

Consolidated Annual Activity Report (CAAR) of the European Institute for Gender Equality

2014

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1271/2013 of 30 September
2013 on the framework financial
regulation for the bodies
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Table of Contents

ACRONYMS	4
Foreword of the Director	5
Management Board's analysis and assessment.....	6
Introduction	8
Executive summary	9
Highlights of the year of the areas of Activity	10
Key conclusions on resource management and internal control effectiveness	11
1. Achievements of the Year	12
1.1 Overall objectives	12
1.2 Focal areas and tools for 2014	12
1.2.1 Comparable, Reliable Data and Indicators on Gender Equality.....	12
1.2.2 Collection of Data and Statistics in the 12 Critical Areas of Concern of the BPfA / Providing Support to the Greek, Italian And Luxembourgish Presidencies of the EU Council.....	13
1.2.3 Gender-Based Violence.....	14
1.2.4 Gender Equality Index	16
1.3 Implementing Gender Equality and Gender Mainstreaming	16
1.3.1 Methods, tools and good practices to support policy implementation.....	16
1.3.2 The Benefits of Gender Equality	18
1.4 Resource and documentation centre (RDC)	19
1.5 Awareness raising, networking and communication	21
1.5.1. Communicating on gender equality.....	21
1.5.2. EIGE stakeholders and partners	22
2. Management.....	25
2.1. Management Board and Experts' Forum activities.....	25
2.2. Major developments.....	25
2.3 Budgetary and financial management.....	26
2.4 Human Resources Management	28
2.5 Assessment by Management	30
2.6 Assessment of audit results during the reporting year.....	31
2.6.1 European Court of Auditors (ECA)	31
2.6.2 Internal Audit Service (IAS).....	31
2.7 Follow up of recommendations and action plans for audits	32
2.7.1 European Court of Auditors (ECA)	32

2.7.2 Internal Audit Service (IAS)	32
2.8 Follow up of observations from the Discharge Authority	34
2.9 Follow up of observations from the OMBUDSMAN.....	34
2.10 Implementation of the Common Approach	35
2.11 Data Protection	35
2.12 External Evaluations	36
2.13 Public access to documents	36
3 Assessment of the effectiveness of the internal control system	37
3.1 Risk Management.....	37
3.2 Fraud Prevention and monitoring.....	37
3.3 Compliance and effectiveness of Internal Control Standards (ICS).....	37
4 Management assurance	39
4.1. Review of the elements supporting assurance	39
4.2. Overall conclusion on assurance	40
Declaration of Assurance	40
ANNEXES	41
ANNEX 1: Achievement of Output Indicators, EIGE's Annual Work Programme 2014.....	41
ANNEX 2: Information about the studies conducted by EIGE in 2014.....	47
ANNEX 3: List of Management Board members/alternates.....	57
ANNEX 4: List of meetings in 2014 (Management Board, Experts' Forum, Joint Meetings)	58
ANNEX 5: Budgetary and financial management in detail.....	59
BUDGETARY IMPLEMENTATION	59
TRANSFERS	61
CARRY-OVERS	64
BUDGET OUTTURN	64
REVENUE AND EXPENDITURE	66
ACCOUNTING	68
ANNEX 6: Public Procurement in detail.....	69
ANNEX 7: List of 2014 contracts	71
ANNEX 8: Human resources management in detail.....	76
ANNEX 9: Register of exceptions.....	82
ANNEX 10: Follow up of observations from the Discharge Authority.....	83

ACRONYMS

ABAC	Accrual Based Accounting system used by EIGE
AO/AOSD	Authorising Officer/Authorising Officer by Sub-Delegation in EIGE
AWP	Annual Work Programme
BPfA	Beijing Platform for Action
CdT	The Translation Centre for the Bodies of the European Union
DPO	Data Protection Officer in EIGE
EC	European Commission
ECA	European Court of Auditors
EDPS	European Data Protection Supervisor
EF	Experts' Forum
EIGE	European Institute for Gender Equality
EP	European Parliament
EU	European Union
EWL	European Women's Lobby
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FRA	European Union Agency for Fundamental Rights
FRONTEX	European Agency for Management of Operational Cooperation at the External Borders of the Member States of the European Union
FTE	Full Time Equivalent
FWC	Framework Contract
GBV	Gender-Based Violence
GM	Gender Mainstreaming
HICN	Heads of Communication and Information Network (one of the inter-agency networks)
HR	Human Resources
IAS	Internal Audit Services (DG)
ICS	Internal Control Standards
IPA	Instrument for Pre-Accession Assistance
MB	Management Board
MEP	Member of the European Parliament
MTWP	Multi-annual Work Programme
MS	European Union Member State
OLAF	European Commission Anti-Fraud Office
PDN	Performance Development Network
PM	Project Manager in EIGE
PMO	Paymaster Office
PMT	Project Management Tool
RDC	Resource and Documentation Centre of EIGE
SIAP	Strategic Internal Audit Plan 2015-2017 for EIGE
SNE	Seconded National Expert
SR	Staff Regulations
WHO	World Health Organisation

Foreword of the Director

In its fourth year of operation, the European Institute for Gender Equality focused on strengthening partnerships with its key stakeholders - the European Commission, Council of the European Union, European Parliament and European Social Partners - by preparing for the Institute's next stage of development - processing and structuring its research, the collected internal and external knowledge on gender statistics, and information and digital resources that support our stakeholders in making better informed decisions. This expert knowledge enables the Institute to offer specialised recommendations and advice to the European Parliament and to better adjust its work to meet the priorities of the Commission and especially, those set by the Commissioner for gender equality, Věra Jourová.

Within the framework of tasks defined for EIGE in the Commission's Strategy for equality between women and men 2010-2015, the Institute expanded its digital gender equality library to over 700 000 resources (at present) and gathered for further processing institutional policy and strategy documents (grey literature) from 17 Member States. The collection will form a unique institutional memory on gender equality's evolution across the 28 European Member States. In cooperation with the EU institutions, the Council of Europe and relevant agencies, the Institute advanced in its endeavour to develop a comprehensive gender glossary/thesaurus, which will help the European Union institutions introduce appropriate concepts and terminology in a harmonised and comprehensive manner. EIGE has also completed the first update of its Gender Equality Index, which measures the EU's development at three points in time (2005, 2010 and 2012). New variables have been introduced in the Index to measure one of the most important policy areas, the domain of *work*. The Institute's team of experts conducted an extensive analysis of available data and developed a proposal for the first composite indicator that will measure violence against women.

In cooperation with the Presidencies of the Council of the EU and the Commission, EIGE developed two comprehensive reports, providing support in the monitoring of the implementation of the EU's international commitments. The Institute takes great pride in that its proposal for a more realistic measurement of employment by full-time equivalent (FTE) was included into the Council conclusions under the Greek Presidency of the Council, and that its full review on all areas of concern of the Beijing Platform for Action (Beijing+20) was disseminated at the United Nation's Commission on the Status of Women (CSW) in New York City, USA.

EIGE has progressed significantly in setting up an all-encompassing online platform on gender mainstreaming, which will commence in 2015. The platform has been set up to provide advice and guidance to EU and Member State policy makers, allowing for a swifter and more substantial involvement in the process of mainstreaming.

For EIGE, the work on combating violence against women has become increasingly significant. The Institute identified and analysed methodologies for estimating the cost of violence and mapped, for the very first time in Europe, administrative data on gender-based violence in the EU.

At the organisational level EIGE reached 95% of its planned outputs for 2014 and utilised 99% of its budget. The Institute also adopted its Policy on Management of Conflict of Interests and finalised its Quality Assurance policy to be adopted in 2015. Manoeuvring around a number of unplanned, extended personnel leaves over the year, the Institute was successful in delivering its results to the EU.

The persistent and unyielding efforts of the Institute's employees made it possible to provide policy makers with high quality in-depth and up-to-date knowledge on progress in the field of gender equality, emphasising EIGE's dedication and perseverance to becoming Europe's knowledge centre on gender equality.

Management Board's analysis and assessment

The Management Board (MB) of the European Institute for Gender Equality takes note of the Authorising Officer's (Director's) Consolidated Annual Activity Report (CAAR) for the financial year of 2014, in accordance with Article 47 of the Financial Rules (FR) applicable to EIGE.

In assessing the 2014 CAAR, the Management Board has made the following observations:

- The report provides a comprehensive and detailed account of the extensive activities carried out by the Agency while implementing its mandate and Work Programme during 2014. In accordance with the FR requirements applicable to EIGE, it also provides a satisfactory overview of the financial information, risks related to the organizational activities and the measures taken to address them.
- The Management Board endorses the exclusivity of the work of EIGE in carrying out its tasks in the field of gender equality on issues at European level, which are not dealt with by other EU institutions or bodies.
- The Management Board acknowledges the contributions made towards the achievement of EIGE's two strategic objectives during 2014, namely:

To support better informed policy-making at EU and Member State levels:

EIGE has significantly advanced the ongoing compilation of a comprehensive, harmonised, centralised source of reliable and comparable data and statistics on gender equality. Particular attention has been paid to data and information collection in the area of violence against women in 2014. Intended especially to benefit decision-makers, the database on gender statistics also contains the indicators which measure the implementation of the UN Beijing Platform for Action (BPfA) and all of the data used in the Gender Equality Index.

EIGE's contributions in 2014 toward improvement in the implementation of gender equality policies, collection, analysis and dissemination of research, information, methods and practices at EU and Member State levels were highlighted by its reports:

- Beijing + 20: The 4th Review of the Implementation of the Beijing Platform for Action in the EU Member States,
- Gender equality and economic independence: part-time work and self-employment under the auspices of the Council of the EU presidencies; and
- Strategic Framework on Combating Violence against Women.

To raise awareness among decision-makers and the public of the progress made, and challenges remaining in implementing European gender equality policies:

In addition to the outputs mentioned above, EIGE's RDC has collated over 750,000 resources on gender equality by the end of 2014. EIGE developed 30 publications (reports, studies, factsheets and other materials, as well as updates to previously published materials) during 2014. There were nine facilitated discussions via the EuroGender online platform. In addition, EIGE received more than 25 high-level visits to its premises, including several ambassadors and MEPs.

- The Management Board welcomes closer cooperation with relevant EU agencies and specific agreements building synergies, to avoid overlaps in activity.

In evaluating the implementation of EIGE's 2014 Work Programme the Board:

-
- Acknowledges significant progress in the implementation of the Institute's 2014 Work Programme noting that 95 % of planned outputs were reached. The Board notes the difficulties the Institute faced in the recruitment of SNEs and experts in GE areas, which caused delays of some planned activities and invites the Institute and Member States to develop measures to address this issue.
 - Welcomes a significant improvement in the overall execution of the budget with commitment appropriations of 99.04 % in 2014 (compared to 88 % in 2011, 95 % in 2012 and 99.05 % in 2013), in payment appropriations of 71.99 % (compared to 44 % in 2011, 64 % in 2012 and 70.24 % in 2013).
 - Acknowledges that 47 operational procurement procedures were finalised and that the contract budget carry-over decreased from 30 % in 2013 to 27 % in 2014. A significant improvement in procurement management timing and more accurate monitoring were achieved through the use of a new web-based electronic monitoring tool, developed and put into practice mid-2014 in order to guarantee reliability and accuracy in all steps of the procedure. Consequently, the European Court of Auditors report on its 2014 audit of EIGE's procurement files confirmed the legality, regularity and documentation of procurement procedures.
 - In addition, the Management Board acknowledges that budget monitoring guidelines for regular monitoring and reporting on budget implementation through public procurement were put into effect at EIGE by Director's Decision.

The Management Board welcomes the development of the quality assurance policy, which will ensure high quality of EIGE's reports and publications, establishing EIGE as the knowledge centre for Gender Equality in the EU.

- The Management Board notes that the Director has reported no reservations or critical issues for the financial year of 2014.

In summary, the Management Board considers that during 2014, the fourth complete operational year after its administrative and financial independence was gained in June 2010, the Institute has successfully developed its administrative, financial and operational framework, and is effectively carrying out its tasks within the competencies of the EU in light of the objectives adopted and priority areas identified in its Annual Work Programme.

On the basis of the above-mentioned observations and in accordance with Article 47 of the FR applicable to EIGE, the Management Board attaches this assessment of the 2014 AAR for submission to the European Parliament, the Council and the European Court of Auditors.

Introduction

EIGE in brief

The European Institute for Gender Equality (EIGE) was established under Regulation (EC) No 1922/2006 of 20 December 2006 in which the European Parliament and the Council of the European Union defined the grounds for the Institute's objectives and tasks, assigning it the central role of addressing the challenges of and promoting equality between women and men across the European Union by contributing to and strengthening the promotion of gender equality, including gender mainstreaming in all EU policies and the resulting national policies, and the fight against discrimination based on sex, as well as to raise EU citizens' awareness of gender equality.

Although the Founding Regulation was adopted in 2006, the set-up of the agency was delayed until 2009 for technical reasons. EIGE's first Annual Work Programme was adopted in April 2010, its financial and administrative independence was granted in June 2010 and it was officially launched that month.

Equality between women and men is a fundamental value of the European Union. Therefore 'Making equality between women and men a reality for all Europeans and beyond' is the vision of the European Institute for Gender Equality.

As an autonomous body, EIGE operates within the framework of European Union policies and initiatives. The European Parliament and the Council of the European Union defined the grounds for the Institute's objectives and tasks in its Founding Regulation¹ and assigned it the central role of addressing the challenges of and promoting equality between women and men across the European Union.

The political context in which EIGE works saw a number of important changes in 2014. A new European Parliament was elected in mid-2014, bringing new members to the FEMM Committee while a new European Commission took office later in the year, with for the first time a Commissioner with named responsibility for gender equality. Enhanced awareness of gender equality, the challenges and possible approaches thereto became visible during the investiture hearings of the new European Commission.

To ensure synergies, avoid duplication and increase the effectiveness of its work, the Institute has established close cooperation with relevant EU agencies. Moreover, in the first "Europe House" of its kind, EIGE shares premises with the Representation of the European Commission and the Information Office of the European Parliament in central Vilnius, Lithuania.

The Institute is governed by a Management Board consisting of eighteen (18) representatives nominated by the Member States (on a rotational basis) and one (1) representative from the European Commission. To facilitate effective decision-making of the Board, a Standing Committee discusses and guides EIGE in the preparation of the documents for the Management Board 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). Besides this, some members of the Experts' Forum contribute with their expertise to the work of EIGE's permanent Working Groups and its Thematic Networks.

¹ 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

Executive summary²

In 2014, EIGE achieved 95 % of its planned outputs³, delivering as planned in support of the presidencies of the Council of the EU, preparing for the second version of the Gender Equality Index; as well as progressing in its work on gender based violence, and gender mainstreaming. EIGE also continued working on becoming a central point of reference for gender equality knowledge through its Resource and Documentation Centre, and through various initiatives and dedicated communications promoted awareness on gender equality and the institute's work.

Key deliverables:

EIGE's work on its achievements in 2014 is detailed further in the report.

- Two reports delivered to the presidencies: Women and the economy for the Greek presidency; "Beijing +20 review" for the Italian Presidency. EIGE's database on Beijing indicators was updated with the latest available data
- On Gender based Violence, EIGE delivered two reports, a leaflet and an online tool on Administrative Data Sources on gender-based violence in the EU; as well as a Report on methodologies and approaches to estimate the cost of GBV in the EU.
- The complex work of adding new data and indicators, as well as the recalculation of the Gender Equality Index 2015.
- Good Practices were collected and disseminated in the areas chosen by the presidencies; and work progressed on EIGE's online platform for Gender Mainstreaming, bringing together all of EIGE's expertise in this field
- EIGE also progressed with concluding further cooperation agreements, the harvesting of digital resources thus fulfilling the mission of its RDC, and started working on a common European thesaurus and glossary for gender equality terminology.
- EIGE continued its support to the pre-accession and candidate countries within the IPA project

Management and Administrative key elements:

In 2014, the main achievements from an organisational perspective were:

- The consolidation of well-functioning work structures in line with priorities, and fine-tuning tasks and job descriptions of each individual post;
- In the area of human resource management, 100 % of Establishment Plan posts were filled by the end of the year;
- EIGE continued to improve budget execution reaching the commitment level of 99.04 % (99.05 % in 2013) in 2014 with further improvements in payments 71.99 % (70.24 % in 2013). Proper monitoring of expenditure was ensured by the appointment of responsible staff and two back-ups for each budget line.

In 2014, internal and external risks impacting on the capacity of the organisation to deliver the planned results were assessed on several occasions. The identification and review of risks to operational goals and projects is integrated in the drafting processes of its AWP's. Internal risks posed by the EU decision on staff cuts were thoroughly analysed by the management and appropriate measures were planned while preparing the management strategy on implementing the cuts. The strategy also included a policy on renewal/non-renewal of

² All elements mentioned here are detailed in the subsequent sections of the report

³ See Annex 1 to this CAAR: achievement of output indicators

contracts. External risks, such as gender equality being a low priority for the key stakeholders were analysed with the staff, and measures were planned to be integrated into the future communications / stakeholder management strategy.

A newly developed Anti-Fraud Strategy was adopted by the Management Board⁴. The Anti-Fraud Strategy is available on EIGE's website.

In the frame of the implementation of the Internal Control Standards, EIGE concentrated on adopting the quality management framework; the implementation of ex-post control system; strengthening the anti-fraud and anti-harassment environment; development of the Business Continuity Plan. Some of the measures were effectively implemented by the end of the reporting year; the others will continue during 2015.

Highlights of the year of the areas of Activity

To support the Council's commitment to achieve the objectives of the Beijing Platform for Action and In line with the Commission's Strategy for equality between women and men 2010–2015, EIGE produced a report on "**Women and the Economy**" for the Greek Presidency. This report identified, among several interesting findings, that around 14 Member States achieve or are very close to Europe 2020 targets in terms of men's traditional employment rates, but all Member States, except for Sweden, fail to meet the Europe 2020 target when it comes to women's traditional employment rates. If FTE is taken into account, the number of Member States that reached or are very close to the Europe 2020 target drops to 11 and all MS without exceptions fail to meet Europe 2020 target of employment.

Upon request of the Italian Presidency EIGE carried out a thorough review of progress of all 12 critical areas of concern, 20 years after the adoption of the Beijing Platform for Action; the fourth review of its kind. **The Beijing +20 report** served as solid background for the EU's presence at the Commission on the Status of Women (CSW) at the UN in 2015. The presence of regular monitoring at EU-level makes it possible for both the EU institutions and its Member States to take policy initiatives in these areas, and assess their impact and effectiveness. The main results of the report showed that increased efforts of the EU and its Member States in relation to gender equality have had a positive impact. Still, many challenges remain.

As an example, the review of indicators on the Institutional Mechanisms for the Advancement of Women (area H) showed that despite the increased legal and institutional commitment of Member States to gender mainstreaming; gender equality faces the risk of marginalisation, largely because of a shift to the legal aspects of discrimination; and the gradual merging of the specialised bodies for the promotion of equal treatment for women and men with an overarching, independent body responsible for addressing several grounds of discrimination.

In line with the Commission's strategy for equality between women and men 2010–2015 to contribute to the implementation of EU policies on **Gender-based Violence (GBV)**, including the legislative framework (European Protection Order and Victims Package⁵), in December 2014 EIGE held three events in Brussels and presented to representatives of the EC, Member States and the EP two very important studies. EIGE mapped existing methodologies and approaches to assess three main types of **costs of violence**: lost economic output, services, including health, legal, social and specialised; and the physical and emotional impact on the victim. Extrapolated (on the basis of a model applied in the UK) for each Member State the cost of intimate partner violence to the EU was estimated at EUR 122 200 000 000, of which EUR 109 126 000 000 was because of intimate partner violence against women. The cost to the EU of gender-based violence against women was EUR 225 838 420 000 (87 % of the total cost of gender-based violence to the EU).

⁴ Management Board Decision No MB/2014/022 of 13 November 2014

⁵ http://ec.europa.eu/justice/criminal/victims/index_en.htm

The second study identified and collected for the first time all international, European and national **administrative data sources on violence against women**. The processing of data was challenged by differences in the concepts, legal definitions and criminalisation of various forms of violence in the EU. The report found that intimate partner violence, rape and sexual assault are broadly covered by administrative data sources, whereas data on femicide is not systematically collected and some key data on GBV is not disaggregated by sex.

Responding to the need to have common terminology for discussing gender equality at EU level and across several European languages, EIGE continued the development of a Europe-wide thesaurus and glossary on gender equality and consulted with key actors. Cooperation with the Council of Europe in these areas was strengthened as well.

Cooperation with **EU candidate and potential candidate countries** was further enhanced by training in Serbia on the preparation of a national Gender Equality Index in line with the methodology developed by EIGE for EU-28. The government of Serbia showed keen interest to be the first country outside the EU to have replicated the Gender Equality index for EU-28.

Key conclusions on resource management and internal control effectiveness

Following entry into force of a new Framework Financial Regulation for Agencies, EIGE's Financial Rules have been updated and adopted by EIGE's Management Board in January 2014. The Institute's Management Board adopted 14 sets of implementing provisions, 16 policies and processes, including Conflict of Interests procedures established (on 03/2014). By the end of 2014 the major part of declarations and CVs of the Director's, MB and EF members and alternates were published on its website.

In 2014 EIGE committed 99.04 % of its allocated budget, maintaining the good track record of previous years (99.05 % for 2013). The level of payments of 71.99 % in 2014 represented a further step forward compared to 2013 (70.24 %), while the consumption of Title 1 and Title 2 payments reached 93.79 %.

On 31 December 2014, EIGE counted 53 staff, both internal and external: 29 Temporary Agents, 10 Contract Agents, 2 SNEs, 5 trainees and 7 interims. 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 profile of agencies.

During 2014 DG Internal Audit services carried out a full risk assessment and prepared a Strategic Internal Audit Plan 2015-2017 to assist EIGE in ensuring the effectiveness of internal control systems (more details in Chapters 2 and 3).

1. Achievements of the Year

1.1 Overall objectives

The European Institute for Gender Equality (EIGE) was established 'to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens' awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States'⁶.

1.2 Focal areas and tools for 2014

To **support better informed policy-making at EU and Member State levels**, EIGE delivered to the Presidencies of the Council two reports reviewing the progress of gender equality in the critical areas of concern of the BPfA on "Women and the Economy" and the review of all the areas of concern "Beijing +20".

EIGE finalised its database on gender statistics and prepared for the first update of the Gender Equality Index (to be presented in 2015). EIGE continued its work on gender mainstreaming as specified in its second MTWP by processing and presenting results in the area of gender competence development, focusing on a sectoral approach to gender mainstreaming and gender impact assessment, preparing gender mainstreaming training tools online.

EIGE collected good practices in the Member States complementing the Presidency reports for the information of stakeholders across the Union, and in addition facilitated the exchange of good practices on mainstreaming gender in the area of women's entrepreneurship and in the area of reconciliation of work, family and private life.

Increased awareness among decision-makers and the public of progress and challenges in implementing European gender equality policies

To increase awareness and to support policy-makers and EIGE's main stakeholders in their work, EIGE made available in the Resource and Documentation Centre (RDC) information and data extraction tools. EIGE raised awareness of gender equality through the use of tailored communications, presenting the results of EIGE's studies and reports.

Strategic objective 1: supporting better informed policy-making at EU and member state levels

1.2.1 Comparable, Reliable Data and Indicators on Gender Equality

Summary of main outputs in 2014⁷

- Two reports reviewing the indicators for the Beijing Platform for Action: on behalf of the Greek presidency "Women and the Economy"; on behalf of the Italian Presidency "Beijing +20".
- Update of the database on Beijing indicators
- Good practices on women's entrepreneurship and on reconciliation of work, family and private life gathered and processed.
- Development of EIGE's Gender Statistics Database
- Report on methodologies and approaches to estimate the cost of GBV against women

⁶ 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

⁷ A full list of all output indicators and matching achievements can be found in annex 1

- Two reports and one leaflet on administrative data sources on gender-based violence against women and the mapping tool on all the identified data sources and related statistical products.
- Development of the strategic framework on Violence Against Women
- Dissemination of the country profiles of the Gender Equality Index
- Ongoing work to update and calculate the second edition of the Gender Equality Index

1.2.2 Collection of Data and Statistics in the 12 Critical Areas of Concern of the BPfA / Providing Support to the Greek, Italian And Luxembourgish Presidencies of the EU Council⁸

The Institute's work in this area involves the development of progress reports and recommendations on the implementation of the strategic objectives in the selected areas of concern of the BPfA in the EU; maintaining and regularly updating its database of indicators and data at EU and Member State levels and collecting examples of good practice on specific topics.

In 2014 EIGE completed **two reports**⁹ in support of the Presidencies of the Council of the EU:

“Gender equality and economic independence: part-time work and self-employment – Review of the implementation of the Beijing Platform for Action in the EU Member States.” (indicator 1), and

“Beijing +20: The 4th Review of the Implementation of the Beijing Platform for Action in the EU Member States – Report (indicator 2)

The Italian Presidency tasked EIGE with analysing the state of play across all critical areas of concern, in the context of the five year review cycle, similar to the review carried out by the Swedish Presidency for Beijing + 15.¹⁰

The report prepared by EIGE is the fourth review of the overall development at the EU level in relation to the 12 critical areas of concern of the BPfA. It presents the main trends, progress and major challenges in gender equality in the EU, building on the EU-wide data and review of existing Beijing indicators, Council Conclusions on the follow up of the BPfA since 2007, and an analysis of national reviews provided by the Member States to the UNECE in 2014. The main findings emerging from this review contribute to greater gender-sensitivity in evaluating the implementation of Europe 2020 and strengthen the call for a gender-sensitive growth strategy for the EU.

The work of EIGE throughout this year was supported by the Presidency countries (Greece and Italy), the European Commission and its High Level Group on Gender Mainstreaming.

The reports were published and supported by additional publications: ‘main findings’ and country specific factsheets, allowing EIGE's key stakeholders to use the information for their own needs. (*indicator 5*)

To find out more:

EIGE (2015), Beijing+20: The 4th Review of the Implementation of the Beijing Platform for Action in the EU Member States <http://eige.europa.eu/content/document/beijing-20-the-4th-review-of-the-implementation-of-the-beijing-platform-for-action-report/>

EIGE (2014), Gender equality and economic independence: part-time work and self-employment <http://eige.europa.eu/content/document/gender-equality-and-economic-independence-part-time-work-and-self-employment-report>

EIGE (2015), Factsheet: Gender equality and economic independence: part-time work and self-employment <http://eige.europa.eu/content/document/factsheet-gender-equality-and-economic-independence-parttime-work-and-selfemployment>

EIGE (2015), Main findings: Gender equality and economic independence: part-time work and self-employment <http://eige.europa.eu/content/activities/beijing-platform-for-action>

⁸ The indicators referred to in this section correspond to heading 2.1.1 in the 2014 Annual Work Programme

⁹ See EIGE website – EIGE's publications in 2014.

¹⁰ <http://eige.europa.eu/content/document/beijing-15-platform-action-and-european-union-report-swedish-presidency-council-eu>

Functioning implementation approaches: good practices

To achieve a complete picture EIGE collects good practices linked to the reviews of the critical areas of the BPfA, EIGE's work in 2014 has focused on effective approaches to support and promote women's economic independence and to increase and improve women's participation in the labour market. Two studies have been implemented, collecting good practices on (i) Women's entrepreneurship and (ii) Reconciliation of work, family and private life. (more information in 1.3.1)

Preparatory work for the forthcoming Presidencies

EIGE's work begins far in advance of the timing of a specific country's Presidency in the Presidency cycle of the Council of the EU. To prepare for the Latvian Presidency of the EU Council (first semester of 2015) EIGE held working meetings with the Ministries of the Latvian government (*indicator 4*), and prepared a research note on the Gender Gap in Pensions in the EU¹¹ during 2014. The research note analyses and explains the gendered nature of the Gender Gap in Pensions (of 39 %) and presents the latest calculation of the gender gap in EU for different age cohorts¹².

Consultations took place to prepare for the Luxembourgish presidency (second semester of 2015), and a study was launched (*indicator 3*), which will provide the grounds for EIGE's report on progress made on women in power and decision-making, covering political, economic and social decision making. The report will focus on reviewing the progress made in reaching a more equal share of women and men in political, economic and social decision-making in the EU Member States. Consultations were also carried out with experts in the subject matter (*indicator 6*).

'Women and men in the EU - facts and figures.'¹³

To support the monitoring of the implementation of the BPfA in the EU and to promote the visibility of the Beijing Indicators, in 2011 EIGE developed and launched a database 'Women and men in the EU – facts and figures'. This resource offers decision-makers, statisticians, researchers, experts and any other person interested in gender equality a coherent and user-friendly centralised source of sex-disaggregated data and gender statistics in all critical areas of concern of BPfA.

The database was again updated in 2014 with the latest available data on Beijing indicators and statistical trends in gender equality in the EU (*indicator 7*). At the end of 2014, the database contained data for 62 indicators presented in 97 tables on 11 out of 12 critical areas of the BPfA. The database includes information about the indicators (quantitative as well as qualitative), data availability, data sources and useful bibliographical references. It allows the users to follow the development of indicators since 1999 through Presidency reports, EPSCO Council conclusions and other relevant policy documents.

1.2.3 Gender-Based Violence¹⁴

In recent years the European Institutions strengthened their efforts to combat violence against women (gender-based violence). For policies to be effective they need evidence in the form of comparable and harmonised data. Further, adequate methods are needed to measure the real cost of disclosed violence against women in order to address the consequences for women more efficiently.

EIGE's work in 2014 was composed of several elements:

¹¹ Available at <http://eige.europa.eu/content/activities/beijing-platform-for-action>

¹² See also Annex 2 - Information about the studies conducted by EIGE in 2014

¹³ <http://eige.europa.eu/content/women-and-men-in-the-eu-facts-and-figures>

¹⁴ The indicators referred to in this section correspond to heading 2.1.2 in the 2014 Annual Work Programme

1. The report on Administrative data sources on gender-based violence against women in the EU: Current status and potential for the collection of comparable data / technical analysis (*indicator 3*).
2. Study on the Estimation of the number of women and girls at risk of FGM in selected EU Member States (*indicator 6*).
3. EIGE's report "Estimating the costs of gender-based violence in the European Union"¹⁵ (*indicator 1*).
4. An analysis of the Victims Directive from a Gender Perspective.

EIGE continued working on the development of its strategic framework on Violence against Women, which was submitted for approval to its Management Board (*indicator 4*).

In the process of preparing the reports on VAW, EIGE organised consultation meetings on data collection with experts (*indicator 2*) to establish sound methodologies to measure VAW, and to identify reliable data sources for the same purpose.

EIGE's work in this area was given wider exposure through the publication of the study on administrative data sources (*indicator 3*). The work on administrative data consisted of 2 reports: "Current status and potential for the collection of comparable data", focussed on the legal background and definitions; and a "technical analysis", focused on the analysis of the identified administrative data sources and related statistical products.

For policies to be effective they need evidence in the form of reliable, comparable and harmonised data. Further, adequate methods are needed to measure the real cost of violence against women in order to address the consequences of this violence more efficiently. Due to the lack of comparable data EIGE's study on costs of violence proposes various models which could be applied to estimate costs for different sectors.

At the end of 2013, EIGE cooperated with WHO Europe and the city of Vienna in organising a conference "Eliminating Violence against Women in Europe. Intersectoral Approaches and Actions", with the aim to share experiences in approaches to combatting gender - based violence, present new data and discuss policies and their effectiveness. The proceedings of the conference¹⁶ were published by EIGE during the course of 2014. (*Indicator 5*)¹⁷.

EIGE also conducted a study following up on its past work on FGM, to provide an estimate of the number of girls living in EU Member States at risk of being mutilated. The study explored the situation in three Member States, proposed methodological options for measurement Both EIGE's report and a methodological guide will be published in 2015 (*indicator 6*).

In addition to the previously planned activities in 2014 EIGE participated in the campaign "16 days of action against violence against women", during which four events were organised, and two of EIGE's reports were launched (*additional indicator 7*).

In order to support the Member States in the implementation of the Victim's Directive EIGE prepared a gender analysis of the Victim's Directive¹⁸. (*Additional indicator 8*)

¹⁵ <http://eige.europa.eu/content/document/estimating-the-costs-of-gender-based-violence-in-the-european-union-report>

¹⁶ <http://eige.europa.eu/content/document/eliminating-violence-against-women-in-europe>

¹⁷ See EIGE's Annual Report 2013, available at: www.eige.europa.eu

¹⁸ DIRECTIVE 2012/29/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime, and replacing Council Framework Decision 2001/220/JHA
<http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1421925131614&uri=CELEX:32012L0029>

To find out more:

EIGE (2014), “A Europe free from gender-based violence” – In this publication, EIGE outlines its current and previous work on GBV, and sets out the different wings of its activities on the various aspects of gender-based violence. See also “EIGE in Focus”, describing EIGE’s work on GBV till 2012, in EIGE’s Annual report 2012

EIGE (2014), “Conference report: Eliminating Violence against Women in Europe”

<http://eige.europa.eu/content/document/eliminating-violence-against-women-in-europe>

EIGE (2014), “Administrative data sources on gender-based violence against women in the EU: Report”

EIGE (2014), “Estimating the costs of gender-based violence in the European Union: Report”

<http://eige.europa.eu/content/document/estimating-the-costs-of-gender-based-violence-in-the-european-union-report>

<http://eige.europa.eu/content/activities/gender-based-violence>

1.2.4 Gender Equality Index¹⁹

In 2014, EIGE set out to build on the momentum created by the first Gender Equality Index, launched in 2013. EIGE published individual profiles for each Member State and disseminated these to its stakeholders, introducing them to the possibilities of the Index to support evidence based policy making (*indicator 1*).

In anticipation of the second edition of the Index (to be published in 2015), EIGE started to collect data and assess indicators and variables in the domains of ‘Violence’, and ‘Work’. On the basis of the newly added data, in cooperation with the working group on the gender equality index (*Indicator 4*) EIGE began the complex process of recalculating the Index, preparing for its launch in 2015 (*indicator 2*).

Underlying the Gender Equality Index is EIGE’s database on gender statistics. EIGE completed the population of this database, and carried out research on the availability of international data sources, where data and metadata gaps were identified (*indicator 3*). The maintenance of this database is a continuous work, which needs to follow the releases of new data / metadata, and continuously needs to consider new relevant data sources.

To find out more:

<http://eige.europa.eu/content/activities/gender-equality-index>

1.3 Implementing Gender Equality and Gender Mainstreaming

Summary of main outputs²⁰

- Collections of Good practices relating to the research undertaken for the Greek and Italian Presidencies were published online and peer review meetings on good practices were held
- Study launched on good practices for the BPfA report for Luxembourg Presidency
- Online resource tool on gender mainstreaming was tested and an online platform for gender mainstreaming created.
- Analysis of background papers commissioned in 2013 on the economic benefits of gender equality

1.3.1 Methods, tools and good practices to support policy implementation²¹

The main focus of EIGE’s gender mainstreaming work in 2014 has been on building support for the administrations of the MS and the EU institutions in translating gender mainstreaming concepts into concrete actions. To do this EIGE developed practical materials on gender mainstreaming tailored to the needs of policy makers and implementers to be shared through EIGE’s online Gender Mainstreaming Platform. The online

¹⁹ The indicators referred to in this section correspond to heading 2.1.3 in the 2014 Annual Work Programme

²⁰ A full list of all output indicators and matching achievements can be found in Annex 1

²¹ The indicators referred to in this section correspond to heading 2.2.1 in the 2014 Annual Work Programme

platform will provide particular gender mainstreaming tools, such as gender impact assessment, as well as good practices, which are connected to other areas of EIGE's research, often linked to the review of the Beijing indicators (*Indicators 1-3*).²²

EIGE's online tool for Gender Mainstreaming

The comprehensive online tool on gender mainstreaming - GM Platform (*Indicator 5*) aims to raise general awareness on gender equality in different policy sectors (*Indicator 9*) and advises on the use of gender mainstreaming tools and methods in the different phases of the programming cycle (e.g. gender equality training and Gender Impact Assessment (*Indicator 8*)). It provides references to good practices in the field and information on appropriate institutional set-ups for gender mainstreaming in the EU Member States and EU institutions (*Indicator 4*).

A sectoral approach to Gender Mainstreaming

A sectoral approach to gender equality recognises that different policy areas require a variety of specifically tailored methods and tools, to achieve effective gender mainstreaming. In practical terms, by using knowledge generated in previous years by the Member States, in cooperation with the Commission and experts, EIGE is preparing a comprehensive package of information to develop staff competence in selected policy areas. In 2014, EIGE worked to populate some chosen specific policy sections (including the Digital Agenda, Education, Energy, Health, Migration, and Tourism).

Gender equality competence development is increasingly considered as a necessary precondition for the better implementation of gender mainstreaming. In light of this, EIGE not only consolidated the results of the work from the years 2010–2013 but also developed a "*Step by step guide for commissioning authorities on how to ensure the quality of gender equality competence development initiatives*". The initiative aims to provide the authorities that commission gender equality training with guidance on the development of their staff's gender equality competencies in an effective way.

EIGE consulted regularly with experts and the Member States on its gender mainstreaming activities e.g. through the members of the newly established Thematic Network on Gender Mainstreaming. A number of face-to-face and online meetings were organized, e.g. to discuss the development of a sectoral approach to gender mainstreaming or the specificities of the guiding principles for the development of gender equality competence (*indicators 6 & 7*).

Stakeholders were consulted during an assessment of the gender training project. They pointed out that the gender mainstreaming programme of EIGE helps to promote the approach within national and EU-level policy-making and programmes. It offered access to high-quality tools and information, including on gender training. It also supported research and policy developments in regards to gender mainstreaming.

Good Practices

In the period 2011-2014 EIGE has identified and assessed 66 good practices in 6 areas, implemented in 25 Member States, producing a wide number of publications and reports, made widely and publicly available, and requested and distributed in international events.

A stronger focus will be provided on follow up of the studies, by supporting more Member States during the dissemination, also considering the growing concern, interest and requests coming from Member States, Management Board and Expert Forum to better support the potential transferability of the results.

Evidence from EIGE's External Evaluation has shown the high quality and accountability of the adopted methodological approach. The work on good practices, aiming to promote effective and relevant approaches on

²² See point 1.2

gender mainstreaming tools, has managed to reach and actively involve more than 250 stakeholders with a limited budget and human resources.

It has increased competence in some MS in conducting national reviews and collection of good practices, enhancing the understanding and knowledge on “solutions” to tackle persistent gender inequalities in several areas.

EIGE’s work on good practices during 2014 focused on the identification of effective approaches to support and promote women’s economic independence and to increase and improve women’s participation in the labour market (*indicator 1*). Results of the studies have been disseminated through publications, factsheets and a dedicated section of the forthcoming online platform on Gender Mainstreaming.

A wide number of stakeholders (around 150) were mobilised in the assessment phase and the exchange stage for this particular project. EIGE has received several requests to share the results of the work on good practices and has managed to present the work 11 times in events organised within the EU and five times in Vilnius, within international events.

Some examples of the further use of EIGE’s work are:

- The Greek Confederation of Small and Medium Enterprises has adopted EIGE’s methodology on good practices on reconciliation, to improve self-regulation approaches among members.
- The Department of Equal Opportunities within the Italian Ministry has adopted EIGE’s approach on good practices within a two years project aiming to map national and regional experiences on gender equality, supported with EU Funds.
- Examples of national experiences on women and economy, poverty, women and the media and Gender-Based Violence were used for various publications to support the communication on the BPfA reports and work with the Gender Equality Index.

To find out more:

<http://eige.europa.eu/content/activities/gender-mainstreaming-methods-and-tools>

<http://eige.europa.eu/content/publications>

1.3.2 The Benefits of Gender Equality²³

Gender equality is an area that cuts across disciplines and policy fields. Therefore, determining the benefits of gender equality requires a specific approach. EIGE, under the guidance of experts, prepared four papers aiming to test a variety of issues and methodologies (*Indicator 1*). The conclusions of these papers form the basis of EIGE’s work on the Benefits of Gender Equality, and they are integrated into the work of the Institute where necessary. The papers dealt with the following issues:

- A human rights approach versus economic arguments to advocate for gender equality;
- The benefits of policy reform within the gender equality agenda with a particular focus on parental leaves;
- The benefits of gender equality in sectoral policies: infrastructures (childcare facilities);
- A feasibility analysis for the economic case for gender equality in EU-28.

On the basis of the results from the sectoral approach paper, EIGE decided to use a similar methodology for the Europe-wide research on the “The benefits of gender equality by the expenditures on public infrastructures”

²³ The indicators referred to in this section correspond to heading 2.2.2 in the 2014 Annual Work Programme

(indicator 2). Due to the complexity of the project (it involves the 28 Member states and a survey to be carried out in 25 languages), EIGE decided to use its Framework Contract on Research Related Services. The survey seeks to contribute to the better understanding of the benefits of gender equality by mapping the role of public services in enabling European women and men to participate on an equal footing in various domains of life, such as education, employment, domestic work and leisure. The data to be generated through this will be available for analysis in 2015. EIGE's work was supported by experts in meetings, and via video-conferencing (indicator 3).

Strategic objective 2: increased awareness among decision-makers and the public of progress and challenges in implementing European gender equality policies

1.4 Resource and documentation centre (RDC)²⁴

Summary of main outputs²⁵

-
- Collection of policy documents and grey literature from 10 new Member States initiated
 - Cooperation agreements with five additional organisations dealing with gender equality concluded
 - EuroGender operational as EIGE's main communication platform, including the organisation of planned online discussions
-

EIGE's Resource and Documentation Centre continued to build its collection of books, grey literature and other resources to fulfil its mission to become the reference centre for gender equality knowledge in the EU.

EIGE endeavours to provide access to those documents which would not otherwise be easily available: therefore, EIGE concluded in 2013 a contract to collect grey literature from seven Member States. The results of this collection were added to the library in 2014, and ten further Member States were approached for the collection of such policy documents. The grey literature is catalogued, searchable, and available in hard copies in EIGE's RDC (indicator 1).

Being unique in terms of its mission, the position of the RDC was strengthened through meeting those stakeholders with whom a two-way relationship can deliver most benefits: through academia, and through EIGE's partners- other EU documentation centres. (indicator 6)

Gender Equality Glossary and Thesaurus

Acting on a demand from both institutional partners and wider society, at the end of 2014 EIGE started work on the development of terms and concepts dealing with various aspects of gender equality, to enable all of EIGE's partners, and policy makers at various levels to understand the different aspects of the applied terminology, and to agree and harmonise the terminology at the EU level (indicator 5). This work will also greatly impact and benefit the translation of terms and concepts. Cooperation with the Council of Europe has been established on this project to increase the effectiveness and mutual benefit of this work.

Currently, no such glossary exists and the only information on gender sensitive language is the European Parliament's previous communication on the need for gender sensitive language²⁶; EIGE's main partners in this project, the EU Commission's library and CdT have underlined the necessity to develop a common and very comprehensive terminology.

Partnerships with other documentation centres

²⁴ The indicators referred to in this section correspond to heading 2.3 in the 2014 Annual Work Programme

²⁵ A full list of all output indicators and matching achievements can be found in annex 1

²⁶ [http://www.europarl.europa.eu/RegData/commissions/empl/projet_avis/2006/376633/EMPL_PA\(2006\)376633_EN.pdf](http://www.europarl.europa.eu/RegData/commissions/empl/projet_avis/2006/376633/EMPL_PA(2006)376633_EN.pdf)

EIGE worked to conclude agreements with an additional five documentation centres, whose resources are being “harvested” and integrated into EIGE’s resources. This allows users to see whether a resource is available, and where, through EIGE’s central online RDC interface. The new partnerships include EUROFOUND, the European Commission Central Library, CIG Documentation Centre in Portugal, Women’s Library in London School of Economics Library and the Women’s Institute Documentation Centre in Spain (*Indicator 2*).

EuroGender

Following its presentation to the wider public at the end of 2013, EuroGender served in 2014 as EIGE’s main consultation and collaboration platform that allows its subscribers to exchange resources, knowledge and good practices on gender equality. It brings together decision-makers, practitioners, researchers and experts from all EU Member States and institutions. To be able to fulfil this role, the platform is kept up-to-date with the latest ICT requirements (*indicator 4*).

One of its major features allows the organisation of online discussions, during which a total of 338 registered EuroGender members (decision-makers, practitioners, researchers and experts) actively participated in nine discussions in 2014. These serve to gather input from gender experts active in the respective areas, providing EIGE with recommendations, feedback and specific proposals that were incorporated into the Institute’s strategic documents.

Almost 1,500 users have followed the online discussions in 2014, (*indicator 3*) which were organised on the following topics:

1. Women and Political Decision-making (6 March)
2. Strategic priorities for combating Gender Based Violence (2016 – 2018) (30 June)
3. EIGE’s database on gender statistics: functionality and design (15 July)
4. Men and Gender Equality (11 September)
5. Guiding Principles for Gender Equality Competence Development (25 September)
6. Beijing +20 (14 October)
7. Supporting the (IPA) EU candidate and potential candidate countries (17 October)
8. EIGE’s database on gender statistics: interface & dissemination (12 November)
9. Communicating Gender (13 November).

To assess its added value for EIGE’s work and to its stakeholders, an evaluation of EuroGender was carried out in the framework of EIGE’s external evaluation²⁷. As examples, the online discussions on GBV provided many insights for the drafting of EIGE’s strategic framework on Violence against Women. The online discussion on the database on gender statistics helped in progressing the work and identifying the needs from its users’ perspective. Furthermore, the “closed workspaces” functionality allows bodies such as the Experts’ Forum to prepare their work and interact in-between meetings.

As part of its communication strategy for EuroGender, the results of five discussions were published online and made available through the EuroGender Platform (*indicator 7*).

Framework Contract on collection of information and provision of Research Related Services

To be able to implement a range of specific tasks of relatively small size and having a national dimension, in 2014 EIGE signed a framework contract on collection of information and provision of research related services. The contract relates to the main areas of EIGE’s operations, and is composed of 29 lots (respectively 28 Member States and one lot provide mainly information and comparisons at EU and international level). The aim of the framework contract, in place for a maximum of four years, is to be able to request information to fill

²⁷ In the evaluation, a case study was dedicated to Eurogender.

specific data and information verification needs, update databases, carry out interviews in defined projects, linguistic validation, and some tasks within stakeholder data collection and management (*indicator 8*).

Within this Framework, in 2014, three sets of specific tasks were contracted and two successfully concluded, one is still outstanding.

To find out more:

<http://eige.europa.eu/content/rdc>

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

1.5 Awareness raising, networking and communication

Summary of main outputs²⁸

-
- EIGE's work with the media constantly expanded and increased its reach
 - Regular meetings held with all of EIGE's key stakeholders
 - Participation in international campaigns
 - Cooperation with other EU agencies and international organisations established
-

1.5.1. Communicating on gender equality²⁹

EIGE developed and implemented specific communication plans for each of its thematic areas. The aim of these plans was to support policymakers and stakeholders and bring the outputs that result from EIGE's work to the attention of its stakeholders, the press and the wider public.

To do this a variety of tools are used, which are regularly revisited in terms of their usefulness (possible reach and impact), up-to-date nature in terms of technology and content (*indicator 1*).

EIGE on social media

EIGE maintains a strong presence on the social media platform Facebook. Among the EU agencies EIGE is one of the top five in terms of "likes" boosting the figure from 3 064 in 2012, to 6 918 at the end of 2013, and 12 770 in the early days of January 2015. In this top five, EIGE finds itself in the company of agencies such as EASA, EEA, EU-OSHA and FRA. The figure of 20 percent of the visitors to EIGE's website is generated via the presence on social media – mainly Facebook.

Networking with the media

EIGE's networking with the media is coordinated through its Journalist Thematic Network, JTN³⁰ (*Indicators 2 & 3*). By hosting bi-annual meetings with journalists, communications experts and officials working with campaigns from across Europe, the JTN helps to create impactful strategies and ideas to further the goals and values of EIGE. It also advises EIGE on implementing its communication strategy, and provides valuable feedback when it comes to tailor-made communication. At the same time, the JTN is a powerful tool for spreading EIGE's messages in the languages of various Member States. It ensures that EIGE's key messages are clear and relevant – and reach beyond experts and policymakers.

Communication events and Campaigns

²⁸ A full list of all output indicators and matching achievements can be found in annex 1

²⁹ See also EIGE's media monitoring report 2014, to be published in June 2015.

³⁰ Participants in the JTN include representatives from the largest national newspapers in Bulgaria, Czech Republic, Denmark, Ireland, Spain, Cyprus, Malta, Poland and Romania; national news agencies from Portugal and Latvia; the largest online portals in Estonia and Lithuania and Slovenia; national news broadcaster from Germany, France, Italy, Slovakia and Sweden; and more.

EIGE takes part in a number of awareness-raising campaigns related to its various areas of work. Examples of these are events organised in the frame of international women's day (8 March), the online campaign '16 Days of Activism against Violence' and the White Ribbon Campaign, which focused on combating violence against women and involved several high-ranking politicians participated. (*Indicator14*)

Involving Men in Gender Equality

To engage more men as stakeholders EIGE organised a consultation meeting with its Men and Gender Equality Network and consulted (in two meetings) on the best approaches with the representatives of the MenEngage Europe – a network of individuals and organisations working in the field of men and gender equality in Europe (*indicator 15*). EIGE also held an on-line discussion on men and gender equality, consulting members of the discussion on the topics relevant for the conceptual approach of men and gender equality (*indicators 11 & 12*). After consultations with relevant actors and a thorough analysis of key documents in the area (the EC study and national studies) EIGE proposed a concept note on men and gender equality to its Management Board.

1.5.2. EIGE stakeholders and partners

Involving stakeholders in all focal areas ensures that EIGE's key partners are aware and involved in the Institutes' activities. The Stakeholders' Management team involves EIGE's stakeholders through working consultation meetings and cooperation agreements and/or memoranda of understanding. A Memorandum of Understanding with the International Labour Organisation was drafted and negotiated during 2014, responding to the importance of creating partnerships with international organisations.

On an annual basis EIGE meets with and consults: the European Parliament's Committee on Women's Rights and Gender Equality (FEMM), representatives of the European Social Partners, civil society organisations (such as Social Platform, European Women's Lobby and MenEngage). During the recent annual meeting with EWL a concrete cooperation plan was developed and agreed for 2015-2016. In 2014, EIGE also hosted its first meeting with academia, bringing together representatives of universities' gender studies' departments and researchers in the field.

To meet, establish relationships and consult with stakeholders from the Member States, EIGE regularly organises visits to upcoming presidency countries as well as to the countries who have requested a visit. In 2014, EIGE met with its key partners in Bulgaria, Italy, Latvia and Romania. In order to broaden partnerships with the Council and the Member States and to increase the awareness of EIGE's mandate and existence and to strengthen national interest in the secondment of experts to EIGE, initial meetings were arranged with the Permanent Representations of the Member States to the EU. Contacts with the social attaches of a larger part of the Member States were established for the future exchange of information and support in the promotion of gender equality at the national level.

Networking event in Strasbourg

As soon as the new European Parliament formed its various committees EIGE invited the Experts' Forum members to a two days' meeting in Strasbourg to present to the MEPs from their Member State (and others when they had the possibility) aspects of gender equality and EIGE's work. The involvement of the EF members greatly contributed to the success of the networking event, as well as to strengthening the role of the EF members as an extension of the Institute. Additionally, at the event, EIGE hosted a gender equality discussion on the topic of Beijing +20, in collaboration with the European Women's Lobby and UN Women.

Cooperation with EU candidate and potential candidate countries (indicator 6)

EIGE began its cooperation with EU candidate and potential candidate countries in 2013 as part of the Instrument for Pre-Accession Assistance. By 2014 EIGE had established contacts and good cooperation with the national mechanisms for the advancement of gender equality in all Western Balkans countries and Turkey, and regularly involved them in activities in all its work areas.

In October 2014 upon a request of the Serbian Government EIGE carried out training and advocacy activities to assist Serbia in the preparation of a national Gender Equality Index in line with the methodology developed by EIGE for the EU. If successful, Serbia will be the first country outside the EU to have achieved this. Several other countries in the region have expressed interest to have EIGE's technical assistance to produce their national Gender Equality Index. .

In December 2014, in cooperation with the Swedish and Lithuanian governments, EIGE organized a seminar on effective and sustainable institutional mechanisms for the advancement of gender equality for EU candidate/potential candidate countries and all Eastern Partnership countries, the participation of which was financially supported by the Swedish Ministry of Foreign Affairs. The seminar took stock of EIGE's research that was prepared to support the Lithuanian EU Council Presidency.

Cooperation with EU candidate and potential candidate countries was funded by DG Enlargement in a framework agreement lasting until 2015. EIGE is likely to be among those EU agencies that continue cooperation with the region also in the 2015-2017 period. A request for funding was submitted to DG NEAR in December 2014.

Cooperation with other EU agencies

Since 2010 EIGE concluded a number of cooperation agreements with different organisations and in 2013, EIGE received and provided contributions to the European Union Agency for Fundamental Rights, Eurofound and CEPOL work programmes.

The Memorandum of Understanding with Eurofound (signed in 2010) has been updated with a concrete action plan in 2014, exchanging information on both work programmes to prevent overlaps and identify possibilities for synergies³¹. Eurofound's surveys have been used for EIGE's work on the Gender Equality Index and collection of data in the critical areas of concern for Beijing Platform for Action (BPfA). In updating the Index, the team collaborated with the Working Group of the 6th wave of the Working Conditions Survey (Eurofound) in the questionnaire review process in order to ensure that data for the Index is included in the data collection process.

In addition, Eurofound supported EIGE in its staff recruitment process by participating in EIGE's selection panels.

The exchange of data on gender-based violence was the main area of cooperation between FRA and EIGE in 2014. EIGE received the micro data from the FRA EU Wide Violence against Women survey for an in-depth analysis on the basis of which some variables were developed for the satellite domain of Violence for the Gender Equality Index 2015. Experts from FRA participated in several events on VAW and EIGE supported the expert discussion of FRA on engaging men in the prevention of violence against women. EIGE also received support from FRA in its staff recruitment process.

Together with ECHA and FRA, EIGE hosted the first inter-agency Stakeholders meeting, to discuss ways to identify and engage the stakeholders, providing an opportunity to share methods and tools, challenges and to create a forum of cooperation for the future. An agreement of shared services has been signed with FRONTEX on ex-post controls, which helps EIGE in meeting its administrative obligations.

Visits to EIGE

In order to raise general awareness on gender equality and to be connected with the EU citizen, EIGE welcomes visits to its premises. In 2014, EIGE welcomed numerous member states representatives, research groups, university students, and civil society activists. EIGE received more than 25 registered visits in 2014. As special guests EIGE welcomed several high officials, including ambassadors residing in Vilnius and former U.N

³¹ From interviews with Eurofound representatives.

Under-Secretary H.E Elisabeth Rehn. During these visits EIGE presents its work and holds discussions on specific topics with the visitors (*indicator 7*).

EIGE's RDC Entry Point is a meeting space open to the public where groups working in the area of equality and diversity are welcome to meet. During 2014 the space was frequently used by visiting students (from Nordic and Belarussian universities among others) who requested to have presentations of EIGE's work related to the area of their study. The space is often frequently used by NGO's based in various towns and cities in Lithuania.

To find out more:

<http://eige.europa.eu>

<http://eige.europa.eu/content/initiatives-and-programmes>

2. Management

2.1. Management Board and Experts' Forum activities

In guaranteeing the smooth running of the Institute's daily operations and the effective implementation of its Work Programme, EIGE's Management Board (the list of Management Board members / alternates is provided in Annex 3) met three times in 2014, as did its Standing Committee (the list of meetings is provided in Annex 4). In November, the Management Board and the Institute's Experts' Forum united at their 2nd Joint Meeting.

The Board took 37 decisions overall in 2014, including the extension of the current Director's contract for a further term of five years and it established the composition for the Steering Committee for the External Evaluation (Regulation (EC) No 1922/2006, Article 20). Having adopted the Institute's Policy on Managing Conflict of Interests, it took quick action to comply with the policy's requirements.

A (financial) reform of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Community (ref. Regulation (EU, Euratom) No 1023/2013) took place at the end of 2013, which resulted in the Board having to adopt revised general implementing provisions to the Staff Regulations with effect from 1 January 2014. Following the adoption of the revised Framework Financial Regulation for decentralised agencies by the Commission, the Board also adopted EIGE's revised Financial Rules with an implementation date of 1 January 2014 and the adjoining rules for implementing the Institute's Financial Rules.

EIGE's Experts' Forum met twice (*Indicator 4*³²) in 2014. The Experts' Forum is in its third term. In light of EIGE's Mid-Term Work Programme 2013-2015, the focus this year was on "building partnerships with all organisations that can help EIGE to fulfil its missions as the future centre of expertise on gender equality." The Forum actively supported the Institute's work by advising on: the Institute's partnerships and stakeholder management (the EP and CSOs), the work on gender mainstreaming (sectorial approach, capacity development and benefits of gender equality); the update of EIGE's Gender Equality Index and the Forum's role in the dissemination and communication of EIGE's activities and products.

As part of EIGE's stakeholders' management strategy, the Experts' Forum members were invited to participate in a networking event at the European Parliament following the recent elections. The two day initiative aimed at involving the role of the members of the Forum in enhancing the visibility of EIGE's work among the parliamentarians as well as raising awareness of gender equality among the MEPs (more details on p. 28).

The second joint meeting of EIGE's Management Board and Experts' Forum took place, bringing together EIGE's decision-making body and consultative body to discuss the main priorities of EIGE and the ways in which the two bodies can collaborate better in the future. An updated brochure of the members of the two bodies was printed and distributed this year.

2.2. Major developments

This is the Institute's fourth full year of operation and its second year operating at 'cruising speed' (DG Budget classification). During this year, EIGE's management team dedicated most of their time to the following priorities:

³² Indicator 4, AWP heading 2.5 EFFECTIVE ORGANISATION AND EIGE BODIES

-
- Ensuring effective and efficient implementation of the Annual Work Programme 2014;
 - Reorganisation of EIGE in line with the three main guiding principles such as identification of negative priorities concerning the Institute's work programme, redeployment of resources based on new needs, and ensuring continuity of service;
 - Pooling of certain tasks and looking for synergies and shared services with other Agencies (e.g. a service level agreement with Frontex in the area of ex-post controls)
 - Consolidating a structured administrative and financial framework to ensure the smooth functioning of the Institute.
-

By the end of 2014, EIGE consisted of the Director's office and two units (administration and operations). The main achievements of the management over this period were:

- (i) Consolidation of well-functioning work structures in line with priorities, and fine-tuning tasks and job descriptions of each individual post;
- (ii) In the area of human resource management, 100 % of Establishment Plan posts were filled by the end of the year;
- (iii) EIGE continued to foster the budget execution reaching the commitment level of 99.04 % (99.05 % in 2013) in 2014 with further improvements in payments 71.99 % (70.24 % in 2013). Proper monitoring of expenditure was ensured by the appointment of responsible staff and two back-ups for each budget line.

Delegation

The delegation of power of Authorising Officer by sub-delegation to the Head of Administration for a maximum amount of EUR 500 000 for Title I and II, and limited to one year for Title III was in force throughout 2014. The delegation of power of Authorising Officer by sub-delegation to the Head of Operations for a maximum amount of EUR 300 000 for Title I and II, and limited to one year for Title III was in force starting 1 September 2014. A backup for the Accounting Officer was ensured in 2014.

2.3 Budgetary and financial management

Following the entry into force of the new Framework Financial Regulations for Agencies, EIGE's Financial Rules have been updated and adopted by EIGE's Management Board in January 2014. During the reporting period, the staff responsible for finance, procurement and accounting further improved:

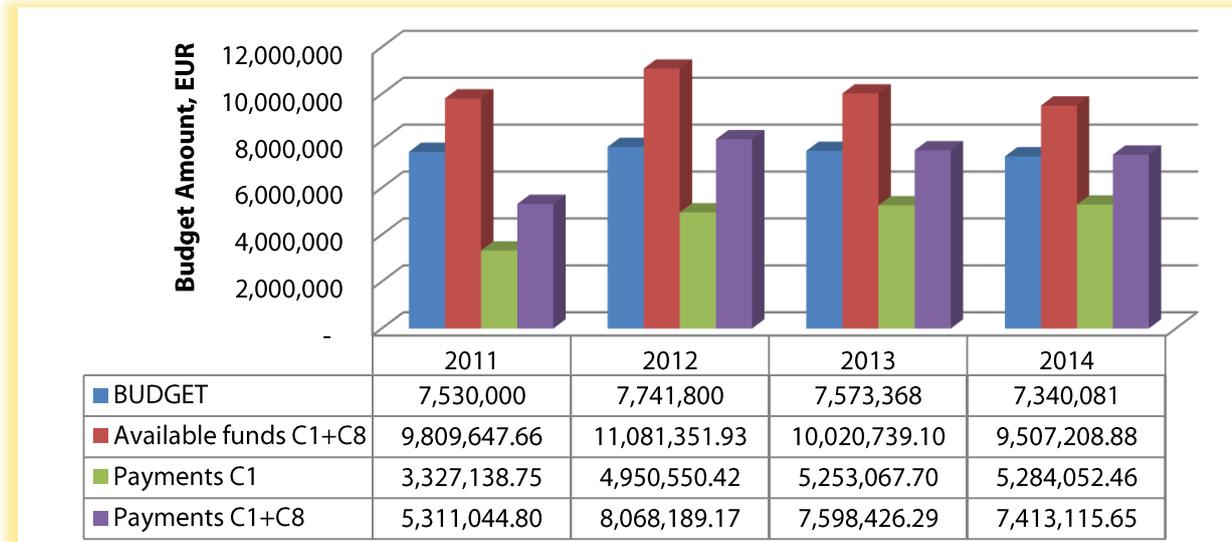
- (i) procedures and processes, following the recommendations by DG IAS, such as budget implementation follow-up, budgeting strategy, procurement monitoring;
- (ii) budget implementation indicators (surplus, carry-overs, cancellations etc.) in all Titles.

The budget for 2014 adopted by the budgetary authority was EUR 7 340 081 (Graph 1 below), a 3.08 % decrease compared to the 2013 budget.

EIGE committed 99.04 % of its appropriations, maintaining the good track record of previous years (99.05 % in 2013) and demonstrating the extent to which EIGE has optimised its budget execution. Similarly, improvement in payments (71.99 %) represents a further step forward compared to 2013 (70.24 %), while the consumption of Title I and Title II payments reached 93.79 % maintained a steady improvement (92.88 % in 2013). The high consumption of payment appropriations proved the strategy of planning the transfer of payment appropriations and prioritising payment requests successful (more detailed information is provided in Tables 3-4 and Graph 2 in Annex 5).

The overall available budget implementation rate for 2014 was 77.97 % as compared to 76.55 % for 2013.

Graph 1. Budget implementation in 2011-2014



In 2014 98.52 % of payments were made within the legal due date. Table 5 on compliance with the payment time-limits and on the suspension of the time-limits is provided in Annex 5.

Budget modifications- transfers: In 2014 no transfers between Titles were done compared to one in 2013 (between Title I and Title II in amount of EUR 33 000). EIGE performed 13 transfers in Title I as compared to 18 transfers in 2013, 9 transfers in Title II as compared to 8 transfers in 2013 and 7 transfers in Title III as compared to 4 transfers in 2013 demonstrating sound performance in planning and monitoring processes (Table 6 and Graphs 3-4 in Annex 5).

Carry-overs from 2013: The payment of funds in administrative and operational appropriations carried forward from 2013 was 98.24 %, showing a slight improvement (95.83 % in 2013 and 93.36 % in 2012).

Carry-overs to 2015: The appropriations in administrative and operational appropriations carried over to 2015 amounted 2.49 % and 24.56 % accordingly, demonstrating an improvement compared to 2013 (2.97 % and 25.84 % accordingly in 2013) (Table 7 in Annex 5). The percentage of administrative carry-overs was lower in 2014 for Title I and Title II. Carry-overs in Title III remained rather high resulting from unavoidable delays in some procurement procedures, savings achieved under one project, staffing issues on another and the carryover (accrual) of payments (EUR 100 000) relating to three events held late in the year to launch gender-based violence work and the payment structure for the ongoing External Evaluation of EIGE initiated mid-2014.

Amount to be paid back to the European Commission (surplus): The amount to be transferred back to the EC is EUR 101 479 representing 1.38 % of the approved budget, (EUR 164 142 in 2013) (Tables 8-9 in Annex 5) well below the threshold of accepted 5 %.

Revenue and expenditure: Total revenues in 2014 amounted to EUR 7 446 640 (EUR 7 577 164 in 2013) out of which EU contribution was 98.49 % (98.70 % in 2013) (Table 10 and Graphs 5 in Annex 5). In 2014, as well as in 2013, EIGE received IPA as well as SIDA contributions. Expenditure in 2014 amounted to EUR 7 404 525 (EUR 7 506 318 in 2013) out of which EUR 3 037 826 in Title I (EUR 3 030 503 in 2013), EUR 914 368 in Title II (EUR 996 702 in 2013), EUR 3 452 331 in Title III (EUR 3 479 113 in 2013) (Graphs 6-7 in Annex 5).

The Institute's balance sheet as of 31 December 2014 and statement of financial performance are presented in Tables 11-12 in Annex 5.

Public Procurement: in 2014 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 on low-value contracts numbers of invited candidates were set to ensure a balance between publicity and proportionality. In line with the Annual Work Programme 2014 implementation, 47 operational procurement procedures were completed for the amount of EUR 3 217 653. The remainder of the operations budget 2014 was spent on translations (from the CdT), daily subsistence allowances paid to experts, staff missions and occasional purchase against invoices.

In 2014, 51 Framework contracts in cascade "Collection of information and provision of research related services" were signed. The framework contract covers 29 Lots in a broke-down by EU country. The total contract price is EUR 2 600 000 while the annual contract price estimate is EUR 650 000.

Administrative procurement procedures resulted in contracts up to the amount of EUR 189 863. All of them are low value direct contracts of the average price of EUR 8 630 while the largest contract was procured for Gender equality audit at a price of EUR 56 000.

For more details regarding procurement refer to Annexes 6 and 7.

A web-based electronic monitoring tool was used which allowed a more accurate monitoring. This monitoring aimed at guaranteed reliability and accuracy of all steps within the procedures. Regular reports on the state of the procurement activities vs planning were submitted to the management.

2.4 Human Resources Management

The Institute's HR work for 2014 centred on the following priorities:

- Planning and mapping a strategy to restructure the organisation in view of the anticipated cuts to EIGE's Establishment Plan. The first steps in this strategy were duly taken during the year under review;
- Sustaining performance appraisals as part of career development in support of reclassifications as applicable;
- Strengthening its administrative capacity (mainly through professional development and revised practices) to deal with salaries, allowances and the establishment and management of staff rights;
- Revising the Staff Regulations. This included adopting specific implementing provisions to facilitate the application of Staff Regulations as well as relevant HR-related policies;
- Maintaining traineeships and interim staff to boost the capacity of EIGE's operational teams while offering work opportunities to give experience of the specificity of EIGE's mandate;
- Implementing established standards in the recruitment procedures and ensuring that all available posts are occupied;
- Enhancing HR processes not only with the input from the Court of Auditors and the Internal Audit Service but also with the introduction of electronic software.
- Supporting training programmes management and organisation according to service requirements.

During the year EIGE planned a number of changes to be introduced in anticipation of the imposed staff cuts and evolving work priorities. One AST post was cut at the end of the year. Two other Temporary Agent posts are projected to be cut in the 2016-2017 period bringing the total reduction of its establishment plan to 10 % as requested by the Budgetary Authority.

In the area of HR policy development EIGE focussed on the duration of Temporary Agent contracts and the procedure in connection with the renewal/non-renewal of contracts.

In line with the procedures on the renewal/non-renewal of contracts and according to the strategy of the management on redeployment of posts, measures necessary to ensure the high quality of expertise and to meet the expansion of specific tasks were taken. To enable the redeployment of an AD8 post from the Administration Unit to the Operations Unit (to strengthen the Institute's work on Violence against Women), a new vacancy announcement for a Senior Officer on VAW was launched towards the end of November 2014. In addition one AD5 post (gender expert in the Beijing team) will be redeployed to communicate gender research. An announcement for this new post will be issued in Q2 2015.

The restructuring of the Institute's working procedures and in particular, the work of the Operations Unit to better address needs identified by stakeholders was a priority for the management in 2014. In order to disseminate EIGE's information, findings and resources to key stakeholders in a more effective and more targeted way the management decided to separate the Stakeholders and Networking, Communications and RDC functions in a new Unit focussing on knowledge management and communication. As strategic Communication is a particular skill the new unit will involve consolidating competence and expertise on communications and professional management of internally created knowledge and external resources processed by EIGE. It will process and adjust the communication and dissemination of EIGE's work and the work of key actors in the area of gender equality to meet the needs of EIGE's main stakeholders and partners. It was anticipated that a new Head of Unit would be recruited in 2015 in order to provide the necessary leadership for this new focus area.

EIGE's organisational chart (Graph 11 in Annex 8) in 2014 presents the situation before the re-organisation and will be adjusted in 2016.

During the year no less than 33 staff appraisals were concluded and the first reclassifications of Temporary Agents were announced in November. While EIGE's Establishment Plan (Table 15 in Annex 8) occupancy rate at the end of 2014 (reflecting the cut of one post) was 100 %, the Institute experienced an unprecedented number of requests for maternity and parental leave during 2014 and such requests affected key areas of EIGE's work.

Recruitment during 2014 was contained whereby Three Contract Agents were engaged (IPA, statistics and administration respectively), partially in response to the leave requests referred to above. Concurrently vacancy notices for both Temporary Agent and Contract Agent posts were launched following the departure of experienced colleagues in both Operations and Administration.

In addition, seven vacancy notices for Seconded National Experts (SNEs) were published during the year. EIGE ended the year with two SNEs in place reflecting a third of its established quota for SNEs and the difficulties to meet this target.

Two traineeships were announced during 2014 for which 321 applications in total were received. Graphs 12-13 in Annex 8 portray the applications received during 2014 for different vacancy categories and the evolution of the total number of staff.

As of 31 December 2014, 18 nationalities (equivalent to 64 % of the EU-28) were represented at EIGE. Table 16 in Annex 8 provides details of the distribution of staff by Member State. In 2014, Lithuania maintained its position as the most represented Member State (26 % of all staff) followed by Spain (11 %).

EIGE remains fully committed to ensuring that staff training is one of the principal means of developing the Institute's knowledge, capabilities and skills. In order to facilitate professional development, various requests from annual and probationary appraisals were analysed and as a result 53 participants were registered in five different training programmes. Further details are provided in Table 17 in Annex 8. In addition, various individual training courses were undertaken by EIGE staff in Brussels, Luxembourg, Vilnius and Vienna as indicated in Table 18 in Annex 8.

In 2014 EIGE also continued to promote language training for its Temporary and Contract Agents based on a reimbursement up to per-annum ceiling of EUR 500 wherein no less than 19 Temporary and Contract Agents accordingly undertook French, English, German, Spanish, Italian and Lithuanian.

Aside from a number of service level agreements that the Institute concluded with the Commission, a list in Annex 8 provides details of HR related contracts that continued to be implemented in 2014 within the Institute's HR framework.

EIGE has carried out a benchmarking and screening exercise according to the Commission's Methodology Adapted to Agencies. The exercise showed that 71.0 % of all staff work in an operational function and 16.8 % contribute in an administrative function. The remaining 12.2 % are treated as neutral. Details are presented in Table 19 in Annex 8.

2.5 Assessment by Management

EIGE has set up an effective internal control system that includes processes and procedures assuring the adequate 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 interests, adequate audit trails and data integrity in data systems, established procedures for monitoring of performance and for follow-up of identified internal control weaknesses.

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

Clear procedures/manuals of procedures: In 2014 new policies were adopted and all necessary financial and other administrative procedures were updated, with the involvement of relevant staff in drafting the procedures and policies, ensuring this way a close connection between the contents and the practices at the Institute. The procedures and policies serve as a guiding/reference document for the daily activities of the staff. EIGE also benchmarks with other EU agencies.

Ensuring continuity of services for both financial and operational activities was done through establishment of back-ups and handovers.

Ex-ante verification: Each operation is verified on regularity, conformity and sound financial management. Knowledgeable people are placed in ex-ante verification positions with a robust experience on the relevant procedures and IT related tools. In the basic (short) financial circuit applied at EIGE, the function of verification and authorisation are accomplished by one person, namely, the AO/AOSD.

Ex-post control system: In order to complement the ex-ante controls 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 ex post control system was adopted (Director's Decision No 64 of 11 December 2013). On 27 October 2014 a service level agreement between EIGE and FRONTEX was signed in order to exchange services on exchange of experts between the parties in the area of ex-post controls. The first ex-post control by FRONTEX was carried out in EIGE's premises on 23-25 February 2015.

Main indicators used for assessment by management:

- Number of exceptions

Since 2010 EIGE has in place a procedure for registering exceptions and incidents of non-compliance. In 2014, six exceptions with financial and procedural deviation were registered (in 2013 – 5 exceptions). Table 20 with exceptions registered in 2014 is provided in Annex 9.

- Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')

In 2014 87 % or 41 out of 47 recommendations were implemented within the deadlines including recommendations of IAS *Strategic Internal Audit Plan 2015-2017*, IAS audit on *HR management in EIGE*, IAS audit on *Budget/Budget execution*, IAS *Limited review of the implementation of Internal Control Standards* (in 2013 – 85 % or 34 out of 40).

- Fraud cases detected

In 2014 no fraud cases were detected (as in 2013).

- Lost assets

In 2014 there were no lost assets (as in 2013).

2.6 Assessment of audit results during the reporting year

2.6.1 European Court of Auditors (ECA)

The European Court of Auditors (ECA) audited EIGE on 10-14 February 2014 on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2013. 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, EIGE's financial position as at 31 December 2013 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 the accounting rules adopted by the Commission's accounting officer. In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2013 were legal and regular in all material respects.

2.6.2 Internal Audit Service (IAS)

In March 2014 DG IAS issued Annual Internal Audit Report for 2013, which finds no critical or very important recommendations at 31/12/2013.

In February 2014 DG IAS conducted a full risk assessment exercise, reviewed the principal documents of EIGE and carried out a series of interviews with the Institute's key staff. In May 2014 the IAS prepared a Strategic Internal Audit Plan 2015-2017 for EIGE which was endorsed by the Management Board on 5 June 2014. The prospective audit topics will cover the following areas: (a) Public Procurement supporting EIGE's operational activities; (b) Stakeholder relations management (including EuroGender) and External communication.

In December 2014 DG IAS confirmed "Public procurement supporting EIGE's operational activities" as audit topic for 2015.

In April 2015 DG IAS issued a "Report on significantly delayed very important IAS recommendations 2014", which states that there were no critical recommendations at 31/12/2014 and as of January 2015 there were no open recommendations rated as critical. On 1 January 2015, the following recommendation rated as 'very important' was still open and overdue by at least six months compared to the original date of implementation as proposed by EIGE:

- Audit engagement: *Limited Review of the Implementation of Internal Control Standards in the European Institute for Gender Equality (Final report in December 2011)*
- Rec No 8: *Structure operational planning at project level*
 - "EIGE management should consider structuring operational level planning by preparing Annual Management Plans (AMPs) or adopting a project management tool, which would contain detailed project plans for all activities in the organisation".

Following the testing process of the existing project management tool (PMT), EIGE is seeking to refine its existing PMT with a tailor-made tool. This will be done by the end of 2015 along with further development of EIGE's ICT solutions.

2.7 Follow up of recommendations and action plans for audits

2.7.1 European Court of Auditors (ECA)

The European Court of Auditors reported one finding for 2013 accounts: high level of committed appropriations carried over to 2014 in the operational budget appropriations.

In 2013 the overall level of committed appropriations was 99 %, indicating that commitments were made in a timely manner. The Institute has further reduced the overall level of carry-overs of committed appropriations from EUR 2,5 million (32 %) in 2012 to EUR 2,2 million (29 %) in 2013. These carry-overs mainly relate to title III (operational expenditure) with EUR 2,0 million, representing 56 % of the corresponding committed appropriations. They mainly concern procurement procedures that were concluded late in the year due to reasons mostly beyond the Institute's control, such as a late communication by the Presidency of the EU Council regarding a study to be performed (EUR 1,1 million) and complex IT-related projects for which procurement was time consuming (EUR 0,6 million).

EIGE's response: EIGE has introduced acceptable ceilings by Title (TITLE I: MAX 10 %, TITLE II: MAX 20 %, TITLE III: MAX 30 %), however, delays in operational appropriations are mainly caused by the circumstances outside EIGE's control.

Carry-overs in Title III remained relatively high, since certain procurement procedures were concluded late in the year, due to the reasons, such as late communication by the rotating Presidency of the EU Council regarding the subject of a study to be performed by the Institute, or adjusting the scope of the Benefits of Gender Equality study (EUR 400 000) due to the leave on personal grounds of the responsible member of staff. Certain contracts could be procured only late in the year after the savings obtained from other procurement of a contract offered this possibility. A contract on a complex task related to the IT system for EIGE's database on Gender Statistics was signed at a much more favourable price than anticipated (EUR 108 000 vs forecasted value of EUR 204 000). The launch of three important studies on gender-based violence (Brussels, December 2014) consumed the committed budget, but the expenses had to be carried-over (EUR 100 000): the services on event organisation were provided by the contractor in December 2014, while post-event arrangements, reporting and invoicing could be dealt with only in the following year.

10 % of total costs of the External Evaluation of EIGE (initiated mid-2014) were paid as an interim payment upon delivery of the Inception Report.

2.7.2 Internal Audit Service (IAS)

- IAS Strategic Internal Audit Plan 2015-2017 (SIAP)

Strategic Internal Audit Plan (SIAP) 2015-2017 for the Institute, prepared by DG IAS, was endorsed by the Management Board on 5 June 2014. The SIAP contains an action plan with sub-processes requiring further

action towards improved controls. Seven (7) sub-processes of high risk were addressed in the action plan during the full risk assessment. All actions foreseen in the action plan were partially or fully implemented by the end of 2014 on a timely basis:

- *Quality Management*: In 2014 a Framework Quality Management document was prepared. EIGE's Quality Assurance Policy was prepared and adopted by Director's Decision No 97 on 27 February 2015. By end of quarter two of 2015 the Policy on Integral Quality Control and the Implementation of Quality Control policy is planned to be in place as it was originally scheduled.
 - *Business continuity*: Business Continuity Plan was adopted by Director's Decision No 96 on 24 February 2015. A letter of agreement regarding Alternate Business Site was signed on 27 February 2015, the premises were tested.
 - *IT Security*: IT Security Policy was approved by Director's Decision No 92 on 12 December 2014.
 - *Data Management*: Data Management Policy was approved by Director's Decision No 93 on 12 December 2014.
 - *Fraud prevention*: EIGE Anti-fraud Strategy was approved by Management Board Decision MB/2014/022 on 13 November 2014.
 - *Benefits of Gender Equality*: Expert contract to prepare the methodology for the study on benefits of gender equality in the sector of infrastructures and urban policies was signed on 6 November 2014. Request for services under EIGE Net and contract with EIGE Net signed. First meeting of ad-hoc expert group was held as Skype conferences on 11 November 2014 and on 1 December 2014. Second meeting of ad-hoc expert group will be organized in September 2015.
 - *Gender Based Violence*: Presentation of Gender Based Violence Progress Report for EIGE's Management Board (MB) was delivered to the MB in Q2 2014. Accompanying report prepared by Gender Based Violence team was also made available. Strategic framework was presented to the Standing Committee on 3 October 2014 and submitted to the Management Board on 13-14 November 2014 to be approved by the Management Board by written procedure.
- In July 2013, IAS conducted an *Audit on HR management* in EIGE.

The Final Audit Report on HR Management was issued on 30 September 2013 with zero 'critical'; zero 'very important', and six (6) 'important' recommendations. By the end of 2014, five (5) important recommendations out of six (6) of the established action plan were fully or partially implemented, one (1) recommendation on reclassification of Contact Agents was still pending due to the fact that the draft model decision text was not ready at the level of DG HR. For that reason it was recommended for agencies to opt-out of this decision until the model decision is available in 2015.

- In September 2011, IAS conducted a *Limited Review on the Implementation of Internal Control Standards* in EIGE.

The Final Report on the *Limited Review on the Implementation of Internal Control Standards* in EIGE was issued on 19 December 2011 with zero 'critical'; eight (8) 'very important', eleven (11) 'important' recommendations and one (1) desirable recommendation. By the end of 2014, seven (7) very important, nine (9) important recommendations and one (1) desirable recommendation were fully implemented.

Recent actions on pending recommendations implemented by EIGE:

- **Recommendation No 8. Structure operational planning at project level (very important)**
Following the testing process of the existing project management tool (PMT), EIGE is seeking to refine its existing PMT with a tailor-made tool. This will be done in 2015 along with further development of EIGE's ICT solutions.
- **Recommendation No 15. Prepare and test Business Continuity Plan (important)**
Business Continuity Plan was adopted by Director's Decision No 96 on 24 February 2015. A letter of agreement regarding Alternate Business Site was signed on 27 February 2015, the premises were tested.
- **Recommendation No 19. Adopt and implement the Quality Assurance Policy (important).**
Quality Assurance Policy was adopted by Director's Decision No 97 on 27 February 2015.

2.8 Follow up of observations from the Discharge Authority

Article 96(2) of the Framework Financial Regulation states: *"At the request of the European Parliament or the Council, the director shall report on the measures taken in the light of these observations and comments"*.

Table 21 in Annex 10 provides an overview of the measures taken by EIGE in response to the Discharge Authority's observations and comments of 21 March 2014 with respect to implementing the Institute's 2012 Budget. There were no open observations as of 31 December 2014.

2.9 Follow up of observations from the OMBUDSMAN

Following the visit of the European Ombudsman on December 2013 to EIGE, a report with findings, suggestions and other questions to EIGE was received on 24 June 2014. In the report six suggestions were made and four questions were raised. As of 31 December 2014 three suggestions were fully implemented, three suggestions were partially implemented; all questions were answered and implemented where necessary. Three suggestions which were partially implemented as of 31 December 2014 are as follows:

- EIGE could consider making its homepage and information about what it does available in other official EU languages besides English and Lithuanian;
- EIGE could consider producing an annual report on its handling of requests for public access to documents and making it available to the public, in accordance with Article 17(1) of the "Policy on Public Access to documents at the European Institute for Gender Equality";
- EIGE's whistleblowing rules contain provisions with respect to reporting improprieties. EIGE could consider including more detailed provisions intended to facilitate the administrative investigations of OLAF within the Agency and amending Decision MB/2011/022 accordingly.

EIGE's response to these suggestions:

- During 2015 EIGE will prepare necessary measures to comply to the highest extent with the requirements of the Regulation 1/1958 on languages, without incurring disproportionate costs. At present, "EIGE in Brief" contains basic information about the Institute and is readily available in nine (9) languages, i.e. EN, LT, PT, IT, FR, EL, DE, LV, and ES, which will be made more traceable on the Institute's website during an upgrade at the beginning of 2015. It is foreseen that progressively more languages will be available throughout 2014 and that the website will be accessible in all EU languages by the end of 2015. In addition, it is important to highlight that EIGE's reports to the presidency of the EU Council are translated and published in 5 EU languages (EN, DE, FR, ES, IT and LT). Utilising IPA funding, we will also include "EIGE in Brief" in the languages of the candidate and accession countries.

- EIGE is in the process of implementing Article 8.1 of the "Policy on Public Access to documents at the European Institute for Gender Equality". EIGE will, in future, annex a report to its Annual Activity Report (AAR 2014) to include available information about requests from the public for access to documents including the document register and requests received by web-form. We will also include details (as appropriate) of cases in which the institution refused to grant access to documents, the reasons for such refusals and the number of sensitive documents not recorded in the register.
- Director's Decision No 21 *Procedure on reporting improprieties* is already in place and applicable since March 2012. The decision lays down the procedure to be followed by EIGE 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 Article 22a and 22b of the SR. The Institute will amend the existing Director's Decision No 21 to fulfil the provision of Article 22c, with a specific emphasis on the process for handling complaints.
- A newly developed anti-fraud strategy, in line with the Financial Rules, and the amended Director's Decision No 21 will be presented to all staff at a formal staff meeting early 2015.

On 4 March 2015 the European Ombudsman's decision on closing her own-initiative inquiry concerning EIGE was received. The Ombudsman welcomed the measures taken by EIGE to implement the suggestions that she made after her visit to the Institute. Three further remarks were included in the letter.

2.10 Implementation of the Common Approach

The Common Approach endorsed by the European Parliament, the Council and the Commission in July 2012 represents the first political agreement on EU decentralised agencies of its kind. In line with the Joint Statement, the Commission has prepared a "roadmap on the follow-up to the Common Approach with concrete timetables for the planned initiatives". In the road map there are 90 actions, out of which 51 refer to agencies. For EIGE out of 51 actions only 45 are relevant. As of 31 December 2014 EIGE has implemented 35 actions and 6 actions are yet to be implemented on a regular and continuous basis.

Actions which were not completed as of 31 December 2014 are as follows:

1. Action No 32 - Produce a single annual report;
2. Activity Based Budgeting (ABB) and Activity Based Management (ABM) actions No 74 - Exchange best practices, 75 - Pursue the development of an ABB/ABM toolbox, 76 - Develop guidelines / a training to support agencies better apply ABB/ABM, covering key performance indicators to be included in work programmes.

EIGE's response regarding:

1. Action No 32 – single annual report will be prepared for the year 2014;
2. Actions No 74, 75, 76 – EIGE is a new and small agency in terms of budget and number of employees, however EIGE has started exchanges of information with other EU agencies on best practices used for establishment of ABB and ABM.

2.11 Data Protection

EIGE's Manual of Informal Procedures (Manual of Informal Procedures) within the Framework of EIGE's Policy on Protecting the Dignity of the Person and Preventing Psychological and Sexual Harassment was finalised and communicated to all employees on 15 October 2014.

An opinion from the European Data Protection Supervisor (EDPS) on a notification for Prior Checking received from the Data Protection Officer of the European Institute for Gender Equality regarding anti-harassment procedures and aspects of confidentiality was received on 18 December 2014 (case 2013-0732). EDPS expressed their opinion on a notification for prior checking received from EIGE in June 2013 under Article 27(2) of Regulation (EC) No 45/2001. Seven (7) recommendations were made, five (5) of which were fully implemented in the Manual of Informal Procedures, one (1) was implemented in the Manual of Informal Procedures and ICT Data Management Policy (adopted by Director's Decision No 93 of 12 December 2014). The open recommendation was that EDPS recommended EIGE to notify the processing operations (formal procedure) after consulting the Guidelines on administrative inquiries and disciplinary proceedings. EIGE submitted the draft rules for review to DG HR on 6 November 2013. Feedback is awaited; follow up will be done in 2015.

The opinion for case 2013-0789 *Management of absences from, and presence at, work* was not received at the date of preparation of this Annual Activity Report.

2.12 External Evaluations

In 2014 EIGE launched a public procurement procedure to have its first ex-post external evaluation, which will assess how well EIGE managed its set-up process, the relevance of its work to the stakeholders and possible impact of its work. The contract was signed in September 2014, and the results of the evaluation will become available in Q2 2015 and will feed into EIGE's forthcoming multi-annual programme and subsequent annual work programmes.

2.13 Public access to documents

In accordance with Regulation (EC) No 1049/2001 EIGE's Policy on Public Access to Documents was adopted by the Management Board decision and is in force as of 14 June 2013. The Policy on Public Access to Documents is available on EIGE's website. In 2014 EIGE did not receive any request for public access to documents through the channels specified in the Policy on Public Access to Documents.

In 2014 EIGE had 2783 unique page-views at the "Important documents" page. In its current form, this page acts as document registry until EIGE's new website comes online in 2015.

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). However, risk identification and the planning of responses and mitigating factors are best carried out during the process of drafting the AWP. To identify risks connected to thematic area, a review of previously identified risks recorded in EIGE's Risk Register is carried out, and the risk register is updated. This exercise is integrated in the drafting process of the AWP.

In 2014 internal and external risks impacting on the capacity of the organisation to deliver the planned results were assessed on several occasions. Internal risks posed by the EU decision on staff cuts were thoroughly analysed by the management and appropriate measures were planned while preparing the management strategy on implementing the cuts. The strategy also included a policy on renewal/non-renewal of contracts. While developing the Business Continuity Plan, all potential risks associated with the functioning of the organisation were mapped. Mediating measures were planned and integrated in the Business Continuity Plan.

External risks, such as gender equality being a low priority for the key stakeholders were analysed with the staff, and measures were planned for integration into the future communications stakeholder management strategy.

3.2 Fraud Prevention and monitoring

A newly developed Anti-Fraud Strategy was adopted by the Management Board Decision No MB/2014/022 of 13 November 2014. The Anti-Fraud Strategy is available on EIGE's website.

No OLAF cases were reported in 2014. 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 Cooperation Agreement with OLAF have been posted on EIGE's intranet. Director's Decision No 21 EIGE's Procedure on Reporting Improperities is applicable since March 2012. The decision lays down the procedure to be followed by EIGE 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 Article 22a and 22b of the SR. In 2015 EIGE will amend the existing Director's Decision No 21 to fulfil the provision of Article 22c, with a specific emphasis on the process for handling complaints.

3.3 Compliance and effectiveness of Internal Control Standards (ICS)

EIGE has adopted a set of internal control standards (ICS), based on identified good practice in other EU Agencies, aimed at ensuring the achievement of policy and operational objectives.

EIGE has put in place the organisational structure and the internal control system suited to the achievement of the policy and control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

In accordance with ICS No 15, EIGE conducts various activities with the purpose of assessing the level of implementation and effectiveness of the internal control system. The assessment and the consequent exercise of prioritising are done on the basis of the following sources: register of exceptions, ex post control, risk assessment and audit (IAS and ECA).

In prioritising for 2015, EIGE took also into account the suggestions that were mentioned in the discharge report for the financial year 2012 released by the European Parliament on 21 March 2014, through focusing on improving the sound financial management of the Institute.

A number of measures were foreseen in the Strategic Internal Audit Plan 2015-2017 for the Institute to improve the effectiveness of ICS No 2 'Ethical and Organisational Values', No 8 'Processes and Procedures', No 10 'Business continuity', No 12 'Information and Communication', improvement for ICS No 3 'Staff Allocation and recruitment' was foreseen in the Final Report of *Audit on HR Management*, a few measures for improvement of ICS No 5 'Objectives and Performance Indicators', No 8 'Processes and Procedures', No 10 'Business continuity' were indicated in the Final Report of the *Limited Review on the Implementation of Internal Control Standards*. In 2014 the main actions focused on preparing the quality management framework, the implementation of ex-post control system, strengthening the anti-fraud and anti-harassment environment, development of the Business Continuity Plan. Some measures regarding improvement of effectiveness of the above mentioned ICS were effectively implemented by the end of the reporting year; the others were continued in 2015:

- For ICS No 2 'Ethical and Organisational Values': Anti-fraud Strategy was approved by Management Board Decision MB/2014/022 on 13 November 2014.
- For ICS No 3 'Staff Allocation and recruitment': reclassification of Contact Agents was still pending due to the fact that the draft model decision text was not ready at the level of DG HR. For that reason it was recommended for agencies to opt-out of this decision until the model decision is available in 2015.
- For ICS No 5 'Objectives and Performance Indicators': following the testing process of the existing project management tool (PMT), EIGE is seeking to refine its existing PMT with a tailor-made tool. This will be done in 2015 along with further development of EIGE's ICT solutions.
- For ICS No 8 'Processes and Procedures': by the end of 2014 Framework Quality Management document was prepared. Quality Assurance Policy was adopted by Director's Decision No 97 on 27 February 2015.
- For ICS No 10 'Business continuity': by the end of 2014 final draft Business Continuity Plan was prepared. Business Continuity Plan was adopted by Director's Decision No 96 on 24 February 2015.
- For ICS No 12 'Information and Communication': IT Security Policy was approved by Director's Decision No 92 on 12 December 2014 and Data Management Policy was approved by Director's Decision No 93 on 12 December 2014.

The management considers that the Institute was fully compliant with all the remaining standards at the end of 2014.

EIGE considers the recommendations stemming from audits a principal way to reinforce the effectiveness of the internal control system. The results and the relevant actions taken by EIGE are reported in section 2.7 of the present report.

Assessment of the effectiveness of key parts of the internal control system is carried out by EIGE each year, relying on a number of monitoring measures and sources of information, which shows that the internal control standards are effectively implemented. In addition, the Institute has taken measures to further improve the efficiency of its internal control system in the areas mentioned above.

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 her disposal, is structured around four pillars or 'building blocks':

1. Assessment by management (controls and supervisory checks, monitoring reviews).
2. Assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits (IAS and ECA) and evaluations during the reporting year).
3. Follow-up of reservations and action plans resulting from audits from previous years, and follow-up of observations from the Discharge Authority.
4. Management assurances.

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

In 2014, a total of 6 exceptions were recorded ('Register of exceptions'). 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 controls 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 adequate.

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, Virginija Langbakk, 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 view³³.

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the 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, 15 June 2015



Virginija Langbakk
Director

³³ True and fair in this context means a reliable, complete and correct view on the state of affairs in the agency.

ANNEXES

ANNEX 1: Achievement of Output Indicators, EIGE's Annual Work Programme 2014

2.1 COMPARABLE, RELIABLE DATA AND INDICATORS ON GENDER EQUALITY

2.1.1 COLLECTION OF DATA AND STATISTICS IN THE 12 CRITICAL AREAS OF CONCERN OF THE BPfA/PROVIDING SUPPORT TO THE IRISH, LITHUANIAN, GREEK AND ITALIAN PRESIDENCIES OF THE EU COUNCIL

Output: Decision-making of the Presidencies of the Council of the EU supported by reliable data for the BPfA

Output indicators

1. final report for the Greek presidency (Q1);
2. final report for the Italian presidency (Q4);
3. study launched on area of concern of the BPfA selected by the government of Luxembourg (Q1);
4. meetings with the Greek, Italian and Luxembourg governments (Q1-Q4);
5. reports, main findings and factsheets for the Greek and Italian Presidencies published and disseminated (Q1-Q4);
6. consultation meeting(s) with experts on areas of concern selected by the Presidencies (Q2-Q3);
7. update of the database on Beijing indicators (Q2).

Achievements (100 %)

1. Report on *Women and the Economy* submitted to the Greek Presidency and Council, March 2014
2. Report "*Beijing +20*" submitted to the Italian Presidency and the Council, October 2014
3. Study for Luxembourgish Presidency launched, May 2014 (delayed due to delayed Presidency request)
4. Several meetings with Presidencies countries took place
5. Report on *Women and the Economy* for Greek Presidency published and available on EIGE's website, October 2014
6. Consultation meetings on Women's human rights, September 2014; Women and decision-making, October 2014.
7. Database on Beijing indicators updated in February 2014 & December 2014

2.1.2 GENDER-BASED VIOLENCE

Output indicators

1. report on existing methodologies and approaches to assess the cost of GBV (Q2);
2. meeting of experts on data collection on GBV (Q1-2);
3. dissemination of study on Administrative Data Sources (Q1-4);
4. draft strategic framework developed, on indicators and data collection on GBV (Q3);
5. conclusions of the November 2013 conference published and disseminated (Q2);
6. follow-up study on FGM (Q2).

Achievements (100% + two additional achievements)

1. Report finalised launched on 10/12/2014 in Brussels.
2. Meeting held Vilnius, 19-20/3
3. Study disseminated at various events, launched on 8/12/2014
4. Strategic framework on EIGE's work in area of gender-based violence submitted to the MB meeting November, 2014.
5. Report published and disseminated in Q2.
6. Study on methodologies for FGM risk estimations launched (Q1, earlier than

Additionally achieved outputs (not planned in the AWP)

7-8

planned);

7. 16 days against violence against women: 4 events, including launch of 2 EIGE Reports on GBV.
8. Gender Analysis of the Victims' Directive

2.1.3 GENDER EQUALITY INDEX

Output: A tool to assess the progress of gender equality in Europe.

Output indicators

Achievements (100%)

1. publication and dissemination of tailored information on the Gender Equality Index of 2013 (Q1-Q4);
2. update of the Gender Equality Index (Q4);
3. maintenance and updating of the data and metadata in EIGE's database on gender statistics (Q1-Q4);
4. consultation meeting(s) on application of the Gender Equality Index and/or maintenance of the database on gender statistics (Q1-Q4).

1. Report, Country Profiles and Main Findings published, disseminated to various stakeholders. Further analyses for ad-hoc requests (newsletters and individual MS).
2. Gender Equality Index computed for 2005 and 2012. New indicators on VAW and Work domains.
3. The database on gender statistics developed, data availability from international sources assessed, data and metadata gaps identified. Interface of EIGE's database on gender statistics in progress
4. Two meetings (February 2014 and October 2014, Vilnius) with the Working Group on the Gender Equality Index

2.2 IMPLEMENTING GENDER EQUALITY AND GENDER MAINSTREAMING

2.2.1 METHODS AND TOOLS TO SUPPORT POLICY IMPLEMENTATION

Output: Effective gender mainstreaming tools to support policy-making and implementation

Output indicators

Achievements (100 % + two additional achievements)

1. good practices publications for the Greek and Italian Presidencies disseminated (Q1-Q4);
2. study on good practices for the BPfA report for Luxembourg Presidency launched (Q1);
3. peer review meetings on good practices (Q1-Q4);
4. report on institutional capacity and gender mainstreaming finalised and disseminated (Q3);

1. Good practices publications for the Greek and Italian Presidencies published online;
2. Study on good practices for the BPfA report for Luxembourg Presidency launched, May 2014 (later than planned reasons?);
3. Consultation and peer review meetings on female entrepreneurship (Greek Presidency), on reconciliation (Italian Presidency). Results on female entrepreneurship and reconciliation in non EIGE events shared and presented;
4. Information on institutional capacity for gender mainstreaming the online platform for GM (Q4, later than planned); Dissemination is pending due to the technical issues of the new EIGE's

5. online resource tool on gender mainstreaming available (Q3);
6. meetings of the Thematic Networks on Gender Training and on Gender Mainstreaming and other experts (Q2-Q3);
7. consultations on the development of a sectoral approach to Gender Mainstreaming (Q2-Q4);
8. online tool on Gender Impact Assessment (GIA) available (Q2);
9. General information on integration of gender into different policy sectors accessible on-line (Q2).

- website.
5. Online resource tool on gender mainstreaming is being tested; online platform for gender mainstreaming created. Further development is pending due to the technical issues of the new EIGE's website.
 6. Thematic network on Gender Mainstreaming meeting in October 2014; GM online platform meeting moved to 2015 Q2 due to the technical issues of the new EIGE's website.
 7. Consultations on the development of sectoral approach to Gender Mainstreaming in the area of Research and Innovation held with DG RTD (Q2-Q4);
 8. Online GIA tool materials finalised (Q4, later than planned); this delay was caused by the enlargement of the tool and inclusion of additional information on GIA's use in selected countries. Technical solution needs to be developed;
 9. General information on 8 policy sectors produced (Q2); information on further 12 policy areas developed (Q4, later than planned). Further development is pending due to the technical issues of the new EIGE's website.

Additionally achieved outputs (not planned in the AWP) 10 -11

10. Additional indicators: EIGE's criteria on good practices on reconciliation adopted by external stakeholders (Greek Confederation of Small and Medium Enterprises) and Italian Department for Equal Opportunities (on gender equality and on GBV);
11. Module for the online GM Platform on Institutional Transformation for public organisations at EU and Member States prepared.
12. Guiding standards for gender competence development prepared.

2.2.2 THE BENEFITS OF GENDER EQUALITY

Output indicators

1. background papers on collecting evidence of the benefits of gender equality at EU and Member State level (Q4);

Achievements (some deliverables delayed)

1. Background papers on collecting evidence of the benefits of gender equality at EU and Member State level analysed (Q1- Q4);

2. study to identify evidence of benefits of gender equality launched (Q1);
3. two meetings of ad-hoc expert group (Q2-Q4).

2. Study to identify evidence of benefits of gender equality launched (Q4, later than planned);
3. One experts meeting in Vilnius (Q2); Three meetings held via Skype with the expert responsible for the study on evidence of benefits of gender equality; one meeting moved to 2015.

INCREASED AWARENESS AMONG DECISION-MAKERS AND THE PUBLIC OF PROGRESS AND CHALLENGES IN IMPLEMENTING EUROPEAN GENDER EQUALITY POLICIES

2.3 RESOURCE & DOCUMENTATION CENTRE (RDC)

Output: EIGE's Resource & Documentation Centre — the centre for institutional and methodological resources on gender equality

The Resource & Documentation Centre (physical and online)

Output indicators

1. policy documents and grey literature from up to 10 MS (Q4);
2. cooperation agreements with five additional organisations dealing with gender equality (Q4);
3. nine online discussions (Q1-Q4);
4. development and maintenance of IT infrastructure for EuroGender (Q1-4);
5. first draft of a Europe-wide gender equality thesaurus and glossary (Q4);
6. two stakeholders' consultations (Q2-Q4);
7. reports from five EuroGender discussions made available (Q1-Q4);
8. framework contract for research-related services in place (Q4).

Achievements (one deliverable delayed)

1. Contract signed (September 2014), inception meeting held (October 2014), national meetings with stakeholders (October 2014, collection of materials from up to 10 MS started October 2014).
2. EUROFOUND, European Commission Central Library, CIG Documentation Centre in Portugal, Women's Library in London School of Economics Library and Women's Institute Documentation Centre in Spain in process.
3. Nine online discussions held on Men and Gender Equality, Guiding Principles for Gender Equality Competence Development; EIGE's database on gender statistics: interface & dissemination; EIGE's database on gender statistics: Functionality and Design; Communicating Gender; Current developments at EIGE for EU candidate and potential candidate countries; Women and Political Decision-making; Beijing + 20; EIGE's Priorities in the GBV Area for 2016 – 2018.
4. Contract implemented according to the plan.
5. The contract signed in December 2014 (draft delivery delayed).
6. Two consultation meetings: with academia in February; EIGE's RDC partners in May.
7. Reports from five online discussions delivered and published on EuroGender
8. Framework contracts signed in August 2014 (earlier than planned)

2.4 AWARENESS-RAISING, NETWORKING AND COMMUNICATION

Output: tools for communication of gender equality in use.

2.4.1 COMMUNICATING ON GENDER EQUALITY

2.4.2 EIGE STAKEHOLDERS AND PARTNERS

Output indicators

1. website updated for new technologies (smartphones, mobile devices, etc.) (Q4);
2. continued cooperation/partnerships with media (Q2);
3. media database updated and expanded by 10 % (Q1-Q4);
4. analysis on the use of mobile applications as an effective tool for communicating with stakeholders (Q3);
5. evaluation of framework contract on event organisation conducted (Q4);
6. networking meetings with stakeholders, IPA countries and EFTA countries (Q1-Q4);
7. visits to EIGE by external stakeholders (at least 10) (Q1-4);
8. meetings with the EP and FEMM committee (Q1-Q4);
9. annual meetings with the EWL, Social Platform and Social Partners (Q1-Q4);
10. profiles of Wo/Men Inspiring Europe Resource Pool – online (from Q4);
11. one on-line discussion on Men and Gender Equality (Q3);
12. Experts' meeting on Men and Gender Equality (Q2);
13. Background paper on Men and GE produced as a basis of proposed study in 2015 (Q4);
14. Campaigns on social Media on Men and GE (Q1 to Q4);
15. Ad hoc meetings with relevant Actors/Experts on Men and GE (Q1 to Q4).

Achievements (one deliverable moved to 2015)

1. EIGE's website is redesigned and adapts to mobile devices. It will go live in May 2015, once content is finalised.
2. JTN expanded with new partnerships, BBC (UK), TV5 (France) and the national news agency ANMA in Greece.
3. Media database updated and expanded by 10%.
4. Analysis on mobile behaviour of EIGE website users performed, full website responsive to mobile devices by the end of 2014 (later than planned).
5. Evaluation for the framework contract started in Q4 (delivery moved to 2015).
6. Meeting Academia, 2/2014; IPA meetings, 3/2014. Networking event at EP (Strasbourg) with EF members 10/2014.
7. More than 25 external visits to EIGE
8. FEMM (12/02/2014; 01/12/2014), Chair of FEMM 9/09
9. EWL (10/2014), Social Platform (7/2014) ETUC 3/2014 / Social Platform's Annual Meeting with FRA and EIGE 6/2014. EU social partners 11/2014
10. Monthly profiles for EIGE's 2014 calendar online, Q4 2013, after the calendar's launch.
11. Online discussion on Men & GE: 11/9/2014
12. Experts Meeting on Men & GE held on 25-26/09
13. Draft presented to the MB in November 2014
14. Six new White Ribbon Campaign ambassadors published online in September and November
15. A meeting with MenEngage 6/2014, virtual meeting in 9/ 2014. Meetings with Jeff Hearn, Alan O'Neill held in 9/2014

2.5 EFFECTIVE ORGANISATION AND EIGE BODIES

Output: The necessary administrative and operational structures are put in place.

Output indicators

1. implementing provisions giving effect to Staff Regulation adopted (Q2-Q4);
2. a number of internal rules developed (Q1-Q4);
3. procedures on Conflict of Interest established (Q2-Q3);
4. regular meetings of the Management Board and Experts' Forum held (Q1-Q4);
5. EIGE's evaluation launched (Q1).

Achievements (achieved 100%)

1. 14 sets of implementing provisions adopted by the MB during 2014.
2. 16 policies and processes issued by Director's Decision since June 2014.
3. Procedure established and adopted by the MB on 27.03. Ongoing collection and publication of the Director's, MB and EF members and alternates.
4. 3 meetings of the MB in 2014, 2015 meeting dates set; / EF meetings: 2 meetings and 1 Joint meeting with the MB.
5. EIGE's external evaluation launched in March 2014 (later than planned).

ANNEX 2: Information about the studies conducted by EIGE in 2014

Focal Area 1: Comparable and reliable data and indicators on gender equality

Collection of data and statistics on all of the 12 critical areas of concern of the BPfA - providing support to the Greek, Italian, Latvian and Luxembourgish Presidencies of the Council

Support to the Greek Presidency of the Council (January – June 2014)

Study in Area F of the Beijing Platform for Action: Women and the economy

Contract awarded to: Istituto per la Ricerca Sociale, IT

Study launched: 2013, main study report delivered to EIGE in March 2014

Description of the study:

The study has a focus on part-time employment, full time equivalent employment rate, different types of contracts, self-employment and female entrepreneurship in the EU Member States and Croatia. It follows objective F1 of the critical area F of the BPfA: *'promote women's economic rights and independence, including access to employment, appropriate working conditions and control over economic resources'*. The aforementioned areas were addressed from the perspective of women's economic independence.

The study consists of three parts:

Part A of the study provides an overview of the main theoretical discussions about the concept of women's economic independence and its relationship to part-time employment, different types of employment contracts and self-employment. It collects and analyses quantitative and qualitative data on part-time employment, full-time equivalent employment rate, different types of contracts and self-employment, and their interaction with women's economic independence, and develops indicators to measure the aspects mentioned above;

Part B of the study identifies good practices in the field of Women and the Economy, with specific focus to female entrepreneurship;

Part C of the study reflects and collects evidence on the benefits of gender equality in entrepreneurship.

Main conclusions:

The study examined the BPfA's strategic objective F1 'Women in the Economy'; spanning the two complementary areas of gender equality and economic independence. By examining women's and men's labour market participation in the EU-28 from a gender equality perspective, it provided an assessment of the key issues of women's and men's economic independence.

While considerable progress has been made in relation to women's labour market participation over the past decades, deeply entrenched inequalities persist as a result of discriminatory norms and attitudes and the unequal distribution of care responsibilities in the household. While women's activity rate has increased, men's activity rate has remained largely stable. This convergence of women towards the masculine norm of labour market participation – without changes in the sharing of unpaid work – represents a serious constraint for women's equal access to the labour market and conversely their equal control over economic resources. Employed women are over represented in the services sectors and in occupations that are characterised by lower status, career opportunities and pay, as well as in part-time work. While part-time work can facilitate labour force participation and can contribute to a more gender equal society by allowing both women and men to work part-time to meet life course demands, women's over-representation in part-time work can be detrimental to their economic independence.

Self-employment can also provide more flexibility in terms of work-life balance issues, while maintaining the same hours. However, a clearer differentiation between entrepreneurship and self-employment can aid the implementation and monitoring of policies promoting women's entrepreneurship. Women are under-represented among self-employed workers, while simultaneously being more likely to be self-employed on their own account. Moreover, self-employment leads to much lower earnings and income for women and can lead to a greater risk of poverty over the life course, as women are more likely to work in more labour intensive and less profitable sectors than men. The gender pay gap between women and men in self-employment vividly illustrates the disparities; standing at 45 % at EU level.

Equal access to the labour market and to economic resources can increase the economic independence of women and realising both women's and men's full labour market potential can lead to significant macroeconomic gains.

Encountered difficulties: -

Future steps:

The information from the background research and the collected data was used for preparing the report for Greek Presidency of the Council of European Union, and was published as EIGE's report 'Gender equality and economic independence: part-time work and self-employment'. The data resulting from this study are integrated in a database, and are included in EIGE's RDC.

Support to the Italian Presidency of the Council (July – December 2014)

Study to review of all areas of the Beijing Platform for Action– (Beijing +20)

Contract awarded to: GHK Consulting Ltd, UK

Study launched: July 2013, final report delivered to EIGE in October 2014

Description of the study:

The study has a focus on reviewing the implementation of the BPfA in the European Union. It provides a thorough assessment of the implementation of all strategic objectives set up in the 12 areas of BPfA in the context of the EU policy priorities and targets on gender equality. The review presents the most recent situation of gender equality, assesses and analyses the trends since 2010 by identifying achievements, gaps and challenges in each area of concern at both EU and national level. The existing Beijing indicators and available data at EU level provide the factual basis for analysis and assessment of gender equality across the EU and its Member States.

Main conclusions:

The study provided an overview of developments in all 12 critical areas of concern of the Beijing Platform for Action and put forward the main developments and challenges for gender equality within the EU in each of these specific areas.

Overall, the study emphasised that the focus in the EU on gender equality needs to be maintained and reinforced and mainstreamed in several other policy areas. These recommendations gain relevance if gender equality policies are provided with clearer and measurable strategic objectives, specific targets and timeframes, if the national governments include the work and recommendations of the gender equality bodies in their legislation and policy cycle. Commitment and resources are both important facets of the efficiency of implementing gender equality and need to be supported through the allocation of appropriate human and financial resources. The reinforcement of gender equality legislation and its stronger visibility as a policy priority may contribute to the move from 'de jure' to 'de facto' equality.

Another firm conclusion of the study is that, within the EU, currently there is a gender imbalance in political and economic decision-making areas that particularly affects women. As such, women make up nearly half of the workforce and account for more than half of tertiary level graduates. However, and in spite of these realities, the proportion of women involved in decision-making in various domains of the public life remains very low. Women are disadvantaged in the labour market in

terms of gender pay gap, and later on this appears also in the gender pension gap. The design and implementation of effective policy measures, including legislative measures, would help to break the 'glass ceiling' in major economic structures. Formal and informal quotas in political decision-making proved to be effective in elected and nominated posts in major political structures in the EU member States.

The area of violence against women caught specific attention as several policy developments happened within EU in the last five years. Major efforts are made in order to collect prevalence and administrative data of adequate quality that will help to monitor the implementation of actions. However, comparable data on the norms, attitudes and stereotypes that underpin violence against women and perpetuates current unequal power relations between women and men in society are still largely absent.

Two new areas of concern had indicators adopted in the last five years and this helped a lot the monitoring process at the EU level. These two areas are: area J (that looks at the situation of women and the media) and area K (that looks at the relationship between gender equality and the environment). In other areas, the implementation of the BPfA is difficult to assess and thus progress to measure as no studies or reviews were carried out in the last 5 years. This applies to areas such as area E (about women and armed conflicts) and area L (on the girl child), even if indicators were adopted.

The 4th review of the implementation of the Beijing Platform for Action in the EU and its Member States, on the occasion of the 20th anniversary of this crucial document for women's rights and gender equality worldwide represented an opportunity to show that indisputably the EU focused on tackling gender inequalities. The EU also reaffirmed its commitment to this principle, developed and applied many policies in this area and ensured resources are available to make gender equality a reality. Achieving progress in this field involved many actors and institutions, both within the EU institutional frame and at the Member States level.

Encountered difficulties: -

Future steps:

The information from the background research and the collected data has been used for writing the report for Italian Presidency of the Council of the European Union and was published as EIGE's report, **Beijing+ 20**. The data resulting from this study are integrated in a database, and are included in EIGE's RDC. For each of the 12 areas of concern, a fact sheet was created; presenting the main policy context, the strategic objectives of the respective area and the EU adopted indicators, the findings of statistical data analyses and some general, over all recommendations.

Support to the Latvian Presidency of the Council (January – June 2015)

The research note for the presidency is carried out in-house by EIGE's experts on an issue selected by the presidency of the EU council of the first semester of the year. The theme of the research notes can diverge from the critical areas of concern of the BPfA, and is more concise in nature compared to the Beijing reports.

Research note for the Latvian Presidency on Gender gap in Pensions

Research done by EIGE experts

First draft submitted to the Latvian presidency in December 2014

Description of the work carried out: The research note analyses and explains the Gender Gap in Pensions and presents the latest calculation of the gender gap in EU in different age groups.

Main conclusions:

A Gender Gap in Pensions was calculated for the year 2012, and stands at 38%. It is not only an alarming number for the individuals concerned, it also gains relevance when understood as the sum of gender inequalities over the life course. The Gender Gap in Pensions can be explained by women's lower lifetime earnings and smaller or interrupted social security contributions, due to caring responsibilities, during pregnancy and greater propensity to work part-time.

Reducing the Gender Gap in Pensions can only be addressed by an assessment of the current situation in relation to pension distribution and an examination of inequalities between women and men. Establishing a formal link between the two is challenging, not least because they are concerned with different age cohorts. Indeed the pension gap concerns older people (65+ population), but data on inequalities are spread over the life course with different generational effects.

Encountered difficulties: -

Future steps:

The research note will be made available in EGE's RDC.

Support to the Luxembourgish Presidency of the Council (July – December 2015)

Study on Area G of the Beijing Platform for Action: Women in Power and Decision-making

Contract awarded to: ÖSB Consulting GmbH, Vienna, Austria & The Queen's University, Belfast, Northern-Ireland, UK.

Study launched: May 2014, final report to be delivered to EIGE in 2015

Description of the study:

The study has focus on the implementation of the strategic objectives of the BPfA in the Area G on Women in Power and Decision-making in political, economic and social areas in the EU Member States.

The study consists of three parts:

Part A of the study will provide a review (2003-2014) of already existing indicators in the bodies of public power (legislative and executive political institutions, political parties, civil service and the judiciary) and economic decision-making (central banks, economic ministries, employer confederations, labour unions, largest publicly quoted companies on the national stock exchange), using data which is available in the European Commission's database on Women and men in decision-making. For the purpose of analysing women's access to decision-making positions in the social sphere, the study will collect and analyse new data on the share of women and men in top leadership positions, including decision-making boards, of the largest EU and national sports organisations.

Part B focuses on the identification of good practices that effectively promote and support a wider and better participation of women in political decision-making at EU and Member States' level. It aims to analyse the European and national policies and practices, to provide examples about existing effective approaches to support women's participation in political decision-making, with specific reference to competence development, awareness-raising and gender mainstreaming infrastructures.

Part C identifies and collects evidence on the benefits of increasing gender equality in the EU Member States' national parliaments and in the European Parliament, as well as in the judiciary-both at Member State level and in the context of the European Courts.

Encountered difficulties: -

Future steps:

The information from the background research and the collected data will be used for drafting the report for Luxembourgish Presidency of the Council of European Union. The data resulting from this study will be integrated in a database, and included in EIGE's RDC.

‘Administrative data sources on gender-based violence against women in the EU: Current status and potential for the collection of comparable data’,

and

‘Administrative data sources on gender-based violence against women in the EU: Current status and potential for the collection of comparable data – technical analysis’

Contract awarded to: Matrix Insight Ltd

Studies launched: December 2014; two final reports based on the final background study delivered by Matrix Insight Ltd in December 2013.

Description of the studies:

The studies aim to map out the key administrative data sources on gender-based violence – and statistical products created from these sources – in the 28 EU Member States and analyse their relevance, reliability and quality. So far, there has been no overview available of the extent, scope and potential of administrative data collection on gender-based violence in the European Union Member States. With this study, EIGE intends to fill this gap.

These reports are based on the background study delivered by Matrix Insight Ltd the previous year, collecting information from 28 member States from January to September 2013. The field research of the study in each country was carried out between January and April 2013. Analysis of results was developed between May and July.

These studies aim to extend knowledge about the situation and the potential of administrative data on gender-based violence in the EU-28, in order to harmonise and collect comparable data on this phenomenon. The first report is focused on an overview of the legal and policy framework underpinning administrative data on gender-based violence. The second report provides a comprehensive technical analysis of the current status and potential of the main administrative data sources and the related statistical products identified at national level for the use of administrative data to produce statistics at EU level on gender-based violence. Both reports provide guidelines to improve the relevance, quality and statistical potential of the administrative data and lists recommendations for the collection of relevant, reliable and comparable administrative data on gender-based violence across the EU.

Complementing the information provided through the reports, a comprehensive and detailed map of the existing administrative sources of data on this issue was built, and integrated in EIGE’s website as an interactive mapping tool on administrative data sources on gender-based violence.

Two new databases have been published in EIGE’s website, providing information on: legal definitions on Gender based violence in EU Member States, and on literature and legislation on Gender based violence in EU.

Encountered difficulties: -

Future steps:

The four databases mentioned were published online in march 2014, along with an interactive map of EU to consult administrative data sources and statistical products related to Gender based violence that are available in EU.

Study on analysing methodologies to determine the economic costs of gender - based violence in the European Union

Study launched: October, 2013, Report presented in December, 2014

Contract awarded to: Sylvia Walby, OBE, Distinguished Professor of Sociology, UNESCO Chair in Gender Research, Lancaster University, United Kingdom

Description of the study: the report provides an analysis of methodological options on the cost of gender-based violence and intimate partner violence, by studying different literatures and studies, and provides recommendations. Based on the UK model, theoretical estimates are provided for other Member States for comparative purposes.

Main conclusions:

- Gender-based and intimate partner violence place large costs on economy and society. It is likely that an increase in the currently small amount spent on prevention and mitigation of harms, by increasing spending on specialised services, would lead to a decrease in the extent and impact of the violence.
- Proportionate to the size of the population in that country as compared with the UK, this leads to costs of gender-based violence against women in the EU of almost 226 billion euros. This represents 87 % of the total cost of gender-based violence to the EU which was estimated to be close to 256 billion euros.
- The spending on specialised services, which are immensely beneficial to women, to mitigate the harms and prevent the repetition of the violence is 3 % of the cost of intimate partner violence against women.
- The loss to the economy, through lost output as a result of injuries, is around 12 %. Services, especially criminal justice, make up around 30 % of the cost of the violence. Just under half the cost is a result of the public estimation of the value placed on the physical and emotional impact that the violence causes.
- In order to support the estimation of the cost of intimate partner violence, it is necessary to have quality information as to the extent, frequency and severity of this violence. There is currently insufficient data to robustly cost the impact of intimate partner violence separately for each EU-28 Member State.
- It is necessary to have good quality information as to the use of specialist, health and legal services. While there have been important developments in this field, there is still a need for much further provision of quality administrative data on the extent to which these services are utilised as a consequence of intimate partner violence, if there is to be routine effective costing of the impact of this violence.

Future steps: The information in this study is important for monitoring service provision in the area of GBV and policy development because there is a serious concern that the overall reductions in services, following from cuts to budgets, will lead to an increase in the number of cases of gender-based violence.

Study on the Estimation of the number of women and girls at risk in selected EU Member States

Study launched: February 2014, final report delivered to EIGE in December 2014

Contract awarded to: Yellow Window, Belgium

Description of the study: The study was to provide an estimation of the number of girls living in three EU Member States who were at risk of being mutilated. More specifically, this study strove to: analyse and assess the methodological options for FGM risk estimation described and applied in the existing literature and studies; and propose methodology(ies) which can be used to estimate the number of girls at risk of female genital mutilation in the EU Member States. The proposed methodological approach to estimate the number of girls at risk of undergoing FGM in the EU builds upon existing knowledge and benefited from the expertise of a diverse range of stakeholders who were involved in different phases of the study.

Future steps: the report and the methodological guide will be published in 2015.

An analysis of the Victims' Directive from a gender perspective

Study launched: July 2014, final report delivered October 2014.

Contract awarded to: Ph.D. Sylwia Spurek, Poland

Description of the study: Victims' Directive gives a broad definition of gender-based violence. The study made an in-depth assessment of the measures proposed by Victims' Directive, risk assessment and its impact on victims of GBV. Every article of the Directive was analysed using two methods- the rules of legal interpretation and SWOT analysis.

Encountered difficulties: -

Future steps: In 2015 EIGE will develop recommendations for sex-disaggregated data collection for the monitoring the implementation of the Victims' Directive.

EIGE's work on gender statistics & the Gender equality Index

EIGE database on Gender Statistics

Study launched: November 2013, final report delivered to EIGE in July 2014

Contract awarded to: Sabiedriba ar ierobezotu atbildibu 'Proof it', Latvia

Description of the study:

The overall objective of this project is to produce a statistics database with data and metadata on gender statistics through updating, expanding and integrating the existing statistical datasets on gender equality produced by EIGE into a centralised source of information *to be incorporated* and made available at EIGE's online resource and documentation centre.

Encountered difficulties:

The main challenge of the project has been to incorporate different perspectives and needs of future users of the database. This has been tried to be addressed through several discussions held internally by EIGE's staff and teams and externally through online discussions. Different inputs and contributions have been gathered which somehow delayed the delivery of a final proposal for the content structure of the database. The final date for completion of the contract had to be extended for 1 month.

Future steps:

The content structure and organising principles of the database have been established. The interface/web visualisation and extraction functionalities are being processed. The database will be publically presented in autumn 2015

Focal Area 2: Implementing gender equality and gender mainstreaming

Study on good practices to complement the study on Area G of the Beijing Platform for Action: Women in power and decision making

Contract awarded to: ÖSB Consulting GmbH, Vienna, Austria & The Queen's University, Belfast, Northern-Ireland, UK.

Study launched: 2014, final report to be delivered to EIGE in 2015

Description of the study:

Part B of the study focus on collection of good practices in the area of women and political decision making, with specific concern on three tools:

-
- Competence development,
 - Awareness-raising initiatives,
 - Dedicated gender mainstreaming bodies.

Competence development entails educational tools such as training courses and modules, mentoring programmes to enhance political skills, proactive attitudes, communication skills and gender competence of policy makers as well as the establishment of knowledge and expertise networks supporting women's participation in political decision-making.

Main conclusions:

Awareness-raising is fundamental to the prevention of inequalities. It can also be effective to alter practices that can lead to structural changes. Awareness-raising can include working with the general public to change attitudes, e.g. greater tolerance, while exposing the magnitude of issues. Specific messages targeted at niche groups can also be effective. Public awareness campaigns may be developed at an international, national, regional or local level with a view to challenge values and norms that perpetuate stereotypes, gender segregation and discrimination.

Dedicated gender mainstreaming bodies are established within political assemblies such as parliaments and councils, with an advisory role to empower elected women, to promote gender equality issues in the political agenda and to connect with relevant stakeholders (e.g. governmental equality bodies, women's organisations and NGOs).

Members in gender equality and parliamentary committees and bodies are invariably appointed by political parties. In addition, women/gender equality parliamentary groups or 'caucuses' involve women (and men) MPs from different parties. Such groups are voluntary and aim to drive internal discussions on gender equality and to engage with civil society to lobby for gender equality in parliaments.

The overall objective of the study is to contribute to the promotion of gender equality in the European society.

The specific objective of this study is to identify 12 good practices on gender mainstreaming tools to support gender equality and women's participation in political decision making.

Encountered difficulties: -

Future steps:

Results and outcomes of the study will be disseminated via the good practices section of EIGE's GM online platform, within EIGE's events as well as in the context of EU and National exchange events on the issue of gender equality and political decision making.

A publication, introducing main findings of the study, will be published at the end of 2015.

Collection of Good Practices to complement the Study in Area F of the Beijing Platform for Action – Women and the economy Part B Collection of good practices in the field of Women and the Economy in EU Member States and Croatia, with specific focus on female entrepreneurship.

Contract awarded to: ISTITUTO PER LA RICERCA SOCIALE, Milan, Italy

Study launched: Study launched in March 2013, Part B starting from September 2013 and final report delivered in May 2014.

Description of the study:

Part B of the study focused on the identification of good practices in the field of Women and the Economy in EU Member States and Croatia, with specific focus on female entrepreneurship.

For the scope of this study, reference has been made to Eurovoc's definition of entrepreneur³⁴: 'one who organises, owns and manages a business, assuming the risks involved.'

In particular, the study has taken into account the existing effective policies designed and implemented with the purpose of:

- establishing network to promote and support female entrepreneurship;
- designing and implementing training strategies, to promote and support female entrepreneurship;
- allocating and budgeting funds and credit, to enhance female entrepreneurship.

The study has aimed to identify relevant examples, highlighting the benefit of gender equality on female entrepreneurship, also to provide the basis for further networking among stakeholders involved with designing and implementing policies aimed at increasing female participation in the labour market and enhancing economic independence of women.

Main Conclusions:

The study has identified some effective experiences and approaches to promote and support women's access to labour market through entrepreneurship.

Apart from the identification of the good practices, the study has highlighted some main conclusions, as:

- The need to map regularly experiences, policies, practices and initiatives, to monitor the effectiveness and the impact of policies and positive actions;
- To collect data and statistics, to better support the policy making process and provide sound evidence of achievements and gaps;
- To analyse and identify the different needs, set by a widely different range of women;
- To use EU Funds to support and promote access of women to entrepreneurship;
- To promote networking and business support for women's enterprises, even after the funding initial period;
- To relaunch positive actions to support women's entrepreneurship and target specific needs and specific gender inequalities (skills needs, access to credit, awareness-raising)
- To adopt and support a movement approach, gathering and involving also non-traditional stakeholders (financial, banking, communication) working on gender equality issues;
- Promote and support Education and competence development
- Mobilise better and new information for career guidance, to drive more women towards entrepreneurship.

Encountered difficulties: -

Future steps:

Results and outcomes of the study will be disseminated via the good practices section of EIGE's GM online platform, within EIGE's events as well as in the context of EU and National exchange events on the issue of gender equality and political decision making.

A publication and 1 factsheet, introducing main findings of the study, will be published in 2015.

Collection of good practices on reconciliation of work, family and private life in EU Member States

Contract awarded to: ÖSB Consulting GmbH, Vienna, Austria

Study launched: August 2013; Final Report delivered to EIGE: June 2014

Description of the study:

³⁴

<http://eurovoc.europa.eu/drupal/?q=request&concepturi=http%3A%2F%2Feurovoc.europa.eu%2F3542&termuri=http%3A%2F%2Feurovoc.europa.eu%2F216626&language=en&view=pt&ifacelang=en>

The study to be carried out under this contract has focused on the collection and dissemination of good practices in the area of reconciliation, in EU Member States.

In particular, the study took into account the existing effective experiences implemented with the purpose of:

- increase knowledge, awareness and understanding on how reconciliation can be strategic for social and economic growth as well as for the advancement of gender equality;
- increase men's participation in care and family activities
- increase female participation in labour market;
- enhance and develop self-regulation practices, aiming to support women's participation in labour market and men's participation in care and family activities;
- strengthen the contribution provided by social partners to build gender equality policies and implement gender mainstreaming strategies;
- establish and develop gender sensitive self-regulation in public and private organisation.

It aimed to develop a better knowledge on good practices, developed across the EU Member States, to make available to stakeholders, decision makers and social partners practical information related to relevant and effective approaches as well as to foster the exchange of good practices in this area.

Main Conclusions:

The study has provided some effective examples on how to implement reconciliation approaches, to support a wider and better participation of women in the labour market and at the same time a higher participation of men in care and family activities.

Encountered difficulties: -

Future steps:

Results and outcomes of the study will be disseminated via the good practices section of EIGE's GM online platform, within EIGE's events as well as in the context of EU and National exchange events on the issue of gender equality and political decision making.

2 publications and 3 factsheets, introducing main findings of the study, will be published in 2015.

ANNEX 3: List of Management Board members/alternates

Table 1. Members of the Management Board on 31 December 2014

CHAIR: Ms Pauline M. MOREAU

VICE-CHAIR: Ms Vera JAUK

Member State	Member	Alternate
Austria (AT)	Ms Vera JAUK	Mr Dietmar HILLBRAND
Bulgaria (BG)	Ms Irina IVANOVA	Ms Ginka MASHOVA
Cyprus (CY)	Ms Kalliope AGAPIOU-JOSEPHIDES	Mr Demetris MICHAELIDES
Denmark (DK)	Ms Kira APPEL	Mr Søren FELDBÆK WINTER
Estonia (EE)	Ms Käthlin SANDER	Ms Kaisa KAHA
Greece (EL)	Ms Anna MEGALOU	Ms Maria EFTHIMIOU
Ireland (IE)	Ms Pauline M. MOREAU	Mr Patrick O'LEARY
Italy (IT)	Ms Ermenegilda SINISCHALCHI	Ms Tiziana ZANNINI
Latvia (LV)	Ms Diāna JAKAITE	Ms Agnese GAILE
Lithuania (LT)	Ms Vanda JURŠĖNIENĖ	Ms Dalia LEINARTĖ
Luxembourg (LU)	Ms Maryse FISCH	Ms Isabelle SCHROEDER
Malta (MT)	Ms Romina BARTOLO	Ms Renee LAIVIERA
Netherlands (NL)	Ms Carlien SCHEELE	Ms Jantina WALRAVEN
Poland (PL)	Ms Monika KSIENIEWICZ	Ms Anna KIERSNOWSKA
Romania (RO)	Ms Andra Cristina CROITORU	Ms Daniela COZMA
Slovakia (SK)	Ms Olga PIETRUCHOVÁ	Mr Andrej KURUC
Finland (FI)	Ms Tarja HEINILÄ-HANNIKAINEN	Ms Riitta MARTIKAINEN
United Kingdom (UK)	Mr Charles RAMSDEN	Mr Paul HOWARTH
European Commission	Ms Salla Saastamoinen	Ms Daniela BANKIER

ANNEX 4: List of meetings in 2014 (Management Board, Experts' Forum, Joint Meetings)

Table 2 A. Management Board meetings

Event	Date	Location
MB Standing Committee Meeting	5 February 2014	Athens
19 th MB Meeting	27-28 March 2014	Vilnius
MB Standing Committee Meeting	6 May 2014	Brussels
20 th MB Meeting	5-6 June 2014	Vilnius
MB Standing Committee Meeting	10 October 2014	Copenhagen
21 st MB Meeting	13-14 November 2014	Brussels

Table 2 B. Joint Meetings of Management Board and Experts' Forum

Event	Date	Location
2 ND Joint Meeting of Management Board and Experts' Forum	12 November 2014	Brussels

Table 2 C. Experts' Forum meetings

Event	Date	Location
13 th EF Meeting	8-9 April 2014	Vilnius
Experts' Forum Networking Event at the European Parliament	20-21 October 2014	Strasbourg
14 th EF Meeting	12 November 2014	Brussels

ANNEX 5: 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 euro.

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

BUDGETARY IMPLEMENTATION

Table 3. Rates of implementation of appropriations

		Data											
Fund Sou	Title	Credits COM	Committed	Com %	Credits PAY	Paid	Paid %	CFWD	CFWD %	C/O	C/O %	Cancelled	Cancelled %
C1	I	3,012,000.00	2,991,284.58	99.3%	3,012,000.00	2,903,301.14	96.4%	87,983.44	2.9%	0.00	0.0%	20,715.42	0.7%
	II	953,000.00	910,313.40	95.5%	953,000.00	815,371.49	85.6%	94,941.91	10.0%	0.00	0.0%	42,686.60	4.5%
	III	3,375,081.00	3,367,922.02	99.8%	3,375,081.00	1,565,379.83	46.4%	1,802,542.19	53.4%	0.00	0.0%	7,158.98	0.2%
C1 Total		7,340,081.00	7,269,520.00	99.0%	7,340,081.00	5,284,052.46	72.0%	1,985,467.54	27.0%	0.00	0.0%	70,561.00	1.0%
C8	I	34,748.27	29,470.30	84.8%	34,748.27	29,331.06	84.4%	0.00	0.0%	0.00	0.0%	5,417.21	15.6%
	II	199,738.07	193,220.35	96.7%	199,738.07	193,220.35	96.7%	0.00	0.0%	0.00	0.0%	6,517.72	3.3%
	III	1,932,641.54	1,906,511.78	98.6%	1,932,641.54	1,906,511.78	98.6%	0.00	0.0%	0.00	0.0%	26,129.76	1.4%
C8 Total		2,167,127.88	2,129,202.43	98.2%	2,167,127.88	2,129,063.19	98.2%	0.00	0.0%	0.00	0.0%	38,064.69	1.8%
R0	I	45,591.18	28,721.33	63.0%	45,591.18	28,721.33	63.0%	0.00	0.0%	16,869.85	37.0%	0.00	0.0%
	III	36,508.98	22,716.67	62.2%	36,508.98	22,701.70	62.2%	14.97	0.0%	13,792.31	37.8%	0.00	0.0%
	IV	23,311.55	23,311.55	100.0%	23,311.55	17,137.11	73.5%	6,174.44	26.5%	0.00	0.0%	0.00	0.0%
R0 Total		105,411.71	74,749.55	70.9%	105,411.71	68,560.14	65.0%	6,189.41	5.9%	30,662.16	29.1%	0.00	0.0%
C5	I	950.00	914.71	96.3%	950.00	914.71	96.3%	0.00	0.0%	35.29	3.7%	0.00	0.0%
	II	3,133.52	3,133.52	100.0%	3,133.52	3,133.52	100.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
	III	24,588.25	22,270.56	90.6%	24,588.25	22,270.56	90.6%	0.00	0.0%	2,317.69	9.4%	0.00	0.0%
C5 Total		28,671.77	26,318.79	91.8%	28,671.77	26,318.79	91.8%	0.00	0.0%	2,352.98	8.2%	0.00	0.0%
C4	II	921.58	0.00	0.0%	921.58	0.00	0.0%	0.00	0.0%	921.58	100.0%	0.00	0.0%
C4 Total		921.58	0.00	0.0%	921.58	0.00	0.0%	0.00	0.0%	921.58	100.0%	0.00	0.0%
Grand Total		9,642,213.94	9,499,790.77	98.5%	9,642,213.94	7,507,994.58	77.9%	1,991,656.95	20.7%	33,936.72	0.4%	108,625.69	1.1%

Note

C1 – current year fund source

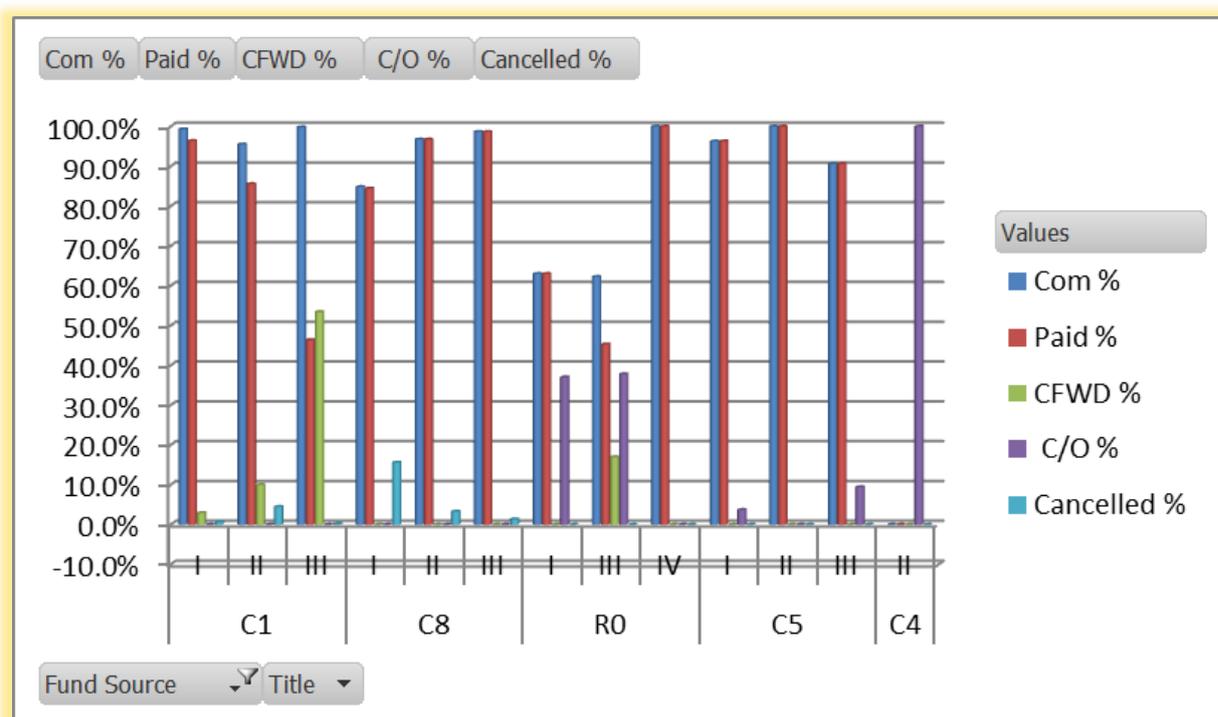
C8 – appropriations carried over from previous year

R0 – appropriations funded from external assigned revenues (IPA and SIDA)

C5 – Residual budget carried over from previous year

C4 – appropriations funded from internal assigned revenues (recovered expenses)

Graph 2. Rates of implementation of appropriations



Note

The low rate of implementation of the payments under title III, fund source C1, resulting in an exceeding rate of carry-over of payment appropriations is explained below:

- Late communication by the rotating Presidency of Council of the EU regarding a study to be performed by the Institute (EUR 120 000). Instead of launching as planned in Q1, the letter from the Presidency was received on 22 May, after which the Terms of Reference were finalized in that same month. Due to this external factor, a delay of 3 months incurred in the lifespan of the project (from the tender procedure launch, contract signature to implementation of the study).
- The successful tenderer for a complex task related to the IT system for EIGE’s database on Gender Statistics (forecasted value of contract was EUR 204 000) offered the service for half the foreseen amount (EUR 108 000). The saved amount enabled EIGE to start preparing the Country Profiles on the Gender Equality Index (to be placed in the database, which were committed in Q4 (using EIGE-Net)).
- The delayed launch of the Benefits of Gender Equality project (EUR 400 000) was due to the extended absence of the project manager who was on leave for personal grounds in the first quarter of the year, and that person’s subsequent departure from EIGE in Q3, 2014. Due to an unusual shortage of staff (on maternity/parental leave) in this period, the task could not be immediately delegated to another member of staff, resulting in a late commitment for the project (Q4) and inevitably being carried forward.
- The carryover of expenses (EUR 100 000) was due to the holding of 3 events in Brussels in the month of December to launch the gender-based violence work. Services were successfully received in December and all payments were finalised early February 2015.

- Due to the long consultation process within the EC and with the Management Board, the External Evaluation of EIGE was initiated mid-2014 and the contract conditions only allowed for an interim payment of 10 % upon delivery of the Inception Report. Thus, there was a significant carry-over into 2015 (EUR 245 000).

In order to improve procurement planning and monitoring, EIGE has developed a central monitoring tool which contains the expected dates for the main procedural steps in each of the annual procurement proceedings. EIGE will continue with appropriate budget implementation reporting in order to highlight any deviation(s).

Table 4. Execution C1 appropriations during 2012-2014

Indicators	Results 2014	Results 2013	Results 2012
Commitment rate	99.04 %	99.05 %	95.56 %
Payment rate	71.99 %	70.24 %	63.95 %

Table 5. Payments monitoring over last 3 years

Indicators	Results 2014	Results 2013	Results 2012
Invoice registration delays	1.72 %	1.20 %	3.42 %
Delayed payment rate	1.48 %	1.35 %	1.81 %
Suspension of payment deadlines	0	0	0

Note

Out of 406 invoices 399 were registered in time or up to 7 days.

Out of 876 payments 863 were done within established time limits.

TRANSFERS

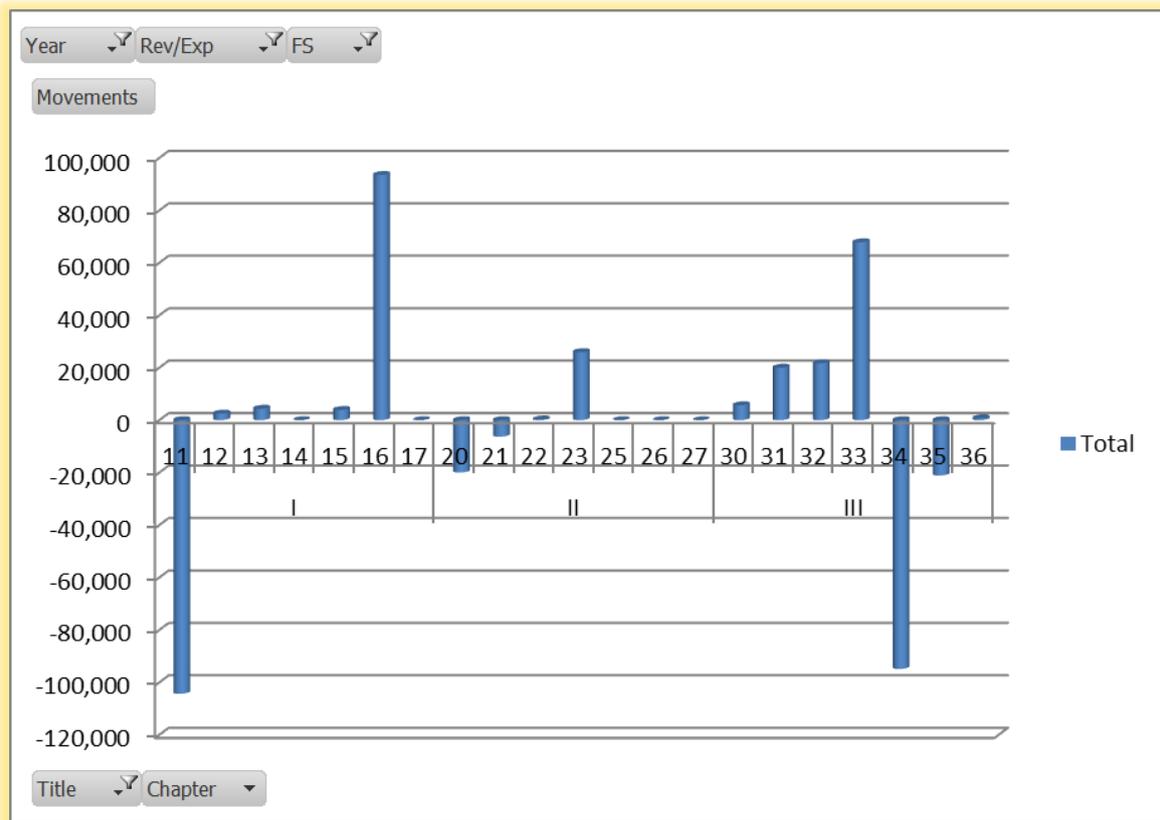
One budget amendment was published in the OJ.

Transfers under Title I amounted to 4.40 % of total budget, transfers under Title II and Title III amounted to 6.37 % and 9.48 % accordingly.

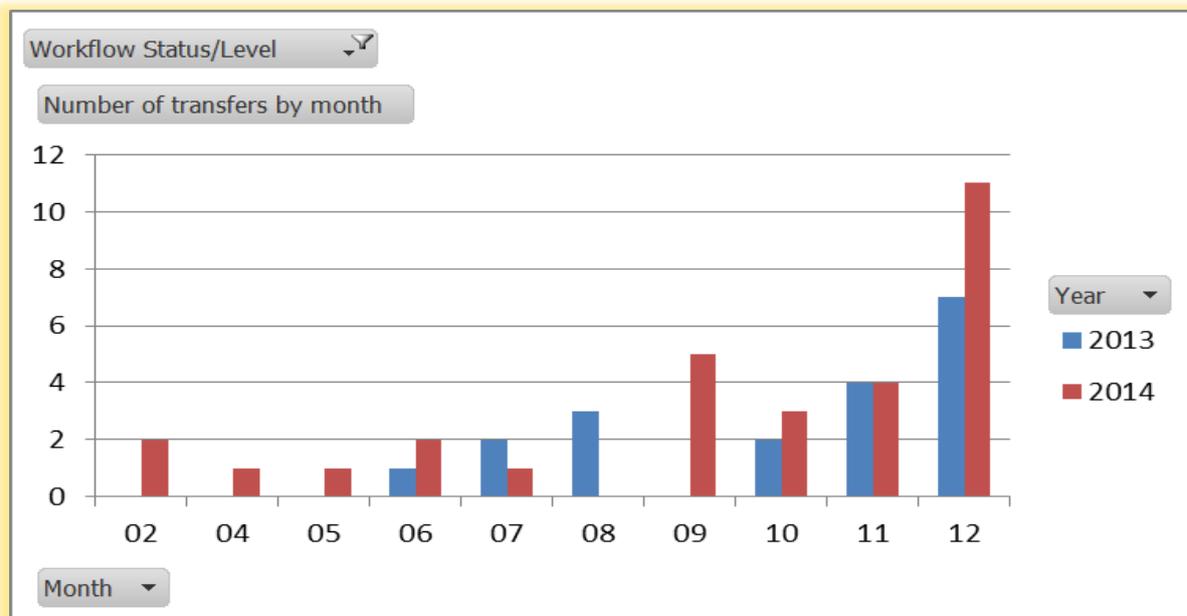
Table 6. Transfers in 2014

Year	2014							
Rev/Exp	Exp							
FS	C1							
TRANSFERS								
Title	Chapter	Initial	Movements (+)	Move +(%)	Movements (-)	Move -(%)	Final	
I	11	2,757,500	28,220	1.0%	-132,525	-4.8%	2,653,195	
	12	7,500	2,515	33.5%	0	0.0%	10,015	
	13	37,000	4,370	11.8%	0	0.0%	41,370	
	14	27,700	0	0.0%	0	0.0%	27,700	
	15	55,000	3,920	7.1%	0	0.0%	58,920	
	16	118,000	93,500	79.2%	0	0.0%	211,500	
	17	9,300	0	0.0%	0	0.0%	9,300	
I Total		3,012,000	132,525	4.4%	-132,525	-4.4%	3,012,000	
II	20	536,000	15,600	2.9%	-35,550	-6.6%	516,050	
	21	123,000	12,316	10.0%	-18,606	-15.1%	116,710	
	22	30,000	300	1.0%	0	0.0%	30,300	
	23	14,000	26,200	187.1%	-260	-1.9%	39,940	
	25	210,000	6,310	3.0%	-6,310	-3.0%	210,000	
	26	20,000	0	0.0%	0	0.0%	20,000	
	27	20,000	0	0.0%	0	0.0%	20,000	
II Total		953,000	60,726	6.4%	-60,726	-6.4%	953,000	
III	30	150,000	5,700	3.8%	0	0.0%	155,700	
	31	100,000	20,000	20.0%	0	0.0%	120,000	
	32	1,185,000	212,300	17.9%	-190,600	-16.1%	1,206,700	
	33	705,000	81,350	11.5%	-13,500	-1.9%	772,850	
	34	577,000	0	0.0%	-94,850	-16.4%	482,150	
	35	388,081	0	0.0%	-21,100	-5.4%	366,981	
	36	270,000	700	0.3%	0	0.0%	270,700	
III Total		3,375,081	320,050	9.5%	-320,050	-9.5%	3,375,081	
Grand Total		7,340,081	513,301	7.0%	-513,301	-7.0%	7,340,081	

Graph 3. Transfers by chapter, 2014



Graph 4. Number of transfers by month, in 2013 and 2014



CARRY-OVERS

Table 7. Comparison of carry-overs (C1) to the next year in last 3 years

Indicators	Results 2014	Results 2013	Results 2012
Title I Staff	88 k EUR 2,9 %	22 k EUR 0.7 %	60 k EUR 2,1 %
Title II Infrastructure	95 k EUR 10 %	200 k EUR 20 %	276 k EUR 26 %
Title III Operations	1.8 Mio EUR 53 %	1.9 Mio EUR 56 %	2.1 Mio EUR 60 %
Total	1.9 Mio EUR 27 %	2.1 Mio EUR 29 %	2.4 Mio EUR 33 %

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 OUTTURN

Table 8. Budget outturn over the last three years

Indicators	Results 2014	Results 2013	Results 2012
Budget outturn	1.4 % 0.10 Mio EUR	2.2 % 0.16 Mio EUR	7.3 % 0.56 Mio EUR

Table 9. Budget outturn 2014 in detail

GEND

1.0

BUDGET OUTTURN ACCOUNT FOR THE FINANCIAL YEAR 2014

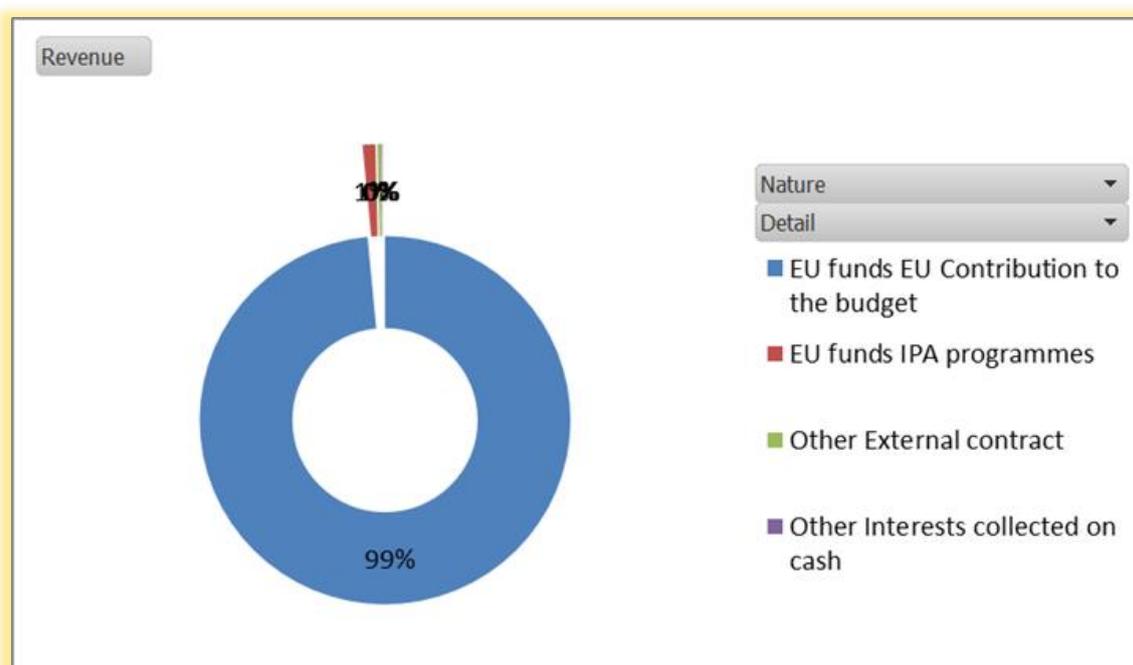
		2014	2013
REVENUE			
Balancing Commission subsidy	+	7,334,111.00	7,478,368.00
Other subsidy from Commission (Phare, IPA, ...)	+	82,100.16	95,000.00
Fee income	+	0.00	0.00
Other income	+	30,428.97	3,796.10
	TOTAL REVENUE (a)	7,446,640.13	7,577,164.10
EXPENDITURE			
<i>Title I: Staff</i>			
Payments	-	2,932,937.18	2,994,805.11
Appropriations carried over	-	104,888.58	35,698.27
<i>Title II: Administrative Expenses</i>			
Payments	-	818,505.01	793,830.08
Appropriations carried over	-	95,863.49	202,871.59
<i>Title III: Operating Expenditure</i>			
Payments	-	1,627,489.20	1,521,884.04
Appropriations carried over	-	1,824,841.60	1,957,229.79
	TOTAL EXPENDITURE (b)	7,404,525.06	7,506,318.88
	OUTTURN FOR THE FINANCIAL YEAR (a-b)	42,115.07	70,845.22
Cancellation of unused payment appropriations carried over from previous year	+	38,064.69	100,380.73
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	28,671.77	0.00
Exchange differences for the year (gain +/loss -)	+/-	-7,372.51	-7,084.26
	BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	101,479.02	164,141.69
Balance year N-1	+/-	164,141.69	564,996.98
Positive balance from year N-1 reimbursed in year N to the Commission	-	-164,141.69	-564,996.98
Result used for determining amounts in general accounting		101,479.02	164,141.69
Commission subsidy - agency registers accrued revenue and Commission accrued expense		7,232,631.98	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		101,479.02	
Not included in the budget outturn:			
Interest generated by 31/12/N on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+	0.00	14,116.74

REVENUE AND EXPENDITURE

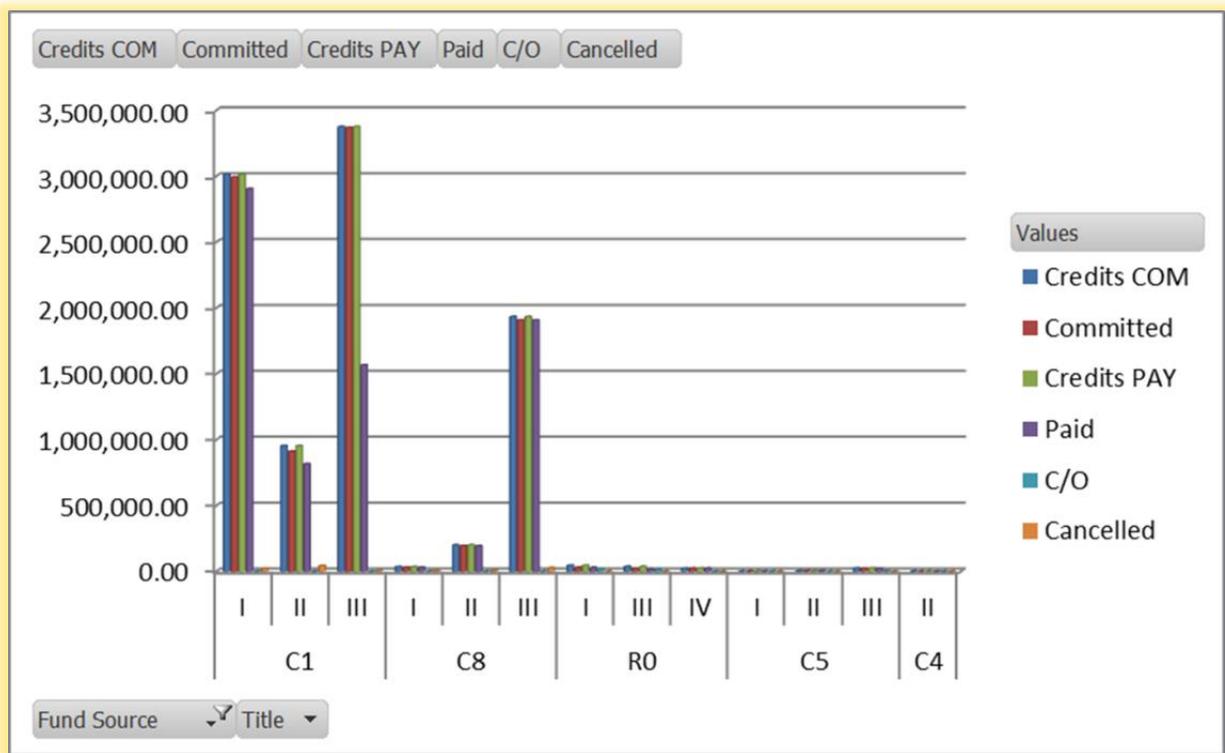
Table 10. Revenues in 2014

Nature	Fund source	Detail	Revenue
EU funds	IC1	EU Contribution to the budget	7,334,111
EU funds	IR1	IPA programmes	82,100
Other	IC1	Interests collected on cash	6,196
Other	IC4	Recovered expenses	922
Other	IR1	External contract	23,312
			7,446,640

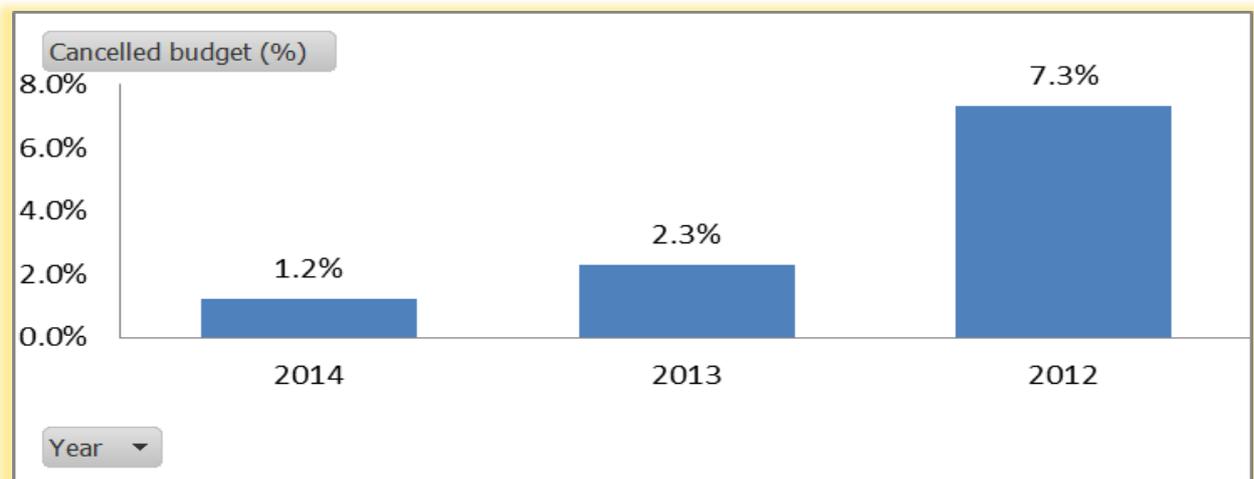
Graph 5. Revenue by fund source



Graph 6. Expenditure in 2014



Graph 7. Cancelled budget, total, as percentage of the current budget



Note

Cancelled budget represents the appropriations not used at the end of the year not carried over to the next year. The amount has to be paid back to the budget.

ACCOUNTING

Table 11. Balance sheet as of 31 December 2014 and 2013

BS/REV/EXP		BS			
Type	Nature	Detail	Data		
			Year 2014	Year 2013	
1. ASSETS	1. NON-CURRENT	1. INTANGIBLE ASSETS	34,492	59,191	
		2. TANGIBLE ASSETS	272,491	266,527	
		3. RECEIVABLES	210,000	240,000	
	1. NON-CURRENT Total			516,983	565,719
	2. CURRENT	1. RECEIVABLES	227,492	271,649	
		2. ACCRUALS	82,322	14,177	
		3. TREASURY	1,932,517	2,361,244	
	2. CURRENT Total			2,242,332	2,647,070
	1. ASSETS Total			2,759,315	3,212,789
	2. LIABILITIES	1. NET ASSETS/ LIABILITIES	NET ASSETS/LIABILITIES	-2,131,702	-2,487,433
1. NET ASSETS/ LIABILITIES Total			-2,131,702	-2,487,433	
2. CURRENT		1. PROVISIONS	0	-45,500	
		2. PAYABLES	-243,360	-488,179	
		3. ACCRUALS	-384,253	-191,677	
2. CURRENT Total			-627,613	-725,356	
2. LIABILITIES Total			-2,759,315	-3,212,789	

Table 12. Statement of financial performance 2014 and 2013

BS/REV/EXP	Nature	Detail	Year 2014	Year 2013	
REV	1. Non-exchange	EU contribution - other	-95,296	-56,789	
		EU contribution - budget	-7,232,632	-7,314,226	
		Other	-23,312	0	
		Recovery of exp	7,137	-10,933	
		Revenue from adj/provisions	-7,500	-51,022	
		Revenue from staff	-922	0	
	1. Non-exchange Total			-7,352,524	-7,432,970
	2. Exchange	Exchange rate	-89	-336	
		Interests on cash	-7,648	0	
		Interests on late payments	-111	-115	
2. Exchange Total			-7,848	-451	
REV Total			-7,360,372	-7,433,421	
EXP	1. Operational	Operational	3,452,556	3,497,424	
		1. Operational Total			3,452,556
	2. Staff	1. Staff regulation	2,517,113	2,574,621	
		2. SNEs	147,671	184,244	
		3. Other	66,059	59,049	
	2. Staff Total			2,730,844	2,817,915
	3. Finance	1. Interests	0	4	
		2. Other	-105	704	
	3. Finance Total			-105	707
	4. Other	1. Adjustments/ Provisions	-18,000	12,500	
		1. Property, plant & equipment	675,912	613,696	
		2. Exchange rate expenses	7,462	7,420	
		3. Other	867,434	746,853	
4. Other Total			1,532,808	1,380,470	
EXP Total			7,716,103	7,696,516	
Grand Total			355,731	263,095	

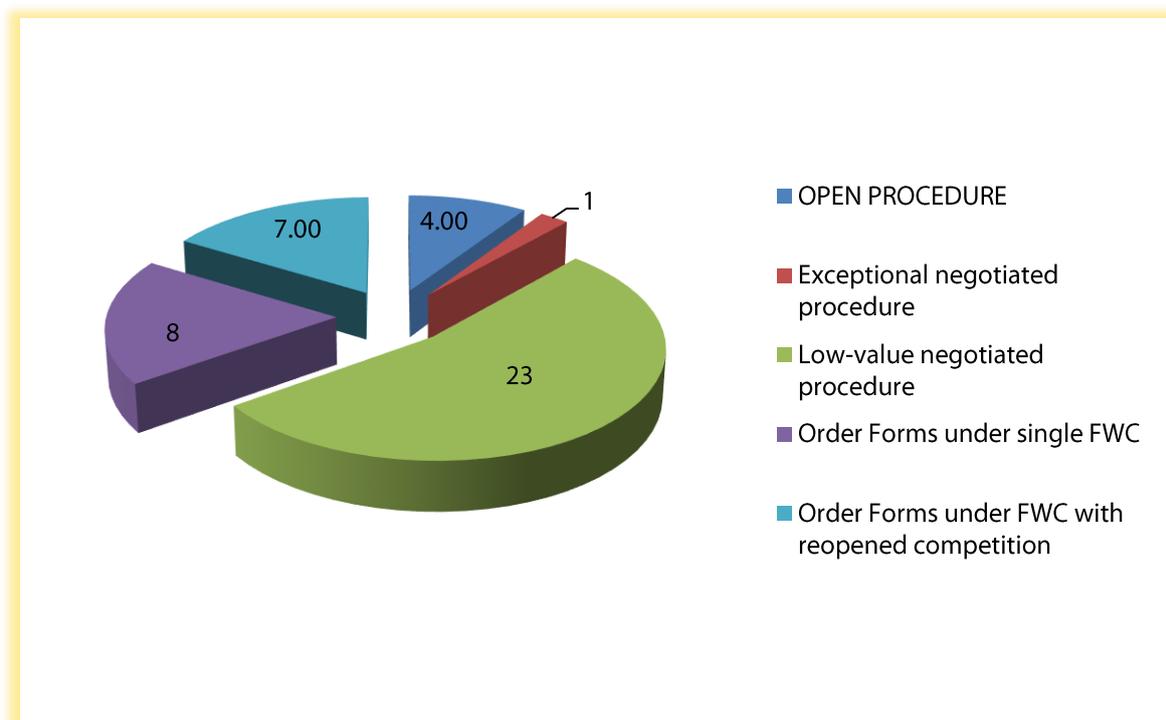
ANNEX 6: Public Procurement in detail

In 2014 for operations unit out of 47 tenders only 1 was launched in year 2013 (December 2013). 11 were launched in Quarter 1 2014, 10 in Quarter 2 2014, the rest mainly in the end of Quarter 3 of 2014.

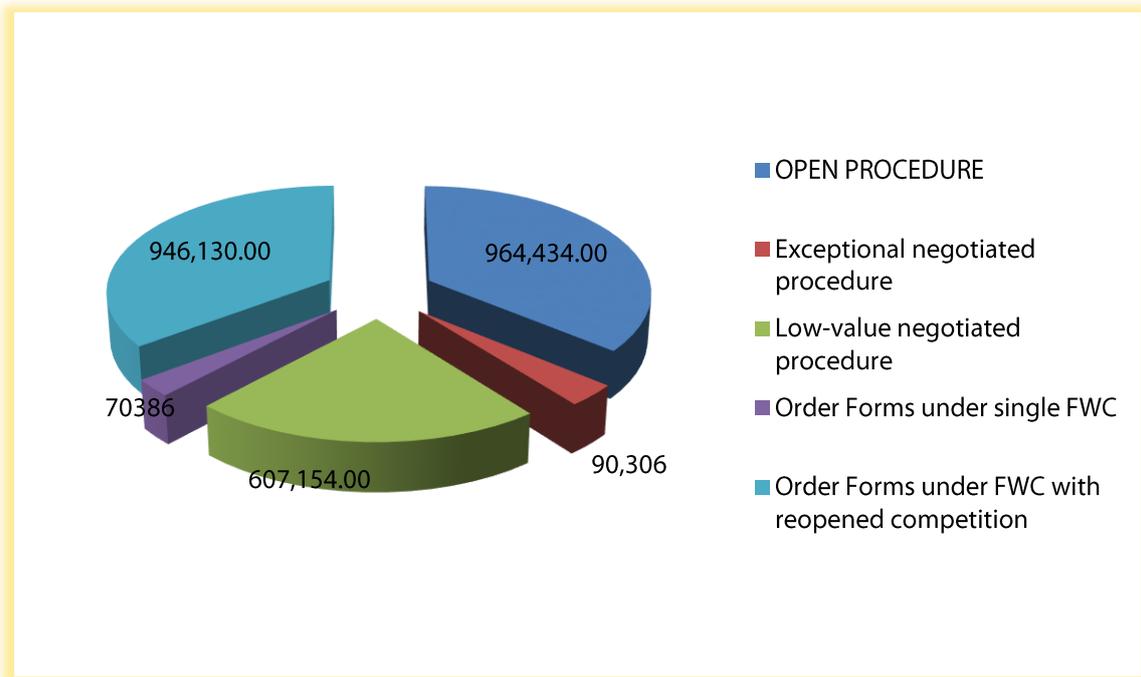
3 planned procurement procedures were abandoned: "Collection of evidence of the benefits of gender equality at EU Member State level" (planned as Open procedure); European PR with focus on media in MS, EIGE publications (Low-value negotiated procedure); Subscription to serials (Low-value negotiated procedure), as well two CEI consultation meetings planned for tendering under re-opened competition. Organisation and conducting of 21 events/meetings were procured through altogether 6 re-opened competitions within the Framework contract on organisation of events and technical meetings. 6 corresponding order Forms were signed.

Due to the availability of only one possible tenderer because of its exclusive rights or for technical reasons (RAP 134.1.b) one exceptional negotiated procedure (EIGE's RDC – Electronic data management system – extension of hub for existing digital resources with additional partners Procedure ref. EIGE/2014/OPER/16) was conducted. The contract value lies below the Directive threshold. In the course of the procurement processes all relevant provisions of legal documents were observed.

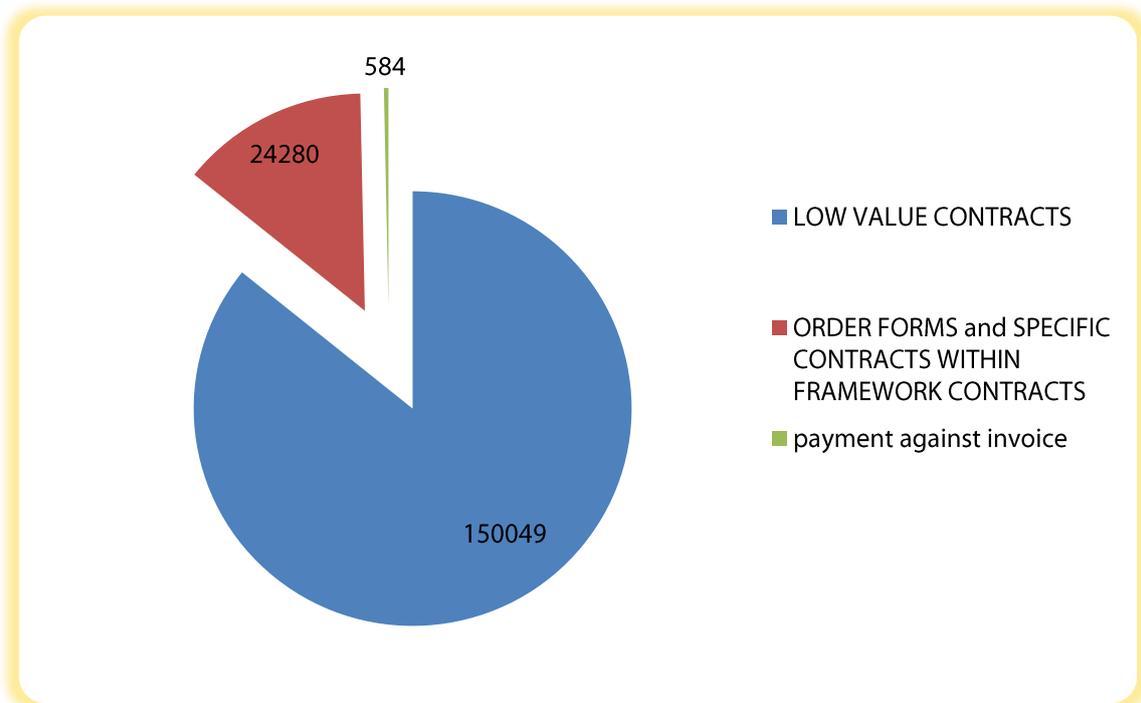
Graph 8. Operational procurement by type



Graph 9. Operational procurement by value, EUR



Graph 10. Administrative purchases by value, EUR



ANNEX 7: List of 2014 contracts

Table 13. Contracts under Administrative procurement 2014

CONTRACT REFERENCE	TITLE	TYPE OF PROCEDURE	CONTRACT AMOUNT EUR	CONTRACTOR
EIGE/2014/ADM/01	FWC Internet services - procurement made in 2013 (for max of EUR 12 000 over 4 years)	low value, negotiated	1 908.36	UAB Baltnetos komunikacijos
EIGE/2014/ADM/02	Local and International standard courier services	low value	2 300.00	UAB Bijusta
EIGE/2014/ADM/03	MFD maintenance agreement	FWC DI/05890	4 755.00	RICOH Belgium
EIGE/2014/ADM/04	Spring water for RDC	low value	340.00	UAB Eden Springs Lietuva
EIGE/2014/ADM/05	Cisco maintenance 2014	FWC DI/07030	957.05	Dimension data Belgium
EIGE/2014/ADM/06	HR related services	low value	10 000.00	Independent expert
EIGE/2014/ADM/06.1	HR related services	Invoice under 1000	300.00	Studio Legale De Berti Jacchia Fran
EIGE/2014/ADM/07	Training EFE 2014	low value	14 796.94	EFE Formation
EIGE/2014/ADM/08	Disaster recovery site	did not started in 2014		n/a
EIGE/2014/ADM/09	Training presentation skills	low value	5 310.15	2Transform Bvba
EIGE/2014/ADM/10	sTesta	low value	4 164.16	VI Infostruktura
EIGE/2014/ADM/11	Server maintenance	FWC DI/06650	1 317.69	Systemat Luxembourg
EIGE/2014/ADM/12	Microsoft subscriptions	FWC DI/07020, 2012-MP-0001	8 750.43	HP Belgium
EIGE/2014/ADM/13	Training for CC	low value	6 999.10	EFE Formation
EIGE/2014/ADM/14	HR related tender	low value	4 950.00	Independent expert
EIGE/2014/ADM/15	FWC Legal assistance	low value	1 980.00	Alber & Geiger
EIGE/2014/ADM/16	Financial audit of 2014 accounts	FWC BUDG/11/PO/03	8 500.00	Mazars SA
EIGE/2014/ADM/17	Miscellenious vacancy support	Invoice under 1000	283.51	University of Warwick
EIGE/2014/ADM/18	Office supplies	low value	13 800.77	UAB Officeday
EIGE/2014/ADM/19	Gender equality audit	low value, negotiated	56 000.00	ITC ILO
EIGE/2014/ADM/20	Furniture	low value, negotiated	16 883.58	UAB Calenberg Vilnius
EIGE/2014/ADM/21	ICT heardware and accessories	low value	8 172.00	UAB Fektus
EIGE/2014/ADM/22	Book scanner for RDC	low value	8 000.00	UAB IT Gama
EIGE/2014/ADM/23	sTesta AMENDED	low value	11 302.71	VI Infostruktura

Table 14. Contracts under Operational procurement 2014

	CONTRACT REFERENCE AND TITLE	TYPE OF PROCEDURE	SIGNATURE DATE	CONTRACT AMOUNT EUR	COMMITMENT	CONTRACTOR
1	EIGE/2014/OPER/01 Mid-term Evaluation of EIGE	Open	02/09/2014	270 700	EIG.903	PPMI Group LTD
2	EIGE/2014/OPER/03-Gender equality policy documents and grey literature collection from up to 10 MS	Open	05/09/2014	140 200	EIG.906	Studio COME
3	EIGE/2014/OPER/04-Follow-up of FGM project - study	Open	21/05/2014	192 400	EIG.866	Yellow window
4	EIGE/2014/OPER/05-Harvesting of resources-RDC support services	low value, negotiated	25/04/2014	15 000	EIG.854	Marius Zierold
5	EIGE/2014/OPER/06-Publication on Good Practices for the Greek and Italian Presidencies - Editing and revision	low value, negotiated	16/06/2014	10 000	EIG.880	Toby Alan Johnson
6	EIGE/2014/OPER/07 Development and maintenance of the data and metadata in EIGE's database on gender statistics, including database interface	Open	15/09/2014	129 890	EIG. 912	EWORX
7	EIGE/2014/OPER/09 - USB key Reprint	low value, negotiated	15/05/2014	4 995	EIG.863	JSC Leidybos grupe
8	EIGE/2014/OPER/10-GM on-line tool - modules in sectors	low value, negotiated	21/07/2014	60 000	EIG.890	OQ Consulting
9	EIGE/2014/OPER/11-Acquisition of books	low value, negotiated	20/07/2014	24 711	EIG.887	Houtschild International Booksellers
10	EIGE/2014/OPER/12 Facilitator for RDC stakeholders consultation 2	low value, negotiated	19/05/2014	8 471	EIG.862	Euro Health Group
11	EIGE/2014/OPER/13- Study on area of concern of the BPfA selected by the government of Luxembourg	Open	12/09/2014	231 244	EIG.904	OSB Consulting
12	EIGE/2014/OPER/14 Development and publication of the on-line tool for gender	low value, negotiated	04/08/2014	57 000	EIG.892	Regina Frey

	mainstreaming					
13	EIGE/2014/OPER/15-Gender Analysis of victim package	low value, negotiated	12/08/2014	7 975	EIG.898	Sylwia Spurek
14	EIGE/2014/OPER/16-Harvesting of resources	Negotiated	15/12/2014	90 306	EIG.976	Ex-libris
15	EIGE/2014/OPER/21-Audio-visual – Gender Equality Index and Gender Statistics 2014	low value, negotiated	19/12/2014	60 000	EIG.1030	DDB Vilnius
16	EIGE/2014/OPER/23 Local communication support	low value, negotiated	26/09/2014	52 115	EIG.919	Gravitas Partners
17	EIGE/2014/OPER/24-Public Relations – Gender Equality Index and Gender Statistics 2014	low value, negotiated	18/12/2014	20 740	EIG.995	European service Network
18	EIGE/2014/OPER/25-Design of the next Index	low value, negotiated	10/12/2014	24 370	EIG.974	EWORX
19	EIGE/2014/OPER/26-European public relations services to support the implementation of EIGE's Communication Strategy	low value, negotiated	11/11/2014	55 500	EIG.942	KOKO
20	EIGE/2014/OPER/27-First draft of a Europe-wide gender equality thesaurus and glossary	low value, negotiated	14/12/2014	43 634	EIG.960	Violeta Neubauer
21	EIGE/2014/OPER/28-Gender analysis of social statistics of the European Statistical System	low value, negotiated	30/10/2014	15 000	EIG.926	Emprou
22	EIGE/2014/OPER/29-Provision of video services to support the implementation of EIGE's communication strategy	low value, negotiated	03/11/2014	14 300	EIG.932	Jano studija
23	EIGE/2014/OPER/32- Benefits of Gender Equality-methodology development	low value, negotiated	04/11/2014	15 000	EIG.929	Gloria Alarcon
24	EIGE/2014/OPER/35-Eurogender clean	low value, negotiated	11/12/2014	14 600	EIG.980	Data Miner
25	EIGE/2014/OPER/36-Web publishing	low value, negotiated	18/12/2014	14 993	EIG.997	Eworx
26	EIGE/2014/OPER/38-Evaluation of Framework Contract on event organisation	low value, negotiated	22/12/2014	14 950	EIG.1027	Ernst&Young Baltic

27	EIGE/2014/OPER/23 Local communication support	low value, negotiated	26/09/2014	52 115	EIG.919	Gravitas Partners
28	EIGE/2014/OPER/24-Public Relations – Gender Equality Index and Gender Statistics 2014	low value, negotiated	18/12/2014	20 740	EIG.995	European service Network
ORDER FORMS AND SPECIFIC CONTRACTS WITHIN FRAMEWORK CONTRACTS						
FWC EIGE/2012/ADM/13 - single						
29	Lot1-RS19-Various events: 8 March etc.	Order Form	27/02/2014	2 527	EIG.832	UAB SMALK TALK IDEAS
30	Lot1-RS20-Various services as small prints, photo shoot, posters, video production etc. related to EIGE's work	Order Form	18/03/2014	4 000	EIG.824	UAB SMALK TALK IDEAS
31	Lot1-RS21-Media database update and expand by 10 %	Order Form	13/05/2014	10 000	EIG.861	UAB SMALK TALK IDEAS
32	Lot1-RS22 - EIGE through communication events and activities	Order Form	05/06/2014	6 686	EIG.872	UAB SMALK TALK IDEAS
33	Lot1-RS23-3 events in 2014	Order Form	17/09/2014	11 002	EIG.902	UAB SMALK TALK IDEAS
34	Lot1-RS24-Peer review meeting on benefits of gender equality	Order Form	18/12/2014	13 783	EIG.1024	UAB SMALK TALK IDEAS
35	Lot3-RS 15- Design, adaptation and production of communication outputs	Order Form	22/06/2014	11 623	EIG.589, EIG.813,EIG.662,EIG.816	MEDIA CONSULTA INTERNATIONAL
36	Lot4-RS13-Development and maintenance of IT infrastructure for EUroGender	Order Form	26/06/2014	10 765	EIG.881	EWORX.S.A
FWC EIGE/2011/OPER/04 – reopened competition						
37	RS28-Expert meetings, Consultations	re-opened competition	17/09/2014	144 965	EIG.913	Media consulta
38	RS23- MB & EF, Expert meetings	re-opened competition	24/01/2014	132 605	EIG.815	LDK Consultants Engineers and Planners
39	RS24-Experts meetings Peer review meetings	re-opened competition	24/04/2014	110 937	EIG.845	Adria Congrex
40	RS25-Expert meetings, consultations	re-opened competition	09/04/2014	82 142	EIG.846	Adria Congrex

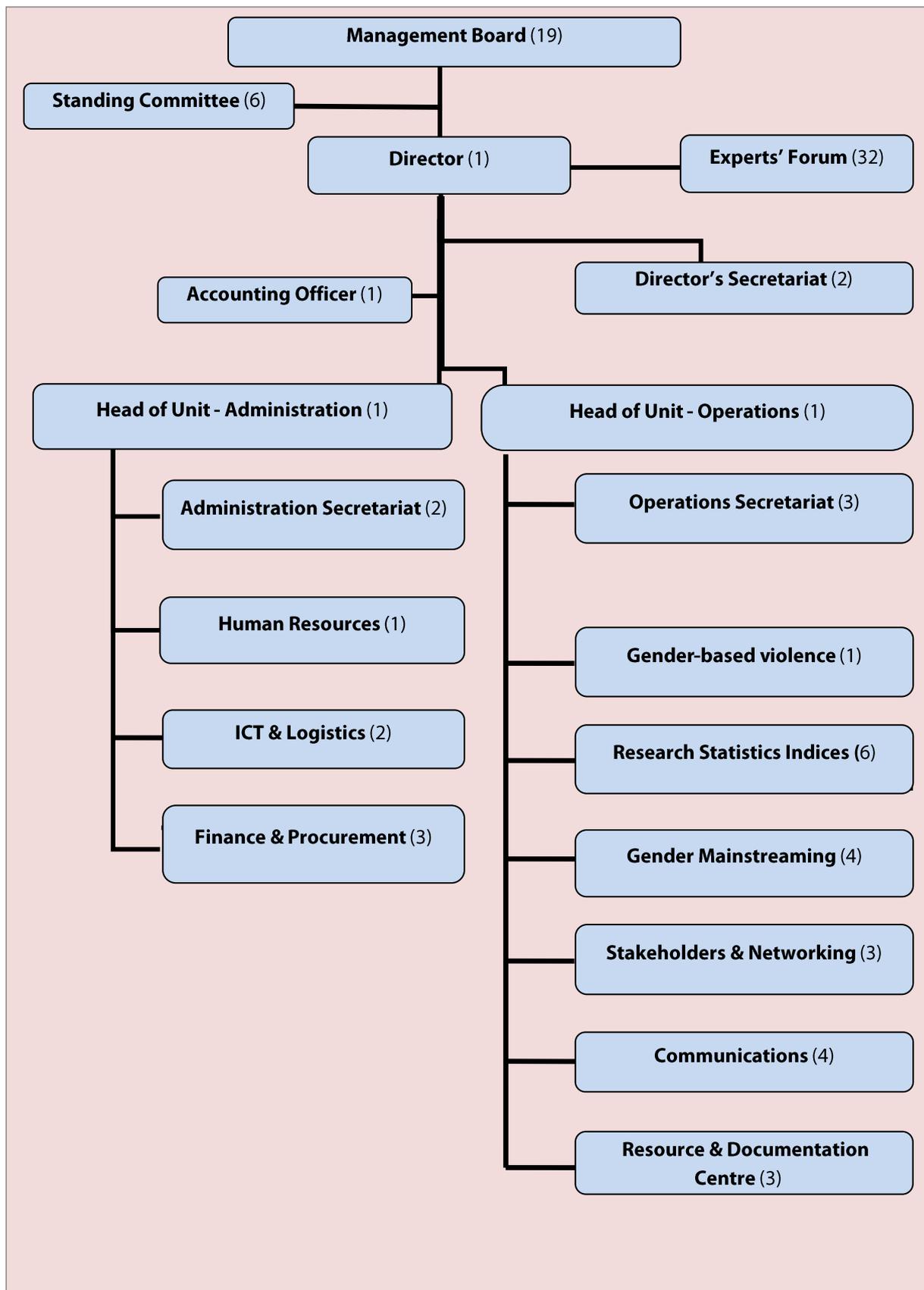
41	RS27-3 consecutive meetings in Brussels November 2014	re-opened competition	01/08/2014	89 963	EIG.813, EIG.814	Media consulta
42	RS26-Meetings with Partners, Networks	re-opened competition	16/07/2014	123 690	EIG.889	LDK Consultants Engineers and Planners
43	RS29-Final events 2014 (5 events)	re-opened competition	21/11/2014	261 829	EIG.945	LDK Consultants Engineers and Planners
FWC EIGE/2013/OPER/24 – cascade						
44	RS1 GEI Country profile update	specific contract	08/12/2014	143 810	EIG.956, EIG.958, EIG.595, EIG.961, EIG.964, EIG.965, EIG.968, EIG.967, EIG.959, EIG.966, EIG.957	ICF, IRS, Qxford Research DK, Qxford Research SE, Amazone, EHRC, CEA, Emprou, Weave, OQ , Milieu
45	RS2 Annual report - expert revision	specific contract	13/11/2014	7 000	EIG.936, EIG.943	ICF, IRS
46	RS3 Benefits of gender equality	specific contract	18/12/2014	360 638	EIG.987, EIG.988, EIG.990, EIG.992, EIG.981, EIG.982, EIG.983, EIG.984, EIG.985, EIG.986, EIG.989	ICF, IRS, Qxford Research DK, Qxford Research SE, Amazone, EHRC, CEA, Emprou, Weave, OQ , Milieu
47	RS4 Contract implementation meeting	specific contract	22/12/2014; 23/12/2014	27 795	EIG.1031, EIG.1032, EIG.1033, EIG.1034, EIG.1035, EIG.1036, EIG.1037, EIG.1038, EIG.1041, EIG.1042, EIG.1043, EIG.1044, EIG.1045, EIG.1046, EIG.1047, EIG.1048, EIG.1051	ICF, IRS, Qxford Research DK, Qxford Research SE, Amazone, EHRC, CEA, Emprou, Weave Consulting, OQ Consulting, Milieu, Progress Consulting, Yellow Window, Notus, Regibna Webhofer, BNK, CESIS

ANNEX 8: Human resources management in detail

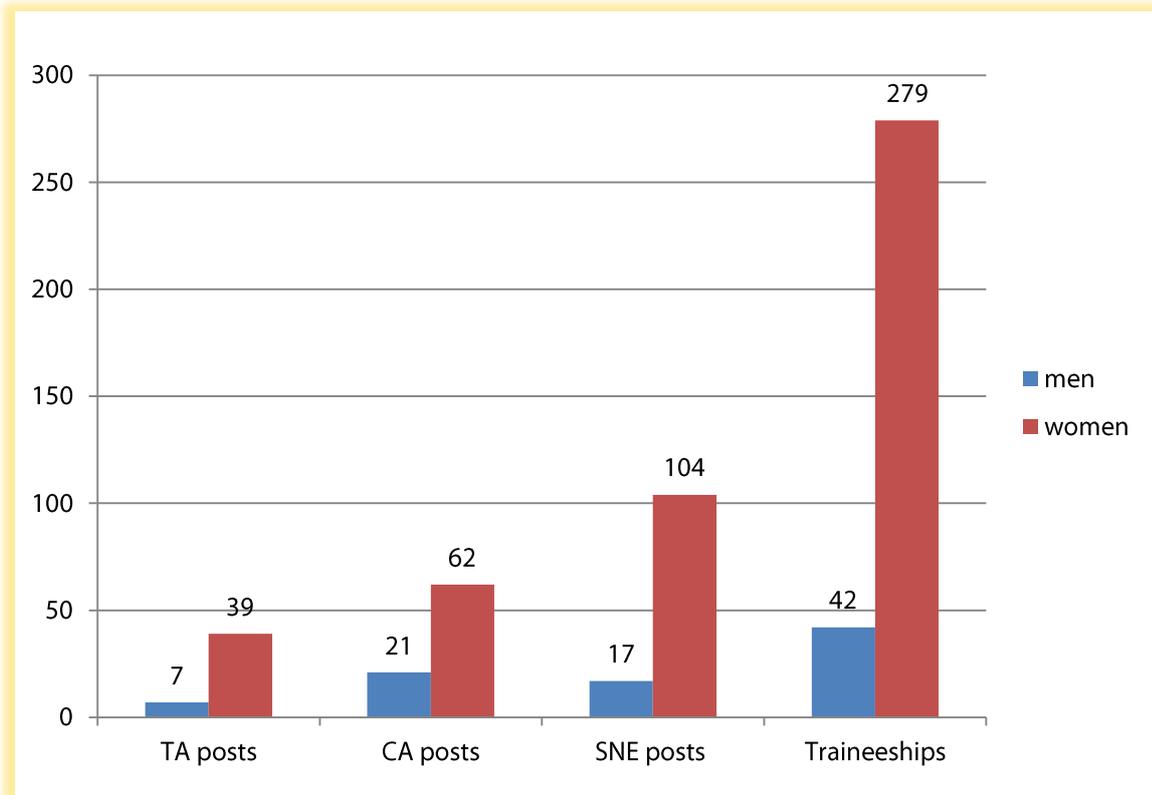
Table 15. Establishment Plan

Function group and grade	2014			
	Authorised under the EU Budget		Engaged as of 31/12/2014	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14				
AD 13		1		1
AD 12				
AD 11		1		0
AD 10		1		2
AD 9		1		0
AD 8		6		4
AD 7		4		4
AD 6		1		3
AD 5		8		8
AD total		23		22
AST 11				
AST 10				
AST 9				
AST 8				
AST 7				
AST 6		2		2
AST 5		3		0
AST 4		1		5
AST 3				
AST 2				
AST 1				
AST total		6		7
TOTAL		29		29

Graph 11. EIGE's organisation chart and the indicative number of Management Board members as well as staff in post as of 31 December 2014 (excluding trainees & interims) covering different functions.



Graph 12. Applications received during 2014 for different vacancy categories



Graph 13. Evolution of the total number of staff (Temporary and Contract Agents, SNEs and Trainees) in 2010-2014

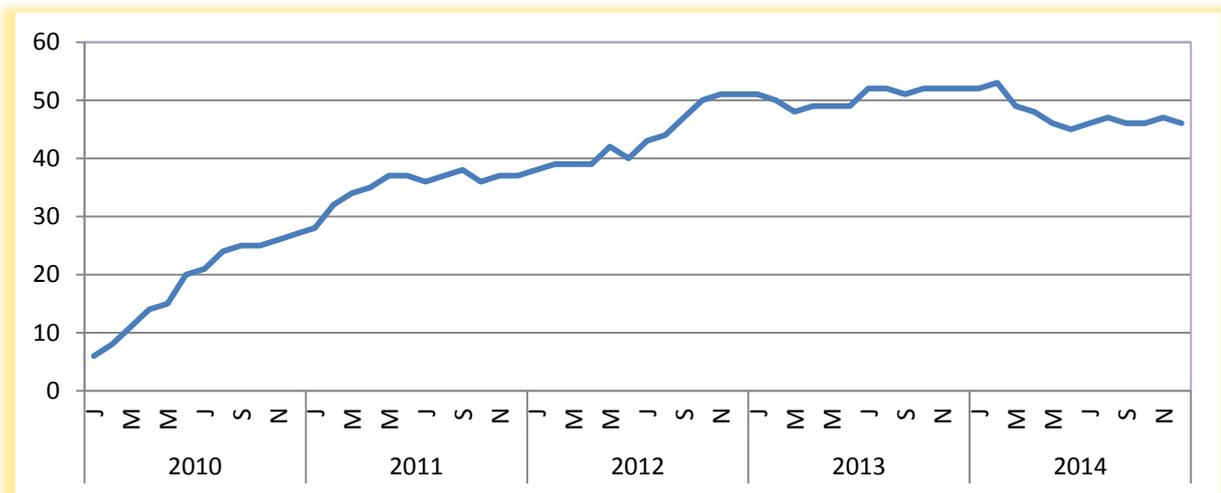


Table 16. Distribution of staff by EU Member State

Member State	Number of Staff by Nationality at 31.12.2014	Indicative Percentage of Total Staff
<i>Austria</i>	0	0
Belgium	3	6.52
<i>Bulgaria</i>	0	0
<i>Croatia</i>	0	0
<i>Cyprus</i>	0	0
<i>Czech Republic</i>	0	0
Denmark	1	2.17
Estonia	2	4.35
Finland	1	2.17
France	1	2.17
Germany	1	2.17
Greece	1	2.17
<i>Hungary</i>	0	0
Ireland	1	2.17
Italy	4	8.69
Latvia	2	4.35
Lithuania	12	26.08
Luxembourg	1	2.17
Malta	1	2.17
<i>Netherlands</i>	0	0
Poland	2	4.35
Portugal	3	6.52
Romania	3	6.52
<i>Slovakia</i>	0	0
<i>Slovenia</i>	0	0
Spain	5	10.87
Sweden	2	4.35
<i>United Kingdom</i>	0	0
Total	46	100

Table 17. Training and development programmes in 2014

No	Title of the training	Date and duration	Number of participants
1	Writing Press Releases	April 24-25, 2014 (1,5 days)	17
2	Stakeholders' Engagement	April 29, 2014 (1 day)	18
3	Clear and Constructive Writing	June 2-3, 2014 (2 days)	7
4	Conscious Presentations	June 26-27, 2014 (1,5 days)	7
5	Confidential Counsellor	November 17-19, 2014 (3 days)	4
	Total	9 days	53

These 5 training initiatives took place in Lithuania and were organised either via public procurement procedure or within existing service contracts or the service level agreement with DG HR.

Table 18. Individual training courses in 2014

No	Title of training	Number of days	Number of participants	Venue
1	Expenditure Life Cycle	1	1	Brussels
2	ABAC for Initiating Agents - Basic course	6	2	Luxembourg / Brussels
3	ABAC for Authorising Officers	2	1	Brussels
4	ABAC Data Warehouse BO: how to create reports	3	1	Brussels
5	Public speaking	2	1	Brussels
6	Internal Control	1	1	Brussels
7	Lead your team	12	4	Brussels
8	Improving collaboration by managing yourself	4	2	Brussels
9	Writing for the Web	2	1	Brussels
10	Making the most of Digital Communication	2	1	Brussels
11	VMWARE VSPHERE: INSTALL, CONFIGURE, MANAGE	5	1	Vilnius
12	IT training session in connection with 35th meeting of the DPO and EDPS	1	1	Brussels
13	IDOC Training for Inter-Agency Pool of Investigators	4	2	Brussels
14	PMO training days	3	1	Brussels
15	Meeting of PDN/Training on Process management/Audit coordination	2	1	Vienna
	Total	50	21	

HR related contracts:

1. The contract for the provision of interim staff with **JSC Manpower Lit.**
2. The 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 service contract with **Adequasys** for access to Allegro, a software application for HR administration.

4. A service contract with **Mainstrat** consultants engaged to conduct staff related surveys annually over a four year period.
5. A contract for the provision of legal advisory services with **Alber & Geiger**.

Table 19. Results of Benchmarking and Screening exercise in 2014

Job Type (sub) category	2014 (%)
Administrative Support and Coordination	16.8
<i>Administrative Support</i>	13.3
<i>Coordination</i>	3.4
Operational	71.2
<i>Top Level Operational Coordination</i>	7.4
<i>Programme Management & Implementation</i>	59.5
<i>Evaluation & Impact Assessment</i>	0.0
<i>General operational</i>	4.3
Neutral	12.0
<i>Finance/Control</i>	8.3
<i>Linguistics</i>	3.7

ANNEX 9: Register of exceptions

Table 20. EIGE register of exceptions in 2014

REG. NR. NR./YEAR S/AO	DESCRIPTION OF EXCEPTION payment, procurement, recruitment	Type of Deviation (Procedures, Reputation Risk, Financial Risk)	COMMENTS (transaction type , BL)	VALUE, EUR	EXPLANATION
1/14/VL	The procedure on sustainment for multifunction devices at EIGE premises covers printer's maintenance and has variable expenditure based on number of printed copies. In 2013, a reinforcement of the original commitment was made due to underestimated costs.	Financial Procedures Risk,	EIGE-B2014-A02221	848.15	The reinforcement of the original commitment intended to cover the unforeseen expenditure in 2013. The number of printed copies was underestimated leading to a wrong appropriation.
2/14/VL	Payment of daily allowances for the participants on GBV meeting (19-20/03/2014) was not covered by the initial budgetary planning.	Financial Risk	EIGE-B2014-B03212-C1-EIGE	1.797,32	PM did not have a back-up planning for unforeseen expenses. Due to the increased number of daily allowances to cover, the amount committed was not sufficient.
3/14/VL	EIGE internal procedural steps (EIGE procedure on budgetary commitment) were not followed due to the absence of Authorising Officer regarding the signature of the contract amendment Nr.3.	Procedures	EIGE-B2013-B03.4.1.1-C1-EIGE		PM did not follow the internal procedural steps for managing the signature of the contract amendment. The period of duration for execution of tasks had ended before the signature of the amendment by EIGE.
4/14/VL	The payment for the maintenance for Office telephony system using framework contract was done against wrong commitment and the original commitment was de-committed without noticing.	Financial Risk	EIGE-B2013-A02100-C1-EIGE	259.60	2 available budgetary commitments for two purchases: EIG. 657 and EIG.770 were done from the same framework contract and the same contractor. Invoice (EIG.1314) was received and EIG.770 commitment instead of EIG.657 was used. On 19.12.2014 PM has de-committed EIG.657 because there were no payments left.
5/14/VL	The commitment for daily allowances has not been done before the meeting took place on 28-29/10/2014	Financial Risk	EIGE-B2014-B03211-C1-EIGE	4.080,00	The commitment for daily allowances has been prepared by PM, however was not implemented.
6/14/VL	EIGE internal procedural steps (EIGE procedure on budgetary commitment) were not followed for the payment of daily allowances for the meeting.	Financial Risk	EIGE-B2014-B03602-RO-EIGE	781,00	The PM did not follow financial regulations and did not timely create a separate commitment that is needed in order to commit funds for daily allowances.

ANNEX 10: Follow up of observations from the Discharge Authority

Table 21. European Parliament's observations EIGE Discharge 2012 and measures taken by EIGE

Reference	Discharge Authority's Observation	Measures taken by EIGE
Budget and financial management	Notes that budget monitoring efforts during the financial year 2012 resulted in a budget implementation rate of 95,56 % and that the payment appropriations execution rate was 63,95%	The budget planning exercises as well as budget execution monitoring were significantly improved in order to ensure sound financial management of resources.
	Acknowledges from the Institute that in the third quarter of 2014, it plans to create budget monitoring guidelines, including control functions and deviations, in order to ensure adequate monitoring and reporting of the budget implementation; calls on the Institute to inform the discharge authority of the state of play of this action	EIGE has adopted in Q3, 2013 a procedure for central budget monitoring and control of the annual operational procurement proceedings. A central implementation forecast table indicates monthly steps taken in the annual procurement proceedings (e.g. launched, contracted, paid, etc.).
	Calls on the Institute to take into consideration in its annual work programme , when planning payment requirements and budgetary priorities, the activities set out in the cooperation plan it has agreed with the Committee on Women's Rights and Gender Equality	There are three meetings held annually with the EP FEMM Committee members as well as joint activities. One such activity is a meeting in Strasbourg to be held in October; where EIGE will, in cooperation with the FEMM Committee, present its work to the newly elected Parliamentarians.
Procurement and recruitment procedures	Calls on the Institute to address the shortcomings identified by the Court of Auditors in the Institute's documentation of recruitment procedures ; notes in particular that there was no evidence that questions for written tests and interviews, as well as their respective weightings, were prepared before the examination of the applications	All selection procedures for posts of Temporary and Contract Agents, launched as from 01.04.2013, incorporate written tests and interview questions, and their respective weightings which are finalised <u>before</u> the review of any candidate applications. The procedural document entitled <i>Selection Procedures for Recruitment - General principles governing the role of selection committees and the functions of the Human Resources Section and their required interaction with the Institute's Director as Appointing Authority</i> has been updated accordingly.
	Notes with concern that the Institute does not have a formalised procurement planning and monitoring procedure ; notes in particular that its annual work programme does not include a procurement schedule linked to the planned activities that would define the optimal scope and timing of procurements	<u>Planning</u> Since 2013 a Financing Decision has been added to each Annual Work Programme, indicating these procurement details: <ul style="list-style-type: none"> - The total annual budget reserved for the operational procurement; - An indicative number and type of contracts envisaged and their subject in generic terms; - An indicative timeframe (per quarter) for launching respective procurement procedures, indicating clear links to the respective work programme items. From 2014 onwards, the Financing Decision is an integral part of Annual Work Programmes. <u>Monitoring</u> Director's Decision No 59 of 15.11.2013 lays down detailed Budget Monitoring Guidelines for different phases in budget implementation, from planning to analysis and feed-back, where the main section is devoted to planning and

		<p>monitoring of procurement activities, which is the means of implementation for the operational budget.</p>
	<p>Acknowledges from the Institute that, in order to improve the planning and monitoring of the procurement, it is currently developing a monitoring tool to follow up the expected dates of each step of the annual procurement proceedings; calls on the Institute to inform the discharge authority when this tool is fully implemented and, up until then, to keep it informed of the state of play regarding its development and implementation</p>	<p>EIGE developed a centralised Intranet-based Procurement Monitoring Tool which covers all procurement procedures and indicates both planned and actual dates of the main procedural steps in each procurement procedure (e.g. draft terms of reference, launch of tender, evaluation report, contract signature, etc.).</p> <p>Through this electronic tool the status of procurement activities are continuously monitored and updated during the year. The monitoring reports are presented regularly to different levels of staff, in accordance with the Budget Monitoring Guidelines (mentioned above).</p>
<p>Prevention and management of conflicts of interests and transparency</p>	<p>Acknowledges that the Institute's conflict of interests policy was presented to the Commission for consultation on 12 November 2013; calls on the Institute to inform the discharge authority of the results of that consultation and of the final adoption of its conflict of interests policy</p>	<p>The European Commission (EC) provided EIGE with its analysis of EIGE's Policy on Management of Conflict of Interests on 22.01.2014 in which it gave its favourable opinion on condition that a few references and definitions were added, notably issues relating to personal data protection, and confidentiality of documents. EIGE responded accordingly to the EC's comments; after which the Management Board adopted the policy on 28 March 2014. The policy has been made public on EIGE's website.</p>
	<p>Observes that the CVs and declarations of interests of the members of the Management Board, the Executive Director and senior management are not publicly available; calls on the Institute to remedy the situation as a matter of urgency</p>	<p>The Institute and its Management Board have placed great importance on this subject and are expediting its implementation with due urgency. EIGE's Policy on Management of Conflict of Interests was adopted by the Management Board on 28.03.2014.</p> <p>A general call for all members and alternates to submit their declarations and CVs was also launched in March 2014 and the process is on-going.</p> <p>Once collected, all declarations and CVs of EIGE's Board members will be uploaded in a publicly accessible registry, which is currently under development and shall be completed by Q4, 2014.</p>
<p>Internal audit</p>	<p>Acknowledges from the Institute that in 2012, the Commission's Internal Audit Service (IAS) carried out audit work in accordance with the Institute's strategic audit plan; notes that this work included an audit on budget execution, which identified good practices, but also led to four very important recommendations; takes note of the Institute's action plan to address the risks and notes that the IAS considered this to be adequate; notes that no critical recommendations were open as of 31 December 2012; expresses concern, however, that the implementation of two very important recommendations from 2011 has been delayed</p>	<p>The two very important, pending recommendations have been implemented in 2013.</p> <p>As stated in the DG IAS Annual Report for EIGE 2013 (herewith attached): "There were neither critical nor very important recommendations at 31.12.2013".</p>

<p>Performance</p>	<p>Requests that the Institute communicate the results and impact its work has on European citizens in an accessible way, mainly through its website</p>	<p>The results and impact of EIGE's activities of 2013 were published on EIGE's website. When developing databases, specific attention was given in developing simple, graphical, user-friendly interfaces which provide easy access to the content.</p> <p>Since the end of 2013, EIGE has been undertaking a revamp of its website, focusing on improved accessibility. The results and impact of EIGE's activities were also communicated through the Institute's social media accounts, Facebook and Twitter.</p> <p>EIGE is currently expanding availability of its basic information in additional EU languages in print and on its website.</p>
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