index\\_en.htm](https://ec.europa.eu/environment/emas/index_en.htm)

<sup>(44)</sup> EIGE (n.d.), *Gender mainstreaming policy areas*, available at: <https://eige.europa.eu/gender-mainstreaming/policy-areas>

In 2022, EIGE has optimised its typology of outputs, with the aim of simplifying and making outputs even more audience focused.

# Section III - Annual Work Programme 2023

## 1.1 Executive summary

A detailed description of EIGE's activities planned for 2023 is provided within each action area, presented in Section 3.2.

- A. Providing evidence: research and data collection.
- B. Supporting gender responsive policies: gender mainstreaming and specific tools.
- C. Communicating gender equality.
- D. Organisation, administration and functioning of EIGE (horizontal).

The description of each activity is arranged in a table, which explains how activities contribute to the Institute's strategic objectives, alongside their specific objectives and expected results. It also describes the outputs for 2023 and, where relevant, the links to preceding and successive years. As a number of EIGE's activities are multi-annual in nature – considering the entire process from initial preparation to implementation and communication – work often spreads over several years.

To enable efficient performance monitoring, the description of each activity includes output and outcome indicators, as well as the targets for 2023 and the latest results (if a recurring activity and relevant). Furthermore, the means and frequency of verification are outlined to enable monitoring of the achievement of the targets to support the annual reporting process. The description of each activity also shows the estimated human and financial resources.

Additionally, the horizontal activities are described in part D: organisation, administration and functioning of EIGE, in relation to procurement, human resource management, budget implementation, internal control and audit, ICT infrastructure, facility management and management support assistance.

## 1.2 Activities

### A. Providing evidence: research and data collection

EIGE's Founding Regulation states that the Institute was set up to 'collect, analyse and disseminate relevant objective, comparable and reliable information as regards gender equality'. EIGE will further enhance its work in collecting and analysing data on gender equality at EU and Member State level. EIGE is often a unique source of comparable data on gender equality for the EU. The Institute will continue to build on its established reputation as the knowledge centre for gender equality in the EU by continuing to provide high-quality research and data for evidence-based policy-making and gender mainstreaming. The Institute will also explore new areas for data analysis on selected gender equality topics, in line with EU policy priorities. The annual Gender Equality Index, which gives an update on the situation of gender equality in each Member State and shows trends over time, will continue to include a thematic focus on an issue of high political importance.

#### Activity 1. Gender Equality Index

The Gender Equality Index is a composite indicator of gender equality attainment at EU and Member State level, providing insights on the core domains of work, money, knowledge, time, power, health, and on two additional domains - violence against women, and intersecting inequalities. As of 2019, the Index is updated annually, with a deeper focus on a selected thematic area. This enables EIGE to: (1) provide a broader context for interpretation of Index scores; (2) look at gender inequalities in the selected area more comprehensively; (3) highlight key indicators to monitor progress in gender equality in related policy areas. The Gender Equality Index has been widely recognised for its significant contribution to monitoring progress on gender equality in the EU. It plays an important role in informing policy debates and developments in the EU and its Member States. The Gender Equality Strategy 2020-2025 recognises EIGE's Index as the key benchmark for gender equality in the EU.

<b>Contributing to strategic objectives:</b>
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) Support the integration of a gender perspective in EU policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups.
<b>Specific objective(s):</b> To support EU and Member States' policy-making by monitoring gaps and trends in gender equality.
<b>Overview of the activity</b>
In 2023, the eighth edition of the Gender Equality Index will provide updated Index scores, including the trends in time. The Index 2023 will introduce unique data for the domain of Time, based on EU-wide survey on gender gaps in unpaid care, individual and social activities (carried out by EIGE in 2022). Its thematic focus on the European Green Deal and gender equality will offer evidence to support policy priorities of the EU and, if relevant, to the Spanish Presidency of the EU Council (second semester of 2023). The thematic focus of the Index is in line with the EU's priority theme 'European Green Deal'. Ten years after its first release in 2013, EIGE will consult with its key stakeholders to assess the need for a conceptual and methodological update of the Index. This consultation with representatives of EU institutions, government gender equality bodies, European CSOs and social partners, key data providers, and researchers will start in 2022 and continue during 2023. For the methodological update, EIGE will also draw on the conclusions and recommendations of the 2020 Index audit by the JRC. EIGE aims to release an updated Index in 2025.
<b>Expected results</b>
The eighth release of the Index aims to increase understanding and monitoring of gender equality and its challenges across different areas of life, including respective public policies, particularly in relation to the European Green Deal. In this context, the main expected result for 2023 is increased use of the Index as a reference source for the EU institutions, the Member States and other stakeholders.
<b>Main outputs</b>
In addition to the main Index report, which provides and interprets Index scores and includes findings on the thematic focus, EIGE will update a dedicated web section of the Gender Equality Index, develop country profiles that enable a concise overview of each country's situation, and produce a policy brief based on the EU-wide survey of gender

gaps in unpaid care, individual and social activities. EIGE will communicate the Gender Equality Index results, targeting key stakeholders in the thematic area of Index 2023. The impact of the Index will be ensured through varied communication approaches.

In 2023, EIGE will start preparations for Index 2024, which will focus on violence against women. In addition, stakeholder engagement and other communication activities in relation to Index 2022 results will be ensured throughout 2023.

Indicators	Latest results <sup>(45)</sup>	Target 2023	Source	Means and frequency of verification
<b>Outcome/expected results indicators</b>				
Number of policy references to the Index	2021 result: 117	100	Policy reports monitoring	CAAR
<b>Output indicators</b>				
Gender Equality Index 2023 report internally developed on time	Q3	Q3	PMT	Progress reports to the Management Board (Q2/Q4)
Gender Equality Index EU and 27 country profiles internally developed on time	Q3	Q3	PMT	
Survey on gender gaps in unpaid care, individual and social activities: a technical report developed internally on time	n/a	Q2	PMT	
Policy brief on gender gaps in care, individual and social activities internally developed on time	N/A	Q2	PMT	
<b>Total FTE for this activity</b>		<b>Budget</b>		
4.06 (2.97 TA, 0.9 CA, 0.19 SNE)		EUR 770 408.12		

<sup>(45)</sup> Latest results across all listed activities refer to 2021 data, wherever such data is available.

## Activity 2. Monitoring of international commitments and supporting the Presidencies of the Council of the EU

The BPfA continues to serve as the blueprint for the achievement of gender equality across the globe. Successive Council Presidencies have established indicators to measure progress in implementing gender equality in 11 out of 12 areas of concern in the EU and its Member States. Since 2011, EIGE has played a central role in collecting and processing the information and data, developing BPfA reports and research notes, and providing recommendations that frequently led to the development of new policy orientations through Council Conclusions adopted at the EPSCO Council meetings every semester. EIGE works closely with the rotating Presidencies of the Council to keep gender equality high on their agenda by giving them targeted support through gender equality expertise for policy discussions.

Contributing to strategic objectives:				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) Support the integration of a gender perspective in EU policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups.				
<b>Specific objective(s):</b> To support the EU and Member States in the implementation of the BPfA.				
Overview of the activity				
In 2023, EIGE will work closely with the first semester Presidency of the EU (Sweden) to finalise and publish the BPfA report on gender equality and gender mainstreaming in the COVID-19 recovery (the report will be drafted by the end of 2022) in order to inform the Council Conclusions. By the end of 2023, EIGE will develop a report on financial independence and gender equality, which will support the first semester Presidency 2024 (Belgium) and provide a basis for Council Conclusions in the selected thematic area. As part of the BPfA reports, EIGE will propose new indicators for the BPfA monitoring framework in the area selected for review, if relevant. The new indicators, if agreed in the Council, will be integrated into the Council Conclusions.				
Expected results				
The BPfA report to support the first semester Presidency will provide research findings and recommendations aiming to support the development of new policy commitments through Council Conclusions adopted at the Council meetings. In this context, the main expected result for 2023 is an increased use of BPfA reports as a reference source to measure progress in implementing gender equality in the selected thematic area in the EU and Member States.				
Main outputs				
During the first semester of 2023, the BPfA report to support the Swedish Presidency of the EU will be presented to the Commission's High-Level Group on Gender Mainstreaming (HLG) and at high-level Presidency events. EIGE also aims to present the results in the relevant Council meetings and at the UN Commission on the Status of Women. If relevant, the update of indicators for the BPfA monitoring framework will be introduced and communicated through EIGE's Gender Statistics Database under the 'Beijing Platform for Action' entry point. Broader outreach of the BPfA report will be ensured through varied communication approaches. The draft report to support the first semester Presidency 2024 (Belgium) will be developed by the end of 2023 and will be submitted to the HLG for review during the Belgian Presidency. During 2023, EIGE will also prepare technical specifications and launch a procurement procedure to gather data and information for the Beijing+30 report in support to the Polish presidency (first semester of 2025).				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
Outcome/expected results indicators				
Number of policy references to BPfA reports	2021 results: 79	70	Policy monitoring reports	CAAR
Output indicators				
BPfA report on gender equality and gender mainstreaming in COVID-19 recovery (Presidency first semester 2023) developed internally on time	N/A	Q2	PMT	Progress reports to the Management Board (Q2/Q4)



BPfA report on financial independence and gender equality (Presidency first semester 2024) developed internally on time for HLG review	N/A	Q4	PMT	
Technical specifications for Beijing+30 report to support Presidency first semester 2025, launched on time	N/A	Q4	PMT	
<b>Total FTE for this activity</b>			<b>Budget</b>	
2.31 (1.97 TA, 0.20 CA, 0.14 SNE)			EUR 655 478.73	

### Activity 3. Data collection on gender-based violence: administrative and survey data on violence against women and domestic violence

In 2023, EIGE will continue to improve the knowledge, availability and quality of administrative data at EU and Member State level on different forms of violence against women. The first administrative data collection on EIGE's 13 indicators was conducted in 2019-2020. The new data collection, covering the period 2018-2022, will be conducted in 2023, using a new data collection tool developed in partnership with national data providers. Administrative data will provide information on Member States' performance and victims' access to justice, and will also support the implementation, monitoring and evaluation of the Proposed Directive on combating violence against women and domestic violence, once adopted. It will also complement data gathered through the joint FRA-EIGE survey on violence against women (VAW II) and the EU-GBV. EIGE will look at the feasibility of conducting a trend analysis between data collected in the first exercise (covering 2014-2018) and the latest data collected on IPV and femicide and will assess the completeness, accuracy and comparability of the administrative data collected on domestic violence and violence against women.

In 2016, Eurostat established a Task Force to develop the EU-GBV survey, with EIGE and FRA forming part of that Task Force. Given that not all Member States opted to undertake the survey, in 2021 EIGE and FRA, in close cooperation with the Commission and Eurostat, started the joint survey project, VAW II, replicating the EU-GBV survey in the eight Member States that were not part of the Eurostat survey, ensuring the coherence and synergy of research, and with the aim of having an EU-wide comparable data on violence against women. The results of Eurostat's EU-GBV survey will be available in 2023. Data collected by the VAW II survey (2023) on the missing Member States will be analysed alongside the data collected through Eurostat. This way, an EU-wide comparable data on violence against women will be provided. This data will also be used to populate the domain of violence for the Gender Equality Index 2024. The joint survey project of EIGE and FRA will provide further evidence on the extent and characteristics of violence against women, which will underpin new policies to prevent and combat GBV against women.

The improvement of availability, quality and comparability of relevant data remains a key priority in the area of GBV against women.

<b>Contributing to strategic objectives:</b>
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
<b>Specific objective(s):</b> To support the use of a comparable measurement framework on violence against women, through the collection of administrative and survey data at EU and Member State level. To support EU and Member States' legislative and policy developments to prevent and combat violence against women.
<b>Overview of the activity</b>
Based on EIGE's activities in 2021 and 2022 to support the provision of administrative data on violence against women (i.e. consultations with national stakeholders to refine the indicators and the development of a new data collection with accompanying guidelines <sup>(46)</sup> ), the second data collection process will be conducted for EIGE's 13 indicators for the police and justice sector on IPV, rape and femicide. Following consultations with national data providers on the feasibility of expanding the current data collection to cover domestic violence incidents and/or victims, the activity will aim to collect data on both GBV against women (and its most prevalent form, IPV) and domestic violence. The data and statistical information resulting from this exercise will provide robust evidence on the extent of reported violence against women and will serve to support a more comprehensive analysis of the EU prevalence data on different forms of violence against women, collected through the Eurostat EU-GBV and VAW II surveys. After the Eurostat-FRA assessment in 2022 on the feasibility of conducting the survey in all EU Member States to ensure EU-wide comparable data, EIGE and FRA launched the VAW II in eight Member States. The fieldwork started in 2022 and the data collection will be completed in 2023. This will support Member States with the data collection obligations under the Proposed Directive on combating violence against women and domestic violence. EIGE's engagement in different working groups and task forces (e.g. Eurostat Crime Statistics Working Group or the Task Force for the EU-GBV survey) and the gender-sensitive data analysis that will be undertaken together with FRA and Eurostat contribute to the use of data for the best policy impact in the area of violence against women.
EIGE, together with FRA and Eurostat, will start preparations for the 2024 communications approach.

<sup>(46)</sup> EIGE (2018), *Indicators on intimate partner violence and rape for the police and justice sectors*, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/indicators-intimate-partner-violence-and-rape-police-and-justice-sectors>

Expected results				
<p>The key result of this activity will be unique data and strengthened cooperation with national and EU data providers to enhance EU-wide administrative data collection on violence against women and domestic violence. This activity will provide a better understanding of the extent of violence against women and domestic violence in the EU and will contribute to the creation of more targeted EU and Member States' legislation and policies to prevent and combat such violence. Moreover, this activity will provide data to populate the violence domain for the Gender Equality Index 2024.</p>				
Main outputs				
<p>The development of the methodological guidelines, together with the refinement of the indicators and the data collection tool, will serve to improve the new administrative data collection exercise. EIGE will collect data on IPV, domestic violence, rape and femicide for the period 2018-2022 and will assess the availability and comparability of the data on violence against women and domestic violence. EIGE will provide technical assistance to data providers to meet data requirements and foster their statistical capacity to produce statistics on these forms of violence. Regular exchanges with national data providers will be held in 2023 to validate the data and assess its completeness. EIGE will regularly update relevant indicators on the GBV entry point of the Gender Statistics Database with data from external providers (FRA, Women Against Violence Europe (WAVE), Eurostat) and also with its unique data collection work. The data will be collected during 2023 and will complement the Eurostat EU-GBV survey and VAW II survey.</p> <p>In 2023, two new datasets will be available: the administrative data on EIGE's 13 indicators and the final survey dataset for eight Member States (VAW II) to complement the Eurostat EU-GBV survey.</p>				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
Outcome/expected results indicators				
Number of policy references to EIGE's data collection on GBV	73	50	Policy monitoring reports	CAAR
Output indicators				
Datasets with EIGE's administrative data on IPV, domestic violence, rape and femicide collected on time (date of internal approval)	N/A	Q4	PMT	Progress reports to the Management Board (Q2/Q4)
Data sets on VAW II survey collected (date of internal approval)	N/A	Q4	PMT	
Datasets for GBV entry point in Gender Statistics Database updated and published on time	Q4	Q4	PMT	
Number of consultation meetings with national data providers	N/A	1	Events register	
Total FTE for this activity	Budget			
2.08 (1.9 TA, 0 CA, 0.18 SNE)	EUR 920 123.08			

## Activity 4. Research and development of the indicators on gender-based violence: cyber violence against women

Research by EIGE in 2017 <sup>(47)</sup> showed that digitalisation not only created a new environment for different forms of violence against women to take place, but also created new tools to inflict harm and amplified the manner in which victims can be targeted. Cyber violence is now part of the continuum of violence against women: it does not exist in a vacuum, but, rather, both stems from and sustains multiple forms of offline violence. However, to date, cyber violence has not been fully conceptualised, defined or legislated against at EU level. While several Member States have passed national legislation specifically targeting cyber violence against women, in particular non-consensual image-sharing and sexual harassment online, cyber violence has not been fully conceptualised or measured in the EU. The inclusion of cyber violence issues in European Commission’s actions showcases the importance of the issue.

In order to formulate effective policy responses that recognise that cyber violence against women is a form of GBV against women, sex-disaggregated EU-wide data is needed and national-level research within EU Member States needs to be supported. This EIGE activity will continue work done in 2017 and will build on the mapping of national data, policies and research conducted by EIGE in 2021 and 2022, which concluded with the proposal of gender-sensitive definitions for the most prevalent forms of cyber violence against women and girls. In 2023, EIGE will work on a comparable measurement framework that will be fully aligned with the European Commission’s new legislative proposal. To this end, EIGE will build on the mapping and results from its previous project and, in partnership with the Member States, will propose how to operationalise these definitions to measure specific forms of online violence. EIGE will ensure cooperation with FRA, as well as with other EU agencies collecting sex-disaggregated data on cyber violence and ICT-related topics.

<b>Contributing to strategic objectives:</b>
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
<b>Specific objective(s):</b> To support the development of a comparable measurement framework on violence against women by providing the tools to collect reliable data on cyber violence at EU and Member State level.
<b>Overview of the activity</b>
Building on the mapping of cyber violence research done by EIGE and other relevant EU institutions in recent years, the activity, which was launched in 2022, aims to develop and introduce a comparable measurement framework grounded in the conceptual mapping developed by EIGE to date. EIGE worked towards harmonised definitions, for statistical purposes, of cyber violence against women and girls and its different forms, which serve as a building block for the current activity. Discussion with the Member States will provide a base for agreement on the indicators able to capture the digital dimension of GBV, once the feasibility study to assess their statistical capabilities is complete. The definitions will be broken down into components consisting of quantifying variables to measure the occurrence, frequency and severity of these forms of online violence. Given the specific nature of cyber violence data, which is largely owned and managed by social media platforms, the study will be complemented with active engagement with social media platforms as a main actor to be involved in a solution-oriented discussion. In particular, the study will focus on an analysis of social media policies on cyber violence from a gender perspective, interviews with platforms stakeholders, and a mixed-methods analysis of social media data (if made available by platforms). This will strengthen the measurement framework towards grey areas of violence reported to social media platforms but not to police and justice institutions.
<b>Expected results</b>
The operationalisation of statistical definitions of cyber violence is the basis for the development of the indicator(s) for cyber violence, which will allow efforts towards gathering comparable data across the EU. This in turn will allow work to be initiated on evidence-based legislation and policies aimed at protecting victims and ending the phenomenon. After the publication of the report mapping the national data, policies and research in Member States (2022), a proposal for a comparable measurement framework grounded in the statistical definitions for specific forms of cyber violence against women will be presented to Member States, followed by an assessment of the national statistical capabilities to collect data on cyber violence against women (2024). In order to achieve this goal, at least one consultation meeting with Member States, the Commission and other relevant stakeholders will be organised within the scope of the implementation of this activity. In parallel, the active engagement of social media platforms in data collection is intended to strengthen platform

<sup>(47)</sup> EIGE (2017), *Cyber violence against women and girls*, European Institute for Gender Equality, Vilnius, available at: <https://eige.europa.eu/publications/cyber-violence-against-women-and-girls>

reporting practices and increasing transparency and protection for victims through coordination with Member States and at EU level.				
<b>Main outputs</b>				
Main outputs of this activity will be the proposal of the definition for statistical purposes and the proposal for the comparable measurement framework on cyber violence against women. The existing EIGE definition will act as the foundation for discussions on the potential development of cyber violence indicators with Member States and the related assessment of their statistical value. The results of the engagement with social media platforms and related analysis will be published in 2024 in a report and an accompanying factsheet.				
<b>Indicators</b>	<b>Latest results</b>	<b>Target 2022</b>	<b>Source</b>	<b>Means and frequency of verification</b>
<b>Outcome/expected results indicators</b>				
Number of policy references to EIGE's work on cyber violence	5	2	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Number of consultation meetings with relevant Member State stakeholders and experts	N/A	1	Events register	Progress reports to the Management Board (Q2/Q4)
<b>Total FTE for this activity</b>		<b>Budget</b>		
0.42 (0.2 TA, 0 CA, 0.22 SNE)		EUR 228 414.45		

## Activity 5. Research on emerging issue(s): gender-based violence in times of crises

The Russian invasion of Ukraine led to the displacement of Ukrainian citizens on a significant scale, exposing those fleeing Ukraine, namely women and children, to heightened levels of sexual violence. The EU and its Member States have adopted specific measures to put in place mechanisms and resources to host refugees and meet their needs, such as the enforcement of temporary protection mechanisms. Research conducted in conflict zones shows that there are always protection and accountability gaps in relation to conflict-related sexual violence.

EIGE’s previous work on the impact of COVID-19 and the increased risk of IPV as a consequence of lockdown policies showed that the prevalence and severity of GBV, particularly sexual and domestic violence, are exacerbated in crisis settings. Armed conflict, natural disasters, pandemics and humanitarian emergencies encompass increased migration flows and displacement, together with a government and socially weakened capability to protect women and girls from the increased threat of GBV. GBV, primarily sexual violence, can occur at every stage of a conflict or crisis and is common in humanitarian settings, as research from the United Nations Population Fund (UNFPA) has shown. EIGE started working on the impact of the Russian invasion of Ukraine in 2022, assessing the availability of specialised support services to refugee victims of conflict-related sexual violence and the challenges in their provision and access.

Following this first study, which will be published in 2023, EIGE will implement a project to provide guidance on early detection of victims of sexual GBV, coupled with gender-sensitive gathering of evidence to better document such cases. EIGE will liaise with the EU agencies that have worked in the area, such as EUAA or Eurojust (Genocide Network) to ensure the evidence gathering that enables the identification of the early signals of sexual violence and GBV. This will be accompanied by an assessment of the measures and policies in place to prevent violence against women in both the cross-border and EU detention centres.

<b>Contributing to strategic objectives:</b>
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
<b>Specific objective(s):</b>
To complement the work of relevant EU institutions and international organisations and support the enforcement of a human security framework that ensures the protection of women and girls at increased risk of sexual violence and GBV in crisis settings, and a life in dignity for all.
<b>Overview of the activity</b>
In 2023, EIGE will focus on the increased risk of GBV in crisis settings to provide guidance to better identify victims and protect them from further victimisation. It will build on previous work conducted at international and EU level (the Latin American model protocol for the investigation of gender-related killings of women; the Eurojust Genocide Network; the EUAA, etc.) and will also look into the implementation of UN resolutions, namely Resolution 1325, at national level. Desk research will be supplemented by interviews with officers at border crossings, staff at detention centres, non-governmental organisations (NGOs) dealing with migrants and women and girl refugees, and, if possible, with victims/survivors of conflicts and related crises. Building on the desk research and the interviews, EIGE will, in close consultation with field experts, develop practical guidance on how to identify the early signals of sexual GBV that can be implemented in the field by professionals in contact with potential victims at border controls and in detention and reception centres. The identification of early signals is crucial to build and document a case and gather evidence to provide gender-responsive justice to victims of sexual GBV. Therefore this activity aims to provide new insights into how to better build/document a sexual GBV case in the scope of crisis settings.
<b>Expected results</b>
EIGE’s 2023 activity on research on emerging issues in relation to GBV aims to analyse in depth the links between the increased threat of sexual GBV in crisis settings. The expected results for 2023 are to: (1) provide evidence of the increased risk of sexual GBV in crisis settings, and (2) provide new gender-responsive guidance and practical materials for the early detection of signals of sexual violence, together with practical guidance on how to build/document a case based on these signals and the responsive gathering of evidence. Furthermore, in 2023, EIGE will finalise and publish the study on ‘Access to specialised healthcare services: How refugee women can realise their sexual and reproductive rights in the EU’, which will provide an EU-27 mapping of the specialised services available to victims of conflict-related sexual violence, and an assessment of the challenges in accessing those services, based on interviews with victims and service providers.

<b>Main outputs</b>				
The main output will be the publication of the report on accessing specialised sexual and reproductive healthcare services for victims of conflict-related sexual violence and the launch of the tender specifications of the study, to be published in 2024, that will consist of hands-on guidelines to provide law enforcement agencies with practical tools for more comprehensive documentation of gender-based crimes and their long-lasting impacts. The guidelines will also provide tools for the identification of risk factors in different scenarios at various points of the migration process and will present some promising practices for prevention and protection.				
<b>Indicators</b>	<b>Latest results</b>	<b>Target 2023</b>	<b>Source</b>	<b>Means and frequency of verification</b>
<b>Outcome/expected results indicators</b>				
Number of policy references to EIGE's work on conflict-related sexual GBV	N/A	2	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Report on access to specialised sexual and reproductive healthcare services for victims of conflict-related sexual violence internally developed on time	N/A	Q3	Project management tool (PMT)	Progress reports to the Management Board (Q2/Q4)
Tender specifications for the study on the victims of conflict-related sexual violence and guidance for their protection launched on time	N/A	Q1	Project management tool (PMT)	Progress reports to the Management Board (Q2/Q4)
Number of consultation meetings with relevant stakeholders and experts	n/a	1	Events register	Progress reports to the Management Board (Q2/Q4)
<b>Total FTE for this activity</b>		<b>Budget</b>		
1.15 (0.42 TA, 0 CA, 0.73 SNE)		EUR 285 422.78		

## B. Supporting gender responsive policies: gender mainstreaming and specific tools

Gender mainstreaming integrates a gender perspective into every stage of each policy intervention: design, planning, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes. It also promotes the mainstreaming of gender into institutional structures, supporting institutional change and equal participation of women and men at all levels. In line with the long-term objective of providing tools to build the capacity of Member States to mainstream gender into all policy areas, throughout 2023-2025 EIGE will continue to develop gender mainstreaming tools and methods for policy implementation and to support the EU in designing more effective gender mainstreaming strategies.

### Activity 6. Policy support on gender mainstreaming

In line with the long-term objective of supporting the integration of a gender perspective into EU and national policies, this activity will support the EU and the Member States in designing more effective gender mainstreaming strategies by: (1) providing evidence-based findings, good practices and recommendations in environmental and climate change action, and (2) strengthening their capacity to mainstream gender into areas linked to the European Green Deal.

Contributing to strategic objectives				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) To support the integration of a gender perspective in community policies and resulting national policies.				
<b>Specific objective(s):</b> To support EU and Member States' policy-making on the implementation of gender mainstreaming in policy areas and actions linked to the European Green Deal.				
Overview of the activity				
In 2023, EIGE will collect information and examples on effective national and EU gender mainstreaming practices (e.g. introduction of the gender dimension in the steps of the regular policy cycle) and the use of specific gender mainstreaming methods (e.g. gender impact assessment) in environmental and climate action. EIGE will collect, analyse and publish examples of good practices used by Member States to implement gender mainstreaming in environmental and climate action. EIGE will revise the criteria for good practices in the field of environmental and climate action, and strengthen the awareness-raising and competence development component through an exchange on practices and competence development session with the Thematic Network on Gender Mainstreaming and a peer-review session on the examples identified. The results will be used to expand the good practices section of EIGE's Gender Mainstreaming Platform. EIGE will continue its support to DG REFORM on gender mainstreaming in public reform and budget processes.				
Expected results				
EIGE's 2023 policy support on gender mainstreaming aims to strengthen the implementation of gender mainstreaming in climate action and the green transition. The expected results for 2023 are to: (1) provide good practice examples and know-how on gender mainstreaming in the selected policy area, and (2) increase awareness and capacity of policymakers and officials of the EU institutions and Member States to effectively implement gender mainstreaming in European Green Deal-related areas.				
Main outputs				
EIGE will compile the findings of the research in a report on good practice examples of effective gender mainstreaming in environment and climate action. As part of a consultation process (e.g. validation of data or recommendations), EIGE will work with key stakeholders and other relevant actors and experts in the policy area. The process will serve as a mechanism to raise awareness and develop competence and capacity. The main outputs will be available on EIGE's Gender Mainstreaming Platform in 2023.				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
<b>Outcome/expected results indicators</b>				
Number of policy references to EIGE's work on gender mainstreaming	38	30	Policy monitoring reports	CAAR
Output indicators				



Report on good practices on gender mainstreaming in environment and climate action internally developed on time	Q4	Q4	PMT	Progress reports to the Management Board (Q2/ Q4)
Report (web version) on good practices on gender mainstreaming in environment and climate action published on EIGE's Gender Mainstreaming Platform	Q4		PMT	
Number of experts' meetings on good practices	N/A	Up to 2	Events register	
<b>Total FTE for this activity</b>		<b>Budget</b>		
0.92 (0.67 TA, 0 CA, 0.25 SNE)		EUR 360 502.37		

## Activity 7. Methods and tools for gender mainstreaming

In line with the long-term objective of supporting the integration of a gender perspective in the EU and national policies, in 2023 EIGE will continue supporting the European Commission and Member States on gender mainstreaming methods and tools by: (1) developing new methods and tools, (2) providing technical support to EIGE’s stakeholders in the practical use of its methods and tools, and (3) strengthening cooperation and partnership development to boost gender mainstreaming. The Thematic Network on Gender Mainstreaming that was re-established in 2019 continues to be a space for practitioners from the Member States and the EU institutions to exchange information on the progress made in the implementation of gender mainstreaming strategies, and also serves as a channel for providing support on the use of gender mainstreaming methods and tools. The Thematic Network meets one to two times a year.

In 2023, EIGE will develop a tool on gender equality action plans for elected parliaments. A gender equality action plan is one of the most important methods and tools for mainstreaming gender into institutional structures and supporting equal representation of women and men in various institutions, including in decision-making positions. Based on the 2019 gender equality analysis of the national parliaments and the EP, EIGE will collect EU-wide publicly available data and assess trends in gender equality and gender sensitivity of the EU and national parliaments through the analysis of the presence, role and positions of women and men across the elected bodies. The findings will be used to develop an evidence-based tool - a gender equality action plan - to support parliaments to plan and monitor progress towards institutional change and increased gender-sensitiveness of their organisation, working procedures, legislative work and symbolic structures.

Contributing to strategic objectives				
2) To support the integration of a gender perspective in community policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups.				
<b>Specific objective(s):</b> To provide tools to build the capacity of EU institutions and EU Member States to mainstream gender into all policy areas.				
Overview of the activity				
Methods and tools for gender mainstreaming facilitate the integration of gender into policies and programmes. In line with EU and international commitments and approaches, including the Gender Equality Strategy 2020-2025, EIGE has been developing and offering the EU and its Member States a coherent system for gender mainstreaming that proposes the strategic use of different methods and tools into all steps of the policy/programming cycle. EIGE’s tools and methods are practical, ready to use ‘how-to’ tools that can be used separately or together to shape significantly different policies and programmes. In the last few years, EIGE has strengthened the provision of technical assistance and cooperation, with a focus on EU institutions, as well as support and partnership with the Member States and other stakeholders, including through the Thematic Network on Gender Mainstreaming.				
Expected results				
EIGE’s 2023 development and support on methods and tools for gender mainstreaming aims to: (1) increase knowledge and capacity of policymakers and officials of the EU institutions, the Member States and other stakeholders to effectively implement gender mainstreaming, and (2) foster uptake of gender mainstreaming methods and tools. One of the objectives of the Thematic Network on Gender Mainstreaming is to contribute to more effective and sustainable design and implementation of gender mainstreaming, and the expertise from its members will be collected and reflected in EIGE’s methods.				
Main outputs				
As regards the development of new methods and tools, in 2023 EIGE will finalise and make available – in pdf and on its Gender Mainstreaming Platform – a toolkit to integrate environmental and climate action concerns along with gender equality issues in evaluations and strategic foresight exercises. It will also continue work on the integration of gender equality into the programme/project cycle and institutions, with the development of a new tool on gender equality actions plans for elected parliaments that will be available in 2024, ahead of the EP elections. EIGE will update and make available a policy brief (method and tool brief) on gender equality action plans on its Gender Mainstreaming Platform. It will provide technical assistance to a limited number of stakeholders, giving priority to EU institutions, in the practical implementation of gender mainstreaming in aspects of EU and Member States policies, programmes, projects and institutions. In addition, meetings and regular exchanges with EIGE’s Thematic Network on Gender Equality on the practical application of methods and tools will be held in 2023.				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification

<b>Outcome/expected results indicators</b>				
Number of methods and tool-related references	2021 results: 60	50	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Dataset on gender equality in parliaments collected on time	N/A	Q3	PMT	Progress reports to the Management Board (Q2/ Q4)
Report on gender sensitivity of EU and national parliaments completed internally on time	N/A	Q4	PMT	
Tool on gender equality action plans completed internally on time	N/A	Q4	PMT	
Policy brief (method and tool brief) on gender equality action plans completed internally on time	N/A	Q4	PMT	
Toolkit to implement gender-responsive and environmental evaluation in the EU completed internally	N/A	Q3	PMT	
Toolkit (web version) to implement gender-responsive and environmental evaluation in the EU completed internally on time	N/A	Q3	PMT	
Policy brief on key findings on evaluation (e.g. strategic foresight) completed internally on time	N/A	Q3	PMT	
Factsheet on evaluation completed internally on time	N/A	Q3	PMT	
Number of stakeholders provided with technical assistance (if requested)	N/A	From 1 to max 2	Stakeholders' request register	
Number of experts' events	N/A	Up to 2	Events register	
<b>Total FTE for this activity</b>		<b>Budget</b>		
2.5 (1.42 TA, 0 CA, 1.08 SNE)		EUR 573 958.37		

## Activity 8. Gender Statistics Database

EIGE's Gender Statistics Database is a centralised, reliable and up to date source on key gender statistics and indicators. It aims to assist EU institutions and the Member States through the collation, analysis and communication of reliable and comparable data on equality between women and men, improving quality, production and availability of gender statistics. EIGE ensures that the Database is sustained as a key source of reference data on gender statistics and is thus maintained, updated regularly, and accessible in a user-friendly manner. The content of the Database reflects the areas of EIGE's work and adds value to policy-making.

<p><b>Contributing to strategic objectives:</b></p> <p>1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) Support the integration of a gender perspective in community policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups.</p> <p><b>Specific objective(s):</b> To support EU and Member States' policy-making by improving collection and availability of high-quality gender statistics.</p>
<p><b>Overview of the activity</b></p> <p>In 2023, the focus of the Gender Statistics Database will be on providing continuity to EIGE's statistical data collection for which the Institute is a primary, unique and harmonised source, such as women and men in decision-making, IPV or survey data collected by EIGE (e.g. on time-use). Communication of relevant gender statistics collected by other data providers shall progressively become better aligned to EIGE's programming areas. Through the ongoing process of maintaining and updating the Database, EIGE will keep highlighting remaining gaps in the collection and availability of gender statistics and setting standards on mainstreaming gender into statistical data production. The goal is to facilitate engendering the statistics and avoiding gender bias in EU statistical projects, programmes and policies. Bearing in mind that gender statistics and indicators are an integral part of gender mainstreaming throughout the entire policy cycle, EIGE will share and promote quality standards for the production of gender-sensitive statistics, with a gender mainstreaming approach in data collection activities. Hence, gender statistics are an essential part of the monitoring and evaluation of projects and programmes implementation, as well as policy outcomes. EIGE will promote this approach with prominent statistical providers at national and EU level, aiming to define from the very start of the process how the gender dimension should be taken into account in each planned statistical step. Within the framework of its unique data collection on women and men in decision-making, EIGE will keep extending and consolidating this statistical activity in relation to emerging policy needs, i.e. assessing the gender balance of women and men participating on boards, task forces and/or other decision-making positions related to the COVID-19 pandemic and EU funding. Aiming to create synergies and complementarities with statistics users and producers of statistical data, the Institute will strengthen the engagement process with key stakeholders for gender statistics. Giving preference to its unique statistical data collection, EIGE will communicate and promote the Gender Statistics Database through analytical briefs and statistical notes, helping users to digest data in a meaningful manner and making statistics accessible to users who may prefer to read about the most important trends shown by the data. Within the framework of a separate agreement with DG NEAR, EIGE will collect data on women and men in decision-making in the pre-accession countries.</p>
<p><b>Expected results</b></p> <p>Through its Gender Statistics Database, EIGE envisages supporting communication, promoting production in order to address gender statistics gaps, and encouraging use of gender statistics within the EU through innovative tools and appropriate communication channels. As a knowledge management and communication tool, the Database aims to support the use of evidence for better-informed gender policy decisions that meet the needs of stakeholders.</p>
<p><b>Main outputs</b></p> <p>With the Gender Statistics Database, EIGE aims to support the development of gender statistics through its alignment with defined gender issues considered within the EU policy framework, such as the Gender Equality Strategy 2020-2025. Therefore, EIGE will update relevant gender statistics coming from external providers (e.g. Eurostat, Eurofound, FRA) and will also collect and update unique statistics on women and men in decision-making. The Database also works as a tool to support Member States in the process of statistical data collection where comparable statistical information is still sparse, such as GBV. EIGE will continue to collect and update data in this area. In order to communicate its unique data – namely on women and men in decision-making and violence against women – to stakeholders and the general public, EIGE will regularly produce short statistical briefs. In parallel, it will create synergies and complementarities with key strategic stakeholders at national and international level, including those with similar initiatives on gender statistics. To achieve this, EIGE will organise an experts' meeting on relevant developments and specific topics related to its Gender Statistics Database activities.</p>

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
<b>Outcome/expected results indicators</b>				
Number of policy references to Gender Statistics Database (Q1-Q4)	2021 result: 56	50	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Datasets from EIGE's surveys and external providers (Eurostat, Eurofound, others) regularly updated on time	All related indicators updated by Q4	Q4	PMT	Progress reports to the Management Board (Q2/Q4)
Dataset(s) on women and men in decision-making collected and updated on time	Collected and published on time for Q1, Q2, Q3 and Q4	Respectively: Q1, Q2, Q3 and Q4	PMT	
Dataset for GBV entry point collected and updated on time	Q4	Q4	PMT	
Number of experts' meetings on EIGE's Gender Statistics Database	1	1	Events register	
Number of statistical briefs on women and men in decision-making published on time	2 by Q2	2 by Q2	PMT	
Number of statistical briefs supporting the topical areas completed internally on time	2 by Q4	2 by Q4	PMT	
<b>Total FTE for this activity</b>		<b>Budget</b>		
1.54 (1.4 TA, 0 CA, 0.14 SNE)		EUR 737 053.23		

## C. Communicating gender equality

EIGE’s Founding Regulation tasks the Institute with raising awareness of gender equality among its stakeholders and EU citizens. To support this mandate, EIGE will continue to manage all knowledge produced by the Institute to enable timely and innovative communication products that meet the needs of key stakeholders. Communications and stakeholder relations are supported by knowledge management activities that ensure the efficiency and relevance of this area of work.

### Activity 9. Building and maintaining stakeholder relations

The overall objective of this activity is to ensure that EIGE’s work focuses on areas of political relevance and that its tools and resources are used by its stakeholders. In order to meet this objective, the Institute systematically follows the current political framework, consults on the needs of its key stakeholders, and actively looks for opportunities to contribute to evidence-based policy-making in the area of gender equality.

<b>Contributing to strategic objectives:</b>
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
<b>Specific objective(s):</b> To identify opportunities to strengthen the gender perspective in EU policies in the area of the European Green Deal.
<b>Overview of the activity</b>
<p>In line with the priorities of the Gender Equality Strategy 2020-2025, in 2023 EIGE will focus on providing targeted input and support to stakeholders working with the thematic priorities of GBV and the European Green Deal. These include: DG JUST, DG EMPL, DG BUDG, DG REFORM and the Recovery and Resilience Task Force (RECOVER), DG CLIMA, DG ENER, DG MOVE, DG HOME; the EP’s FEMM, LIBE, EMPL, BUDG, ENVI and ITRE Committees; EPSCO, JHA and other relevant Council configurations.</p> <p>As part of the Institute’s strategic foresight efforts and in preparation for the 2024 possible new EU strategic priorities, EIGE will hold discussions with relevant stakeholders in the EU institutions and Member States. In addition, it will continue with its horizontal work to strengthen the gender equality agenda through consultations, input to EU-level policy documents, and raising awareness among gender equality policymakers. EIGE’s liaison office in Brussels plays a central role in ensuring that these activities are a success.</p> <p>As the liaison office is set up for the pilot period of 2022-2023, a feasibility assessment will be delivered to EIGE’s Management Board at the end of 2023. This assessment will also include a survey of relevant stakeholders. In 2023, in cooperation with the EP and the Commission, EIGE will start preparations for a 2024 campaign for ‘A new push for European democracy’, which will promote gender balance in political decision-making, ahead of the EP elections.</p> <p>In 2023, EIGE will cooperate closely with the Swedish, Spanish and (upcoming) Belgian Presidencies of the Council of the EU to support gender mainstreaming in their EU Presidency agendas. Country visits to a few selected EU Member States will also provide an opportunity to bring EIGE’s work and expertise closer to national-level stakeholders.</p> <p>To expand its network of stakeholders, EIGE will seek closer cooperation with innovative platforms promoting gender equality in the wider equality, diversity and human rights area.</p> <p>Stakeholder engagement work related to activities under Actions A and B is described in the respective activities above.</p>
<b>Expected results</b>
<p>As a result of this activity, EIGE will understand the needs of EU gender equality policymakers, allowing the Institute to target its future research to areas of high political relevance. In 2023, EIGE’s work on the European Green Deal will strengthen the gender perspective in EU policies in the area. EIGE expects close cooperation and strategic relationships with stakeholders at EU and Member State level in the respective policy areas, so that its data and findings will inform possible policies in these areas.</p> <p>Close cooperation with the Presidencies of the Council of the EU will result in better gender mainstreaming into EU Presidency agendas.</p>
<b>Main outputs</b>
<p>EIGE’s data and findings will provide input to policy discussions at the EP, Council of the EU and European Commission. EIGE will participate and present its findings at high-level political events to support the work of gender equality policymakers at relevant EU institutions. To take stock of the gender equality developments, EIGE will organise a dedicated EF meeting, focusing on discussing the future of gender equality in the EU. The EF is an independent advisory body of the Institute that plays an important role in bringing expertise on gender equality to EIGE. This knowledge transfer and cooperation allows EIGE to access and exchange information that otherwise may not be available in-house. In addition, EIGE will organise and participate in stakeholder meetings, including presentations to the upcoming Presidencies and country visits to Member States, with the aim of supporting national discussions on gender equality with facts and</p>

data.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
<b>Outcome/expected results indicators</b>				
Number of policy references to EIGE's work	2021 results: 648	600	Policy monitoring reports	CAAR
<b>Output indicators</b>				
Number of events organised by EIGE (Index release, country visits, EF meeting)	2021 results: 2	5	Events register	Progress reports to the Management Board Q1-Q2/Q3-Q4
<b>Total FTEs for this activity</b>		<b>Budget</b>		
4.05 (2.65 TA, 0.6 CA, 0.8 SNE)		EUR 801 730.29		

## Activity 10. EIGE’s communication campaigns and activities

EIGE’s communication activities promote its research findings to stakeholders in engaging, clear and creative ways. Communication activities connected to Actions A and B are described in the relevant sections above. Activity C describes EIGE’s horizontal communication activities and those related to the annual priority topics in 2023: GBV and the European Green Deal.

<b>Contributing to strategic objectives:</b>
3) Effectively promote gender equality to key stakeholders and target groups.
<b>Specific objective(s):</b> Develop communication approaches that promote gender equality in the EU by: (1) presenting EIGE’s evidence in easy-to-understand and concise ways, and (2) encouraging audience engagement.
<b>Overview of the activity</b>
<p>EIGE aims to promote gender equality and raise stakeholder interest and support by developing targeted communication approaches. In line with the annual thematic priorities, EIGE will launch communication campaigns related to the European Green Deal and GBV in 2023. EIGE will also continue the implementation of the #3StepsForward campaign, in line with the priority ‘An economy that works for people’. Preparation for a communications campaign on the 2024 thematic priority ‘A new push for European democracy’ (linked to the EP elections) will also commence. This will be implemented in close cooperation with the European Commission and the EP and consider the needs of key stakeholders. Communication campaigns are based on identified communication objectives, segmented target audiences and prioritised communication messages. Channel strategies are developed based on the aforementioned considerations and may include the development of visual or audio-visual products, as well as editorial content (e.g. news items) and speeches promoted through the website, social media and other channels and amplified by the media and/or partners. Communication campaigns serve as an avenue to present EIGE’s evidence positioned within broader topics and issues, creating an opportunity to explore storytelling approaches to better reach audiences and encourage stakeholder and public engagement.</p> <p>While EIGE will integrate evidence produced by the Institute in the aforementioned communication campaigns, it will also consider specific communication and communication monitoring of relevant projects and evidence beyond the campaign focus. One such activity is the 2023 Gender Equality Index launch.</p> <p>In order to address the challenges of the backlash against gender equality, EIGE will continue to promote its two 2022 published resources on responding to anti-gender equality initiatives – the briefing on anti-gender initiatives in the EU, and the overview of policy and legal interpretations of gender – which provide stakeholders with guidance on how they can respond to these initiatives. EIGE will build on input gained through a session at the EIGE Gender Equality Forum 2020, which focused on responding to anti-gender initiatives through the forming of alliances. EIGE will continue to facilitate conversations and explore the use of conversation analysis and similar tools to counter gendered disinformation, with the idea of establishing a gender equality Communications Lab that would allow for a more structured approach and response.</p> <p>Based on insights from the Gender Equality Forum 2022, EIGE will also explore avenues to engage with members of its Journalist Thematic Network in a meaningful way.</p>
<b>Expected results</b>
EIGE’s work within this activity is expected to engage identified stakeholders and the wider public through communications campaigns fostering an evidence-based public discussion on important issues for gender equality. EIGE’s media coverage and social media outreach are expected to be sustained in line with the 2021 baseline. The aim is for EIGE to be the first reference point for policymakers, experts, journalists and citizens in the EU searching for information and resources on gender equality.
<b>Main outputs</b>
<p>Two communication campaigns aim to raise awareness and/or change attitudes and behaviour in relation to two thematic priorities, highlighting EIGE’s work and evidence. By using EIGE’s digital communication via the website (focus news items) and proactive media engagement, the campaign and related communication approaches give an easy-to-understand explanation of key research findings and evidence. Audio-visual and visual products, as well as editorial content, present information in creative and concise ways and explore storytelling approaches. EIGE’s social media posts on Facebook, Twitter and LinkedIn also contribute to communication by raising awareness of key gender equality issues and EIGE’s work, serving as a funnel to the Institute’s website.</p> <p>Continued promotion of EIGE’s work to respond to anti-gender initiatives will help to drive conversations and open avenues for more structured engagement through alliances, conversation analysis and, potentially, a concept for a gender equality Communications Lab.</p>



Indicators	Latest results	Target 2023	Source	Means and frequency of verification
<b>Outcome/expected results indicators</b>				
Media coverage of EIGE's work	Average per annum 2018-2021 results: 2 479	2 000	Media monitoring reports	Progress reports to the Management Board (Q2/Q4)
Media coverage of the Gender Equality Index	2021 results: 451	450	Media monitoring reports	
<b>Output indicators</b>				
Number of campaigns implemented	N/A	2 campaigns	Progress reports to the Management Board	Progress reports to the Management Board (Q2/Q4)
Number of news items published	2021 result: 11	10	Media monitoring reports	
Number of social media posts (combined Facebook, Twitter, LinkedIn)	2021 results: 1 099	700	Social media plan	
Number of audio-visual products (packages)	2021 results: 2	2	Progress reports to the Management Board	
<b>Total FTE for this activity</b>		<b>Budget</b>		
3.2 (3 TA, 0.2 CA, 0 SNE)		EUR 725 978.98		

## Activity 11. Facilitating knowledge management

This activity consists of the tasks needed to facilitate efficient knowledge production and communication, as well as monitoring and evaluation of the impact of EIGE's work. This activity will particularly see the further development of an e-learning facility for EIGE, following up on 2022 work, thereby increasing its efforts to provide concrete training tools to its key stakeholders.

Contributing to strategic objectives:				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.				
<b>Specific objective(s):</b> Improve the efficiency of knowledge production by managing the relevant tools, monitoring and evaluation of EIGE's achievements and facilitating organisational learning.				
Overview of the activity				
EIGE will continue to invest in its digital tools, which support knowledge production and internal information flow. This activity will also provide a monitoring mechanism for evaluating EIGE's impact on policy-making in order to provide necessary feedback for EIGE's future strategic actions.				
Expected results				
EIGE's new website will be published in Q1 2023, giving a fresh and more efficient user experience. Throughout 2023 the website will be enriched by new knowledge and tools as they become available from EIGE's research. Focus will be put on the production of an e-learning tool on gender-sensitive communications, together with the review and update of the Gender Equality Glossary and Thesaurus. The production of EIGE's publications and translations (in line with EIGE's policy on translations) will continue in cooperation with the EU Publications Office and Centre for Translation (CdT), and EIGE will continue to be a print-free agency. The number of EIGE's publications will also be reduced, shifting the focus to developing more dynamic information on its website. It will also have an updated writing guide, aiming to streamline its outputs and enforce its visual identity. EIGE will continue monitoring and evaluating the use of its outputs by stakeholders and will feed these insights into the planning of future work.				
Main outputs				
New knowledge produced by EIGE will be presented on its website to allow its users to easily access, comprehend and apply this knowledge to their work. This activity also includes the roll-out of the updated EIGE's gender-sensitive communication handbook, in the form of an e-learning tool, supported by a more focused Gender Equality Glossary and Thesaurus. EIGE's writing guide will be updated. The service-level agreements (SLAs) with the EU Publications Office and CdT will be maintained. EIGE will also work together with the Publications Office and CdT to improve the quality of the publications and translations produced. EIGE will aim to become fully digital by producing electronic publications and stopping production of physical publications. It will continue to monitor its outreach at EU level, providing strategic insights for future planning and improvement. EIGE staff will continue to have access to necessary resources to effectively perform their tasks.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
Rate of stakeholders' satisfaction with EIGE website	N/A	Above 70 %	Annual stakeholders survey	Survey report
Output indicators				
Updated web section of Gender Equality Index, including country profiles	Q4	Q4	EIGE website	Progress reports to the Management Board
E-learning tool on gender sensitive communications, including update of Gender Equality Glossary and Thesaurus, completed internally on time	Latest update in 2019	Q3	PMT	
EIGE's writing guide completed internally on time	Published in 2021	Q3	PMT	
Total FTE for this activity		Budget		
3.2 (2.3 TA, 0.9 CA, 0 SNE)		EUR 726 903.85		

## Activity 12. Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2023) – project extension

<b>Contributing to strategic objectives:</b>				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.				
<b>Specific objective(s):</b> As defined in the Contract Agreement with DG NEAR, this activity aims to strengthen the capacities of IPA beneficiaries in monitoring and mainstreaming gender equality to contribute to regional cooperation and gender equality awareness in the Western Balkans and Turkey.				
<b>Overview of the activity</b>				
The activity aims to support the EU candidate countries and potential candidates in their approximation and adoption of the EU gender equality acquis in preparation for their accession. EIGE has worked with IPA projects since 2013 and this is the fifth IPA project. An application for a no-cost project extension until 30 September 2023 was submitted to DG NEAR. This project focuses on establishing the necessary gender equality tools and concrete monitoring mechanisms, as well as strengthening the institutional mechanisms for gender equality, in the beneficiary countries. The project also contributes to improved regional cooperation, in line with the objectives outlined in the EU Enlargement Package and the Commission's Western Balkans Strategy.				
<b>Expected results</b>				
This year, EIGE is focusing on finalising all remaining activities of the project (2018-2023). This includes facilitating comparison of gender equality progress within the Western Balkans and Turkey and with the EU, the organisation of a regional coordination meeting of EU candidate countries and potential candidates, and finalising the process of developing guidance to measure violence against women for IPA beneficiaries. The IPA beneficiaries will also benefit from gender equality capacity-building by participating in meetings and events organised by EIGE. Moreover, in the last year of project implementation, an external evaluation of the project is expected to be completed.				
<b>Main outputs</b>				
EIGE will provide expertise to IPA beneficiaries to help them to develop tools to monitor their gender equality progress, such as finalisation of the work on EIGE's Gender Equality Index in the IPA beneficiaries and its regional comparison. The publication of guidance on measuring violence against women and its administrative data collection will be published. EIGE will organise one regional coordination meeting with the IPA beneficiaries and support the development of seven remaining initiatives from the region. EIGE will also develop a promotional video to mark the 10 <sup>th</sup> anniversary of EIGE-IPA cooperation. EIGE will publish examples of good practices from the region. By the end of 2023, the project's external evaluation report will be finalised.				
<b>Indicators</b>	<b>Latest results</b>	<b>Target 2023</b>	<b>Source</b>	<b>Means and frequency of verification</b>
<b>Outcome/expected results indicators</b>				
IPA beneficiaries are supported in developing the Gender Equality Index in IPA beneficiaries.	4	Up to 6	Governments and national statistical offices websites; EIGE Gender Statistics Database	Final report to DG NEAR
Publication of guidance on measuring violence against women and its administrative data collection	n/a	1	EIGE website	IPA webpage
Improved capacity of IPA beneficiaries in gender equality	n/a	75 %< participants benefit from the meetings	Evaluation report from EIGE events or external evaluation	Final report to DG NEAR
<b>Output indicators</b>				
Regional coordination meeting with IPA beneficiaries	2 (online)	1 (physical)	Events register	Final report to DG NEAR
IPA participants engaged in EIGE events	51	Up to 10	Lists of participants	Final report to DG NEAR

Examples of good practices collected from IPA beneficiaries	2022: 15	Up to 21	EIGE website	EIGE's IPA project webpage
Project external evaluation	n.a.	1	Evaluation report	Final report to DG NEAR
Promotional EIGE-IPA video	n.a.	1	EIGE website	IPA section
<b>Total FTE for this activity</b>		<b>Budget</b>		
2 CA <sup>(48)</sup>		EUR 120 588.00 <sup>(49)</sup>		

<sup>(48)</sup> The two CA posts are funded from the IPA contribution agreement with DG NEAR.

<sup>(49)</sup> The budget source is the IPA contribution agreement with DG NEAR.

## D. Organisation, administration and functioning of EIGE (horizontal)

The Institute is divided into the following units: the Operations Unit, the Knowledge Management and Communications Unit, as well as the Director's Secretariat and the Administration Unit, with the two latter dealing primarily with horizontal tasks.

This section reports on the horizontal tasks that support the fulfilment of operational objectives.

### Activity 13. Procurement

<b>Specific objective(s):</b>				
Further improve the effectiveness and efficiency of procurement processes for the completion of the Annual Work Programme 2023.				
<b>Overview of the activity</b>				
Procurement procedures will be carried out in line with the 2023 Procurement Plan, in order to support the continuity of EIGE's services, as well as to further digitalise procurement and reporting processes and procure additional services, where needed.				
<b>Expected results</b>				
In the programming period, it is expected to achieve full digitalisation of procurement services, thus full implementation of the e-procurement strategy.				
<b>Main outputs</b>				
Annual procurement plan in place and successfully implemented				
Training sessions on procurement processes held whenever needed				
Paperless procurement and procurement monitoring tools used				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
1. Rate of implementation of the 2023 Procurement Plan	83.54 %.	>90 %	Minutes of the management meetings, Procurement Plan, procurement status reports, training material	Management meeting minutes, progress reports to the Management Board, CAAR, procurement intranet and internet page
2. Regular procurement training for EIGE staff	2	>1/year		
3. Procurement guidelines, lessons learned and templates kept up to date	1/year	>1/year		
<b>Total FTE for the activity</b>			<b>Budget</b>	
2.39 (0.35 TA, 2.04 CA, 0 SNE)			EUR 227 737.90	

## Activity 14. Human Resources Management

<b>Specific objective(s):</b>				
To recruit staff resources in line with EIGE's Establishment Plan, to complete the annual performance appraisal exercise, and to ensure that staff members are offered appropriate learning and development opportunities aimed at improving their skills and competencies.				
<b>Overview of the activity</b>				
The HR function within the Administration Unit continues to streamline internal HR processes and procedures in light of the implementation of the Staff Regulations and their Implementing Provisions, as well as by adopting more efficient HR tools, such as SYSPER 2 and a new e-recruitment tool. This work will continue in 2023, as new model decisions are being developed for agencies and HR policies are envisaged in the area. The Administration Unit will strive to maintain the quality of HR services for the 2023-2025 period.				
<b>Expected results</b>				
In the programming period, it is expected to achieve high implementation of the Establishment Plan and complete all recruitment procedures in a timely manner. Moreover, the Administration Unit will develop and start implementing EIGE's competency framework and HR strategy, with a view to more effective and efficient HRM at the Institute.				
<b>Main outputs</b>				
Staff with the necessary knowledge and skills recruited and retained in EIGE Learning and development activities are made available as per identified needs Annual performance appraisal carried out in line with the rules adopted Competency framework and HR strategy developed and implemented				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
1. Average length of selection procedures	3 months	<4 months	Recruitment schedule, Establishment Plan, Management Board decisions adopting Implementing Rules, Director's decisions on HR-related policies	Progress reports to Management Board, CAAR
2. Minimum occupancy rate of TA posts in the Establishment Plan by the end of 2023	96 %	90 %		
3. Percentage of eligible EIGE staff subject to a performance appraisal to undergo evaluation in the 2023 exercise in line with the current Implementing Rules	100 %	100 %		
4. Average attendance at in-house organised training	79.35 %	>75 %		
5. Procurement procedure for competency framework launched	N/A	Q4		
<b>Total FTE for this activity</b>		<b>Budget</b>		
2.57 (1.6 TA, 0.97 CA, 0 SNE)		EUR 420 468.73		

## Activity 15. Budget implementation

<b>Specific objective(s):</b>				
To draw up accurate financial statements that present a fair view of EIGE's financial performance and coordinate budget planning, consumption forecast, budget reviews and transfer of appropriations, while aiming to achieve higher budget implementation rates.				
<b>Overview of the activity</b>				
EIGE has continuously improved its financial management and budget implementation processes. A number of policies and tools have been introduced and followed to ensure effective budget management. One of such tools is the new Activity-Based Budgeting tool, which will be used as of 2023 to plan and measure resource consumption at activity and project level. This is expected to lead to significant efficiencies in the management of the budget. EIGE will also perform an ex-post control of financial transactions in Q4 2023.				
<b>Expected results</b>				
The expected result in the programming period is to achieve good budget implementation, in accordance with the targets set, and to perform all financial and budgetary transactions in full compliance with the Financial Regulation.				
<b>Main outputs</b>				
Annual accounts prepared according to current accounting standards, accounting rules and general accepted accounting principles. Good planning resulting in higher budget implementing rates.				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
1. Final accounts adopted by the deadline	22 June 2022	1 July 2023	ECA report, discharge report, budget implementation reports, ex-post control report	CAAR
2. Minimum % budget implementation for commitment appropriation and % for payment appropriation by 31 December 2023	98.92 % 72.16 %	> 95 % commitments > 75 % payments		
3. Ex-post control report submitted to the Authorising Officer	October 2021	Q4 2023		
<b>Total FTE for this activity</b>		<b>Budget</b>		
3.32 (2.24 TA, 1.08 CA, 0 SNE)		EUR 410 772.59		

## Activity 16. Internal control and audit

<b>Specific objective(s):</b> Implement the audit recommendations in a timely manner, perform regular assessments of the internal control system, and manage deficiencies.				
<b>Overview of the activity</b>				
EIGE implements and reports, in a timely manner, on all recommendations issued by the IAS, ECA and external auditors. As a result, EIGE has been granted a discharge for all the years for which the discharge procedure has been closed. In 2023, EIGE will continue to implement all audit recommendations in a timely manner, perform regular assessments of its internal control system, and address any deficiencies identified in an effective manner. Moreover, it will implement the internal control strategy defined for the programming period (see Annex X).				
<b>Expected results</b>				
The expected result in the programming period is the implementation of all audit recommendations in accordance with the action plans approved by the Director and agreed by the auditors. Moreover, EIGE will complete the implementation of the Anti-Fraud Strategy in 2023 and will develop the Anti-Fraud Strategy 2024-2026 by the end of 2023. Overall, it is expected that EIGE will address all identified internal control deficiencies (where applicable) and improve its internal control system as a result.				
<b>Main outputs</b>				
Audit recommendations implemented on time Declaration of assurance in the CAAR				
Indicators	Latest results	Target 2023	Source	Means and frequency of verification
1. % of ECA audit recommendations implemented on time	100 %	> 90 %	ECA report, IAS report, discharge report, Management Board meeting minutes, internal control assessment report	Progress reports to the Management Board, CAAR
2. % of IAS audit recommendations implemented on time	100 %	> 90 %		
3. Assessment report of the effectiveness of internal control system sent to the Authorising Officer	Q1 2022	Q1 2023		
4. Implementation of the Anti-Fraud Strategy 2021-2023 in accordance with the Action Plan	100 %	100 %		
5. Anti-Fraud Strategy 2024-2026 developed and adopted by the Management Board	N/A	Q4 2023		
<b>Total FTE for this activity</b>		<b>Budget</b>		
1.49 (1.47 TA, 0.02 CA, 0 SNE)		EUR 247 335.91		



## Activity 17. ICT infrastructure and facility management

<p><b>Specific objective(s):</b></p> <p>Ensure high-level information technology (IT) support services to enable EIGE's staff to perform their tasks effectively and ensure effective implementation of the ICT Strategy. Manage the premises in line with the evolving needs of EIGE.</p>
<p><b>Overview of the activity</b></p> <p>EIGE's IT services support EIGE's operational activities by offering digital solutions and support, helpdesk training and technical guidance, as well as implementing the ICT Strategy. A new contract for EIGE premises in Vilnius will be in place as of 2023 (see building forecast in Annex VII). Certain adaptations and changes may be performed in 2023, depending on the use of the premises and EIGE's specific needs for office space and security requirements.</p>
<p><b>Expected results</b></p> <p>The main goal in 2023 is to continue and enhance the alignment of IT services to EIGE's strategic goals and objectives, in line with the ICT Strategy. Furthermore, EIGE will ensure that there is the necessary ICT overarching infrastructure covering multiple units, ensuring synergies (cross-unit) and a unified and secure IT environment. As regards facilities management, the expected result is to sign and implement the new rental contract and to manage the premises in accordance with the needs of EIGE.</p>
<p><b>Main outputs</b></p> <p>Service-oriented, flexible IT environment suited to EIGE's objectives and needs          New applications and services made available to users, in line with identified needs          IT requests fulfilled in a timely and efficient manner, adequate IT support given to users          Implementation of ICT Strategy</p>

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. Timely completion of tasks included in the 2023 ICT Strategy	Q4 2021 (2019-2021 ICT Strategy implemented)	Q4 2023	Action Plan for the IT Strategy, survey reports, requests registered in Document Management System (DMS)	Report in the meetings of the Administration Unit, CAAR
2. Number of security breaches	0	0		
3. % of staff satisfied or very satisfied with the IT services on the basis of an annual satisfaction survey by Q4 2023	Available in Q4 2022	> 85 %		
4. Average completion time for requests for work <sup>(50)</sup> submitted (repairs, moves, alterations)	3.5	<5		
<b>Total FTE for this activity</b>		<b>Budget</b>		
2.18 (1.19 TA, 0.99 CA, 0 SNE)		EUR 292 169.06		

<sup>(50)</sup> Non-structural repairs and alterations, such as furniture or IT equipment. Building-related repairs and alterations are managed entirely by the landlord.

## Activity 18. Management support assistance

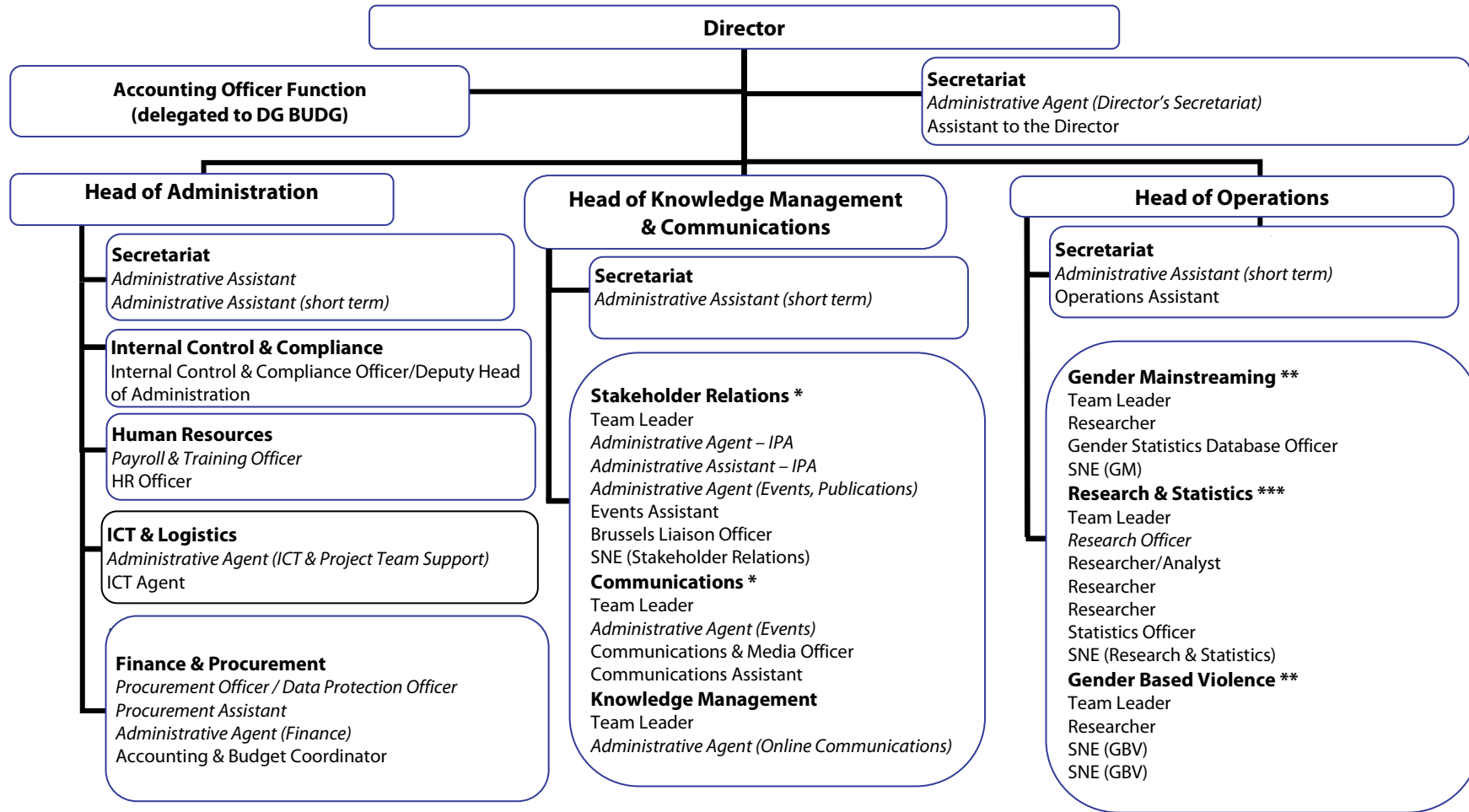
<p><b>Specific objective(s):</b> Ensure executive assistance to enable the Director of EIGE to effectively and efficiently manage both EIGE's administrative and operational processes.</p>
<p><b>Overview of the activity</b></p> <p>The Director's Secretariat supports the Director by running the Management Board Secretariat, communicating executive and managerial decisions to staff, processing daily workflows, and ensuring that milestones and deadlines are achieved on time.</p>
<p><b>Expected results</b></p> <p>A key aim for 2023 is to ensure continuity in the work of the Management Board, placing a particular focus on its triennial rotation in June. Another aim is to support the Director in running the business of the Institute by applying lessons learned and incorporating best practices into communication and workflow management processes.</p>
<p><b>Main outputs</b></p> <p>Catered and dedicated support to EIGE's Management Board leadership and members Organise induction meeting for newly appointed members of the sixth Management Board composition Organise orientation meeting for newly elected Chair and Vice-Chair of the Management Board Offer timely and efficient responses to information and support requests by the management team and colleagues Timely processing of daily workflows and administrative tasks</p>

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
. Consult and report to the Management Board	16-17 June 2022 10-11 November 2022	2x/year	Summaries of proceedings on EIGE's website, Management Board wrap-up email to all staff, Director's messages to all staff, Director's Secretariat site on EIGE's intranet	CAAR
. Monitoring and review of the project schedule for key programming documents for submission to the Management Board and Standing Committee	28 January 2022 12 August 2022	2x/year		
. Communicate management decisions/actions to Units, staff consultations	Weekly staff meetings Quarterly/consultative meetings	Weekly staff meetings Quarterly/consultative meetings		
<b>Total FTE for this activity</b>		<b>Budget</b>		
3.35 (1.25 TA, 2.10 CA, 0 SNE)		EUR 331 935.59		

# Annexes

## Annex I. Organisation chart of EIGE for 2022

Note: Posts noted in italics are Contract Agent (CA) posts; \* denotes a trainee.



## Annex II. Resource allocation per activity, 2023-2025

Activity group/activity	2022			2023			2024			2025		
	TA	CA&SNE	Budget Allocated (EUR)	TA	CA&SNE	Budget Allocated (EUR)	TA	CA&SNE	Budget Allocated (EUR)	TA	CA&SNE	Budget Allocated (EUR)
<b>Providing evidence: research and data collection</b>	<b>8.21</b>	<b>3.90</b>	<b>2 748 065.40</b>	<b>7.46</b>	<b>2.54</b>	<b>3,029,657.98</b>	<b>7.46</b>	<b>3.81</b>	<b>2,914,669.86</b>	<b>8.46</b>	<b>5.81</b>	<b>3,539,523</b>
Monitoring of international commitments and supporting the Presidencies of the Council of the EU	3.08	0.65	748 882.40	1.97	0.33	704,633.35	1.97	0.79	666 964.71	1.97	0.79	688 026.71
Gender Equality Index	3.07	1.25	826 287.21	2.97	1.08	856,952.29	2.97	1.08	784 532.04	2.97	1.08	812 705.88
Data collection on gender-based violence: administrative and survey data on violence against women and domestic violence	0.70	0.90	479 188.28	1.90	0.17	932,124.81	1.9	0.17	936 492.73	1.9	2.17	1 466 186.17
Research and development of the indicators on gender-based violence: cyber violence against women	0.74	0.85	203 067.68	0.20	0.22	236,760.26	0.2	1.04	234 408.47	1.2	1.04	257,081.08
EIGE-FRA survey	0.62	0.25	490 640.12	-	-	-	-	-	-	-	-	-

EIGE SINGLE PROGRAMMING DOCUMENT 2023-2025

(VAW II) <sup>51</sup>												
Research on emerging issue(s): gender-based violence in times of crisis	-	-	-	0.42	0.72	299,187.26	0.42	0.72	292 271.92	0.42	0.72	315 523.16
<b>Supporting gender responsive policies: gender mainstreaming and specific tools</b>	<b>2.40</b>	<b>1.50</b>	<b>1 613 749.80</b>	<b>3.49</b>	<b>1.47</b>	<b>1,796,047.50</b>	<b>3.49</b>	<b>1.47</b>	<b>1,704,290.07</b>	<b>3.49</b>	<b>1.47</b>	<b>1,782,318.53</b>
Policy support on gender mainstreaming	0.72	0.20	372 281.78	0.67	0.25	377,934.38	0.67	0.25	368 477.7	0.67	0.25	392,491
Methods and tools for gender mainstreaming	1.04	0.85	509 841.56	1.42	1.08	656,813.89	1.42	1.08	585 135.54	1.42	1.08	611 315.42
Gender Statistics Database	0.64	0.45	731 626.46	1.40	0.13	761,299.24	1.4	0.13	750 676.82	1.4	0.13	778 512.11
<b>Communicating gender equality</b>	<b>6.44</b>	<b>3.20</b>	<b>1 915 071.81</b>	<b>7.95</b>	<b>2.5</b>	<b>2,257,063.13</b>	<b>7.95</b>	<b>2.5</b>	<b>2 296 135.71</b>	<b>7.95</b>	<b>2.5</b>	<b>2 380 082.64</b>
EIGE's communication campaigns and activities	2.90	0.00	691 191.06	3.00	0.2	775,371.15	3	0.2	739 436.46	3	0.2	767 159.35
Building and maintaining stakeholder relations	1.95	2.30	833 283.69	2.65	1.4	868,421.22	2.65	1.4	816 324.05	2.65	1.4	844 815.81
Facilitating knowledge management	1.59	0.90	390 597.06	2.3	0.9	613,270.76	2.3	0.9	740 375.2	2.3	0.9	768 107.48
<b>Organisation, administration</b>	<b>9.20</b>	<b>7.10</b>	<b>1 981 032.61</b>	<b>8.1</b>	<b>7.2</b>	<b>2,276,150.85</b>	<b>8.1</b>	<b>7.2</b>	<b>1 974 787.36</b>	<b>8.1</b>	<b>7.2</b>	<b>2 116 496.83</b>

<sup>51</sup> EIGE-FRA survey (VAW II) is integrated in Activity 3: Data collection on gender-based violence in SPD 2023-2025.

<b>and functioning of EIGE (horizontal)</b>												
Procurement	0.32	2.00	294 291.91	0.35	2.04	286,146.82	0.35	2.04	233,721.77	0.35	2.04	256 387.51
Human Resources Management	1.85	1.00	400 105.46	1.6	0.97	489,024.35	1.6	0.97	429 343.56	1.6	0.97	453 965.52
Budget implementation	2.75	1.05	430 817.77	2.24	1.08	475,784.00	2.24	1.08	419 501.98	2.24	1.08	444 025.52
Internal control and audit	1.43	0.00	207 571.47	1.47	0.02	277,671.88	1.47	0.02	253 613.75	1.47	0.02	276 478.4
ICT infrastructure and facility management	1.05	1.00	221 827.56	1.19	0.99	345,098.99	1.19	0.99	299 119.39	1.19	0.99	322 439.11
Management assistance support	1.80	2.05	426 418.44	1.25	2.1	402,424.81	1.25	2.1	339 482.42	1.25	2.1	363 200.77
<b>EIGE Total</b>	<b>26.25</b>	<b>15.70</b>	<b>8 257 919.91</b>	<b>27</b>	<b>13.71</b>	<b>9,358,919.46</b>	<b>27</b>	<b>14.98</b>	<b>8 889 883</b>	<b>28</b>	<b>16.98</b>	<b>9 818 421</b>

## Annex III. Financial resources 2023-2025

Table 1. Revenue <sup>(52)</sup>

### General revenue

REVENUE SOURCE	2022	2023
	Revenue estimated by the Agency	Budget forecast (EUR)
EU contribution	8 257 919.91	9 358 919.468
Other revenue	0	0

REVENUE	General revenues						
	Executed 2021	Estimated by the Agency 2022	2023		VAR 2023/2022 (%)	Envisaged (EUR) 2024	Envisaged (EUR) 2025
			Agency request (EUR)	Budget forecast (EUR)			
<b>1 REVENUE FROM FEES AND CHARGES</b>							
<b>2 EU CONTRIBUTION</b>	8 693 357.85	8 257 919.91	9 358 919.46	9 358 919.46	5.55 %	8 889 883	9 818 421
<i>- of which assigned revenue deriving from previous year surplus</i>	141 250.06	274 826.91	122 337.24	122 337.24			
<b>3 THIRD COUNTRIES CONTRIBUTION (including EEA/EFTA and candidate countries)</b>							
<i>- of which EEA/EFTA (excluding Switzerland)</i>							

<sup>(52)</sup> Based on Statement of Estimates of the European Commission, SEC(2022) 250 June 2022

- of which candidate countries							
<b>4 OTHER CONTRIBUTIONS</b>							
<b>5 ADMINISTRATIVE OPERATIONS</b>							
- of which interest generated by funds paid by the Commission by way of the EU contribution (Article 58 FFR)							
<b>6 REVENUE FROM SERVICES RENDERED AGAINST PAYMENT</b>							
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>							
<b>TOTAL</b>	<b>8 693 357.85</b>	<b>8 257 919.91</b>	<b>9 358 919.46</b>	<b>9 358 919.46</b>	<b>5.55 %</b>	<b>8 889 883</b>	<b>9 818 421</b>

**Additional EU funding: grant, contribution, and SLAs**

REVENUE	2022	2023
	Revenue estimated by the Agency	Budget forecast (EUR)
<b>TOTAL REVENUE</b>	265 626.57	161 760.90

REVENUE	Additional EU funding: grant, contribution and service-level agreements						
	Executed (EUR) 2021	Estimated by the Agency 2022	2023		VAR 2023/2022 (%)	Envisaged (EUR) 2024	Envisaged (EUR) 2025
			Agency request (EUR)	Budget forecast (EUR)			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (Article 7 FFR)							



REVENUE	Additional EU funding: grant, contribution and service-level agreements						
	Executed (EUR) 2021	Estimated by the Agency 2022	2023		VAR 2023/2022 (%)	Envisaged (EUR) 2024	Envisaged (EUR) 2025
			Agency request (EUR)	Budget forecast (EUR)			
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (Article 7 FFR)	173 508.60	265 626.57	161 760.90	161 760.90	- 39%	N/A	N/A
ADDITIONAL EU FUNDING STEMMING FROM SERVICE-LEVEL AGREEMENTS (Article 43(2) FFR)							
<b>TOTAL</b>	<b>173 508.60</b>	<b>265 626.57</b>	<b>161 760.90</b>	<b>161 760.90</b>	<b>-39 %</b>		

Table 2. Expenditure

EXPENDITURE	Commitment/payment appropriation ***						
	Executed (EUR) 2021	Budget (EUR) 2022	Draft budget 2023		VAR 2023/2022 (%)	Envisaged (EUR) 2024	Envisaged (EUR) 2025 <sup>53</sup>
			Agency request (EUR)	Budget forecast (EUR)			
<b>TITLE 1 - STAFF EXPENDITURE</b>	<b>3 699 675.99</b>	<b>3 817 999.91</b>	4,933,515.46	4,933,515.46	29%	<b>4 454 383</b>	<b>4 832 921</b>
<b>11 Salaries &amp; allowances</b>	3 355 166.73	3 364 000.00	4,594,280.45	4,594,280.45	37%	4 169 922	4 527 509.62
- of which <i>Establishment Plan posts</i>	2 581 942.81	2 544 000.00	3,474,756.23	3,474,756.23	37%	2 925 929.98	3 308 588.14
- of which external <i>personnel</i>	773 223.92	820 000.00	1,119,524.22	1,119,524.22	37%	1 243 991.65	1 248 871.48
<b>12 Expenditure relating to staff recruitment</b>	17 145.70	31 500.00	5,550.00	5,550.00	-82%	13 500.00	13 500.00
<b>13 Mission expenses</b>	1 077.01	41 500.00	23,400.00	23,400.00	-44%	25 000.00	25 000.00
<b>14 Socio-medical infrastructure</b>	115 968.07	119 999.91	156,300.00	156,300.00	30%	123 561.37	123 561.37

<sup>53</sup> Includes the budgetary appropriations currently proposed in the draft legislative financial statement for the Proposed Directive on combating violence against women and domestic violence

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15 Training	51 857.73	65 000.00	99,285.01	99,285.01	53%	65 000.00	65 000.00
16 External services	148 842.94	187 000.00	49,000.00	49,000.00	-74%	48 400.00	48 400.00
17 Receptions, events and representation	9 617.81	9 000.00	5,700.00	5,700.00	-37%	9 000.00	9 000.00
<b>TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE</b>	<b>942 437.21</b>	<b>1 130 420.00</b>	1,311,172.50	1,311,172.50	16%	<b>1 235 500.00</b>	<b>1 285 500.00</b>
20 Rental of buildings and associated costs	529 933.14	578 500.00	725,445.00	725,445.00	25%	569 600.00	569 600.00
21 Information, communication technology and data processing	220 098.31	255 000.00	280,200.00	280,200.00	10%	330 000.00	380 000.00
22 Movable property and associated costs	998.00	7 000.00	7,000.00	7,000.00	0%	7 000.00	7 000.00
23 Current administrative expenditure	148 533.10	110 700.00	122,372.50	122,372.50	11%	165 700.00	165 700.00
24 Postage/ telecommunications	-	-	-	-		-	-
25 Meeting expenses	39 117.39	139 560.00	161,155.00	161,155.00	15%	143 200.00	143 200.00
26 Running costs in connection with operational activities	-	-	-	-		-	-
27 Information and publishing	3 757.27	39 660.00	15,000.00	15,000.00	-62%	20 000.00	20 000.00
28 Studies	-	-	-	-		-	-
<b>TITLE 3 - OPERATIONAL EXPENDITURE</b>	<b>1 563 317.99</b>	<b>3 309 500.00</b>	<b>3,114,231.50</b>	<b>3,114,231.50</b>	<b>-6%</b>	<b>3 200 000.00</b>	<b>3 700 000.00</b>
30 Translations	42 044.00	120 000.00	41,204.00	41,204.00	-66%	40 000.00	40 000.00

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<b>31 Operational missions</b>	14 518.62	145 000.00	128,000.00	128,000.00	-66%	74 000.00	74 000.00
<b>32 Research, statistics and indices</b>	445 616.81	770 000.00	432,000.00	432,000.00	-12%	450 000.00	450 000.00
<b>33 Gender Based Violence</b>	343 675.29	350 000.00	855,500.00	855,500.00	-44%	430 000.00	930 000.00
<b>34 Implementing gender mainstreaming</b>	393 283.06	1 120 000.00	995,200.00	995,200.00	144%	1 010 000.00	1 010 000.00
<b>35 Stakeholders and communication</b>	324 180.21	804 500.00	662,327.50	662,327.50	-11%	1 196 000.00	1 196 000.00
<b>36 Effective organisation and bodies of EIGE</b>	-	-	-	-	-	-	-
<b>40 External assigned expenses</b>	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>6 205 431.19</b>	<b>8 257 919.91</b>	<b>9,358,919.46</b>	<b>9,358,919.46</b>	<b>13.33 %</b>	<b>8 889 883.00</b>	<b>8 918 421.00</b>

**Table 3. Budget outturn and cancellation of appropriations, 2018-2021**

Budget outturn	2018 (EUR)	2019 (EUR)	2020 (EUR)	2021 (EUR)
Reserve from the previous year surplus (+)				
Revenue actually received (+)	7 785 495.00	8 487 270.00	8 146 295.56	8 696 231.33
Payments made (-)	-6 508 025.00	-6 731 768.00	-5 943 777.49	-6 381 441.76
Carryover of appropriations (-)	-1 429 532.00	-1 679 227.00	-2 400 725.18	-2 828 275.19
Cancellation of appropriations carried over (+)	33 754.00	54 638.00	100 259.43	12 032.88
Adjustment for carryover of assigned revenue appropriation from previous year (+)	200 579.00	10 831.00	372 877.66	624 063.41
Exchange rate differences (+/-)	-175	-494	-103.07	-273.43
Adjustment for negative balance from previous year (-)				
<b>TOTAL</b>	<b>82 096.00</b>	<b>141 250.00</b>	<b>274 826.91</b>	<b>122 337.24</b>

Budget outturn	EUR 122 337.24
Cancellation of commitment appropriations	EUR 93 532.53
Cancellation of payment appropriations for the year	EUR 93 532.53
Cancellation of payment appropriations carried over	EUR 29 078.14

## Annex IV. Human resources - quantitative

**Table 1. Staff population and its evolution - overview of all categories of staff**

### A. Statutory staff and SNEs

Staff	2021			2022	2023	2024	2025
<b>ESTABLISHMENT PLAN POSTS</b>	<b>Authorised budget</b>	<b>Actually filled as of 31 December 2021</b>	<b>Occupancy rate %</b>	<b>Authorised staff</b>	<b>Envisaged staff</b>	<b>Envisaged staff</b>	<b>Envisaged staff</b>
Administrator (AD)	21	20	95 %	21	21	21	22 <sup>(54)</sup>
Assistant (AST)	6	6	100 %	6	6	6	6
Assistant/secretary (AST/SC)	0	0	0	0	0	0	0
<b>TOTAL ESTABLISHMENT PLAN POSTS</b>	<b>27</b>	<b>26</b>	<b>96 %</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>28</b>
<b>EXTERNAL STAFF</b>	<b>FTE corresponding to the authorised budget</b>	<b>Executed FTE as of 31 December 2021</b>	<b>Execution Rate %</b>	<b>Headcount as of 31 December 2021</b>	<b>FTE corresponding to authorised budget</b>	<b>Envisaged FTE</b>	<b>Envisaged FTE</b>
Contract Agent (CA)	10	12 <sup>(55)</sup>	120 %	15 <sup>(56)</sup>	10	10	12 <sup>(57)</sup>
Seconded National Expert (SNE)	5	4	80 %	5	5	5	5
<b>TOTAL EXTERNAL STAFF</b>	<b>15</b>	<b>16</b>	<b>106 %</b>	<b>20</b>	<b>15</b>	<b>15</b>	<b>17</b>
<b>TOTAL STAFF</b>	<b>42</b>	<b>42</b>	<b>100 %</b>	<b>47</b>	<b>42</b>	<b>42</b>	<b>45</b>

<sup>(54)</sup> Includes 1 TA AD 6 currently proposed in the draft legislative financial statement for the Proposed Directive on combating violence against women and domestic violence.

<sup>(55)</sup> As per the instructions in Annex I of the Communication from the Commission on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report, the figure denotes all CAs in place as at 31 December 2021, including CAs funded by contribution agreement (1 FG III and 1 FG II).

<sup>(56)</sup> Includes 1 FG IV to cover for parental leave and three FG II to replace the interims (all one-year contracts).

<sup>(57)</sup> Includes 2 CA FG IV currently proposed in the draft legislative financial statement for the Proposed Directive on combating violence against women and domestic violence.

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human resources	Year 2022	Year 2023	Year 2024	Year 2025
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agent (CA)	2	2	tbc	tbc
Seconded National Expert (SNE)	0	0	0	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

C. Other human resources

- Structural service providers <sup>(58)</sup>

	Actually in place as of 31 December 2021
Security	
IT	
Other (specify)	

- Interim workers

	Total FTE in year 2021
<b>Number</b>	4.1

<sup>(58)</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, for example, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a personal computer (PC) and desk; 3) administratively followed by the Commission (badge, etc.); and 4) contributing to the added value of the Commission.

**Table 2. Multi-annual staff policy plan, 2023-2025**

Function group and grade	Year 2021				Year 2022		Year 2023		Year 2024		Year 2025	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp posts	Perm. Posts	Temp. posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1
AD 13								1		1		1
AD 12		2		1		2						
AD 11		2				2		3		3		4
AD 10		4		3		4		1		1		0
AD 9		2		1		2		3		4		4
AD 8		4		4		4		5		4		4
AD 7		3		5		3		4		5		5
AD 6		3		3		3		3		2		3 <sup>(59)</sup>
AD 5				2		0		0		0		0
<b>AD TOTAL</b>		21		20		21		21		21		22
AST 11												

<sup>(59)</sup> Includes 1 TA AD 6 currently proposed in the draft legislative financial statement for the Proposed Directive on combating violence against women and domestic violence.

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Function group and grade	Year 2021				Year 2022		Year 2023		Year 2024		Year 2025	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp posts	Perm. Posts	Temp. posts
AST 10												
AST 9		1		1		1		1		1		1
AST 8												
AST 7						3		3		4		4
AST 6		3		3		1		1		1		1
AST 5		1		1		1		1		0		0
AST 4		1		1								
AST 3												
AST 2												
AST 1												
<b>AST TOTAL</b>		6		6		6		6		6		6
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												



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Function group and grade	Year 2021				Year 2022		Year 2023		Year 2024		Year 2025	
	Authorised budget		Actually filled as of 31 December		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. Posts	Temp. posts
AST/SC 2												
AST/SC 1												
<b>AST/SC TOTAL</b>		0		0		0		0		0		0
<b>GRAND TOTAL</b>	27		26		27		27		27		28	

- External personnel

CAs

Contract Agent (CA)	FTE corresponding to authorised budget 2021	Executed FTE as of 31 December 2021	Headcount as of 31 December 2021	FTE corresponding to authorised budget 2022	FTE corresponding to authorised budget 2023	FTE corresponding to authorised budget 2024	FTE corresponding to authorised budget 2025
FG IV	3	3	4 <sup>(60)</sup>	3	3	3	5 <sup>(61)</sup>
FG III	5	7 <sup>(62)</sup>	6	5	5	5	5
FG II	2	2 <sup>(63)</sup>	5 <sup>(64)</sup>	2	2	2	2
FG I	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>10</b>	<b>12</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>12</b>

<sup>(60)</sup> Includes 1 FG IV (one year contract) to cover for parental leave.

<sup>(61)</sup> See footnote 59.

<sup>(62)</sup> Includes 1 CA FG III funded by IPA contribution agreement with DG NEAR.

<sup>(63)</sup> Includes 1 CA FG II funded by IPA contribution agreement with DG NEAR.

<sup>(64)</sup> Includes 3 CA FG II to cover for interims.

SNEs

Seconded National Expert (SNE)	FTE corresponding to authorised budget 2021	Executed FTE as of 31 December 2021	Headcount as of 31 December 2021	FTE corresponding to authorised budget 2022	FTE corresponding to authorised budget 2023	FTE corresponding to authorised budget 2024	FTE corresponding to authorised budget 2025
	5	4	5	5	5	5	5

**Table 3. Recruitment forecasts 2023, following retirement/mobility or new requested posts** (information on the entry level for each type of posts: indicative table)

Job title in the Agency	Type of contract (Official, TA, CA)		TA/Official		CA
			Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication *		Recruitment FG (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
N/A	N/A	N/A	N/A	N/A	N/A

\*Indication of both is required

Number of inter-agency mobility Year 2021 from/to the Agency: N/A.

## Annex V. Human resources – qualitative

### A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
<b>Engagement of CA</b>	Model Decision C(2019)3016	x		
<b>Engagement of TA</b>	Model Decision C(2015)1509	x		
<b>Middle management</b>	Model decision C(2018)2542		x	Commission Decision C(2016) 7270
<b>Type of posts</b>	Model Decision C(2018)8800		x	Commission Decision C(2013)8979

### B. Appraisal of performance and reclassification

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
<b>Reclassification of TA</b>	Model Decision C(2015)9560	x		
<b>Reclassification of CA</b>	Model Decision C(2015)9561	x		

**Table 1. Reclassification of temporary staff/promotion of officials**

Grades	Average seniority in the grade among reclassified staff						Average over 5 years (According to Decision C(2015)9563)
	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Actual average over 5 years	
AD05	2 years		2 years		2.05 years	2.02 years	2.8
AD06	2 years	4 years	3.26 years	2.2 years	2 years	2.69 years	2.8
AD07				3.3 years	3.35 years	3.32 years	2.8

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AD08		7.8 years				7.8 years	3
AD09		2.4 years		5 years		3.67 years	4
AD10				2 years		2 years	4
AD11							4
AD12							6.7
AD13							6.7
AST1							3
AST2							3
AST3							3
AST4							3
AST5		4 years	4 years			4 years	4
AST6							4
AST7		4 years				4 years	4
AST8					2 years	2 years	4
AST9							N/A
AST10 (Senior assistant)							5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3

**Table 2. Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1 January 2021	How many staff members were reclassified in 2021	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16				Between 5 and 7 years
	15	1			Between 4 and 6 years
	14	1			Between 3 and 5 years
	13	1	1	2 years	Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10	5	1	3 years	Between 5 and 7 years
	9	2 <sup>(65)</sup>	1	3.3 years	Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5	3 <sup>(66)</sup>	1	2 years	Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

<sup>(65)</sup> Includes 1 CA FG III funded by IPA contribution agreement.

<sup>(66)</sup> Includes 1 CA FG II funded by IPA contribution agreement.

### C. Gender representation

**Table 1. Data on 31 December 2021**

Gender representation on 31 December 2021	Temporary AD		Temporary AST		CA		SNE		Trainees		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Women	14	70 %	4	67 %	8 ( <sup>67</sup> )	79%	4	100%	2	100%	32	73%
Men	6	30 %	2	33 %	4	21 %	0	0 %	0	0 %	12	27 %
<b>Total</b>	<b>20</b>	<b>100 %</b>	<b>6</b>	<b>100 %</b>	<b>12</b>	<b>100 %</b>	<b>4</b>	<b>100 %</b>	<b>2</b>	<b>100 %</b>	<b>44</b>	<b>100 %</b>

**Table 2. Data on gender evolution over five years, middle and senior management (<sup>68</sup>)**

Middle and senior management	2017		2021	
	Number	%	Number	%
Women	4	100 %	2	50 %
Men	0	0 %	2	50 %

### D. Geographical balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

<sup>(67)</sup> Figure includes 2 CAs financed under the IPA.

<sup>(68)</sup> As at 31 December 2017 and 31 December 2021, respectively.

**Table 1. Data on 31 December 2021 – statutory staff only (officials, TAs, CAs)**

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL <sup>(69)</sup>	
	Number (Max 24)	% of total staff members in AD and FG IV categories	Number (Max 17)	% of total staff members in AST SC/AST and FG I, II and III categories	Total Number (Max 41)	% of total staff
Belgian	1	0.043			1	0.026
Croatian			1	0.066	1	0.026
Czech					1	0.026
Estonian	1	0.043			1	0.026
Finnish			1	0.066	2	0.053
French	1	0.043	1	0.066	2	0.053
Greek	1	0.043		0.066	1	0.026
Italian	1	0.043			1	0.026
Latvian			1	0.066	1	0.026
Lithuanian	7	0.304	8	0.533	15	0.395
Maltese	1	0.043			1	0.026
Dutch	2	0.086			2	0.053
Polish	2	0.086	1	0.066	3	0.079
Portuguese	1	0.043			1	0.026
Romanian	1	0.043	1	0.066	2	0.053
Slovenian	1	0.043			1	0.026
Spanish	3	0.130	1	0.066	4	0.105
<b>Total</b>	<b>23</b>	<b>1.00</b>	<b>15</b>	<b>1.00</b>	<b>38</b>	<b>1.00</b>

<sup>(69)</sup> Figures exclude SNEs and trainees.

**Table 2. Evolution over five years, most represented nationality in the Agency**

Most represented nationality <sup>(70)</sup>	2017		2021	
	Number	%	Number	%
Lithuanian	15	30 %	16	36 %

**E. Schooling (to be updated)**

Agreement in place with the European School(s) N/A				
Contribution agreements signed with the Commission on type I European schools	Yes		No	X
Contribution agreements signed with the Commission on type II European schools	Yes		No	X
Number of service contracts in place with Vilnius-based schools:	16			
Description of any other solutions or actions in place: N/A				

<sup>(70)</sup> Includes trainees and SNEs as at 31 December 2016 and 31 December 2021, respectively.



## Annex VI. Environment management

To improve cost-effectiveness, in 2023 EIGE will continue to maintain the following practices:

- EIGE is sharing the premises with the European Commission Representation and the EP information office in the Republic of Lithuania, which allows sharing costs for security services, cleaning services, meeting rooms and maintenance of the premises;
- EIGE recycles paper, plastic and other waste;
- A provision on environmental consideration is included in tender technical specifications; recycling aspects are included in cleaning services technical requirements;
- The majority of office supplies are purchased with eco-label, paper recycling;
- Printing option is set to duplex format;
- During induction meetings, environmental aspects are highlighted for newcomers;
- Missions Management Tool (MMT) includes an electronic workflow for mission approval, and the mission report is created in the MMT instead of in hard copy;
- The landlord is acquainted with EMAS and is constantly working to improve the environmental performance of the building, with real estate portfolio and new developments, as provided in their technical offer.

Moreover, in 2022, EIGE nominated a new Green Officer with the task of proposing a framework and measures to reduce negative environmental impacts of EIGE's operations. In order to support the work of the Green Officer, an informal Eco-group was established. The Eco-group will continue to work in 2023 and is expected to propose green measures to the management, on:

- energy efficiency – use of electricity, renewables and heating,
- materials efficiency – paper usage, printing processes and similar,
- water usage – drinking and waste water,
- waste – recycling and zero waste concept,
- carbon dioxide emissions - emissions caused by air travel.

The main tasks of the Eco-group in 2023 will be:

- discuss and agree environmentally relevant monitoring of the implementation of indicators;
- establish baselines and propose specific, measurable, achievable, relevant and time-bound (SMART) objectives to reduce the negative impacts of EIGE's operations in 2023;
- propose additional green measures;
- organise staff awareness on environmental sustainability.

## Annex VII. Building policy

	Building Name and type	Location	SURFACE AREA (m <sup>2</sup> )			RENTAL CONTRACT					Host country (grant or support)
			Office space	non-office	Total	RENT (EUR/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Europa House (multi-purpose building)	Gedimino pr.16, Vilnius, Lithuania	1535.34	516.79	2052.13	450 000	Negotiations for the signature of the new rental contract are ongoing and will be finalised by Q1 2023. Conditions of the new contract not yet known	Rent	N		No
2	EIGE Liaison Office	17-21 Avenue de la Joyeuse Entrée, 1040 Brussels, Belgium	27.8	N/A	27.8	6 445.80	Contract ends in December 2022; to be decided whether an extension will be made in 2023	Rent	N		No
<b>TOTAL</b>			<b>1 563.14</b>	<b>516.79</b>	<b>2 079.93</b>	<b>456 445.8</b>					

## Annex VIII. Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities/diplomatic status	Education/daycare
<ul style="list-style-type: none"> <li>• The premises of the Institute are inviolable. They are exempt from search, requisition, confiscation or expropriation.</li> <li>• The property and assets of the Institute, wherever located and by whomsoever held, are not subject to any administrative or legal measure of constraint without the authorisation of the CJEU.</li> <li>• The archives of the Institute are inviolable.</li> <li>• The Institute, its assets, revenues and other property are exempt from all direct taxes. The Institute is exempt from value-added tax (VAT) and excise duties when it is making purchases for official use.</li> <li>• The Institute is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use.</li> <li>• The Institute is also exempt from any customs duties and any prohibitions and restrictions on imports and exports in respect of its publications.</li> </ul>	<ul style="list-style-type: none"> <li>• Immunity from jurisdiction as regards acts carried out by them in their official capacity, including their spoken and written statements. This immunity shall continue after cessation of their functions.</li> <li>• Exemption from regulations restricting immigration and formalities for the registration of foreigners. This exemption applies also to their family members.</li> <li>• Have the right to import free of duty their furniture and effects of their household at the time of first taking up their post in the country concerned, and the right to re-export free of duty their furniture and effects of their household on termination of their duties in that country.</li> <li>• Entitled to import free and exempt from customs duties, prohibitions and restrictions, within one year of first taking up their post in Lithuania and re-export free of duty on termination of their duties in Lithuania, personal and household effects and a motor car for personal use.</li> <li>• Entitled to the reimbursement of VAT on the purchase of personal and household effects, including a motor car for personal use, made during the period of the first year of employment, subject to the procedural rules foreseen for diplomatic missions in Lithuania.</li> <li>• The Director, the management staff and the members of their families forming part of their household, provided they are not Lithuanian nationals or have held permanent residence status before being employed by the Institute, shall be accorded the privileges and immunities, exemptions and facilities accorded to the diplomatic staff of diplomatic missions and the members of their family, in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961<sup>(71)</sup>.</li> </ul>	N/A

<sup>(71)</sup> [https://legal.un.org/ilc/texts/instruments/english/conventions/9\\_1\\_1961.pdf](https://legal.un.org/ilc/texts/instruments/english/conventions/9_1_1961.pdf)

## Annex IX. Evaluations

In line with Article 20 of Regulation (EC) No 1922/2006 (the Founding Regulation), EIGE's Management Board commissions the organisation of the external evaluation of the Institute. By decision of the Management Board at its 32nd meeting in June 2019, the second evaluation of EIGE took place in 2022. The evaluation report <sup>(72)</sup> is to be presented at the November 2022 Management Board meeting. Following the approval of the report, EIGE will develop an action plan for implementation of the recommendations.

EIGE also performs evaluation of its projects and activities in accordance with Article 29 of its Financial Regulation. As of 2022, EIGE is using the services contracted via an Inter-Agency Joint Procurement procedure. The evaluations are coordinated by the Project Support Office, based on the Annual Evaluations Plan, approved by the Director and in accordance with the evaluation strategy defined in the SPD.

### Evaluation strategy for 2023-2025:

Based on the scope and budget of the activities planned in the SPD 2023-2025, the considerations for the definition of the annual evaluation plans are:

- High-expenditure projects are those that engage at least 10 % of the operational budget (Title III);
- High-expenditure projects executed in 2022 are eligible for ex-post evaluation in 2023;
- Brand new initiatives, independently of their budget, merit consideration for ex-ante evaluation, as they could lead to assimilation of important lessons.

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<sup>(72)</sup> The external evaluation will provide information on the impact indicators defined in EIGE's Performance Management Framework. The results will be reported in CAAR 2022.

## Annex X. Strategy for organisational management and internal control systems

The internal control system in place is aimed at assuring the appropriate management of the risks relating to the legality and regularity of the underlying transactions, and the nature of payments. The internal control system is designed to provide 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 performance and for follow-up of identified internal control weaknesses.

On 12 June 2019, EIGE's Management Board adopted a new Internal Control Framework (ICF) in line with the revised ICF of the European Commission. There are 17 principles defined to provide assurance in meeting the organisation's objectives. Specific assessments will be conducted annually between 2023 and 2025 in accordance with the assessment methodology.

A main objective in the area of internal control in the programming period is the implementation of all of the audit recommendations in line with the established action plans. Another main objective is the performance of the ex-post controls on financial transactions, in line with the ECA recommendations. EIGE has already made all preparations to perform the controls in-house, an activity that started in 2021 and will be performed annually in the programming period.

EIGE will complete the implementation of the Anti-Fraud Strategy 2021-2023 by the end of 2023 and will organise a fraud risk assessment exercise with a view to developing the Anti-Fraud Strategy 2024-2026. The objectives set in the Anti-Fraud Strategy will contribute to strengthening the anti-fraud system in EIGE and enhancing its internal control system. EIGE will also perform an assessment of sensitive functions in 2024 <sup>(73)</sup> and conduct training on ethics and integrity, fraud prevention and management of conflicts of interest.

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<sup>(73)</sup> In accordance with Director's Decision No 198 of 1 February 2021 adopting the procedure for identifying and managing sensitive functions, an assessment of sensitive functions should take place every three years.

## Annex XI. Plan for grants, contributions or service-level agreements

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total Amount	Duration	Counterpart	Short description		2022	2023	2024	2025
<b>Grant agreements</b>										
						<b>Amount Number of CA Number of SNEs</b>				
Total grant agreements						<b>Amount Number of CA Number of SNEs</b>				
<b>Contribution agreements</b>										
1. IPA/2018/402-854 (2019/414-064) - Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2021).	20/12/2018. Addendum no 1 was signed on 19 December 2019 (application for non-additional cost extension to 2023 submitted to DG NEAR)	EUR 928 950.30	1 January 2019-31 December 2022  Pending extension until 30 September 2023	European Commission, DG NEAR, D5 Western Balkans Regional Cooperation Programmes	The Action has 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	<b>Amount Number of CA Number of SNEs</b>	Amount 2022 – EUR 265 626.57 Number of CAs - 2 (FG II and FG III) Number of SNEs - 0	Amount 2023 – EUR 161 760.90 Number of CAs - 2 (FG II and FG III) Number of SNEs - 0	N/A	N/A

*EIGE SINGLE PROGRAMMING DOCUMENT 2023-2025*

Total contribution agreements	<b>Amount Number of CA Number of SNEs</b>	Amount 2022 - EUR 265 626.57 Number of CAs – 2 (FG II and FG III) Number of SNEs – 0	Amount 2023 - EUR 161 760.90 Number of CAs - 2 (FG II and FG III) Number of SNEs - 0	N/A	N/A
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## **Annex XII. Strategy for cooperation with third countries and/or international organisations**

EIGE works with international organisations and third countries at different levels: 1) Special projects; 2) Ad hoc cooperation; 3) Regular information exchange; 4) Promoting its work.

- 1) Special projects such as EIGE's cooperation with the EU candidate and potential candidate countries, funded by DG NEAR, are subject to external funding.
- 2) Ad hoc cooperation is subject to a Director's decision and agreement with DG JUST. It may involve organisation of joint events, sharing data or expertise, with the view that it contributes to the work carried out at the Institute and/or promotes the work done at EIGE.
- 3) Information exchange is coordinated by the Knowledge Management and Communications Unit. It involves participation in, and contribution to, working groups and meetings of key international organisations, such as the Council of Europe's Gender Equality Commission or GREVIO. Additionally, EIGE organises regular information exchange with its key partners. The objective of the information exchange is to ensure that partners are aware of each other's work and can contribute to it, when relevant.
- 4) EIGE promotes its work at international level. This is done through regular communication channels or through events organised by international organisations, where EIGE presents its work.



### Annex XIII. Risks 2023

RISKS COMMON TO THE ENTIRE INSTITUTE		RISK DESCRIPTION	EXISTING CONTROLS / MITIGATING FACTORS	RESIDUAL RISK LEVEL		IMPACT ON EIGE'S WORK (what are the consequences if this risk materialises?)	RISK RESPONSE (action to be taken / mitigating measures)
Main risk groups	Areas to consider when identifying potential issues and risks			LIKELIHOOD	IMPACT		
Risks related to the external environment		<p><b>Macro - environmental risks:</b> These risks are described in the risk assessment attached to EIGE's Business Continuity Plan (BCP)</p>	See EIGE's BCP				Separate plan detailing all related measures
		<b>GENERAL RISKS</b>					
	Macro-environmental risks (geo-political, economic, natural disasters, etc.)	<p>COVID-19 outbreak and risks related to business continuity, well-being and safety of staff and impact on contractors' capabilities to deliver outputs on time; severity would depend on the resurgence of COVID-19 cases, the availability of vaccines, and the response from local authorities to contain the crisis.</p>	<p>Regular updates from the management. Monitoring the measures taken by EU and national authorities to contain the crisis. Flexible working arrangements. Sanitary requirements on the premises ensured.</p>	Medium	High	<p>Delivery of the main projects and outputs could be affected.</p>	<p><b>REDUCE:</b> The mitigating factors defined internally have been comprehensive and thorough: staff have been regularly informed of the issues and risks at stake, based on information provided by national authorities.  Although there was a full return to office in 2022, working arrangements, equipment and infrastructure to allow full teleworking if needed be, are in place.  EIGE is engaged in exchange of information and good practices within the EUAN network.  Delegation measures and proper leave planning has ensured business continuity for key functions.  EIGE staff has access to COVID-19 vaccines in Lithuania.  Health and safety measures have been taken to ensure safe working conditions on premises.  Further measures may be taken by management to ensure staff safety and continuity of operations, depending on developments in the epidemiological situation at national and European level.</p>
	Cybersecurity threats	<p>Multi-factor authentication to access most systems with public interfaces.  Awareness training for all staff.</p>	Medium	High	<p>There has been a significant increase in the number and complexity of security threats in the EU, thus increasing the risk of a cybersecurity incident.  Security breaches can jeopardise the integrity and confidentiality of EIGE's data, not only in respect of contracts and</p>	<p><b>REDUCE:</b> EIGE will continue to expand multi-factor authentication to access its systems. Most are already in place.  Security awareness sessions will continue to be performed regularly and provided by CERT-EU.</p>	

<p><b>Political decisions and priorities outside the Institute</b> (EP, European Commission, Council, Member States, etc.)</p>		Centralised event monitoring (with the help of CERT-EU <sup>74</sup> for security and network) and internet traffic inspection and monitoring.			legal commitments, but also personnel data.	<p>Vulnerability tests will continue to be performed regularly with the help of CERT-EU.</p> <p>EIGE will cooperate with other EU agencies for the implementation of the Cybersecurity Regulation (2019/881) <sup>(75)</sup> (possible pooling of resources as well).</p>
	Russia's aggression against Ukraine	<p>Crisis management team established.</p> <p>BCP updated.</p> <p>Proper budget planning and monitoring.</p>	High	High	<p>The volatile geo-political situation can pose security risks for EIGE's staff based in Lithuania.</p> <p>Indirectly, there are also financial impacts, such as a high inflation rate and high energy prices, which affect EIGE's budget.</p>	<p><b>REDUCE:</b></p> <p>EIGE established a crisis management team, which is continuously monitoring the situation and liaising with local authorities.</p> <p>EIGE updated its BCP in 2022.</p> <p>EIGE closely monitors the budget expenditure and performs regular budget reviews. Projects are being re-prioritised in accordance with available budget.</p>
	Political climate negative towards gender equality	<p>Knowledge Management and Communications objectives in place (part of the SPD).</p> <p>Policy and outreach monitoring.</p>	Medium	Medium	<p>Uncertain future influences internal work of EIGE.</p> <p>Extra workload in establishing relationships.</p> <p>EIGE's studies and data misused and EIGE becomes a target for anti-gender initiatives.</p>	<p><b>REDUCE:</b></p> <p>Brief and targeted communication products to engage EP, Member States and the European Commission.</p> <p>Stronger engagement with stakeholders from the beginning of project lifecycles.</p> <p>Reaching new audiences.</p> <p>Building internal knowledge and capacity to respond to anti-gender initiatives.</p>
	Delays in the agreement with the N+2 Presidency on the BPfA topic	Regular contact with Presidencies and with the Commission.	Medium	Medium	<p>Increased stress for staff due to delays.</p> <p>Unrealistic deadlines for outsourced work to ensure good quality of gathered information.</p>	<p><b>REDUCE:</b></p> <p>Maintain regular contact with ministries of upcoming Presidencies.</p> <p>Liaise with the Commission in a structured way.</p>
<p><b>External partners (agencies, outsourcing, consultants, media, etc.).</b></p>	<p>New/unplanned tasks requested.</p> <p>New tasks emerging from political priorities.</p>	Regular monitoring of policy development to identify future challenges.	High	High	<p>Additional workload to meet new requests.</p> <p>Changes in planning and implementation of the annual work programme.</p>	<p><b>ACCEPT:</b></p> <p>Agree on negative priorities in discussion with the Management Board in order to reduce workload.</p>

<sup>74</sup> Computer Security Incident Response Team of the EU

<sup>(75)</sup> Regulation (EU) 2019/881 of the European Parliament and of the Council of 17 April 2019 on ENISA (the European Union Agency for Cybersecurity) and on information and communications technology cybersecurity certification and repealing Regulation (EU) No 526/2013 (Cybersecurity Act), ELI: <http://data.europa.eu/eli/reg/2019/881/oj>

Organisational risks	Risks related to planning processes		Approach to deal with unexpected requests developed and agreed with the Management Board.				Proposal on priorities prepared for Management Board to be able to reply to requests for additional tasks (where appropriate).
		Low number and quality of tenders received.	<p>Procurement guidelines improved with clear criteria.</p> <p>Early launch of tenders, with longer deadline.</p> <p>Established close cooperation and quality check between all Units.</p>	Medium	High	Low competition, value for money might not be ensured.	<p><b>REDUCE:</b></p> <p>Wider communication of ongoing procurement procedures.</p> <p>Ensure that tender documents are clear, detailed and specific.</p> <p>Ensure that project budget ceilings and deadlines are realistic.</p> <p>Engage external expertise for quality review.</p>
	Risks related to people and organisation	Work received from contractors does not meet EIGE's requirements.	<p>Close follow-up with contractors during the project.</p> <p>Clear and feasible requirements in the technical specifications and throughout the project, as changes along the way can impact the work quality as much as initial requirements.</p> <p>Involvement of external experts for quality review.</p>	Medium	High	Low-quality deliverables (including possible plagiarism) by the contractor cause extra internal workload and delay completion. EIGE's reputation may be damaged if data is not correct.	<p><b>REDUCE</b></p> <p>Implementation of the quality assurance policy and project management methodology.</p> <p>Assimilating and reviewing lessons learned.</p> <p>Close contract monitoring, clear communication with contractors and imposing contractual penalties when necessary.</p>
		<b>SPECIFIC RISKS</b>					
Risks related to legality and regularity	Delays in budget implementation.	<p>Budget planned a year in advance.</p> <p>Preparation of procurement documentation before the year starts.</p> <p>Regular budget monitoring meetings.</p> <p>PMT used to monitor implementation.</p>	High	High	<p>High carry-over.</p> <p>Payments concentrated in Q4.</p> <p>Work programme not fully implemented.</p>	<p><b>REDUCE:</b></p> <p>Ensure realistic planning for budget implementation.</p> <p>Start procurement at the beginning of the year (or the year before, where possible).</p> <p>Identify planned carry-overs in budget reviews.</p> <p>Regular budget training.</p>	
		Too many tasks for the available staff.	On an annual basis, EIGE analyses its core activities to identify negative priorities.	High	High	<p>Difficulty in fully implementing EIGE's Annual Work Programme 2023, a danger of staff burnout.</p> <p>High workload can affect the quality of deliverables and cause reputational damage.</p>	<p><b>REDUCE:</b></p> <p>Use the Activity-Based Budgeting tool and PMT for efficient allocation of resources across activities and projects.</p> <p>Agree feasible annual objectives.</p> <p>Agree on negative priorities in discussions with the Management Board.</p>

Risks related to communication and information						Recruitment of SNEs. Regular review of well-being measures.
	Difficulties in recruitment of staff with necessary profiles.	Vacancy notices announced at <a href="http://www.eurobrussels.com">www.eurobrussels.com</a> , <a href="https://www.linkedin.com">LinkedIn</a> and other relevant sources.	Medium	Medium	Difficulty in properly implementing EIGE's annual work programme.	<b>REDUCE:</b> Wider communication of the vacancy notice.  Intensified direct communication with Member States to facilitate recruitment of SNEs. Use additional communication channels, such as LinkedIn. Internal Working Group on Diversity and Inclusion. Implementation of activities of the Diversity and Inclusion Plan.
	Inconsistent application of the practices on Intellectual Property Rights (IPR).	IPR practices revised on a regular basis.  Awareness raising for staff regarding the IPR practices and its application.	Medium	Medium	EIGE may be challenged in court, resulting in damage to reputation and impacting on the budget.	<b>REDUCE:</b> Review the IPR practices on a regular basis.  Learn from the EUAN.  Hold regular training and information exchange for all staff.  Communicate the IPR practices in all technical specifications and contracts for services.
	Inaccurate implementation of the General Data Protection Regulation (GDPR) provisions.	All staff informed of the GDPR. Consultation with relevant experts in other EU agencies.	Medium	Medium	Challenges in establishing contact with new stakeholders and external experts. Restricted reach of EIGE's work.	<b>REDUCE:</b> Provide guidelines to all staff.  Update the guidelines on a regular basis.  Hold regular training and information exchange for all staff.  Ask for and obtain consent from data subjects in all data control operations.
	Difficulties in the collection and verification of data (outsourced) and/or delays in launching data by other data providers.	Close follow-up of external contractors to ensure data is available on time for EIGE.	Medium	Medium	Low-quality deliverables by the contractor, inaccurate data causes extra internal workload.  Difficulties in obtaining harmonised data from the Member States.  Difficulties in establishing statistically sound and complete datasets on GBV.	<b>REDUCE:</b> Framework Contract for data collection.  Efficient planning of requests for services.  Maintain regular contact with Eurostat and other data providers and learn from their approaches.

							Regular contact with Member States to discuss data sources.
							<b>REDUCE:</b>  Strategic use of the Journalists Thematic Network.  Systematic review of stakeholder requests.  Dedicated staff to manage media requests.  Consider virtual participation in events to compensate for limited resources.  Strengthen the usability and usefulness of EIGE's online communication tools and channels (e.g. website, publications, social media).
		Number of media and stakeholders' requests exceeds EIGE's capacity to respond.	Establishment of clear criteria for request approvals.	Medium	Medium	Stakeholders lose interest in EIGE as a knowledge centre and resource.  Reputational damage.  Low uptake and awareness of EIGE's work.	
	<b>Risks related to governance processes</b>	Delays in appointment of acting and/or alternate members to the Management Board.	Chair of the Management Board encourages members' active participation in the activities of the Board.	Medium	High	Gap in governance of the Institute, with risks related to weak oversight and leadership.	<b>ACCEPT</b>  The appointment of Member State representatives to EIGE's Management Board is done exclusively by the Council; the Institute has no role in the process other than receiving the list of appointments.  Chair of the Management Board contacts the Permanent Representation offices in Brussels raising concerns about the lack of active representation on EIGE's Board.

## Annex XIV. Procurement Plan

The overall budgetary allocation specified below represents the resources foreseen for the activities of the Operations Unit and Knowledge Management and Communications Unit. It excludes appropriations planned for missions and for translations and publications, which are mostly implemented through relevant SLAs with the Publications Office and CdT of the EU.

### Procurement

In 2023, the overall budgetary allocation of **EUR 2 979 000** <sup>76</sup> will be implemented through procurement contracts.

### Legal basis

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

<sup>76</sup> The ceilings of the framework services contract(s) that EIGE has launched or is part to, are not taken into consideration for the overall budget allocation for the implementation of the 2023 AWP (Title III).

AREA	BUDGET LINE	ACTIVITY 1 - 2	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
AREA 1: RESEARCH, STATISTICS AND INDICES	EIGE-B2023-B03215-C1-EIGE	GENDER EQUALITY INDEX	SPD 2023-2025. Section 3.2	Consultation meeting/s on update and dissemination of the Gender Equality Index and quality assurance	2	Order Form/Specific Contract. Request for Services under Framework Service Contract  Specific External Expert Contract(s) (Article 237 of Regulation 2018/1046)	Q2	EUR 6 000
				Index country analysis + EU brief (28 online profiles)	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	EUR 70 000
				Update of Index interface	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	EUR 22 000
				A study on the thematic focus of Index 2024	1	Direct Service Contract. Negotiated procedure	Q4	EUR 60 000
				Archiving and publication of EIGE surveys microdata	1	Direct Service Contract. Negotiated procedure	Q4	<b>EUR 5 000</b>
								<b>EUR 163 000</b>
		MONITORING THE BPfA AND SUPPORTING PRESIDENCIES OF THE COUNCIL OF THE EU	SPD 2023-2025. Section 3.2	Study on Beijing +30 launched, including examples of good policy initiatives	1	Direct Service Contract. Open call for tenders	Q3	EUR 350 000
				Consultation meeting(s) with experts on areas of concern selected by Presidencies and quality assurance	2	Order Form/Specific Contract. Request for Services under Framework Service Contract  Specific External Expert Contract(s) (Article 237 of Regulation 2018/1046)	Q3	EUR 20 000
								<b>EUR 370 000</b>
		OTHER RESEARCH INITIATIVES		N/A				
<b>INDICATIVE TOTAL BUDGET PER AREA</b>								<b>EUR 533 000</b>

AREA	BUDGET LINE	ACTIVITY 3 - 5	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
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AREA 2: GENDER - BASED VIOLENCE	EIGE-B2023-B03315-C1-EIGE	GENDER BASED VIOLENCE	SPD 2023-2025. Section 3.2	Data collection on IPV and femicide	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	EUR 179 000
				Update and maintenance of GBV entry point on the Gender Statistics Database	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	EUR 50 000
				Development of indicators on cyber violence against women	1	Direct Service Contract. Negotiated procedure	Q2	EUR 104 500
				Consultation meeting with Member States on cyber violence indicators	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 28 000
				Quality assurance	1-2	Specific External Expert Contract(s) (Article 237 of Regulation 2018/1046)	Q2-Q3	EUR 19 000
				VAW II survey/data analysis	1	Inter-institutional procedure	Q1-Q4	EUR 314 500
				Consultation meetings on VAW II survey	1	Inter-institutional procedure	Q3	EUR 43 000
				Sexual violence and GBV against refugee women (fleeing from war and other crises)	1	Direct Service Contract. Open call for tenders	Q3	EUR 110 000
<b>INDICATIVE TOTAL BUDGET PER AREA</b>							<b>EUR 848 000</b>	

AREA	BUDGET LINE	ACTIVITY 6 - 8	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE	
<b>AREA 3: IMPLEMENTING GENDER MAINSTREAMING</b>	EIGE-B2023-B03415-C1-EIGE	IMPLEMENTING GENDER MAINSTREAMING	SPD 2023-2025. Section 3.2	Policy support on gender mainstreaming	1	Direct Service Contract. Open call for tenders	Q2	EUR 130 000	
				Update of the online Gender Mainstreaming Platform	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q3	EUR 35 000	
				Working meeting(s) of governmental equality bodies and ministries and promotion of gender mainstreaming tools	2 - 4	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2-Q4	EUR 76 000	
				Quality assurance	1-2	Specific External Expert Contract(s) (Article 237 of Regulation 2018/1046)	Q1-Q2	EUR 8 000	
				Methods and tools for gender mainstreaming	2	Direct Service Contract. Negotiated procedure  Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1	EUR 210 000	
		GENDER STATISTICS DATABASE	SPD 2023-2025. Section 3.2	Maintenance and update of data and technical functionalities of EIGE's Gender Statistics Database, including quality assurance	5-6	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contracts  Specific External Expert Contract(s) (Article 237 of Regulation 2018/1046)	Q1-Q3	EUR 514 000	
		Experts' meeting on EIGE's Gender Statistics Database	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 24 000			
		<b>INDICATIVE TOTAL BUDGET PER AREA</b>							<b>EUR 997 000</b>



AREA	BUDGET LINE	ACTIVITY 9 - 11	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE	
AREA 4: STAKEHOLDERS AND COMMUNICATION	EIGE-B2023-B03512-C1-EIGE	FACILITATING KNOWLEDGE MANAGEMENT	SPD 2023-2025. Section 3.2	Access to gender equality resources	1	Order Form(s)/Specific Contract(s). Request for Services under Inter-institutional Framework Service Contract(s)	Q1	EUR 2 000	
				Further development of EIGE's website	2-5	Order Form(s)/Specific Contract(s). Request for Services under Inter-institutional Framework Service Contract(s)	Q2-Q3	EUR 71 000	
				Production of e-learning tool	1-2	Direct Service Contract. Negotiated procedures	Q2-Q3	EUR 26 000	
				Gender-sensitive language review	1-2	Order Form(s)/Specific Contract(s). Request for Services under Inter-institutional Framework Service Contract(s)	Q1	EUR 17 000	
				EU-level policy monitoring	1	Order Form(s)/Specific Contract(s). Request for Services under Inter-institutional Framework Service Contract(s)	Q1	EUR 22 000	
				Updating EIGE's CRM	1	Order Form(s)/Specific Contract(s).	Q3	EUR 26 000	
				<b>EUR 164 000</b>					
		COMMUNICATION STRATEGY	SPD 2023-2025. Section 3.2	Communication activities, including audio-visual design and access to imagery, production of promotional items, illustrations and infographics	2 - 5	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1-Q3	EUR 90 000	
				Thematic campaign – European Green Deal	2 - 3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1; Q3	EUR 89 000	

			Media monitoring and database updates	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1	EUR 50 000		
			Development of a crisis management manual and procedures	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1	EUR 2 000		
			GBV campaign concept	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q3	EUR 6 000		
			Strategic and digital communication services	1	Inter-institutional framework service contract	Q2	EUR 1.400,000.00 (EUR 800 000 ceiling for EIGE)		
			Strategic and digital communication services Q4 2023– Q2 2024	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 80 000		
			Photo session for EIGE website + membership	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 15 000		
							<b>EUR 332 000</b>		
			STAKEHOLDER S, NETWORKING MEETINGS	SPD 2023-2025. Section 3.2	Meetings with EIGE's stakeholders	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2-Q4	EUR 69 000
					Strategic foresight	1	Direct Service Contract. Negotiated procedure	Q1	EUR 36 000
									<b>EUR 105 000</b>
<b>INDICATIVE TOTAL BUDGET PER AREA</b>						<b>EUR 601 000</b>			