

Consolidated Annual Activity Report (CAAR)

2019

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.

European Institute for Gender Equality, EIGE
Gedimino pr. 16
LT-01103
Vilnius LITHUANIA

Tel. +370 52157444

Email: eige.sec@eige.europa.eu

 <http://www.eige.europa.eu>

 <http://twitter.com/eurogender>

 <http://www.facebook.com/eige.europa.eu>

 <http://www.youtube.com/eurogender>

 <http://eurogender.eige.europa.eu>

 <https://www.linkedin.com/company/eige/>

Print	ISBN 978-92-9482-447-9	doi:10.2839/747341	MH-AD-20-001-EN-C
PDF	ISBN 978-92-9482-448-6	doi:10.2839/154852	MH-AD-20-001-EN-N

© European Institute for Gender Equality, 2020

Reproduction is authorised provided the source is acknowledged.

Reuse is authorised provided the source is acknowledged, the original meaning is not distorted and EIGE is not liable for any damage caused by that use. The reuse policy of EIGE is implemented by the Commission Decision of 12 December 2011 on the reuse of Commission documents (2011/833/EU).

Consolidated Annual Activity Report (CAAR)

2019

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

Regulation (EU) No 1271/2013 of 30 September 2013 on the Framework Financial Regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council.

Contents

Director's foreword	8
Management Board's assessment	9
Introduction	11
Executive summary	12
1. Achievements of 2019	15
1.1 Overall objectives	15
1.2 Focal areas and tools for 2019	15
1.2.1 Research and data collection — an overview	15
1.2.1.1 Monitoring the Beijing Platform for Action and supporting the Presidencies of the Council of the EU	15
1.2.1.2 Gender Equality Index	18
1.2.1.3 Strengthening the capacity for the institutional response to violence against women	22
1.2.1.4 Gender mainstreaming	26
1.2.1.5 Gender statistics database	29
1.2.1.6 Other research initiatives	32
1.2.1.7 Human and financial costs in research and data collection	33
1.2.2 Knowledge Management and Communications (KMC) — an overview	34
1.2.2.1 Communication and dissemination of EIGE's work	35
1.2.2.2 Human and financial costs in knowledge management and communication	42
2. Management	43
2.1 Management Board (MB) and Experts' Forum activities	43
2.2 Major developments	44
2.3 Budgetary and financial management	45
2.4 Human resources (HR) management	48
2.5 Assessment by management	50
2.6 Assessment of audit results during the reporting year	52
2.6.1 European Court of Auditors (ECA)	52
2.6.2 Internal Audit Service (IAS)	53
2.7 Follow-up of recommendations and action plans for audits	54
2.7.1 European Court of Auditors (ECA)	54
2.7.2 Internal Audit Service (IAS)	54
2.8 Follow-up of observations from the discharge authority	56
2.9 Follow-up on cases launched by the European Ombudsman	56

2.10	Data protection	56
2.11	External evaluations	56
2.12	Public access to documents	56
2.13	Key performance indicators (KPIs)	57
3.	Assessment of the effectiveness of the internal control system	58
3.1	Risk management	58
3.2	Fraud prevention and monitoring	58
3.3	Compliance and effectiveness of Internal Control Standards (ICS)	59
4.	Management assurance	61
4.1	Review of the elements supporting assurance	61
4.2	Overall conclusion on assurance	61
	Declaration of assurance	62
	Annexes	63
	Annex 1: Achievement of output indicators — EIGE’s annual work programme (AWP) 2019	63
	Annex 2: Cost allocation per activity area in 2019	69
	Annex 3: EIGE publications in 2019	70
	Annex 4: List of Management Board (MB) members and alternates	71
	Annex 5: List of meetings in 2019 (Management Board, Experts’ Forum)	72
	Annex 6: Budgetary and financial management in detail	73
	Budgetary implementation	73
	Transfers	75
	Carry-overs	76
	Budget out-turn	76
	Revenue and expenditure	78
	Annex 7: Public procurement 2019	82
	Annex 8: List of 2019 contracts	84
	Order Forms under Framework contracts (FWCs)	85
	Order Forms under Framework contracts (FWCs)	86
	Annex 9: Human resources (HR) management in detail	90
	Annex 10: Register of exceptions	96
	Annex 11: Follow-up of observations from the discharge authority	98
	Annex 12: Key performance indicators (KPIs) for the Director	101

Abbreviations

Frequently used 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
Greivio	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

Abbreviations

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

Member State abbreviations

BE	Belgium
BG	Bulgaria
CZ	Czechia
DK	Denmark
DE	Germany
EE	Estonia
IE	Ireland
EL	Greece
ES	Spain
FR	France
HR	Croatia
IT	Italy
CY	Cyprus
LV	Latvia
LT	Lithuania
LU	Luxembourg
HU	Hungary
MT	Malta
NL	Netherlands
AT	Austria
PL	Poland
PT	Portugal
RO	Romania
SI	Slovenia
SK	Slovakia
FI	Finland
SE	Sweden
UK	United Kingdom

Language codes (ISO codes)

bg	Bulgarian
cs	Czech
da	Danish
de	German
el	Greek
en	English
es	Spanish
et	Estonian
fi	Finnish
fr	French
ga	Irish
hr	Croatian
hu	Hungarian
it	Italian
lt	Lithuanian
lv	Latvian
mt	Maltese
nl	Dutch
pl	Polish
pt	Portuguese
ro	Romanian
sk	Slovak
sl	Slovenian
sv	Swedish

Director's foreword

2019 was an eventful year for the European Institute for Gender Equality (EIGE), which has earned the reputation as Europe's knowledge centre on gender equality. I am proud to take over the leadership of this important agency and I will continue to keep raising the bar for gender equality in Europe.

One of the highlights for EIGE in 2019 was its update on the state of gender equality in the EU and the Member States, thanks to the Gender Equality Index. This useful bench-marking tool allows Member States to easily monitor and compare their progress over time and understand where improvements are most needed.

A new feature of this year's Index was the special focus on a topic of high political importance: work-life balance. EIGE showed that there are strong links between gender equality and work-life balance and found that better work-life balance would help to shrink the gender pay gap. EIGE also gave policymakers new ideas on how to monitor the European Pillar of Social Rights and its Work-Life Balance Initiative.

Despite these milestones, EIGE noticed a downgrading in the attention and resources given to the gender equality bodies needed to narrow gender gaps. EIGE's work on gender budgeting also revealed that less than 1 % of the EU's Structural and Investment Funds were set aside for the promotion of gender equality. With these conclusions, EIGE sparked discussions around a renewed commitment for gender equality, asking the EU and Member States to 'power up' for more gender equality at its November conference in Brussels.

Protecting women from intimate partner violence, by developing a guide on risk assessment and risk management for police was another highlight. EIGE also started to support EU Member States to improve data collection on femicide, as part of long running efforts to have more comparable, EU-wide data on intimate partner violence.

EIGE's outreach efforts continued to show EIGE's unique and added value for the EU. By communicating useful and relevant findings in an understandable and engaging way, EIGE managed to connect with the right people, at the right time. Policymakers, researchers, civil society and journalists referred to EIGE's work more than ever in policy documents, news articles and social media channels. A new design for the website and publications helped to freshen up and strengthen EIGE's corporate identity.

Having followed EIGE's activities closely over the years, I can confidently say that the Institute has become without doubt, the EU's home for reliable information and data about gender equality. I would like to thank all EIGE's staff, the Management Board, Experts' Forum and everyone who has contributed to EIGE's success. My biggest thanks goes to Virginija Langbakk, EIGE's former Director, for all her work and relentless dedication over the past 10 years.

As I take over EIGE's leadership, I look around Europe and see that we now have a real opportunity to make gender equality a reality. For the first time, we have a woman at the head of the European Commission and the cabinet of Commissioners is more gender-balanced than ever before. I am ready and willing to take EIGE into the future. We will keep showing the impacts of inequality on people's lives and explain to policymakers that gender is always relevant, no matter the policy area. I believe that EIGE will continue to help Europe to become a more inclusive and sustainable place, for everyone to live.

Carlien Scheele
Director

Management Board's assessment

The Management Board (MB) has examined the consolidated annual activity report (CAAR) for the financial year of 2019, and wishes to highlight the following points.

- The CAAR provides a comprehensive and detailed account of EIGE's activities in 2019 for implementing its mandate and achieving the objectives set in the annual work programme ([Single programming document \[SPD\] 2019-2021](#)).
- The MB endorses EIGE's unique role in providing high-quality research, collecting harmonised data and undertaking comprehensive data analysis to complement and inform policy-making 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 success in delivering on its mandate with the available human and financial resources.
- The MB acknowledges the achievement of output indicators (detailed in Annex 1) and notes a high performance based on key performance indicators (KPIs).
- The MB welcomes the increase in the media outreach as a result of the *Knowledge Management and Communication Strategy 2019-2021*.
- The MB takes note of the continuing gender imbalance in recruitment and encourages EIGE to continue its efforts to further adjust the recruitment procedures to attract more applications from the under-represented sex.
- The MB acknowledges that controls performed in 2019 provided no evidence of significant or repeated errors in the budget execution.
- In accordance with the financial regulations applicable to EIGE, CAAR 2019 provides a satisfactory overview of the financial information for the year; 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 EIGE's initiatives to address the needs expressed in the Staff Engagement Survey 2018.
- 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 2019.
- 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 2018 showed that the annual accounts presented fairly, in all material respects, EIGE's financial position as at 31 December 2018 and the results of EIGE's operations and its cash flows for the year then ended, in accordance with the provisions of EIGE's financial regulation and with the accounting rules adopted by the Commission's accounting officer.

- The MB notes a continued high level of budget execution, with commitment appropriations up to 98.96 % in 2019 (compared to 99.38 % in 2018), and slightly improved payment appropriations of 82.50 % (81.15 % in 2018).
- Furthermore, the MB notes with satisfaction a remarkable decrease in the carry-over of operating expenditure (Title III) to 28.01 % in 2019 (compared to 51.29 % in 2016). For the first time the carry forward is below ECA's target threshold of 30 %.

Concluding comments

The year 2019 was a successful year for EIGE, during which the Institute delivered the extensive body of work, planned in accordance with its SPD, to a very high standard. In overseeing these tasks, the MB notes and welcomes the strong commitment of EIGE's team to achieve the Institute's strategic objectives (1) and further enhance the standards of the Institute's many outputs.

EIGE's management has successfully applied working methods to comply with the revised administrative processes proposed for the EU's decentralised agencies by the Secretariat General of the European Commission. The reduced carry forward of the operational budget is a clear demonstration of the efficiency of these measures.

As this was the final year of the mandate of EIGE's first Director, the MB wishes to express sincere thanks and appreciation for the efforts and dedication of Ms Langbakk in establishing the Institute and completing the tasks this year.

The MB looks forward to supporting the implementation of the next multiannual work programme and also to close collaboration with the new Director and staff of the Institute.

On the basis of the abovementioned observations and in accordance with Article 66 (9) of the Financial Regulation applicable to EIGE, the MB attaches this assessment of the 2019 CAAR for submission to the European Parliament (EP), the Council and the European Court of Auditors.

(1) <https://eige.europa.eu/about/documents-registry/eiges-2019-2021-single-programming-document>

Introduction

This is EIGE

The European Institute for Gender Equality (EIGE) was established under Regulation (EC) No 1922/2006 of 20 December 2006 and started functioning in June 2010. The Institute was assigned the central role of addressing the challenges to achieving equality between women and men across the EU by contributing to and strengthening the promotion of gender equality, including gender mainstreaming in all EU policies and the resulting national policies, the fight against discrimination based on sex, and the raising of public awareness of gender equality.

EIGE is the only European Union agency focusing exclusively on gender equality. By providing reliable and policy-oriented research, it paves the way for greater awareness and increased understanding of gender equality in all areas of society as well as supporting policymakers in improving the lives of both women and men. EIGE prides itself on its reputation as the EU knowledge centre and number one source of information on gender equality.

The Institute is governed by its MB consisting of 18 representatives nominated by the Member States (on a rotational basis) and one representative from the European Commission. To facilitate effective decision-making by the MB, a standing committee guides the Institute in the preparation of the documents for the MB meetings. The Institute has an advisory body — the Experts' Forum — comprised of 33 members (28 nominated by the Member States, three representatives from the European Commission and two representatives from the European Parliament). In addition to this, members of the Experts' Forum contribute with their expertise to the work of EIGE's working groups (Gender Equality Index), the quality assurance process (for major studies e.g. research to support presidencies of the Council) and other specific activities.

In accordance with its founding regulation ⁽²⁾, the Institute carries out its tasks within the remit of the EU, in line with the priority areas identified in relevant policy documents, such as the European Commission's *Strategic engagement for gender equality 2016-2019*, the EU Victims' Rights Directive (2012/29/EU), the EU's policy framework on migrant integration, the EU's multiannual financial framework (MFF), the European pillar of social rights and the EU Commission's New Start initiative on work-life balance. Furthermore, the Institute supports presidencies of the Council of the EU in providing assessment and monitoring of the Beijing Platform for Action — an international declaration and action plan to support the advancement of women; to which all Member States and the EU have committed.

This document describes the achievement of EIGE's targets for 2019 and highlights important milestones reached during the year.

⁽²⁾ Articles 3 and 4(2) of Regulation 1922/2006.

Executive summary

The year in brief

In 2019, EIGE continued to provide key stakeholders, such as European institutions, Member States and other important stakeholders (such as civil society, social partners and academia), with critical new knowledge and information on the situation of gender equality across Europe. EIGE also continued to support EU candidate and potential candidate countries on their path to join the EU ⁽³⁾.

Three overarching themes — **work-life balance, gender budgeting and violence against women** — have particularly dominated not only policy agendas across the EU, but also EIGE's research priorities in 2019. The summary below presents the main findings from our studies.

The EU continues its snail's pace when it comes to gender equality progress, as shown in the fourth edition of the Gender Equality Index released in 2019. The EU's score for gender equality rose just one point to 67.4 out of 100, compared to the 2017 edition. The Index sets a benchmark for gender equality in the EU and shows progress over time, as well as areas for improvement. In 2019, almost half of all Member States fell below the 60 point mark. The biggest progress was made in the domain of power, which however is also the lowest scoring domain. This shows that the EU still needs to focus on gender equality in decision-making. The positive development in this domain was mainly driven by the rise of women on company boards in a few Member States.

What every policy-maker should know



©Chiara Luxardo

- Gaps in childcare and long-term care services constitute a serious obstacle for women's participation in the labour market, while care responsibilities do not substantially affect men's engagement in paid work.
- In the EU, households headed by lone mothers are more likely to experience unmet needs for childcare services (19 %) than couples with children (14 %).

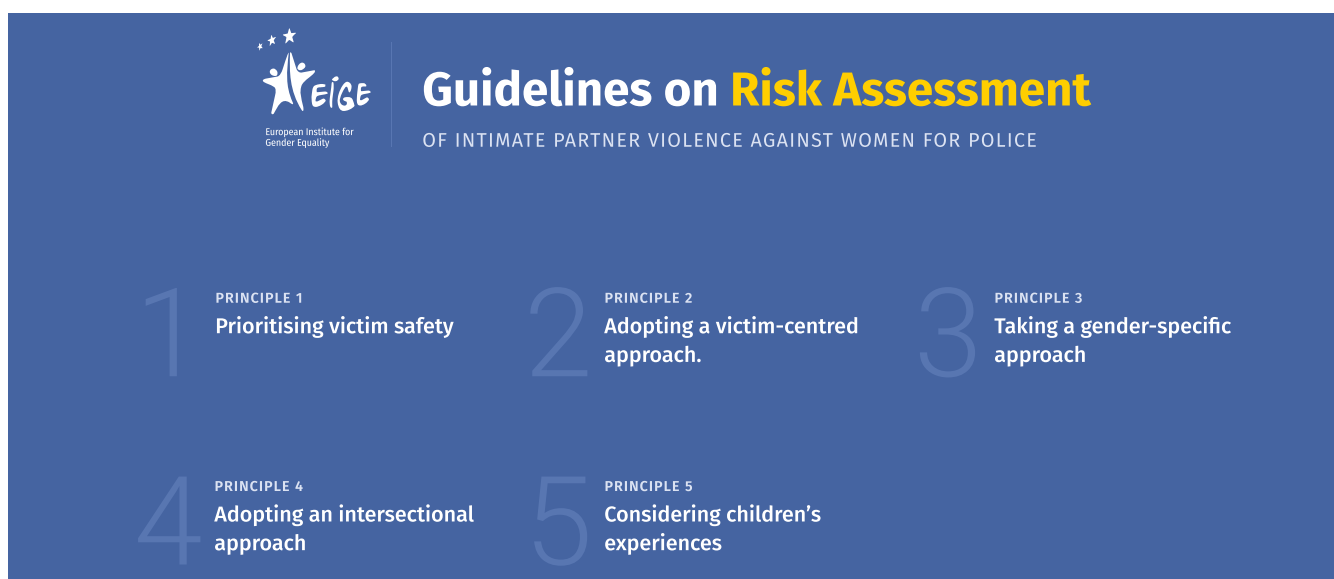
Work-life balance has strong links to gender equality. This was a finding from the thematic focus of Index 2019, which looked into work-life balance. The findings showed that access to affordable and good quality childcare and long-term care services is essential for work-life balance and gender equality. However, in the EU, 14 % of households have unmet needs for childcare services, primarily due to financial reasons. With ageing and disability rates rising in the EU, there is increasing demand for long-

⁽³⁾ Countries included in the Instrument for Pre-Accession Assistance: https://ec.europa.eu/neighbourhood-enlargement/instruments/overview_en

term care services for older people and people with disabilities. Women of pre-retirement age (50-64 years) do the bulk of informal long-term caring in the EU. The difference is remarkable: 21 % of women and 11 % of men care for older people and/or people with disabilities at least several days a week.

Work-life balance initiatives can help to boost women's employment and help shrink the pay gap, but only if both women and men have support from their employers to take advantage of these measures. This was a key finding from EIGE's study on the gender pay gap, which also found that the biggest gap in earnings is among couples with children - showing that the financial cost of having a family falls heavily on women's shoulders.

EIGE estimated that less than 1 % of the EU's Structural and Investment Funds (ESIF) ⁽⁴⁾ have been set aside for the promotion of gender equality ⁽⁵⁾. Gender mainstreaming is considered as a topic that has little impact on the actual content of the funding programmes. These findings come from assessment of the ESIF 2014-2020 programmes. The analysis of the proposal for the post-2020 cycle – the Common Provisions Regulation 2021-2027 (CPR) – displayed an even lower level of ambition. When budgets are gender blind, they ignore the different realities and challenges facing women and men. This means that women and men are unlikely to benefit equally from the funding programmes. There is therefore a clear need for the institutionalisation of gender mainstreaming within the ESIF programmes.



Prioritising victim safety is a crucial element of risk assessment, that can help police prevent repeated acts of intimate partner violence and save lives. For this reason, EIGE developed a risk assessment guide for police. One of the innovative aspects of the guide is the multi-agency approach to risk assessment, which is not a common practice around the EU. The risk assessment

⁽⁴⁾ The European Structural and Investment Funds (ESIF) are the EU's main investment policy tools. They consist of the European Regional Development Fund (ERDF), European Social Fund (ESF), Cohesion Fund (CF), European Agricultural Fund for Rural Development (EAFRD) and European Maritime and Fisheries Fund (EMFF). EU Member States administer the funds through shared management with the European Commission. The funds are implemented through national and/or regional programmes that are co-financed by Member States.

⁽⁵⁾ EIGE developed estimates of the potential contribution of ESIF to support gender equality objectives by grouping ESIF categories of intervention (ERDF, CF and ESF) and focus areas and measures (EAFRD) according to their relevance for gender equality objectives (gender equality in focus, high relevance for gender equality, potential for gender equality and largely designed and implemented in a gender-blind way). Grouping ESIF categories of intervention according to their relevance for gender equality objectives allows for a general estimate of the potential of structural programmes to support gender equality. This should not be interpreted as the real contribution of the programmes, which would only be possible with more detailed information at project level.

guide can also assist Member States with their reporting obligations under the Istanbul Convention, Victims' Rights Directive and EU protection order legislation.

EIGE's work has become an integral part of gender equality discussion and policy making in the EU. EIGE and its findings were referenced 238 times in outputs (reports, conclusions, draft documents, speeches, press releases, etc.) produced by EU institutions, European political parties and EU-level civil-society organisations. Press coverage also grew and in mainstream media (newspaper, TV, radio) outlets across the EU, EIGE has an 80 % increase in mentions compared to the previous year.

Key conclusions on resource management and internal control effectiveness

The MB provided strategic oversight on the implementation of EIGE's key priorities for the planning period 2018-2020 and in defining the scope for the agency's fifth planning cycle in 2021-2023. Throughout the year, the MB adopted the necessary legal framework on the rights of staff in accordance with the staff regulations ⁽⁶⁾. In its work, it also followed up on its recommendations on the conclusions of the external evaluation of EIGE (2015) (ref. Regulation (EC) No 1922/2006, Articles 20-21).

In order to conform to the requirements of the internal control standards (ICs), processes and procedures were revised and updated, *ex ante* verifications and *ex post* controls were carried out, and measures were taken to create and ensure a healthy work environment. All measures were effectively implemented by the end of the reporting year, and will be monitored and revised on a continual basis.

The main achievements from an organisational perspective were:

- **Effective organisation.** In 2019 EIGE continued the implementation of the project led organisation (PLO) approach by integrating necessary tools and controls in the existing policies and processes. This followed the implementation of the PLO in 2019 as recommended in EIGE's external evaluation.
- **High achievement of administrative requirements.** By the end of the year, 96 % of establishment plan posts were filled (one vacant position), and a high level of execution in the budget was ensured by commitment appropriations at 98.96 % and payment appropriations at a level of 82.50 %. The main achievement is in relation to the carry forwards in Title III "Operating expenditure", for the first time carry forwards are below the 30 % threshold defined by ECA at the level of 28 %.
- **Overall expenditure safeguards.** These were further strengthened by ensuring relevant guidance and enhancing controls at key stages of budget execution, including an increased focus on timely planning and prudent monitoring of expenditure that resulted in achieving the figures provided above.

Risks, both internal and external with the potential to affect the capacity of the organisation in delivering planned results were assessed on several occasions throughout the year.

On 31 December 2019, EIGE employed 26 temporary agents (TAs), 14 ⁽⁷⁾ contract agents (CAs), four seconded national experts (SNEs), and five trainees. In line with the changes in the Staff Regulations effective from 1 January 2014, EIGE sought to ensure that the most crucial implementing provisions were introduced, either by analogy or after adjustment to the agency's profile and size.

⁽⁶⁾ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A01962R0031-20140501>

⁽⁷⁾ This figure includes two CAs financed under a separate subsidy for the IPA programme. Countries included in the Instrument for Pre-Accession Assistance: https://ec.europa.eu/neighbourhood-enlargement/instruments/overview_en

1. Achievements of 2019

1.1 Overall objectives

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’ (8).

1.2 Focal areas and tools for 2019

1.2.1 Research and data collection — an overview

Strategic objective on research and data collection (9):

to provide high-quality research and data to support better-informed and evidence-based decision-making by policymakers and other key stakeholders working to achieve equality between women and men.

1.2.1.1 Monitoring the Beijing Platform for Action and supporting the Presidencies of the Council of the EU

Objective: to support the EU and Member States in the implementation of the BPfA.

Specific objective: To support the monitoring of international commitments of the EU and Member States by providing the necessary evidence: Support to the Presidencies of the European Council.

Each year, EIGE conducts studies on the selected topics (e.g. of the Beijing Platform for Action) (10), which feed into the policymaking process through e.g. the conclusions of the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) configuration of the Council of the European Union. In line with Presidency requests, in 2019 EIGE prepared a research note on the gender pay gap to support Romania’s Presidency (1st semester (11), developed a comprehensive research report reviewing the EU’s progress in implementing the Beijing Platform for Action to support Finland’s

(8) Article 2 of Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality, OJ L 403, 30.12.2006, p. 9.

(9) A full list of all output indicators and matching achievements can be found in Annex 1.

(10) <http://eige.europa.eu/beijing-platform-for-action>

(11) The European Semester is an annual cycle of economic and budgetary policy coordination in the EU in which guidance is provided to EU countries before they take policy decisions at national level.’ https://eur-lex.europa.eu/summary/glossary/european_semester.html

Presidency (2nd semester), and initiated research on formal long-term, home-based care to support Croatia's Presidency (2020, 1st semester).

Review the implementation of the Beijing Platform for Action in the EU – Beijing +25

Upon request of Finland's Presidency of the Council of the EU, EIGE prepared a report *Beijing + 25: The fifth review of the implementation of the Beijing Platform for Action in the EU Member States*. This report served as a basis for Council Conclusions on *Gender-equal economies in the EU: the way forward* ⁽¹²⁾, which were adopted on 10 December 2019. ⁽¹³⁾

The report reviews the developments at EU level related to the 12 Beijing Platform for Action areas of concern, focusing on the period since 2013, when the last review was carried out. Although the Platform was established in 1995, many of the original challenges remain relevant today (such as the gender pay gap, the unequal distribution of unpaid work or experiences of gender-based violence). The report tracks progress against these long-standing challenges and assesses new challenges that have emerged in recent years, including those brought by digitalisation, recent migration flows and a mounting backlash against gender equality. The review also reflects on the progress towards the Sustainable Development Goals (SDGs) adopted by all UN Member States in 2015.

The Beijing+25 report was approved by the Council in 2019 and published as an annex ⁽¹⁴⁾ to the Council of the EU conclusions on *Gender-equal economies in the EU: the way forward*.

What the review of Beijing25 tells us

EU2019.FI

- The **unequal** share of unpaid work impacts women's earnings
- Gaps** in services and policies limit equal sharing of unpaid work
- Public infrastructure, social protection and services are largely **gender-blind**
- The EU's migration policy lacks **gender perspective**. Women migrants facing grave challenges
- Women face **barriers** to accessing justice and support services for gender-based crimes
- The **backlash** against gender equality gained importance
- Progress towards gender balance in decision-making is **slow and uneven**
- Tackling climate change requires a **gender lens**

eige.europa.eu #Beijing25

Key findings from the Beijing+25 review were presented at the following high-level events in 2019:

- *Europe for Gender equality? Taking Stock - Taking Action* Conference organised by Finland's Presidency of the Council of the EU. Helsinki, 30 September 2019.

⁽¹²⁾ <https://data.consilium.europa.eu/doc/document/ST-14254-2019-INIT/en/pdf>

⁽¹³⁾ <https://www.consilium.europa.eu/en/press/press-releases/2019/12/10/gender-equality-in-the-eu-the-council-adopts-conclusions/>

⁽¹⁴⁾ <https://data.consilium.europa.eu/doc/document/ST-14254-2019-ADD-2/en/pdf>

- Beijing+25 Regional Review Meeting, jointly organised by UNECE and the UN Women Regional Office for Europe and Central Asia. Geneva, 29-30 October 2019.

EIGE also published a press release ⁽¹⁵⁾ highlighting several key findings from the report to mark the adoption of the Finland's Presidency conclusions by the Council of the EU. This was reinforced by posts on social media, EIGE's newsletter and an email to key stakeholders. This generated 144 website mentions, of which nine were from traditional mainstream media (newspaper, TV, radio), as well as 109 original posts on social media channels.

Tackling gender pay gap: not without a better work-life balance

EIGE's research note *Tackling the gender pay gap: not without a better work-life balance*, prepared to support Romania's Presidency of the Council of the EU provided the basis for the June 2019 Council Conclusions *Closing the Gender Pay Gap: Key Policies and Measures* ⁽¹⁶⁾.

The research note gives an overview of the gender pay gap across the EU. It reviews the major causes of the gender pay gap across the life course and for different groups of employees (e.g. by educational background, occupation, length of service). It also explores the links between the gender pay gap and emerging policies aimed at improving work-life balance, with a focus on the role of measures put forward by the Commission's New Start initiative on work-life balance for working parents and carers, such as parental and carer's leave and flexible working arrangements.

In the EU, on average, women's gross hourly pay is 16 % lower than that of men. The accumulated impact of gender inequalities in employment results in a 40 % gender gap in overall net yearly earnings and, over the life course, a 37 % gender gap in pensions.

While the pay gap is very low at entry-level in the labour market, the difference grows substantially as the career paths progress and alongside increasing family demands. Among those aged 20-29, the average EU gender pay gap is at 3 %. However, it rises with age to 22 % in the 40-49 age group. These increases coincide with two major patterns: increasing work experience and income levels, and the intensification of family responsibilities.

Communication and stakeholder engagement

The Romanian Presidency of the Council of the EU invited EIGE to present key findings of the research note during the Employment, Social Policy, Health and Consumer Affairs Council. The research note was launched during the high-level international conference "*The Situation of Modern Women - Between Empowerment, Leadership and Gender Discrimination*" organised by Romania's



⁽¹⁵⁾ <https://eige.europa.eu/news/ageing-societies-migration-and-climate-change-bring-new-challenges-gender-equality>

⁽¹⁶⁾ <https://data.consilium.europa.eu/doc/document/ST-9804-2019-INIT/en/pdf>

Presidency of the Council of the EU in May 2019. EIGE communicated the findings to stakeholders and wider audiences through targeted communications, a press release and several social media posts. These activities generated 25 mainstream media (newspaper, TV, radio) articles and 227 mentions on Twitter and 95 on Facebook. The total number of likes and shares on social media and news websites reached over 2,000. EIGE's report was referenced in five EU policy-making documents.

Analysing long term care from a gender perspective

Following the request of Croatia's Presidency of the Council of the EU (2020), EIGE began working on a research note aiming to provide an overview of formal home-based, long-term care (LTC) across the EU. The European Pillar of Social Rights and its New Start initiative on work-life balance endorses everyone's right to accessible, good-quality and affordable LTC services and, in particular, home care and community-based services.

The study will look at different aspects that determine women's and men's opportunities to access LTC services, focusing on three groups of care recipients: children with disabilities, adults with disabilities, and older people. The study will also explore the quality of employment in the formal home-based care sector.

To support the research note, EIGE also started a project to develop a conceptual framework to analyse formal home-based care from a gender perspective, with a focus on the data and indicators available. This research note, including the proposals of indicators to monitor developments of formal home-based care from a gender perspective in the EU, will be published in 2020.

To find out more:

- [Tackling the gender pay gap: not without a better work-life balance \[report\]](#)
- [Beijing +25: the fifth review of the implementation of the Beijing Platform for Action in the EU Member States \[report and 12 policy briefs\]](#)

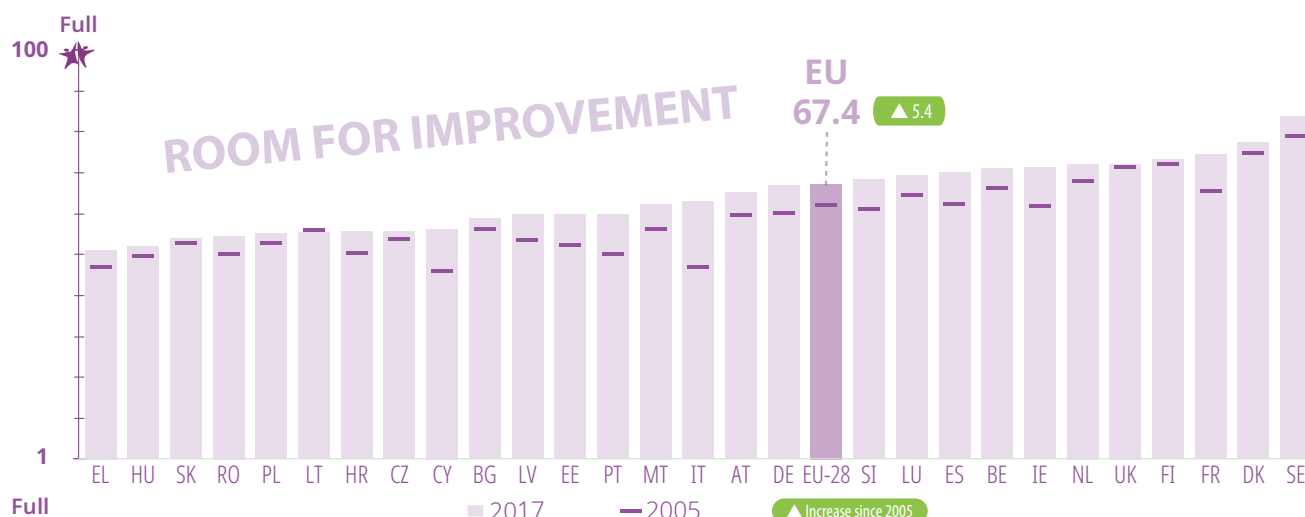
1.2.1.2 Gender Equality Index

Objective: to support EU and MS policy-making by monitoring gaps and trends in gender equality.

Specific Objective: to maintain and further develop a composite statistical measure of gender equality attainment at EU and Member State levels.

Measuring gender equality is integral to effective policymaking in the EU. Since its first edition in 2013, the Gender Equality Index has tracked and reported progress on the issue by providing a comprehensive measure of gender equality tailored to fit the EU policy goals. It reveals both progress and setbacks and explores what can be done better to grasp opportunities for change.

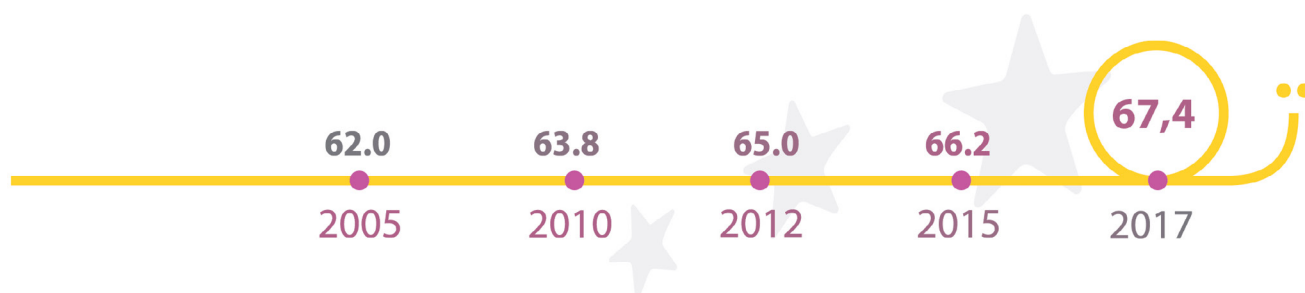
The Index measures gender equalities in the domains of work, money, knowledge, time, power, health, violence, as well as intersecting inequalities. By providing relevant statistics, data and recommendations, which are all essential components for evidence-based policymaking and successful gender mainstreaming, it supports the assessment of policy outcomes on women and men. The Gender Equality Index 2019 includes scores since 2005 and provides an insightful tracking of gender equality progress in the EU and individual Member States over time.



The special focus of Gender Equality Index 2019 was on work-life balance - an issue of high political importance in the EU. The analysis of work-life balance presents indicators in six specific areas. Such analysis provides new insights into the monitoring of the implementation of the European Pillar of Social Rights and its New Start initiative on work-life balance, including a recently adopted Directive on work-life balance for parents and carers. The Gender Equality Index 2019 also shows the diverse realities that different groups of women and men face. It examines how elements, such as disability, age, level of education, country of birth and family type, intersect with gender to create different pathways in people’s lives. For the first time, the Index highlights the situation of LGBT people and Roma and Muslim women in areas where statistics are available. In addition, this edition further extends the Index’s scope by presenting a convergence analysis of gender equality over time. This not only reveals whether countries are individually advancing on their policy targets but also whether gender equality gaps between Member States are decreasing. A narrowing or widening of gaps is evidence of EU progress on building cohesive societies.

Highlights of the Gender Equality Index 2019

Still far from the finish line,
progress at a snail’s pace



The Gender Equality Index 2019 reveals some major challenges for gender equality in the EU:

- **Segregation and quality of work** - men dominate fields, such as engineering and technology, but are under-represented in others, such as teaching and care work. These sectors usually have lower remuneration levels, lower career prospects and fewer options for upskilling.
- **The gender gap in mean monthly earnings** - stands at 20 % and is even higher among couples with children. Over the life course, these inequalities mean that women in retirement have increased exposure to poverty.



43 %
of women and
21% of men in
universities are
studying
education, health
and welfare,
humanities and art



79 %
of women and only
34% of men do
cooking and
housework every
day for one hour
or more

- **The uneven sharing of unpaid care work** - almost 38 % of women take care of children, grandchildren, older people and/or people with disabilities every day for one hour or more compared with 25 % of men.
- **Health inequalities** - while women in the EU can expect to live to the age of 84 compared to 78 for men, they spend a higher share of their lives in poor health.
- **Backlash in women's rights and gender equality** - in several Member States, the ratification and/or full implementation of the Council of Europe's Convention on Preventing and Combatting Violence against Women and Domestic Violence (Istanbul Convention) has been hindered by "anti-gender" opponents, therefore undermining political and legal efforts to eradicate violence against women.

Work-life balance challenges for gender equality:

- **Parental leave eligibility** - only three Member States provide universal access to parental leave.
- **Gaps in care services** - constitute a serious obstacle for women's participation in the labour market. Moreover, care responsibilities affect men's engagement in paid work much less. In the EU, 10 % of women work part-time or are inactive due to care duties, while this applies to only 0.5 % of men.
- **Flexible work arrangements** - 57 % of women and 54 % of men have no possibility of changing their working time provisions. Availability of flexible working arrangements depends on both employer's and national policies.
- **Life-long learning** - 40 % of women and 24 % of men cannot participate in life-long learning due to family responsibilities. In nearly all Member States, men report conflicts of work schedule as an obstacle to participate in education and training more often than women.



For one family out of two, cost is an obstacle to accessing the childcare services they need

Eligibility for parental leave in EU Member States

The study on eligibility for parental leave in EU Member States was carried out in the framework of the Gender Equality Index 2019 and the main results were presented in the Index's thematic focus on work-life balance. The study gives an overview of eligibility rules for parental leave in the EU Member States and analyses how they affect different groups of potential parents.

The study found that Estonia, Finland and Sweden have the most inclusive parental leave schemes in the EU. Nearly 100 % of women and men are eligible regardless of their work situation or their relationship status. Greece, the United Kingdom and Ireland have the lowest rates, with up to a third

of employed potential parents not eligible. Across Europe, one in 10 employed people are not eligible.

The study is based on a unique methodology and estimates the share of potential parents (i.e. women and men aged 20-49) in 28 Member States who would be eligible to parental leave if they had a child. The study contains a thorough mapping of the eligibility rules of each Member State, which were used to identify individuals who would be therefore eligible and those who would not. The study was published in February 2020.



In the EU,
28 % of
women and 20%
men are ineligible
for parental leave

Communication and stakeholder engagement

The release of the Gender Equality Index 2019 was one of the communication milestones of the year. It generated unprecedented coverage for the Institute, among both policymakers and media outlets across the EU.



EIGE's Gender Equality Index generated:

In the run up to the release, EIGE produced two teaser videos and a news alert to build up interest for the upcoming Index and promoted them on social media channels, the website and newsletter. The Index results were shared with the European Commission, who amplified the findings on their social media channels. An op-ed, co-authored by the Commissioner for Justice, Consumers and Gender Equality and EIGE's Director was published in several news outlets across the EU. Results were also shared under embargo with several news outlets and members of EIGE's Journalist Thematic Network to ensure maximum media coverage. The country factsheets were a great source of information for journalists looking for detailed information about their country's progress.

65
references in EU-level
policy outputs

12
stakeholders'
requests

748
news articles
or broadcasts

494,027
social media reach
for #EIGEIndex



During the year, the Index was referenced 65 times in EU-level policy outputs, accounting for 27 % of all references to EIGE outputs. These included European Commission decisions and European Parliament resolutions and opinions.

The Index results were revealed in the Gender Equality Index conference in Brussels on 15 October 2019. Nearly 300 participants from EU institutions, Member States, private sector as well as academic and civil society organisations attended the event in the Council of the EU building and 1,310 people tuned into the live stream. High level guests included the Vice-President of the European Parliament and the Chair of the Women's Rights and Gender Equality (FEMM) Committee. On the same day, EIGE launched a newly designed Index webpage, published the report, country factsheets and a press release translated in all EU languages. A press briefing was also organised. An online game and video were published later in the year and promoted on social media and in EIGE's newsletter to maintain interest in the Index.

The Index was also communicated at numerous meetings throughout the year, including the country visits to Portugal, Sweden and Cyprus, which focused on country-specific findings. EIGE's Experts' Forum also acted as multipliers to help disseminate the findings to MEPs from their respective countries after the Gender Equality Index conference.

Media type	Outreach
Mainstream media (newspaper, TV, radio)	<ul style="list-style-type: none"> - 748 news articles or broadcasts, which is double the number compared to the previous release in 2017 - News coverage in all EU Member States - Reached 25 % of the EU population
Social media	<ul style="list-style-type: none"> - 1075 original posts on social media sites -increase of 124 % compared to the previous release in 2017 - 7137 mentions on Twitter and 492 on Facebook - increase of 186 % and 23 %, compared to the previous release in 2017 - Over 29,000 likes and shares on social media and news websites - increase of 190 % compared to the previous release in 2017

To find out more

- [Gender Equality Index 2019. Work-life balance \[report\]](#)
- [Gender Equality Index 2019 in brief: still far from the finish line \[EU-level factsheet\]](#)
- [Gender Equality Index 2019: 28 EU Member State-specific factsheets](#)
- [Gender Equality Index teaser video \[1\]](#)
- [Gender Equality Index teaser video \[2\]](#)
- [Gender Equality Index 2019 - What does your life look like? \[video\]](#)
- [Gender Equality Index 2019 game](#)

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

Objective: to strengthen capacity of Member States and to support EU Institutions to address violence against women.

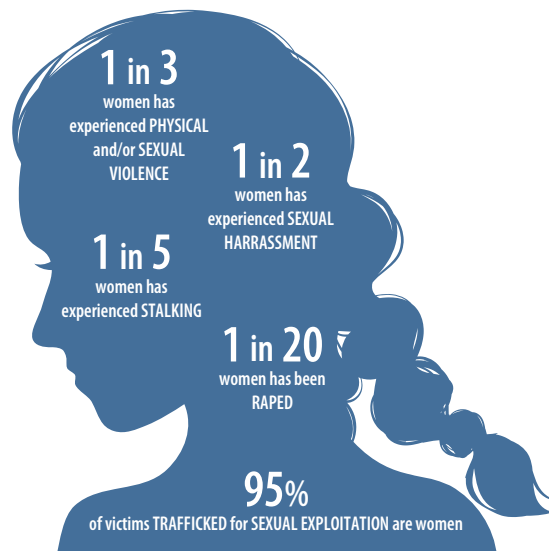
Specific objective: to improve the knowledge for better institutional response to violence against women, in particular within law enforcement sector.

Violence against women is deeply rooted in women’s unequal status in society, reflecting the unbalanced distribution of social, political, and economic power between women and men. Despite the scale of the problem, there is still an insufficient amount of information concerning the extent of gender-based violence. EIGE’s work on improving data on the many forms of this phenomenon supports the creation of a robust and coordinated system across the EU to help combat gender-based violence and develop a common understanding of this crime and the necessary steps needed to address it.

Administrative-data collection

Administrative data measures the response of governmental agencies, such as the police and justice sectors, to one of the most common forms of gen-

Gender-based violence in the EU more common than you think



Sources: European Union Agency for Fundamental Rights, Violence against women: an EU-wide survey - Results at a glance, 2014
Eurostat, Trafficking in human beings, 2015
Image: Margaret Rose Wolfman/Shutterstock.com

der-based violence, intimate-partner violence (IPV) and their capacity to protect victims, prevent further victimisation, and prosecute perpetrators.

To improve the quality and availability of data on specific forms of violence against women, EIGE published two reports in 2019:

- *Understanding intimate partner violence in the EU: the role of data* ⁽¹⁷⁾
- *Police and justice sector data on intimate partner violence against women in the European Union* ⁽¹⁸⁾

These reports assessed administrative data collection practices and infrastructure across the EU, including challenges and the recommendations to overcome them. They also looked at the feasibility within Member States to populate EIGE's indicators on intimate partner violence, rape and femicide.

In April 2019, EIGE started a study on advancing administrative data collection on intimate partner violence and gender-related killings of women and girls (femicide). The study supports EU Member States in their efforts to collect administrative data and to enhance EU data comparability. EIGE assessed the available data from the police and justice sectors on intimate partner violence, rape and femicide. It was found that most of the data was incomparable because of major differences in legal definitions and data collection systems and practices in the Member States. To build synergies and harmonise practices, the study assesses compliance with the country-specific recommendations and reporting requirements from other international sources, such as GREVIO and UN-CTS.

EIGE strengthened engagement with the police sector and national statistics officers to improve data availability. Representatives from 27 Member States attended EIGE's meetings to analyse their data collection systems and processes and discuss how to ensure the availability of such data for monitoring and reporting purposes. The report, including conclusions and recommendations, will be published by the end of 2020.

EIGE continued supporting Eurostat's and UNODC's work on strengthening the gender perspective of the *International classification of crime for statistical purposes* (ICCS), so that crimes of violence against women become more visible and comparable. EIGE developed recommendations for Eurostat and UNODC to better develop the statistical framework on gender-sensitive crime statistics. EIGE also organised a consultation meeting on femicide, with a specific focus on building a measurement framework.

EIGE also contributed significantly to Eurostat's Task Force on the future prevalence survey on gender-based violence against women and interpersonal violence, providing expertise on the content of the questionnaire; to the UN Women Technical advisory board on Global Guidelines on Administrative Data on Violence against Women and the Global consultation on the measurement of gender-related killings of women and girls.



⁽¹⁷⁾ <https://eige.europa.eu/publications/understanding-intimate-partner-violence-eu-role-data>

⁽¹⁸⁾ <https://eige.europa.eu/publications/police-and-justice-sector-data-intimate-partner-violence-against-women-european-union>

Risk assessment

To help prevent and protect victims from further violence and the possible killing of victims of intimate partner violence (IPV), EIGE developed a practical guide and overview report on risk assessment and risk management strategies for police:

- *Guide to risk assessment and risk management of intimate partner violence against women for police* ⁽¹⁹⁾
- *Risk assessment and management of intimate partner violence in the EU* ⁽²⁰⁾.

As victim safety is a central concern for intimate partner violence intervention on an EU level, risk assessment and risk management have been integrated in the EU legislative and policy framework.

EIGE’s guide is focussed on IPV since it is the most widespread form of violence against women. The police is the main target group, since it is considered to have the lead role in formal risk assessment processes. The guide was developed in consultation with experts from national law enforcement authorities, as well as relevant EU institutions (CEPOL). The guide will assist Member States to comply with their reporting obligations under the Istanbul Convention, Victims’ Rights Directive and EU protection order legislation.

The official launch of the guide took place in the European Parliament on 18 November 2019. Prior to this, pre-launch presentations took place at the following events:

- Convention of European Police Chiefs, Europol, October 2019
- Conference of high-ranking representatives of Ministers of Internal Affairs dealing with domestic violence, Strasbourg, October 2019
- International conference ‘Women and Children-Safe in their City’, Vilnius, November 2019

Last but not least, the guide was also presented in a webinar, organised in cooperation with CEPOL. The webinar was characterised as one of the most successful ones by CEPOL, because of based on the number of attendees -179 people. The participants were from EU Member States, EU candidate countries and potential candidates, EU and international agencies, and third countries.

COMMUNICATION ACTIVITIES TO PROMOTE THE RISK ASSESSMENT GUIDE



PRESS BRIEFING



ONLINE TOOLKIT



PRESS RELEASE



2 INFOGRAPHICS



NEWSLETTER

11 SOCIAL MEDIA POSTS



⁽¹⁹⁾ European Institute for Gender Equality (EIGE) (2019), A guide to risk assessment and risk management of intimate partner violence against women for police, Available at: https://eige.europa.eu/sites/default/files/documents/20191701_mh0119277enn_pdf.pdf

⁽²⁰⁾ European Institute for Gender Equality (EIGE) (2019), Risk assessment and risk management of Intimate partner violence in the EU, Available at: https://eige.europa.eu/sites/default/files/documents/20191702_mh0119278enn_pdf.pdf

Female genital mutilation (FGM)

EIGE plays a leading role in providing information and research on the prevalence of female genital mutilation in the European Union. In 2019, EIGE focused on communicating its report estimating the number of girls at risk of female genital mutilation in six EU Member States - Belgium, Greece, France, Italy, Cyprus and Malta. The report was accompanied by country factsheets, available in national languages, for each of the Member States in focus. The study built on EIGE's 2015 ⁽²¹⁾ work that estimated the number of girls at risk in Ireland, Portugal and Sweden. EIGE has now produced risk estimations for nine EU countries.

In February 2019, EIGE organised a launch event in Malta that included a press briefing with Helena Dalli, the then Minister for European Affairs and Equality, and a roundtable event for government representatives, civil society and academics. This followed launch events held in Greece and Cyprus the previous year.

EIGE's work on female genital mutilation was communicated at various events throughout the year:

- 3rd international expert meeting on female genital mutilation, Brussels, May 2019
- 3rd European conference on domestic violence, Oslo, September 2019
- Gender Studies 2019 conference on violence against women, Helsinki, October 2019

EIGE's step-by-step guide: *Estimation of girls at risk of female genital mutilation in the European Union* and the report *Understanding intimate partner violence in the EU* were selected as key publications of the European Union by the Publications Office of the EU.

Witness Reporting

In September 2019, EIGE launched a new study on factors that facilitate witness reporting of intimate partner violence. These factors will be analysed through the context of environments where reporting most often occurs, including in the workplace and neighbourhood, as well as by family, friends, and health and social care services. The scope of the study allows for the review of available data (research, legal framework and policy) and in-depth qualitative research. The report, due to be published in November 2020, will contribute to a wide range of targeted and specific recommendations on how to further facilitate the reporting by witnesses of intimate partner violence.



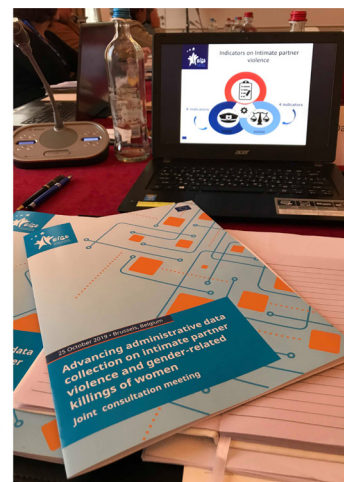
EIGE's work on gender-based violence generated:

49
references in EU-level
policy outputs

35
stakeholders'
requests

381
news articles
or broadcasts

347,493
overall social media
reach



Communication and stakeholder engagement

On 25 November, EIGE marked the annual awareness-raising campaign 'Orange the World' to end violence against women and girls. This was the 4th year when EIGE engaged local stakeholders to show their commitment and support for the #OrangeTheWorld initiative. The Office of the President of the Republic of Lithuania, Ministry of Foreign Affairs, Danish Embassy, French Embassy, Romanian Embassy and Vilnius municipality joined the 'Orange the World' initiative by lighting up their buildings in orange as a sign of solidarity to end violence.

⁽²¹⁾ <https://eige.europa.eu/publications/estimation-girls-risk-female-genital-mutilation-european-union-report>

To find out more:

- Understanding intimate partner violence in the EU: the role of data [report]
- Police and justice sector data on intimate partner violence against women in the European Union [report]
- Risk assessment and management of intimate partner violence in the EU [report]
- A guide to risk assessment and risk management of intimate partner violence against women for police [guide]

1.2.1.4 Gender mainstreaming

Objective: providing tools to build the capacity of EU Institutions and EU Member States to mainstream gender into all policy areas.

Specific objective: to increase the use of the gender mainstreaming platform, including tools, by EU institutions and EU MS.

Gender-sensitive parliaments online toolkit

Gender equality in parliaments across the EU and the European Parliament

1) Equal opportunities to ENTER the parliament

- 11 of the 28 Member States applied gender quotas in the 2019 European Parliament elections
- 29% women MPs (Gender quotas applied to national parliamentary elections in 10 Member States)
- 41% women MEPs (Record-breaking share of women MEPs after the 2019 European Parliament elections)
- Candidates in the last parliamentary elections: (National level) 34%, (European Parliament) 41%

2) Equal opportunities to INFLUENCE the parliament's procedures

- 23 national parliaments had a man president
- Leaders of national parliamentary committees: 31% Women, 69% Men

3) Women's interests and concerns have adequate SPACE on the parliamentary agenda

- 20 national parliaments have a gender equality body
- ...12 of which have full legislative capacity

4) The parliament produces gender-sensitive LEGISLATION

- 21 Member States have a gender action plan or programme
- 7 Member States have not ratified the Istanbul Convention on preventing and combating violence against women

5) The parliament's SYMBOLIC function

- 13 national parliaments have childcare facilities
- 19 national parliaments organised gender equality initiatives on their premises in 2018

In 2019, EIGE published the first EU-wide assessment of gender sensitivity in national parliaments across the EU and the European Parliament. The assessment is based on EIGE's Gender-sensitive parliaments tool developed in 2018.

The tool helps parliaments to assess how gender sensitive are their organisation and working procedures. The tool also helps to identify areas where further efforts should be made and can be used to monitor progress.

The results were presented at the meeting of the Committee on Women's Rights and Gender Equality (FEMM) in the European Parliament on 5 December 2019. To communicate the tool at a national level, EIGE sent an information package to the European Parliament, asking them to share the information with their national parliaments network.

By the end of 2019, eleven national parliaments and two regional parliaments filled in the online Gender-sensitive parliaments assessment. Based on their



assessment and following EIGE's framework for gender-sensitive parliaments, the Parliament of Catalonia adopted a [Gender Action Plan 2020 - 2023](#). Similarly, the Parliament of North Macedonia, with the support of the OSCE Mission to Skopje, completed the gender-sensitive parliament's assessment, produced a report with identified strengths and weaknesses, and adopted an [Action Plan for enhancing the gender –sensitivity of the Parliament 2020 – 2021](#).

Institutional mechanisms for gender equality and gender mainstreaming

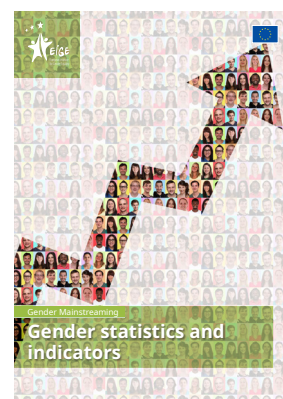
In order to contribute to a more effective and sustainable design and implementation of gender mainstreaming strategies and initiatives to allow and foster real progress in gender equality in the EU and its Member States, EIGE finalised its study on *Institutional mechanisms for gender equality and gender mainstreaming*. The results were presented at EIGE's Power Up Conference in Brussels, in November 2019. The results of the study include:

- A review of the current framework measuring progress in gender equality and institutional mechanisms on Member State level. Based on this review, EIGE will propose a new framework in 2020.
- Updated information on institutional mechanisms and gender mainstreaming for each of the 28 Member States, to be placed on EIGE's gender mainstreaming platform in early 2020.
- A synthesis report summarising and comparing the results from collected data based on the current measurement framework, to be presented in 2020.

Gender mainstreaming platform and its tools

In 2019, EIGE published updated information on institutional mechanisms and gender mainstreaming for all 28 Member States on the Gender Mainstreaming Platform.

Two new briefing papers - *Gender audit*, and *Gender statistics and indicators* were added to the Methods and Tools section of the Platform. These briefing papers offer guidance on how to integrate a gender perspective into different stages of the policy cycle. Their aim is to support institutions and policymakers to improve their processes and operational workflows and better meet gender equality objectives.



The different gender mainstreaming policy briefs ⁽²²⁾ were disseminated at several events throughout the year and were used during EIGE's country visits to inform stakeholders and policymakers.

Gender budgeting in the European Structural and Investment Funds (ESIF)

In 2019, EIGE's work on gender budgeting continued with an assessment of gender equality in the ESIF 2014-2020 programmes in 11 Member States. The findings estimated that less than 1 % of the EU's Structural and Investment Funds have been set aside for the promotion of gender equality ⁽²³⁾, with gender mainstreaming being considered as having little impact on the actual content of fund-

⁽²²⁾ Policy areas include: agriculture and rural development, culture, digital agenda, economic and financial affairs, education, employment, energy, entrepreneurship, environment and climate change, health, justice, poverty, maritime affairs and fisheries, regional policy, research, sport, tourism, transport, youth.

⁽²³⁾ EIGE developed estimates of the potential contribution of ESIF to support gender equality objectives by grouping ESIF categories of intervention (ERDF, CF and ESF) and focus areas and measures (EAFRD) according to their relevance for gender equality objectives (gender equality in focus, high relevance for gender equality, potential for gender equality and largely designed and implemented in a gender-blind way). Grouping ESIF categories of intervention according to their relevance for gender equality objectives allows for a general estimate of the potential of structural programmes to support gender equality. This should not be interpreted as the real contribution of the programmes, which would only be possible with more detailed information at project level.



ing programmes. The analysis of the proposals for the post-2020 budget – the EU’s Multiannual Financial Framework (MFF) – displayed an even lower level of ambition.

These research findings, together with concrete recommendations for action for the MFF, the annual budget cycle, the European Semester and the ESIF were published in April 2019 in the report *Gender budgeting. Mainstreaming gender in the EU budget and macroeconomic policy framework*.

Recommendations include:

- Setting gender equality as a horizontal policy priority for the entire MFF.
- Embedding gender equality as a distinct policy objective and institutionalising gender mainstreaming methods in all funds.
- Setting budgetary targets for gender equality.

In 2019, EIGE developed a toolkit for gender mainstreaming and budgeting in the EU Funds 2021-2027. It contains 11 tools to be applied in the full programming and operational funds cycle.

The toolkit includes guidelines, practical approaches and examples to mainstream gender into the funds. Eight Member States and two regions volunteered to test the toolkit. The online and pdf versions of the toolkit, together with 21 language versions and a longer version of the tool presenting a model to advance work-life balance with EU Funds, will be available in 2020.



55
references in EU-level
policy outputs

35
stakeholders'
requests

27
news articles
or broadcasts

613,753
overall social media
reach



EIGE’s gender budgeting report was launched with a press release and to ensure a tailored approach it was sent to all relevant stakeholders with a direct email. To reach a broader audience, EIGE also communicated the results on its social media channels. A thematic newsletter focussing on gender and the economy promoted the report. Additionally, the results were disseminated throughout the year at different meetings, including during the country visits.

Communication and stakeholder engagement

EIGE’s ‘Power Up for more Gender Equality & Gender Mainstreaming Conference’ was held in Brussels on 19 November. High level speakers from the European Commission, European Parliament, Council, civil society organisations, social partners and academia discussed future challenges for gender equality and the impact of changing budgets and structures. 130 participants from EU in-

stitutions, Member States, academia and civil society organisations attended the event. The conference was live streamed and communicated on EIGE’s social media channels. EIGE also published an EU-wide press release on the day.

EIGE's gender budgeting report received extensive public attention, especially from decision makers, contributing to getting the issue back onto the EU's agenda. Here are some examples of policy impact:

- The European Parliament used EIGE's findings to monitor the implementation of the horizontal principle of gender mainstreaming in the ESIF. Vice-president Papadimoulis tabled a written question to Commissioner Jourova related to data and findings of EIGE's study.
- Member States discussed the findings in June's EPSCO meeting. The point *Prioritising Gender budgeting in the future Multiannual Financial Framework* was also discussed at the European Council in June. EPSCO Council conclusions of December 2019 call on the EC to ensure the implementation of gender mainstreaming, including the introduction of gender budgeting.
- The EC announced the creation of a sub-working group on a system to track gender equality expenditures in the EU budget in the EC's Inter-Service Group on equality between women and men.
- The European Court of Auditors announced an audit on gender equality which will focus on whether the EU budget promotes gender equality through gender mainstreaming (to be published in 2021).

Find out more:

- [Gender budgeting: Mainstreaming gender into the EU budget and macroeconomic policy framework](#) [report]
- EIGE's gender mainstreaming platform — [Policy areas](#)
- EIGE's gender mainstreaming platform — [Methods and tools section](#)
- EIGE's gender mainstreaming platform — [Gender-sensitive parliaments](#)
- [Gender-sensitive parliaments](#) [video]

1.2.1.5 Gender statistics database

Objective: to maintain a centralised reliable and up to date database on key Gender Statistics and Indicators.

Specific objective: to increase the use of the gender statistics database by policymakers and other stakeholders, with a particular focus on statistics produced by EIGE.

Gender inequalities persist in all aspects of life. Data can uncover the full extent of the gender divide, but if data is not disaggregated by sex it only tells half of the story. Without sex disaggregation, data can hide, or even perpetuate, gender inequalities.

To tackle this, [EIGE's Gender Statistics Database](#) serves as a one-stop source for gender statistics in Europe. It presents a unique selection of more than 2 000 gender-sensitive indicators featuring sex-disaggregated data and provides easy



Source: EIGE's newsletter, July 2019

Gender Statistics Database

If you are searching for data on gender and the economy, EIGE's gender statistics database can help. It provides information on the share of women and men in economic and financial institutions and companies. You can download the data for your country [here](#).

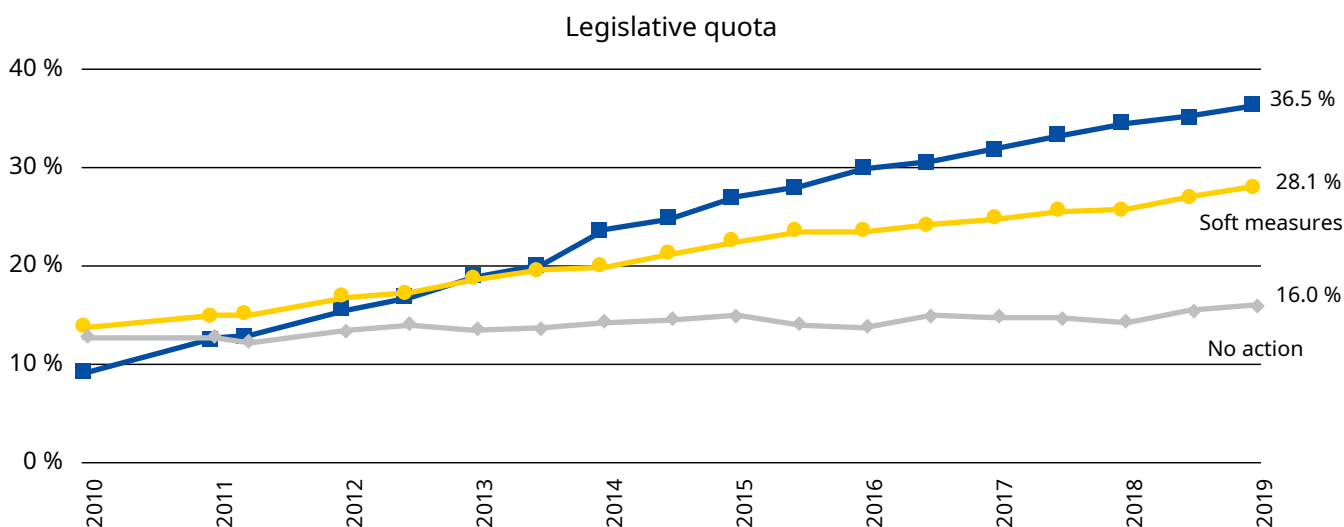
access for experts and non-experts who can search fast and easily for the original data and extract the tables and figures for further analysis. The Database also enables users to create and personalise different types of figures, like bar charts and time series. The Database is used by the EU institutions to monitor progress in the area of gender equality, it is cited in academic research, and is a reliable source for journalists across the EU.

In 2019, EIGE expanded its data collection on decision-making to include the area of sports, research and science. Regular monitoring of gender-balance in the areas of politics, the judiciary, media, business and finance, social partners and environment and climate change continued.

The entry points of the Database were also restructured to make it easier for users to search for data related to EU policies and strategies. As part of the annual update and development of the database, all indicators and metadata were updated.

The share of women in corporate boards is one of the unique datasets collected by EIGE's database. Since October 2010, the proportion of women on boards has risen most in countries that have taken legislative action. Increases have also been observed in countries with soft measures, but in countries with no action, the change has been minimal. This sends a strong message to policy- and decision-makers that further action is necessary, especially in countries that have done little to promote gender balanced representation in the boardroom.

Share of women on boards of companies in the EU, 2010-2019, by type of action taken



Source: EIGE Gender Statistics Database.
 Source: EIGE Gender Statistics Database: [national parliaments](#).

Communication and stakeholder engagement

EIGE organised an online discussion on the Database, which aimed to increase participants' awareness about the availability of statistics across various dimensions of decision-making, such as politics, academia, sports and the economy. The online discussion was hosted on EIGE's EuroGender platform, with guest speakers from the European Commission – DG Research, the Council of Europe and the European Women's Lobby.

An article in [The OECD Statistics Newsletter](#) (Issue 71, December 2019) presented statistics from the database with a specific focus on the impact of legislative measures on the gender balance of corporate boards. EIGE regularly promoted the Database and new data in its newsletters, and on social media.

During a joint event with the Romanian Permanent Representation, EIGE presented key findings from data collection on WMID to social attachés from the EU Member States. The same findings were shared in a high level international conference on “The Situation of Modern Women - Between Empowerment, Leadership and Gender Discrimination” organised by the Romanian Presidency in May.

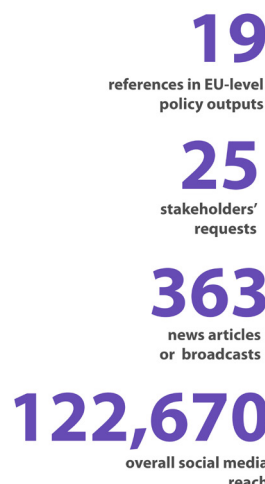
Two of the indicators in EIGE’s women and men in decision-making database helped to set the monitoring framework of the EU’s commitments to the (United Nations) sustainable development goals ⁽²⁴⁾.

In 2019, EIGE developed a new product called “Data talks”, which presents newly collected statistics in an easy-to-understand way. There were four “Data talks” published on the following topics:

- The gender pay gap.
- Decision-making in the EU candidate countries and potential candidates.
- Gender-balance in company boardrooms.
- Gender-balance in political decision-making.



EIGE’s Gender Statistics Database generated:



[Browse Gender Statistics](#) [Data talks](#) [FAQs](#) [About](#)

[Search](#)

What lies behind the gender pay gap?

The gender pay gap in the EU stands at 16 % and has barely changed in the last decade. In most EU countries, the gender pay gap is slowly reducing but in Malta, Portugal and Slovenia, the gap has increased by more than 3.0 % since 2007. There are big differences across the EU, with the gender pay gap ranging from 3.5 % in Romania to 25.6 % in Estonia. The awards for the smallest pay gaps go to Belgium, Italy, Luxembourg, Poland, Romania and Slovenia, where the gap is smaller than 10.0 %. The most room for improvement is in Czechia, Germany, Estonia and United Kingdom where the gap is more than 20 %.

This is the story that data tells about the gender pay gap and the economic situation of women across the EU, mainly based on data from 2018:

- A low gender pay gap does not necessarily indicate more gender equality. Rather, a lower gap can be a consequence of lower labour market participation of women. 68.2 % of women across the EU are active in the labour market compared to 79.2 % of men.



⁽²⁴⁾ Positions held by women in national parliaments and governments: http://ec.europa.eu/eurostat/web/products-datasets/-/sdg_05_60
 Seats held by women in national parliaments and governments: http://ec.europa.eu/eurostat/web/products-datasets/-/sdg_05_50

To find out more:

- [Gender Statistics Database](#)

1.2.1.6 Other research initiatives

Objective: providing evidence on emerging challenges for gender equality.

Specific objective: to support better informed policy making with new evidence on current challenges for gender equality.

Gender equality glossary and thesaurus

In 2019, the glossary and thesaurus became available in six more languages (hu, nl, pl, pt, sl, sv). By the end of the year, this gender equality terminology was available in 19 language versions. The remaining five language versions were still under production in 2019 and in 2020, the glossary and thesaurus will be available in all EU languages.

Let's talk gender!



Source: [EIGE's newsletter](#), November 2019

June definition: Gender pay gap

It refers to the difference between the average hourly salaries of women and men. Read the full definition and more in our [Glossary and Thesaurus](#).

The terms and definitions related to gender-based violence were also revised to reflect new terminology.

Every edition of EIGE's newsletter presents a new term from the Glossary. Furthermore, altogether 42 social media posts on #EIGEGlossary on #GenderEquality were published, reaching 162,255 people.

Language versions of the Glossary were presented during EIGE's country visits and other meetings with stakeholders. EIGE's Glossary is endorsed by national machineries in two Member States, Greece and Romania, who have published it in their websites:

- <http://www.isotita.gr/en/eiges-thesaurus-and-publications-on-greece/>
- <https://anes.gov.ro/biblioteca-virtuala/>

To find out more:

- [Gender-equality glossary and thesaurus](#)

Gender-sensitive education and training for the integration of third-country nationals

EIGE finalised a report and factsheet on gender-sensitive education and training for the integration of third-country nationals in 2019.

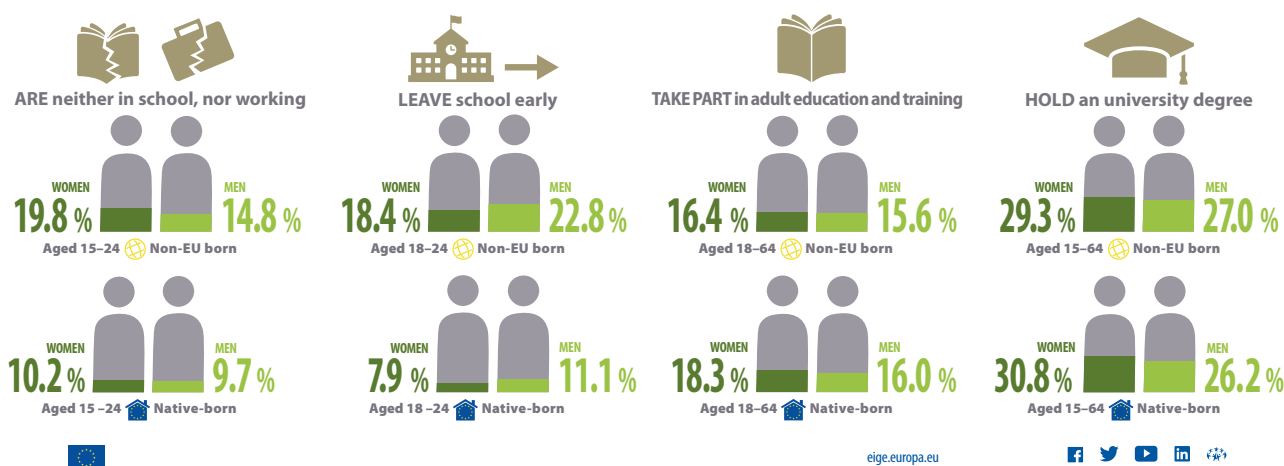
The study found that most EU and Member State policies and actions supporting the integration of third-country nationals through education and training have been designed using a ‘one-size-fits-all’ approach that does not distinguish between the different needs of women and men.



Education and training **POLICIES** for the integration of third-country nationals **NEED** a stronger **GENDER PERSPECTIVE**



Reliable and comparable gender statistics for third-country nationals are scarce, yet they reveal several gender inequalities in the area of education and training across the EU:



To promote the findings, EIGE published a news alert and infographic on the International Day of Migrants, summarising the report findings. The products were shared on social media and a direct email sent to stakeholders. The report will be published in early 2020.

Find out more:

- Gender-sensitive education and training for the integration of third-country nationals [report]
- Gender-sensitive education and training for the integration of third-country nationals [fact-sheet]
- Infographic

1.2.1.7 Human and financial costs in research and data collection

Table 1 below shows the human resources (in terms of full time equivalents (FTEs)) and related staff costs from the budgetary perspective allocated to this programme area in 2019. In 2016 EIGE introduced the activity-based budgeting (ABB) and activity-based costing (ABC) approach and the figures presented in the table were calculated in the ABC tool. General overview of human and financial resources is presented in Tables 3-4 in Annex 2.

Table 1. Human (*) and financial costs in research and data collection in 2019

Area	Temporary agents (TAs)	Contract agents (CAs)	SNE	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Beijing Platform for Action	3.26	1.18	0.24	4.67	10.35 %	374 494.50
Gender Equality Index	3.50	1.51	0.20	5.20	11.53 %	417 359.96
Recent data on gender equality	1.63	0.86	0.15	2.64	5.84 %	189 675.13
Gender-based violence	2.87	0.41	1.50	4.77	10.58 %	363 338.01
Gender mainstreaming	2.62	0.86	1.00	4.47	9.91 %	340 956.99
Other research initiatives	0.22	0.38	0.01	0.61	1.35 %	43 493.33
All	14.08	5.18	3.10	22.36	49.57 %	1 729 317.91

(*) HR figures are presented as full time equivalents (FTEs).

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

1.2.2 Knowledge Management and Communications (KMC) — an overview ⁽²⁵⁾

Strategic objective on knowledge management and communications:

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

Knowledge Management and Communications activities in 2019

Objective: increasing uptake of EIGE's work by stakeholders.

Specific objective: to increase the visibility and usage of EIGE's work by a broader scope of stakeholders.

In line with the **Knowledge Management and Communications Strategy 2019-2021**, EIGE continued to strengthen its targeted communications and proactive approach to link EIGE's work to emerging topics and external developments related to gender equality, such as the European Parliament elections in 2019. EIGE also reached out to new stakeholders, such as the newly elected MEPs. Communication activities focused on selected priority topics in 2019: work-life balance, and gender budgeting. These were communicated through various channels, such as short videos, infographics, social-media messages, news alerts, press releases, direct emails to stakeholders, presentations, media briefings and many events. EIGE closely monitored the outreach of its various communication channels and stakeholder relations.

⁽²⁵⁾ A full list of all output indicators and matching achievements can be found in Annex 11.

To find out more:

- EIGE's Resource and Documentation Centre (RDC)
- EuroGender
- YouTube channel
- Facebook
- Twitter
- LinkedIn

1.2.2.1 Communication and dissemination of EIGE's work

With an aim to engage more stakeholders in its work, EIGE continued with a regular, targeted communication flow through all available channels, creating visibility and interest for the Institute's work.

Newsletter

EIGE published six newsletters, highlighting the latest findings and recent developments in various projects. Two additional, targeted newsletters were also published: one covering EIGE's research and resources on work-life balance and the other on gender and the economy. The newsletter is written in easy-to-understand language, presented in a visual format and aims to direct users to the website. The subscriber base increased by 9 % compared to the previous year.

Social media channels

EIGE posted daily updates on Twitter and Facebook and more regularly also on LinkedIn. EIGE's follower base grew on all social media channels (up 22.5 % from the previous year), especially on LinkedIn, which grew by 72 % and outreach by 246 % compared to the previous year. EIGE invested in visual and engaging posts, aiming to reach out to new audiences and guide them to EIGE's website.

EIGE's conversational and less formal tone on social media contributed to an increased number of follower contacts through social media channels, as well as a steady growth in engagement. These were prompted by social media polls, live questions during conferences and testimonials of EIGE employees on LinkedIn, all helped to increase dialogue with citizens and reach new audiences.

Website

EIGE published its newly designed website in March 2019, with an aim to make it more accessible and user friendly. The redesign was based on feedback from consultations with website users. People can now find information more easily using new features such as a drop-down menu for all EU countries and different gender equality topics. The front page was kept lively and engaged viewers with regular news items (19 in total), videos, and social media updates.

EIGE made changes to its website cookie policy half way through the year, as required by the new data protection regulation.

Resource and documentation centre (RDC)

EIGE's RDC provides access to a large number of gender equality literature and publications, including academic and policy documents (so-called grey literature), which are not always available in public libraries. The entire number of resources in the RDC collection slightly increased to almost 829,500 items. EIGE cooperates with 19 other libraries specialising in gender equality, to provide access to a broad range of gender equality resources, which can be found on EIGE's website.

In 2019, EIGE highlighted its grey literature collection in 19 short publications that present available resources in each of the EU's policy areas. Each one gives an overview of how a certain policy area, such as culture or health is related to gender equality and presents selected resources available in the RDC.

EuroGender

In 2019, EuroGender continued to serve as EIGE's online consultation and cooperation hub, providing online work spaces and tools for 38,300 unique visitors. EuroGender supports EIGE's engagement with stakeholders, for example by providing a platform before and after events. Gender equality organisations increasingly use EuroGender to share information about their work.

European Commission's DG CONNECT is also actively using EuroGender for their EU-wide network aiming to encourage women to play a more prominent role in the digital and technology sectors.



The European Network of Women in Digital is now on EuroGender.

JOIN THE NETWORK!

IGUALDADE DE GÉNERO

FORNE SE PERITO

Duplicaram as mulheres nos lugares de topo das empresas

Num ano, representação de mulheres nos conselhos de administração e nos órgãos de fiscalização do sector empresarial público e das empresas cotadas em bolsa subiu de 16,2% para 24,8% por causa da imposição de quotas.



Ana Cristina Pereira · 25 de Junho de 2019, 6:45

2027 PARTILHAS



CONTEÚDO EXCLUSIVO



A desigualdade ainda é muito significativa em matéria de partilha de tarefas domésticas ADRIANO MIRANDA

Portugal ainda está a pouco mais de meio caminho de alcançar a igualdade de género. O diagnóstico do Instituto Europeu para a Igualdade de Género (EIGE, na sigla inglesa), a apresentar esta terça-feira de manhã, em Lisboa,

Source: Publico.pt, 25/06/2019 – “Duplicaram as mulheres nos lugares de topo das empresas”

Media

In 2019, EIGE's media coverage increased by more than 80 % compared with the previous year. EIGE was mentioned in 2,375 mainstream media (newspaper, TV, radio) publications across all 28 EU Member States. EIGE published ten press releases during the year, covering the following topics: violence against women, gender equality in decision-making, the gender pay gap, Index 2019 and work-life balance, institutional mechanisms for gender equality, and Beijing +25.

However, the majority of articles in which EIGE was quoted did not stem directly from a press release. This is testament to the fact that EIGE has established itself as an authority and source of valuable data on gender equality. Journalists are continuing to contact EIGE directly to request an interview, comment or data. In 2019, EIGE received 65 media requests from journalists across the EU. EIGE was quoted in several leading publications, such as *The Economist*, *Vanity Fair*, *Forbes*, *El Pais*, and *Le Monde*.

Media also reported on the court case between EIGE's former interim workers and their employer Manpower. In Q1, the case was covered by some EU-wide publications, such as Politico Europe, but later mainly by Lithuanian outlets.

EIGE's Journalist Thematic Network continued to play an important role in securing media coverage in the Member States. The network includes journalists working for major news outlets in their countries. EIGE organised two meetings in 2019, one focusing on the gender pay gap and the second on topics related to the review of the Beijing Platform for Action. Active engagement with the network resulted in 53 articles or broadcasts mentioning EIGE. Media outlets included *The Irish Times* (Ireland), *Der Spiegel* (Germany), *Le Monde* (France), *El País* (Spain), *The Guardian* (United Kingdom), *Expressen* (Sweden), *Publico* (Portugal) *Radio Rai* (Italy).

PRESS BRIEFINGS IN 2019



FEMALE GENITAL MUTILATION: HOW MANY GIRLS ARE AT RISK IN MALTA? - **VALETTA**, FEBRUARY
33 mainstream media articles or broadcasts



PROMOTING AND SUPPORTING GENDER EQUALITY: THE WORK OF EIGE - **LISBON**, JUNE
14 mainstream media articles or broadcasts



GENDER EQUALITY INDEX 2019 - **BRUSSELS**, OCTOBER
748 mainstream media articles or broadcasts



COMBATING VIOLENCE AGAINST WOMEN IN LITHUANIA WITH IMPROVED DATA - **VILNIUS**, NOVEMBER
27 mainstream media articles or broadcasts

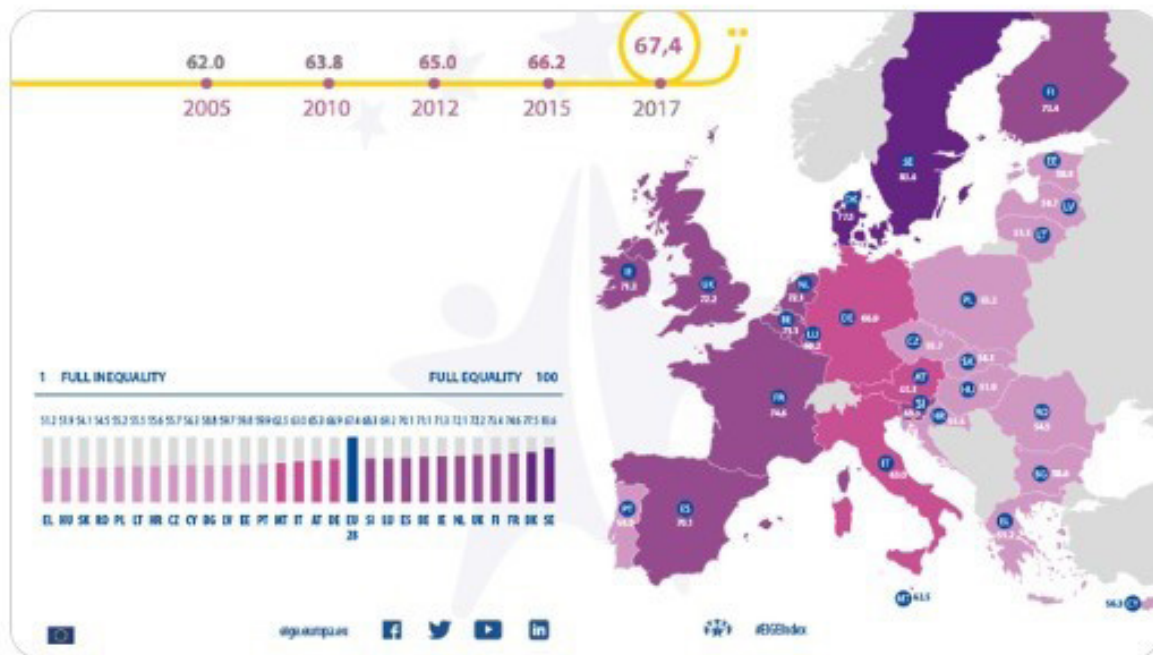
Audio-visual products and publications

← Tweet



EIGE @eurogender · Oct 15, 2019

#EIGEIndex 2019 average score is 67.4 out of 100. EU has made only 5.4 points increase in 12 years. We are still far from the finish line!



EU Fundamental Rights #HumanRights and 9 others

2 57 58

Source: EIGE's Twitter account @eurogender

Videos

EIGE published 17 new videos in 2019, and the total number of views was 202 537. With an aim to engage new audiences, videos were shorter and increasingly used real people instead of animations. Videos efficiently boosted engagement on social media and EIGE's newsletter. EIGE also produced two videos to support Finland's Presidency conference on gender equality.

Infographics

In 2019 EIGE produced 12 infographics to enhance EIGE's social media posts and publications. The monitoring clearly showed that an infographic had a big impact on the outreach of EIGE's messages, and therefore more resources were put into their development. For example, the best tweet of 2019 was made in connection with #EIGEIndex infographic and triggered 17,686 impressions⁽²⁶⁾. Additionally, the post featuring this infographic recorded the highest number of engagements – 632 – and reached 15,754 users.

⁽²⁶⁾ Times a user is served a Tweet in timeline or search results

Publications

EIGE adopted a more modern design for its publications in 2019, with a move to colour photos for the front covers. EIGE produced several e-publications and continued to focus on presenting the information from its reports online, for example the Gender Equality Index 2019 report, the guide to risk assessment and risk management and the various methods and tools in the Gender Mainstreaming Platform. Altogether in 2019, EIGE produced 66 publications and translated 31 into other EU languages. All of EIGE's publications produced in 2019 are listed in Annex 3.

EIGE received positive feedback via the online feedback system for its publications. According to our publication satisfaction survey, 93.75 % of people said that EIGE's publications met their needs well or excellently.

'EIGE's publications are relevant and reliable. I use them often in gender training. My training materials contain the links to EIGE '

'I found the presentation very professional. It goes straight to the point and provides a solid framework. Rather than just giving 'tips' about gender mainstreaming, you give this topic all the in-depth knowledge it deserves'

'I very much liked the well organised statistic figures'

Working with stakeholders and partners

Cooperation with the European Parliament continued to expand, and EIGE participated in several Women's Rights and Gender Equality (FEMM) Committee meetings and hearings, and provided input to parliamentary reports. EIGE's research informed several European Parliament resolutions, such as:

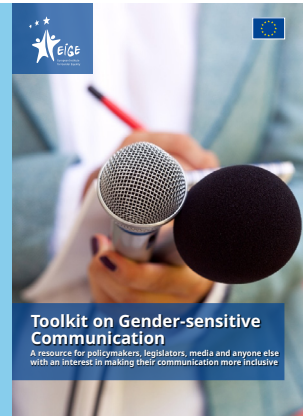
- Gender equality and taxation policies in the EU.
- EU accession to the Istanbul Convention and other measures to combat gender-based violence.
- Experiencing a backlash in women's rights and gender equality in the EU.

EIGE welcomed the most gender-balanced European Parliament ever and ensured that the new Members are well informed about the Institute's work and resources. EIGE prepared a targeted communication package for all new Members, including a letter from EIGE's Director, a leaflet and video.

EIGE contributed to bringing gender equality to the Presidency agendas, working with the trio of Romania, Finland and Croatia, all focusing on the broad area of gender equal economies. In addition to contributing to several presidency events and meetings, providing presentations, infographics and videos, EIGE also participated in informal and formal EPSCO meetings.

EIGE's gender-sensitive communication toolkit

In early 2019, EIGE published a toolkit on gender-sensitive communication, designed to encourage policymakers, legislators, civil servants and media to make their communication more inclusive. The toolkit was widely promoted with a news alert, a direct email to stakeholders and posts on EIGE's social media channels. EIGE also presented the toolkit to DG JUST in the European Commission, EU agencies communications networks, EIGE's Journalist Thematic Network and the contact points in the pre-accession countries.



EIGE continued its cooperation with social partners and civil society organisations, especially in the areas of work-life balance, gender stereotypes and digitalisation. In the beginning 2019, EIGE organised an annual EIGE - Civil Society consultation meeting that brought together nearly 70 representatives of civil society organisations. The meeting resulted in increased mutual benefit and further dissemination of EIGE's work.

In 2019, EIGE continued its outreach to Member States through targeted country visits to three countries: Portugal, Sweden and Cyprus. The initiative facilitated the outreach to wider audiences and increased the visibility and use of EIGE's resources in the Member States.

Media monitoring shows how EIGE's country visits contributed to extra coverage for EIGE's work:

- Portugal: 40 website mentions, of which 14 were from mainstream media (newspaper, TV, radio) (potential reach over 4 million people).
- Sweden: 14 website mentions.
- Cyprus: 20 website mentions, of which six were from mainstream media (newspaper, TV, radio) (potential reach 305,744 people).

EIGE noted with satisfaction that the Member States are increasingly using EIGE's resources in their national policymaking. For example, the Estonian government used the results of the Gender Equality Index as indicators in their gender equality programming document and the Romanian government referenced EIGE's Gender Statistics Database in the Romanian report on Women and Men in decision making in central public administration 2019.

In 2019, EIGE continued cooperation with the Justice and Home Affairs (JHA) agencies network. Led by Europol, the network focused on good governance of the EU agencies and further promotion of gender equality and diversity within the agencies. During the year, EIGE participated in seven JHA network meetings, including expert meetings on communication, data protection and diversity and inclusion. In 2019, the heads of JHA agencies issued two joint statements, one on the occasion of the 10 year anniversary of the EU Charter of Fundamental Rights and one on Diversity and Inclusion. Both statements were communicated on EIGE's website.

In 2019, EIGE participated in two meetings of the EU agencies network on scientific advice (EU-ANSA). The network aims to strengthen dialogue between senior scientific staff from 13 EU agencies who provide scientific and technical advice to EU institutions, Member States and other relevant EU policymakers. EIGE takes part in ANSA's quantitative surveys cluster, which works to identify synergies, best practices and potential for collaboration regarding data production, quality monitoring and statistical analyses. In 2019, EIGE contributed to one of their policy briefs on Survey data for European policymakers.

EIGE AT MEETINGS, EVENTS AND HEARINGS IN 2019

MORE THAN 30 EVENTS ORGANISED OR CO-HOSTED



- Annual EIGE civil-society consultation meetings
- Gender Equality Index 2019 Conference
- Seminar on Gender Equality and Institutional Mechanisms
- Two side events in the margins of UNECE regional review meeting

CONTRIBUTIONS TO EXPERT WORKING GROUPS, MEETINGS AND HEARINGS



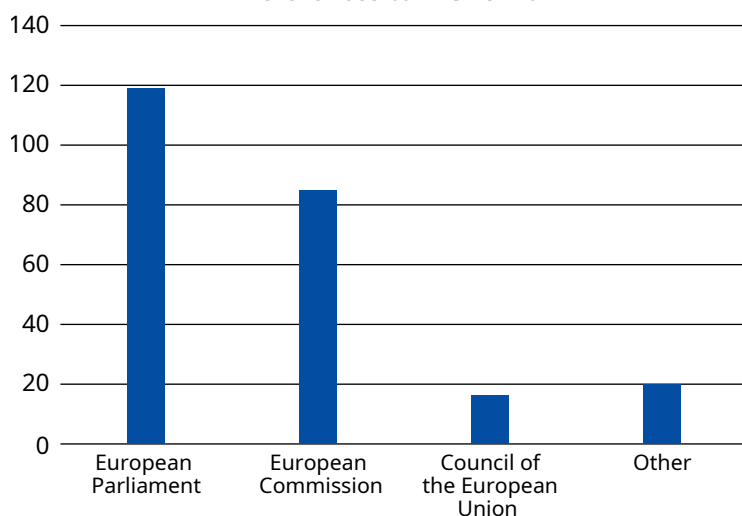
- UN Commission on Status of Women side events
- EPSCO ministers' meetings
- High level international conferences organised by Council Presidencies



109 PRESENTATIONS AT VARIOUS INTERNATIONAL AND REGIONAL CONFERENCES AND MEETINGS

In 2019 EIGE received several high level visits, including the Commissioner for Health and Food Safety, Vytenis Andriukaitis and Minister of Foreign Affairs of Finland, Pekka Haavisto.

References to EIGE's work



EIGE's high-quality research and communication and stakeholder engagement activities resulted in an increase in the usage of EIGE's resources in EU policymaking. In total, EIGE and its findings were referenced 238 times, a 6.5 % increase, compared to the previous year. Outputs include reports, conclusions, draft documents, speeches and press releases of the European Commission, the European Parliament, the Council of the EU and its presidencies, the EESC and the European Committee of the Regions, European political parties and EU-level civil society organisations.

Cooperation with EU candidates and potential candidates (IPA)

In December 2018, EIGE signed a contribution agreement for its fifth IPA project, funded by DG Neighbourhood and Enlargement Negotiations, entitled: "Increased capacity of EU Candidate Countries and Potential Candidates to Measure and Monitor Impact of Gender Equality Policies (2018-2021)". The project aims to support the Western Balkans and Turkey in their EU accession and to facilitate their participation in EIGE's activities, by bringing their policies on gender equality closer to EU priorities. Upon the European Commission's request in 2019, this contribution agreement was extended for additional 18 months and an addendum of the contract was signed on 20 December 2019. The current contribution agreement will last until 31 December 2022.

The project aims to engage key stakeholders from the Western Balkan region and Turkey in EIGE's work and to make use of existing synergies. During 2019, EIGE continued its close cooperation with the national governments, statistical offices and EU Delegations. EIGE also strengthened relations with civil-society organisations, journalists and its ties with key international organisations working

in the region, such as UN Women Regional Office for Europe and Central Asia, OSCE in the region and the United Nations Population Fund (UNFPA) regional office. EIGE continued its well-established cooperation with the Directorate-General for Neighbourhood and Enlargement Negotiations and the Directorate-General for Justice and Consumers for the implementation of this project.

The focus of the cooperation remained in monitoring gender equality progress through gender statistics. EIGE supported North Macedonia to launch its first Gender Equality Index in October 2019. EIGE organised statistical training for Albania, Montenegro and Turkey. Both Albania and Montenegro completed their Gender Equality Index calculations in 2019, and announced the results at official launch events in January 2020.

EIGE also collected new data for the Western Balkans and Turkey for the Women and Men in Decision-Making database, which now includes data from all EU candidate countries and potential candidates. In addition, three statistical notes were prepared. Two were on gender-balance of boards of the largest listed companies and one was on women in politics.

In 2019, EIGE finalised the collection of examples of good practices in the Western Balkans and Turkey and brought together 15 examples of affirmative actions for institutional mechanisms of gender equality, addressing violence against women and women's economic empowerment.

EIGE involved about 250 participants from the Western Balkans and Turkey in various meetings and events organised by the Institute. EIGE also provided targeted support to the IPA countries by attending events in the Western Balkans, and by organising meetings with the project partners.

To find out more:

- EIGE Newsletters
- 19 briefing papers on grey literature in RDC
- Cooperation with EU candidate countries and potential candidates

1.2.2.2 Human and financial costs in knowledge management and communication

Table 2 below shows the HR (in terms of FTEs and related staff costs from the budgetary perspective) allocated to this area of EIGE's work in 2019. In 2016 EIGE has implemented the ABB and ABC approach and the figures presented in the table were calculated in the ABC tool. General overview of human and financial resources is presented in Tables 3-4 in Annex 2.

Table 2. Human (*) and financial costs in knowledge management and communication in 2019

Area	Temporary agents (TAs)	Contract agents (CAs)	Seconded national experts (SNEs)	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Communications	4.10	2.29	0.25	6.63	14.70 %	519 456.71
Relationships with stakeholders	3.64	1.45	0.65	5.74	12.72 %	432 052.99
Ad hoc programmes	0.77	2.07	0.00	2.83	6.27 %	87 276.31
All	8.50	5.80	0.90	15.20	33.69 %	1 038 786.01

(*) HR figures are presented as full time equivalents (FTEs). Time of 2 FTE for CA staff financed under IPA programme was included in the calculations in the ABC model.

2. Management

2.1 Management Board (MB) and Experts' Forum activities

Management Board

EIGE's Management Board (Annex 4 - members) remains confident of the Institute's diligence and that the planned outputs for 2019 were fully achieved. In performing its oversight duties, the Board convened three times in 2019, while its Standing Committee met once (Annex 5 - meetings). In this first year of the agency's fourth mid-term cycle (2019-2021), the Board was mindful to ensure that EIGE's expert research, data, tools, and identified best practices in the area of gender equality continued to deliver added value to the benefit of all Europeans.

Having taken 23 decisions in 2019, the Management Board most notably successfully appointed a new Director of EIGE to take up duties in 2020. Seizing an opportunity to build positive synergies between the EU institutions and more effectively utilise the small agencies resources, the Board appointed the European Commission Accounting Officer as EIGE's Accounting Officer. The agreement between the Commission and EIGE for accounting services took effect in September 2019.

Article 20(2) of Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishment of a European Institute for Gender Equality lays down that the Management Board, in agreement with the Commission, are responsible for deciding the timing of evaluations of the agency. Preparatory work for the next external evaluation of EIGE was scheduled to begin in 2019. Although, considering EIGE's relatively young age with recommendations from its first evaluation still being implemented, and taking the principle of proportionality into account, the Board determined that evaluations for an organisation the size of EIGE should happen on a seven year intervals. Thereby, deferring delivery of the results of the second external evaluation of EIGE from 2020 to 2022. Consequentially, the Board adopted an amended 2019-2021 Single Programming Document as well as the 2020-2022 Single Programming Document, including the budget for 2020 as developed by the agency staff and the Director.

Moreover, the Management Board gave a positive analysis and assessment of the Institute's Consolidated Annual Activity Report for 2018 and expressed its favourable opinion on the Final Annual Accounts for the financial year of 2018, as prepared by the Accounting Officer.

Undergoing a fifth rotation of its composition on 1 June 2019, a swap of nine Member States was triggered and the Management Board welcomed nine new counterparts. Eighteen Member States appointed by the Council of the EU and one representative appointed by the European Commission hold seats on EIGE's Board for a three-year term. During its first meeting at the start of its fifth term, the newly formed Board elected a Chair, Vice-Chair and Standing Committee members.

At the beginning of every new mandate, the Management Board Secretariat organises an induction meeting during which new Board members receive a comprehensive outline of their administrative role and responsibilities, retrospective and prospective overviews of EIGE's programming activities. In 2019, the Secretariat successfully held a first induction meeting specifically dedicated for the Board Chair and Vice-Chair.

Sharing information with the Board regularly, the Institute provided reports on work programme and budget implementation, audit and evaluation activities (ECA, IAS, and other sources of assur-

ance) among other pertinent matters. The Board was kept abreast of any potential risks or matters influencing control. EIGE's Board members remain committed to declaring their interests in order to avoid any conflicts during annual calls and at meetings.

Furthermore, 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

This year started the fourth term of the Experts' Forum. The Forum met in its new composition for the first time in April with a focus on EIGE's main activities in 2019: the Gender Equality Index and Beijing +25 report. Prior to the official meeting, EIGE, together with the European Commission (DG JUST), organised an interactive session on the future gender equality policy framework in the EU, where the Forum members had an opportunity to provide their views on critical topics on gender equality, as part of the preparation for the EU's new gender equality strategy.

The second meeting of the year took place in October in Brussels. It was organised back-to-back with the Gender Equality Index conference to facilitate an exchange on the results of the Index, identify potential messages for their national context and to discuss the results with some European Parliament members. The objective of these meetings was to increase the MEPs awareness of EIGE and its resources, and brief them on the results of the Gender Equality Index 2019.

Highlights of the Experts' Forum contributions to EIGE's work:

- **Contribution to the national dialogues on gender equality.** While organising the country visits to Portugal, Cyprus and Sweden, EIGE worked with the Experts' Forum members from respective countries to design the agenda according to their needs and recommendations.
- **Harvesting input during the two recurrent regular Experts' Forum meetings.** Experts' Forum provided input to discussions on work-life balance and the future gender equality policy framework in Europe.

2.2 Major developments

This is the Institute's ninth year of operation and seventh year operating at 'cruising speed' (Directorate-General for Budget classification). During this year, EIGE's management team dedicated the most time to the following priorities:

-
- Ensuring effective and efficient implementation of the annual work programme as approved in the *Single Programming Document 2019-2021*.
 - Further improving working procedures in order to maintain very good results in the commitment and payment implementation rates across all titles and in particular an acceptable level of carry-overs in Title III.
 - Further developing the most optimal approach to effective delivery on EIGE's mandate (redeployment of resources based on emerging needs, ensuring continuity of service and supporting a project-led organisation (PLO)).
-

In 2019, EIGE decided to seek an agreement with DG BUDG for accounting services. After a round of analysis and negotiations, the European Commission agreed to take EIGE on board. Following the decision of EIGE's Management Board of 10 August 2019, the Accounting Officer of the Commission started on 1 September 2019, as the Accounting Officer of EIGE. Therefore the post of EIGE's Accounting Officer was changed to Internal Control and Compliance Officer.

By the end of 2019, EIGE consisted of the 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:

- Carry forward of the Title III (operations) budget was 28 %, for the first time below the target threshold defined by ECA.
- The PLO approach was further implemented by integrating necessary tools and controls in the existing policies and processes.
- In the area of HR management, 96 % of establishment plan posts were filled by the end of the year.

EIGE continued to improve in the budget execution, with an overall payment rate of 84.57 % (83.60 % in 2018) and the carry-over appropriations rate of 16.63 % (18.23 % in 2018), reaching the overall commitment level (including fund sources C1 and C8) of 98.53 % in 2019 (99.11 % in 2018). More detailed information is provided in Tables 7-8 and Graph 2 in Annex 6.

Delegation

A delegation of power for budget implementation in the capacity of an authorising officer by sub-delegation was issued by the Director 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. The Director also delegated 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 8 November 2020. The Director also 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 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 June 2020.

2.3 Budgetary and financial management

During the reporting period the main focus in the budgetary and financial management area was placed on ensuring very good results in the commitment and payment implementation rates and in particular on high consumption of Title III payments by strengthening and enhancing a wide range of measures (introduced during 2017) for reducing the carry-overs, including, in particular, 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 introduced to all staff.

- 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 was presented (incl. expected signature date of the contract, procedural steps, such as launch, award, and budgetary commitment).
- EIGE has introduced procurement guidelines for staff, including a description of roles and responsibilities, checklists and internal timelines in order to improve the quality of the documents produced in the framework of the procurement actions.
- In compliance with Procurement Directives, 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.
- Introduction of regular internal training sessions on technical specifications and contract management for project managers (i.e. procurement case law analysis, lessons learned) and induction training for all new staff members on procurement matters.

The budget adopted for 2019 was EUR 7 937 000 (EUR 7 781 000 in 2018). The final 2019 budget, which reflects all transfers, will be published in the *Official Journal of the European Union* (OJ) in March 2020.

On 20 December 2019, EIGE and DG NEAR have 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 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 2019, 98.12 % of payments were made within the legal due date (in 2018 99.36 %). Table 9 on compliance with the payment time limits and on the suspension of the time limits is provided in Annex 6.

Budget modifications/transfers

In 2019 three transfers between titles were made amounting to EUR 108 500 (in 2018 eight transfers of EUR 238 420). EIGE performed five transfers in Title I, (five transfers in 2018), 12 transfers in Title II (three transfers in 2018) and six transfers in Title III (four transfers in 2018). Apart from this, two transfers were made involving budget lines from different Titles but without falling into the category of transfer between Titles. More detailed information is presented in Table 10 in Annex 6.

Carry-overs from 2018 (C8)

The payment of funds in administrative and operational appropriations carried forward from 2018 was 96.15 %, maintaining the same trend as in previous years (97.54 % in 2017 and 98.21 % in 2017).

Carry-overs to 2020 (C1)

The operational appropriations carried over to 2020 amounted to 28.01 % and were much lower than carry-overs to 2019 (36.91 %). For the first time these appropriations were below the threshold of 30 %. The percentage of administrative carry-overs to 2020 was slightly higher for Title I and Title II (1.95 % and 26.52 % respectively) compared to administrative carry-overs to 2019 (1.23 %

and 13.99 % respectively). The administrative and operational appropriations carried over to 2019 amounted to 16.63 % (18.35 % in 2018) (Table 11 in Annex 6).

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

The amount to be transferred back to the European Commission is EUR 141 250.06 (82 097 in 2019) (Tables 12-13 in Annex 6), well below the threshold of the accepted 5 %.

Revenue and expenditure

Revenues in 2019 amounted to EUR 8 487 270.52 (EUR 7 785 495.14 in 2018), out of which the EU contribution was 93.52 % (99.94 % in 2018). In addition, EIGE carried over to 2019 IPA contributions from the previous year and received new funds amounting to EUR 550 000.

Expenditure in 2019 amounted to EUR 6 731 768.22 (EUR 6 508 024.68 in 2018), out of which EUR 3 348 163.44 in Title I (EUR 3 366 543.58 in 2018), EUR 959 044.23 in Title II (EUR 897 963.89 in 2018), EUR 2 424 560.55 in Title III (EUR 2 243 517.21 in 2018) (Tables 13-15 in Annex 6).

The Institute's balance sheet as of 31 December 2019 and statement of financial performance are presented in Tables 16-17 in Annex 6.

Public procurement

In 2019, 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.

For the purpose of this document, the term 'contract' refers to contracts awarded following open, very low, low or middle-value negotiated procedures and 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 in the *Single programming document 2019-2021*, 47 operational procurement procedures were completed during 2019 for EUR 2 800 292.66. These included three open procedures for EUR 637 355.00 resulting in direct contracts, nine negotiated procedures below the directive's thresholds for EUR 425 043.00 and 33 order forms/specific contracts under framework contracts (FWCs) for EUR 1 737 894.66. In addition, EIGE has concluded two open procedures resulting in framework service contracts for EUR 680 000.00.

During 2019 there were no legal actions brought against EIGE. The European Court of Justice announced its judgments in the four pending legal actions brought against EIGE in 2016 and 2017. These legal actions requested the award decisions issued under procurement procedures EIGE/2016/OPER/01, EIGE/2016/OPER/03 and EIGE/2017/OPER/04 to be annulled. The European Court of Justice ruled that in two cases (T-439/17, Yellow Window vs EIGE and T-450/17, Eurosupport-Fineurop support Srl vs EIGE) claims for damages are dismissed and EIGE must bear its own costs and pay 75 % of the costs incurred by the applicants. EIGE has paid the order amount for the complainants the amount of EUR 21 384.08.

The European Court of Justice joined the two cases (T-914/16, Proof IT SIA vs EIGE and T-10/17, Proof IT SIA vs EIGE), ordered the complainant to cover all EIGE's legal costs incurred in both these cases. At the time of preparation of this document, the exact ordered amount of EUR 17 045.26 has been received by EIGE.

In 2019, 61 administrative procurement procedures were concluded for EUR 772 486.77.

These included 14 negotiated procedures below the directive's thresholds amounting to EUR 336 573.24 and 47 order forms under FWCs amounting to EUR 435 913.53.

In 2019, 18 contracts were concluded based on the evaluation procedure for applications of external experts for EIGE's external expert database (EIGE/2015/ADM/33) amounting to EUR 95 467. The contracts were under operational expenditure.

Cancelled procedures

In operational procurement two very-low-value, one middle-value negotiated and one open procedure were cancelled/abandoned because no tenders were received. In administrative procurement one very-low-value and two low-value negotiated procedures were cancelled/abandoned because no tenders were received

The main points of implementation of EIGE's operational framework contracts (FWCs)

Organisation of events was ensured through six requests for services under the FWC on organisation of events and technical meetings (FWC with reopening of competition) followed by signature of corresponding order forms.

Maintenance and update of EIGE's gender statistics tools and resources was procured through four requests for services under the FWCs for Lot1 and Lot2 (FWC with single contractor). The corresponding specific contracts were signed.

Public relations support services were procured through five requests for services under the FWCs (Lot1-Lot5) (FWC with single contractor). Five corresponding order forms were signed.

Online services were procured through eight requests for services under the FWCs (Lot1-Lot2) (FWC with single contractor). Eight corresponding order forms were signed.

Statistical analysis related to the Gender Equality Index in context were procured through one request for services under the FWC for Lot2 (FWC with single contractor) followed by signature of corresponding order form.

Gender-sensitive language review in English and any other EU language services were procured through two requests for services under the FWC for Lot1 (FWC with single contractor). Two corresponding order forms were signed.

For more details regarding procurement, refer to Annexes 7 and 8.

2.4 Human resources (HR) management

Throughout 2019 the Institute focused on ensuring the following:

- High 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 updated HR-related policies as required

by the Commission's model rule decisions, while sustaining its commitment to providing career development opportunities including training and development.

EIGE's organisational chart (Graph 7 in Annex 9) presents the situation at the end of 2019.

EIGE's establishment plan (Table 20 in Annex 9) occupancy rate at the end of 2019 was 96 % (at the end of 2018 it was 100 %), an establishment plan turnover rate of 11.1 % was registered similar to 2018 ⁽²⁷⁾. 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 2019 included one agent who left to join another EU agency, one who was not confirmed in post and one who resigned to return to her country of origin.

During the year, 13 calls for applications were launched as open procedures including four for TA posts, four for CA posts, two for SNEs and three for traineeships.

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 666 applications in 2019. Of these, 410 (62 %) were submitted by women and 256 (38 %) were submitted by men. This imbalance, albeit an improvement when compared to 2018, is more pronounced in the 408 applications for traineeships at EIGE: 86 % were from women and 14 % 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 improved slightly, from a ratio of 74:26 in 2017 to 71:29 in 2018, this aspect of its staff profile remains a challenge that EIGE continues to recognise given that the ratio at the end of 2019 was 76:24. EIGE continues to ensure that all its vacancy announcements feature gender sensitive language.

Graph 8 in Annex 9 portrays the change in the total number of staff. As of 31 December 2019, 20 nationalities (equivalent to 68 % of the EU-28) were represented at EIGE. Table 21 in Annex 9 provides details of the distribution of staff by Member State. Lithuania maintained its position as the most represented Member State (28 % of all staff), followed by Spain (8 %), France (6 %), Greece (6 %) and Italy (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, 28 annual staff appraisals based on performance objectives for 2018 were completed and these were followed by the reclassification of five TAs and two CAs.

Separately with the guidance of external consultants, EIGE implemented a 360 degree survey to provide feedback to the Director, Heads of Unit and Programme Coordinators 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 a follow-up in 2020 in order to assess progress.

⁽²⁷⁾ This figure was 14.8 % in 2017 and 11.1 % in 2018.

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. Further details on the topics of the courses, their duration and also numbers of participants are provided in Table 22 and Table 23 in Annex 9.

In 2019, 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, 25 members of staff undertook English, French, German, Lithuanian, Polish and Spanish courses.

Aside from a number of service-level agreements that the Institute concluded with the Commission, several HR-related contracts (listed in Annex 9) were applied to support EIGE's work. In 2019 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 2019, 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. EIGE is a third party in this case and there are no direct claims against EIGE.

In line with the framework financial regulation (FFR) 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 % (76.4 % in 2017) of all staff worked with operational tasks and 15.0 % (15.4 % in 2017) delivered an administrative support function. The remaining 7.7 % (8.2 % in 2017) of staff performed a so-called neutral function. Details are presented in Table 24 in Annex 9.

2.5 Assessment by management

EIGE has in place an effective 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, 12 June 2019 EIGE's Management Board adopted a new Internal Control Framework (ICF) in line with the revised ICF of the European Commission. There are 17 principles defined to provide assurance in meeting the organisation's objectives. To reflect the change, in 2020 EIGE will undertake a new risk assessment and update its procedures accordingly.

Financial management and control is rooted in such core processes 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* audits), which form the basis for achieving sound financial management.

Clear procedures/manuals of procedures

The procedures and policies serve as a guiding reference for the daily activities of the staff. During 2019 EIGE's MB adopted new rules on (a) telework (model rules), (b) learning and development (model rules), (c) whistleblowing (model rules), (d) temporary occupation of management posts (model rules) and (d) outside activities (Commission decision) (by analogy).

Also during the year the practical application of established policies and procedures was improved with the involvement of staff:

- The process of approving the teleworking requests was streamlined and harmonised amongst the units;
- The organisation of missions was changed to be more flexible and adhere to the new contract;
- Rules on language training were clarified;

Continuity of services

Through the use of back-ups and handovers, continuity was achieved for both financial and operational activities.

Ex ante verification

Each operation is verified on regularity, conformity and sound financial management. People 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 accomplished 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). On 27 October 2014 a service-level agreement was signed between EIGE and Frontex enabling an exchange of expert services between the parties in the area of *ex post* audits.

Key indicators used for assessment by management

Number of exceptions

Since 2010 EIGE has introduced and maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2019, seven exceptions with financial and procedural deviations were registered (in 2018, four exceptions). Table 25 showing exceptions registered in 2019 is provided in Annex 10.

Rate (%) of external and accepted internal audit recommendations implemented (excluding 'desirable')

In 2019 98 % of recommendations, or 56 out of 57, were implemented, including recommendations of the IAS strategic internal audit plan 2019-2021, the IAS audit on 'Stakeholder relations management and external communication in EIGE', the IAS audit on 'procurement supporting operational

processes in EIGE', the IAS strategic internal audit plan 2015-2017, the IAS audit on HR management in EIGE, the IAS audit on budget/budget execution, and the IAS limited review of the implementation of ICS (in 2018 these figures were 93 %, or 53 out of 57).

Fraud cases detected

In 2019, no fraud cases were detected (as in 2018).

Lost assets

In 2019, there was one lost asset (zero in 2018).

2.6 Assessment of audit results during the reporting year

2.6.1 European Court of Auditors (ECA)

The ECA carried out an audit at EIGE's premises in February 2019 on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2018. The audit did random checks on commitments, payments, recruitment and procurement 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 2018, 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 2018 were legal and regular in all material respects.

The ECA issued two 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 2018 ⁽²⁸⁾.

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

'At the end of the financial year 2017, the Institute was a defendant in four cases related to three procurement procedures which were brought before EU Courts by unsuccessful tenderers. In each of these cases, the applicant requested the annulment of the award decision and the award of damages. In 2018, this Court ruled on two of the four cases and dismissed the actions of the claimants without any charge for EIGE. In early 2019, this Court ruled on the two remaining cases, both linked to the same award decision and contract. The award of the contract was annulled on the basis of minor procedural weaknesses, although there is no evidence that a different tenderer should have won the procurement procedure. While claims for damages were rejected, EIGE was ordered to bear its own legal costs and 75 % of the claimants' costs. By the time of the annulment by the Court, the contract had been fully executed. Total payments made under the contract in 2018 amounted to 196 314 euros'.

EIGE's response:

'EIGE takes note of this observation. EIGE examined the reasoning of the cases and further improved the procurement procedures to minimise the risk of potential dissatisfaction among unsuccessful tenderers and of the future legal cases, which, even if dismissed, bring a substantial additional workload. The measures taken include specific training on 'lessons learnt' to staff involved in procurement processes; putting in place the risk analysis of the procurements; issue of new procurement

⁽²⁸⁾ Can be accessed at https://www.eca.europa.eu/Lists/ECADocuments/AGENCIES_2018/AGENCIES_2018_EN.pdf

guidelines and templates. EIGE also initiated recovery of its legal costs from the complainant in the two cases that were dismissed by the General Court without any charge for EIGE (Cases T-914/16 and T-10/17).'

EIGE has paid the amount of EUR 21 384.08 for the legal costs to the complainants in two cases.

The European Court of Justice joined the two cases (T-914/16, Proof IT SIA vs EIGE and T-10/17, Proof IT SIA vs EIGE), ordered the complainant to cover all EIGE's legal costs incurred in both these cases. At the time of preparation of this document, the exact ordered amount of EUR 17 045.26 has been received by EIGE.

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

'EIGE engaged in the use of temporary agency workers (hereafter, interim workers) through a framework contract with one temporary work agency. In 2018 the Institute used up to 8 interim workers in addition to its own 44 staff. Related payments made in 2018 amounted to almost 102 000 euros. For contracts on the use of interim workers, a specific legal framework applies, imposing multiple obligations on temporary work agencies and user undertakings. According to Directive 2008/104/EC and to Lithuanian labour law, interim workers should work under the same working conditions as workers employed directly by the user undertaking to occupy the same job and/or the same job functions in the same employment place. However, the contract did not require the temporary work agency explicitly to respect these conditions and there is no evidence that the Institute itself carried out any comparison between the working conditions for its own and interim staff. The Institute should analyse the working conditions of its interim workers and ensure they are in line with European and national labour law.'

EIGE's response:

'EIGE takes note of this observation. The matter raised by ECA is currently subject to an ongoing court case, in which EIGE participates as a third party. EIGE will act on the basis of the final court ruling when in effect. EIGE is of the opinion that the thorough analysis it carried out to compare the tasks of statutory staff and interims underlined that they are hardly comparable. The main difference is ensuing from the Financial Regulations stipulating that the tasks of financial actors can only be executed by the staff covered by the Staff Regulations. EIGE also points out that technical specifications, which form an annex to the framework contract, place a requirement on the temporary work agency for full compliance with the Lithuanian law and specifically refer to the Lithuanian social legislation in force with respect to the interim agents. This indeed includes also the transposition of the Directive 2008/104/EC into the Lithuanian law.'

Lithuanian supreme court has suspended the case and addressed questions to European Court of Justice on 30 December 2019,- case C-948/19.

2.6.2 Internal Audit Service (IAS)

Following IAS strategic internal audit plan 2019-2021, the audit on project led organisation was planned to take place in 2019, but was postponed to the first half of 2020. This year EIGE continued the follow-up of existing recommendations.

2.7 Follow-up of recommendations and action plans for audits

2.7.1 European Court of Auditors (ECA)

Year	Court's observation	Status of corrective action (Completed / Ongoing / Outstanding / N/A)
2016	Institute's follow-up of the 2016 external evaluation.	Completed
2017	At the end of financial year 2017, the Institute was a defendant in four cases related to three procurement procedures which were brought to the General Court by unsuccessful tenderers.	N/A
2017	In 2016, the Institute organised a call for tender for travel services. The tender specifications and the evaluation process did not provide sufficient guarantees to ensure best value-for-money.	N/A
2017	E-procurement: by the end of 2017 the Institute had introduced e-invoicing for certain procedures, but not e-tendering and e-submission.	Completed
2017	The Institute publishes vacancy notices on its own website and on social media, but not on the website of the European Personnel Selection Office (EPSO).	Completed

2.7.2 Internal Audit Service (IAS)

In April 2017 the IAS conducted an audit on stakeholder relations management and external communication in EIGE.

Three last recommendations from this audit were closed in the beginning of 2019:

- Under recommendation on implementation of the knowledge management and communication strategy, which was split into five sub-recommendations, two sub-recommendations quoted below were implemented during 2019.
 - o 'Align the monitoring and feedback activities on stakeholder management and external communication in the Knowledge Management and Communications Strategy 2016-2018 and in the Single Programming Document.'
 - o 'Finalise and approve the draft KMC guidelines and workflows (social media's workflow, website's workflow and JTN concept note).'
- Under recommendation on SPD objectives, KPIs [key performance indicators], monitoring and reporting which was split into three sub-recommendations, EIGE has updated process on KPI monitoring and this recommendation was closed in January 2019.
- The recommendation on 'managing main stakeholder projects and external communication activities' was split into five sub-recommendations, - in February 2019 it was closed as EIGE is well advanced in the implementation of PLO.

In May 2015 the IAS conducted an audit on procurement supporting operational processes in EIGE. The final audit report was issued on 16 October 2015 stating that while the audit did not result in the identification of any critical or very important issues, the IAS considered that there was room for further improvement in several areas. Four recommendations (with eight sub-recommendations) rated as 'important' were put forward. While most of recommendations were implemented during 2016, one sub-recommendation was still open at the end of 2019. Although all necessary actions were implemented in 2019, the sub-recommendation was closed only in yearly 2020 because of technical arrangements.

- Under recommendation to 'Enhance procurement planning and monitoring of the budget execution' EIGE has taken the following actions for the sub-recommendation.
 - o *EIGE decisions on planning and budget monitoring should be updated*

EIGE improved the planning and monitoring of the procurement processes and enhanced budget implementation, and in particular the positive results achieved, 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 EIGEs Activities was updated in Dec.2019, EIGE would not proceed at this stage with the update of Directors Decision No 59 Budget Monitoring Guidelines.

EIGE introduced procurement monitoring plan lined with planning in SPD (incl. expected signature date of the contract, procedural steps, as launch, award, and budgetary commitment).

In 2019, EIGE has introduced procurement guidelines, including a description of roles and responsibilities, checklists and internal timelines in order to improve the quality of the documents produced in the framework of the procurement actions. In addition, EIGE has put in place and run at least three times a year an in-house training session for newcomers on procurement basics, for project managers on lessons learned, on how to draft technical specifications and evaluate tenders.

Ex-ante controls on legality, regularity and compliance with the EIGE's Financial Regulation were introduced by procurement team, in coordination with finance and operational units. Before the procedures are launched, the initiation meeting to review draft tender documents and possible risks is held. In addition, risk management template is introduced in order to be integrated into the regular management of procedural steps and associated risks. The risks are identified and adequately addressed without causing delays. Moreover, EIGE has taken actions on management of conflict of interests and independence, where the initiating actor involved in the procurement process has to sign a declaration of absence of conflict of interests.

Internal documents for recording procurement data, facilitating the management of procedures and for reporting/monitoring purposes are created. In addition, EIGE established and applies uniform standards for the electronic exchange of information with third parties participating in procurement procedures; in 2018 EIGE started using E-tendering platform, and in 2019 E-submission tool making procurement more transparent, evidence-oriented, streamlined and integrated with market conditions.

2.8 Follow-up of observations from the discharge authority

Article 110 (2) of the FFR (Commission Regulation No 1271/2013 of 30 September 2013) 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'.

Table 26 in Annex 11 provides an overview of the measures taken by EIGE in response to the discharge authority's observations and comments of 4 March 2019 with respect to implementing the Institute's 2017 budget.

Discharge was granted on 4 March 2019.

2.9 Follow-up on cases launched by the European Ombudsman

All previous cases were closed.

No additional cases at the European Ombudsman were launched against EIGE during 2019.

2.10 Data protection

In 2019 EIGE did not have any cases with the European Data Protection Supervisor (EDPS).

The new Regulation 2018/1725 came into force at the end of 2018. To comply with 'privacy by design' approach, EIGE has implemented a privacy impact assessment (PIA) process and templates into the initiation phase of projects. PIA is evaluating the involvement of personal data in the life cycle of a project.

In 2019 EIGE updated its privacy notices and document templates to reflect the new Regulation.

2.11 External evaluations

In 2019, EIGE advanced further on some of the recommendations of the external evaluation (2015): (i) effectiveness of planning of internal resources of the organisation through introduction of a PLO was strengthened and (ii) improvement of the working procedures of the EF continued with prepared competency map and finalised internal assessment.

The Management Board decided to defer execution of EIGE's second external evaluation as called for under Article 20 of Regulation (EC) 1922/2006 until 2022. This decision was conveyed to the Secretary-General of the European Commission.

2.12 Public access to documents

In accordance with Regulation (EC) No 1049/2001, EIGE's *Policy on public access to documents* was adopted by the MB decision and is in force as of 14 June 2013. The *Policy on public access to documents* is available on EIGE's website. In 2019 EIGE received six requests (seven requests in 2018) for public access to documents through the channels specified in the *Policy on public access to documents*. All requests were dealt with in a timely manner.

2.13 Key performance indicators (KPIs)

In line with the common approach on EU decentralised agencies and action No 89 of the roadmap on the follow-up of the common approach, on 13 March 2015 the Commission developed guidelines on tailored performance indicators to assess the results achieved by Directors of EU agencies. Detailed information can be found in Table 27 in Annex 12.

3. Assessment of the effectiveness of the internal control system

3.1 Risk management

In the framework of the gradual implementation of the internal control standards, EIGE's risk management policy was adopted by Director's Decision No 67 on 12 December 2013.

Risk management is a continuous exercise throughout the implementation of the annual work programme (AWP) which is a part of the *Single programming document* (SPD). Risk identification and the planning of responses as well as mitigating factors are carried out during the process of drafting the AWP. To identify risks connected to programme areas, a review of previously identified risks recorded in EIGE's Risk Register is carried out, and the risk register is updated.

In 2019, internal and external risks impacting on the capacity of the Institute to deliver the planned results were assessed with the engagement of all staff on several occasions. External risks, such as gender equality being a low priority for the key stakeholders, were analysed with the staff through open discussions. Mitigating measures were planned and implemented as provided in the Knowledge Management and Communications Strategy.

In 2019, risk assessment was an integral part of project cycle management as part of the PLO approach. In the context of project management, risk assessment refers to the identification of overall risks for the project and its specific stages (i.e. identification, planning, implementation, evaluation and monitoring) that are continuously assessed and mitigated.

3.2 Fraud prevention and monitoring

In 2019 no cases were reported to the European Anti-Fraud Office (OLAF). The guidelines on investigation procedures for OLAF staff (version October 2013 ref. Ares(2013) 3077837 dated 18 September 2013) as well as the MB decision of 26 January 2011 on adoption of a cooperation agreement with OLAF are available on EIGE's intranet.

EIGE's whistleblowing policy was adopted by Director's Decision No 108 of 9 November 2015 which replaced EIGE's procedure on reporting improprieties (applicable since March 2012). The decision lays down the procedure to be followed by EIGE's staff in order to comply with the obligation to notify any fact which gives rise to a presumption of the existence of serious wrongdoings, of which they may become aware in the course of or in connection with the performance of their duties, as set forth in Articles 22a and 22b of the SR. Two staff members were nominated to act as whistleblowing-policy contact persons for EIGE by Director's Decision No 117 of 22 June 2016. The list of whistleblowing-policy contact persons for EIGE was updated by Director's Decision No 149 of 23 February 2018. EIGE's Management Board adopted new guidelines on whistleblowing on 5 April 2019.

Fraud prevention is regularly covered in induction meetings organised for all newcomers and it has also been dealt with by training sessions on ethics and integrity organised for all staff in June 2018. Furthermore, the HR officer attended the train-the-trainers on ethics and integrity organised by the

Investigatory and Disciplinary Office (IDOC) in November 2018. Follow-up ethics training sessions for all staff are planned in 2020.

3.3 Compliance and effectiveness of Internal Control Standards (ICS)

Following the revision of Internal Control Framework (ICF) by European Commission, on 12 June 2019 EIGE's Management Board has adopted new Internal Control Framework for the Institute. To facilitate the implementation of new ICF, in 2019 EIGE appointed new Internal Control and Compliance Officer (anticipated to join EIGE in April 2020).

The new Internal Control Framework at EIGE consists of five internal control components and 17 principles. The internal control components are:

- I. the control environment,
- II. risk assessment,
- III. control activities,
- IV. information and communication,
- V. monitoring activities.

They are the building blocks that underpin the framework's structure and support EIGE in its efforts to achieve its objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective. EIGE will carry out an overall assessment of the presence and functioning of all internal control components once per year with the first assessment planned in the context of the Annual Activity Report 2020.

Ongoing monitoring of the effective functioning of internal control is built into business processes and performed on a real-time basis at all levels of the organisation. This enables EIGE to timely react to changing conditions and to correct deviations from intended performance and effectiveness levels. It also considers the recommendations of internal and external audit as a principal way to increase the effectiveness of the internal control system. The results and the relevant actions taken by EIGE are reported in Section 2.7 of the report.

During 2019, EIGE also implemented the following measures related to the improvement of effectiveness of the previous policy on ICS:

- For ICS No 4 'staff evaluation and development'.

In 2019 additional timetable with detailed steps has been set in order to improve the process of annual evaluation of staff performance.

- For ICS No 5 'objectives and performance indicators'.
 - o The PLO approach was approved and formalised by Director's Decision No 168 on 20 November 2019.

- o Planning and reporting procedures were updated by Director's decision No 173 on 13 December 2019.
- For ICS No 7 'operational structure'. The full risk assessment carried out by the IAS in EIGE in June 2018 identified that several IT sub-processes (IT governance, IT security, data management) are still not mature. IT strategy was updated in 2019, IT security and data management policies are planned to be updated in 2020.

4. 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.
- Management assurances.

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 2019, a total of seven exceptions were recorded (Table 25 in Annex 10). Most of them 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.

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.

4.2 Overall conclusion on assurance

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.

Declaration of assurance

I, the undersigned, Carlien Scheele, 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 ⁽²⁹⁾.

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* audits, the observations 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 European Institute for Gender Equality.

Vilnius, 26 May 2020



Carlien Scheele

⁽²⁹⁾ 'True and fair' in this context means a reliable, complete and correct view of the state of affairs of the agency.

Annexes

Annex 1: Achievement of output indicators — EIGE's annual work programme (AWP) 2019

RESEARCH AND DATA COLLECTION

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

Areas of work:

- Monitoring the Beijing Platform for Action and supporting Presidencies of the Council of the EU.
- Update of the Gender Equality Index.
- Gender Statistics Database.
- Improving data collection and increased awareness on Violence against Women.
- Gender Mainstreaming tools and methods.
- Other Research initiatives.

Monitoring the Beijing Platform for Action and supporting the Presidencies of the Council of the EU

Objective - To support the EU and Member States in the implementation of the BPfA

Output indicators foreseen	Status
1. Communication products for the research findings of AT Presidency by Q2.	Two videos produced, six infographics, two factsheets, one press release published by Q2.
2. RO research note (if requested) published by Q2.	Report produced (February)/accepted by Romanian Presidency and published (May).
3. Communication products for the research findings of RO Presidency by Q4.	Press release and social media posts published in Q2.
4. Comprehensive review and associated briefing of all areas of concern of the BPfA (Beijing +25 report), including good practices, if relevant (for the Finnish Presidency) produced by Q4.	Study finished and submitted to the Council secretariat and the Publications Office (October). Twelve policy briefs finished in Q4. Two videos and five illustrations prepared in Q3. Press release published in Q4.
5. Formal confirmation by HR Presidency of the research topic received by EIGE by Q4.	Topic confirmed by the Croatian Presidency (work-life balance and long-term care) in Q2.
6. Technical specifications for the DE Presidency launched by Q2.	Formal request from DE received late and delayed the development of the ToR. ToR was launched and contract was signed in Q3.

The Gender Equality Index

Objective – to support EU and MS policy-making by monitoring gaps and trends in gender equality

Output indicators foreseen	Status
1. Gender Equality Index 2019 report published by end of Q3.	The report was published before the Gender Equality Index conference in October.
2. Gender Equality Index 2019 main findings produced by the end of Q4.	EU factsheet and 28 country analysis, summarising the main findings of the Index, published in October.
3. Analysis of work-life balance for Index 2019 completed by the end of Q4.	The analysis of work-life balance for Index 2019 completed in July.
4. Methodological guidelines to produce new statistics for the Index, by the end of Q1.	Five reports with methodological guidelines on how to link different aspects of work-life balance (eligibility to parental leave, leave policies, life-long learning, infrastructure and caring for older persons and persons with disabilities) with Index produced by end of Q1.
5. Updated interface of Gender Equality Index available by Q3.	Published in October.
6. Event to present the Gender Equality Index 2019 organised in Q4.	Event took place on 15 October 2019.
7. Communication materials including at least 2 infographics, one video, promotional items by Q4.	Three videos, seven infographics and Index agendas published by Q4.

Strengthening the capacity for the institutional response to violence against women

Objective - To strengthen capacity of Member States and to support EU Institutions to address violence against women

Output indicators foreseen	Status
1. Common approach to respond to violence against women (including classification of femicide) finalised by Q3.	Two reports on collecting administrative data published in Q2. Tender on femicide launched and the classification system on femicide will be finalised 2020 Q2, not in 2019 as originally stated as the scope of the study was expanded.
2. 100 % of requests from Eurostat Task Force responded by their deadline.	Six requests responded by the deadline; contribution to the written consultations of the Task Force provided on time.
3. Recommendations on risk assessment and management for law enforcement sector published by Q4.	Published in Q4.
4. Guidelines on risk assessment for Police published by Q4.	Published in Q4.
5. Communication materials on risk assessment and management for key stakeholders available by Q4.	Press release, webpage update, release of two publications on risk assessment, launch event in the European Parliament, webinar with CEPOL, presentation at EUROPOL's annual European Police Chiefs Convention, presentation in the international conference on sexual violence in Vilnius and exchange of information with relevant national ministries were carried out in Q4.

Gender Mainstreaming tools and methods

Objective - Providing Tools to build the capacity of EU Institutions and EU Member States to mainstream gender into all policy areas	
Output indicators foreseen	Status
1. All country specific information updated on the Gender Mainstreaming platform by Q3.	Data has been collected from all Member States. All data placed on the GM Platform in November 2019.
2. Gender Budgeting tool for the European Structural and Investment Funds available by Q3.	Toolkit produced. Toolkit was translated - with the exception of tool 2.7 (tracking system) as per the EC's request. Final EC's comments received by mid-November. EC's requests for amendments led to a further revision of the toolkit, a need for translation updates and a delay of the publication work. Toolkit to be finalised and launched in Q2 2020.
3. Gender Budgeting recommendations, standards and methodologies available by Q3.	Done in Q2. Report "Gender budgeting, Mainstreaming gender into the EU budget and macroeconomic policy framework" published in Q2.
4. Information package on gender sensitive parliaments available by Q2.	General version of the gender sensitive parliaments toolkit was ready in June 2019 (Q2). Testing of the tool and data collection for 2019 concluded in September 2019. Information package (report and results webpage) was ready in December 2019. Implementation of the changes to the online specialised questionnaires for national and regional parliaments required additional IT work. It will be available on the online GM Platform in Q2 2020.
5. Measurement framework to monitor progress in the implementation of gender mainstreaming in the Member States available by Q4.	Draft framework went through quality assurance in Q3. Following experts recommendations, the measurement framework needs to be critically assessed and further developed. It will be finalised in 2020.
6. Analytical report on the institutional mechanisms for gender mainstreaming available by Q4.	Analytical report and synthesis report were finalised in Q4. Information from these reports will be used to develop a Briefing Paper for the Beijing +25 Conference in 2020.

Gender Statistics Database

Objective - To maintain a centralised reliable and up to date database on key Gender Statistics and Indicators

Output indicators foreseen	Status
1. All planned improved functionalities available online by Q2.	Done by Q2. Follow up and improvements: keyword search and tagging system, new visualisations for stand-alone entry points.
2. GSD communicated through EIGE's channels every quarter.	Regular communication through EIGE's newsletters and 44 social media posts. 4 "Data talks" highlights published by Q4.
3. At least one update of statistics from external providers, available in the gender statistics database, per quarter.	Q1 and Q2 - monitoring of new data releases and preparations for update - Eurostat, Eurofound, She Figures indicators updated. Q3-Q4 - monitoring of new data releases and preparations for update, Eurostat-based datasets fully updated by the end of November. All planned updates from external data providers were fully implemented.
4. At least one update of statistics produced by EIGE, available in the gender statistics database, per quarter.	Q1 - all women and men in decision-making (WMID) indicators related to the policy domain collected and updated Q2 - all WMID indicators related to the policy and Business (Women on boards of quoted companies) domain collected and updated Q3 - all WMID indicators related to the policy domain collected and updated Q4 - Gender Equality Index entry point updated with new Index scores calculated by EIGE. All planned updates of WMID indicators were fully implemented.
5. At least 20 % of national statistical offices providing feedback (not obligatory) by Q3.	During the data collection exercise on Intimate Partner Violence 10 National statistical offices have been contacted and provided feedback (HU, SE, LT,UK, MT, IT, EL, AT, FI, BG). In Q4, to continue Intimate Partner Violence data collection and validation of collection tools of jurisdictions not previously completed, another round of contacts has been established with national statistical providers. As a result, data for the following countries were either updated or amended and were fully validated: CY, CZ, DE, DK, EE, EL, FI, UK.
6. At least 30 contributions to peer review by Q4.	EIGE accommodated all external stakeholders' requests for gender statistics and/or results of EIGE analysis. More than 30 contributions were made.

Other Research Initiatives

Objective - Providing evidence on emerging challenges for gender equality

Output indicators foreseen	Status
1. Communication package on Migration Study available Q1.	Factsheet, press release and infographic published in Q4. Study was late due to procurement challenges, therefore also a delay in communications.
2. 3 linguistic versions of glossary and thesaurus published by Q4.	Six linguistic versions published: Hungarian, Dutch, Polish, Portuguese, Slovenian and Swedish versions published by Q4.

Knowledge management and communications

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

Areas of work:

- Communication and dissemination of EIGE's work.
- Working with Key Stakeholders and partners.

Output indicators foreseen	Status
1. At least 1 presentation and 1 policy briefing per new area.	Presentation of gender budgeting (Informal EPSCO, HL Conference, EU social attaches' meeting) in Q2 and Beijing +25 review (social questions working party, HL Conference) in Q3-Q4
2. Number of country visits completed by Q4	Country visits to Portugal, Sweden and Cyprus completed by Q3.
3. At least 5 opinions and contributions delivered to relevant institutional structures by Q4.	EC public consultation on future gender equality policy framework, EC inter-service group (ISG) for evaluation of the EU support on GE and women's empowerment, EC ISG on the rights of the child, EC advisory committee opinions: combatting online VAW and artificial intelligence and GE by Q4, input to three Eurofound reports.
4. At least 2 news alerts on EIGE's website per month and 1 post per day on social media.	19 news items published on EIGE's website and on average one post per day on social media. Number of new items were reduced due to combining multiple new items into one and delays in some operational activities.
5. Bi-monthly Newsletter, 2 thematic Newsletters and up to 6 press releases published by Q4.	Six newsletters, two thematic newsletters, eight EU-wide press releases and two local press releases (Malta and Lithuania) published.
6. 2 briefings for journalists from the Member States and 2 for local media by Q4.	Two briefings with journalists from the Member States (Journalist Thematic Network) organised in Q2 and in Q3; one media briefing in Q4 for the Gender Equality Index 2019; one local media briefing held (Q1) in Malta (FGM report); one local media briefing held in Portugal during the country visit; one local media briefing on the international day to end violence against women (Q4) in Lithuania.

Annex 2. Cost allocation per activity area in 2019

Table 3. Summary of human and financial costs in 2019

Activities	Total HR		Title 1		Title 2		Title 3		Total budget	Budget fraction (%)
	%	FTEs (*)	Staff	Infrastructure	Operations					
Research and data collection	49.57 %	22.36	1 729 317.91	702 647.94	3 721 469.45	6 153 435.29	65.14 %			
Knowledge management and communications	33.69 %	15.20	1 038 786.01	483 392.10	901 213.44	2 423 391.55	25.66 %			
Effective organisation and EIGE bodies	16.74 %	7.55	607 934.20	252 527.19	8 611.93	869 073.33	9.20 %			
Total	100.00 %	45.10	3 376 038.12	1 438 567.23	4 631 294.82	9 445 900.17	100.00 %			

Table 4. Summary of human and financial costs in 2019 — 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	59.53 %	26.85	2 091 245.18	852 987.36	3 726 596.47	6 670 829.02	70.62 %			
Knowledge management and communications	40.47 %	18.25	1 284 792.94	585 579.87	904 698.35	2 775 071.16	29.38 %			
Effective organisation and EIGE bodies	0.00 %	0.00	0.00	0.00	0.00	0.00	0.00 %			
Total	100.00 %	45.10	3 376 038.12	1 438 567.23	4 631 294.82	9 445 900.17	100.00 %			

NB:

2019 IPA budget and 2 FTE for IPA CA staff were considered in the ABC Model and presented in the tables.

Total HR includes: TAs (administrator (AD) and assistant (AST)), CAs, SNEs.

(*) FTEs — full time equivalents.

Tables 3 and 4 provide summary of the costs of activities based on the ABC model.

Annex 3: EIGE publications in 2019

1. Estimation of girls at risk of female genital mutilation in the European Union: Step-by-step guide (2nd edition)
2. Toolkit on gender-sensitive communication
3. Gender equality and youth: opportunities and risks of digitalisation [report]
4. Gender budgeting. Mainstreaming gender into the EU budget and macroeconomic policy framework [report]
5. Tackling the gender pay gap: not without a better work-life balance [research note]
6. Gender audit [briefing paper]
7. Gender statistics and indicators [briefing paper]
8. Understanding intimate partner violence in the EU: the role of data [report]
9. Police and justice sector data on intimate partner violence against women in the European Union [report]
10. Let's make gender equality a reality [brochure]
11. Gender Equality Index 2019. Work-life balance [report]
12. Gender Equality Index 2019 in brief: still far from the finish line [EU-level factsheet]
13. Gender Equality Index 2019: 28 EU Member State-specific factsheets
14. Risk assessment and management of intimate partner violence in the EU [report]
15. A guide to risk assessment and risk management of intimate partner violence against women for police [guide]
16. Work—life balance in the ICT sector: an opportunity and a way forward [factsheet]
17. Supporting work—life balance to get more women into ICT [factsheet]
18. 19 briefing papers on Grey literature in RDC
19. Gender equality in national parliaments across the EU and the European Parliament: 2019 results from EIGE's Gender-sensitive Parliaments tool [report]
20. Gender equality in parliaments across the EU and the European Parliament in 2019 [factsheet]
21. Gender-sensitive education and training for the integration of third-country nationals [factsheet]

Annex 4: List of Management Board (MB) members and alternates

Table 5. Members of the Management Board on 31 December 2019

CHAIR: Lenita FREIDENVALL		
VICE-CHAIR: Olga PIETRUCHOVÁ		
Member State	Member ⁽³⁰⁾	Alternate ⁽³¹⁾
Austria (AT)	Jacqueline NIAVARANI	Eva-Maria BURGER
Belgium (BE)	Michel PASTEEL	Liesbet STEVENS
Bulgaria (BG)	Irina Tsekova IVANOVA	Elena Ivanova GYUROVA
Croatia (HR)	Helena ŠTIMAC RADIN	Gordana OBRADOVIĆ DRAGIŠIĆ
Czech Republic (CZ)	Radan ŠAFAŘÍK	<i>Pending appointment</i>
Finland (FI)	Tanja AUVINEN	Eeva RAEVAARA
France (FR)	Hélène FURNON-PETRESCU	Alexis RINCKENBACH
Germany (DE)	<i>Pending appointment</i>	Birgit SCHWEIKERT
Estonia (EE)	Käthlin SANDER	Liina KANTER
Luxembourg (LU)	Maryse FISCH	Valérie DEBOUCHÉ
Malta (MT)	Silvan AGIUS	Simone AZZOPARDI
Netherlands (NL)	Elmer Christiaan BURKE	Sabine Vanessa KRAUS
Portugal (PT)	Carlos Miguel RODRIGUES DUARTE	Teresa Margarida FRAGOSO
Romania (RO)	Dan MOLDOVAN	Maria ULICAN
Slovenia (SI)	<i>Pending appointment</i>	Jasna JERAM
Slovakia (SK)	Olga PIETRUCHOVÁ	Anna MONDEKOVÁ
Spain (ES)	<i>Pending appointment</i>	María VÁZQUEZ SELLÁN
Sweden (SE)	Lenita FREIDENVALL	<i>Pending appointment</i>
European Commission	Irena MOOZOVA	Ingrid BELLANDER-TODINO

⁽³⁰⁾ Management Board members of which there are 10 women, 6 men and 3 vacancies (19 in total).

⁽³¹⁾ Management Board alternate members of which there are 16 women, 1 man and 2 vacancies (19 in total).

Annex 5: List of meetings in 2019 (Management Board, Experts' Forum)

Table 6A. Management Board meetings

Event	Date	Location
Snap MB meeting	5 April 2019	Brussels
32 nd MB Meeting	12-13 June 2019	Vilnius
19 th MB Standing Committee Meeting	27 September 2019	Brussels
33 rd MB Meeting	6-7 November 2019	Vilnius

Table 6B. Experts' Forum meetings

Event	Date	Location
23 rd EF meeting	3-4 April 2019	Brussels
24 th EF meeting	16 October 2019	Brussels

Annex 6: Budgetary and financial management in detail

Implementation of the budget is presented by its various fund sources and shows how the available budget was spent during the year. The reporting currency is euros.

All budget appropriations of the Institute are non-differentiated in all Titles.

Budgetary implementation

Table 7. Rates of implementation of appropriations (commitments and payments)

Commitments

FS/Title	Credits	Committed	Comm %	Cfwd	Cfwd %	C/ o	C/ o %	Cancelled	Cancelled %
C1 Staff	3 392 000.00	3 354 123.91	98.88 %	65 407.66	1.93 %	0.00	0.00 %	37 876.09	1.12 %
Administration	1 329 500.00	1 305 138.78	98.17 %	346 094.55	26.03 %	0.00	0.00 %	24 361.22	1.83 %
Operating	3 215 500.00	3 195 265.83	99.37 %	894 847.43	27.83 %	0.00	0.00 %	20 234.17	0.63 %
C4 Operating	131.10	0.00	0.00 %	0.00	0.00 %	131.10	100.00 %	0.00	0.00 %
C5 Administration	4 000.00	0.00	0.00 %	0.00	0.00 %	0.00	0.00 %	4 000.00	100.00 %
Operating	495.14	0.00	0.00 %	0.00	0.00 %	0.00	0.00 %	495.14	100.00 %
R0 Staff	166 666.05	86 977.08	52.19 %	107 218.86	64.33 %	0.00	0.00 %	0.00	0.00 %
Operating	389 669.85	164 849.80	42.30 %	265 527.70	68.14 %	0.00	0.00 %	0.00	0.00 %

Payments

FS/ Title	Pay Credits	Paid	Paid %	Carried over	Carried over %	Cancelled	Cancelled %
C1 Staff	3 392 000.00	3 288 716.25	98.88 %	65 407.66	1.93 %	103 283.75	3.04 %
Administration	1 329 500.00	959 044.23	98.17 %	346 094.55	26.03 %	370 455.77	27.86 %
Operating	3 215 500.00	2 300 418.40	99.37 %	894 847.43	27.83 %	915 081.60	28.46 %
C4 Operating	131.10	0.00	0.00 %	131.10	100.00 %	0.00	0.00 %
C5 Administration	4 000.00	0.00	0.00 %	0.00	0.00 %	4 000.00	100.00 %
Operating	495.14	0.00	0.00 %	0.00	0.00 %	495.14	100.00 %
C8 Staff	41 420.07	27 740.74	66.97 %	0.00	0.00 %	13 679.33	33.03 %
Administration	146 086.07	141 952.76	97.17 %	0.00	0.00 %	4 133.31	2.83 %
Operating	1 231 195.14	1 194 369.51	97.01 %	0.00	0.00 %	36 825.63	2.99 %
R0 Staff	166 666.05	59 447.19	52.19 %	107 218.86	64.33 %	0.00	0.00 %
Operating	389 669.85	124 142.15	42.30 %	265 527.70	68.14 %	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.

FS — fund source.

Graph 2. Rates of implementation of appropriations 2019

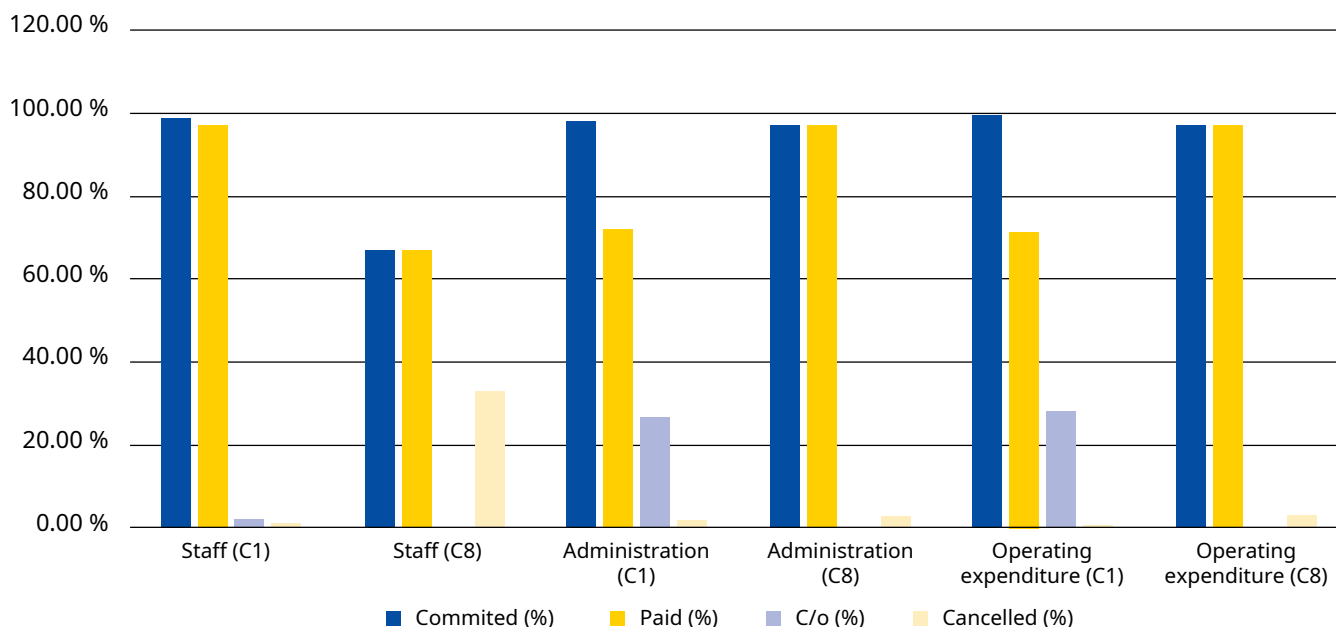


Table 8. Execution C1 appropriations during 2017-2019

Indicators	Results 2019 (%)	Results 2018 (%)	Results 2017 (%)
Commitment rate	98.96	99.38	98.92
Payment rate	82.50	81.15	80.95

Table 9. Payment monitoring over last 3 years

Indicators	Results 2019 (%)	Results 2018 (%)	Results 2017 (%)
Invoice registration delays	4.41	0.95	0.83
Delayed payment rate	1.88	0.64	0.95

NB:

Out of 476 invoices 455 were registered on time or within 7 days.

Out of 1011 payments 992 were made within established time limits.

Transfers

Table 10. Transfers in 2019

Chapter	Initial budget	Transfers	Final budget	Variation (%)
11	3 041 000.00	-62 008.67	2 978 991.33	-2.04 %
12	32 000.00	5 840.00	37 840.00	18.25 %
13	38 500.00	1 500.00	40 000.00	3.90 %
14	104 000.00	-13 000.00	91 000.00	-12.50 %
15	73 000.00	22 000.00	95 000.00	30.14 %
16	177 000.00	-36 331.33	140 668.67	-20.53 %
17	8 500.00	0.00	8 500.00	0.00 %
Total Title I	3 474 000.00	-82 000.00	3 392 000.00	-2.36 %
20	553 100.00	-15 700.70	537 399.30	-2.84 %
21	240 000.00	108 173.41	348 173.41	45.07 %
22	9 000.00	90 383.00	99 383.00	1004.26 %
23	321 820.00	-190 635.92	131 184.08	-59.24 %
25	222 080.00	-13 719.79	208 360.21	-6.18 %
26	5 000.00	-5 000.00	0.00	-100.00 %
27	5 000.00	0.00	5 000.00	0.00 %
28	0.00	0.00	0.00	0.00 %
Total Title II	1 356 000.00	-26 500.00	1 329 500.00	-1.95 %
30	120 000.00	311 500.00	431 500.00	259.58 %
31	140 000.00	0.00	140 000.00	0.00 %
32	1 265 000.00	-35 000.00	1 230 000.00	-2.77 %
33	471 000.00	18 000.00	489 000.00	3.82 %
34	376 000.00	-144 900.00	231 100.00	-38.54 %
35	735 000.00	-41 100.00	693 900.00	-5.59 %
36	0.00	0.00	0.00	0.00 %
Total Title III	3 107 000.00	108 500.00	3 215 500.00	3.49 %

Carry-overs

Table 11. Comparison of carry-overs (C1) to the next year in last 3 years

Indicators	Results 2019	Results 2018	Results 2017
Title I	€65 407.66	€41 420.07	€48 775.70
Staff	1.95 %	1.23 %	1.52 %
Title II	€346 094.55	€146 086.07	€177 084.57
Infrastructure	26.52 %	13.99 %	17.76 %
Title III	€894 847.43	€1 231 195.14	€1 144 589.88
Operations	28.01 %	36.91 %	34.25 %
Total	€1 306 349.64	€1 418 701.28	€1 370 450.15
	16.63 %	18.35 %	18.16 %

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

Table 12. Budget out-turn over the last 3 years

Indicators	Results 2019	Results 2018	Results 2017
Budget out-turn	1.66 %	1.05 %	1.63 %

Table 13. Budget result 2019 in detail

	Title	2019	2018
Revenue		8 487 270.52	7 785 495.14
of which:			
European Union contribution (subsidy)	2	7 937 000.00	7 781 000.00
Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	2	550 000.00	
Other revenues	5	270.52	4 495.14
Expenditure		-6 731 768.22	-6 508 024.68
of which:			
Staff expenditure	1	-3 348 163.44	-3 366 543.58
Administrative expenditure	2	-959 044.23	-897 963.89
Operational expenditure	3	-2 424 560.55	-2 243 517.21
Payment appropriat. carried over to the following year		-1 306 349.64	-1 418 701.28
of which:			
Staff expenditure	1	-65 407.66	-41 420.07
Administrative expenditure	2	-346 094.55	-146 086.07
Operational expenditure	3	-894 847.43	-1 231 195.14
Cancellation of unused appropr. carried over from year n-1		54 638.27	33 754.01
Evolution of assigned revenue (B)-(A)		-362 046.62	189 750.26
Unused appropriations at the end of current year (A)		372 877.66	10 831.04
Unused appropriations at the end of previous year (B)		10 831.04	200 581.30
Exchange rate differences		-494.25	-175.63
Budget result		141 250.06	82 097.82

Revenue and expenditure

Table 14. Revenues in 2019

											EUR '000
		Income appropriations		Entitlements established			Revenue				Out-stand- ing
	Item	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	10=5-8
200	Euro-pean Union contribution	7 937	7 937	7 937	-	7 937	7 937	-	7 937	100 %	-
202	IPA program	-	-	550	-	550	550	-	550	-	-
	Total Chapter 20	7 937	7 937	8 487	-	8 487	8 487	-	8 487	107 %	-
	Total Title 2	7 937	7 937	8 487	-	8 487	8 487	-	8 487	107 %	-

Table 15. Expenditure in 2019 (available appropriations)

Commitment appropriations									EUR '000
Budget appropriations					Additional appropriations				Total approp. available
Item	Initial adopted budget	Amending budgets	Transfers	Final budget adopted	Carry-overs	Assigned revenue	Total		
	1	2	3	4=1+2+3	5	6	7=5+6	8=4+7	
Total Title 1	3 474	-	-82	3 392	-	166	166	3 558	
Total Title 2	1 356	-	-27	1 330	-	4	4	1 334	
Total Title 3	3 107	-	109	3 216	-	389	389	3 605	
GRAND TOTAL	7 937	-	0	7 937	-	559	559	8 496	

Payment appropriations									EUR '000
Budget appropriations					Additional appropriations				Total approp. available
Item	Initial budget adopted	Amending budgets	Transfers	Final adopted budget	Carry-overs	Assigned revenue	Total		
	1	2	3	4=1+2+3	5	6	7=5+6	8=4+7	
Total Title 1	3 474	-	-82	3 392	41	167	208	3 600	
Total Title 2	1 356	-	-27	1 330	146	4	150	1 480	
Total Title 3	3 107	-	109	3 216	1 231	390	1 621	4 837	
GRAND TOTAL	7 937	-	0	7 937	1 419	561	1 980	9 917	

Accounting

Table 16. Balance sheet as of 31 December 2019

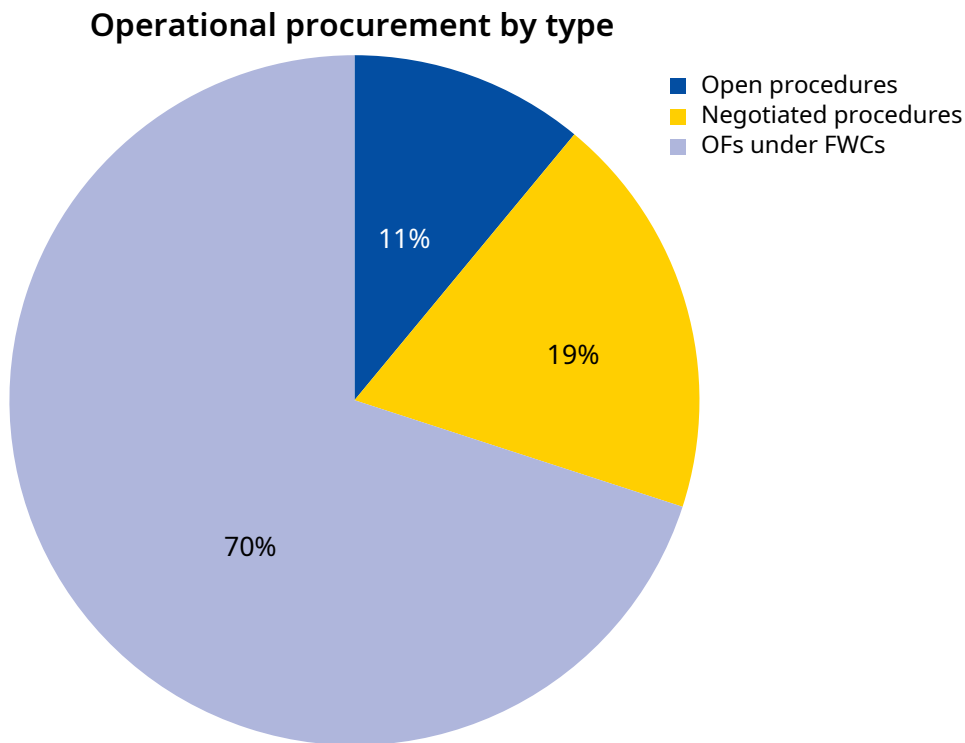
			EUR '000
	Note	31.12.2019	31.12.2018
NON-CURRENT ASSETS			
Intangible assets	2.1	111	181
Property, plant and equipment	2.2	149	137
Pre-financing	2.3	60	-
Exchange receivables and non-exchange recoverables		-	90
		320	408
CURRENT ASSETS			
Pre-financing	2.3	30	30
Exchange receivables and non-exchange recoverables	2.4	2 224	368
Cash and cash equivalents		-	1 732
		2 254	2 129
TOTAL ASSETS		2 574	2 537
CURRENT LIABILITIES			
Provisions	2.5	-	-23
Payables and other liabilities	2.6	-901	-637
Accrued charges and deferred income	2.7	-351	-268
		(1 251)	-928
TOTAL LIABILITIES		(1 251)	-928
NET ASSETS			
		1 323	1 609
Accumulated deficit		1 609	1 427
Economic result of the year		-287	182
NET ASSETS		1 323	1 609

Table 17. Statement of financial performance 2019

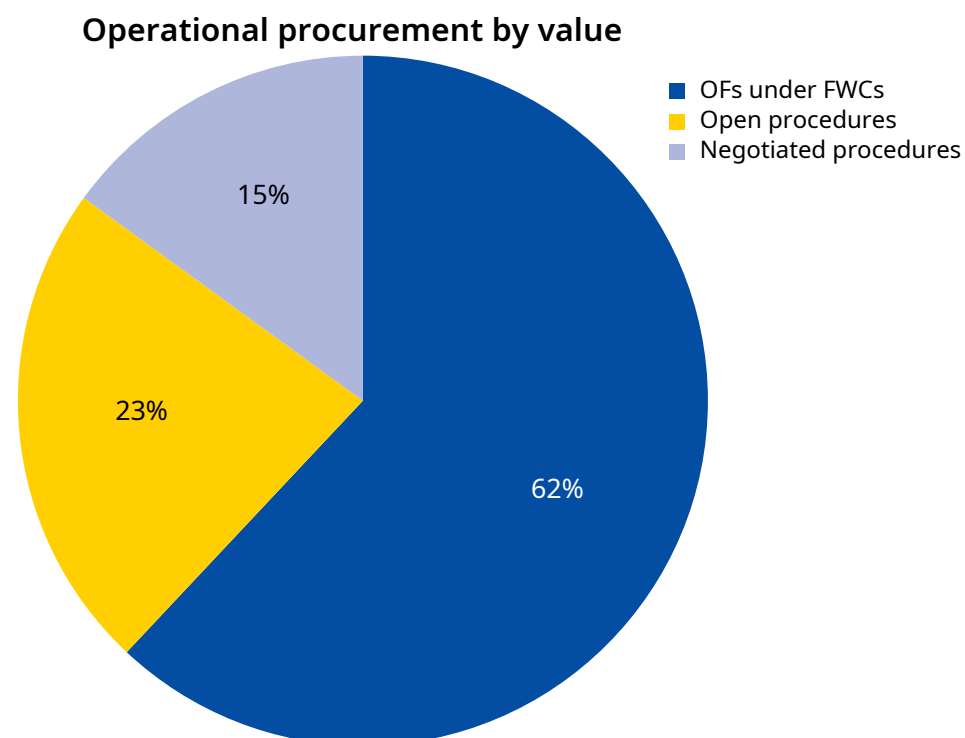
			EUR '000
	Note	2019	2018
REVENUE			
Revenue from non-exchange transactions			
<i>Funds from the Commission</i>	3.1	7 979	7 862
<i>Other</i>	3.1	23	55
Total revenue		8 002	7 917
EXPENSES			
<i>Operating costs</i>	3.2	(3 313)	(2 949)
<i>Staff costs</i>	3.3	(3 034)	(3 084)
<i>Other expenses</i>	3.4	(1 941)	(1 702)
Total expenses		(8 289)	(7 735)
ECONOMIC RESULT OF THE YEAR		-287	182

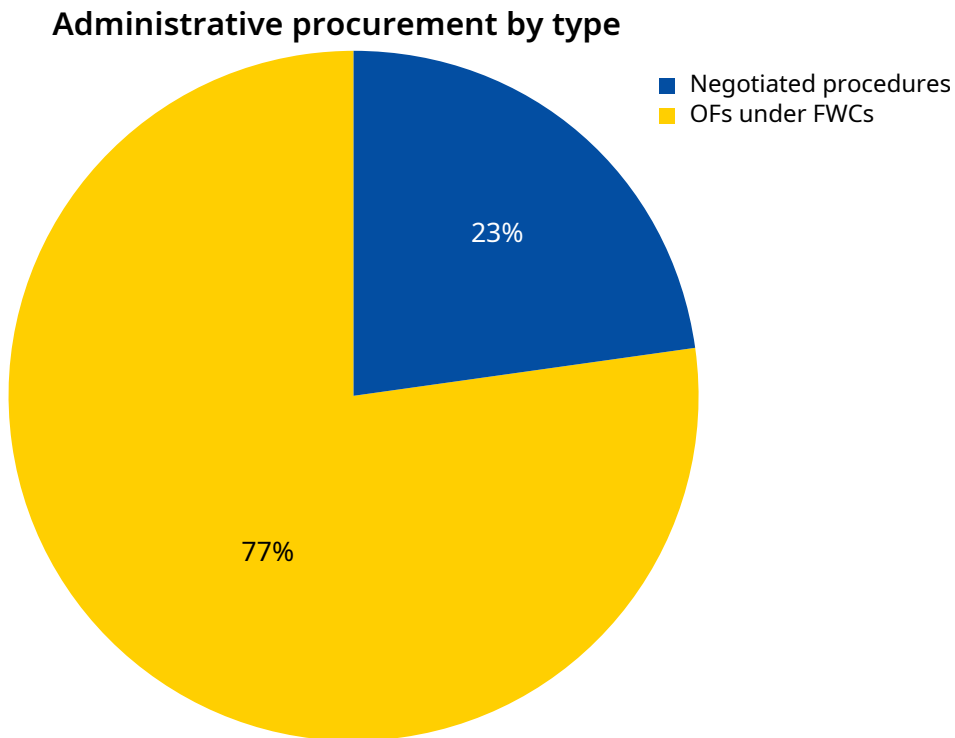
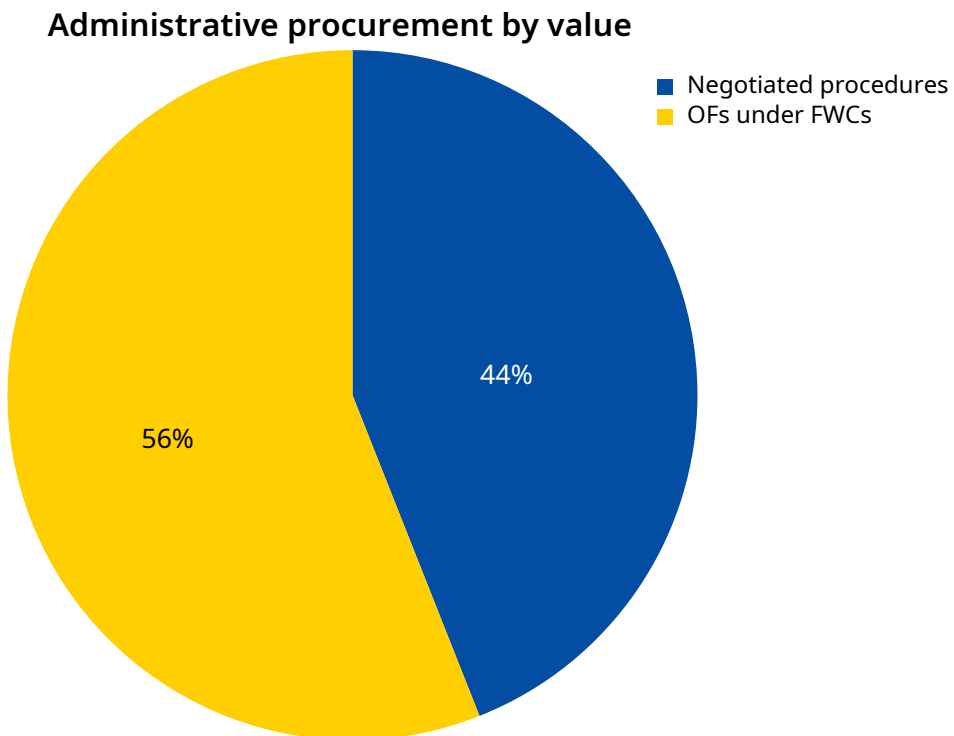
Annex 7: Public procurement 2019

Graph 3. Operational procurement procedures concluded in 2019 by type



Graph 4. Operational procurement procedures concluded in 2019 by value (EUR)



Graph 5. Administrative procurement procedures concluded in 2019 by type**Graph 6. Administrative procurement procedures concluded in 2019 by value (EUR)**

Annex 8: List of 2019 contracts

Table 18. Contracts under administrative procurement 2019

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
1	FWC EIGE/2018/ADM/12 - Standard Postal services (international and local)	Negotiated procedure with minimum 1 candidate (VERY low value contract below €15 000.00) (FWC)	15 000.00
2	EIGE/2019/ADM/01 - Thin client computers	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	12 915.00
3	EIGE/2019/ADM/02 - Advertisement services for EIGE's vacancies	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	5 840.00
4	EIGE/2019/ADM/03 - Medical services for EIGE	Negotiated procedure with at least 5 candidates (middle value contract below €144 000.00) (FWC)	Lot1: 25 000.00 Lot2: 115 000.00
5	EIGE/2019/ADM/04 - Provision of Insurance Brokerage Services	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	2 399.00
6	EIGE/2019/ADM/05 - Provision of legal advice in procurement related casesc	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	5 500.00
7	EIGE/2019/ADM/07 - 360 Degrees Assessment	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	10 150.00
8	EIGE/2019/ADM/08 - Legal consultation and advice in procurement cases of EIGE	Exceptional negotiated procedure (Point 11(h) Annex 1 to FR)	20 000.00
9	EIGE/2019/ADM/09 - Staff away day 2019	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	7 124.24
10	EIGE/2019/ADM/10 - Delivery and installation of furniture	Negotiated procedure with at least 5 candidates (middle contract below €144 000.00)	52 403.00
11	EIGE/2019/ADM/14-Internet connection - secondary. Re-launch	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	5 760.00
12	EIGE/2019/ADM/16 - Screens and scanners	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	6 833.00
13	EIGE/2019/ADM/17 - Purchase of air humidifiers	Negotiated procedure with minimum 1 candidate (very low value contract below €15 000.00)	14 800.00
14	EIGE/2019/ADM/18 - Design, delivery and installation of new office lighting system. Relaunch	Negotiated procedure with at least 3 candidates (low value contract below €60 000.00)	29 950.00

Order Forms under Framework contracts (FWCs)

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
1	FWC Vil-2019-144-Security provision	Order Form (Inter-institutional FWC)	817.96
2	FWC EPSO/EUSA/PO/2016/001- Training for confidential counsellors	Order Form (Inter-institutional FWC)	11 082.08
3	FWC EPSO/EUSA/PO/2016/001- Writing with impact training	Order Form (Inter-institutional FWC)	3 997.36
4	FWC EPSO/EUSA/PO/2016/001- Personal effectiveness training	Order Form (Inter-institutional FWC)	9 087.13
5	FWC EPSO/EUSA/2018/028-Lot2 Coaching for managers and teams	Order Form (Inter-institutional FWC)	22 010.00
6	FWC EPSO/EUSA/PO/2016/001- Personal effectiveness training	Order Form (Inter-institutional FWC)	14 224.16
7	DG DIGIT FC DI/7470 OF No 2 Subscription for Microsoft Licenses (EIGE/2016/ADM/11)	Order Form (Inter-institutional FWC)	17 510.28
8	DG DIGIT DI/07610-00 DCCS Lot1 - HP Servers	Order Form (Inter-institutional FWC)	42 937.93
9	DI/07500 Natacha III - Lot2 - Phones	Order Form (Inter-institutional FWC)	13 174.65
10	DI/07722 SideII - Anti-plagiarism_Turnitin	Order Form (Inter-institutional FWC)	5 110.51
11	DI/07722 SideII - Adobe CC and VEEAM Licenses	Order Form (Inter-institutional FWC)	17 217.57
12	DI/07500 Natacha III - Lot1 -Maintenance of wireless infrastructure	Order Form (Inter-institutional FWC)	262.44
13	DI/07630 MEQ IV Lot1 - Laptops and screens	Order Form (Inter-institutional FWC)	26 850.12
14	DI/07640 PrinCESSe II - Printers and scanners	Order Form (Inter-institutional FWC)	10 459.80
15	DI/07600 - TESTA-ng II - Ongoing services for the first half of 2020	Order Form (Inter-institutional FWC)	1 087.86
16	DI/07500 -Maintenance IT Equipment. Maintenance CISCO	Order Form (Inter-institutional FWC)	186.01
17	DI/07030 -Maintenance IT Equipment. Maintenance of network and voice infra	Order Form (Inter-institutional FWC)	1 164.52
18	DG DIGIT DI/07722 - Software products maintenance and support. Renewal of Firewall subscription using framework contract	Order Form (Inter-institutional FWC)	6 534.36
19	DG DIGIT DI/07722 - Software products maintenance and support. Renewal of NGINX support and purchase of EndNote licenses using framework contract	Order Form (Inter-institutional FWC)	11 879.65
20	DG DIGIT DI/07720 Software products maintenance and support	Order Form (Inter-institutional FWC)	14 229.40
21	DG DIGIT DI/07720 - Software products maintenance and support.VMware Horizon licenses	Order Form (Inter-institutional FWC)	12 033.72

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
22	DG DIGIT DI/07751 - Purchase of IT storage	Order Form (Inter-institutional FWC)	36 403.78
23	DG DIGIT DI/07720 - Purchase of Informatic consultancy - Allegro	Order Form (Inter-institutional FWC)	2 032.80
24	DG DIGIT DI/07720- Purchase of Informatic equipment. Licences, maintenance - Allegro	Order Form (Inter-institutional FWC)	10 164.00
25	EIGE/2015/ADM/32-Lots 1-2-Provision of Medical Services for the Staff of the European Institute for Gender Equality in Vilnius, Lithuania	2 Order Forms	24 612.40
26	EIGE/2019/ADM/03-Lot1-Occupational medical advice and other services (outside the annual medical exams)	Order Form	50.00
27	EIGE/2016/ADM/30 – Requests for Legal services	3 Order Forms	17 415.00
28	EIGE/2015/ADM/36 -Purchase of stationery and office supplies	2 Order Forms	1 784.99
29	EIGE/2016/ADM/20 - Interim services provision	4 Order Forms	89 768.20
30	EIGE/2015/ADM/21 - Office Cleaning services	Order Form	9 098.30
31	EIGE/2017/ADM/01- Catering services	7 Order Forms	1 724.55
32	EIGE/2018/ADM/05 Provision of VIP catering services for EIGE	Order Form	392.00
33	EIGE/2018/ADM/12 Standard Postal services	Order Form	610.00

Table 19. Contracts under operational procurement 2019

Order Forms under Framework contracts (FWCs)

No	Procured contract number and name	Type of procedure (contract)	Amount (EUR)
1	EIGE/2019/OPER/01- Study on institutional response to femicide and the development of a femicide classification, including QA	Open	186 355.00
2	EIGE/2019/OPER/02-Country factsheets for the EU Member States for the Gender Equality Index 2019	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	57 800.00
3	EIGE/2019/OPER/03 - Gender-Sensitive Parliaments – EU 28 assessment	Negotiated procedure with minimum 5 candidates (middle value contract €60000.01- € 144 000.00)	90 525.00
4	EIGE/2019/OPER/04 - Expert language review in English and any other EU language	Open (FWC). 2 Lots	Lot1: 160 000.00; Lot2: cancelled

No	Procured contract number and name	Type of procedure (contract)	Amount (EUR)
5	EIGE/2019/OPER/05- Gender Equality Index related data and policy developments, statistical analysis	Open (FWC). 2 Lots	Lot 1: 400 000.00; Lot 2: 120 000.00
6	EIGE/2019/OPER/07- Gender, digitalisation and the future of work	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	57 580.00
7	EIGE/2019/OPER/08 -Witnesses of intimate partner violence. Relaunch	Open	178 000.00
8	EIGE/2019/OPER/09 - Quality assurance of glossary and thesaurus in Czech, Danish, Irish, Maltese and Slovak	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	36 300.00
9	EIGE/2019/OPER/10- Gender inequalities in unpaid care work and on the labour market in the EU-Review of the implementation of Area F: Women and the Economy of the Beijing Platform for Action	Open	273 000.00
10	EIGE/2019/OPER/11-Impact monitoring services	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	19 800.00
11	EIGE/2019/OPER/13a- Express courier services (international). Relaunch	Negotiated procedure with minimum 1 candidate (VERY low value contract below €15 000.00) (FWC)	15 000.00
12	EIGE/2019/OPER/14-Photography services for EIGE	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	35 500.00
13	EIGE/2019/OPER/16-Home-based long-term care and work-life balance	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	53 000.00
14	EIGE/2019/OPER/17-Monitoring the eligibility for parental leave in EU-28 countries	Negotiated procedure with minimum 3 candidates (low value contract €15 000.01- € 60 000.00)	59 538.00

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
	FWC EIGE/2015/ADM/08 — reopened competition through order forms; three contractors		
1	RS26 - Organisation of 5 events	Order form through FWC	123 432.01
2	RS27 - Organisation of 3 events	Order form through FWC	76 825.52
3	RS28 - Organisation of 3 events in 2019	Order form through FWC	206 647.65
4	RS29 - Organisation of 3 events in 2019	Order form through FWC	121 125.66
5	RS30 - Organisation of 5 events in 2019:	Order form through FWC	94 301.04
6	RS31 - Organisation of 3 events in Q4 2019- Q1 2020	Order form through FWC	163 358.87

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
FWC EIGE/2019/OPER/04 — Lot1; single contractor			
1	Lot 1 RS 01 Gender-sensitive language review in English	Order form trough FWC	6 444.90
2	Lot 1 RS 02 Gender-sensitive language review in English	Order form trough FWC	12 276.00
FWC EIGE/2016/OPER/01- Lot1; Lot 2 single contractor			
1	RS07 Lot2 - Data collection on Women and Men in Decision Making	Specific contract	159 925.00
2	RS 08 Lot2 - Collection of data on Women and Men in Decision Making	Specific contract	59 950.00
3	RS 09 Lot1 - Maintenance, development and update of EIGE's gender database in 2019	Specific contract	199 950.00
4	RS10 Lot1; Lot2- Maintenance and update of EIGE's gender statistics database & Data collection on Women and Men in Decision Making	Specific contract	19 813.00
FWC EIGE/2016/OPER/02- Lot1; Lot2, Lot3, Lot4, Lot5 single contractor			
1	Lot1 RS04 – Public relations support services	Order form	20 999.00
2	Lot2 RS03 – Media monitoring	Order form	67 856.00
3	Lot3 RS05 – 2019 Video production	Order form	41 990.00
4	Lot4 RS03 – 2019 Design and production services	Order form	42 557.55
5	Lot5 RS03 – Support for EIGE in local media activities	Order form	5 962.50
FWC EIGE/2016/OPER/03- Lot1; Lot2 single contractor			
1	Lot1 RS07 – General support and maintenance for EIGE's websites	Order form	52 840.00
2	Lot1 RS08 – Gender Equality Index 2019	Order form	46 090.00
3	Lot1 – RS09 Gender Budgeting tool, External Experts' Database and EuroGender collaborative documents	Order form	42 260.00
4	Lot1 – RS10 RDC Update	Order form	29 360.00
5	Lot2 – RS06 MS PowerBI: Data warehouse and reporting	Order Form	26 680.00
6	Lot2 – RS07 Support for EIGE's internal online tools (SharePoint/ CRM /MailerLite)	Order Form	28 560.00
7	Lot2 – RS08 Annual reach-out to CRM contacts and ICT strategy for a knowledge repository	Order form	9 098.00
8	Lot2 – RS09 Digital workflows in EIGE	Order form	29 736.00
FWC EIGE/2019/OPER/05- Lot2; single contractor			
1	Lot2 – RS 01 Statistical analysis of the Gender Equality Index and its thematic focus by country groupings	Order form	9 990.50

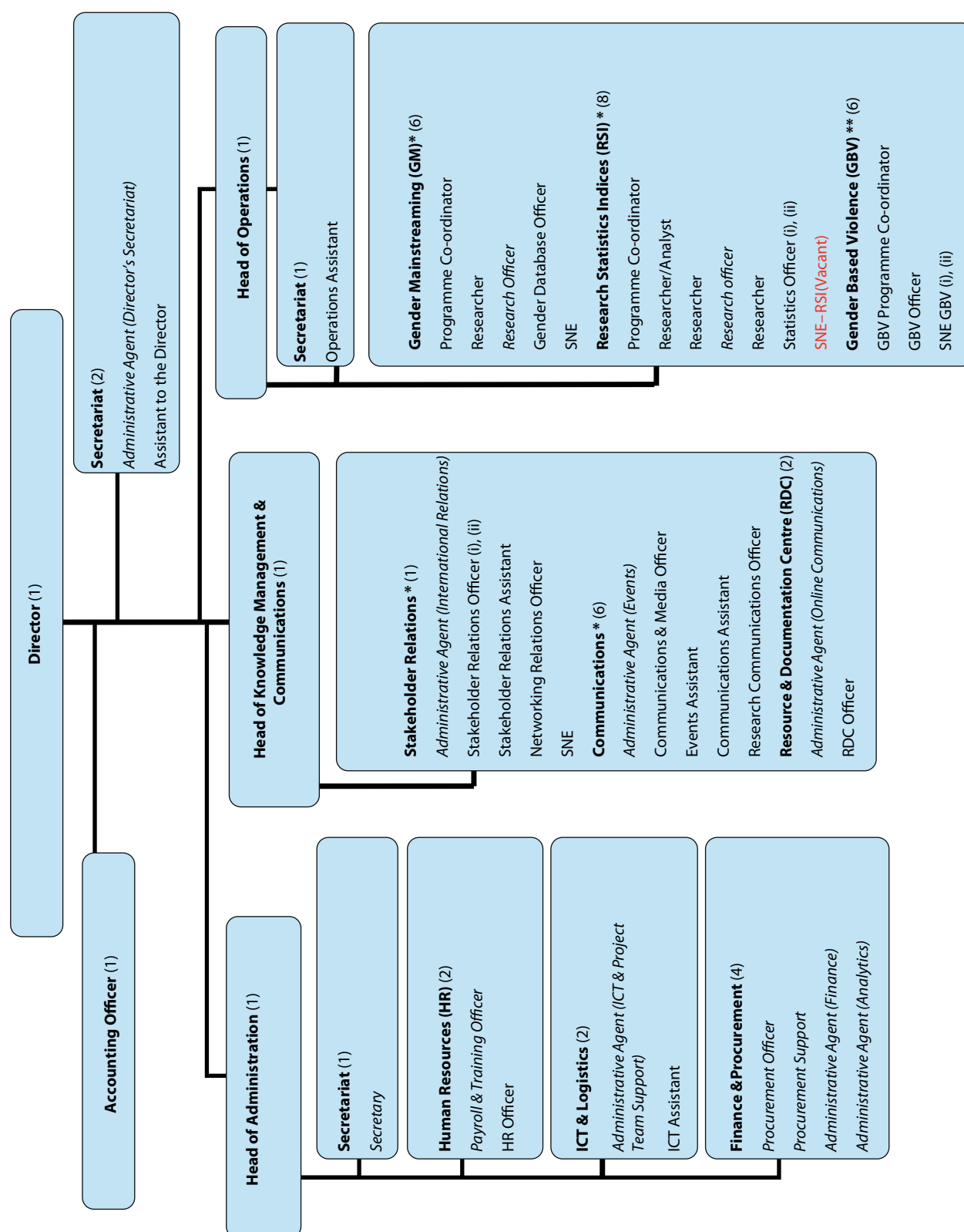
No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
FWC EIGE/2019/OPER/13a- Express courier services			
1	EIGE/2019/OPER/13a- Express courier services (international) for 2019	Order form	1 500.00
Inter-institutional FWCs			
1	FWC EAC/23/2015 - RS 05 Supply of books	Order form	860.95
2	FWC EAC/23/2015 - RS 06 Supply of books	Order form	1 879.88
3	FWC EAC/27/2016/Lot2 - RS 02 Supply of books, yearbooks, updates and monographic series	Order form	24.63
4	FWC EAC/34/2018 - RS01 - Supplies of articles for 2019	Order form	3 000.00
5	FWC CFT/18/ETF/0003 – Lot 1 – RS 01 - Mapping of stakeholders	Order form	10 600.00
6	FWC CON/19/ETF/0004 - Lot2- RS01 - EIGE 10 year anniversary campaign	Order form	22 000.00

Annex 9: Human resources (HR) management in detail

Table 20. Establishment plan 2019

Function group and grade	2019			
	Authorised under the EU budget		Engaged as of 31.12.2019	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14				
AD 13		1		1
AD 12		1		
AD 11				1
AD 10		2		2
AD 9		3		2
AD 8		3		1
AD 7		6		7
AD 6		5		2
AD 5				4
AD total		21		20
AST 11				
AST 10				
AST 9				
AST 8		1		1
AST 7		1		
AST 6		3		2
AST 5		1		2
AST 4				1
AST 3				
AST 2				
AST 1				
AST total		6		6
Total		27		26

Graph 7. EIGE's Organisation chart ⁽³²⁾ and number of staff in post as of 31 December 2019



⁽³²⁾ Posts noted in italics in the organigram are CA posts. The organigram does not include the deployment of interim staff. (*) Denotes the presence of a trainee.

Graph 8. Change in the total number of staff (TAs, CAs, SNEs and trainees) in 2009-2019

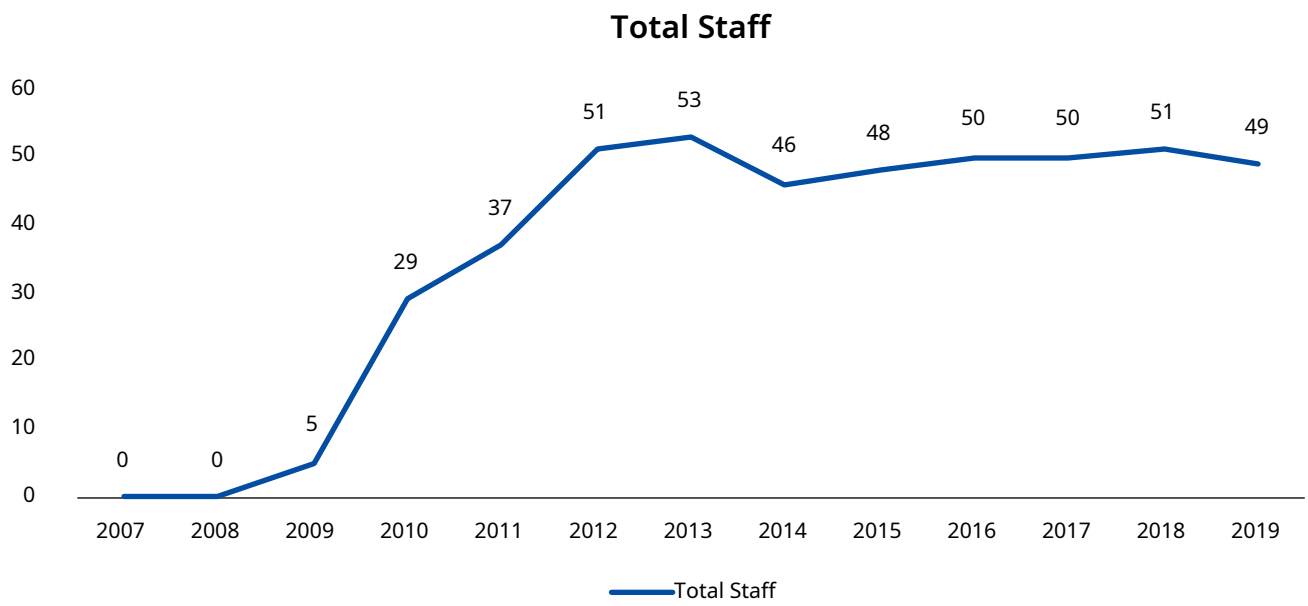


Table 21. Distribution of staff by nationality as of 31 December 2019

Member State	Staff numbers at 31 December 2019	Indicative percentage
Austria	0	0
Belgium	1~	2
Bulgaria	2	4
Croatia	1	2
Cyprus	0	0
Czechia	2	4
Denmark	1*	2
Estonia	2	4
Finland	2	4
France	3	6
Germany	2 *~	4
Greece	3 (~)	6
Hungary	0	0
Ireland	0	0
Italy	3 **	6
Latvia	1	2
Lithuania	14	28
Luxembourg	0	0
Malta	1	2
Netherlands	0	0
Poland	3 (~)	6
Portugal	1	2
Romania	1	2
Slovakia	0	0
Slovenia	1	2
Spain	4	8
Sweden	1	2
United Kingdom	0	0
Total	49	100

(*) denotes trainee, (~) denotes SNE.

Table 22. Training and development programmes in 2019

No	Title of training	Date and duration	Number of participants
1	Fire safety training	10; 15 April 2019 (1 day)	40
2	First aid training	8; 14; 22 May 2019 (1,5 day)	33
3	JSIS information session	20 June 2019 (0,5 day)	15
4	Personal effectiveness	2 July 2019 (1 day)	14
5	Writing with impact	25-26 July 2019 (2 days)	15
6	Staff away days	10-11 September 2019 (2 days)	49
7	Training for confidential counsellors (6 modules)	1-3 + 21-23 October 2019 (6 days)	6
	Total	14	172

These seven training courses were organised in EIGE's or other premises in Lithuania via public procurement procedure and within existing service contracts.

Table 23. Individual training courses in 2019

No	Title of training	Number of days	Number of participants	Venue
1	Digitalisation of learning and development	1	1	Vilnius
2	Oral communication	2	1	Brussels
3	Visual storytelling with infographics	1	1	Brussels
4	EU Staff Regulations cases in practice	2	1	Trier
5	ABAC for Verifying Agents and Authorising Officer	4	2	Brussels / Luxembourg
6	Introduction to Data Analysis Using Stata	2	1	Cologne
7	Day to day negotiation	2	1	Brussels
8	Information standards and technologies for describing, exchanging and disseminating data and metadata	4	1	Rome
9	Relations with the EP	1	1	Brussels
10	HR conference	2	1	Vilnius
11	Expenditure lifecycle	4	4	Online
12	ABAC for Initiating Agents - Basic	6	2	Brussels
13	Conference: What to do after #MeToo? Equality bodies combating sexual harassment at work	1.5	1	Brussels
14	Intellectual Property in Procurement	1	1	Brussels
	Total	33.5	19	

Apart from Commission related service-level agreements, EIGE made use of the following HR-related contracts during 2019.

1. A contract for the provision of interim personnel with **UAB Manpower Lit.**
2. A contract with **JSC SK Impeks Medicinos Diagnostikos Centras** with respect to services of a medical adviser and services of a medical centre for annual medical examinations.
3. A contract with **Adequasys** for access to Allegro, a software application for HR administration.
4. A contract with PricewaterhouseCoopers (**PWC**) for conducting staff-engagement surveys.
5. A contract for the provision of legal advisory services with **Alber & Geiger**.
6. A contract with **Eurojobsites ltd** for the provision of promotion of EIGE's vacancies on the Euro-brussels website.

Table 24. Results of benchmarking and screening exercise in 2017-2019

Job Type (sub) category	2019 (%)*	2018 (%) **	2017 (%) ***
Administrative Support and Coordination	14.7	15.0	15.4
Administrative Support	13.6	13.2	13.7
Coordination	1.1	1.8	1.7
Operational	80.8	77.3	76.4
Top Level Operational Coordination	9.6	8.9	8.6
Programme Management & Implementation	70.7	67.9	64.9
Evaluation & Impact Assessment	0.0	0.0	0.0
General operational	0.5	0.5	2.9
Neutral	6.0	7.7	8.2
Finance / Control	5.1	7.0	6.4
Linguistics	0.9	0.7	1.8

*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.

*** 2 posts were occupied only 6 months, 5 posts were occupied 8-10 months during the year. All these posts were counted as FTEs. 8 interim staff were taken into account, out of which 1 new post was occupied only 3 months. 5 trainees were taken into account. Total number of FTEs counted is 58.

Annex 10: Register of exceptions

Table 25. EIGE register of exceptions in 2019

Regulation No /year/ AO	Description of exception	Type of deviation	Budget item	Value (EUR)	Explanation
1/19/VL	Ex-post Financial regulation	FR	EIGE-B2019-A02100-C1-EIGE	5 252.00	The initial agreement and commitment were already in place since December 2018. In the beginning of 2019 the amendment procedure for the contract was initiated. The modified budgetary commitment was included for signature in the same file with the contract signature and was signed by FIA and FVA. Authorising officer signed only the contract amendment but not budgetary commitment in ABAC. The contract amendment was signed on Friday 8 March sent out on Monday 12 March. The file returned to FIA after several days (after the weekend). Project manager checked the file and commitment after few weeks and only at that time found out that the workflow for the increase of the commitment had not been completed.
2/19/TM	Ex-post Request for services with insufficient amount in the commitment	FR	EIGE-B2019-A01604-C1-EIGE	151.88	No financial commitment was in place to cover two requests for service that amounted to 151.88 EUR (75 minutes in total) made during the first quarter of 2019 in connection with updating Allegro software.
3/19/VL	Ex-post Request for services with insufficient amount in the commitment	FR	EIGE-B2019-A02510-C1-EIGE	4 097.45	Unforeseen Management Board meeting in order to deal with urgent business namely, to appoint an EIGE Director ad interim until a new Director is appointed was called. Meeting was organised with confidence that the existing financial commitment EIG.1936 could absorb the unforeseen expenditure for MB travel. But it was found later that the mentioned commitment justification limited expenditure to MB Standing committee meeting expenses.

Regulation No /year/ AO	Description of exception	Type of deviation	Budget item	Value (EUR)	Explanation
4/19/VL	Ex-post Financial regulation	FR	EIGE-B2019- B03602-R0- EIGE	3 621.44	At the time the RS25 (Event 2 and 3) was launched (December 2018) there was no IPA budget available due to the new IPA project starting as of January 2019. Therefore, there was no possibility to plan any participants from IPA to the Event 2 and 3 organised by EIGE and commit the budget in January when the contract was signed (18/01/2019). During the invitation stage, it was decided that it would be beneficial to invite several IPA participants and given that in the original budgetary commitment there was no separate budget line for IPA (for the reasons indicate above) Exception Note is necessary.
5/19/VL	Ex-post Request for services with insufficient amount in the commitment	FR	EIGE-B2019- A02511-C1- EIGE	16 932.00	Due to the lack of action regarding planning the Management Board meetings to interview candidates for the post of EIGE Director the commitment of appropriations for interpretation services for the 2019 meetings was overseen. To remedy the consequences of this exceptional situation, a dedicated budgetary commitment had to be made to cover the real expenditure for the 32rd Management Board interpretation services.
6/19/VL	Ex-post Request for services with insufficient amount in the commitment	FR	EIGE-B2019- A01300-C1	60.30	When proceeding with the payment of the travel agency, there were not enough funds for covering the invoice. The amount needed was 121.98 EUR and the commitment only presented 51.28 EUR available, therefore the payment was not possible. The commitment should be made through commitment EIG.1863 – Admin missions.
7/19/VL	Ex-post Financial regulation	FR	EIGE-B2019- A01300-C1	140.00	When proceeding with the payment of the travel agency, there were not enough funds for covering the agency fees. The amount needed was 96.75 EUR and the commitment only presented 37 EUR available, therefore the payment was not possible. This insufficient amount did not enable to process the payment of the invoice received.

Annex 11: Follow-up of observations from the discharge authority

Table 26. European Parliament's observations on EIGE discharge 2017 and measures taken by EIGE

Observation of the discharge authority	Response and measures taken by EIGE	Status
<p>1. Acknowledges that the budget monitoring efforts during the financial year 2017 resulted in a budget implementation rate of 98,92 %, representing a slight increase of 0,5 % compared to 2016; notes that the payment appropriations execution rate was 80,95 %, representing a notable increase of 8,12 % compared to the previous year; observes that, after analysing the advantages and disadvantages of differentiated appropriations, the Institute decided not to adopt them as a measure to address the multiannual nature of its operations; calls on the Institute to remain aware of the situation at hand, and to report to the discharge authority on any developments in that regard</p>	<p>The wide range of measures introduced in 2017 to ensure high budget implementation rates proved to be effective. In 2018, EIGE committed 99.38 % of its appropriations (C1), maintaining the good track record of previous years (98.92 % in 2017). The overall rate of payments (C1) reached 81.15 % (80.95 % in 2017). EIGE will continue monitoring closely the impact of the introduced measures and ensuring timely response to possible emergent risks.</p>	<p>Implemented</p>
<p>14. Regrets the gender imbalance within the Institute's management board members, with 26 out of 32 members being female, 6 being male; asks in this regard the Commission and the Member States and other concerned parties to take into account the importance of ensuring gender balance when presenting their nominations for members of the Board</p>	<p>At the 32nd meeting of EIGE's Management Board of 12-13 June 2019, EIGE's Director reported to the Board that in the 2017 Discharge Report, the gender imbalance among MB members is noted with regret and the European Commission and the Member States are to place importance on ensuring gender balance when presenting their nominations to the Council Secretariat for appointment to EIGE's Management Board. Remark: the Management Board of EIGE is composed of 19 members, out of which 18 are representatives of the Member States appointed by the Council and one (1) Commission representative.</p>	<p>Implemented</p>

Observation of the discharge authority	Response and measures taken by EIGE	Status
<p>18. Notes with concern that, according to the Court's report, the Institute was brought to court by unsuccessful tenders, claiming a total of EUR 700 000 in damages (amounting to up to 9 % of the Institute's annual budget) and the annulment of the award decision; observes that the Institute is already preparing to financially address the potential losses; notes from the Institute's reply that it will adjust the procurement procedures regardless of the final judicial decision; calls on the Institute to report to the discharge authority on developments in that regard</p>	<p>There were four cases related to three procurement procedures brought in 2017 before the EU General Court by unsuccessful tenderers, on which this Court ruled as follows: In 2018, two cases were dismissed without any charge to EIGE and the claimant was ordered to pay EIGE's legal costs. In 2019, EIGE filed application for taxation of two cases to the Court, the Court joined the two cases and ruled that the total amount of the costs to be reimbursed by the applicant to EIGE is fixed at EUR 17,045.26. In 2019, in the two other cases, the award of the contract was annulled by the General Court. While claims for damages were rejected, EIGE was ordered to bear its own legal costs and cover the claimants' legal costs. EIGE acknowledged the judgements of the Court, acknowledged that it lacked transparency and made an error to the extent found by the Court. The Institute officially apologised to the claimants'. EIGE committed to implement the ruling and reimbursed full amount of EUR 21,384.08 ordered. EIGE examined the reasoning of the cases and further improved its procurement procedures to minimise the risk of potential dissatisfaction among unsuccessful tenderers and prevent potential future legal cases, which, even if dismissed, bring a substantial additional workload. The measures taken included specific training on procurement principles, relevant court cases and evaluation methods; putting in place the risk analysis of the ongoing procurements; development of procurement guidelines and templates.</p>	<p>Implemented</p>
<p>19. Notes with concern that, according to the Court's report, the Institute issued and finalised a tender process to obtain a supplier for travel services without guaranteeing the best value-for-money; notes from the Institute's reply that it has internal controls in place to check and control the prices of services provided by the selected supplier; notes furthermore that the Institute is intending not to renew this contract but to participate in a joint procurement procedure organised by the Commission; calls on the Institute to report to the discharge authority on the progress made in that regard</p>	<p>EIGE joined the public procurement procedure organised by the Commission for the Inter-institutional Framework Contract (FWC) for Travel agency services in January 2018. The FWC was signed with company Global Business Travel B.V.B.A in December 2018 and EIGE started using the services as of 01/05/2019. In the meantime, EIGE sent to its travel services supplier a note on non-renewal of the FWC upon which the contract was terminated as of 12 May 2019.</p>	<p>Implemented</p>

Observation of the discharge authority	Response and measures taken by EIGE	Status
<p>20. Notes that, according to the Court's report, the Institute had not yet, by the end of 2017, introduced the tools launched by the Commission aimed at introducing a single solution for the electronic exchange of information with third parties participating in public procurement procedures (e-procurement); notes from the Institute's reply that the Institute is implementing e-submission and e-invoicing in compliance with the timelines set by the Commission by the end of 2018; calls on the Institute to report to the discharge authority on the progress made in that regard</p>	<p>EIGE notes the importance of being in full compliance with Directive 2014/24/EU and the Commission's requirements on single solution for the electronic exchange of information with third parties participating in public procurement procedures (e-procurement) and completed by the end of 2018 all steps required for introducing the e-procurement: EIGE expressed interest to DG DIGIT at the end of year 2017 to use the e-tendering tool. As of January 2018, EIGE has used the e-tendering tool to publish call for tender documents and relevant information on the platform for all Institute's open tenders, as required.</p> <p>In addition, E-invoicing has been introduced from the beginning of 2018 as an option for payment processes for all tendering procedures.</p> <p>Finally, in November 2018 EIGE signed a Memorandum of Understanding with DG DIGIT on access to e-submission module. Given that in 2018 EIGE did not have any more open procedures to be launched, the start date for using the module was set for 2019, in full compliance with Directive 2014/24/EU.</p> <p>In 2019, all EIGE's open tenders have been published using both e-procurement platforms: e-tendering and e-submission.</p>	<p>Implemented</p>
<p>21. Notes the Institute's existing measures and ongoing efforts to secure transparency, prevention and management of conflicts of interests, and whistleblower protection; points out with concern, however, that the Institute publishes only the CV of its director but not the CVs of its senior management on its website; calls on the Institute to report to the discharge authority on the measures taken in this regard</p>	<p>It is important to note that the post of EIGE's Director is the only senior management position at the agency. The CV and declaration of interests of the Director are published on EIGE's website https://eige.europa.eu/about/structure/staff in compliance with the rules.</p> <p>EIGE's management structure consists of:</p> <ul style="list-style-type: none"> • one senior manager i.e., the Director; and • three middle managers i.e., Heads of Units. 	<p>n/a</p>
<p>22. Notes that in 2017, the Commission's Internal Audit Service (IAS) carried out an audit on stakeholder management and external communication, concluding that the internal controls of the Institute are adequate; notes that in order to address the three recommendations of the IAS graded as "important", an action plan has been set up and is to be completed by the end of 2018; calls on the Institute to report to the discharge authority on the implementation of the three recommendations</p>	<p>The three IAS audit recommendations graded as "important" concerned the following areas:</p> <ol style="list-style-type: none"> (1) Implementation of the Knowledge Management and Communication Strategy; (2) SPD objectives, KPIs, monitoring and reporting; (3) Managing main stakeholder projects and external communication activities. <p>The action plan on these three recommendations was completed by EIGE in 2018. EIGE received a Note on IAS audit conclusions on 31 January 2019, informing that the recommendations have been adequately and effectively implemented and are therefore closed.</p>	<p>Implemented</p>

Annex 12: Key performance indicators (KPIs) for the Director

Table 27. Key performance indicators 2019

KPIs	Proposed performance indicators	Target level (Baseline: 2018 data)	Achievement level
KPIs in Relation to Operational Objectives	Effective and timely implementation of the annual work plan (AWP)		
	Timely adoption of the Work Programme (SPD) for the subsequent year	2019-2021 SPD - 31.01.2018 – Submit draft SPD N-1 to COM for inter-service consultation. - 31.12.2018 – MB to adopt final SPD N-1.	2019-2021 SPD: - 25.01.2018 – Draft submitted. - 15.11.2018 – Final adopted by MB.
	Percentage of completion of activities* of AWP	98.8	95.8
	Timely achievement of main outputs** as indicated in AWP	Presented in CAAR 2018	Presented in Annex 1
	Quality and relevance of research and other products		
	Number of consultations to ensure quality and relevance of EIGE's outputs	11 consultation meetings	13 consultation meetings
	Number of EU documents for the preparation of which EIGE has participated	3	3 (Gender Equality Strategy; Advisory Committee opinion on Artificial Intelligence and gender equality and opinion on cyber violence)
	Number of EIGE's outputs endorsed by EU institutions and Member States	2	2 Council Conclusions (RO, FI)
	Uptake and outreach of EIGE's products by key stakeholders		
	Number of requests from EU institutions, broken by initiators	Total number of requests from EU institutions: 108. Council of the EU - 11 European Parliament - 20 European Commission - 34 Other EU body/agency - 43	Total number of requests from EU institutions: 93. Council of the EU - 13 European Parliament - 10 European Commission - 42 Other EU body/agency - 28
Outreach of EIGE's communication channels	Total reach: 149,337,122 sum of, facebook outreach, twitter outreach, linkedin outreach video views, newsletter subscribers and media outreach)	Total reach: 170,642,385	
Number of invitations to present EIGE's work	269	216	
Number of new stakeholders informed of EIGE's work	4	6	

KPIs	Proposed performance indicators	Target level (Baseline: 2018 data)	Achievement level
KPIs in Relation to Management of Financial and Human Resources	Sound financial management		
	Rate (%) of implementation of Commitment Appropriations	95 %	99 %
	Rate (%) of cancellation of Payment Appropriations	5 %	1 %
	Rate (%) of payments executed within the legal/contractual deadlines	95 %	98 %
	Effective running of organisation		
	Rate (%) of implemented external and accepted internal audit recommendations	90 %	98 %
	Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	< 10 %	4 % (one vacant post)
	Rate of staff engagement from the Staff Survey	65 %	No survey in 2019 (every second year)
	Annual average days of short term sick leave per staff member	Absence without med.cert. (JADS) < 3 Absence with med.cert. < 9	Annual average days of short term sick leave per staff member – 7.15 Absence without med.cert. (JADS) - 3.32 Absence with med.cert. - 1.20

* 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.

GETTING IN TOUCH WITH THE EU

IN PERSON

All over the European Union there are hundreds of Europe Direct information centres. You can find the address of the centre nearest you at: https://europa.eu/european-union/contact_en

ON THE PHONE OR BY EMAIL

Europe Direct is a service that answers your questions about the European Union.

You can contact this service:

- by freephone: 00 800 6 7 8 9 10 11 (certain operators may charge for these calls),
- at the following standard number: +32 22999696 or
- by email via: https://europa.eu/european-union/contact_en

FINDING INFORMATION ABOUT THE EU

ONLINE

Information about the European Union in all the official languages of the EU is available on the Europa website at: https://europa.eu/european-union/index_en

EU PUBLICATIONS

You can download or order free and priced EU publications at: <https://publications.europa.eu/en/publications>. Multiple copies of free publications may be obtained by contacting Europe Direct or your local information centre (see https://europa.eu/european-union/contact_en).

EU LAW AND RELATED DOCUMENTS

For access to legal information from the EU, including all EU law since 1952 in all the official language versions, go to EUR-Lex at: <http://eur-lex.europa.eu>

OPEN DATA FROM THE EU

The EU Open Data Portal (<http://data.europa.eu/euodp/en>) provides access to datasets from the EU. Data can be downloaded and reused for free, both for commercial and non-commercial purposes.



www.eige.europa.eu



Publications Office
of the European Union

PDF	ISBN 978-92-9482-315-1	ISSN 2599-7378	doi:10.2839/192741	MH-AD-19-001-EN-N
Paper	ISBN 978-92-9482-314-4		doi:10.2839/967463	MH-AD-19-001-EN-C