

Consolidated Annual Activity Report (CAAR)

2020

The European Institute for Gender Equality

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

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Print	ISBN 978-92-9482-872-9	doi:10.2839/89237	MH-AD-21-001-EN-C
PDF	ISBN 978-92-9482-871-2	ISSN 2599-7378	doi:10.2839/738861
			MH-AD-21-001-EN-N

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Consolidated Annual Activity Report

**European Institute
for Gender Equality**

2020

In pursuance of FR 2018/1046, FFR No 2019/7151

Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).

Abbreviations

ABAC	accrual-based accounting system used by EIGE
ABB	activity-based budgeting
ABC	activity-based costing
AO/AOSD	authorising officer/authorising officer by sub-delegation in EIGE
AWP	annual work programme
BPfA	Beijing Platform for Action
CA	contract agent
CAAR	consolidated annual activity report
DPO	data-protection officer (EIGE)
EBA	European Banking Authority
ECA	European Court of Auditors
EDPS	European Data Protection Supervisor
EESC	European Economic and Social Committee
EF	Experts' Forum
EHW	education, health and welfare
EIGE	European Institute for Gender Equality
ENGV	European Network of Gender and Violence
EP	European Parliament
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council configuration of the Council of the European Union
ERA	European Research Area
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
ETUC	European Trade Union Confederation
EU	European Union
EU ATC	EU Anti-Trafficking Coordinator
EWL	European Women's Lobby
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FR	financial regulation
FFR	framework financial regulation
FGM	female genital mutilation
FGM/C	female genital mutilation/cutting
FR	financial rules
FRA	European Union Agency for Fundamental Rights

FREMP	Working Party of Fundamental Rights, Citizens' Rights, and Free Movement of Persons
Frontex	European Border and Coast Guard Agency
FTE	full time equivalent
FWC	framework contract
GBV	gender-based violence
GM	gender mainstreaming
Grevio	Group of Experts on Action against Violence against Women and Domestic Violence
HR	human resources
IAS	Internal Audit Service
ICS	internal control standards
ICT	information and communications technology
IPA	Instrument for Pre-Accession Assistance
IPV	intimate-partner violence
ISO	International Organisation for Standardisation
IT	information technology
JHA	Justice and Home Affairs
JRC	Joint Research Centre
KPI	key performance indicator
LEWP	Law Enforcement Working Party
MB	Management Board
MEP	Member of the European Parliament
MFF	multiannual financial framework
MS	European Union Member State
MTWP	multiannual work programme
OJ	<i>Official Journal of the European Union</i>
OLAF	European Anti-Fraud Office
OSCE	Organisation for Security and Cooperation in Europe
PIA	privacy impact assessment
PLO	project-led organisation
PMT	project-management tool
Racer	relevant, acceptable, credible, easy and robust
RDC	Resource and Documentation Centre (EIGE)
SDG	sustainable development goal (UN)
SMEC	stakeholder management and external communication
SNE	seconded national expert (also, <i>expert national détaché (END)</i>)
SPD	single programming document
SR	staff regulations

STEM	science, technology, engineering and maths
TA	temporary agent
ToR	Term of References
UN	United Nations
UNECE	United Nations Economic Commission for Europe
Unesco	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
VRD	victims' rights directive
WG	working group
WHO	World Health Organisation
WLB	work-life balance
WMID	women and men in decision-making (EIGE database)
WPL	women political leaders (WPL) global forum

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Management Board's analysis and assessment

The Management Board (MB) has examined the *Consolidated Annual Activity Report (CAAR)* for the financial year of 2020, and wishes to highlight the following points:

- The CAAR provides a comprehensive and detailed account of EIGE's activities in 2020 for implementing its mandate and achieving the objectives set in the annual work programme (*Single Programming Document (SPD) 2020-2022*).
- The MB endorses EIGE's unique role in providing high-quality research, collecting harmonised data and undertaking comprehensive data analysis, as well as developing tools and methods for gender mainstreaming to complement and inform policymaking and other work of the European institutions and Member States, as well as EU Candidate and Potential Candidate countries, in achieving gender equality.
- The MB acknowledges EIGE's success in delivering on its mandate in a very challenging period that brought new emerging risks to its operations and wellbeing of staff in 2020. EIGE showed resilience and adaptability in coping with the COVID-19 crisis, not only by securing business continuity and mitigating risks, but also by reorganising and reprioritising activities and resources as presented in the amended *SPD 2020-2022*.
- The MB acknowledges EIGE's achievements in engaging with stakeholders despite the challenging working conditions and increasing the references to the Institute's work in EU policy documents.
- The MB acknowledges the effective and prompt measures taken by the Institute to ensure proper health and safety conditions at its premises for the staff working in the office during the pandemic. Moreover, it notes, with satisfaction, the actions taken to accommodate teleworking, to introduce the digitalisation of workflows and to strengthen the IT infrastructure. All these measures enabled the Institute to successfully transit to the "new way of working" and to secure continuity of service while, at the same time, guarding for the wellbeing of its staff.
- The MB acknowledges the achievement of all strategic objectives and notes a high performance based on key performance indicators (KPIs), detailed in Annex I.
- The MB takes note of the improvement towards achieving gender balance in the management team in 2020, and recommends further actions to attract candidates from the under-represented gender in recruitment procedures.
- The MB acknowledges that the controls performed in 2020 provided no evidence of significant or repeated errors in the budget execution.
- In accordance with the financial regulations applicable to EIGE, CAAR 2020 provides a satisfactory overview of the financial information for the year, based on the risks related to EIGE activities, including those identified on the basis of the risk assessment carried out by the Internal Audit Service (IAS) and the measures taken to address them.

- The MB welcomes the adoption of *EIGE's Anti-Fraud Strategy 2021-2023* and the measures set therein, aimed at strengthening the anti-fraud system of the Institute.
- The MB welcomes EIGE's initiatives to address the needs expressed in the *Staff Engagement Survey 2018* and welcomes the organisation of the next survey in 2021.
- The MB welcomes the declaration of assurance of the Director, which advises that she has identified no reservations or critical issues related to financial affairs for the financial year of 2020.
- The MB acknowledges that the European Court of Auditors (ECA) audit on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2019 showed that the annual accounts presented fairly, in all material aspects, EIGE's financial position as of 31 December 2019.
- The MB takes note of the reduction of 4.27 % of EIGE's budget in 2020, adopted via a budget amendment procedure, that was caused by the inability to execute the budget in the budget lines impacted by the COVID-19 crisis.
- The MB notes the impact of the COVID-19 crisis on EIGE's budget implementation. It takes note of the satisfactory level of the commitment appropriations rate, 97.75 % in 2020 (compared to 98.96 % in 2019) and the decreased payment appropriations rate of 74.82 % (82.50 % in 2019).

Concluding comments

The year 2020 was a successful year for EIGE. Despite unprecedented changes to the ways of working due to COVID-19 crisis, the Institute adapted quickly to ensure that business continues. EIGE delivered an extensive body of work, to a very high standard, in accordance with the revised SPD. In overseeing these tasks, the MB notes and welcomes the commitment of EIGE's team to achieve the Institute's strategic objectives and further enhance the standards of the Institute's outputs.

EIGE's management successfully managed the impact of the COVID-19 pandemic on its work programme and staff. The revised work programme and budget is a clear example of how the Institute managed to accommodate and adapt to the new circumstances.

The MB also notes and appreciates how quickly EIGE responded to the COVID-19 pandemic, by providing relevant and timely information on one of the year's most important topics for policymakers.

In February 2020, EIGE's newly appointed Director began her first term in office. The MB thanks Ms Scheele for her unwavering commitment to manage the Institute in such unprecedented times, ensuring the completion of tasks and overseeing staff well-being.

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

On the basis of the abovementioned observations and in accordance with Article 48 of the *Financial Regulation* applicable to EIGE, the MB attaches this assessment of the 2020 CAAR for submission to the European Parliament (EP), the Council and the European Court of Auditors.

Executive summary

To support the EU in “*making equality between women and men a reality for all Europeans and beyond*” the European Institute for Gender Equality (EIGE) was established by the European Parliament and the Council and is the only European Union Agency focusing solely on gender equality.

EIGE’s mandate and objectives are set out in its Founding Regulation (Regulation (EU) 1922/2006 on establishing a European Institute for Gender Equality). EIGE was established *‘to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens’ awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States’*.

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

- collects and analyses information and data to provide evidence-based research on gender equality;
- develops resources and tools to support gender mainstreaming;
- communicates and raises awareness of gender equality.

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

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

EIGE’s key stakeholders include gender equality policy-makers in EU Institutions and Member States, such as:

- 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 trio countries.

EIGE’s work is further supported by the cooperation with other EU Agencies (e.g. Eurofound, FRA and JHA agencies), EU-level social partners (e.g. BusinessEurope, ETUC) and relevant civil society organisations (e.g. EWL, Social Platform and MenEngage). EIGE collaborates also, on an ad-hoc basis with international organisations (Council of Europe, UN Women, OSCE, OECD).

Key conclusions

The year 2020 brought significant changes for the Institute. In February, EIGE's new Director, Ms Carlien Scheele took over the reins of the Institute. Only one month later, the global COVID-19 pandemic reached Europe, bringing unprecedented challenges and requiring "new ways of working". EIGE adapted quickly to the changed circumstances and continued to deliver on its objectives throughout the year.

EIGE was quick off the mark in responding to the coronavirus pandemic, launching a dedicated web-page on the impact of COVID-19 on gender equality in April 2020, which fast became a reference point for gender equality and the pandemic in the EU. A study on the socio-economic impact of the pandemic and gender equality started in October 2020, with emerging evidence communicated on a continuous basis in order to support key stakeholders with information as soon as it became available. In November 2020, EIGE released the findings from its *study on the COVID-19 pandemic and intimate partner violence* in the EU.

One of the highlights of the year was the online release of the *Gender Equality Index* in October 2020, that reached over 10 000 people in Europe and beyond. The Index is a useful bench-marking tool that allows Member States to easily monitor and compare their progress over time and understand where improvements are most needed. The results showed that the EU is still at least 60 years away from reaching gender equality. This year's Index also had a special focus on *digitalisation in the world of work*.

EIGE supported both the Croatian and German Presidencies of the Council of the EU by providing evidence to support Council Conclusions on the topics of long-term care and work-life balance, and paid and unpaid care work and the gender pay gap.

The publication and translation of *EIGE's step-by-step gender-budgeting toolkit* was another big achievement in 2020, helping those working with EU Funds integrate gender equality into their programmes. EIGE's Gender Statistics Database continued to provide policymakers with the latest data on the situation of equality between women and men, especially in the area of decision-making.

To support Member States in their efforts to tackle violence against women, EIGE continued to collect comparable data from the police and justice sectors on intimate partner violence. EIGE also published a report examining the factors that encourage witnesses of intimate partner violence to intervene. It provided important new evidence on when witnesses intervene and in which types of environment.

In 2020, EIGE produced 63 publications in English and translated 29 of them, with an aim to assist policymakers deliver on gender equality. According to our online publication satisfaction survey, 96.5 % of respondents confirmed that EIGE's publications met their needs well or excellently.

EIGE's outreach efforts continued to show EIGE's unique and added value for the EU. By communicating useful and relevant findings in a clear and engaging way, EIGE managed to connect with the right people, at the right time. References to EIGE's work in EU-level policy making documents have increased by 116 % since 2018, and mainstream media mentions have increased by 101 % over the same period. EIGE also raised awareness about sexism in the workplace and how to combat it, with the publication of a handbook to assist the EU Institutions and Agencies.

The coronavirus pandemic also posed several risks to the continuity of operations and staff well-being. To mitigate these risks, management reprioritised and reorganised its activities and resources,

as reflected in the amended *SPD 2020-2022*. In order to accommodate staff teleworking during the pandemic, management took measures to improve online working methods, such as reinforced security for remote access and the introduction of digital workflows and e-signatures.

In 2020, EIGE continued to strengthen its approach to a Project-Led-Organisation (PLO) by improving its project management practices. The Institute set-up a dedicated internal PLO working group, organised workshops, discussed best practices and worked to foster closer cooperation among units.

Important measures aimed at strengthening the internal control system in the Institute were taken in 2020. In 2020, the Director adopted the guidelines for assessment of internal control, which was applied in the performance of a specific assessment. The Anti-Fraud Strategy 2021-2023 was adopted in 2020 and defines actions that will lead to further improving the fraud prevention and detection system at EIGE. Moreover, several trainings in the area of ethics and integrity were conducted in 2020, as well as the creation of the fraud prevention and internal control intranet pages, consisting of very useful informational and training material for all staff.

Part I. Achievements of 2020

In spite of the challenges brought by the COVID-19 pandemic and the related risks to EIGE's operations, the Institute has achieved all its strategic objectives for the programming period. EIGE reached an achievement rate of 96.03 % of its work programme and has reached all the targets set in 2020 (as per the amended *Single Programming Document 2020-2022*).

In particular, it should be highlighted that EIGE adapted its work programme 2020 in order to better respond to the challenges posed by the coronavirus pandemic. EIGE launched a dedicated webpage on the impact of COVID-19 on gender equality in April, highlighting pathways and preliminary estimations on potential impacts of the crisis. This fast became a reference point for gender equality and the pandemic in the EU, generating 199 mainstream media mentions for EIGE between March and June, reaching an estimated 4.35 % of the EU population. In addition, EIGE's work on COVID-19 was mentioned 53 times in EU-policy documents in 2020.

As domestic violence cases spiked during lockdowns, EIGE prepared an assessment of the different measures that EU countries had taken to protect women. EIGE also launched a study on the socio-economic implications of the COVID-19 pandemic for gender equality, as a response to its stakeholders' requests. The preliminary results of this study supported the work of the forthcoming Portuguese Presidency. In 2020, EIGE received 44 stakeholder requests⁽¹⁾ related to COVID-19, and was able to respond to 24 requests with the current resources.

Furthermore, in order to ensure that measures applied during and in the aftermath of the pandemic are gender-responsive, EIGE initiated an analysis into the respective underlying processes. For this, two large primary data collection tasks were included in the project on gender responsive public procurement (GRPP): the mapping and assessment of practices and examples of GRPP, and the analysis of the institutionalisation of GRPP in the EU and all Member States. The research takes into account past trends and possible deviances in times of the COVID-19 outbreak. Such an understanding will be valuable and critical as the EU steps up action on strategic procurement and the development of an economy that works for all.

1.1. Research and data collection in 2020

The strategic objective regarding research and data collection, namely, **“to provide high quality research and data to support better informed and evidence based decision making by policy-makers and other key stakeholders working to achieve gender equality”**, has been achieved.

Most of the related KPIs have been achieved at a rate of 100 %, while slight delays induced by the COVID-19 crisis led to a small decrease in the achievement rate of some output indicators, as detailed in the following section.

⁽¹⁾ Invitations to meetings, seminars, conferences, written input to policy documents

1.1.1. Monitoring the Beijing Platform for Action, supporting the Presidencies of the Council of the EU

The specific objective of this activity, “to support the monitoring of international commitments of the EU and Member States by providing the necessary evidence: support to the Presidencies of the Council of the EU”, has been successfully achieved throughout 2020.

EIGE’s work supported the Croatian and German Presidencies of the Council, providing research-based evidence that contributed to the respective *Presidency Conclusions on Impact of Long-Term Care on Work-Life Balance*⁽²⁾ (10 June 2020) and to the *Council Conclusions on Tackling the Gender Pay Gap: Valuation and Distribution of Paid Work and Unpaid Care Work*⁽³⁾ (2 December 2020). In addition, in 2020, EIGE initiated a research on *Gender Equality and socio-economic consequences of the COVID-19 crisis*, in support to the Portuguese Presidency (2021). A research study on *Gender Equality Prospects in Labour Markets Transformed by Artificial Intelligence and Platform Work* also started in 2020 and will support the Slovenian Presidency (2021). Both studies will be completed in 2021.

The research note ‘*Gender equality and long-term care at home*’ was developed at a request of the Croatian Presidency of the Council. It highlights the fast increasing care needs given population ageing, which affects women disproportionately. The provided evidence on gender gaps and the overall insufficiency in accessible, good-quality and affordable formal long-term and home-based care services support various EU policy initiatives, such as *Gender Equality Strategy 2020-2025*, which calls for closure of gender care gap, or *the European Pillar of Social Rights*, in particular its *New Start initiative on work-life balance*, which aims at better support of parents and carers in order to reconcile their professional and private lives.

In response to the gender equality priorities of the German Presidency, EIGE’s report “*Gender inequalities in care and consequences for the labour market*”, analysed gender inequalities in pay and care together, as the two are inextricably intertwined. The analysis contributes to important policy discussions on the gender pay gap and gender care gap – two priority areas of *the EU Gender Equality Strategy 2020-2025*. In the context of the COVID-19 pandemic, the report also concludes on the need to place care systems at the center of recovery and resilience plans.

Achievement of indicators for activity 1.1.1. Monitoring the Beijing Platform for Action, supporting the Presidencies of the Council of the EU

	Indicators	Achievements	Achievement rate (%)	Source of data
Target	Research note discussed in at least 2 EU level meetings	Social Questions Working Party and Croatian Presidency conferences.	100 %	CRM
	EIGE’s recommendations and proposed indicators are endorsed by EPSCO Council Conclusions ⁽⁴⁾	Yes.	100 %	Council of the European Union Conclusions

⁽²⁾ <https://data.consilium.europa.eu/doc/document/ST-8764-2020-INIT/en/pdf>

⁽³⁾ <https://www.consilium.europa.eu/media/47063/st13584-en20.pdf>

⁽⁴⁾ <https://www.consilium.europa.eu/media/47063/st13584-en20.pdf>

Indicators		Achievements	Achievement rate (%)	Source of data
Outcome	At least 10 references in literature/policy documents to Finnish (Beijing +25) and Croatian reports by Q4	- 10 references of Beijing +25 report; - 5 references of Beijing +25 briefs; - 4 references of long-term care report.	100 %	Policy impact monitoring reports
	At least 20 presentations of Finnish, Croatian, and German reports in stakeholder events by Q4	More than 20 presentations at different stakeholder events, including: - Croatian Presidency events: HLG meeting; HL Conference and Presidency breakfast event; - German Presidency events: HLG meeting, Social Questions Working Party meeting; HL Conference; - EP events: Press seminar on occasion of IWD, EMPL Committee meeting during Equality week, online events organised by members of the EP; - Events organised by International organisations: UN Women Germany, OECD, OSCE and other events.	100 %	CRM
	At least 25 requests to present findings from Finnish, Croatian, and German reports in stakeholder events by Q4	26 requests to present received by Q4.	100 %	CRM
Output	Communication products published and activities organised to promote for the research findings of Finnish Presidency available by Q4	Delivered by Q4: - presentation of the report - 1 press release published; - Report and briefing papers shared with key stakeholders; - Promoted in EIGE's newsletter and social media channels; Included in EP FEMM newsletter; - Promoted in events during Equality week at the EU Parliament.	100 %	EIGE's website, E-communication, social media channels, CRM.

Indicators		Achievements	Achievement rate (%)	Source of data
Output	Croatian research note published by Q2	The research note published in May 2020.	100 %	EIGE's website
	Communication products for the research findings of Croatian and German Presidencies developed by Q4	- Press release, stakeholder email, social media posts, newsletter promotion for the Croatian Presidency research note completed by Q3. - Press release, factsheet, stakeholder email, social media posts, newsletter for the German Presidency report completed by Q4.	100 %	EIGE's website
	Comprehensive review and associated briefing of the areas of concern of the BPfA – Women and the Economy, including good practices (German Presidency) produced by Q4	The report submitted to the EU Publications Office in October 2020. The associated factsheet published for the German Presidency - EIGE conference on 19 November 2020.	100 %	EIGE's website
	Formal confirmation by Portuguese Presidency of the research topic received by Q4	Formal request received on 19 May 2020.	100 %	E-communication
	Technical specifications for the Slovenian Presidency including, if relevant, good practices, launched by Q2	Tender launched on 24 April 2020.	100 %	eTendering platform

1.1.2. The Gender Equality Index

Since its launch in 2013, the *Gender Equality Index* has been widely recognised for its notable contribution to monitoring progress of gender equality in the EU. The *EU Gender Equality Strategy 2020-2025* acknowledges the Index as a key benchmark for gender equality in the EU and sets out its intention to introduce annual monitoring of gender equality building on the *Gender Equality Index*⁽⁵⁾.

The Index covers a range of indicators in the domains of work, money, knowledge, time, power and health. It also integrates two additional domains: violence and intersecting inequalities. The indicators are closely linked to EU targets and international commitments such as the Beijing Platform

⁽⁵⁾ EUR-Lex - 52020DC0152 - EN - EUR-Lex (europa.eu)

for Action and the *2030 Agenda for Sustainable Development and its Sustainable Development Goals* (SDGs). The Index 2020 report presents Index scores in all domains and tracks gender equality progress in the EU since 2010. In addition, 28 country factsheets provide more detailed statistical analyses of Index results in EU Member States and the United Kingdom.

The thematic focus of Index 2020 explores how digitalisation is shaping the future of work for women and men. It shows the profound implications of new technologies for future progress towards gender equality across all Index domains, most notably for work, money and knowledge. While it highlights some well-known challenges – such as the gender divides in education, skills, employment and research – it also sheds light on less known aspects of digitalisation. These include, for example, the different effects of precarious working conditions on women and men in certain forms of platform work and the ways in which digital technologies can enable algorithmic discrimination or new forms of cyber-violence. The thematic focus therefore provides some fresh insights on monitoring gender equality not only in the broader context of *the European Pillar of Social Rights* but also in the context of specific strategies and actions linked to education, such as *The Digital Education Action Plan 2021-2027* or *the European skills agenda*, and digitalisation, such as the EU digital strategy '*Shaping Europe's digital future*'.

In 2020, EIGE started to work on the next release of the Index 2021 and its thematic focus on health. It aims to provide a broader understanding of the gender inequalities in the domain of health and to raise awareness among policy makers of the importance of integrating a gender perspective in health policies.

EIGE's study on the *Socio-economic consequences of the COVID-19 crisis to gender equality*, started in 2020, will support the thematic focus of the Gender Equality Index 2022. It focuses on the labour market situation of women and men; impacts of crisis on their working arrangements; unpaid work distribution and work-life balance; role of employment supporting measures.

In 2020 a study on *Monitoring the eligibility for parental leave in EU Member States* was completed. The study focuses on one of the central issues of work-life balance debate – the design of parental leave policies and eligibility to use it. The study provides: (1) estimates of how many (potential) mothers and fathers are eligible to parental leave in the Member States; (2) how much the eligibility rates have changed since 2016 and to what extent the changes are due to changes in policy design; (3) what are the main reasons of non-eligibility for parental leave, and (4) an intersectional analysis of the eligibility rates by looking at women and men with different social-demographic background. Current data and analysis aims to contribute to the monitoring of the implementation of the *Directive (EU) 2019/1158 on work-life balance for parents and carers*.

Upon request of DG JUST, EIGE, together with the Joint Research Centre (JRC) worked on a monitoring framework of indicators related to the main policy objectives described in the *EU Gender Equality Strategy 2020-2025*. These served as an input towards the development of a monitoring portal⁽⁶⁾ for the Strategy.

⁽⁶⁾ Gender Equality Strategy 2020-2025 Monitoring Portal: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

Achievement of indicators for activity 1.1.2. the Gender Equality Index:

Indicators		Achievements	Achievement rate (%)	Source of data
Target	EU Institutions and all Member States informed on the 5th edition of Gender Equality Index by Q4	EU institutions (528 participants from EP/COM/Council in total) and Member States were informed of the Gender Equality Index release.	100 %	EIGE website
Outcome	At least 10 % more references to the Index by EU Institutions and international organisations compared to 2018	55 % more references in 2020 than in 2018.	100 %	Policy impact monitoring reports
	At least 10 % increase of web visitors in Q1-Q3 2020, compared to Q1-Q3 2017	Impossible to measure this indicator due to the introduction of the new Cookies' policy on EIGE's website, following the Data Protection Regulation (GDPR).	N/A	N/A
	At least 10 % increase of web visitors in Q4 2020 (after release), compared to 2018 baseline (Q4)	Impossible to measure this indicator due to the introduction of the new Cookies' policy on EIGE's website, following the GDPR requirements.	N/A	N/A
	At least 15 requests to present the Index in stakeholder events by Q4	18 presentations of Index at stakeholder events, including: <ul style="list-style-type: none"> - During EP Equality week; - DE Presidency events; - Launch of GE Index in IPA beneficiaries; - Events organised by Social Partners and CSOs; - Requests to present Index in EU MSs. 	100 %	CRM
	All requests to receive information on the Index answered in time	Yes.	100 %	Media enquiry registry
Output	Gender Equality Index 2020 report published by end of Q3	Report released on 29 October 2020.	100 %	EIGE's website
	Gender Equality Index 2020: country analysis produced by the end of Q3	EU level analysis and 28 country analyses released on 29 October 2020.	100 %	EIGE's website
	Updated interface of Gender Equality Index available by Q3	Updated interface available on 29 October 2020.	100 %	EIGE's website
	Event to release the 5th Gender Equality Index 2020 organised in Q4	Virtual conference took place on 29 October 2020.	100 %	EIGE's website
	Study on the socio-economic implications of the COVID-19 pandemic launched by Q4	Tender launched 24 July 2020.	100 %	TED eTendering platform
	Communication materials by Q4	The following materials were delivered by Q4: 5 videos; 1 news alert and 1 press release in all EU languages; 13 infographics; 209 social media posts.	100 %	EIGE's YouTube channel, website, MailerLite, social media channels

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

The specific objective, “*improving Member States capacity to collect comparable administrative data on violence against women*”, was successfully achieved in 2020.

EIGE supports the collection of comparable administrative data on intimate partner violence across Member States. To this end, EIGE assessed Member States’ capacity to populate respective indicators of the current measurement framework with administrative data (e.g. on femicide), working closely with police data providers and national statistics offices. The valuable data and information from this work will be further used for the country-specific factsheets, to be published in 2021, aimed at supporting the capacity of national data collection systems and methods to measure femicide.

The classification system of different forms of femicide, together with the international and national overview of definitions and data collections, will be published in 2021.

The delivery of comprehensive, updated and comparable data for the development of policies on combating gender-based violence is a key priority, as stated in *the EU Gender Equality Strategy 2020-2025*. EIGE continuously promotes the indicators developed in 2017 on intimate partner violence, rape and femicide. Furthermore, as a member of the *Eurostat Task Force*, EIGE contributes with gender expertise to the implementation of the EUROSTAT EU wide survey on gender-based violence.

In 2020, EIGE continued to provide unique estimations on the number of women and girls at risk of Female Genital Mutilation in 4 Member States, which are added to the 13 data sets already collected. The report will be available in 2021.

In 2020, EIGE published a study *on the intimate partner violence and witness intervention*, examining the factors that encourage witnesses of violence to intervene, including reporting the violence to the relevant authorities.

In addition, and in line with the amended *SPD 2020-2022*, EIGE started to analyse the consequences of the COVID-19 pandemic for victims of intimate partner violence (IPV) as a response to the emerging issue. EIGE conducted a preliminary overview of the measures undertaken across the EU to support victims of violence during the COVID-19 outbreak (from March until the end of September 2020), identified examples of promising practices and provided initial recommendations to the EU Institutions and to the Member States on how to better support victims during the pandemic, as well as in other potential crises.

The findings of both studies were presented at EIGE’s conference *Violence against women and COVID-19: How do we tackle two pandemics at once*, which took place on 18 November 2020, ahead of the *International day for the Elimination of Violence against Women*.

Finally, in order to support Commission’s evaluation of the effects of the relevant EU acquis on preventing and combatting violence against women and domestic violence, EIGE was requested to update the study on the costs of violence against women. The study was launched at the end of 2020 and will be published in 2021.

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

	Indicators	Achievements	Achievement rate (%)	Source of data
Target	Full information request sent to Member States	All Member States consulted on their capacity to populate the indicator on femicide.	100 %	E-communication
	4 Member States participate in the FGM Study	Yes (Austria, Denmark, Luxembourg, Spain)	100 %	eTendering platform
Outcome	All Member States consulted by Q4	Yes	100 %	E-communication
	At least 3 Member States officially endorse EIGE's study on risk estimation of FGM (by Q4)	4 Member States (Austria, Denmark, Luxembourg, Spain), participated in the study on estimating the number of women and girls at risk of FGM.	100 %	EuroGender
Output	Technical specifications on EIGE's study on assessment of Member States capacity to populate the indicator on femicide launched by Q2	With a slight delay in the foreseen timeline, the tender was launched on 24 July 2020.	98%	eTendering platform
	Technical specifications on EIGE's study on risk estimation of female genital mutilation launched by Q2	Tender launched on 10 February 2020.	100 %	eTendering platform
	100 % of requests from Eurostat Task Force responded by their deadline	Timely provision of feedback to improve the clarity of the documents (guidelines, indicators and quality standards), in line with request of the online workshop for the Task Force members; timely comments and proposed clarifications to methodological guidelines during written consultations (September-October 2020).	100 %	Circabc (europa.eu)
	Technical specifications on EIGE's study on the implications of COVID-19 pandemic to women victims of IPV launched by Q2 2020	New study on emerging issue after the amendment of SPD 2020-2022. Tender launched on 5 May 2020.	100 %	eTendering platform
	Technical specifications on EIGE's study on estimating the costs of violence against women launched by Q4 2020	New study on COM's request after the amendment of SPD 2020-2022. Tender launched on 16 October 2020.	100 %	eTendering platform

	Indicators	Achievements	Achievement rate (%)	Source of data
Output	Materials on definition and classification of femicide and on results of the study on factors that facilitate witness reporting of intimate partner violence communicated by Q4 to relevant institutions in all Member States	<ul style="list-style-type: none"> - On 18 November 2020 the report on <i>"Intimate Partner Violence and witness intervention"</i> was released; the results of the new study on <i>"COVID-19 pandemic and intimate partner violence against women in the EU"</i> were presented. - On 17 July 2020 the tender for the <i>study on country factsheets to measure femicide across the EU</i> was launched. - Due to re-prioritisation to facilitate the response to COVID-19 and accommodate COM request, this project was postponed. The materials on the classification system on femicide delivered by contractors in October 2020; the release, along with country factsheets on measuring femicide, is planned for Q3 2021. 	70 %	EIGE's website, social media channels

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

The specific objective of ***"providing tools to build the capacity of Member States to mainstream gender into all policy areas"***, was successfully achieved in 2020. EIGE's newly developed, or updated, gender mainstreaming methods and tools ensure full complementarity with EU priorities.

At the start of the year, EIGE published the results of its study on *Gender-sensitive education and training for the integration of third-country nationals*. The research provided entry points to strengthen the gender equality perspective in the implementation of the *Action Plan for Integration of Third-Country Nationals and the European Agenda on Migration*.

In May 2020, EIGE released a step-by-step gender-budgeting toolkit to help those working with EU Funds better fit their programmes to the gender equality goals of the EU and its Member States. In August 2020, EIGE published the toolkit in 21 EU languages. The toolkit had a special focus on work-life balance, allowing Member States to make the connection between time use, multiple care roles and EU Funds 2021-2027 interventions. This is in line with the *EU Gender Equality Strategy 2020-2025* and the *EU Work-Life Balance Directive*.

In October 2020, EIGE finalised a number of other studies. It completed the assessment of conceptual and measurement frameworks of Area H of the BPfA on the institutional mechanisms and the implementation of gender mainstreaming. Before its finalisation (in September), the updated framework was discussed with experts from Member States, focusing on opportunities and challenges that affect its effective implementation. *EIGE's Gender Mainstreaming Platform* was expanded in October 2020, with two additional policy briefs which provide information and practical examples of effective gender mainstreaming across two relevant policy sectors for the EU: security and migration. Finally, EIGE also initiated (in October) field-work on gender-responsive public procurement in the EU. The outputs will be finalised in 2021 and published in early 2022. The outcomes of this research will complement the work the Commission has been carrying out on strategic procurement within the EU public procurement framework, specifically in the area of socially responsible public procurement (SRPP).

In order to encourage more gender-balance in the parliaments, EIGE disseminated information on the online tool for assessing gender-sensitivity of parliaments and promoted it among national and regional parliaments in the EU. EIGE also continued efforts to cooperate with key stakeholders in political decision-making such as COSAC, the International IDEA and OSCE/ODHIR to use and distribute the tool.

During 2020, EIGE made available the results of its work on gender-sensitive infrastructure: 3 fact-sheets on gender equality and care infrastructure, health service infrastructure and urban mobility; a methodological report of its EU-wide survey on the benefits of gender equality through infrastructure provision and the dataset. The results revealed the importance of existing infrastructure services for everyday activities, and the high level of well-being that public infrastructure provides to women and men in the EU.

Furthermore, EIGE provided technical support to two EU institutions to build their capacities to mainstream gender in their policies. Specifically, EIGE initiated its work together with DG Research to revise the state of the art knowledge and practices on institutional change offered in the GEAR Tool, in order to incorporate the latest developments and tools created by Horizon 2020 GEP projects and to align the content with Horizon Europe's provisions. EIGE's GEAR tool was also updated to reflect the latest examples of mainstreaming gender into research performing organisations and universities. EIGE also initiated work with the European Parliament to support a more strategic and effective implementation of gender impact assessment, with gender budgeting elements, into the legislative work of the Parliament.

The organisation and/or participation in the information sessions with the EC, EP and Member States' officials, aimed at presenting relevant outcomes of EIGE's work on gender mainstreaming, had also served to achieve the overall objective of building the capacity of stakeholders to mainstream gender into all policy areas. For example, EIGE participated in information sessions on gender budgeting for the EC, EU Funds Managing Authorities and for the EP. The aim of the sessions was to support these stakeholders in implementing the horizontal principle of gender mainstreaming in the EU budget and its main investment instrument, the EU Funds.

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

Indicators		Achievements	Achievement rate (%)	Source of data
Target	Information on the updates of the gender mainstreaming platform sent to EU Institutions and all Member States by Q3	Updates to the gender mainstreaming platform (Gender budgeting toolkit, migration and security policy briefs, gender and infrastructure report and factsheets communicated by Q3)	100 %	E-communication
	Support provided to up to 5 Member States and at least 1 EU Institution by Q4	Support provided to: EP (feedback on the guidelines for the EU budget 2021; preparatory phase for training on gender impact assessment); DG Research (GEAR Tool); DG Clima and DG MOVE (develop transport specific gender indicators and supporting gender analysis process in the EU climate policies).	100 %	E-communication/ Stakeholders' registry

Indicators		Achievements	Achievement rate (%)	Source of data
Outcome	References to EIGE's work on gender mainstreaming from at least 5 EU Member states and at least 1 EU Institution by Q4	> 50 references to EIGE's work on GM from EU Institutions by Q4.	100 %	Policy impact monitoring reports
	Access to the step-by-step guide on gender budgeting tool	Guide 'Step-by-step toolkit on gender budgeting' translated into 21 EU languages and published on EIGE's website.	100 %	EIGE's Gender Mainstreaming Platform
	Number of completed surveys of the gender-sensitive parliament tool by National/Regional parliaments and references to the tool by other organisations (OSCE, IDEA, COSAC, etc.)	Despite the dissemination efforts, the Parliament did not complete the surveys. However, the tool was referenced in two EU-level policy-making documents, in the OSCE assistance to the Parliament of Kosovo to take EIGE's assessment to develop a Gender Action Plan, and used by the parliaments in Bosnia and Herzegovina.	50 %	Policy impact monitoring reports E-communication
	Number of participants of the meeting on Gender Mainstreaming post Beijing +25	This meeting was cancelled due to COVID-19.	N/A	N/A
Output	All country specific information and "institutions and structures" updated on the GM platform by Q4	All information placed on the Gender Mainstreaming Platform by Q4.	100 %	EIGE's Gender Mainstreaming Platform
	Recommendations on implementation of gender mainstreaming post Beijing +25 developed by Q1	Report with recommendations developed in Q1; recommendations used for further update of the BPfA Area H indicators on the institutional mechanisms and gender mainstreaming.	100 %	Project documents: <i>Ref. EIGE/2020/OPER/03</i>
	Indicators on institutional mechanism and gender mainstreaming populated and published in gender statistics database by Q3	Conceptual and measurement frameworks for indicators updated in Q4. Upon request of the High Level Group on Gender Mainstreaming further discussions were organised with EC and MS in October 2020. This led to adding an additional step to the process – testing the indicators. Testing phase in 8 MS started in December 2020. Data collection and publishing of data in GSD for all MSs planned by Q4 2021.	50 %	Project documents: <i>Ref. EIGE/2020/OPER/03 and Ref. FWC EIGE/2016/OPER/01 – Lots 1-2 Request for Services n. 15, Activity 10</i>

Indicators		Achievements	Achievement rate (%)	Source of data
Output	Report on the implementation of gender mainstreaming in the EU available for the UN Commission on the Status of Women (CSW) by Q1	CSW was cancelled due to COVID-19 pandemic; report was available in Q2 2020.	95 %	Project documents: <i>Ref. EIGE/ 2020/OPER/03</i>
	Expert consultation on gender mainstreaming post Beijing +25 by Q3	The expert consultation was cancelled due to COVID-19; the work on gender mainstreaming post Beijing +25 was presented in the "Equality week" series of events organised by the EP (October 2020).	50 %	EuroGender
	Information sessions with EC and Member States officials to present relevant outcomes of EIGE's work on gender mainstreaming held (e.g. gender budgeting, measurement framework on area H of BPfA) by Q4	Thematic Network (EC and MS officials) meeting on measurement framework on area H of BPfA held on 16 September 2020; working meeting and informative session with EC officials on Gender Budgeting held on 29 September and 7 October 2020, respectively.	100 %	EuroGender
	Background information on gender-sensitive procurement collected by Q4	Background information on gender-sensitive procurement collected for the launch of the tender (9 July 2020) on Supporting Gender Equality in the Economy through Public Procurement.	100 %	eTendering platform

1.1.5. EIGE's Gender Statistics Database

EIGE's Gender Statistics Database has been part of the Institute's wider activities aimed at **"collecting, processing and disseminating gender statistics and gender-sensitive data"**. The *Commission's Opinion on EIGE's Single Programming Document 2019-2021* highlights the updating of EIGE's Gender Statistics Database as a priority area.

EIGE's gender statistics database (GSD) offers policy and decision-makers a solid and regularly updated tool, aimed at helping them identify and analyse gender gaps and monitor progress through improving quality, availability and accessibility of gender statistics in the EU. Furthermore, data on *women and men in decision making* supports the monitoring of the *EU Gender Equality Strategy 2020-2025*, specifically its objective of *"Leading equally throughout society"*. Statistics on women and men in decision-making positions also provide a key element to assess the implementation of Area G of the *Beijing Platform for Action, 'Women in Power and Decision-making'* (WMID), a commitment of the Council of the European Union.

Achievement of indicators for activity 1.1.5. EIGE's Gender Statistics Database:

Indicators		Achievements	Achievement rate (%)	Source of data
Target	Unique gender statistics produced to support EU policy priorities	<ul style="list-style-type: none"> - 13 indicators on Intimate Partner Violence; - 105 indicators on WMID; - 13 indicators on Gender-sensitive Parliaments; - 9 indicators on Economic benefits of gender equality; - 12 indicators on gender equality and public infrastructure. 	100 %	GSD
	EIGE's gender statistics referenced in policy documents of EU Institutions and Member States and in outputs of other stakeholders	31 references in EU-level policy documents.	100 %	Policy impact monitoring reports
Outcome	At least 25 % increase of EU National statistics offices linking to the gender statistics database by Q4, compared to baseline 2017. ⁽⁷⁾	<p>There is no data available to measure this indicator.</p> <p>Due to re-prioritisation and focus on cooperation with EU data providers, the engagement with national statistical offices decreased and is no longer regularly monitored. National statistical offices are updated on the GSD at EIGE's expert meetings and through EIGE's participation in the Eurostat's working groups.</p>	N/A	N/A
	At least 15 % increase in the references to the gender statistics database in policy documents and literature, compared to baseline established in 2018	29 % more references compared to 2018.	100 %	Policy monitoring reports
Output	Database updated with statistics from external providers in Q4	<ul style="list-style-type: none"> - Database updated in May and in July 2020 (regular updates of the labour market and demographic indicators); - Data on availability and quality of supporting systems on violence against women from Women Against Violence Europe (WAVE) uploaded in November 2020. 	100 %	GSD

⁽⁷⁾ Indicator to be revised.

Indicators		Achievements	Achievement rate (%)	Source of data
Output	Unique gender statistics produced in relation to EU policy priorities available in Q4	<ul style="list-style-type: none"> - Data on politics published in Q1 and updated in Q2; - Data on research funding organisations updated in Q2; - Data on Intimate partner violence published in Q2; - Data from UN Framework Convention on Climate Change published in January, 2021 (delay due to the COVID-19 pandemic). 	98 %	GSD
	First phase of Database restructured by Q4	The 1st restructure of the Database content took place in May 2020. Another entry point on Gender Mainstreaming published in September 2020, following the database Experts' meeting held on 22-23 September 2020.	100 %	GSD
	Two feasibility analyses and four statistical notes by Q4	<ul style="list-style-type: none"> - Two feasibility analyses assessing the possibility of further disaggregation of decision-making data (September 2020). - Four statistical notes on women in politics and women on boards published (July 2020); 	100 %	GSD

1.1.6. Other research initiatives

In 2020, the last five remaining language versions of the Glossary and Thesaurus (Czech, Danish, Irish, Maltese and Slovak) were published on EIGE's website. This made the main concepts and definitions on gender equality accessible in all EU languages, contributing to an understanding of often difficult concepts in all official EU languages. The terms were regularly communicated in EIGE's newsletter and social media channels, bringing attention to the tool.

Achievement of indicators for activity 1.1.6. Other research initiatives:

Indicators		Achievements	Achievement rate (%)	Source of data
Target	At least one additional linguistic version of EIGE's Gender equality glossary and thesaurus endorsed at National level by Q4	The Greek version promoted on the Greek General Secretariat for Family Policy and Gender Equality website	100 %	http://www.isotita.gr/xrisimoi-syndesmoi/
Outcome	Communication of the linguistic versions of the glossary and thesaurus	6 newsletters mention 15 social media posts.	100 %	Newsletters and social media channels
Output	All linguistic versions of glossary and thesaurus published by Q4	All language versions were published online by Q4.	100 %	EIGE's website

1.2. Knowledge Management and Communication in 2020

EIGE achieved its strategic objective to **“manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders”**, in 2020. The Institute provided its key stakeholders with clear, timely and useful information, and continued reaching out to new audiences outside the gender equality community.

Throughout 2020, EIGE strengthened its relations with the newly elected European Parliament and the new European Commission. EIGE also continued its cooperation with other EU Agencies. Reacting to the surge in domestic violence due to COVID-19 containment measures, EIGE and FRA Directors issued a Joint Statement calling for the EU to step up efforts to end domestic violence. EIGE continued close cooperation with Eurofound, regularly exchanging information and providing input to each other’s reports and research projects. Furthermore, EIGE was an active participant in the Justice and Home Affairs (JHA) Agencies Network, which this year focused on supporting the Member States and EU institutions in meeting the unprecedented challenges resulting from the outbreak of COVID-19. EIGE was also involved with the EU Agencies Network on Scientific Advice (EU-ANSA), in particular with the quantitative survey data cluster and the socio-economic cluster.

EIGE fulfilled its aim to produce timely and innovative communication products to promote and raise awareness on gender equality, as well as meet the targeted needs of its stakeholders. A good example is EIGE’s handbook to tackle sexism in the workplace, which was specifically designed for the EU institutions and agencies. EIGE ran a social media campaign to raise awareness about the need to stop sexism at work, which was also joined by several EU agencies, including FRA, Europol and eu-LISA.

Another example is EIGE’s quick response to the coronavirus crisis in the EU. At the start of the pandemic, EIGE focused its efforts on raising awareness about the the effects of COVID-19 on gender equality. EIGE launched a dedicated webpage and published several news items on the topic. EIGE’s swift response was appreciated by its stakeholders and generated extensive media attention for the Institute. Between March and June 2020, there were 199 mainstream mentions of EIGE’s outputs related to COVID-19.

Coverage of EIGE’s work in mainstream media outlets across the EU has grown by 101 % since 2018. EIGE’s outreach on social media has also increased by 73 % across all three channels (Facebook, Twitter and LinkedIn). However, outreach numbers for mainstream media declined in 2020. While previously, EIGE’s work was covered by a major UK outlets with millions of daily visitors, such as the Guardian and Daily Mail, they did not cover EIGE’s work to the same extent in 2020. This led to a reduction in the overall outreach of EIGE’s communication channels.

EIGE received positive feedback for its publications and events in 2020. According to our online publication satisfaction survey, 96.49 % of respondents indicated that EIGE’s publications met their needs well or excellently. Feedback from our event surveys show that 93 % of participants indicated that they were satisfied with EIGE’s events.

Achievement of indicators for activity 1.1.7. Knowledge Management and Communication:

	Indicators	Achievements	Achievement rate (%)	Source of data
Target	Aggregated outreach of EIGE's communication channels increased by 10 % compared to 2018 baseline	73 % increase of social media outreach and 101 % increase of media mentions. However, 8 % decrease in total outreach, due to less coverage in big UK media (the Guardian, Daily Mail), Website statistics not available, due to GDPR requirements.	100 %	Social media reports, CRM Matomo, MailerLite, media reports
	Influence of EIGE to policy-making at EU level increased by 10 % compared to the 2018 baseline	116 % increase	100 %	Policy monitoring reports
Outcome	Two additional Committees of the European Parliament informed about EIGE's work by Q4	EP BUDG, EMPL and REGI committees	100 %	CRM
	Two additional DGs of the European Commission informed about EIGE's work by Q4	3 additional DGs informed (DG EAC, DG CLIMA, DG REGIO) and Task Force on Equality.	100 %	CRM
	Outreach of social media, website, newsletter, videos and media coverage increased by 10 % from the 2018 baseline by Q4	73 % increase of social media outreach and 101 % increase of media mentions. However, 8 % decrease in total outreach, due to less coverage in big UK media (the Guardian, Daily Mail). Website statistics not available due to GDPR requirements.	100 %	Social media reports CRM Media monitoring reports
	5 % increase in stakeholder requests compared to 2018 baseline by Q4	11 % increase The comparison is with the previous reporting year (2019). Comparison with the 2018 baseline is redundant, due to changes in the parameters for the calculation.	100 %	CRM
	Two new stakeholder groups consulted on EIGE's work by Q4	EC consulted EIGE for the following policy initiatives: DG CLIMA (EU Adaptation strategy), DG EAC (Digital education action plan), DG EMPL (Social pillar) and DG JUST/C.2 Fundamental rights policy (Children's Rights Strategy).	100 %	CRM
Output	At least one presentation and one policy briefing for each new work area	- Beijing +25: EP press seminar + 12 policy briefs; - Paid/unpaid care: EP EMPL Committee +policy brief on gender inequalities in care and pay in the EU.	100 %	EIGE's website CRM

Indicators		Achievements	Achievement rate (%)	Source of data
Output	At least seven contributions delivered to relevant institutional structures, including two new stakeholder groups by Q4	11 contributions, including 3 new stakeholder groups: <ul style="list-style-type: none"> - COM Advisory Committee on Equal Opportunities opinion 2020 on <i>Cyber Violence against women</i>; - Contribution to ACEO Opinion 2020 on <i>Artificial Intelligence and Gender Equality</i>; - Contribution to EC inter-service group on evaluation of the EU's external action support in the area of gender equality and women's and girls' empowerment; - Contribution to FEMM Committee reports (consequences of COVID-19 on gender equality); - Contribution to DG EMPL consultation on Social Pillar (15 October); - Contribution to EC Inter-service group on the Rights of the Child, strategy on rights of the child (new); - Contribution to European Commission (DG EAC) Digital Education Action Plan (new); - Contribution to DG BUDG consultation on gender equality expenditure tracking (new); - Contribution to EP FEMM Committee report on Consequences of COVID-19 on gender equality; - Contribution to EP FEMM Committee report on preventing and combatting THB and protecting victims; - Contribution to EP BUDG Committee draft guidelines for 2021 budget; - Contribution to EP REGI Committee report on gender dimension in cohesion policy (new); 	100 %	CRM
	10 news alerts/press releases published per year and five posts per week on social media	<ul style="list-style-type: none"> - 16 news alerts/press releases published; - 2 joint statements published; - 20 social media posts per week published, on average. 	100 %	EIGE's website EIGE's social media channels
	Newsletter published every second month	<ul style="list-style-type: none"> - 6 newsletters published 	100 %	EIGE's website
	Two briefings for journalists from the Member States and one for local media by Q4	<ul style="list-style-type: none"> - 2 meetings with EIGE's Journalist Thematic Network - 1 local press briefing in Vilnius 	100 %	EuroGender

Cooperation with EU candidates and potential candidates (IPA)

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

In 2020, EIGE continued its close cooperation with the national authorities in charge of gender equality policies, national statistical offices and EU Delegations in IPA beneficiaries. EIGE also strengthened its relations with civil society organisations and international organisations working in the region, such as UN Women and UN Population Fund (UNFPA) Regional Offices for Europe and Central Asia, and OSCE. EIGE continued its well-established cooperation with DG NEAR and DG JUST for the implementation of this project.

One of the highlights of 2020 was the publication of the national *Gender Equality Index scores for Albania and Montenegro*. In addition, the development of two new indices was launched: Kosovo calculated three domains and Serbia started working on its third Index release. Negotiations started with Bosnia and Herzegovina to work on the Index in 2021. EIGE also continued collecting data for the Women and Men in Decision-Making database for all EU candidate countries and potential candidates. In addition, three statistical notes were prepared on the topic of decision-making and gender equality.

Another project milestone was the publication of a new webpage dedicated to EIGE's cooperation with the EU candidate countries and potential candidates. It presents information about the project's activities, as well as information about each IPA beneficiary in relation to gender equality. Work also began on translating EIGE's Glossary and Thesaurus into the languages of IPA beneficiaries, with an initial three languages – Albanian, Bosnian and Serbian.

EIGE involved around 340 participants from the Western Balkans and Turkey in various meetings and events over the year.

Part II.(a) Management

2.1. Management Board and Experts' Forum

Management Board

Even during the uncertain times posed by the COVID-19 crisis, EIGE's Management Board remained confident of the Institute's commitment and ability to deliver its planned outputs for 2020. Closely supervising the Agency's performance in this year, the Board convened twice as did its Standing Committee. In this second year of the Agency's fourth mid-term cycle (2019-2021), the Board kept its focus on the added value EIGE's products contributed in the field of gender equality particularly, in the midst of a global pandemic. The Institute's Management Board and its advisory body, the Experts' Forum, held a Joint Meeting (held every three years).

EIGE's two bodies used their 4th Joint meeting as an opportunity to look at the future direction of the Institute's work with a view to ensuring that it continues to efficiently support the gender equality agenda in the eyes of the Agency's stakeholders and remains aligned with EU political priorities. The Management Board, in its executive session, further considered existing efficiencies and proposed improvements in EIGE's three programming areas: research and statistics, gender mainstreaming and gender-based violence.

Among the 30 decisions taken throughout the year, early on in the COVID-19 pandemic, the Management Board placed importance on maintaining the Institute's interests and securing continuity and stability in its operations by adopting a decision to convene and hold Board meetings remotely, allowing for thorough and uninterrupted decision making. Looking at best practices through the lens of the pandemic, the Board revisited EIGE's implementing rules on telework and decided to amend these to offer more flexibility for the Agency's staff to better balance personal and professional obligations. Additionally, upon a proposal drawn up by the Director, the Board revised its Rules of Procedure to take into account lessons learned since the last update of the rules in 2016 and submitted them to the Commission for consultation.

In the first half of 2020, the Management Board approved the composition of the Steering Committee for EIGE's second External Evaluation (2022) for which preparation begins in 2021. The Board also expressed a positive analysis and assessment of the Institute's Consolidated Annual Activity Report for 2019 and gave a favourable opinion on the Final Annual Accounts for the financial year of 2019, as prepared by EIGE's Accounting Officer. It also adopted an Anti-Fraud Strategy for the Agency covering the years 2021-2023.

The second half of the year brought a leadership change to the Management Board and it elected a new Vice-Chairperson after the previous Vice-Chairperson had resigned from the Board. Successfully having passed her probation period at the end of October, the Board readily established Carlien Scheele as the Institute's Director in her first 5-year mandate.

Pursuant to Article 20 of EIGE's Founding Regulation, the Management Board approved the terms of reference for the Agency to commission an independent external evaluation of its achievements, forwarding them to the Commission for its agreement.

While the Management Board commended EIGE's early efforts to adapt its products to account for the effects of the pandemic on gender equality and to mitigate the severity of the direct and indirect impacts caused by the COVID-19 crisis on the implementation of EIGE's work programme and its budget, the Board amended the 2020-2022 Single Programming Document and the corresponding budget for the year 2020. It also adopted the Agency's 2021-2023 Single Programming Document and an annual Budget for 2021, and approved its draft 2022-2024 Single Programming Document for Commission consultation.

Keeping the Board regularly informed throughout the year, the Institute shared comprehensive reports on work programme and budget implementation, audit and evaluation activities (ECA, IAS, and other sources of assurance) among other pertinent matters. Responding to the COVID-19 crisis, EIGE's Director kept the Management Board Chairperson and the members fully informed about business continuity and mitigating measures at the Agency as well as measures taken to safeguard staff in the workplace in line with the recommendations of the Lithuanian authorities. Any other potential risks or matters influencing control were additionally brought to the Board's attention. EIGE's Board members remain committed to declaring their interests in order to avoid any conflicts during annual calls and at meetings.

The Management Board, in agreement with the European Commission, continued to adopt the necessary implementing measures, in accordance with the arrangements provided for in Article 110 of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Community.

Experts' Forum

With the new Director taking over the chair of the Experts' Forum in 2020, several changes took place. In February, a joint Management Board and Experts' Forum meeting was organised with an aim to enhance cooperation between the two bodies and discuss how the Experts' Forum could best support the Institute.

Following the meeting, the Chair clarified her expectations of the Forum in a letter to both the Experts' Forum and Management Board members, highlighting that the Forum's work should be more strategic. This could be achieved by arranging ad-hoc informal groups based on emerging political priorities, the needs of the Institute, and areas of interest and expertise.

At the joint Management Board and Experts' Forum meeting, a specific need to understand anti-gender sentiments and initiatives was identified. To address this need, EIGE engaged contractors to conduct a mapping of the main anti-gender narratives and strategies in the EU. To complement the mapping and to get additional evidence, EIGE engaged the Experts' Forum members in the process by asking for input on their experiences with anti-gender initiatives in their own countries and on how these have been addressed.

Upon completion of the mapping in November 2020, EIGE organised a special Experts' Forum meeting to present the mapping and to discuss additional input to it. Several Experts' Forum members highlighted that the transnational nature of the anti-gender initiatives comes as a surprise for them and made them understand better the need to be aware of the strategies used by anti-gender actors.

2.2. Major developments

This was the Institute's tenth year of operation and eighth year operating at 'cruising speed' (Directorate-General for Budget classification). During this challenging, yet successful year, EIGE's management team dedicated special attention to the following priorities:

- Responding effectively to the risks posed by the COVID-19 crisis to its operations and the achievement of its objectives, by reprioritisation and reorganisation of activities and resources, as approved by the MB and presented in the amended *Single Programming Document 2020-2022*.
- Responding effectively to the risks posed by the COVID-19 pandemic to the wellbeing of staff and continuity of operations, by taking the appropriate health and safety measures to secure its premises, by supporting wellbeing of staff through social measures and by accommodating teleworking conditions during the waves of total lockdown in Lithuania. Moreover, a staff wellbeing survey was conducted in November 2020. The survey was a useful tool for the management team to gain an understanding of the status of staff wellbeing and the effects of the lockdown. Social measures aimed at addressing staff wellbeing concerns, as shown by the survey results, were promptly effected.
- Further improving the working methods and the digitalisation of processes. Measures were taken to accommodate remote working, reinforce security for remote access, digitalise workflows, adopt e-signature, optimise online communication tools and reinforce IT infrastructure.

Furthermore, the management team looked into effective ways to further implement the PLO approach and improve the project management practices, by organising dedicated workshops and staff meetings as well as establishing an internal PLO working group. The main task of the PLO working group is to revise the PLO methodology, update workflows, upgrade the project management tool and organise training for staff, in alignment with the IAS audit recommendations.

By the end of 2020, EIGE consisted of a Director's Secretariat and three units (Administration, Knowledge Management and Communications, and Operations).

The main achievements of the management over this period were the following:

- The rate of cancellation of payments was 2.25 %, below the accepted 5 % threshold.
- The PLO approach was further implemented by discussing best practices, close cooperation among units and the set-up of the PLO working group.
- In the area of HR management, 100 % of establishment plan posts were filled by the end of the year.

The pandemic had a slight impact on the budget execution rates in 2020. The results are, however, acceptable, considering the challenges: EIGE achieved an overall payment rate of 74.82 % (84.57 % in 2019) and the carry-over appropriations rate of 23.45 % (16.63 % in 2019), reaching the overall commitment level (including fund sources C1 and C8) of 92.49 % in 2020 (98.53 % in 2019). More detailed information is provided in Annex II.

2.3. Budgetary and financial management

The budget of the Institute was reduced by 4.27 % in 2020 (from EUR 8 096 000 to EUR 7 749 900), through a budget amendment procedure. The amendment was due to the incapacity to execute the budget in the budget lines impacted by the COVID-19 crisis (mainly related to activities that involved physical mobility such as missions, interviews, events etc.). Thus, during the reporting period, the main focus in the budgetary and financial management area was to maintain good results in the commitment and payment implementation rates by strengthening and enhancing a wide range of measures, such as the following:

- Regular detailed budget-monitoring meetings and monthly budget-implementation reports.
- Enhanced cooperation between units by applying the PLO approach with increased involvement of procurement team at an early stage of preparation of projects. Ex-ante controls on legality, regularity and compliance with EIGE's Financial Regulation were performed on all transactions.
- Establishment of suitable payment schedules and introduction of a new method of calculating the rate of payments in the technical specifications for individual projects.
- Detailed planning and monitoring of procurement procedures in line with SPD presented (incl. expected signature date of the contract, procedural steps, such as launch, award, and budgetary commitment).
- EIGE has updated the procurement guidelines for staff, including checklists, internal timelines, procedural steps in order to improve the quality of the documents produced in the framework of the procurement actions.
- In compliance with Procurement Directives and the Financial Regulation, EIGE established and applies uniform standards for the electronic exchange of information with third parties participating in procurement procedures by using an E-tendering platform and E-submission tool. This makes the procurement process more transparent, evidence-oriented, streamlined and integrated with market conditions.
- Regular internal training sessions were delivered on lessons learned and on contract management (i.e procurement case law analysis) and induction training was provided to all new staff members on procurement matters.
- Electronic flows were introduced to replace approval procedures for paper procurement files. This made procurement procedures more transparent, traceable and easier to process.

The budget adopted for 2020 was EUR 8 096 000 (EUR 7 937 000 in 2019). The amended budget for 2020 was EUR 7 749 900. The final 2020 budget, which reflects all transfers, will be published in the *Official Journal of the European Union (OJ)*⁽⁸⁾ in March 2021.

On 20 December 2019, EIGE and DG NEAR signed the 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

⁽⁸⁾ Official Journal of the European Union, C 114, 31 March 2021, available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2021:114:TOC>

the action is 48 months starting 1 January 2019 and ending in December 2022. Total eligible costs of the action are estimated at EUR 928 950.30. The agreed pre-financing rate is 100 %. Salaries for a CA at FG III for 48 months and a CA at FG II for 42 months are budgeted under this agreement.

In 2020, 93.09 % of payments were made within the legal due date (in 2019, 98.1 %). Further information on compliance with the payment time limits and on the suspension of the time limits is provided in Annex II.

Budget transfers

In 2020 three transfers between titles were made amounting to EUR 57 900 (in 2019 three transfers of EUR 108 500). EIGE performed four transfers in Title I, (five transfers in 2019), three transfers in Title II (twelve transfers in 2019) and three transfers in Title III (six transfers in 2019). Apart from this, one transfer was made involving budget lines from different Titles but without falling into the category of transfer between Titles (which were two in 2019). More detailed information is presented in Annex II.

Carry-overs from 2019 (C8)

The payment of funds in administrative and operational appropriations (C1) carried forward from 2019 was 92.33 %, maintaining the same trend as in previous years (96.15 % in 2019 and 97.54 % in 2018).

Carry-overs to 2020 (C1)

The operational appropriations (fund source C1) carried over to 2021 amounted to 49.49 % (28.01 % to 2020). The percentage of administrative carry-overs to 2021 was slightly lower for Title I and Title II (0.96 % and 25.88 % respectively) compared to administrative carry-overs to 2020 (1.95 % and 26.52 %, respectively). The administrative and operational appropriations carried over to 2020 amounted to 23.45 % (16.63 % in 2019) (see Annex II).

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

The amount to be transferred back to the European Commission is EUR 274 826.91 (141 250.06 in 2019), below the threshold of the accepted 5 %.

Revenue and expenditure

Revenues in 2020 amounted to EUR 8 146 295.56 (EUR 8 487 270.52 in 2019), out of which the EU contribution was 95.13 % (93.52 % in 2020).

Expenditure in 2020 amounted to EUR 5 943 777.49 (EUR 6 731 768.22 in 2019), out of which EUR 3 547 452.81 in Title I (EUR 3 348 163.44 in 2019), EUR 852 560.25 in Title II (EUR 959 044.23 in 2019), EUR 1 543 764.43 in Title III (EUR 2 424 560.55 in 2019).

The Institute's balance sheet as of 31 December 2020 and the statement of financial performance are presented in Annex VIII.

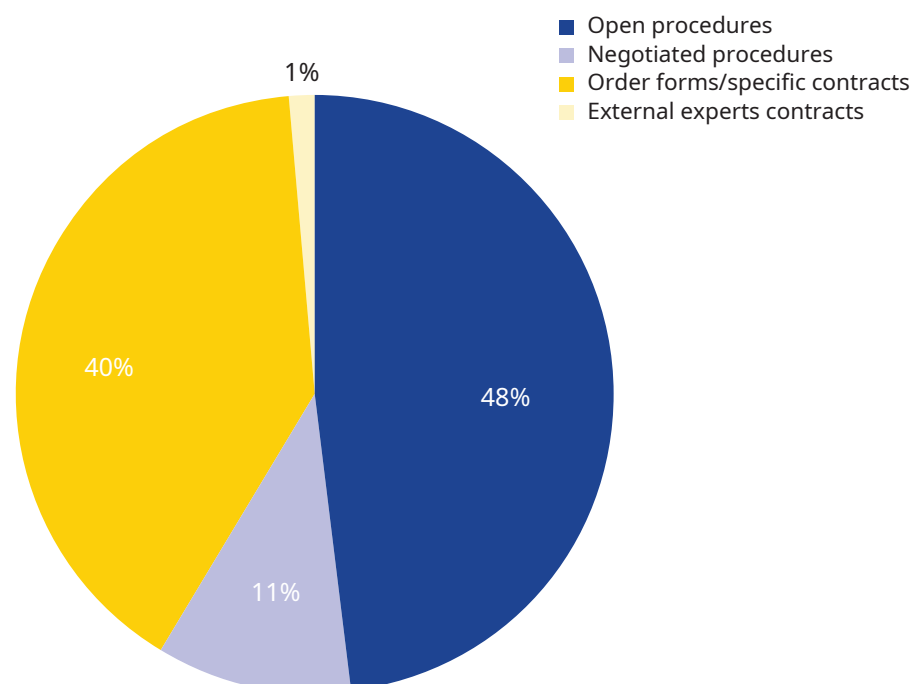
Public procurement

In 2020, EIGE's procurement procedures complied with the principles of transparency, proportionality, equal treatment and non-discrimination. All public procurement contracts were tendered on the broadest possible basis while for negotiated procedures, below the directive's thresholds (very low, low and medium value contracts), the minimum number of invited candidates was complied with, in order to ensure a balance between publicity and proportionality. During 2020 there were no legal actions brought against EIGE.

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

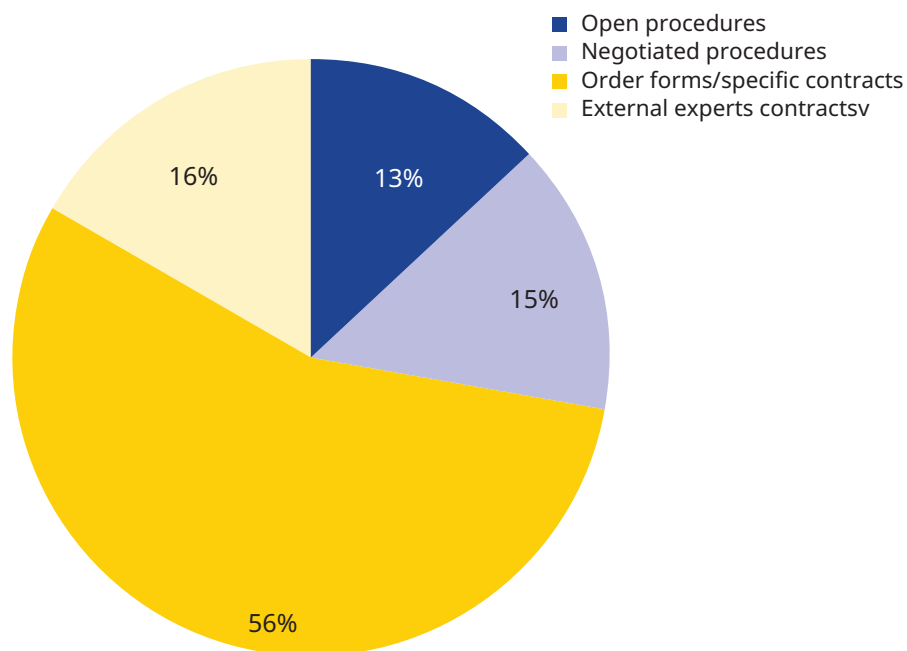
In line with the implementation of the annual work programme set out in the *Single Programming Document 2020-2022*⁽⁹⁾, 61 operational procurement procedures were completed during 2020 for EUR 2 961 572.47. These included 5 open procedures for EUR 1 427 925.00 resulting in direct contracts, 8 negotiated procedures below the directive's thresholds for EUR 311 178.14 and 34 order forms/specific contracts under framework contracts (FWCs) for EUR 1 182 269.33. In addition, EIGE has concluded 3 open procedures resulting in framework service contracts with ceiling amounts of EUR 6 553 000.00 and 1 middle value negotiated procedure with ceiling amount of EUR 88 000.00. Also, EIGE concluded 10 contracts with external experts with amount of EUR 40 200.00.

Figure 1. Budget representation of operational procurements



⁽⁹⁾ Amended by Management Board Decision No MB/2020/021 of 25 November 2020

Figure 2. Number of operational procurements



In 2020, 47 administrative procurement procedures were concluded for EUR 479 542.37.

These included 1 open procedure which resulted in a framework service contract with a ceiling amount of EUR 300 000.00 and 2 negotiated very low value procedures which resulted in framework service contracts with a ceiling of EUR 15 000.00 each. In addition, EIGE concluded 6 negotiated procedures below the directive’s thresholds amounting to EUR 62 480.00 and 38 order forms under FWCs amounting to EUR 417 062.37.

Figure 3. Budget representation of administrative procurements

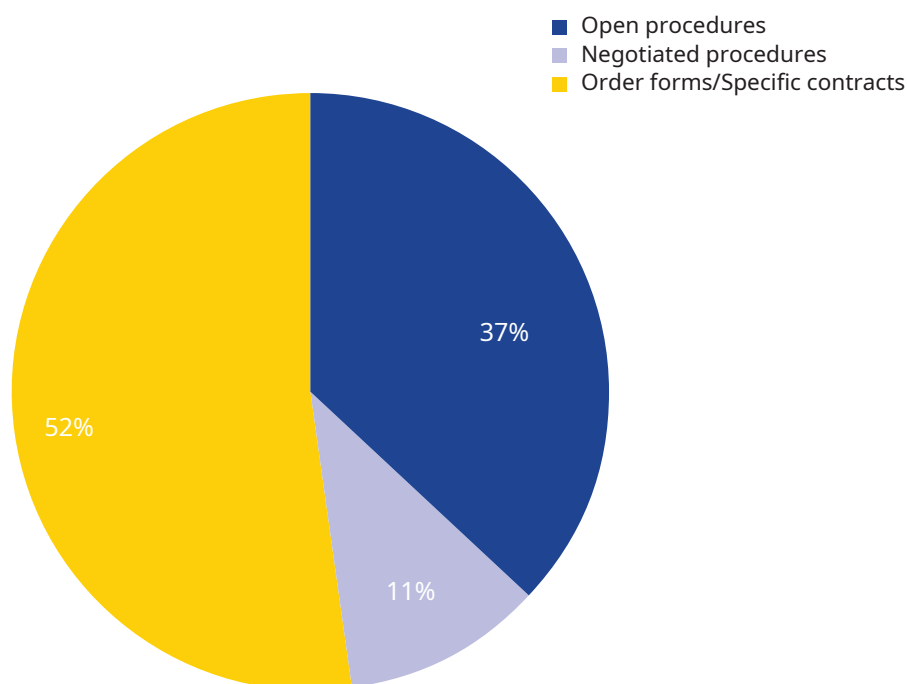
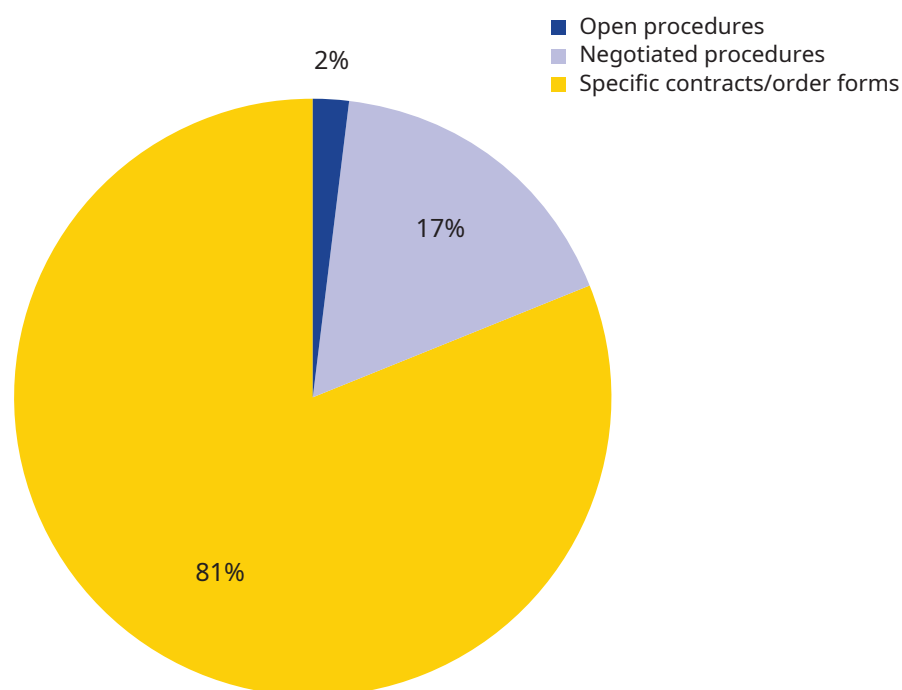


Figure 4. Number of administrative procurements.

2.4. Delegations and sub-delegations

A delegation of power for budget implementation in the capacity of authorising officer by sub-delegation was issued by the Director in 2019 to the Head of Operations for a maximum amount of EUR 300 000, for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 11 December 2020. Upon its expiry, the Director issued a new delegation to the Head of Operations for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 11 December 2021.

The Director also delegated in 2019 the power for budget implementation (in the capacity of an authorising officer by sub-delegation) to the Head of Knowledge Management and Communications for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 7 November 2020. Upon its expiry, the Director issued a new delegation to the Head of Knowledge Management and Communications for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 7 November 2021.

In addition, the Director delegated the power for budget implementation in the capacity of an authorising officer by sub-delegation to the Head of Administration for a maximum amount of EUR 300 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid from 4 April 2020 to 31 March 2021.

2.5. Human Resources (HR) management

In a context dominated by the unprecedented reality of COVID-19, various initiatives were tailored around addressing concerns driven by the uncertainty created by the pandemic. From the adaptation of teleworking arrangements to COVID19 testing measures to address concerns of possible

contagion from office sources were notable. At the same time ensuring that business continuity was maintained meant that extensive interaction with staff was key, even if this was increasingly based online. With a new Director taking up her duties on February 1 and a new Head of Administration following suit on April 1, it is with satisfaction that a concerted collaboration was evident across different functions.

Throughout 2020 the Institute focused on ensuring the following:

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

EIGE's organisational chart (in Annex III) presents the situation at the end of 2020.

EIGE's establishment plan (Annex IV) occupancy rate at the end of 2020 was 100 % (at the end of 2019 it was 96 %), an establishment plan turnover rate of 11% was registered similar to the rate in 2019⁽¹⁰⁾. While significant recruitment by larger and better-resourced EU agencies, offering higher starting grades and the perception of better career opportunities remains a challenge for EIGE, the turnover of TAs during 2020 included, EIGE's incumbent Director whose appointment ended at the end of January 2019 so that the new Director could assume the function, one agent who left EIGE for another EU agency and a third agent who left to take up a post within the government of her Member State.

During the year, 11 calls for applications were launched as open procedures including two for CA posts, eight for SNEs and one for traineeships. No calls were made for TA posts.

As has been documented in the past, applications from women invariably exceed those from men for most posts at EIGE. Excluding applications for Traineeships and SNE posts, EIGE received 142 applications in 2020. Of these, 95 (67 %) were submitted by women and 47 (33 %) were submitted by men. This imbalance, albeit an improvement when compared to 2019, is more pronounced in the 689 applications for traineeships at EIGE: 87 % were from women and 13 % from men.

While the gender divide in the subject choices at tertiary level education is a reality, this situation presents EIGE with the challenge of working for a better gender balance in its ranks. Though the overall gender balance of total staff at EIGE regressed from a ratio of 71:29 in 2018 to 76:24 in 2019, this aspect of its staff profile remains a challenge that EIGE continues to recognise given that the ratio at the end of 2020 was 77:23. EIGE continues to ensure that all its vacancy announcements feature gender sensitive language.

⁽¹⁰⁾ This figure was 11.1 % in 2018 and 11.1% in 2019.

Annex IV portrays the change in the total number of staff. As of 31 December 2020, 19 nationalities (equivalent to 68 % of the EU-28⁽¹⁾) were represented at EIGE. Annex IV also provides details of the distribution of staff by Member State. Lithuania maintained its position as the most represented Member State nationality (36 % of all staff), followed by Spain and France (8 % each), and Poland (6 %).

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

As part of EIGE's commitment towards career development, 30 annual staff appraisals based on performance objectives for 2019 were completed and these were followed by the reclassification of five TAs and three CAs.

Separately, with the guidance of external consultants, EIGE implemented a 360 degree survey to provide feedback to Heads of Unit on their leadership competencies. It helped to identify their strengths and areas for development and based on the results of this survey, individual development reports were compiled. Input was collected from members of staff at different levels across the organisation. This exercise remains ongoing with a view to assess progress in 2021.

Commitment to competency development and training of staff is central to increase the Institute's knowledge, capabilities and skills. In order to promote and facilitate professional development, seven different training programmes and various individual training courses took place.

In 2020, EIGE continued to promote language training for its TAs and CAs, SNEs and Trainees, reimbursing up to EUR 500 per staff member per year. In total, 14 members of staff undertook classes in English, French, German, Lithuanian, Polish and Spanish.

In 2020 EIGE continued using the FWC for the provision of interim personnel concluded in January 2017 with UAB Manpower Lit. At the beginning of 2018, some interim workers challenged their working conditions with this company. The case was dealt with by the Lithuanian labour dispute committee which, in June 2018, decided in favour of interim staff. The decision was contested by UAB Manpower Lit. and was heard by the Vilnius city district court. As of 31 December 2020, the court case was still ongoing. Lithuanian supreme court has addressed questions to European Court of Justice on 30 December 2019, case C-948/19. The ruling of the European Court of Justice is expected in the second half of 2021. EIGE is a third party in this case and there are no direct claims against EIGE.

In line with the Framework Financial Regulation in force, which sets out the obligation for the Agencies to carry out a benchmarking exercise, EIGE carried out a benchmarking and screening exercise following the Commission's methodology adapted to Agencies. The exercise showed that 77.3 % of all staff worked with operational tasks and 15.0 % delivered an administrative support function. The remaining 7.7 % of staff performed a so-called neutral function. Details are presented in Annex IV.

⁽¹⁾ The percentages applied to staff numbers including one UK national. Even though the UK officially left the EU on 31/01/2020, the reference to EU-28 is in line with the UK's Withdrawal Agreement with the EU that included a transition period until at least 31 December 2020.

2.6. Strategy for efficiency gains

EIGE maintained in 2020 a close cooperation with EU Agencies and sought further synergies, where appropriate. EIGE has an established cooperation with the Fundamental Rights Agency (FRA), based in Vienna and Eurofound, based in Dublin, in particular for research and dissemination activities.

EIGE actively engaged in the network of Justice and Home Affairs (JHA) Agencies which coordinated a joint COVID-19 crisis response and business continuity plans in 2020. As part of the cluster of JHA Agencies, EIGE took part in the peer risk assessment exercise, which identified common risks and opportunities that JHA Agencies can tackle together. The results were shared with DG JUST.

EIGE also actively participated in the activities of the EU Agencies Network (EUAN) and engaged in exchange of information regarding the Agencies' efforts to tackle the COVID-19 crisis, responded to requests for information in a timely manner and provided input towards the EUAN strategy 2021-2027 and the revision of tasks of the Shared Support Office based in Brussels.

Furthermore, in order to gain efficiencies in the use of its human and financial resources, as well as a manner to apply best practices and maximise impact of its procedures, EIGE sought inter-Agencies opportunities for provision of services regarding ex-post controls on financial transactions and evaluation of projects.

As regards internal efficiency gains, EIGE continued to successfully implement its e-procurement strategy in 2020. Moreover, due to the need to accommodate mass teleworking (situation arising from the lockdown imposed in Lithuania since February 2020), EIGE further digitalised its work processes by adoption of electronic workflows, electronic signature and by maximising the use of online communications. The IT infrastructure was reinforced by the purchase of new IT equipment.

Moreover, EIGE made progress in the implementation of the project-led organisation (PLO) approach in 2020. Following the *IAS audit on the PLO approach at EIGE*, the Institute established a list of actions in response to the audit recommendations, to be implemented by the end of 2021. The actions will bring significant improvements in the project management processes at EIGE and in the cooperation among teams and units.

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

2.7.1. Internal Audit Service (IAS)

Following the IAS Strategic Internal Audit Plan 2019-2021, the *audit on the implementation of the project-led organisation approach in EIGE* took place in 2020.

The final audit report was received in November 2020 and it contained one important and two very important recommendations that were accepted by the Institute and are presented below.

AUDIT RECOMMENDATION NO 1 (Very important):

EIGE should further improve and complete its project management framework to make it clearer and more coherent. In particular, the Institute should:

- provide the definition of a project, introduce the concept of accountability and clarify reporting responsibilities at project and portfolio levels;
- further improve end of phase checklists and the default task list;
- clarify the role and establish a mandate for the project support function and decide on process ownership;
- define a project change management process to be applied for individual projects of EIGE;
- define a procedure for project documentation; and
- review and align other relevant procedures with the PLO approach (such as the quality assurance policy). The Institute should develop a comprehensive training for project managers and staff members to increase knowledge about the new project management framework as well as how to implement it in the IT tool.

AUDIT RECOMMENDATION NO 2 (Very important):

The Institute should communicate to its staff the importance of implementing the new project management approach and analyse the reasons why staff have not been carrying out their work according to the new guidelines. Management should design and implement controls to check and enforce implementation of the Director's decision. These controls should include checks on the utilisation of the tool and data quality (which is a prerequisite for reliable project reporting), in particular end of phase checks with the help of checklists.

AUDIT RECOMMENDATION NO 3 (Important):

The Institute should, based on its objectives and risk appetite, analyse and consider enhancing its project management by setting requirements for:

- monitoring project milestones against the original plan;
- establish resource planning considering staff capacity and monitoring resource utilisation by project; and
- automatic generation of project reports on portfolio level.

2.7.2. European Court of Auditors (ECA)

The ECA carried out an audit at EIGE's premises in February 2020 on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2019. The audit did random checks on commitments, payments, recruitments and procurement procedures and detected no material errors. In the Court's opinion, the annual accounts presented fairly, in all material respects, the financial position of EIGE at 31 December 2019, the results of EIGE's operations, its cash flows, and the changes in net assets for the year then ended, in accordance with the provisions of EIGE's financial regulation and the accounting rules adopted by the Commission's Accounting Officer. In the Court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2019 were legal and regular in all material respects.

The ECA issued three observations on the legality and regularity of transactions (listed below). EIGE provided replies to all observations which are part of the annual report on EU agencies for the financial year 2019⁽¹²⁾.

ECA's first observation on the legality and regularity of transactions

'When selecting external experts, the Institute must comply with the principles of non-discrimination and equal treatment set out in Article 237 of Financial Regulation. The Institute had established a list of external experts in several areas of expertise, based on a call for expression of interest open since 2015 and valid until September 2019. We audited two cases. In these cases, we found that the procedures used for selecting and contracting the external experts systematically lacked a solid audit trail (as set out in Article 36(3) of the Financial Regulation). In particular, we saw no evidence that experts had been assigned to tasks on the basis of pre-defined selection criteria which assessed their merits relative to those of other potential candidates. Therefore, the related payments for the two experts in 2019 for EUR 20 580 and EUR 14 47, respectively, are irregular. The error is a systematic one, so the entire amount of the payments made in 2019 in connection with this call for expression of interest – EUR 168 738 – is irregular.'

EIGE's response

'EIGE takes note of this observation. EIGE examined the current processes and prepared a new call for expression of interest. New procedures will take into account the findings and improve the justification for the selection of specific expert in comparison to the other experts included in the database.'

ECA's second observation on the legality and regularity of financial transactions

'In order to respect the principle of transparency stated in the Financial Regulation, the Institute is required to publish its annual budget. It published its 2019 budget at the end of March 2019. However, this budget did not include EUR 550 000 of revenue assigned under the Instrument for Pre-Accession Assistance (IPA II) for the implementation of the action "Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender-equality policies (2018-2021)". These funds had already been received as 100 % pre-financing in December 2018, and a credit note to this effect was issued by the Institute in January 2019. The agreement was amended on 17 December 2019, and the cost of the action was thereby increased by EUR 378 950. This amount was received on 27 December 2019, and a corresponding credit note was issued in February 2020. Under the Financial Regulation[1], the Institute should have included this information in its budget. It should have included the EUR 550 000 in its initial published budget for 2019 with the necessary disclosures. However, it failed to do so.'

EIGE's response

'EIGE takes note of this observation. The IPA funds are project-based and not related to a specific year's budget. The funds may be used over many years and EIGE is transferring the amount that is not used each time to the next year's budget. Thus, providing each year the budget with IPA, would

⁽¹²⁾ Available here: <https://www.eca.europa.eu/en/Pages/AuditReportsOpinions.aspx?ty=Annual%20Report&tab=tab2>

make the impression that EIGE is receiving each year additional amount (EUR 500 000 in year N, EUR 450 000 in year N+1, EUR 300 000 in year N+2) EIGE has also contacted DG BUDG for the advice on how to handle the situation. DG BUDG has confirmed the approach taken by the Institute.'

ECA's third observation on the legality and regularity of financial transactions

'According to the Institute's Financial Regulation, the authorising officer by delegation may put in place ex post controls to detect and correct errors and irregularities in operations after they have been authorised. The Institute has not carried out ex post controls of operations and budgetary implementation since September 2016. In our opinion, a dedicated ex-post controls programme based on specific risks would contribute to improving the Institute's internal control environment.'

EIGE's response

'EIGE agrees and takes note of this observation.'

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

During 2020, EIGE has continued the follow-up on outstanding recommendations from previous years. While most outstanding recommendations have been closed in 2019, one remaining sub-recommendation pertaining to the *2015 audit on procurement supporting operational services* was closed in the beginning of 2020. In this respect, EIGE has reviewed the initial plan for actions to be taken and decided that while the *Directors Decision No 68 Procedure for Planning and Reporting on EIGE's Activities* was updated in December 2019 (DD 173 of 13/12/2019), EIGE would not find it beneficial at that stage to proceed with the update of *Director's Decision No 59 on Budget Monitoring Guidelines*. The review was accepted by the IAS and the recommendation was closed in early 2020.

As regards the audit on the 2018 accounts, the ECA decided to put on hold its observation related to the working conditions of interim workers due to the ongoing court case, as described below.

ECA observation on legality and regularity of transactions in 2018 accounts

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

ECA follow-up decision in 2019

'We note that a case pending before the Court of Justice of the EU (CJEU), case No C-948/19 (Manpower Lit), has a bearing on aspects of our audit opinion. The case concerns several questions asked by the Lithuanian Supreme Court concerning the application of Directive 2008/104/EC of the European Parliament and of the Council, on temporary agency work, to EU Agencies. In particular, the Lithuanian court asked whether the Directive applies to EU Agencies in their capacity as public

bodies engaged in economic activities. It also asked whether EU Agencies must apply in full the provisions of Article 5(1) of that Directive concerning the rights of temporary agency workers to basic working and employment conditions, in particular as regards pay. Since the CJEU's ruling with regard to these questions may have an impact on the Court's position concerning the Institute's use of interim workers, the Court will refrain from making any observations, including follow-ups of observations from previous years, until the CJEU has issued a final ruling in this case.'

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

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

2.9. Follow-up of observations from the Discharge Authority

Article 107 (2) of the FFR (Commission No 715/2019 of 18 December 2018) states: *"At the request of the European Parliament or the Council, the Director shall report on the measures taken in the light of those observations and comments"*.

The table below provides an overview of the measures taken by EIGE in response to the discharge authority's observations and comments of 14 May 2020 with respect to implementing the Institute's 2018 budget.

Discharge was granted on 14 May 2020.

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
3. Notes that the Institute chaired the Justice and Home Affairs agencies' network and coordinated regular updates and information sharing among agencies; notes that at the end of 2018 the Institute, with other agencies, agreed to explore possibilities for enhanced interagency cooperation in implementing joint capacity-building projects with third countries; commends this cooperation as an example for other agencies worth following; encourages the Institute to seek further and broader cooperation with Union agencies; encourages the Institute to initiate discussions on the topic of resource sharing on overlapping tasks among other agencies with similar activities.	EIGE currently cooperates closely with Union agencies and seeks further synergies where appropriate. EIGE regularly cooperates with the Fundamental Rights Agency and the Eurofound in research and dissemination activities. To ensure synergies with all relevant Agencies, in 2020, EIGE mapped the responses to the COVID-19 outbreak by its stakeholders (including Union agencies) to better plan its research and avoid overlaps. Joint initiatives for COVID-19 crisis response and business continuity plans were also discussed within the network of Justice and Home Affairs agencies. Further opportunities for resource sharing with other Agencies will be explored in the context of EIGE's upcoming external evaluation in 2022.	Ongoing

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
5. Encourages the Institute to implement the Court's recommendations.	All of the Court's recommendations pertaining to the audit of the 2018 accounts are fully implemented, except one: 'The Institute should analyse the working conditions of its interim workers and ensure they are in line with European and national labour law.' In this case, EIGE is awaiting the finalisation of the court case in which EIGE is a third party. The case remains pending at the Supreme Court of Lithuania and proceedings are suspended until the European Court of Justice (ECJ) provides its reply to questions of interpretation of EU Law. See also section 13.	Partially Implemented
6. Encourages the Institute to pursue the digitalisation of its services.	In accordance with the eProcurement strategy, EIGE started using eNotification and eSubmission tools in order to simplify, digitalise and to ensure transparency of the procedures. In addition, SYSPER 2 should be implemented by the end of 2021. EIGE is pursuing further digitalisation of its key processes in the course of 2020.	Ongoing
8. Welcomes the ongoing cooperation between the Institute and Parliament's Committee on Women's Rights and Gender Equality (the 'FEMM Committee') and welcomes the Institute's contribution to the ongoing efforts of the FEMM Committee, including on the issues of the gender digital gap, work-life balance, the gender pay and pension gap, gender budgeting, combating violence against women, women's health, including sexual and reproductive health and rights, women's rights and the development of a gender-sensitive parliament tool; notes the valuable contribution the Institute can make to all of Parliament's committees in order to better integrate the gender perspective horizontally and better realise gender mainstreaming in policies and actions in Union policy making by, for example, providing other committees with training and data.	EIGE has further strengthened its cooperation with the European Parliament, particularly through: 1. Providing information and research findings to the FEMM committee secretariat to support policy files and events; 2. Regularly contributing to the FEMM Committee newsletter; 3. Sharing EIGE's data and findings with the European Parliament Research Services 4. Contributing to the gender awareness of other committees (e.g. LIBE, EMPL) and administration (e.g. Equality and Diversity Unit, HLG on Gender Equality and Diversity) by providing gender-sensitive data and EIGE's research findings; 5. Bilaterally engaging with political groups and individual MEPs by holding meetings to draw attention to the gender dimension in policies and providing input to parliamentary reports. EIGE is actively engaged in the organisation of the Equality Week in October 2020. During this week, the Parliament committees will organise their thematic events on gender equality and diversity. EIGE will support these committee events with its findings from EIGE's Beijing +25 report and relevant policy briefs for integration of gender equality in the different policy cycles of the EU. In 2020, EIGE will provide training materials and support on Gender Impact Assessment and gender budgeting to the Parliament's Gender Mainstreaming Network.	Ongoing

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
<p>11. Welcomes the Institute's achievements in 2018 and asks it to update the Gender Equality Index 2017 on an annual basis from 2020 onwards; calls for more methodological tools to be developed to better ensure gender mainstreaming in all policies and actions.</p>	<p>As of 2019, the Gender Equality Index is updated annually with a deeper focus on one selected policy area per year. In 2019, the special focus was on work-life balance and in 2020 the edition will focus on digitalisation and the future of work, in 2021 on the area of health.</p> <p>EIGE regularly updates the existing gender mainstreaming tools and plans the development of new tools so as to ensure efficient gender mainstreaming in policies and actions at the EU and national level.</p> <p>In 2019, EIGE published its Gender-sensitive Parliaments Tool and in 2020, the Gender budgeting tool. The update of the GEAR tool is also planned for 2020.</p> <p>With the development of the Gender Responsive Procurement tool in 2021 and the Gender Sensitive Evaluation tool in 2022, EIGE will have completed the tools and methods of its Gender Mainstreaming Platform. These tools and methods can be used in policy and programmatic cycles.</p>	Ongoing
<p>13. Raises concerns over claims made by former temporary agency workers and over the rulings of the Vilnius City District Court and Vilnius Regional Court; calls for a clear process of recruitment and asks the Institute to adopt measures to solve the situation.</p>	<p>The case remains pending at the Supreme Court of Lithuania and proceedings are suspended until the European Court of Justice (ECJ) provides its reply to questions of interpretation of EU Law.</p> <p>The fact that the Lithuanian Supreme Court referred six questions to the ECJ illustrates that the legal aspects under review are of high legal complexity.</p> <p>While clear recruitment procedures have never been an issue, EIGE has introduced steps to document the selection of interims which shall continue to be based on a written justification.</p>	Ongoing
<p>16. Notes that, according to the Court's report, as one of the main obligations under Directive 2008/104/EC of the European Parliament and of the Council(3) and Lithuanian labour law, interim workers should work under the same working conditions as workers employed directly by the user undertaking; notes, however, that the contracts did not require the temporary work agencies explicitly to respect those conditions and that there is no evidence that the Institute itself carried out any comparison between the working conditions for its own and interim staff, which causes litigation and reputational risks; calls on the Institute to analyse the working conditions of its interim workers and ensure they are in line with Union and national labour law.</p>	<p>The deployment of interim staff at EIGE has always been undertaken under the supervision of a statutory staff member.</p> <p>In addition, interims at EIGE are given administrative tasks, which at no point include any financial responsibilities, as opposed to statutory staff.</p> <p>Nonetheless, an analysis of the working conditions of its interim workers shall be undertaken once the European Court of Justice will provide its opinion in the pending court case.</p>	Ongoing
<p>17. Notes with concern the unbalanced representation of men (seven members) and women (23 members) on the management board.</p>	<p>EIGE will communicate this concern to the Management Board (Member States and Commission representative) at the next Management Board meeting on 12 November 2020. Furthermore, EIGE uses every opportunity to address this matter with the relevant ministries and responsible persons in the Member States.</p>	Ongoing

Observation of the Discharge Authority	Response and measures taken by EIGE	Status
18. Notes that the Institute publishes vacancy notices on its own website and social media in order to increase publicity, but not on the website of the European Personnel Selection Office.	The reason for not using the EPSO website to promote EIGE's vacancies earlier was due to the requirement to have each vacancy notice translated into all EU official languages. This requirement has now been addressed and throughout 2019 EIGE posted no less than 10 vacancy announcements on EPSO's website.	Implemented
19. Notes with concern that, at the end of 2017, the Institute was a defendant in four cases related to three procurement procedures which were brought before the Court of Justice of the European Union (the 'Court of Justice') by unsuccessful tenderers; notes that in 2018 the Court of Justice ruled on two of the four cases and dismissed the actions of the claimants, finding that the Institute was not liable, and that in 2019 the Court of Justice ruled on the two remaining cases linked to the same award decision and contract; notes that, according to the Institute's reply, it further improved procurement procedures in order to minimise the risk of potential dissatisfaction among unsuccessful tenderers and of future legal cases.	Following the cases brought before the General Court, EIGE implemented relevant measures to improve procurement procedures and address risks related to potential dissatisfaction of unsuccessful tenderers. Furthermore, in 2020, EIGE recovered its legal costs from the complainant in the two cases that were dismissed by the General Court in 2018 without any charge to EIGE. Regarding the other two cases, EIGE reimbursed the legal expenses of the two claimants' acknowledging the Court's judgements in Q3 2019.	Implemented
23. Calls on the Institute to focus on disseminating the results of its research to the public and to reach out to the public via social media and other media outlets.	In line with its Knowledge Management and Communications strategy 2019-2021, EIGE proactively disseminates the results of its work through established communication channels. EIGE posts daily updates on social media covering the Institute's research, studies and resources with the aim to reach out to new audiences and bring readers to the website. Given the nature of social media, EIGE also uses it to raise awareness on gender equality among the EU citizens. Throughout 2019, EIGE posted daily updates on Twitter and Facebook and regularly also on LinkedIn. EIGE's follower base grew on all social media channels (up 22.5 % from the previous year). LinkedIn was especially effective, with a 72 % increase in follower base and 246 % increase in outreach, both compared to the previous year. EIGE also reaches out to the public through the media, with the Institute's media impact growing each year. Media mentions of EIGE's work increased by 82 % from 2018. In 2019, EIGE published nine EU-wide press releases and held five press conferences to promote its work. The Institute also continued to expand its Journalist Thematic Network, with members from all EU Member States. EIGE organised two meetings with the Network in 2019 to promote its findings, which resulted in 53 articles in national media outlets.	Implemented

2.10. Environment management

EIGE has taken several measures during 2020 to strengthen its efforts for sustainable and environmental friendly processes. EIGE nominated a Green Officer with the task to propose a framework and measures to reduce negative impacts on the environment caused by EIGE's operations. Furthermore, an informal eco-group was established in 2020.

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

2.11. Assessment by management

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

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

To enhance the existing internal control system, EIGE's Management Board adopted on 12 June 2019 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. In accordance with the provisions of the ICF, the Director adopted⁽¹³⁾ the guidelines for the assessment of internal control and the internal control indicators in November 2020.

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

Clear procedures

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

During 2020, EIGE's Management Board adopted new rules on:

- *Conditions of employment of contract staff 3a* – adopted on 14 March 2020,
- *Director's appraisal and probation* – adopted on 17 July 2020,
- *Amended rules on teleworking* – adopted on 16 July 2020.

⁽¹³⁾ Director's Decision No 191 of 18 November 2020

Also during the year, the IAS audit on the implementation of the PLO approach was performed and led to one important and two very important recommendations. In the context of the audit, the Director organised several workshops and staff meetings aimed at discussing the best ways to improve the project management practices at EIGE. In response to the audit recommendations, EIGE defined an Action Plan to be implemented by the end of 2021. The actions will lead to significant improvements in project management processes and in the cooperation among teams and units.

Ethics and integrity

During 2020, the HR team organised several trainings in the area of ethics and integrity such as prevention of harassment, presentation by the confidential councillors and fraud prevention training provided by the OLAF. Moreover, the Management Board adopted the *Anti-Fraud Strategy 2021-2023* which defines measures aimed at further strengthening the anti-fraud system in the Institute. EIGE performed also the assessment of sensitive functions and based on the results, it will identify appropriate mitigating measures to reduce the risks related to sensitive functions.

Continuity of services

EIGE managed successfully to maintain continuity of operations and services during the COVID-19 pandemic. Once a national state of emergency was declared in Lithuania in February 2020, the Director called for the management team to act as the crisis emergency cell. According to the guidelines issued by the Director and in accordance with the scenarios defined in the respective decision, the management team met regularly and defined response measures in a Rolling Document. EIGE also followed closely the recommendations of the national authorities, the European Center for Disease Prevention and Control and European Commission. It also engaged in the exchange of information and best practices at EUAN level.

Ex ante verification

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

Ex-post control system

In order to complement the *ex ante* verifications and to confirm the reliability of the internal control system, a decision on implementing an *ex post* control system (Director's Decision No 44 of 23 July 2013) and a procedure concerning the *ex post* control system was established (Director's Decision No 64 of 11 December 2013). Until 2018, the *ex-post* control services were performed by FRONTEX, via a Service-Level Agreement. As these services were no longer available in 2020, EIGE sought other opportunities for inter-Agency cooperation, particularly through the EUAN shared services catalogue. If the search will be unsuccessful, possibilities to perform the controls in-house, as of 2021, will be looked into.

Key indicators used for assessment by management

Analysis of exceptions:

Since 2010 EIGE has introduced and maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2020, three exceptions with financial and procedural deviations were registered (in 2019, seven exceptions). At the end of each financial year, the exceptions are analysed by the Head of Administration and the Internal Control and Compliance Officer, and measures for improvement are proposed to the Authorising Officer.

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

In 2020 there were no outstanding IAS audit recommendations. A new audit on the implementation of the PLO approach was performed in accordance with the IAS Audit Strategic Plan 2019-2021, with the final audit report having been received in November 2020. EIGE has accepted all the recommendations.

Fraud cases detected:

In 2020, no fraud cases were detected (as in 2019).

Lost assets

In 2020, there was no lost asset (zero in 2019).

Part II.(b) External evaluations

The Management Board decided in its 32nd meeting in June 2019, to organise the second evaluation of EIGE in 2022, in accordance with Art. 20 of Regulation (EC) No 1922/2006. To date, the Board has reviewed its recommendations to the European Commission on the external evaluation of 2015 (all recommendations have been implemented) and approved the Steering Committee structure for the 2022 external evaluation, the volunteer members for which have been confirmed. The preparatory work, namely drafting and the approval of the tender specifications will be conducted in 2020/Q1 2021, publishing the call for tender is planned for Q2 2021 with the intention to sign the contract in the second half of 2021 and have the final report delivered in the second half of 2022.

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

3.1. Effectiveness of internal control systems

A specific assessment of internal control for the year 2020 was performed, in accordance with EIGE's Internal Control Framework⁽¹⁴⁾ ('ICF'), and the EIGE's Guidelines for the assessment of internal control⁽¹⁵⁾. The results are hereby reported, as required by Art. 48 of EIGE's Financial Regulation.

The assessment was carried out at three levels:

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

Based on the examination of several sources (i.e audit reports, self-assessments, surveys, register of exceptions etc) and based on analysing the targets achieved for all internal control indicators, the existence of internal control deficiencies was identified and classified according to their severity:

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

⁽¹⁴⁾ Adopted by Management Board Decision No MB/2019/018 of 12 June 2019.

⁽¹⁵⁾ Adopted by Director's Decision No 191 of 18 November 2020.

Six moderate deficiencies (related to components I, II and IV) and **one major deficiency** (related to component III) were identified, as described in the table below:

Component	Deficiencies	Level of deficiency	Affected Principle(s)	Assessment of component
Component 1: Control Environment	1. The quality assurance policy and EIGE's process map need updating. 2. There is a need to clarify roles and responsibilities in project management.	Moderate Moderate	2 5	The component is present and functioning well but some improvements are needed
Component 2: Risk Assessment	1. There is no evidence of risk management being performed at project level. 2. There is no evidence of change management at project level.	Moderate Moderate	7 9	The component is present and functioning well but some improvements are needed
Component 3: Control Activities	1. Lack of up to date Information Security Policy and Procedure for classification of sensitive information	Moderate	11	The component is partially functioning: substantial improvements are needed
	2. Business Continuity Plan (2015) is obsolete. Lack of BC testing since 2015. Lack of ex-post controls since 2018.	Major	10	
Component 4: Information and Communication	The document management policy (2013) needs updating.	Moderate	13	The component is present and functioning well but some improvements are needed
Component 5: Monitoring Activities	N/A	N/A	N/A	The component is present and functioning well

3.2. Conclusions of assessment of internal control systems

The overall results of the internal control assessment for the year 2020 lead to the conclusion that the internal control system **is functioning and partially effective** due to substantial improvements needed as regards component III (control activities). Measures have been promptly planned in order to reduce the severity of the deficiencies, such as: contracting consultancy services for performing a business impact assessment in 2021 and updating the ex-post controls procedure to align it with the new Financial Regulation and Internal Control Framework by the end of Q1 2021. Improvements are thus, to be expected, as soon as Q1 2021.

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

I, the undersigned,

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

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

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

Place: Vilnius, Date:

Digitally signed by

Emmanuel Luc Maurage

(signature)

2021-06-10 16:20:16 +0300

Emmanuel Maurage

Part IV. Management assurance

4.1. Review of the elements supporting assurance

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

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

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

In 2020, a total of three exceptions were recorded. They referred to formal or procedural errors which did not expose EIGE to key risks and which were addressed by immediate actions to prevent any future reoccurrence.

No critical internal control deficiencies were identified in the internal control assessment report for the year 2020. However, one major deficiency was identified in component III (control activities). The Institute defined promptly mitigating measures aimed at reducing the severity of the internal control weakness. Improvements are expected as early as the first quarter of 2021.

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

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

Furthermore, the control procedures put in place ensure the legality and regularity of the underlying transactions; the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management.

4.2. Reservations

The Authorising Officer did not determine any significant weaknesses which should be subject to a formal reservation.

Part V. Declaration of assurance

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

In my capacity as Authorising Officer,

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

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

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

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

Place: Vilnius, Date:

Digitally signed by

Carlien Scheele

(signature)

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Carlien Scheele

Annexes

Annex I. Core business statistics

KPIs	Proposed performance indicators	Target level (Baseline: 2019 data)	Achievement level
KPIs in Relation to Operational Objectives	<i>Effective and timely implementation of the annual work plan (AWP)</i>		
	Timely adoption of the Work Programme (SPD) for the subsequent year	2019-2021: - 25 January 2018 – Draft submitted. - 15 November 2018 – Final adopted by MB.	2020-2022 SPD: - 31 January 2020 – Draft submitted. - 12 November 2020 – Final adopted by MB.
	Percentage of completion of activities* of AWP	95.8	96.03
	Timely achievement of main outputs** as indicated in AWP	Presented in 2019	Presented in Part 1
	<i>Quality and relevance of research and other products</i>		
	Number of consultations to ensure quality and relevance of EIGE's outputs	13	17
	Number of EU documents for the preparation of which EIGE has participated	3 ⁽¹⁶⁾	11
	Number of EIGE's outputs endorsed by EU institutions and Member States	2	2
	<i>Uptake and outreach of EIGE's products by key stakeholders</i>		
	Number of requests from EU institutions, broken by initiators	Total number of requests from EU institutions: 93. Council of the EU - 13 European Parliament - 10 European Commission – 42 Other EU body/agency - 28	Total number of requests from EU institutions: 112. Council of the EU - 3 European Parliament - 24 European Commission – 36 Other EU body/agency - 49
	Outreach of EIGE's communication channels	Total reach: 170 642 385	Total reach ⁽¹⁷⁾ : 136 501 174
	Number of invitations to present EIGE's work	216	199 ⁽¹⁸⁾
	Number of new stakeholders informed of EIGE's work	6	7

⁽¹⁶⁾ Gender Equality Strategy; Advisory Committee opinion on Artificial Intelligence and gender equality and opinion on cyber violence

⁽¹⁷⁾ Sum of facebook outreach, twitter outreach, linkedin outreach video views, newsletter subscribers and media outreach. Total outreach declined due to fewer mentions in big UK media outlets. However, the overall number of media coverage and social media outreach increased.

⁽¹⁸⁾ Number of invitations declined in line with cancelled events, especially in Q1-Q2, due to the COVID-19 pandemic

KPIs	Proposed performance indicators	Target level (Baseline: 2019 data)	Achievement level
KPIs in Relation to Management of Financial and Human Resources	Sound financial management		
	Rate (%) of implementation of Commitment Appropriations	99 %	97.75 %
	Rate (%) of cancellation of Payment Appropriations	1 %	2.25 %
	Rate (%) of payments executed within the legal/contractual deadlines	98 %	93.09 %
	Effective running of organisation		
	Rate (%) of implemented external and accepted internal audit recommendations	98 %	100 %
	Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	< 10 %	0 %
	Rate of staff engagement from the Staff Survey	65 % (2018 data)	65 % (2018 data)
	Annual average days of short term sick leave per staff member	Absence without med.cert. (JADS) < 3 Absence with med.cert. < 9	Absence without med.cert. (JADS) < 3 Absence with med.cert. < 9

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

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

Annex II. Statistics on financial management

Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2018	2019	2020
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	7 785 495.00	8 487 270.00	8 146 295.56
Payments made (-)	-6 508 025.00	-6, 731 768.00	-5 943 777.49
Carryover of appropriations (-)	-1 429 532.00	-1 679 227.00	-2 400 725.18
Cancellation of appropriations carried over (+)	33 754.00	54 638.00	100 259.43
Adjustment for carryover of assigned revenue appropriation from previous year (+)	200 579.00	10 831.00	372 877.66
Exchange rate differences (+/-)	-175.00	-494.00	-103.07
Adjustment for negative balance from previous year (-)			
TOTAL	82 096.00	141 250.00	274 826.91

Rates of implementation of appropriations (commitments and payments)

Commitments

	FS/Title	Credits	Committed	Comm %	Cfwd	Cfwd %	C/ o	C/ o %	Cancelled	Cancelled %
C1	Staff	3,552,663.00	3,504,277.94	98.64 %	33,475.35	0.94 %	0.00	0.00 %	48,385.06	1.36 %
	Administration	1,179,237.00	1,150,201.57	97.54 %	297,641.32	25.24 %	0.00	0.00 %	29,035.43	2.46 %
	Operating	3,018,000.00	2,920,881.04	96.78 %	1,445,545.10	47.90 %	0.00	0.00 %	97,118.96	3.22 %
C4	Administration	17,045.26	17,045.26	100.00 %	17,045.26	100.00 %	0.00	0.00 %	0.00	0.00 %
	Operating	400.00		0.00 %	0.00	0.00 %	400.00	100.00 %	400.00	100.00 %
C5	Operating	131.10		0.00 %	0.00	0.00 %	0.00	0.00 %	131.10	100.00 %
R0	Staff	241,156.66	76,650.22	31.78 %	0.00	0.00 %	164,506.44	68.22 %	0.00	0.00 %
	Operating	510,540.20	119,816.26	23.47 %	51,387.77	10.07 %	390,723.94	76.53 %	0.00	0.00 %

NB:

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

CFWD — carry forward of the outstanding commitments at the end of the year to the next year.

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

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

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

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

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

Payments

	FS/Title	Credits	Paid	Paid %	Carried over	Carried over %	Cancelled	Cancelled %
C1	Staff	3,552,663.00	3,470,802.59	97.70 %	33,475.35	0.94 %	48,385.06	1.36 %
	Administration	1,179,237.00	852,560.25	72.30 %	297,641.32	25.24 %	29,035.43	2.46 %
	Operating	3,018,000.00	1,475,335.94	48.88 %	1,445,545.10	47.90 %	97,118.96	3.22 %
C4	Administration	17,045.26	0.00	0.00 %	17,045.26	100.00 %	0.00	0.00 %
	Operating	400.00	0.00	0.00 %	400.00	100.00 %	0.00	0.00 %
C5	Operating	131.10	0.00	0.00 %	0.00	0.00 %	131.10	100.00 %
C8	Staff	65,407.66	41,779.13	63.87 %	0.00	0.00 %	23,628.53	36.13 %
	Administration	346,094.55	311,343.44	89.96 %	0.00	0.00 %	34,751.11	10.04 %
	Operating	894,847.43	852,967.64	95.32 %	0.00	0.00 %	41,879.79	4.68 %
R0	Staff	241,156.66	76,650.22	31.78 %	164,506.44	68.22 %	0.00	0.00 %
	Operating	510,540.20	68,428.49	13.40 %	442,111.71	86.60 %	0.00	0.00 %

NB:

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

CFWD — carry forward of the outstanding commitments at the end of the year to the next year.

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

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

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

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

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

Execution C1 appropriations during 2018-2020

Indicators	Results 2020 (%)	Results 2019 (%)	Results 2018 (%)
Commitment rate	97.75	98.96	99.38
Payment rate	74.82	82.50	81.15

Payment monitoring over last 3 years

Indicators	Results 2020(%)	Results 2019 (%)	Results 2018 (%)
Delayed payment rate	6.91	1.88	0.64

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

Indicators	Results 2020	Results 2019	Results 2018
Title I	EUR 33 475.35	EUR 65 407.66	EUR 41 420.07
Staff	0.96 %	1.95 %	1.23 %
Title II	EUR 297 641.32	EUR 346 094.55	EUR 146 086.07
Infrastructure	25.88 %	26.52 %	13.99 %
Title III	EUR 1 445 545.10	EUR 894 847.43	EUR 1 231 195.14
Operations	49.49 %	28.01 %	36.91 %
Total	EUR 7 575 360.55	EUR 1 306 349.64	EUR 1 418 701.28
	23.45 %	16.63 %	18.35 %

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

Budget out-turn over the last 3 years

Indicators	Results 2020	Results 2019	Results 2018
Budget out-turn	3.37 %	1.66 %	1.05 %

Budget result 2020 in detail

	Title	2020	2019
Revenue		8 146 295.56	8 487 270.52
of which:		0.00	0.00
European Commission contribution	2	8 128 850.30	8 487 000.00
Administrative and financial revenues	5	17 445.26	270.52
Expenditure		-5 943 777.49	-6 731 768.22
of which:		0.00	0.00
Staff expenditure	1	-3 547 452.81	-3 348 163.44
Administrative expenditure	2	-852 560.25	-959 044.23
Operational expenditure	3	-1 543 764.43	-2 424 560.55
Payment appropriat. carried over to the following year		-1 776 661.77	-1 306 349.64
of which:		0.00	0.00
Staff expenditure	1	-33 475.35	-65 407.66
Administrative expenditure	2	-297 641.32	-346 094.55
Operational expenditure	3	-1 445 545.10	-894 847.43
Cancellation of unused approp. carried over from year n-1		100 259.43	54 638.27
Evolution of assigned revenue (B)-(A)		-251 185.75	-362 046.62
Unused appropriations at the end of current year (A)		624 063.41	372 877.66
Unused appropriations at the end of previous year (B)		372 877.66	10 831.04
Exchange rate differences		-103.07	-494.25
Budget result		274 826.91	141 250.06

Revenue in 2020

Implementation of budget revenue

	Item	Income appropriations		Entitlements established			Revenue				Out-standing
		Initial budget	Final budget	Current year	Carried over	Total	On entitlements of current year	On entitlements carried over	Total	%	
		1	2	3	4	5=3+4	6	7	8=6+7	9=8/2	
200	European Commission contribution	8,096,000.00	7,749,900.00	7,749,900.00	0.00	7,749,900.00	7,749,900.00	0.00	7,749,900.00	100 %	0.00
202	European Commission external assistance instrument for Pre-Accession program	0.00	0.00	379,430.15	0.00	379,430.15	378,950.30	0.00	378,950.30	-	479.85
Total Chapter 20		8,096,000.00	7,749,900.00	8,129,330.15	0.00	8,129,330.15	8,128,850.30	0.00	8,128,850.30	105 %	479.85
Total Title 2		8,096,000.00	7,749,900.00	8,129,330.15	0.00	8,129,330.15	8,128,850.30	0.00	8,128,850.30	105 %	479.85

EUR '000

	Item	Income appropriations		Entitlements established			Revenue				Out-standing
		Initial budget	Final budget	Current year	Carried over	Total	On entitlements of current year	On entitlements carried over	Total	%	
		1	2	3	4	5=3+4	6	7	8=6+7	9=8/2	
501	Revenues from recovered expenses	0.00	0.00	20,147.01	0.00	20,147.01	17,445.26	0.00	17,445.26	-	2,701.75
Total Chapter 50		0.00	0.00	20,147.01	0.00	20,147.01	17,445.26	0.00	17,445.26	-	2,701.75
Total Title 5		0.00	0.00	20,147.01	0.00	20,147.01	17,445.26	0.00	17,445.26	-	2,701.75
GRAND TOTAL		8,096,000.00	7,749,900.00	8,149,477.16	0.00	8,149,477.16	8,146,295.56	0.00	8,146,295.56	105 %	3,181.60

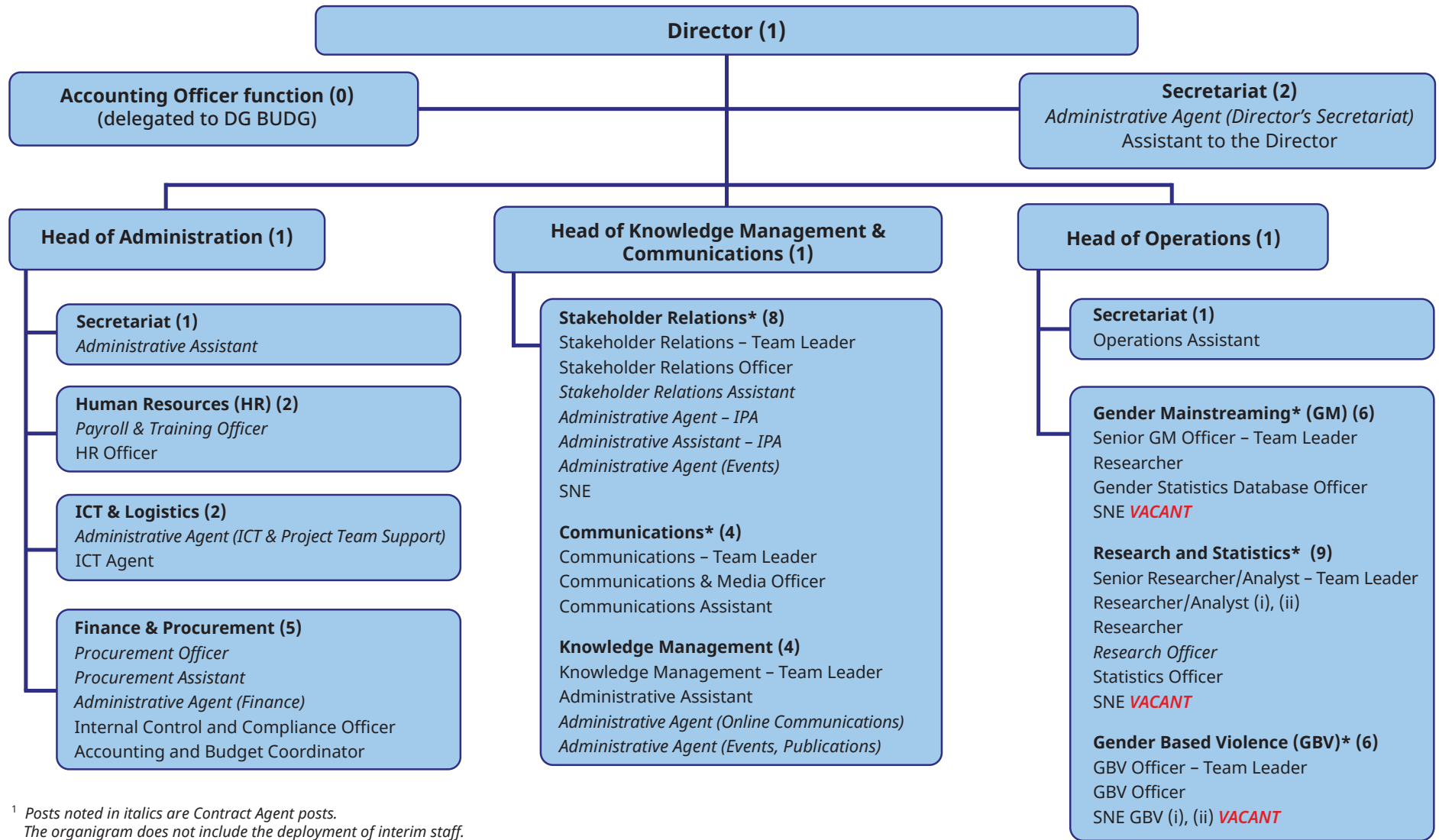
Budgetary transfers

Local Key	Budget 2020	Transfer	Budget Amendment	Final Budget
EIGE-B2020-A01100-C1-EIGE	1 718 000.00	52 879.12		1 770 879.12
EIGE-B2020-A01101-C1-EIGE	223 663.00	-15 485.37		208 177.63
EIGE-B2020-A01102-C1-EIGE	204 000.00	17 674.02		221 674.02
EIGE-B2020-A01103-C1-EIGE	17 000.00	-707.67		16 292.33
EIGE-B2020-A01113-C1-EIGE	559 000.00	-19 070.29		539 929.71
EIGE-B2020-A01114-C1-EIGE	0.00			0.00
EIGE-B2020-A01130-C1-EIGE	106 000.00	11 275.34		117 275.34
EIGE-B2020-A01141-C1-EIGE	37 000.00	4 700.00		41 700.00
EIGE-B2020-A01150-C1-EIGE	78 000.00	441.65		78 441.65
EIGE-B2020-A01176-C1-EIGE	172 000.00	-43 000.00		129 000.00
EIGE-B2020-A01181-C1-EIGE	33 000.00	15 000.00		48 000.00
EIGE-B2020-A01182-C1-EIGE	6 000.00	3 600.00		9 600.00
EIGE-B2020-A01183-C1-EIGE	3 000.00			3 000.00
EIGE-B2020-A01184-C1-EIGE	30 000.00	-3 558.09		26 441.91
EIGE-B2020-A01190-C1-EIGE	0.00			0.00
EIGE-B2020-A01191-C1-EIGE	0.00			0.00
EIGE-B2020-A01210-C1-EIGE	26 000.00		-26 000.00	0.00
EIGE-B2020-A01220-C1-EIGE	3 000.00			3 000.00
EIGE-B2020-A01230-C1-EIGE	3 000.00			3 000.00
EIGE-B2020-A01300-C1-EIGE	41 500.00		-25 000.00	16 500.00
EIGE-B2020-A01410-C1-EIGE	28 000.00	7 000.00		35 000.00
EIGE-B2020-A01421-C1-EIGE	15 000.00	-3 750.00		11 250.00
EIGE-B2020-A01423-C1-EIGE	65 000.00	-2 755.71		62 244.29
EIGE-B2020-A01500-C1-EIGE	88 000.00	-23 655.40		64 344.60
EIGE-B2020-A01601-C1-EIGE	35 000.00			35 000.00
EIGE-B2020-A01602-C1-EIGE	130 000.00	-587.60	-35 000.00	94 412.40
EIGE-B2020-A01603-C1-EIGE	0.00			0.00
EIGE-B2020-A01604-C1-EIGE	15 000.00			15 000.00
EIGE-B2020-A01701-C1-EIGE	7 000.00		-6 000.00	1 000.00
EIGE-B2020-A01702-C1-EIGE	1 500.00			1 500.00
EIGE-B2020-A01703-C1-EIGE	0.00			0.00
EIGE-B2020-A02000-C1-EIGE	412 000.00	-12 000.00		400 000.00
EIGE-B2020-A02010-C1-EIGE	2 500.00			2 500.00

Local Key	Budget 2020	Transfer	Budget Amendment	Final Budget
EIGE-B2020-A02020-C1-EIGE	0.00			0.00
EIGE-B2020-A02030-C1-EIGE	30 300.00	7 000.00		37 300.00
EIGE-B2020-A02040-C1-EIGE	5 000.00	-5 000.00		0.00
EIGE-B2020-A02050-C1-EIGE	33 000.00			33 000.00
EIGE-B2020-A02060-C1-EIGE	0.00			0.00
EIGE-B2020-A02070-C1-EIGE	70 000.00	2 200.00		72 200.00
EIGE-B2020-A02090-C1-EIGE	0.00			0.00
EIGE-B2020-A02100-C1-EIGE	54 000.00	171 000.00		225 000.00
EIGE-B2020-A02110-C1-EIGE	49 000.00	29 000.00		78 000.00
EIGE-B2020-A02120-C1-EIGE	192 197.00	-64 000.00		128 197.00
EIGE-B2020-A02130-C1-EIGE	0.00			0.00
EIGE-B2020-A02140-C1-EIGE	10 000.00	1 300.00		11 300.00
EIGE-B2020-A02150-C1-EIGE	0.00			0.00
EIGE-B2020-A02210-C1-EIGE	2 000.00	-2 000.00		0.00
EIGE-B2020-A02221-C1-EIGE	3 000.00			3 000.00
EIGE-B2020-A02231-C1-EIGE	0.00			0.00
EIGE-B2020-A02232-C1-EIGE	0.00			0.00
EIGE-B2020-A02251-C1-EIGE	0.00			0.00
EIGE-B2020-A02300-C1-EIGE	1 500.00			1 500.00
EIGE-B2020-A02320-C1-EIGE	0.00			0.00
EIGE-B2020-A02321-C1-EIGE	0.00			0.00
EIGE-B2020-A02329-C1-EIGE	0.00			0.00
EIGE-B2020-A02330-C1-EIGE	5 000.00			5 000.00
EIGE-B2020-A02331-C1-EIGE	0.00			0.00
EIGE-B2020-A02340-C1-EIGE	0.00			0.00
EIGE-B2020-A02350-C1-EIGE	0.00			0.00
EIGE-B2020-A02352-C1-EIGE	3 500.00	1 000.00		4 500.00
EIGE-B2020-A02353-C1-EIGE	0.00			0.00
EIGE-B2020-A02354-C1-EIGE	5 700.00	-2 200.00		3 500.00
EIGE-B2020-A02355-C1-EIGE	75 000.00	8 600.00		83 600.00
EIGE-B2020-A02359-C1-EIGE	0.00	1 000.00		1 000.00
EIGE-B2020-A02500-C1-EIGE	2 000.00			2 000.00
EIGE-B2020-A02510-C1-EIGE	53 680.00	-27 000.00		26 680.00
EIGE-B2020-A02511-C1-EIGE	40 960.00	-40 000.00		960.00

Local Key	Budget 2020	Transfer	Budget Amendment	Final Budget
EIGE-B2020-A02520-C1-EIGE	65 000.00	-51 000.00		14 000.00
EIGE-B2020-A02521-C1-EIGE	0.00			0.00
EIGE-B2020-A02600-C1-EIGE	1 000.00			1 000.00
EIGE-B2020-A02700-C1-EIGE	5 000.00	24 000.00		29 000.00
EIGE-B2020-A02710-C1-EIGE	0.00			0.00
EIGE-B2020-A02800-C1-EIGE	0.00			0.00
EIGE-B2020-B03001-C1-EIGE	120 000.00			120 000.00
EIGE-B2020-B03111-C1-EIGE	145 000.00	0.00	-130 000.00	15 000.00
EIGE-B2020-B03215-C1-EIGE	675 000.00	305 000.00		980 000.00
EIGE-B2020-B03315-C1-EIGE	602 000.00	96 200.00	-11 000.00	687 200.00
EIGE-B2020-B03415-C1-EIGE	1 094 000.00	-323 000.00	-18 900.00	752 100.00
EIGE-B2020-B03512-C1-EIGE	694 000.00	-120 100.00	-94 200.00	479 700.00
EIGE-B2020-B03601-C1-EIGE	0.00			0.00
EIGE-B2020-B03602-C1-EIGE	0.00			0.00
EIGE-B2020-B04001-C1-EIGE	0.00			0.00

Annex III. Organisational chart of the Institute at 31 December 2020



¹ Posts noted in italics are Contract Agent posts.

The organigram does not include the deployment of interim staff.

* Denotes the presence of a trainee.

Annex IV. Establishment plan and additional information on Human Resources management

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

<i>Key functions (examples – terminology should be adjusted to each agency's job titles)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function group, grade of recruitment*</i>	<i>Indication whether the function is dedicated to administrative support or operations [subject to definitions used in screening methodology]</i>
<i>e.g. Head of Department, Deputy Director etc. (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	TA 2a	AD14	The Director has overall legal responsibility for the Institute as Authorising Officer and Appointing Authority.
<i>e.g. Head of Unit, Head of Business Area (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	TA 2f	AD9-AD12	EIGE has three Heads of Unit respectively covering (i) Administration (ADM) (ii) Operations (OPER) and (iii) Knowledge Management and Communications (KMC)
<i>e.g. Head of Sector (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	Head of Sector is n/a Team Leaders: TA 2f	n/a AD5-AD10	Six Team Leaders were appointed in December 2020 to cover respectively three areas each in OPER (Gender Mainstreaming, Gender based Violence and Research and Statistics) and in KMC (Communications, Knowledge Management and Stakeholder Relations)
<i>E.g. Senior Officer, Senior Specialist etc.</i>	TA 2f	AD8	OPER
<i>e.g. Officer, Specialist</i>	TA 2f, CA 3a	AD5-AD7; FG IV	ADM, OPER, KMC
<i>e.g. Junior Officer</i>	n/a	n/a	n/a
<i>e.g. Senior Assistant</i>	TA 2f	AST4-AST6	Director's Secretariat, ADM, OPER, KMC
<i>e.g. Junior Assistant</i>	n/a	n/a	n/a
<i>e.g. Head of Administration</i>	TA 2f	AD 12	ADM
<i>e.g. Head of Human Resources</i>	n/a	n/a	n/a
<i>e.g. Head of Finance</i>	n/a	n/a	n/a
<i>e.g. Head of IT</i>	n/a	n/a	n/a
<i>e.g. Secretary</i>	CA 3a	FG II	ADM
<i>e.g. Mail Clerk</i>	n/a	n/a	n/a
<i>e.g. Webmaster -Editor</i>	CA 3a	FG III	KMC
<i>e.g. Data Protection Officer</i>	CA 3a	FG IV	ADM
<i>e.g. Accounting Officer</i>	n/a	n/a	n/a
<i>e.g. Internal Auditor</i>	n/a	n/a	n/a
<i>e.g. Secretary to the Director</i>	CA 3a	FG III	Director's Secretariat

Implementing Rules:

Conditions of employment of contract staff, 3a – Adopted 14 March 2020

Director's appraisal and probation – Adopted 17 July 2020

Amended rules on teleworking – Adopted 16 July 2020

Jobscreening/benchmarking exercise (the last exercise was performed in 2020):

<i>Job Type (sub) category</i>	<i>2020 (%)*</i>	<i>2019 (%) **</i>	<i>2018 (%) ***</i>
Administrative Support and Coordination	16.2	14.7	15.0
Administrative Support	12.7	13.6	13.2
Coordination	3.5	1.1	1.8
Operational	75.6	80.8	77.3
Top Level Operational Coordination	9.6	9.6	8.9
Programme Management & Implementation	65.4	70.7	67.9
Evaluation & Impact Assessment	0.0	0.0	0.0
General operational	0.6	0.5	0.5
Neutral	8.3	6.0	7.7
Finance / Control	7.5	5.1	7.0
Linguistics	0.8	0.9	0.7

* Year 2020 ended with a zero vacancy rate of Establishment Plan posts. The equivalent of 5 interim staff and 3 trainees is taken into account. Total number of FTEs counted is 52 (including two CA posts funded under IPA).

** 4 posts were vacant in Administration unit for most of the year. 5 interim staff were taken into account. 6 trainees were taken into account. Total number of FTEs counted is 52.8

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

Geographical balance (as of 31 December 2020):

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/ CA FGII/CA FGIII		TOTAL ⁽¹⁹⁾	
	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	0.04			1	0.02
Croatian			1	0.06	1	0.02
Czech	1	0.04			1	0.02
Estonian	1	0.04			1	0.02
Finnish	1	0.04	1	0.12	2	0.05
French	2	0.08	1	0.06	3	0.07
Greek	1	0.04	1	0.06	2	0.05
Italian	1	0.04			1	0.02
Latvian			2	0,12	2	0.05
Lithuanian	7	0.29	9	0.53	16	0.39
Maltese	1	0.04			1	0.02
Dutch	1	0.04			1	0.02
Polish	2	0.08			2	0.05
Portuguese	1	0.04			1	0.02
Romanian	1	0.04	1	0.06	2	0.05
Slovenian	1	0.04			1	0.02
Spanish	2	0.08	1	0.06	3	0.07
Total	24	1.00	17	1.00	41	1.00

⁽¹⁹⁾ Figures exclude two seconded national experts and four trainees.

Annex V. Human and financial resources by activity

Table 5. Summary of costs of activities in 2020

ACTIVITIES	Total HR		TITLE 1**	TITLE 2**	TITLE 3**	Total budget**	Budget fraction**
	%	FTEs*	Staff	Infrastructure	Operations		
Research and data collection	50.97 %	23.36	EUR 2 194 124.67	EUR 707 360.13	EUR 1 884 853.44	EUR 4 786 338.24	61.76 %
Knowledge Management and Communications	29.48 %	13.51	EUR 918 718.65	EUR 296 184.15	EUR 789 221.34	EUR 2 004 124.14	25.86 %
Effective organisation and EIGE bodies	19.55 %	8.96	EUR 439 819.68	EUR 141 792.72	EUR 377 825.22	EUR 959 437.62	12.38 %
Total	100.00 %	45.83	EUR 3 552 663.00	EUR 1 145 337.00	EUR 3 051 900.00	EUR 7 749 900.00	100.00 %

Table 6. Summary of costs of activities in 2020- full cost of activities

ACTIVITIES	Total HR		TITLE 1**	TITLE 2**	TITLE 3**	Total budget**	Budget fraction**
	%	FTEs*	Staff	Infrastructure	Operations		
Research and data collection	63.36 %	28.86	EUR 2 472 653.45	EUR 797 154.55	EUR 2 124 122.40	EUR 5 393 930.40	69.60 %
Knowledge Management and Communications	36.64 %	16.69	EUR 1 080 009.55	EUR 348 182.45	EUR 927 777.60	EUR 2 355 969.60	30.40 %
Effective organisation and EIGE bodies	0.00 %	0.00	0	0	0	0	0.00 %
Total	100.00 %	45.55	3 552 663.00 EUR	1 145 337.00 EUR	3 051 900.00 EUR	7 749 900.00 EUR	100.00 %

NB:

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

* FTEs – full time equivalents

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

	General Information					Financial and HR Impacts		
	Actual or expected date of signature	Total Amount	Duration	Counterpart	Short description		2019	2020
Contribution agreements								
1. IPA/2018/402-854 - 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 19/12/2019	EUR 928 950.30	01/01/2019 - 31/12/2022	European Commission. DG NEAR. D5 Western Balkans Regional Cooperation Programmes	There are two specific objectives: 1 - Strengthening capacities of IPA beneficiaries in monitoring and mainstreaming gender equality; 2 - Improving regional cooperation and gender equality awareness in the region of the Western Balkans and Turkey.	Amount Number of CA Number of SNEs	Amount 2019 - EUR 63 181.44 Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2020 - EUR 78 900.12 Number of CA - 2 (FGII and FGIII) Number of SNEs - 0
TOTAL						Amount Number of CA Number of SNEs	Amount 2019 - EUR 63 181.44 Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2020 - EUR 78 900.12 Number of CA - 2 (FGII and FGIII) Number of SNEs - 0

Annex VII. Environment management

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

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

- Cleaning services,
- Delivery and installation of office furniture,
- Production of promo materials,
- Catering services,
- Organisation of events,
- Provision of lighting services.

Moreover, EIGE continued to recycle paper and plastic and is committed to reduce the number of used papers. To achieve this, EIGE's printing option is set by using duplex format and common-used printers have personal card readers.

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

The data on CO2 emissions collected via the MMT will be analysed during 2021 and will be taken into account when setting CO2 offset targets.

Moreover, during induction meetings, environmental aspects are highlighted for the newcomers.

EIGE also implemented electronic workflows for its core processes, thus, reducing considerably the use of paper.

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

Annex VIII. Annual Accounts⁽²⁰⁾

Balance sheet and statement of financial performance as of 31 December 2020:

BALANCE SHEET

EUR '000

	Note	31.12.2020	31.12.2019
NON-CURRENT ASSETS			
<i>Intangible assets</i>	2.1	46	111
<i>Property, plant and equipment</i>	2.2	211	153
<i>Pre-financing</i>	2.3	30	60
<i>Exchange receivables and non-exchange recoverables</i>	2.4	16	-
		303	324
CURRENT ASSETS			
<i>Pre-financing</i>	2.3	30	30
<i>Exchange receivables and non-exchange recoverables</i>	2.4	2 696	2 224
		2 726	2 254
TOTAL ASSETS		3 029	2 578
NON-CURRENT LIABILITIES			
<i>Payables and other liabilities</i>	2.5	(188)	(416)
		(188)	(416)
CURRENT LIABILITIES			
<i>Payables and other liabilities</i>	2.5	(716)	(484)
<i>Accrued charges and deferred income</i>	2.6	(470)	(333)
		(1 186)	(817)
TOTAL LIABILITIES		(1 374)	(1 234)
NET ASSETS		1 655	1 345
<i>Accumulated deficit</i>		1 345	1 609
<i>Economic result of the year</i>		310	(265)
NET ASSETS		1 655	1 345

⁽²⁰⁾ The final accounts are published on EIGE's website, at the link: <https://eige.europa.eu/about/documents-registry?ts=accounts>.

STATEMENT OF FINANCIAL PERFORMANCE

EUR '000

	Note	2020	2019
REVENUE			
Revenue from non-exchange transactions			
<i>Funds from the Commission</i>	3.1	7 619	7 979
<i>Other</i>	3.1	-	23
		7 619	8 002
Revenue from exchange transactions			
<i>Other</i>	3.2	21	0
		21	0
Total revenue		7 640	8 002
EXPENSES			
<i>Operating costs</i>	3.3	(2 298)	(3 302)
<i>Staff costs</i>	3.4	(3 356)	(3 034)
<i>Other expenses</i>	3.5	(1 675)	(1 931)
Total expenses		(7 329)	(8 267)
ECONOMIC RESULT OF THE YEAR		310	(265)

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