

# Consolidated Annual Activity Report (CAAR)

2018

# The European Institute for Gender Equality

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

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In pursuance of FR 996/2012 as amended, FFR No 1271/2013

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

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## Abbreviations

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

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

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



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## Country codes used

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

## Language codes (ISO codes)

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

## Director's foreword

In 2018, the European Institute for Gender Equality (EIGE) expanded its horizons to reach policy-makers and new audiences beyond the gender equality community. Building on its reputation as Europe's knowledge centre on gender equality, the Institute continued to provide comparable and reliable data on important topics affecting women and men across the EU.

High priority was given to the topic of digitalisation and EIGE examined the matter from several angles. These included strategies to get more women into tech jobs and the opportunities and risks that digital technologies pose for Europe's youth. As chair of the justice and home affairs (JHA) agencies' network, EIGE also put digitalisation under the network's spotlight. The network assessed the impact of digital technologies on young women and men and proposed ways to mitigate risks, ensure security, and foster equality in their respective areas of activity.

Tackling violence against women via more comparable, EU-wide data was another priority for the Institute in 2018. Given the need for better data to measure the effectiveness of the prevention and protection measures used by police and the judiciary, EIGE launched recommendations to help improve data collection on intimate-partner violence by these two sectors. EIGE also contributed to improving data collection on violence against women by refining its methodology to estimate the number of girls at risk of female genital mutilation (FGM) in the EU. The Institute carried out risk estimations in six Member States, where recent migration flows have affected the number of girls arriving from FGM-practising countries.

As part of EIGE's efforts to raise awareness about violence and stand up against harassment, I am proud that the Institute was the driving force behind a joint statement of zero tolerance for harassment in the EU agencies in 2017 <sup>(1)</sup>. EIGE also coordinated joint training sessions for confidential counsellors and middle management in the EU agencies.

EIGE's work on gender budgeting proceeded with an examination of how budgets for gender equality are allocated in the European Structural and Investment Funds (ESIF). This matter is of crucial importance because appropriate financing for gender equality is essential to reach the Europe 2020 targets <sup>(2)</sup> and achieve sustainable development goal (SDG) 5 <sup>(3)</sup>. EIGE began the development of a model to track gender-equality-related spending through the funding programmes of the ESIF. Through our attention to spending on gender equality and gender mainstreaming <sup>(4)</sup> initiatives in the structural funds we hope to create positive changes that will lead to increased efficiency and effectiveness of the EU budget and narrowed gender gaps, contributing to inclusive and sustainable growth.

<sup>(1)</sup> <https://eige.europa.eu/news/eu-agencies-take-stand-against-harassment>

<sup>(2)</sup> <https://ec.europa.eu/eurostat/web/europe-2020-indicators>

<sup>(3)</sup> 'Achieve gender equality and empower all women and girls'. <https://sustainabledevelopment.un.org/sdg5>

<sup>(4)</sup> 'Gender mainstreaming has been embraced internationally as a strategy towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.' <https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming>

With a constant focus on better-targeted, visual and engaging communication products, outreach for the Institute continued to grow in 2018. EIGE presented its research in 26 Member States, visitor numbers to the website increased by 107 % and media coverage grew by 51 %, compared to the previous year. The findings on digitalisation were communicated with lively infographics, videos and factsheets and reached wider audiences; far beyond the usual gender equality policymakers.

In my last year as EIGE's Director, I would like to extend a sincere thank you to everyone who has helped build the Institute into the European knowledge centre that it is today. In particular, our dedicated and professional team, the Management Board, Experts' Forum and our valued stakeholders. I believe that EIGE stands on a strong footing to move forward under the leadership of a new Director and am confident that its findings will continue to have a positive impact on policymaking and ultimately bring Europe closer to gender equality.



Virginija Langbakk  
Director  
European Institute for Gender Equality (EIGE)

# Management Board analysis and assessment

The EIGE Management Board (MB) takes note of the authorising officer's (Director's) Consolidated Annual Activity Report (CAAR) for the financial year of 2018, prepared in accordance with Article 47 of the financial rules (FR) applicable to EIGE. In assessing the 2018 CAAR, the MB wishes to highlight the following points.

## EIGE's workload and achievements

- The CAAR provides a comprehensive and detailed account of the activities carried out by EIGE in 2018 in order to implement its mandate and the annual work programme ([Single programming document \[SPD\] 2018-2020](#)).
- The MB endorses the unique role played by EIGE in preparing high-quality innovative research; collecting harmonised data, deriving composite indicators (Gender Equality Index) and undertaking comprehensive data analysis to complement and inform the work of the European institutions and Member States in the field of gender equality.
- The MB notes that the suite of output indicators (detailed in Annex 1) shows the achievement of all indicators. The MB closely monitors the achievement of output indicators.
- The MB welcomes the implementation of the recommendations provided by the 2015 external evaluation both of EIGE's achievements and of its impact in the preceding 3 years.
- The MB engaged collaboratively with the Director and management team in a review of the implementation of EIGE's existing multiannual work programme, prepared in accordance with the recommendations of the Secretariat General of the European Commission.
- The MB welcomes the new *Knowledge Management and Communication Strategy 2019-2021*, adopted in November 2018, with activities continuing to engage stakeholders beyond the gender equality community and a regular monitoring of communication channels and approaches.
- The MB welcomes the increase in the media outreach as a result of the new communication strategy.
- The MB takes note of the continuing gender imbalance in recruitment and encourages EIGE to further adjust the recruitment procedures to attract more applications from the under-represented sex.

## Financial issues

- In accordance with the financial regulations applicable to EIGE, this CAAR for 2018 also provides a satisfactory overview of the financial information for the year; risks related to EIGE activities, including those identified on the basis of the risk assessment carried out by the Internal Audit Service (IAS), and the measures taken to address them.

- The MB welcomes the declaration of assurance of the Director, which advises that she has identified no reservations or critical issues related to financial affairs for the financial year of 2018.
- The MB acknowledges that the European Court of Auditors (ECA) audit on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2017 showed that the annual accounts presented fairly, in all material respects, EIGE's financial position as at 31 December 2017 and the results of EIGE's operations and its cash flows for the year then ended, in accordance with the provisions of EIGE's financial regulation and with the accounting rules adopted by the Commission's accounting officer.
- The MB notes a reasonably high execution of the budget with commitment appropriations up to 99.38 % in 2018 (compared to 88 % in 2011 and slightly better than 98.92 % in 2017), while payment appropriations in 2018 reached 81.15 % (slightly better than 80.95 % in 2017).
- Furthermore, the MB notes that the level of carry-overs (particularly for Title III (Operating Expenditure)) which significantly decreased in 2017 to 34.25 % (compared to 51.29 % in 2016) remains at a reasonable level and now stands at 36.67 % for 2018.

## Concluding comments

The year 2018 was a successful year for EIGE, during which the Institute delivered the extensive body of work, planned in accordance with its SPD, to a very high standard. In overseeing these tasks, the MB notes and welcomes the strong commitment of EIGE's team to achieve the Institute's strategic objectives <sup>(5)</sup> as demonstrated throughout 2018.

The MB also acknowledges that the Director and the Institute staff have worked hard during 2018 to further enhance the standards of the Institute's many outputs. Furthermore, the percentage of carry-over of the budget, while not at the level of 2017, was much reduced in comparison to previous years. EIGE's management has successfully applied working methods to comply with the revised administrative processes proposed for the EU's decentralised agencies by the Secretariat General of the European Commission. As this is the final year of the mandate of the current Director, the MB wishes to express sincere thanks and appreciation for the efforts and dedication of Ms Langbakk who completed the tasks of establishing the Institute.

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

In summary, the MB considers that in 2018, the seventh operational year following EIGE's administrative and financial independence, the Institute has continued to successfully deliver on its administrative, financial and operational obligations and that the Institute carried out its tasks effectively within the frame of its mandate as specified in its founding regulation <sup>(6)</sup> and its SPD. The MB acknowledges the unique position established by EIGE in the EU institutional framework and notes with appreciation the implementation of the budget as evidenced by the continued management of the rate of carry-over.

On the basis of the abovementioned observations and in accordance with Article 66 (9) of the Financial Regulation applicable to EIGE, the MB attaches this assessment of the 2018 CAAR for submission to the European Parliament (EP), the Council and the European Court of Auditors.

<sup>(5)</sup> <https://eige.europa.eu/about/documents-registry/eiges-2018-2020-single-programming-document>

<sup>(6)</sup> <https://eige.europa.eu/about/our-work>

# Introduction

## This is EIGE

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

EIGE is the only European Union agency focusing exclusively on gender equality. By providing reliable and policy-oriented research, it paves the way for greater awareness and increased understanding of gender equality in all areas of society as well as supporting policymakers in improving the lives of both women and men. By 2018, EIGE has strengthened its position as the EU knowledge centre and number one source of information on gender equality.

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

In accordance with its founding regulation <sup>(7)</sup>, the Institute carries out its tasks within the remit of the EU, in line with the priority areas identified in relevant policy documents, such as the European Commission's *Strategic engagement for gender equality 2016-2019*, the EU Victims' Rights Directive (2012/29/EU), the Education and training 2020 framework (ET2020), the 2015 Paris Declaration on 'Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education', the European Commission's outline of the European pillar of social rights and the EU Commission roadmap regarding the 'New start to address the challenges of work-life balance faced by working families'. Furthermore, the Institute supports presidencies of the Council of the EU in providing assessment and monitoring of the Beijing Platform for Action — an international declaration and action plan to support the advancement of women; to which all Member States and the EU have committed.

This CAAR 2018 describes the achievement of EIGE's activities planned for 2018 and highlights important milestones reached during the year.

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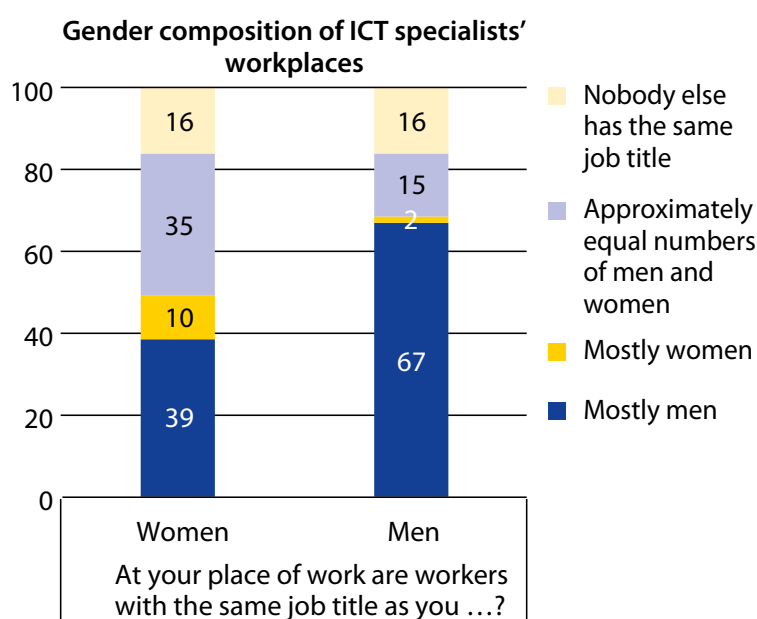
<sup>(7)</sup> Articles 3 and 4(2) of Regulation 1922/2006.

# Executive summary

## The year in brief

In 2018, EIGE continued to provide key stakeholders, such as European institutions, Member States and other important stakeholders (countries still negotiating to join the EU: EU candidate and potential candidate countries <sup>(8)</sup>, social partners and academia), with critical new knowledge and information on the situation of gender equality across Europe. Two overarching themes — **digitalisation and violence against women** — have particularly dominated not only policy agendas across the EU, but also EIGE's research priorities.

**Faster economic growth, better demographic prospects, a wider pool of talented and happier employees — these can be the benefits for the future of the information and communications technology (ICT) sector if we manage to eradicate the prevailing gender divides.** This is one of the key messages put forward by EIGE's study *Women and men in ICT: a chance for better work-life balance*, which addresses structural barriers behind a limited supply of digital skills. ICT specialists are in particularly high demand in the labour market; however, only around 17 % of the almost 8 million ICT specialists are women. In addition, only 15 % of men ICT specialists



work in gender-balanced teams, compared to 35 % of women ICT specialists. Further divisions within ICT jobs exist and are tightly linked to various gender norms and stereotypes. A number of work-life balance initiatives at an organisational or country level could help tackle gender stereotypes that are keeping women away from ICT jobs. This would not only improve the working environment for all, but also boost men's options for more balanced work and private lives. The current unequal sharing of caring responsibilities coupled with the need to keep up with rapid technological advances poses a risk for many women's careers falling behind those of men. This needs to change, not least for securing more sustainable economies and societies for our youth and into the future.

**Support for young women's full participation in the rapid digitalisation process is needed more than ever.** This finding stems from EIGE's study *Gender equality and youth: the opportunities and risks of digitalisation*. Digital skills are one of the prerequisites to enter ICT jobs and both women and men have quite a high level of skills in this field. Nonetheless, young men have more confidence in their digital skills than women. For example, 73 % of young men aged 15-16 feel comfortable installing software by themselves, compared with 49 % of women. This difference in confidence shapes aspirations for future jobs too. Digital spaces are popular places for youth to socialise and both young women and men actively use social media, but again — in different ways.

<sup>(8)</sup> Countries included in the Instrument for Pre-Accession Assistance: [https://ec.europa.eu/neighbourhood-enlargement/instruments/overview\\_en](https://ec.europa.eu/neighbourhood-enlargement/instruments/overview_en)

Fewer young women than men post opinions on social and political issues or take part in online voting. Young women are more likely to censor themselves, as they take into consideration the possible backlash for their political participation online. This is related to the fact that social media reinforces gender stereotypes, for example putting young women under a great deal of pressure when it comes to their physical appearance not only in the real, but also in virtual worlds. At the same time, young women and men are regularly exposed to media that objectifies women and tolerates aggressiveness. The peer pressure boys receive to request nude pictures from girls is also common. Both the girls and the boys who participated in the focus groups for this study mentioned cases of girls being threatened with a break-up or physical violence if they refused to send nude pictures. Overall, the study provides much needed knowledge on both the positive aspects of digitalisation for young people in terms of social and political participation or fostering gender equality, and in terms of the risks, including cyberbullying, harassment and other forms of gender-based violence.

### What every policy-maker should know



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- Access to and high use of social media networks do not necessarily lead to active social and political participation. To become active citizens, able to shape their societies, young people need to tap into the full potential of digital technologies in a safe and empowering manner.
- For many young people, aggressive online behaviour is expected and normalised. In particular, not only are young women more exposed to online abuse, but also disproportionately feel the effects of such abuse.

Violence against women is not only a concern in the digital sphere. It happens everywhere, however reported cases only reveal the tip of the iceberg. Underreporting and a lack of quality and comparable data from the police and justice sectors make it difficult to estimate the full scale of violence against women. To help improve data collection on intimate-partner violence, EIGE proposed specific recommendations for each Member State to guide them in moving closer to harmonised data collection. In ad-

**NON.**  
**NO.**  
**NEIN.**

Say No!  
Stop  
**violence**  
against  
women



dition, 13 indicators measuring intimate-partner violence, rape and Femicide<sup>(9)</sup> were developed for police and the judiciary, to facilitate the monitoring obligation on violence against women that Member States have, in particular under the Victims' Rights Directive and the Istanbul Convention. With support from EU Commissioner Věra Jourová<sup>(10)</sup>, EIGE launched the findings on the international day to end violence against women at a press briefing in Vilnius and through an EU-wide press release. This work supported the Commission's 'Non.No.Nein' campaign to end violence against women.

**EIGE continued to spread the message of gender equality across the EU and reach new audiences with its communication and stakeholder activities in 2018.** EIGE and its findings were referenced in over 200 outputs (reports, conclusions, draft documents, speeches, press releases, etc.) produced by EU institutions, European political parties and EU-level civil-society organisations. Press coverage also increased and in mainstream media outlets across the EU, EIGE was mentioned over 1 000 times.

## Key conclusions on resource management and internal control effectiveness

The MB provided strategic oversight on the implementation of EIGE's key priorities for its medium-term planning period 2017-2019 and in defining the scope for the agency's fourth strategic mid-term cycle in 2020-2022. Throughout the year, the MB adopted the necessary legal framework on the rights of staff in accordance with the staff regulations<sup>(11)</sup>. In its work, it also followed up on its recommendations on the conclusions of the external evaluation of EIGE (2015) (ref. Regulation (EC) No 1922/2006, Articles 20-21).

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

The main achievements from an organisational perspective were:

- **Effective organisation.** Based on the recommendations of EIGE's external evaluation, in 2018 EIGE finalised the introduction of a project-led organisation (PLO) approach. This has contributed to increased ownership of expected outputs and outcomes among project teams and established a long-term view on EIGE's work with the users.
- **High achievement of administrative requirements.** By the end of the year, 100 % of establishment plan posts were filled, and a high level of execution in the budget was ensured by commitment appropriations at 99.38 % and payment appropriations at a level of 81.15 %.

<sup>(9)</sup> 'General definition: Killing of women and girls on account of their gender, perpetrated or tolerated by both private and public actors. It covers, *inter alia*, the murder of a woman as a result of intimate partner violence, the torture and misogynistic slaying of women, the killing of women and girls in the name of so-called honour and other harmful-practice-related killings, the targeted killing of women and girls in the context of armed conflict, and cases of femicide connected with gangs, organised crime, drug dealers and trafficking in women and girls.

Statistical definition: The killing of a woman by an intimate partner and the death of a woman as a result of a practice that is harmful to women. Intimate partner is understood as a former or current spouse or partner, whether or not the perpetrator shares or has shared the same residence with the victim.' <https://eige.europa.eu/thesaurus/terms/1128>

<sup>(10)</sup> Justice, Consumers and Gender Equality [https://ec.europa.eu/commission/commissioners/2014-2019/jourova\\_en](https://ec.europa.eu/commission/commissioners/2014-2019/jourova_en)

<sup>(11)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A01962R0031-20140501>

- **Overall expenditure safeguards.** These were further strengthened by ensuring relevant guidance at key stages of budget execution, including an increased focus on timely planning and prudent monitoring of expenditure.

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

On 31 December 2018, in its employ EIGE had 27 temporary agents (TAs), 14 <sup>(12)</sup> contract agents (CAs), four seconded national experts (SNEs), six trainees and five interim staff (56 staff members, both internal and external). 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 and size of the agency.

<sup>(12)</sup> This figure includes one CA financed under a separate subsidy for the IPA programme.

# 1. Achievements of 2018

## 1.1 Overall objectives

EIGE was established ‘to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens’ awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States’ (13).

## 1.2 Focal areas and tools for 2018

### 1.2.1 Research and data collection — an overview

**Strategic objective on research and data collection (14):**

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

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

**Objective:** to support the monitoring of international commitments of the EU and Member States: support to the presidencies of the European Council.

**Specific objective:** Provide unique evidence to monitor the implementation of the BPfA at EU level.

Each year, EIGE conducts studies on the selected topics (e.g. of the Beijing Platform for Action) (15), which feed into the policymaking process through e.g. the conclusions of the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) configuration of the Council of the European Union. In line with presidency requests, in 2018 EIGE prepared a research note to support the Bulgarian Presidency (2018, 1st semester (16)), developed a comprehensive research report to support the Austrian Presidency (2018, 2nd semester) and initiated research to support the Romanian Presidency (2019, 1st semester).

(13) 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.

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

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

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

### Women and men in ICT: a chance for better work-life balance

Following the request from the Bulgarian Presidency of the Council of the EU, the research note *Women and men in ICT: a chance for better work-life balance* (prepared largely in 2017), deepened the understanding of the major enabling and hindering factors for a more balanced uptake of ICT jobs by women and men (also see CAAR 2017 <sup>(17)</sup>).

ICT specialists are in particularly high demand, with employment growth more than eight times higher than the average employment growth in the EU. However, only around 17 % of the almost 8 million ICT specialists are women and the number of women graduating in ICT studies has been decreasing over the last decade. The vast under-representation of women in ICT shows a waste of highly-qualified human resources and has larger implications for the wider economy. Such segregation of women and men across jobs contributes to the gender pay gap, further reinforces gender stereotypes and also perpetuates unequal gender power relations and gender hierarchy in the public and private spheres.

The research findings were promoted in an EU-wide press release, resulting in 26 mainstream media articles, with a potential reach of almost 6 million people. An infographic was also developed for social media to communicate the results in a more visual and engaging way.

In terms of policy impact, the research note was referenced in four EU-level policy documents.

In addition to the research note, in 2018 EIGE also developed a set of good practices on how to attract women to the ICT sector and help them to develop their careers through work-life balance opportunities. These will be available on EIGE's website in 2019.

### Gender equality and youth: opportunities and risks of digitalisation

'Both genders must benefit equally from the opportunities and possibilities that digitalisation offers. This requires more knowledge and a greater awareness of the gender-specific implications, as well as targeted management to promote gender equality', Juliane Bogner-Strauß, Austrian federal minister for women, families and youth <sup>(18)</sup>

EIGE's research report *Gender equality and youth: opportunities and risks of digitalisation* for the Austrian Presidency provided the basis for the December 2018 presidency conclusions *Gender equality*,

## Gendered Digital Path

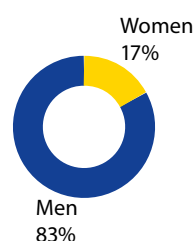
### DIGITAL SKILLS



### DIGITAL CONFIDENCE



### DIGITAL EDUCATION



The share of women among ICT and engineering graduates in the EU is 17%. Between 2004 and 2015, it declined in 20 Member States.

### DIGITAL SPECIALISTS

**8 out of 10**  
**ICT jobs**  
**go to men**

Among 8 million ICT specialists in the EU, women make up 17 %

### IMPLICATIONS

**500 000**  
**ICT specialists**  
**lacking in**  
**the EU by 2020**

- Reinforced gender pay gap
- Unchallenged gender stereotypes
- Gender bias in technology
- Economic loss for the EU

<sup>(17)</sup> <https://eige.europa.eu/about-eige/documents-registry/consolidated-annual-activity-report-eige-2017>

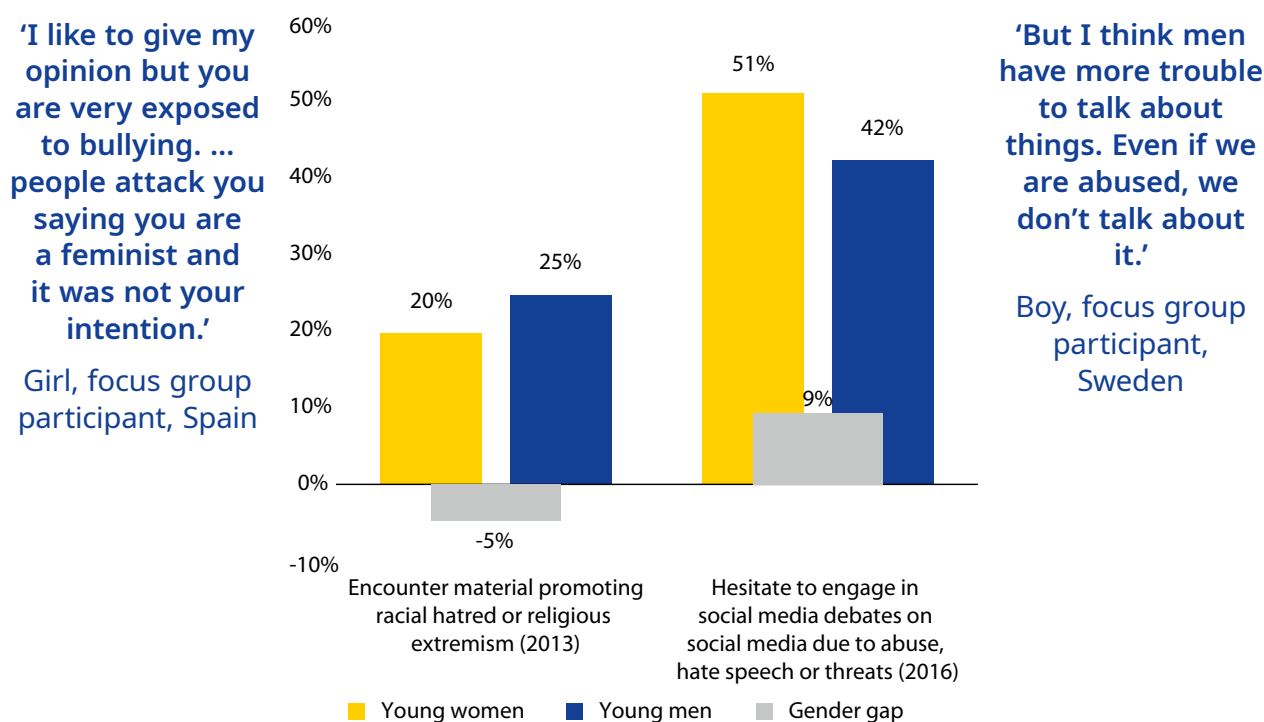
<sup>(18)</sup> <https://www.eu2018.at/latest-news/news/10-12-Federal-Minister-Bogner-Strau—Making-Gender-Equality-Visible-on-the-EU-s-Agenda.html>

youth and digitalisation <sup>(19)</sup>. Quality assurance of the preliminary findings and the final report was carried out by external experts and relevant stakeholders.

### Main conclusions of the report

The research report notes that a similar share of young women and men feel sufficiently skilled to use digital technologies in their daily lives, yet boys feel more confident about their digital skills. Overall, young women and men have a very high level of social engagement online, yet gender-specific patterns appear for certain activities. For example, fewer young women than men post opinions on civic or political issues or take part in online voting. The research report outlines the main reasons of such gender differences in digital spaces, including the impact of societal gender norms that are intensified online, and exposure to online harassment that has far-reaching effects on young women’s online engagement.

EIGE’s research shows the many ways digital technologies are benefiting young people in terms of access to learning, friendships, information and political mobilisation. It also shows that aggressive behaviour online is anticipated and normalised. As a result, young people have developed pre-emptive coping strategies. Young women and girls in particular considerably restrict what they express online for fear of cyber-aggression, sexualised cyberbullying, gossip and hateful comments (‘trolling’). For boys, the tendency seems to be to ignore and minimise the abuse experienced, though boys tend to overestimate their ability to cope with online abuse.



As shown in the in the figure above, the impact of witnessing online harassment is disproportionately felt by young women. After witnessing or experiencing online hate speech/abuse, 51 % of young women and 42 % of young men in the EU hesitate to engage in social-media debates due to fear of experiencing further abuse, hate speech or threats. Overall, this gap illustrates that relatively similar online experiences in encountering racial hatred or religious extremism and witnessing online abuse could have different outcomes for young women and young men when it comes to online engagement. Such results highlight how gender-based cyber-violence could negatively affect people’s ability and right to engage in free speech.

<sup>(19)</sup> [https://www.consilium.europa.eu/media/37363/gender-equality\\_text-adopted.pdf](https://www.consilium.europa.eu/media/37363/gender-equality_text-adopted.pdf)

EL PAÍS SOCIEDAD SUSCRÍBETE

FEMINISMO >

## “Creíamos que Internet empoderaría a las jóvenes, pero no siempre es así”

Blandine Mollard es investigadora del Instituto Europeo de Igualdad de Género y responsable del informe sobre redes y jóvenes

PIRAR ALVAREZ

Viena - 20 OCT 2018 - 14:13 CEST

La investigadora francesa Blandine Mollard es la responsable de la última investigación del Instituto Europeo de Igualdad de Género (EIGE, por sus siglas en inglés), titulada *Igualdad de Género y juventud: oportunidades y riesgos de la digitalización*. Tras la presentación del trabajo del organismo dependiente de la Comisión Europea, respondió a las preguntas de EL PAÍS.

**Pregunta.** ¿Qué ventajas da a los jóvenes Internet?

Blandine Mollard, investigadora del Instituto Europeo de Igualdad de Género. IMAGEN CEDIDA

Source: *El País*, 20/10/2018 – “We thought the internet would empower girls, but it’s not always like that”

ity and Cooperation in Europe (OSCE) conference on ‘Gender equality and digital transformation’ and the Austrian Presidency conference ‘Gender Equality and You’ for which EIGE prepared a series of six infographics. During 2018, the EIGE report’s findings were referred to in at least seven EU-level policy documents. The findings were also shared during several of EIGE’s events including the journalist thematic network meeting in Vienna (October, 2018) and EIGE’s meeting with Instrument for Pre-Accession Assistance (IPA) countries (November 2018). To help communicate the findings, EIGE prepared a press release, two factsheets and two short videos: one focusing on [young women self-censoring their opinions online](#) and one focusing on [the pressure young men receive from peers to request intimate pictures from young women](#). The findings were covered in 28 major European media outlets, including *El País*, *The Guardian*, *The Irish Times*, and *Expressen*.

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

Following the request of the Romanian Presidency of the Council of the EU (2018), EIGE is working on a research note aiming to provide an overview of the gender pay gap across the EU, highlighting the different ways women and men approach a work-life balance. The note is set to review the major causes and variations of the gender pay gap across the life course and for different groups of employees (e.g. by educational background, occupation, length of service, etc.). Furthermore, it explores the links between the gender pay gap and emerging policies aimed at improving work-life balance, with a focus on the role of measures put forward by the Commission’s ‘New Start’ initiative on work-life balance for working parents and carers, such as parental and carer’s leave and flexible working arrangements. The research note provides new evidence that work-life balance measures may not only contribute to an increase in women’s labour market participation, but also to the closing of the gender gap in pay.

To support the research note, EIGE also initiated a project identifying examples of different policy measures that are seen as impactful in tackling the gender pay gap. The selection of such measures is mapped onto the eight action strands of the EU action plan 2017-2019 Tackling the gender pay gap <sup>(20)</sup>, enabling wider address of the multiple drivers of the gender pay gap. This research note, including the section on successful policy measures, will be published in 2019.

<sup>(20)</sup> <https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions/eu-action-plan-2017-2019-tackling-gender-pay-gap>

**To find out more:**

- *Women and men in ICT: a chance for better work-life balance* [report]  
[https://eige.europa.eu/sites/default/files/documents/20181830\\_mh0418260enn\\_pdf.pdf](https://eige.europa.eu/sites/default/files/documents/20181830_mh0418260enn_pdf.pdf)
- *Gender equality and youth: the opportunities and risks of digitalisation* [report]  
<https://eige.europa.eu/rdc/eige-publications/gender-equality-and-youth-opportunities-and-risks-digitalisation>
- *Gender equality and digitalisation in the European Union* [factsheet]  
<https://eige.europa.eu/rdc/eige-publications/gender-equality-and-digitalisation-european-union>
- *Gender equality and youth: the opportunities and risks of digitalisation* [factsheet]  
<https://eige.europa.eu/publications/gender-equality-and-youth-opportunities-and-risks-digitalisation-factsheet>
- Press release, *Cyberbullying restricts young women's voices online*  
<https://eige.europa.eu/news-and-events/news/cyberbullying-restricts-young-womens-voices-online>
- Press release, *Time to get more women in tech*  
<https://eige.europa.eu/news-and-events/news/time-get-more-women-tech>
- Video on cyberbullying and young women: <https://youtu.be/T21mwBkpyew>
- Video on sexting and young men: <https://youtu.be/sctpVWy3Y2Y>

**1.2.1.2 Gender Equality Index**

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

**Specific Objective:** Embedding EIGE's Gender Equality Index as the unique tool to inform EU policymakers, measure the impact of gender equality policies and reveal emerging trends.

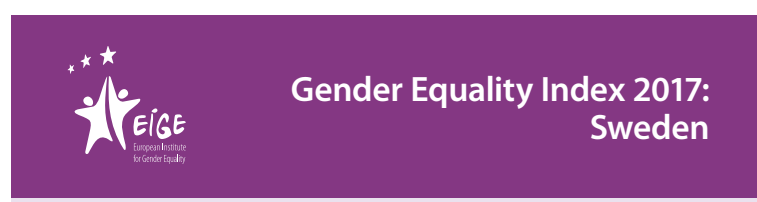
The Gender Equality Index, launched in 2013, is a unique measurement tool that synthesises the complexity of gender equality into a user-friendly and easy-to-understand measure. The six core domains (work, money, knowledge, time, power and health) assign scores for Member States and the EU, ranging from 1 for total inequality to 100 for full equality. The 2017 release marked the first time that all core domains have been populated with data, fully implementing the conceptual structure as proposed with the initial launch. The Index also includes a measurement framework to assess the extent of violence against women and examines intersecting inequalities. These are additional domains and are part of the framework of the Gender Equality Index, which highlight further gender inequalities but do not have an impact on the overall score.

There are around 75.5 million adults with a moderate disability and 34.9 million with a severe disability in the EU. **In total, 61 million women (30 % of all women) and 47 million men (25 % of all men) have disabilities.**

In 2015, 19 % of women aged 16-64 and 17 % of men in the same age group reported having a disability in the EU. Among people older than 65, just under half (46 %) of the men and just over half (53 %) of the women reported having a disability. These figures are expected to rise as the EU population gets older.

Source: *Gender equality needs to reach everyone: Gender equality and disability* (EIGE, 2018)

In 2018, on the basis of intersecting inequalities analysis conducted for the 2017 edition, **factsheet Gender equality and disability** and **report Intersecting inequalities: Gender Equality Index** were developed. *Intersecting inequalities: Gender Equality Index* (published February 2019) presents evidence on how age, level of education, country of birth, disability and family type intersect with gender and affect women and men's individual lives in all dimensions covered by the Gender Equality Index. The factsheet *Gender equality and disability* looks at how the intersection between gender and disability affects women and men in the EU. It notes that both women and men with disabilities face inequalities because of their disability, but their experiences differ depending on their gender. Women with disabilities are worse off than women without and also face more challenges than men with disabilities. Their employment rate is lower, they earn less and they are at higher risk of poverty than men with disabilities. Women with disabilities also face bigger barriers in education and in accessing healthcare.



The Gender Equality Index 2017 examines the progress and challenges in achieving gender equality across the European Union from 2005 to 2015. Using a scale from 1 (full inequality) to 100 (full equality), it measures the differences between women and men in key domains of the EU policy framework (work, money, knowledge, time, power and health). The Index also measures violence against women and intersecting inequalities. These are satellite domains and are part of the framework of the Gender Equality Index, but do not have an impact on the overall score. Intersecting inequalities show how gender intersects with age, education, family composition, country of birth and disability. The Gender Equality Index provides results for each domain and sub-domain for the EU and its 28 Member States (1).

#### Progress in gender equality in Sweden, 2005-2015

In the Gender Equality Index 2017, Sweden achieved a score of **82.6 out of 100**, which is an increase of 3.8 points since 2005. This score is the highest in the EU-28, but progress is happening at a slightly slower pace than in the EU on average. Sweden has remained the country with the highest score in the Gender Equality Index.

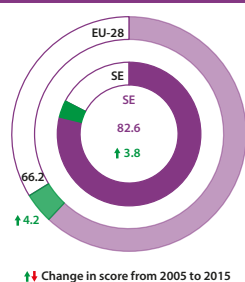
The gender equality score in the domain of **time** in Sweden is high and has remained stable. It shows good gender balance in the engagement of women and men in care and social activities.

Small improvements have been made in the domain of **health**, but there is still room to increase access to medical and dental services.

The biggest improvements took place in the domains of **power** and **knowledge**. Women's representation in decision-making advanced in the economic sector. In education, women's and men's participation in formal or non-formal education increased.

The situation in the domain of **work** has slightly improved, but continued segregation of women and men in the labour market is holding the country back from achieving full gender equality.

The greatest challenge remains in the domain of **money**, where the distribution of economic resources between women and men became more unequal. The risk of poverty also increased slightly.



In 2018, **28 Gender Equality Index country profiles** — a complementary publication to the main Gender Equality Index report — were developed and published on EIGE's website. The country profiles provide comparable information on each Member State and the EU overall. The information is presented in a way that is easy to understand and gives policymakers and other users an update on gender equality trends in each Member State from 2005.

In preparation for the 2019 Gender Equality Index release, which will focus on work-life balance, five small-scale studies providing an in-depth look at selected work-life balance dimensions were carried out in 2018.

- Work-life balance and infrastruc-

ture, examining the links between public infrastructure and public services with the ability to reconcile paid work with private life.

- Work-life balance challenges of women and men who provide care to persons with disabilities and/or older adults.
- The main challenges women and men face regarding reconciling education/training and lifelong learning with other aspects of their lives.
- Leave policies (maternity, paternity and parental leave) and particularly on the significance of different characteristics of statutory national leave provisions for work-life balance and gender equality.
- Eligibility for parental leave, with estimated share of (potential) parents who are eligible for parental leave in each Member State.

#### Communication and stakeholder engagement

In 2018, the Index continued to play an important role in informing policy development and was referenced in 64 EU-level policy outputs. These included the European Commission's press release



on International Women's Day <sup>(21)</sup> and the *Report on equality between women and men in the EU 2018* <sup>(22)</sup>, the European Parliament's resolution of 14 June 2018 on monitoring the application of EU law 2016 <sup>(23)</sup> and the European Economic and Social Committee (EESC) opinion on EU action plan 2017-2019 Tackling the gender pay gap <sup>(24)</sup>. The Gender Equality Index was heavily referenced by media outlets across the EU throughout 2018. Its broad scope allowed it to be used in articles covering a wide range of gender equality topics, for example the gender pay gap, pension gap, and violence against women.

### To find out more

- Country profiles: <https://eige.europa.eu/gender-equality-index/publications>  
<https://eige.europa.eu/gender-equality-index>
- *Gender equality needs to reach everyone: Gender equality and disability* [factsheet]  
[https://eige.europa.eu/sites/default/files/documents/20181612\\_mh0418229enn\\_pdf\\_0.pdf](https://eige.europa.eu/sites/default/files/documents/20181612_mh0418229enn_pdf_0.pdf)
- *Intersecting inequalities: Gender Equality Index* [report]  
<https://eige.europa.eu/publications/intersecting-inequalities-gender-equality-index>

### 1.2.1.3 Gender statistics database

**Objective:** to maintain a centralised reliable and up to date database on key gender statistics and indicators.

**Specific objective:** Most recent data on gender equality made available promptly for policy-makers, and other key stakeholders.

Since its launch in February 2016, the gender statistics database provides one-stop access to comparative gender statistics from Member States and some EU candidate and potential candidate countries. It includes gender statistics from different data providers, including EIGE's own data. By the end of 2018, the database hosted 5 259 indicators. During the annual update and development of the database, around three quarters of the indicators were updated.

#### Are you looking for more data on women in ICT?



Latest data show that the concentration of women in the ICT sector can vary a lot from one Member State to another. Bulgaria has the biggest share of women ICT specialists (30.2%), while Slovakia has the lowest (9.2%). What about your country? Find out in EIGE's Gender Statistics Database [here](#).

Source: EIGE Newsletter "Gender Equality in Focus", April 2018

Statistics on **violence against women** were progressively updated in 2018, including indicators on intimate-partner violence developed by EIGE. A newly restructured entry point on gender-based

<sup>(21)</sup> [http://europa.eu/rapid/press-release\\_IP-18-1507\\_en.htm](http://europa.eu/rapid/press-release_IP-18-1507_en.htm)

<sup>(22)</sup> <https://publications.europa.eu/s/kEcj>

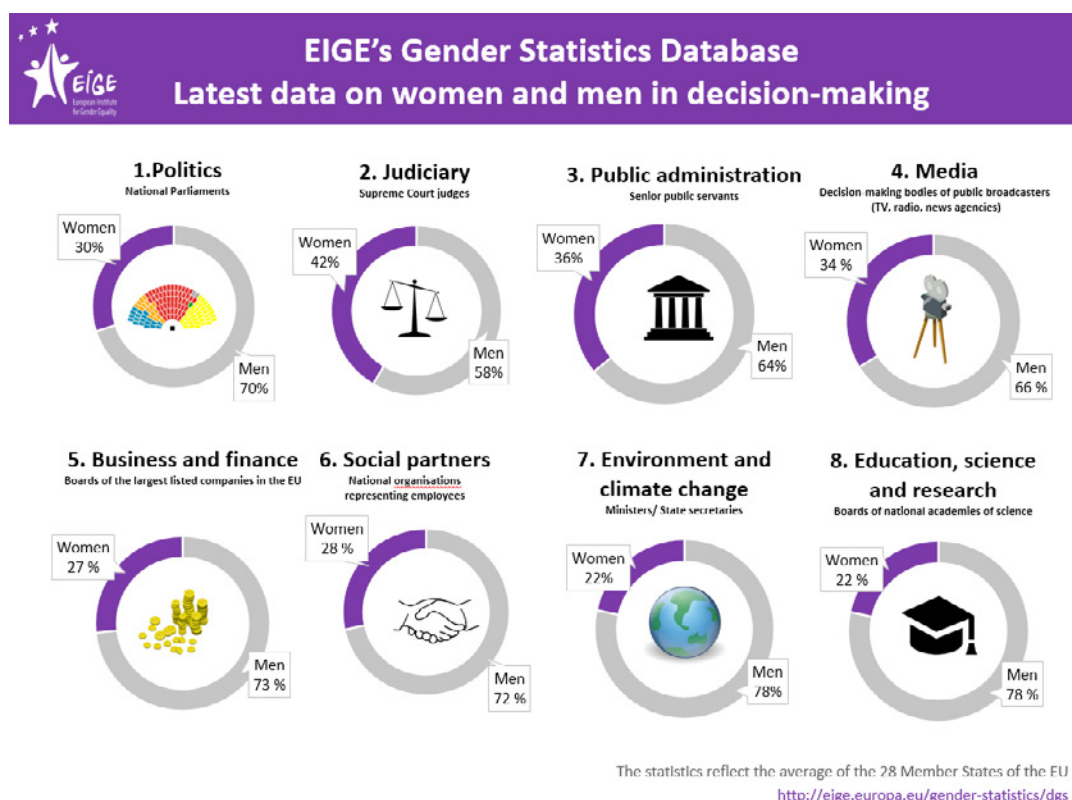
<sup>(23)</sup> [http://www.europarl.europa.eu/RegData/seance\\_pleniere/textes\\_adoptes/provisoire/2018/06-14/0268/P8\\_TA-PROV\(2018\)0268\\_EN.pdf](http://www.europarl.europa.eu/RegData/seance_pleniere/textes_adoptes/provisoire/2018/06-14/0268/P8_TA-PROV(2018)0268_EN.pdf)

<sup>(24)</sup> <https://webapi.eesc.europa.eu/documentsanonymous/eesc-2018-00304-00-00-ac-tra-en.docx>

violence was published in the database, giving more visibility to available data on violence against women. Although not always comparable, these data sets — available only in EIGE’s gender statistics database — provide unique insights into the phenomenon of violence against women in Europe. An online discussion with key stakeholders was also held to discuss the best ways of presenting statistics on violence against women in the database.

In 2018, EIGE has put a strong focus on the collection and regular updating of data on **women and men in decision-making** (WMID). Data is also collected (97 indicators) from all EU candidate and potential candidate countries. For the first time, the area of sports will be included in the regular WMID data-collection activities, with data to be available for the next update of the Gender Equality Index and to complement the work of DG Education, Youth, Sport and Culture and the [Council of Europe’s project on gender equality in sports](#).

In 2018, the indicators available in the gender statistics database attracted over a million views (1 190 434), an increase of almost 150 % compared to 2017. EU-level policymakers directly referred to the database in their work on 24 occasions. The database also generated 44 external queries from various sources, including policymakers, journalists and academics. Two indicators in EIGE’s database on WMID helped set the framework to monitor the EU’s commitments to the (United Nations) sustainable development goals <sup>(25)</sup>. An article in *The OECD Statistics Newsletter* (Issue 68, July 2018) presented WMID data with a specific focus on the share of women on company boards. New data was promoted in EIGE’s monthly newsletters, and on social media (73 posts), giving content for different international days, such as the International Day of Women and Girls in Science, the International Youth Day and World Health Day. Information on WMID from the gender statistics database was frequently used by journalists following national elections and any change in the share of women and men in government.



<sup>(25)</sup> Positions held by women in national parliaments and governments: [http://ec.europa.eu/eurostat/web/products-datasets/-/sdg\\_05\\_60](http://ec.europa.eu/eurostat/web/products-datasets/-/sdg_05_60) Seats held by women in national parliaments and governments: [http://ec.europa.eu/eurostat/web/products-datasets/-/sdg\\_05\\_50](http://ec.europa.eu/eurostat/web/products-datasets/-/sdg_05_50)

**To find out more:**

- <https://eige.europa.eu/gender-statistics/dgs>

**1.2.1.4 Improved data on gender-based violence (26)**

**Objective:** fill gaps and improve the quality of data on violence against women to assist Member States to monitor progress.

**Specific objective:** Support Member States in elimination of gender-based violence through improving their institutional response to violence against women and contribute to the work at European level in improvement of data on prevalence of violence.

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

**Administrative-data collection**

Administrative data measures the response of governmental agencies, such as the police and justice sectors, to one of the most common forms of gender-based violence, intimate-partner violence (IPV) and their capacity to protect victims, prevent further victimisation, and prosecute perpetrators. EIGE aims to address inconsistencies in definitions across the Member States and in the methods of collection, which make it difficult to obtain comparable, reliable data on the extent of IPV.

To improve the quality and availability of data on specific forms of violence against women, EIGE produced 28 Member State-specific factsheets and recommendations on administrative data collection, developed with the assistance of Member States. These publications outline each country's progress and areas for improvement and reached the minister of justice and minister of the interior in each Member State. Additionally, two factsheets were published on data-collection practices within the police and justice sectors, along with technical recommen-

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

Sources: European Union Agency for Fundamental Rights, Violence against women: an EU-wide survey - Results at a glance, 2014

Eurostat, Tracking in human beings, 2015

Image: Margaret Jone Wollman/Shutterstock.com

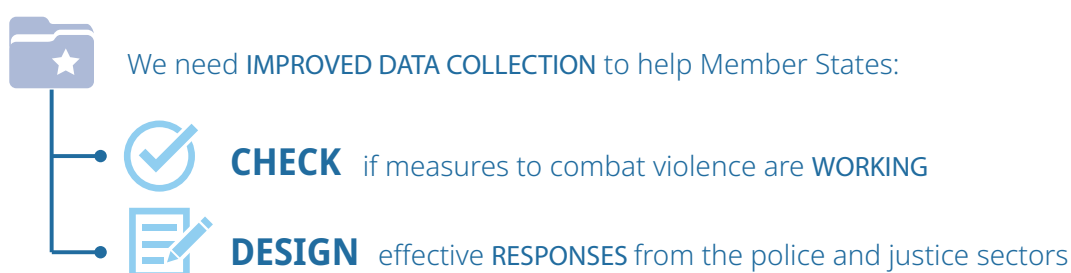
(26) EIGE applies the definition of gender-based violence from the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention): <https://www.coe.int/en/web/conventions/full-list/-/conventions/rms/090000168008482e>

dations for Eurostat which aim to support Member States in improving the overall quality, reliability, availability, accessibility and comparability of data. These publications build on EIGE's 2017 work on definitions and statistical indicators for IPV and the production of a standardised tool to assist Member States in collecting data to populate EIGE's proposed indicators, and add to a growing pool of resources for improving the quality of administrative data across the EU.

The research findings were launched in connection with the UN global campaign to raise awareness on ending violence against women. EIGE communicated the highlights in an EU-wide press release at a press conference with Commissioner Jourová and during interviews with local and international media. Media coverage resulted in 150 articles in mainstream media, with a potential reach of 51 million people or 10 % of the EU population.

Additionally, EIGE consolidated its research from this comprehensive study, compiling two reports, main and technical, on administrative-data collection practices and infrastructure across the EU, the challenges that remain and recommendations to overcome them, and the feasibility within Member States to populate EIGE's indicators. These reports are to be published in the first half of 2019, while the appropriate data is currently under collection for inclusion in EIGE's gender statistics database.

EIGE also continued supporting the work of Eurostat and the United Nations Office on Drugs and Crime (UNODC) on strengthening the gender perspective of the system for the *International classification of crime for statistical purposes* (ICCS), so that crimes of violence against women become more visible and comparable. Furthermore, EIGE also contributed significantly to Eurostat's task force on a future prevalence survey, providing expertise on the content of the questionnaire.



### **Risk assessment**

EIGE initiated a new study on risk assessment and risk management by the police on IPV. As victim safety is a central concern of IPV intervention on an EU level, risk assessment and risk management, in order to protect women from further violence, have been integrated in the EU legislative and policy framework. Risk assessment and effective risk management strategies help prevent secondary victimisation and the possible killing of victims. This project aims both to contribute to improved institutional responses (in this case from the police and judiciary) in combating gender-based violence and to support Member States in meeting the requirements of this framework.

EIGE's risk-assessment study takes an intersectional approach to responding to IPV, thereby supporting the increase in knowledge of the risks and vulnerabilities of women in varying circumstances. In preparing the study, EIGE held a consultation meeting with experts from across the Member States in order to support the production of targeted guidelines on risk assessment and recommendations for risk management. The study findings were presented at the International conference on sexual harassment and sexual violence: victims, perpetrators and bystanders in Porto (October 2018) and to the Working Party of Fundamental Rights, Citizens' Rights, and Free Movement of Persons (FREMP) in December 2018.

### Female genital mutilation (FGM)

EIGE actively communicated the results of its study, *Estimation of girls at risk of female genital mutilation in the European Union* (2018) (27), focusing on the risk of occurrence of female genital mutilation in Belgium, Greece, France, Italy, Cyprus and Malta. This study follows on from EIGE's 2015 work on female genital mutilation (28) and is cognisant of the migration impact since that time. The report was accompanied by Member State-specific factsheets, available in national languages, for each of the Member States in focus. The findings of this study were presented during press briefings and roundtable event in Greece and Cyprus (June, 2018) and Malta (February, 2019), where EIGE interacted with national researchers, civil society and the local media.

The updated methodology for calculating risk estimations of FGM was also finalised. This step-by-step guide addresses challenges identified in the initial methodology and is made responsive to cultural sensitivities, acculturation rate and trends of migration. In 2018, EIGE supported two Member States in their ongoing work of conducting risk estimations, whilst Finland released (November) the first findings from their own study using EIGE's methodology.

EIGE's work on female genital mutilation was communicated at various events throughout 2018.

- Second international forum on female genital mutilation/cutting (FGM/C) (Brufut, the Gambia, February).
- Changing attitudes (CHAT) against FGM in Europe conference (Rome, May).
- Policy for progress conference (London, November).
- International conference on FGM/C (Barcelona, November).
- 5 years of European Commission communication on FGM (Brussels, December).

### Other activities

EIGE's comparative analysis of the Victims' Rights Directive and the Anti-Trafficking Directive (29): *Gender-specific measures in anti-trafficking actions*, was successfully launched at the European Parliament in October in cooperation with the EU Anti-Trafficking Coordinator (EU ATC). This study was further disseminated at a meeting of DG Migration and Home Affairs on ending violence against women (Brussels, December) and presented by the EU ATC office at a European Commission event organised by the Commissioner for Migration, Home Affairs and Citizenship, Dimitris Avramopoulos (Brussels, December).



(27) <https://eige.europa.eu/publications/estimation-girls-risk-female-genital-mutilation-european-union-report-0>

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

(29) Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims. [https://ec.europa.eu/anti-trafficking/legislation-and-case-law-eu-legislation-criminal-law/directive-201136eu\\_en](https://ec.europa.eu/anti-trafficking/legislation-and-case-law-eu-legislation-criminal-law/directive-201136eu_en)

In 2018, EIGE received 106 requests to support stakeholders on the topic of gender-based violence. These included, attending the high-level experts' meeting on victim's rights organised by DG Justice and Consumers; participating in the first meeting of the Law enforcement working party (LEWP); promoting EIGE's studies on gender-based violence to the European network of gender and violence (ENGV); and speaking at the European Commissions' conference on ending violence against women, hosted by Commissioner Jourová. EIGE's findings on violence against women were regularly communicated to journalists across the EU, through six press releases on the topic and during interviews made throughout the year. These efforts resulted in 235 mainstream media articles or broadcasts from across the EU. EIGE's findings on gender-based violence were cited in at least 53 EU-level policy documents in 2018.

Throughout the year, EIGE continued to promote the work on combating violence through numerous meetings and events focusing on gender-based violence. Upon EIGE's initiative, heads of EU agencies supported actions on *zero tolerance to sexual harassment* <sup>(30)</sup>. EIGE took the opportunity to discuss and raise awareness of sexual harassment in the workplace. Human resources (HR) managers and confidential counsellors need support in their roles to combat and prevent sexual harassment and in cooperation with the agencies involved, EIGE will identify the areas that create space for better-targeted prevention strategies. Following on from the discussions, EIGE has undertaken to produce materials and guidelines targeted towards EU agencies to better inform and support staff in this regard.

#### To find out more:

- *Let's put an end to gender-based violence* [brochure]  
<https://eige.europa.eu/rdc/eige-publications/lets-put-end-gender-based-violence>
- Improving data from the police and justice sectors on intimate-partner violence [various publications]  
<https://eige.europa.eu/gender-based-violence/data-collection#2017>
- *Estimation of girls at risk of female genital mutilation in the European Union* [report] (2018)  
<https://eige.europa.eu/rdc/eige-publications/estimation-girls-risk-female-genital-mutilation-european-union-report-0>
- Country factsheets about female genital mutilation in Belgium, Greece, France, Italy, Cyprus and Malta [factsheets]  
<https://eige.europa.eu/gender-based-violence/eiges-studies-gender-based-violence/female-genital-mutilation#2017>
- *Gender-specific measures in anti-trafficking actions* [report]  
<https://eige.europa.eu/rdc/eige-publications/gender-specific-measures-anti-trafficking-actions-report>
- Video: *Why do we need data on violence against women?* <https://youtu.be/-uo4mm7ExtU>

<sup>(30)</sup> <https://eige.europa.eu/news/joint-statement-jha-agencies-sexual-harassment>

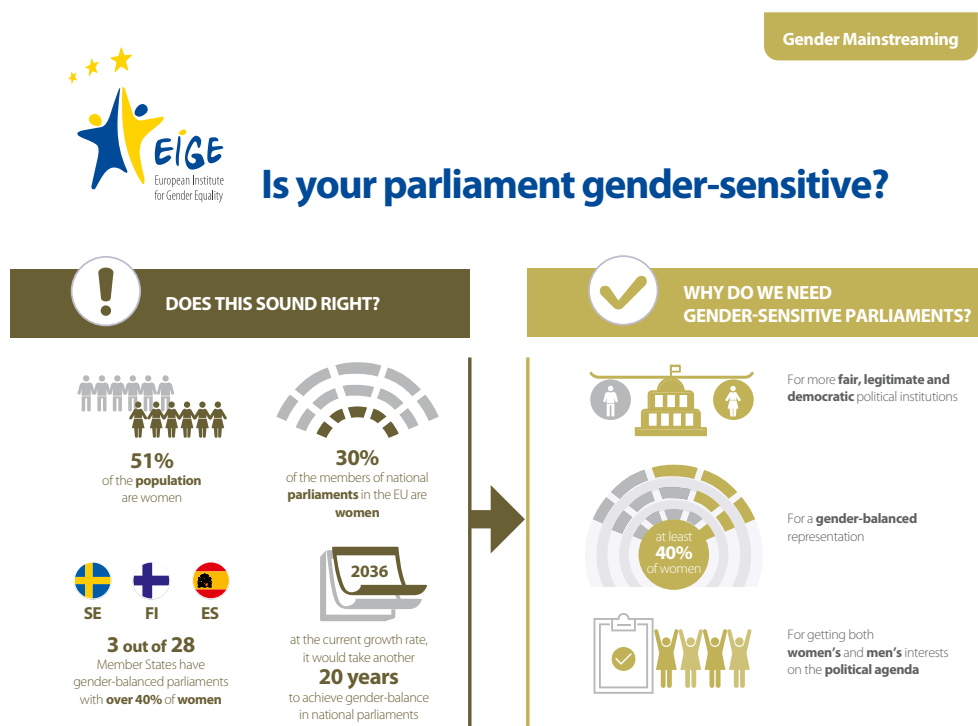
### 1.2.1.5 Gender mainstreaming

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

**Specific objective:** provide expertise on gender mainstreaming to the EU institutions and Member States.

#### *Gender-sensitive parliaments online toolkit*

In 2018, EIGE developed a tool to help parliaments assess their organisation and working procedures and see how gender sensitive they are<sup>(31)</sup>. The tool guides parliaments to analyse the number of women and men (both elected members of parliament and administrative staff), their roles and their positions. The tool also looks at how internal procedures and acts adopted by the European Parliament (EP) respect and promote gender equality. The online tool requires users to complete a questionnaire and collect facts in order to determine the level of gender equality. The tool determines how open and sensitive the elected bodies at local, regional, national, and European level are to gender equality.



Source: <https://eige.europa.eu/publications/infographic-your-parliament-gender-sensitive>

EIGE promoted the gender-sensitive parliaments tool to members of national and regional parliaments and to journalists from across the EU. A news alert, video, and infographics were developed and a targeted email sent for relevant stakeholders to highlight the main features and benefits of the tool. The tool was also widely promoted in EIGE's social-media channels and newsletter. Overall, EIGE's work on gender mainstreaming was a valuable source of information for EU-level policymaking in 2018, with 25 references in various policy documents. The gender mainstreaming platform attracted 436 348 website views, an increase of 83 % compared to 2017.

#### *Institutional mechanisms for gender equality and gender mainstreaming*

In order to contribute to a more effective and sustainable design and implementation of gender mainstreaming strategies and initiatives to allow and foster real progress in gender equality in the

<sup>(31)</sup> The tool is based on a framework developed by the Inter-Parliamentary Union: <https://www.ipu.org/our-work/gender-equality/gender-sensitive-parliaments>

EU and its Member States, in 2018 EIGE launched a new study *Institutional mechanisms for gender equality and gender mainstreaming*. The study is to be published in 2019 and will include the following.

- A review of the current framework measuring progress made in gender equality and institutional mechanisms on Member State level considering the Beijing framework.
- 29 papers (MS + EU level) with updated information on institutional mechanisms and gender mainstreaming to be placed on EIGE's gender mainstreaming platform.
- A synthesis report summarising and comparing the results coming from collected data based on the developed measurement framework and the review of trends in institutional mechanisms over the period 2009-2018.

### *Gender mainstreaming platform and its tools*



Source: <https://eige.europa.eu/gender-mainstreaming/methods-tools>

EIGE's gender mainstreaming platform was enriched with new resources in 2018. The methods and tools section was updated with four new briefing papers: *Gender analysis*, *Gender awareness raising*, *Gender planning* and *Gender stakeholder consultation*.

The briefing papers provide a detailed explanation on available gender mainstreaming methods and tools and offer guidance on how to integrate a gender perspective into different stages of the policy cycle. In addition, briefing papers *Gender audit*, *Gender statistics and indicators*, and *Gender monitoring* were developed in 2018 and will be published in 2019.



“ Gender budgeting is a strategy to achieve equality between women and men by focusing on how public resources are collected and spent. ”

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

In 2018, EIGE's work on gender budgeting continued with the project 'Gender budgeting: closing the gaps between gender equality commitments and resources in the EU'. EIGE carried out a gender assessment of the implementation of gender mainstreaming, including budgetary allocations for gender equality, in the ESIF in 11 Member States. Its results, together with research findings from 2016 and 2017 will be publically available in 2019 with the launch of the publication *Gender budgeting. Mainstreaming gender in the EU budget and macroeconomic framework*.



The publication contains entry points for gender budgeting in the EU budgetary processes, including the multiannual financial framework (MFF) and the European Semester, and EIGE's recommendations on gender mainstreaming and gender budgeting for the post-2020 period. Throughout 2018, EIGE implemented and processed the results of case studies in four Member States and developed standards for a more effective implementation of gender mainstreaming, and gender budgeting as the main gender mainstreaming tool for good governance and sound financial management, in the context of the ESIF.

EIGE developed a unique model to track gender equality-related spending in the funding programmes of the ESIF as a way of monitoring budget allocations for gender equality and following progress on the EU's horizontal objectives <sup>(32)</sup>. The tool offers guidance on gender mainstreaming and gender budgeting in practical terms to those involved in the programming cycle of the ESIF. It provides concrete guidelines on measures for both the European Regional Development Fund (ERDF) and European Social Fund (ESF) in the field of work-life balance, with a step-by-step tool on gender budgeting tailored to the ESIF to be finalised in 2019. The project also facilitated an exchange of gender budgeting practices among the EU and Member States: two sessions with renowned gender budgeting experts and representatives from national machineries for gender equality, managing authorities, the ministry of finance and practitioners from EU institutions, Member States and international organisations were successfully held in 2018, resulting in participatory validation of information.

#### Find out more:

- EIGE's gender mainstreaming platform — methods and tools section <http://eige.europa.eu/ender-mainstreaming/methods-tools>
- EIGE's gender mainstreaming platform — Gender-sensitive parliaments <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments>
- Video: *Gender-sensitive parliaments* <https://youtu.be/1eZRWLmZV7Q>

#### 1.2.1.6 Other research initiatives

**Objective:** to deliver research developed on EIGE's own initiative.

**Specific objective:** to undertake a programme of own innovative research to complement other research work.

In accordance with its mandate, EIGE initiates innovative research, which is typically requested by key stakeholders and approved by the MB.

<sup>(32)</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013R1303> (Article 7 regulates the horizontal principle of gender equality)

### *Gender equality glossary and thesaurus*

The translations of the gender equality glossary and thesaurus were gradually published online, reaching 12 languages by the end of 2018 (bg, de, el, es, et, fi, fr, hr, it, lv, lt and ro). The process of translating and quality assuring the translations of the remaining EU languages will continue in 2019. The aim is to have all language versions available by 2020.

### Let's talk gender!



#### **June definition: gender sensitivity**

This refers to taking into account cultural and societal factors involved in discrimination based on gender, to tackle them in public and private life. Get the full definition and search for more terms in our [Gender Equality Glossary and Thesaurus](#).

Source: EIGE Newsletter "Gender Equality in Focus", June 2018

The use of the glossary and thesaurus continued to expand due to its high visibility on search engines and frequent promotion through EIGE's social media and newsletter. The glossary had 578 436 page views (15 % of total visits to EIGE's website in 2018) out of which 2 611 were visits to the translated terms.

#### **To find out more:**

- Gender-equality glossary and thesaurus: <http://eige.europa.eu/rdc/thesaurus>

### *Gender-sensitive measures through education for the integration of newly arrived third-country nationals*

Following on from the results of the study on gender-related challenges in EU education systems, EIGE's study on gender-sensitive education measures for the integration of non-EU ("third-country") nationals looks at the education and integration policy framework in the European Union and its Member States from a gender perspective. It maps examples of existing gender-sensitive measures for effective migrant integration in education in selected Member States.

In 2018 EIGE undertook a review of policies and literature at EU level and across the 28 Member States, followed by fieldwork and consultations with national stakeholders in five selected Member States. The preliminary research findings were discussed and validated during an experts' consultation meeting in June 2018. The key findings and the set of recommendations on enhancing the gender-sensitivity of integration and education policies will be available in 2019.

#### **1.2.1.7 Human and financial costs in research and data collection**

Table 1 below shows the human resources (in terms of full time equivalents (FTEs)) and related staff costs from the budgetary perspective allocated to this programme area in 2018. In 2016 EIGE introduced the activity-based budgeting (ABB) and activity-based costing (ABC) approach and the figures presented in the table were calculated in the ABC tool. General overview of human and financial resources is presented in Tables 3-4 in Annex 2.

**Table 1. Human (\*) and financial costs in research and data collection in 2018**

Area	Temporary agents (TAs)	Contract agents (CAs)	SNE	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Beijing Platform for Action	2.09	1.41	0.13	3.62	8.58 %	298 824.12
Gender Equality Index	2.12	1.10	0.08	3.31	7.83 %	264 518.76
Recent data on gender equality	2.51	0.78	0.34	3.63	8.59 %	298 020.65
Gender-based violence	2.16	0.69	0.57	3.42	8.10 %	277 849.35
Gender mainstreaming	2.32	1.04	0.50	3.86	9.14 %	310 284.22
Other research initiatives	0.67	0.26	0.00	0.93	2.20 %	88 836.22
<b>All</b>	<b>11.87</b>	<b>5.27</b>	<b>1.62</b>	<b>18.76</b>	<b>44.43 %</b>	<b>1 538 333.33</b>

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

Time of 1 FTE for CA staff financed under IPA programme was included in the calculations in the ABC model.

## 1.2.2 Knowledge Management and Communications (KMC) — an overview <sup>(33)</sup>

**Strategic objective on Knowledge Management and Communications:**

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

### *Knowledge Management and Communications activities in 2018*

**Objective:** effective knowledge management, communications and strengthened collaboration with stakeholders.

**Specific objective:** providing relevant and timely evidence and expertise to its stakeholders and communicating EIGE's work in an effective and efficient manner.

In line with the **Knowledge Management and Communications Strategy 2016-2018**, EIGE continued to strengthen its targeted communications and proactive approach to reach out to new groups of stakeholders. Communication activities focused on selected priority topics in 2018: violence against women, gender-sensitive parliaments and digitalisation. These were communicated through various channels, such as short videos, infographics, social-media messages, news alerts, press releases, direct emails to stakeholders, presentations, media briefings and many events. EIGE also closely monitored the outreach of its various communication channels and stakeholder relations.

<sup>(33)</sup> A full list of all output indicators and matching achievements can be found in Annex 11.

During 2018, EIGE updated its Knowledge Management and Communications strategy to cover 2019-2021, and was adopted on 15 November by EIGE's MB. The new strategy focuses on the following principles.

- Defining five communication topics each year, taking benefit of findings from EIGE's yearly focus areas.
- Proactively linking EIGE's work to emerging topics and external developments related to gender equality, such as the European Parliament elections in 2019.
- Maintaining an active engagement with stakeholders in EU institutions and Member States to understand policy needs and increase EIGE's added value.
- Expanding stakeholders engagement beyond the gender-equality community through targeted actions.

In addition, the strategy sets out two communication strands: one more simple and user-friendly, to raise stakeholder interest and support for gender equality and the other a more elaborate and technical strand, to provide in-depth information. Monitoring the outreach and impact of all these activities remains an important element of EIGE's Knowledge Management and Communications work.

#### To find out more:

- EIGE's Resource and Documentation Centre (RDC): <https://eige.europa.eu/library/about>
- EuroGender: <http://eurogender.eige.europa.eu>
- YouTube channel: <https://www.youtube.com/user/eurogender>
- Facebook page: <https://www.facebook.com/eige.europa.eu>
- Twitter page: <https://twitter.com/eurogender>
- LinkedIn: <https://www.linkedin.com/company-beta/727975>

#### 1.2.2.1 Communication and dissemination of EIGE's work

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

##### *Newsletter*

EIGE's newsletter was published monthly, highlighting the recent developments in various projects and directing users to the website. It is written in easy-to-understand language and presented in a visual format. The subscriber base increased steadily throughout 2018 with 1 097 new subscribers — a 672 % increase compared to the 2016 baseline.

##### *Social media channels*

EIGE posted daily updates on Twitter and Facebook and promoted vacancies and procurement procedures through LinkedIn. EIGE invested in visual and engaging posts, aiming to reach out to new audiences and guide them to EIGE's website. Overall EIGE's outreach through social media increased by 29 % this year.

### Website

EIGE's investment in a dynamic and user-friendly website brought strong results this year. The website had 811 880 unique visitors (+ 107 % from 2017) and 3 789 986 page views (+ 121 % from 2017) in 2018. The front page was kept lively with regular updates, a total of 17 news items and EIGE also released the gender-sensitive parliaments tool, an ambitious online self-assessment tool for parliaments in the EU.



EIGE also started a website redesign project in 2018, based on stakeholder feedback. Scheduled for release in early 2019, the new website will introduce several new features and sections to improve usability and to provide users with better-targeted information on gender equality.

### Resource and documentation centre (RDC)

EIGE's RDC provides access to a large number of gender equality literature and publications, including academic and policy documents (so-called grey literature), which are not always available in public libraries. The whole RDC collection, including resources from EIGE's library and the 19 cooperating libraries, increased by 53 %, reaching 828 559 items. In 2018 RDC usage increased by 255 % compared to 2017 and 955 % compared to the 2016 baseline, with a total of 1 336 637 page views.

### EuroGender

In 2018, EuroGender continued to serve as EIGE's online consultation and cooperation hub, providing online work spaces and tools for an average of 178 active users per quarter. EuroGender supports EIGE's engagement with stakeholders, for example by keeping contact with EIGE's Experts' Forum, facilitating registrations for EIGE events, carrying out surveys and sharing presentations after events. Gender equality organisations increasingly use EuroGender to share information about their work. An average of eight posts were published each month in 2018.

In December 2018, DG Communications Networks, Content and Technology requested EIGE to host the European network of women in digital (EWiD) on EuroGender. As a result, 103 organisations were asked to join the EWiD on EuroGender. The dedicated virtual workspaces give individuals and organisations active in the area a secure platform to share experiences and engage in common projects.



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

JOIN THE NETWORK!

Source: <https://eurogender.eige.europa.eu/thematic-network-workspaces/european-network-women-digital-ewid>

## Media

In 2018, EIGE was mentioned in mainstream media publications 1 412 times — a 51 % increase on the previous year. EIGE published nine press releases over 2018: five EU-wide press releases and four national ones (Greece, Cyprus and two for Lithuania). Six were on topics related to violence against women, one related to digitalisation, and two were focused on women in ICT. All press releases received a favourable media response.

However, the majority of articles in which EIGE was quoted did not stem directly from a press release. This is testament to the fact that EIGE has established itself as an authority and source of valuable data on gender equality. Journalists are increasingly contacting EIGE directly to request an interview, comment or data. In 2018, EIGE received 65 media requests from journalists across the EU. EIGE was referenced across leading EU broadsheets such as *The Economist*, *The Financial Times*, and France 24. EIGE also received coverage beyond the EU's borders, for example in the United States (Cable News Network (CNN)), as well as in Bosnia and Herzegovina, following a conference organised by EIGE and the OSCE in Sarajevo.



Source: *The Guardian*, 23/10/18 – “Far from empowering young women, the internet silences their voices”

of 59 % compared to 2016. Media outlets included *The Irish Times* (Ireland), *Der Spiegel* (Germany), *El País* (Spain), *The Guardian* (United Kingdom), *Expressen* (Sweden), *Publico* (Portugal) Radio Rai (Italy).

In 2018, EIGE held four press briefings in three different Member States to highlight a national angle within existing EIGE research. The national press briefings resulted in solid media coverage in the concerned Member State. The four press briefings were as follows.

- ‘Female genital mutilation: how many girls are at risk in Greece?’ — a national press conference in Athens (resulting in 11 mainstream media articles or broadcasts).
- ‘Female genital mutilation: how many girls are at risk in Cyprus?’ — a national press conference in Cyprus (resulting in 14 mainstream media articles or broadcasts).
- ‘Work-life balance in tech: an opportunity for women?’ — a national press conference in Vilnius (resulting in 10 mainstream media articles or broadcasts).

EIGE's journalist thematic network continued to play an important role in securing media coverage in the Member States. The network includes journalists working for major news outlets in their countries. EIGE organised two meetings in 2018, one focusing on gender equality and decision-making and the second on gender, youth and digitalisation. Active engagement with the network resulted in 51 articles or broadcasts mentioning EIGE, an increase

- ‘Combating violence against women in Lithuania with improved data’ — a national press conference in Vilnius (resulting in 27 mainstream media articles or broadcasts)

EIGE also received some negative media attention this year, following an article published by an online media source (Politico, United States) in April 2018. The article referred to sexual harassment claims from 4 years ago. While complying with the principles of confidentiality and staff integrity, EIGE provided its stakeholders an explanation of the measures taken to fulfil its commitment to zero tolerance for sexual harassment at workplace.

### Audio-visual products and publications

#### Videos

This year, one of EIGE’s videos went viral! Our video *Gender stereotypes and education* reached one million views! This success is the main reason for the stunning 5 191 % increase in video views compared to the 2016 baseline. EIGE published altogether seven new videos, which in total were viewed 1 235 726 times with an engagement rate almost double that of 2017.

#### Infographics

In 2018 EIGE produced 12 infographics in total to enhance EIGE’s social-media posts and publications. The monitoring clearly showed that an infographic had a big impact on the outreach of EIGE’s messages, and therefore more resources were put into their development. For example, on Twitter alone, the #EIGEIndex infographic, had a record of 20 700 impressions<sup>(34)</sup>. Additionally, EIGE’s most popular Facebook post of the year also featured an infographic and that boosted its reach to 18 660 impressions.

**Top Tweet** earned 20.7K impressions

🤔 Why it is that across the EU women still have lower employment rates, career prospects and pensions than men do? 🇺🇦 Find out the answers for your country in #EIGEIndex - [bit.ly/2GxL8Hp!](https://bit.ly/2GxL8Hp) [pic.twitter.com/Az76ZLAeGX](https://pic.twitter.com/Az76ZLAeGX)



#### Publications

EIGE also continued to produce publications, increasingly in electronic format only. Altogether in 2018, EIGE produced 111 publications and translated about 40 of those into other EU languages. All of EIGE’s publications produced in 2018 are listed in Annex 3.

**‘Really interesting and would be great if other global regions did something similar to allow for more comparisons! Thank you so much for a very useful and valuable publication.’**

**‘It’s concise, brief and leads to more reading. Good in planning trainings.’**

**‘The way you process and present the data in this report is effective and easy to use. Thank you!’**

Online interest in EIGE’s publications was significantly higher compared to 2017. They were viewed 138 995 times on EIGE’s website, up 62 % from the previous year. EIGE also received very positive feedback via the online feedback system for its publications:

<sup>(34)</sup> Times a user is served a Tweet in timeline or search results

### *Working with stakeholders and partners*

Cooperation with the European Parliament continued to expand, and EIGE participated in several Women's Rights and Gender Equality (FEMM) Committee meetings and hearings, and provided input to parliamentary reports. Another key success was the agreement of the European Parliament to use EIGE's gender-sensitive parliaments tool and assess their level of gender equality.

EIGE contributed to bringing gender equality to the presidency agendas, working with the trio of Estonia, Bulgaria and Austria, all focusing on the broad area of digitalisation. In addition to contributing to several presidency events and meetings, EIGE participated in an informal EPSCO meeting and informal gender-equality minister's meeting during the Austrian Presidency and supported their presidency conference 'Gender equality and you', with presentations, infographics, and other communication materials.

As part of the established cooperation between EIGE and European social partners (the European Trade Union Confederation (ETUC), Business Europe, European Centre of Employers and Enterprises providing Public Services (CEEP), and the European Association of Craft Small and Medium-Sized Enterprises (UEAPME), EIGE organised a learning seminar to exchange knowledge, experiences and perspectives on gender segregation in the science, technology, engineering and maths (STEM) sectors on the one hand and the public service, education, and health and welfare (EHW) sectors on the other. The event brought more than 70 participants and resulted in a joint EIGE-European social-partners report.

EIGE's annual civil society consultation meeting brought together nearly 70 representatives of civil society organisations, and resulted in increased mutual benefit and further dissemination of EIGE's work. EIGE also benefited from their expertise, especially in the areas of work-life balance and digitalisation.

This year, EIGE contributed to a high-level summit of women political leaders (WPL) global forum, a non-profit organisation that aims to bring current and aspiring women political leaders from around the globe together. EIGE supported the Vilnius-based event by organising a session on gender-sensitive parliaments and another on digitalisation, which brought together acknowledged women leaders, such as Marina Kaljurand, chair of the Global Commission on the stability of cyberspace and Madi Sharma, founder and Director of Madi Group and EESC member.

In 2018, EIGE continued its outreach to Member States through targeted country visits and, in cooperation with the Experts' Forum and MB members, organised visits to (in date order) Latvia, France, Italy and Croatia. The events were well attended, contributing to the objective of reaching out to wider audiences and increasing the visibility and use of EIGE's resources in the Member States. The website statistics show, in most cases, a significant increase in the usage of EIGE's website following the country visits to the respective countries.

- Latvia: 61 visits (+205% of two-week average of 20)
- France: 761 visits (-3% of two-week average of 782)
- Italy: 1270 visits (+61% of two-week average of 785)
- Croatia: 115 visits (+60% of two-week average of 72)

In the longer term, initiatives to increase awareness of EIGE's resources in the Member States have resulted in several examples on how they can be efficiently used to promote gender equality in the



EU. In 2018, EIGE's resources were used, for example for preparing the *Status of gender equality report* by the ombudsman in Finland and the *Declaration on women and leadership in sport*, adopted by the International Olympic Committee and resulting in a new law in Italy.

EIGE's establishment as a knowledge centre for gender equality was reflected in the increased number of stakeholder requests directed to the Institute. In 2018, EIGE received 629 stakeholder requests, representing an increase of 39 % from 2017.

#### EIGE at meetings, events and hearings in 2018

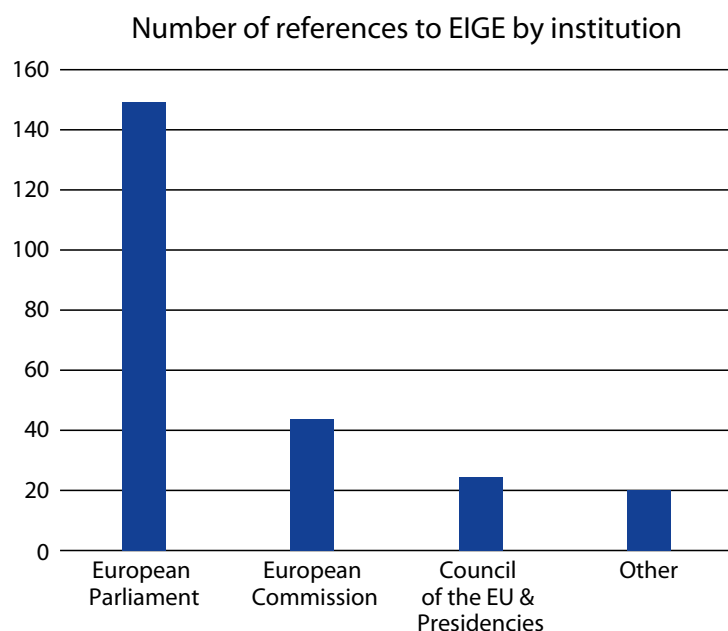
More than 40 events organised by EIGE or co-hosted with external partners, including the following.

- Biggest stakeholder events: annual EIGE civil-society consultation meeting, EIGE social-partners mutual-learning seminar, WPL summit (co-hosted with global political leaders), conference on gender equality in municipalities (co-hosted with Lithuanian ministry of foreign affairs).
- EIGE chaired the JHA agencies' network: three meetings of network coordinators; meeting of external relations officers of JHA agencies; two expert meetings on gender-related aspects in JHA area; two workshops for confidential counsellors and HR/middle management on prevention of sexual harassment at the workplace; meeting of data-protection officers (DPOs) and high-level meeting of the heads of JHA agencies, bringing together high-level officials of EU institutions.
- More than 90 EIGE presentations at various international and regional conferences and meetings.
- Contributions to expert working groups, meetings and hearings (e.g. UN Commission on Status of Women side events organised by trio of Presidencies of the Council of the EU and Italy, informal gender-equality ministers' meeting, informal EPSCO ministers' meetings, Informal JHA ministers' meeting).

In 2018, EIGE chaired the JHA agencies' network and included gender-related aspects in the respective areas of work of the JHA agencies to the network agenda. Led by EIGE, the network also examined the impact of digitalisation, with a specific focus on the different ways technology affects young women and men. The results of this research were put into a joint paper, outlining how agencies can help negate risks, ensure security, and foster equality in Europe <sup>(35)</sup>. EIGE also initiated a discussion on how the JHA agencies could contribute to improved gender equality through the collection and use of sex-disaggregated data and gender statistics for selected operational areas of their work.

EIGE received several high-level visits to its premises in 2018, including Commissioner Věra Jourová, the president of Iceland, Guðni Thorlacius Jóhannesson and the president of the Spanish council of state, María Teresa Fernández de la Vega. EIGE also met with the president of Malta, Marie Louise Coleiro Preca and Austrian ministers Juliane Bogner-Strauss and Margarete Schramböck.

<sup>(35)</sup> <https://eige.europa.eu/publications/maximising-opportunities-minimising-risks-meeting-digital-challenge-girls-and-boys-joint-paper-jha-agencies>



EIGE's efforts on communication and stakeholder engagement resulted in a high usage of EIGE's research and data in policymaking. In total, EIGE and its findings were referenced in 223 outputs (reports, conclusions, draft documents, speeches, press releases, etc.) of the European Commission, the European Parliament, the Council of the EU and its presidencies, the EESC and the European Committee of the Regions, European political parties and EU-level civil society organisations.

#### *Cooperation with EU candidates and potential candidates (IPA)*

In 2018, EIGE concluded its fourth project under the Instrument for Pre-Accession (IPA): 'EIGE's cooperation with EU candidate and potential candidate countries 2017-2019: improved monitoring of gender equality progress and its activities'. This project was shortened from its original duration, in order to include the costs of data collection from the IPA countries in the budget. To ensure a direct continuation of the activities, in December 2018, EIGE signed a contribution agreement for its fifth IPA project, funded by DG Neighbourhood and Enlargement Negotiations, under the title: 'increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2021)' with a refined focus to support the western Balkans and Turkey and to facilitate their participation in EIGE's activities upon accession, by bringing their policies on gender equality closer to EU priorities.

The project aims to engage key stakeholders from the western Balkan region and Turkey in EIGE's work and to make use of existing synergies. During 2018, EIGE continued its close cooperation with the national governments, statistical offices and EU delegations, but also introduced several new elements to the cooperation. EIGE built relations with civil-society organisations, journalists and strengthened ties with key international organisations working in the region. EIGE also continued its well-established cooperation with the Directorate-General for Neighbourhood and Enlargement Negotiations and the Directorate-General for Justice and Consumers.

The focus of the cooperation remained in monitoring gender equality progress through gender statistics. Serbia released its second Gender Equality Index in 2018 and several other indices in the IPA countries are due very soon. North Macedonia completed calculations in 2018 and data is now available for Albania, Bosnia and Herzegovina and Kosovo <sup>(36)</sup>, as requested by the European Commission. EIGE has also updated data for North Macedonia, Montenegro, Serbia and Turkey for the WMID database, which now includes data from all EU candidate countries and potential candidates.

In 2018, EIGE piloted an activity to collect good practices in the western Balkans and Turkey and brought together 14 examples of affirmative actions for institutional mechanisms of gender equality, addressing violence against women and women's economic empowerment.

<sup>(36)</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

The Institute involved over 220 participants from the western Balkans and Turkey in various meetings and events. EIGE also provided targeted support to the IPA countries by attending events in the western Balkans, and by organising meetings with the project partners.

- 7th meeting of officials from EU candidate countries and potential candidates (Vilnius).
- Regional meeting on data collection on violence against women in Sarajevo, Bosnia and Herzegovina, jointly organised with OSCE Mission to Bosnia and Herzegovina.
- 8th Meeting of officials from EU candidate countries and potential candidates (Vienna).
- Study visit of civil-society organisations from the western Balkans to EIGE.

EIGE has strengthened its cooperation with the UN Women regional office for Europe and Central Asia and OSCE in the region and has established cooperation with the United Nations Population Fund (UNFPA) regional office.

All these efforts have resulted in improved synergies and an increased interest to EIGE's work in the region. EIGE's web statistics show that visits from the western Balkans and Turkey to EIGE's website have almost doubled since the cooperation started.

#### To find out more:

- <https://eige.europa.eu/about-eige/our-work/cooperation-eu-candidate-countries-and-potential-candidates>

#### 1.2.2.2 Human and financial costs in knowledge management and communication

Table 2 below shows the HR (in terms of FTEs and related staff costs from the budgetary perspective) allocated to this area of EIGE's work in 2018. In 2016 EIGE has implemented the ABB and ABC approach and the figures presented in the table were calculated in the ABC tool. General overview of human and financial resources is presented in Tables 3-4 in Annex 2.

**Table 2. Human (\*) and financial costs in knowledge management and communication in 2018**

Area	Temporary agents (TAs)	Contract agents (CAs)	Seconded national experts (SNEs)	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Communications	4.52	1.69	0.24	6.45	15.28	516 252.35
Relationships with stakeholders	3.48	1.00	0.32	4.80	11.36	386 496.07
Ad hoc programmes	0.79	0.89	0.03	1.71	4.05	157 423.20
<b>All</b>	<b>8.79</b>	<b>3.58</b>	<b>0.59</b>	<b>12.96</b>	<b>30.69</b>	<b>1 060 171.61</b>

(\*) HR figures are presented as full time equivalents (FTEs). Time of 1 FTE for CA staff financed under IPA programme was included in the calculations in the ABC model.

## 2. Management

### 2.1. Management Board (MB) and Experts' Forum activities

#### *Management Board*

EIGE's Management Board (Annex 4 — members) noted the Institute's diligence and that the planned outputs for 2018 were all achieved. In performing its oversight duties, the MB and its Standing committee convened twice in 2018 (Annex 5 — meetings). Since 2018 was the last year of the third midterm cycle, the Board was both discussing EIGE's contributions to solidifying gender-equality efforts across the EU as well as envisioning (with respect to the blueprint laid down) the upcoming 3-year phase.

The Board took 20 decisions during the year, most notable being its analysis and assessment of the Institute's 2017 CAAR in which it commended the agency on the very high standard achieved in the delivery of an extensive body of work. Routinely, the MB expressed its opinion on the final annual accounts for the year prior as prepared by the accounting officer and adopted the *Single Programming Document 2019-2021*, including the 2019 budget as developed by the Director and staff. It also adopted a new Knowledge Management and Communications Strategy for 2019-2021.

Anticipating the need to replace the incumbent Director in 2019, the European Commission, together with EIGE's MB, issued a vacancy notice to find a successor by way of an open competition. Invested in ensuring a smooth and transparent recruitment process, the MB accepted the Commission's invitation to appoint an observer to the pre-selection interviews with suitable candidates. The Board remained duly informed on the procedure's progress.

With the resignation of one of the MB's Standing Committee members in September, the MB appointed a new member to its committee during its meeting in November.

Sharing information with the MB regularly, the Institute provided reports on work programme and budget implementation, audit and evaluation activities (ECA, IAS, and other sources of assurance) among other pertinent matters. The Board was kept abreast of any potential risks or matters influencing control. EIGE's MB members remain committed to declaring their interests in order to avoid any conflicts during annual calls and at meetings.

Furthermore, the MB, in agreement with the European Commission, continued to adopt the necessary implementing measures, in accordance with the arrangements provided for in Article 110 of the Staff Regulations.

#### *Experts' Forum*

With the third term of the Experts' Forum ending in 2018, EIGE continued to engage the members in its work and to further clarify ways to harness their expertise. This was done in two steps: in spring the Experts' Forum members gave EIGE feedback and ideas about the organisation of Experts' Forum work. Following this survey, EIGE contracted an external expert to conduct an assessment of the Experts' Forum. Both initiatives indicated satisfaction towards the organisation of the Experts' Forum meetings, but also highlighted that further discussion ('reflection') is needed on how to best engage the Experts' Forum members in EIGE's work.

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

- **Linking EIGE's work with policymakers and other stakeholders in the Member States.** Experts' Forum members worked together with EIGE to organise meetings with key stakeholders during the Institute's country visits.
- **Harvesting input during the two recurrent regular Experts' Forum meetings.** Main topics in 2018: work-life balance, violence against women and gender budgeting. These topics and several other horizontal discussions contributed to the inclusion of Experts' Forum expertise in EIGE's work and better uptake in the Member States.
- **Nomination of the IV term of Experts' Forum.** By the end of 2018, 18 Member States had nominated members for the IV term of the Experts' Forum.

## 2.2. Major developments

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

- Ensuring effective and efficient implementation of the annual work programme as approved in the *Single Programming Document 2018-2020*.
- Further improving working procedures in order to maintain very good results in the commitment and payment implementation rates across all titles and in particular an acceptable level of carry-overs in Title III.
- Designing the most optimal approach to effective delivery on EIGE's mandate (redeployment of resources based on emerging needs, ensuring continuity of service and supporting a project-led organisation (PLO)).

By the end of 2018, EIGE consisted of the Director's secretariat and three units (Administration, Knowledge Management and Communications, and Operations). The main achievements of the management over this period were the following.

- Implementation of the PLO approach that strengthened internal cooperation and sharing of knowledge and laid ground for a more effective implementation of the future activities.
- In the area of HR management, 100 % of establishment plan posts were filled by the end of the year.
- EIGE continued to improve the budget execution, reaching the overall commitment level (including fund sources C1 and C8) of 99.11 % in 2018 (98.78 % in 2017), with an overall payment rate of 83.60 % (84.47 % in 2017) and the overall carry over appropriations rate of 18.23 % (17.97 % in 2017). Proper monitoring of expenditure was ensured by the appointment of responsible staff and two back-ups for each budget line.

### *Delegation*

A delegation of power for budget implementation in the capacity of an authorising officer by sub-delegation was issued by the Director to the Head of Operations for a maximum amount of

EUR 500 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 31 August 2018. The Director also delegated the power for budget implementation (in the capacity of an authorising officer by sub-delegation) to the Head of Knowledge Management and Communications for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 7 November 2018. The Director also subsequently renewed the delegations for both heads of unit. The Director also delegated the power for budget implementation in the capacity of an authorising officer by sub-delegation to the Head of Administration for a maximum amount of EUR 300 000 for an unlimited period for Titles I and II, and limited to a one year period for Title III valid through to 7 June 2019. A procedure is in place which ensures backup for the accounting officer.

## 2.3 Budgetary and financial management

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

- Regular detailed budget-monitoring meetings and monthly budget-implementation reports.
- Enhanced cooperation between units by applying the PLO approach with increased involvement of procurement team at an early stage of preparation of projects.
- Establishment of suitable payment schedules and introduction of a new method of calculating the rate of payments in the technical specifications for individual projects.
- Detailed planning and monitoring of procurement procedures.
- Introduction of regular internal training sessions on technical specifications and contract management for project managers and the inclusion of procurement procedures training as part of induction training for all new staff members.

The budget adopted for 2018 was EUR 7 781 000 (EUR 7 628 000 in 2017). The final 2018 budget, which reflects all transfers, will be published in the *Official Journal of the European Union* (OJ) in March 2019.

A Grant Agreement for Pillar Assessed Organisations (IPA Grant Agreement) (No 2017/389-613) for implementation of the action 'EIGES' cooperation with the EU candidate and potential candidate countries 2017-2019: improved monitoring of gender-equality progress' was signed between DG Neighbourhood and Enlargement Negotiations and EIGE on 21 November 2017. The implementation period of the action was originally 2.5 years, but later shortened to 16 months starting 1 September 2017. The amendment of contract duration was made in agreement with the Commission, in order to facilitate carrying out more activities without changing the budget. Total eligible costs of the action were EUR 200 000. The agreed pre-financing rate was 100 %. Salary for a CA at function group (FG) III for 16 months was included in the budget under this agreement. The project activities were fully implemented by 31 December 2018 and will be reported by 30 June 2019.

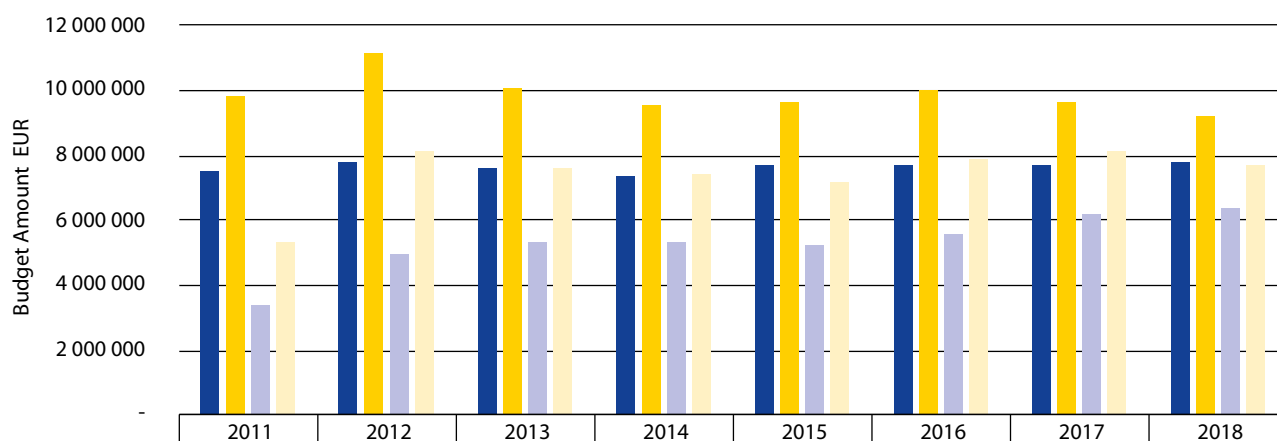
A new contribution agreement 2018/402-854 for implementation of the action 'Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality

policies (2018-2021)' was signed between DG Neighbourhood and Enlargement Negotiations and EIGE on 20 December 2018. The implementation period of the action is 30 months starting 1 January 2019. Total eligible costs of the action are estimated at EUR 550 000. The agreed pre-financing rate is 100 %. Salaries for a CA at FG III for 30 months and a CA at FG II for 24 months are budgeted under this agreement.

EIGE committed 99.38 % of its appropriations (C1), maintaining the good track record of previous years (98.92 % in 2017). The rate of payments (C1) reached 81.15 % (80.95 % in 2017), while the consumption of Title I and Title II payments reached 95.16 % (93.49 % in 2017). The high consumption of payment appropriations proved that the strategy of planning the transfer of payment appropriations and prioritising payment requests was successful (more detailed information is provided in Tables 7-8 and Graph 2 in Annex 6).

The overall available budget consumption (payments of C1 and C8) rate for 2018 remained at a similar level of 83.60 % (84.47 % for 2017) maintaining the achieved improvement when compared to 78.82 % in 2016.

### Graph 1. Budget implementation in 2011-2018



	2011	2012	2013	2014	2015	2016	2017	2018
BUDGET	7 530 000	7 741 800	7 573 368	7 340 081	7 658 166	7 628 000	7 628 000	7 781 000
Available funds C1+C8	9 809 648	11 081 352	10 020 739	9 507 209	9 643 634	9 995 023	9 579 721	9 151 450
Payments C1	3 327 139	4 950 550	5 253 068	5 284 052	5 180 121	5 555 433	6 175 176	6 314 359
Payments C1+C8	5 311 045	8 068 189	7 598 426	7 413 116	7 122 483	7 878 325	8 092 032	7 651 055

In 2018, 99.36 % of payments were made within the legal due date (in 2017 99.05 %). Table 9 on compliance with the payment time limits and on the suspension of the time limits is provided in Annex 6.

#### *Budget modifications/transfers*

In 2018 eight transfers between titles were made amounting to EUR 238 420 (in 2017 six transfers of EUR 113 387). EIGE performed five transfers in Title I, (eight transfers in 2017), three (3) transfers in Title II (six transfers in 2017) and four transfers in Title III (five transfers in 2017). More detailed information is presented in Table 10 in Annex 6.

#### *Carry-overs from 2017 (C8)*

The payment of funds in administrative and operational appropriations carried forward from 2017 was 97.54 %, maintaining the same trend as in previous years (98.21 % in 2017 and 98.14 % in 2016).

### *Carry-overs to 2019 (C1)*

The percentage of administrative carry-overs to 2019 was lower for Title I and Title II compared to administrative carry-overs to 2018. The administrative and operational appropriations carried over to 2019 amounted to 18.23 % (18.16 % in 2017) (Table 11 in Annex 6). The operational appropriations carried over to 2019 amounted to 36.67 % and were slightly higher than carry-overs to 2018 (34.25 %), however remained at the significantly improved level compared to carry-overs to 2017 (51.29 %).

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

The amount to be transferred back to the European Commission is EUR 82 096, representing 1.1 % of the approved budget (EUR 127 684 in 2017) (Tables 12-13 in Annex 6), well below the threshold of the accepted 5 %.

### *Revenue and expenditure*

Revenues in 2018 amounted to EUR 7 785 495 (EUR 7 841 015 in 2017), out of which the EU contribution was 99.94 % (99.83 % in 2017). In addition, EIGE carried over to 2018 IPA contributions from previous year. Expenditure in 2018 amounted to EUR 7 937 557 (EUR 7 819 446 in 2017), out of which EUR 3 408 686 in Title I (EUR 3 316 074 in 2017), EUR 1 048 050 in Title II (EUR 996 844 in 2017), EUR 3 480 821 in Title III (EUR 3 506 527 in 2017) (Tables 13-15 in Annex 6).

The Institute's balance sheet as of 31 December 2018 and statement of financial performance are presented in Tables 16-17 in Annex 6.

### *Public procurement*

In 2018, EIGE's procurement procedures complied with the principles of transparency, proportionality, equal treatment and non-discrimination. All public procurement contracts were tendered on the broadest possible basis while for negotiated procedures below the directive's thresholds (very low, low and medium value contracts) the minimum number of invited candidates was complied with in order to ensure a balance between publicity and proportionality.

For the purpose of this document, the term 'contract' refers to contracts awarded following open, very low, low or middle-value negotiated procedure under the financial regulation (FR) applicable to the general budget of the EU and the financial rules of EIGE accordingly. Contracts resulting from interinstitutional/joint procurement procedures led by other contracting authority fall outside the scope of this report.

In line with the implementation of the annual work programme set in the *Single programming document 2018-2020*, 36 operational procurement procedures were completed during 2018 for EUR 3 090 750. These included four open procedures for EUR 1 080 515, nine negotiated procedures below the directive's thresholds for EUR 213 430 and 23 order forms/specific contracts under framework contracts (FWCs) for EUR 1 796 805.

During 2018 there were no legal actions brought against EIGE. The European Court of Justice announced its judgments in the four pending legal actions brought against EIGE in 2016 and 2017. These legal actions requested the award decisions issued under procurement procedures EIGE/2016/OPER/01, EIGE/2016/OPER/03 and EIGE/2017/OPER/04 to be annulled. The European Court of Justice ruled that in two cases (T-439/17, Yellow Window vs EIGE and T-450/17, Eurosupport-Fineurop support Srl vs EIGE) claims for damages are dismissed and EIGE must bear its own costs and pay 75 % of the costs incurred by the applicants. The European Court of Justice in two cases (T-914/16, Proof IT SIA vs EIGE and T-10/17, Proof IT SIA vs EIGE), ordered a complainant to cover all EIGE's legal



costs incurred in both these cases. At the time of preparation of this document, the exact amounts to be recovered and covered are unknown.

In 2018, forty eight (48) administrative procurement procedures were concluded for EUR 151 696. These included 12 negotiated procedures below the directive's thresholds amounting to EUR 128 147 and 36 order forms under EIGE's FWCs.

In 2018, 28 expert contracts were concluded based on the evaluation procedure for applications of external experts for EIGE's external expert database (EIGE/2015/ADM/33) amounting to EUR 251 795. Four contracts were signed in Quarter 1 (Q1), six contracts were signed in Q2, eight contracts were signed in Q3 and 10 contracts were signed in Q4. One contract with an expert was signed in the area of HR, the remaining contracts were under operational expenditure. One procedure was launched to contract an expert, however, it was cancelled before the signature date.

### *Cancelled procedures*

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

### *The main points of implementation of EIGE's operational framework contracts (FWC)*

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

Collection of information and provision of research-related services was procured through two request for services under the FWC (FWC with cascade). Two corresponding specific contracts were signed.

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

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

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

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

## **2.4 Human resources (HR) management**

Throughout 2018 the Institute focused on ensuring the following.

- High occupancy of available posts by securing timely staff replacement in different categories as the need arose (TAs, CAs, SNEs) and trainees. This was done in anticipation of staff turnover and in line with established standards for selection and recruitment procedures.
- The implementation of existing policies and procedures such as the renewal/non-renewal of contracts, applicable staff rights and entitlements as well as updated HR-related policies as required

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

EIGE's organisational chart (Graph 7 in Annex 9) presents the situation at the end of 2018.

EIGE's establishment plan (Table 20 in Annex 9) occupancy rate at the end of 2018 was 100 % (at the end of 2017 it was 96 %), an establishment plan turnover rate of 11.1 % was registered <sup>(37)</sup>. While significant recruitment by larger and better-resourced EU agencies, offering higher starting grades and the perception of better career opportunities remains a challenge for EIGE, the turnover of TAs during 2018 included two agents not confirmed in their post and one who resigned.

During the year, 13 calls for applications were launched as open procedures including three for TA posts, three for CA posts, six for SNEs and one for traineeships. In addition, EIGE supported the promotion of the vacancy announcement for a new Director. This procedure is being managed directly and exclusively by the European Commission.

As has been documented in the past, applications from women invariably exceed those from men for most posts at EIGE. Excluding applications for Traineeships and SNE posts, EIGE received 465 applications in 2018. Of these, 352 (76 %) were submitted by women and 113 (24 %) were submitted by men. This imbalance continues in the 287 applications for traineeships at EIGE: 89 % were from women and just 11 % from men. While the gender divide in the subject choices at tertiary level education is a reality, this situation presents EIGE with the challenge of working for a better gender balance in its ranks. Though the overall gender balance of total staff at EIGE improved slightly, from a ratio of 74:26 in 2017 to 71:29 in 2018, this aspect of its staff profile remains a challenge that EIGE continues to recognise.

Graph 8 in Annex 9 portrays the change in the total number of staff. As of 31 December 2018, 20 nationalities (equivalent to 68 % of the EU-28) (19 nationalities as of 31 December 2017) were represented at EIGE. Table 21 in Annex 9 provides details of the distribution of staff by Member State. Lithuania maintained its position as the most represented Member State (28 % of all staff), followed by Italy (10 %), France (8 %), Spain (8 %), Finland (6 %) and Poland (6 %).

During the year, EIGE's management, with support from HR, sustained efforts to enhance EIGE's working environment. Respect and integrity and enhancing team spirit and stronger cooperation across all units were key to this approach. One of the aims was to strengthen understanding and support among staff to zero tolerance towards sexual harassment and to develop even stronger measures that go beyond the existing procedures. In response to debates of #MeToo <sup>(38)</sup>, EIGE initiated a special project, the signing of a declaration of zero tolerance to sexual harassment and invited all EU agencies to join this activity. The proposed actions were welcomed, not only by the EU agencies, but also by other EU institutions, which decided to participate.

As part of EIGE's commitment towards career development, 29 annual staff appraisals based on performance objectives for 2017 were completed and these were followed by the reclassification of five TAs and five CAs.

EIGE remains fully committed to competency development and training of staff, as the main method to increase the Institute's knowledge, capabilities and skills. In order to promote and facilitate pro-

<sup>(37)</sup> This figure was 14.8 % in 2017.

<sup>(38)</sup> '... a worldwide social media campaign #MeToo that aims to break the silence on sexual harassment and violence against women.'  
<https://eige.europa.eu/news/gender-equality-index-2017-we-cannot-be-silent-about-violence>

fessional development, seven different training programmes and various individual training courses took place. Further details on the topics of the courses, their duration and also numbers of participants are provided in Table 22 and Table 23 in Annex 9.

In 2018, EIGE continued to promote language training for its TAs and CAs, SNEs and Trainees, reimbursing up to EUR 500 per staff member per year. In total, 30 members of staff undertook English, Finnish, French, German, Greek, Lithuanian and Spanish courses.

Aside from a number of service-level agreements that the Institute concluded with the Commission, several HR-related contracts (listed in Annex 9) provided support to EIGE's work in HR area. In 2018 EIGE continued using the FWC for provision of interim personnel concluded in January 2017 with the limited liability company UAB Manpower Lit. At the beginning of 2018, the interim workers challenged their working conditions with this company. The case was dealt with by the Lithuanian labour dispute committee which, in June 2018, decided in favour of interim staff. The decision was contested by UAB Manpower Lit. and was heard by the Vilnius city district court. As of 31 December 2018, the court case was still ongoing. EIGE is a third party in this case and there are no direct claims against EIGE. The court ruling was published on 21 February 2019 with the result that the court ruled to dismiss the claim brought by the plaintiff, UAB Manpower Lit. At the time of preparing the CAAR the case is still in process at the appeals court.

In line with the framework financial regulation (FFR) in force, which sets out the obligation for the agencies to carry out a benchmarking exercise, EIGE carried out a benchmarking and screening exercise following the Commission's methodology adapted to agencies. The exercise showed that 77.3 % (76.4 % in 2017) of all staff worked with operational tasks and 15.0 % (15.4 % in 2017) delivered an administrative support function. The remaining 7.7 % (8.2 % in 2017) of staff performed a so-called neutral function. Details are presented in Table 24 in Annex 9.

## 2.5 Assessment by management

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

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

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

### *Clear procedures/manuals of procedures*

During 2018, the practical application of established policies and procedures was improved by the involvement of relevant staff. The procedures and policies serve as a guiding reference for the daily activities of the staff.

### *Continuity of services*

This was achieved for both financial and operational activities through the use of back-ups and handovers.

### *Ex ante verification*

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

### *Ex post control system*

In order to complement the *ex ante* verifications and to confirm the reliability of the internal control system, a decision on implementing an *ex post* control system (Director's Decision No 44 of 23 July 2013) and a procedure concerning the *ex post* control system was established (Director's Decision No 64 of 11 December 2013). On 27 October 2014 a service-level agreement was signed between EIGE and Frontex enabling an exchange of expert services between the parties in the area of *ex post* audits. The fourth *ex post* control by Frontex was carried out in EIGE's premises on 15-17 May 2018.

### *Key indicators used for assessment by management*

#### *Number of exceptions*

Since 2010 EIGE has introduced and maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2018, four exceptions with financial and procedural deviations were registered (in 2017, 15 exceptions (out of which one *ex ante* exception)). Table 25 showing exceptions registered in 2018 is provided in Annex 10.

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

In 2018 93 % of recommendations, or 53 out of 57, were implemented including recommendations of the IAS strategic internal audit plan 2019-2021, the IAS audit on 'Stakeholder relations management and external communication in EIGE', the IAS audit on 'procurement supporting operational processes in EIGE', the IAS strategic internal audit plan 2015-2017, the IAS audit on HR management in EIGE, the IAS audit on budget/budget execution, and the IAS limited review of the implementation of ICS (in 2017 these figures were 93 %, or 50 out of 54).

#### *Fraud cases detected*

In 2018, no fraud cases were detected (as in 2017).

#### *Lost assets*

In 2018, there were no lost assets (as in 2017).

## 2.6 Assessment of audit results during the reporting year

### 2.6.1 European Court of Auditors (ECA)

The ECA carried out an audit at EIGE's premises in February-March 2018 on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2017. The audit did random checks on commitments, payments, recruitment and procurement and detected no material errors. In the Court's opinion, the annual accounts presented fairly, in all material respects, the financial position of EIGE at 31 December 2017, the results of EIGE's operations, its cash flows, and the changes in net assets for the year then ended, in accordance with the provisions of EIGE's financial regulation and the accounting rules adopted by the Commission's accounting officer. In the Court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2017 were legal and regular in all material respects.

The ECA carried out an interim desk review at ECA premises on legality and regularity of transactions and preliminary review of EIGE's budget execution in October-November 2018 and audited EIGE 11-15 February 2019 on the reliability of the annual accounts and the legality and regularity of the financial transactions of the financial year 2018. No major findings have been reported to date.

### 2.6.2 Internal Audit Service (IAS)

In June 2018 the IAS carried out a full risk assessment covering all processes (administrative, financial, operational and IT). The exercise constituted the basis for preparing the IAS strategic internal audit plan 2019-2021 for EIGE, where the key risks identified by the IAS and topics for future IAS audits are presented. The final IAS strategic internal audit plan 2019-2021 was issued on 9 October 2018.

The results of the risk assessment have been summarised in a matrix (EIGE risk map). All the reviewed processes and sub-processes, administrative and operational, have been positioned in the matrix according to the perceived risk — both inherent risk and the residual risk that remains if/when pertinent safeguards are in place. The IAS found that several IT sub-processes (IT governance, IT security, data management) which were already classified in the red zone at the time of the previous risk assessment in 2014 are still not mature. Further progress is necessary to mitigate the high risks that EIGE is still exposed to for those processes. As the lack of safeguards is known to EIGE's management, the IAS is not proposing an audit, but it will monitor the implementation of the action plan and keep the MB informed if further delays occur.

The IAS strategic internal audit plan 2019-2021 lists the prospective topics for the IAS audits in EIGE during the coming 3 years (2019-2021). Based on the results of the risk assessment and considering the risk profile of EIGE, the IAS intends to perform two engagements in this period:

1. implementation of the PLO,
2. planning, monitoring and reporting.

The next in-depth risk assessment is planned for 2022.

## 2.7 Follow-up of recommendations and action plans for audits

### 2.7.1 European Court of Auditors (ECA)

The ECA issued one observation on the legality and regularity of transactions (provided below), and three observations on sound financial management and on performance. EIGE provided replies to all observations which are part of the annual report on EU agencies for the financial year 2017 <sup>(39)</sup>.

#### *ECA observation on the legality and regularity of transactions*

'At the end of financial year 2017, the Institute was a defendant in four cases related to three procurement procedures which were brought to the General Court by unsuccessful tenderers. In each of these cases, the applicant requested the annulment of the award decision and the award of damages. Total damages claimed in those four cases amount to EUR 700 000 or 9 % of the Institute's yearly budget. In line with the assessment of the Institute's external lawyer, a provision of EUR 75 000 or 1 % of the Institute's yearly budget, has been recoded to address the likely losses. The rulings of the General Court in each of these cases will decide on the legality and regularity of the procurement procedures for these contracts and the future payments.'

#### *EIGE's response:*

'EIGE takes note of the comment. EIGE has examined the weaknesses and, irrespective of the General Court's decisions in these cases, will adjust the procurement procedures to minimise the risk of future legal cases and potential dissatisfaction among unsuccessful tenderers.'

During 2018 the European Court of Justice announced its judgments in the four pending legal actions brought against EIGE in 2016 and 2017. These legal actions requested the award decisions issued under procurement procedures EIGE/2016/OPER/01, EIGE/2016/OPER/03 and EIGE/2017/OPER/04 to be annulled. The European Court of Justice ruled that in two cases (T-439/17, Yellow Window vs EIGE and T-450/17, Eurosupport-Fineurop support Srl vs EIGE) claim for damages are dismissed and EIGE must bear its own costs and pay 75 % of the costs incurred by the applicants. The European Court of Justice in two cases (T-914/16, Proof IT SIA vs EIGE and T-10/17, Proof IT SIA vs EIGE), ordered a complainant to cover all EIGE's legal costs incurred in both these cases. At the time of preparation of this document, the exact amounts to be recovered and covered are unknown.

### 2.7.2 Internal Audit Service (IAS)

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

The final audit report was issued on 17 October 2017 stating that, while the audit did not identify any critical or very important issues, the IAS recommended further improvement in a number of specific areas. Three recommendations (with 13 sub-recommendations) rated as 'important' were put forward and EIGE developed an action plan on all recommendations and sub-recommendations to be implemented during 2017-2018. Several sub-recommendations were implemented in 2017, the rest were implemented during 2018.

<sup>(39)</sup> Can be accessed at [https://www.eca.europa.eu/lists/ecadocuments/agencies\\_2017/agencies\\_2017\\_en.pdf](https://www.eca.europa.eu/lists/ecadocuments/agencies_2017/agencies_2017_en.pdf)

- Under recommendation on implementation of the Knowledge Management and Communication Strategy, which was split into five sub-recommendations, three sub-recommendations quoted below were implemented during 2018.
  - o 'Exchange systematically, as required by DG's Justice Guidelines, information with regard to its international activities by developing a rolling programme on a yearly basis. This rolling programme should be jointly and regularly reviewed to provide feedback to EIGE on a timely basis.'
  - o 'Ensure best allocation of resources by implementing a systematic approach or measurement system to monitor the cost-effectiveness of its communication work via suitable performance indicators. The latter should compare, for similar events in terms of cost, the degree of stakeholder's satisfaction and the media references achieved. The monitoring of cost-effectiveness should focus on high cost activities such as external events.'
  - o 'Define in all relevant documents its key stakeholders.'
- Under recommendation on SPD objectives, KPIs [key performance indicators], monitoring and reporting which was split into three sub-recommendations, two sub-recommendations quoted below were implemented during 2018.
  - o 'Enhance the quarterly progress reports to the MB by incorporating Racer [relevant, acceptable, credible, easy and robust] KPIs on SMEC [stakeholder management and external communication] activities when appropriate.'
  - o 'Complement its continuous KPI monitoring of SMEC activities with KPIs on stakeholder management, such as those proposed in the internal document *Stakeholder relations' for stakeholder engagements*.
- Under recommendation on 'managing main stakeholder projects and external communication activities' which was split into five sub-recommendations, two sub-recommendations quoted below were implemented during 2018.
  - o 'Ensure that the PMT is applied as planned, especially the facility to monitor project implementation via the tool.'
  - o 'Align communication plans on paper with the PMT and with the SPD and set fixed deadlines in communication plans.'
- Regarding the recommendations of the audit carried out in 2015.

In May 2015 the IAS conducted an audit on procurement supporting operational processes in EIGE. The final audit report was issued on 16 October 2015 stating that while the audit did not result in the identification of any critical or very important issues, the IAS considered that there was room for further improvement in several areas. Four recommendations (with eight sub-recommendations) rated as 'important' were put forward. While most of recommendations were implemented during 2016, one sub-recommendation was still open at the end of 2018.

- Under recommendation to 'Enhance procurement planning and monitoring of the budget execution' EIGE has taken the following actions for the sub-recommendation.

- o *EIGE decisions on planning and budget monitoring should be updated*

During 2018 EIGE continued the work on PLO. EIGE implemented the last updates of the project-management tool (PMT) in November 2018, reviewed some templates, workflows and guidance materials according to expressed needs through 2018. EIGE has also prepared a roll-out plan to fully implement the PLO approach. Update on relevant Director's decisions, including the Director's Decision No 68 procedure for planning and reporting on EIGE's activities and the Director's Decision No 59 budget-monitoring guidelines are also included in this roll-out plan. The roll-out plan has been reviewed and updated with the current information. Approval of the PLO approach is now scheduled to be done by March 2019 and an update of Director's decisions undertaken by April 2019.

Due to adoption of the new Financial Regulation (Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018) in force from 2 August 2018 which is only partly directly applicable to EIGE and due to the fact that, at the moment of preparation of this document, the new FFR which is fully applicable to agencies has not yet been adopted, as instructed EIGE continues to apply the existing FR and will be incorporating the new requirements into the updates of the mentioned Director's decisions.

## 2.8 Follow-up of observations from the discharge authority

Article 110 (2) of the FFR (Commission Regulation No 1271/2013 of 30 September 2013) states: 'At the request of the European Parliament or the Council, the Director shall report on the measures taken in the light of those observations and comments'.

Table 26 in Annex 11 provides an overview of the measures taken by EIGE in response to the discharge authority's observations and comments of 18 April 2018 with respect to implementing the Institute's 2016 budget.

Discharge was granted on 18 April 2018.

## 2.9 Follow-up on cases launched by the European Ombudsman

During 2018 EIGE had two ongoing cases that were launched in 2017 at the European Ombudsman.

- The European Ombudsman held inquiry on case 1636/2017/EIS (received 21.9.2017) and closed the case on 13.2.2018 with the conclusion that the case has been settled.
- The European Ombudsman held inquiry on the case 2007/2017/EIS (received 13.11.2017) and in accordance with Article 228 TFEU, Article 2(7) of the Statute of the European Ombudsman and Article 6(4) of the Ombudsman's Implementing Provisions, the Ombudsman officially closed the case 26.2.2018.

No additional cases at the European Ombudsman were launched against EIGE during 2018.

## 2.10 Data protection

In 2018 EIGE did not have any cases with the European Data Protection Supervisor (EDPS).



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

In 2018 EIGE hosted a meeting of data-protection officers from the JHA agencies network (the European Union Agency for Law Enforcement Training (CEPOL), the European Asylum Support Office (EASO), EIGE, the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), the European Union Agency for Criminal Justice Cooperation (Eurojust), the European Union Agency for Law Enforcement Cooperation (Europol), the European Union Agency for Fundamental Rights (FRA) and the European Border and Coast Guard Agency (Frontex)).

## 2.11 External evaluations

In 2018 EIGE advanced further on some of the recommendations of the external evaluation (2015): (i) monitoring of the visibility and uptake of EIGE's outputs through more tailored communication showed significant achievements compared to the baseline, established in 2017; (ii) effectiveness of planning of internal resources of the organisation through introduction of a PLO was strengthened and (iii) the role and working procedures of the Institute's Experts' Forum was significantly adjusted to support EIGE's work.

## 2.12 Public access to documents

In accordance with Regulation (EC) No 1049/2001, EIGE's *Policy on public access to documents* was adopted by the MB decision and is in force as of 14 June 2013. The *Policy on public access to documents* is available on EIGE's website. In 2018 EIGE received seven requests (seven requests and one confirmatory request in 2017) for public access to documents through the channels specified in the *Policy on public access to documents*. All requests were dealt with in a timely manner. Requested information was sent to six persons, documents requested by one requestor were not owned by EIGE.

In 2018, EIGE received 1 750 page views on the 'documents registry' page on EIGE's website.

## 2.13 Key performance indicators (KPIs)

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

## 3. Assessment of the effectiveness of the internal control system

### 3.1 Risk management

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

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

In 2018, internal and external risks impacting on the capacity of the Institute to deliver the planned results were assessed with the engagement of all staff on several occasions. External risks, such as gender equality being a low priority for the key stakeholders, were analysed with the staff through open discussions. Mitigating measures were planned and implemented as provided in the *Knowledge Management and Communications Strategy*.

In 2018, risk assessment was an integral part of project cycle management as part of the PLO approach. In the context of project management, risk assessment refers to the identification of overall risks for the project and its specific stages (i.e. identification, planning, implementation, evaluation and monitoring) that are continuously assessed.

### 3.2 Fraud prevention and monitoring

No European Anti-Fraud Office (OLAF) cases were reported in 2018. The guidelines on investigation procedures for OLAF staff (version October 2013 ref. Ares(2013) 3077837 dated 18 September 2013) as well as the MB decision of 26 January 2011 on adoption of a cooperation agreement with OLAF are available on EIGE's intranet. EIGE's whistleblowing policy was adopted by Director's Decision No 108 of 9 November 2015 which replaced EIGE's procedure on reporting improprieties (applicable since March 2012). The decision lays down the procedure to be followed by EIGE staff in order to comply with the obligation to notify any fact which gives rise to a presumption of the existence of serious wrongdoings, of which they may become aware in the course of or in connection with the performance of their duties, as set forth in Articles 22a and 22b of the SR. Two staff members were nominated to act as whistleblowing-policy contact persons for EIGE by Director's Decision No 117 of 22 June 2016. The list of whistleblowing-policy contact persons for EIGE was updated by Director's Decision No 149 of 23 February 2018. Tailor made training on whistleblowing was organised for the appointed contact persons in June 2018, attended also by the HR officer and the Head of Administration.

Fraud prevention topic is regularly covered in induction meetings organised for all newcomers every 2 months and it has also been dealt with by the training on ethics and integrity organised for all staff in June 2018. Furthermore, the HR officer attended the train-the-trainers on ethics and integri-

ty organised by the Investigatory and Disciplinary Office (IDOC) in November 2018, following which a series of training sessions for all staff has been scheduled to take place during 2019.

### 3.3 Compliance and effectiveness of Internal Control Standards (ICS)

EIGE has adopted a set of ICS for effective management aimed at strengthening control effectiveness and ensuring the achievement of policy and operational objectives.

EIGE has put in place and maintained the organisational structure and the internal control system suited to the achievement of the policy and control objectives, in accordance with the ICS 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 identification of necessary changes are based on *ex ante* verifications, register of exceptions, *ex post* control, risk assessment and audit (IAS and ECA), and external evaluation.

EIGE considers the recommendations of internal and external audit a principal way to increase the effectiveness of the internal control system. The results and the relevant actions taken by EIGE are reported in Section 2.7 of the present report.

During 2018 EIGE implemented measures regarding improvement of effectiveness of the below mentioned ICS:

- For ICS No 2 'ethical and organisational values'. A new whistleblowing-policy contact person for EIGE was nominated by Director's Decision No 149 of 23 February 2018. Actions were taken to strengthen anti-harassment environment by organising training for all staff on the topics of harassment prevention, conflict management, and ethics and integrity.
- For ICS No 5 'objectives and performance indicators'. EIGE continued the work on PLO. EIGE implemented the last updates of the PMT in November 2018, reviewed some templates, workflows and guidance materials according to expressed needs through 2018. EIGE has also prepared a roll-out plan to fully implement the PLO approach, which has been reviewed and updated with the current information.

During 2018 EIGE improved its monitoring of Knowledge Management and Communications activities with KPIs on stakeholder management and implemented the action plan deriving from the *Final Audit report on Stakeholder relations management and external communication in the European Institute for Gender Equality* issued by the IAS on 17 October 2017.

- For ICS No 8 'processes and procedures'. During 2018 after relevant training EIGE appointed new financial actors (Financial Initiation Actor - FIA, Financial Verification Actor - FVA) to ensure segregation of duties as required by the financial regulation. In addition to that on 21 June 2018 EIGE's MB adopted *Guide to missions [official trips] and authorised travel based on Commission Decision* <sup>(40)</sup> C(2017) 5323.

<sup>(40)</sup> [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKewiNkMygmqriAh-VByKQKHZSpDZoQFjABegQIBBAC&url=https%3A%2F%2Fec.europa.eu%2Ftransparency%2Fregdoc%2Frep%2F3%2F2017%2FEN%2FC-2017-5323-F1-EN-ANNEX-1-PART-1.PDF&usg=AOvVaw1e4WUW\\_T6t7ISsqXkaFneb](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=2ahUKewiNkMygmqriAh-VByKQKHZSpDZoQFjABegQIBBAC&url=https%3A%2F%2Fec.europa.eu%2Ftransparency%2Fregdoc%2Frep%2F3%2F2017%2FEN%2FC-2017-5323-F1-EN-ANNEX-1-PART-1.PDF&usg=AOvVaw1e4WUW_T6t7ISsqXkaFneb)

Measures regarding improvement of effectiveness of the below mentioned ICS are planned during 2019.

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

During 2018 EIGE encountered shortcomings in the adherence to the timelines of the process of annual evaluation of staff performance. A timetable with steps has been set in order to improve the process to be carried out in 2019.

- For ICS No 5 'objectives and performance indicators'.

Update of relevant Director's decisions, including the Director's Decision No 68 procedure for planning and reporting on EIGE's activities and the Director's Decision No 59 budget-monitoring guidelines are included in the roll-out plan for PLO organisation. Approval of the PLO approach is now scheduled to be done by March 2019, update of Director's decisions by April 2019.

- For ICS No 7 'operational structure'. The full risk assessment carried out by the IAS in EIGE in June 2018 identified that several IT sub-processes (IT governance, IT security, data management) are still not mature. Further progress is necessary to mitigate the high risks that EIGE is exposed to for those processes.
- For ICS No 10 'business continuity'. The tenure of the present EIGE Director ends 15 April 2019. At the moment of preparation of this document EIGE was informed by the Commission that the selection procedure is still ongoing and that the new candidate is not expected to start at the given date.

The management considers that the Institute was fully compliant with all the remaining standards at the end of 2018.

## 4. Management assurance

### 4.1 Review of the elements supporting assurance

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

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

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

In 2018, a total of four exceptions were recorded (Table 25 in Annex 10). Most of them referred to formal or procedural errors which did not expose EIGE to key risks and which were addressed by immediate actions to prevent any future reoccurrence.

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

### 4.2 Overall conclusion on assurance

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

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

## Declaration of assurance

I, the undersigned, 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 view <sup>(41)</sup>.

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

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

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

Vilnius, 12 June 2019

Virginija Langbakk  
Director

<sup>(41)</sup> 'True and fair' in this context means a reliable, complete and correct view of the state of affairs of the agency.

# Annexes

## Annex 1: Achievement of output indicators — EIGE's annual work programme (AWP) 2018

### Research and data collection

#### Support to the presidencies of the Council of the EU

Output indicators planned	Status
1. Report produced for the Bulgarian Presidency (in the first Semester, 2018).	Report produced (February)/accepted by Bulgarian Presidency.
2. Tender launch of the Beijing report for the Finnish Presidency.	Contract awarded, inception meeting held.
3. Collection of good practices in the area chosen by the Finnish Presidency.	In agreement with the Finnish presidency, good practices for the review of BPfA+25 not collected. Instead, support contracted for: the work with the other agencies on guidelines for combating sexual harassment in the workplace; a study to implement the gender sensitive parliaments tool.
4. Research note on a topic identified by the Romanian Presidency (for Semester 1/2019).	Topic confirmed by the Romanian Presidency: Gender pay gap and its link to the work-life balance.
5. Publication of the report for the Austrian Presidency.	Report completed, submitted to the Council secretariat and for publication.
6. Briefing documents summarising the key findings of the Beijing report.	Two factsheets and six thematic posters with infographics were prepared for the Austrian Presidency conference on youth in October.

## Gender Equality Index

Output indicators planned	Status
1. Assessment of the use of the 2017 index.	In 2018: Index 2017 web platform viewed 121 724 times; the Index page views grew substantially: from 2 573 in 9.2017 to 18 047 in 9.2018; the Index Main report downloaded 4 984 times; the Index referenced 64 times in EU Policymaking documents <sup>(42)</sup> and 85 times — in academic publications (source: Google Scholar).
2. Technical working papers on Index completed for consultation with the Experts' Forum and Commission.	Working paper on work-life balance discussed in experts' meeting in April, consulted with the Experts' Forum and shared with Commission.
3. Presentation and communication of the updated Gender Equality Index 2017, including country visits to up to five Member States.	Index 2017 presented to EPSCO, FEMM, EESC, CoR, ETUC, Equinet, UfM <sup>(43)</sup> , also during four country visits — Latvia (April, 2018), France (June, 2018), Italy (October, 2018), Croatia (November 2018).

## Gender statistics database

Output indicators planned	Status
1. Regular use of emerging statistics in EIGE's communications.	The database updates formed a regular information source for social media, newsletters and for presentations to EIGE's stakeholders in Q1-Q4.
2. Use of data on gender equality by EU policymakers.	Received and responded to 44 queries from officials of national machineries, European Commission, European Parliament, media and researchers.
3. Measurement of the usage of the database.	In 2018: 1 190 434 overall page views; 24 references in EU-level policymaking documents.

<sup>(42)</sup> Outputs of EU-wide policymaking institutions, including European Commission, the European Parliament, the European Council and Council of the EU, the EESC, the European Committee of the Regions, European-wide political groups (EPP, S&D, ECR, ALDE, Greens/EFA, GUE/NGL, EFDD, ENF), the European Women's Lobby, the Social Platform, MenEngage, Equinet.

<sup>(43)</sup> Union for Mediterranean: <https://ufmsecretariat.org>



## Improved data and increased awareness on violence against women

Output indicators planned	Status
1. Targeted guidelines to Member States regarding administrative data collection.	28 Country Factsheets and country recommendations made available on the website and communication strategy in place.
2. Research on risk assessment of violence against women, including specific risks for vulnerable groups	Interim report received; first consultation meeting took place on 26 October.
3. Dissemination of the results of the research on Victims' Rights and Anti-Trafficking Directives.	The report launched in the European Parliament in cooperation with the FEMM Committee and DG Migration and Home Affairs on 18 October — EU Anti-trafficking day; press release sent to EU-wide media.
4. Dissemination of recommendations on data collection on intimate-partner violence.	Recommendations on data collection sent to Eurostat, presented during the Eurostat working group (WG) for statistics on crime and criminal justice and LEWP meeting; leaflet published online, dissemination strategy in place, including presentation of results during Country visits.
5. Communication of 2017 study - <i>Estimation of girls at risk of FGM in the European Union: Belgium, Greece, France, Italy, Cyprus and Malta</i>	Targeted events and press releases for five of the Member States who participated in the study; an event organised in Malta in Q1, 2019.
6. Contribution to Eurostat Task force on the future prevalence survey.	Ongoing; written and oral contributions provided.

## Gender mainstreaming tools and methods

Output indicators planned	Status
1. Information available on Member State level structures, framework and methods on gender mainstreaming.	Gender-sensitive parliaments tool: launched 7 May; leaflet, infographics and video prepared; workshop for national and regional parliaments' representatives held in June. Gender-budgeting project: work ongoing. Institutional Mechanisms study: ToR launched in April, work ongoing; four briefs on methods and tools published, two — in publication process; policy briefs on Migration and Security being developed. Good practices methodology and 22 good practices identified.
2. Development of and participatory validation of gender-budgeting recommendations, standards and case studies.	Report <i>Gender budgeting. Mainstreaming gender into the EU budget and macroeconomic framework</i> finished, launched Q1, 2019.
3. Number of Member States receiving technical assistance.	One request from Italian audit office of the ESIF managing authority for support in developing gender-sensitive indicators (handled within the project on gender budgeting); two requests received to support the preparation of regional-level Gender Equality Index, (Italy) and CEMR (Council of European Municipalities and Regions).

## Other research initiatives

Output indicators planned	Status
1. Quality assurance of further linguistic versions of the glossary and thesaurus finalised and promoted in cooperation with the relevant Member States.	Quality assurance finalised for BG, HR, EE, FI, EL, ES, PT and RO. The linguistic versions promoted during Member State visits and other events.
2. Partnership with EU social partners on gender and education.	Meeting with EU social partners on gender and education held on 3 July, with participation of DG Education, Youth, Sport and Culture, DG Justice and Consumers and Eurofound; an event report to be released by Q1 2019 and further disseminated.
3. First findings on gender-related challenges for integration of newly arrived migrants through education.	Information collected from DE, IT, EL, SE, FR on gender-sensitive integration measures for third-country nationals; meeting with experts to verify the results held in May.
4. Framework to support measuring of effectiveness of work-life balance (WLB) implementation.	Interim report received for six studies. Four low-value studies (under 15 000 euros): WLB and infrastructure, WLB and participation in education and training, WLB for carers of persons with disability and older persons, and indicators on leave policies. Two limited-negotiated procedures studies (< 60 000): eligibility for parental leave in the EU Member States and successful national legal and policy measures linked to WLB to tackle the gender pay gap.
5. Consultation with EU social partners on the outcomes of the work on gender challenges in EU education systems.	Social partners consulted on the final drafts and recommendations in 2017 and the final products shared in 2018.

## Knowledge Management and Communications

### Communication and dissemination of EIGE's work

Output indicators planned	Status
1. Continuous updates on EIGE's website, social media and databases.	The website, social media and databases updated daily/weekly with new information.
2. Monthly newsletter and up to six press releases published.	Nine newsletters and nine press releases published.
3. EIGE's website revamped.	A new website in development and to be released in Q1, 2019.
4. Scope and focus of RDC and EuroGender re-defined.	RDC technical solutions developed to increase usage. EuroGender refined in line with the concept agreed by the MB in June.
5. Targeted briefings produced and distributed.	28 country briefs on Index produced. News alert and targeted messages for stakeholders prepared and distributed. Targeted communication on FGM study produced for Greece and Cyprus.

## Working with key stakeholders and partners

Output indicators planned	Status
1. Annual coordination meetings organised with civil society organisations and academia.	The civil society meeting held in February, bringing together representatives of the European Women's Lobby, MenEngage, Social Platform and EESC. Meetings with academia were organised during the country visits.
2. Internal review of the functioning of the Experts' Forum and launch of new call for nominations for the next term.	Evaluation carried out in April. The concept paper on the functioning of Experts' Forum presented to the MB in June. The EF discussed the final assessment of the evaluation and agreed recommendations in October. Call for nominations to the next EF issued in September.
3. JHA network's meetings are efficiently organised.	EIGE organised 11 JHA events: 1 <sup>st</sup> JHA network meeting in March, a workshop on gender statistics in April, a workshop on data protection in May, a meeting of confidential counsellors on prevention of sexual harassment at workplace in June, experts' meeting on digitalisation in June, 2 <sup>nd</sup> network meeting in June, JHA agencies meeting on external dimension and 3 <sup>rd</sup> network meeting in September, workshop for HR and middle management on prevention of sexual harassment at workplace in October and annual meeting of heads of JHA agencies in November.
4. Reports presented to EIGE's journalist thematic network.	Two journalist thematic network meetings organised: on 7-8 June (decision-making, gender-sensitive parliaments and women in tech) and on 16-17 October (digitalisation). As a result, 51 media articles/broadcasts mentioning EIGE were published between Q1 and Q4.

## Annex 2: Cost allocation per activity area in 2018

Table 3. Summary of human and financial costs in 2018

Activities	Total HR		Title 1		Title 2		Title 3		Total budget	Budget fraction (%)
	%	FTEs (*)	Staff		Infrastructure	Operations				
Research and data collection	44.43	18.76	1 538 333.33		565 112.54	3 519 865.13			5 623 311.01	60.92
Knowledge Management and Communications	30.69	12.96	1 060 171.61		369 596.72	1 028 543.72			2 458 312.06	26.63
Effective organisation and EIGE bodies	24.88	10.51	850 370.40		264 331.11	34 069.11			1 148 770.61	12.45
<b>Total</b>	<b>100.00</b>	<b>42.23</b>	<b>3 448 875.35</b>		<b>1 199 040.37</b>	<b>4 582 477.96</b>			<b>9 230 393.68</b>	<b>100.00</b>

Table 4. Summary of human and financial costs in 2018 — full cost of activities

Activities	Total HR		Title 1		Title 2		Title 3		Total budget	Budget fraction (%)
	%	FTEs (*)	Staff		Infrastructure	Operations				
Research and data collection	59.15	24.97	2 041 285.96		721 451.50	3 540 015.35			6 302 752.81	68.28
Knowledge Management and Communications	40.85	17.25	1 407 589.39		477 588.87	1 042 462.61			2 927 640.87	31.72
Effective organisation and EIGE bodies	0.00	0.00	0.00		0.00	0.00			0.00	0.00
<b>Total</b>	<b>100.00</b>	<b>42.23</b>	<b>3 448 875.35</b>		<b>1 199 040.37</b>	<b>4 582 477.96</b>			<b>9 230 393.68</b>	<b>100.00</b>

NB:

2018 IPA budget (EUR 195 628) and 1 FTE for IPA CA staff were considered in the ABC Model and presented in the tables.

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

(\*) FTEs — full time equivalents.

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

## Annex 3: EIGE publications in 2018

1. *Gender equality needs to reach everyone. Gender equality and disability* [factsheet]
2. *EU-28 country-specific Gender Equality Index 2017 factsheets*
3. *Study and work in the EU: set apart by gender. Review of the implementation of the Beijing Platform for Action in the EU Member States.* [report]
4. *Study in the EU: set apart by gender* [factsheet]
5. *Gender equality and digitalisation in the European Union* [factsheet]
6. *Gender equality and youth: the opportunities and risks of digitalisation* [report and factsheet]
7. *Women and men in ICT a chance for better work-life balance.* [research note]
8. *Gender Mainstreaming tools and methods: gender awareness raising* [briefing paper]
9. *Gender Mainstreaming tools and methods: gender analysis* [briefing paper]
10. *Gender Mainstreaming tools and methods: gender planning* [briefing paper]
11. *Gender Mainstreaming tools and methods: gender stakeholder consultation* [briefing paper]
12. *How gender equal is your parliament? Find out with our gender-sensitive parliaments tool fact-sheet* [factsheet]
13. *Let's put an end to gender-based violence* [brochure]
14. *Gender-specific measures in anti-trafficking actions.* [report]
15. *Estimation of girls at risk of female genital mutilation in the European Union. Belgium, Greece, France, Italy, Cyprus and Malta.* [report]
16. *Estimation of girls at risk of female genital mutilation in the European Union.* [6 country factsheets: Belgium, Greece, France, Italy, Cyprus, Malta]
17. *Estimation of girls at risk of female genital mutilation in the European Union.* [Step-by-step guide, 2nd edition]
18. *Recommendations for the EU to improve data collection on intimate partner violence*
19. EU-28 country factsheets on data collection on intimate partner violence by the police and justice sectors
20. EU-28 country recommendations to improve data collection on intimate partner violence by the police and justice sectors
21. *The role of the judiciary in administrative data collection on intimate partner violence* [factsheet]
22. *The role of the police in administrative data collection on intimate partner violence* [factsheet]
23. Indicators on intimate partner violence and rape for police and justice
24. *EIGE in brief 2018* [brochure]
25. *Consolidated annual activity report [CAAR] 2017*

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

### Table 5. Members of the Management Board on 31 December 2018

<b>CHAIR:</b> Kalliope AGAPIOU-JOSEPHIDES		
<b>VICE-CHAIR:</b> Kira APPEL		
Member State	Member	Alternate
Belgium (BE)	Michel PASTEEL	Liesbet STEVENS
Croatia (HR)	Helena ŠTIMAC RADIN	Gordana OBRADOVIĆ DRAGIŠIĆ
Cyprus (CY)	Kalliope AGAPIOU-JOSEPHIDES	<i>Pending appointment</i>
Czechia (CZ)	Radan ŠAFAŘÍK	Lucia ZACHARÍÁŠOVÁ
Denmark (DK)	Kira APPEL	<i>Pending appointment</i>
France (FR)	Hélène FURNON-PETRESCU	Alexis RINCKENBACH
Germany (DE)	Christine MORGENSTERN	Birgit SCHWEIKERT
Greece (EL)	Georgia PAPAGEORGIOU	Dimitrios PLATIS
Hungary (HU)	Zsuzsanna GERBERNÉ FARKAS	Tamás Antal HEIZER
Ireland (IE)	<i>Pending appointment</i>	John HURLEY
Italy (IT)	Monica PARRELLA	Tiziana ZANNINI
Latvia (LV)	Diāna JAKAITE	Agnese GAILE
Lithuania (LT)	Rita ZEMAITYTE-TACK	Dalia LEINARTĖ
Poland (PL)	Rita KAMEDUŁA-TOMASZEWSKA	Justyna KRYCZKA
Portugal (PT)	Carlos Miguel RODRIGUES DUARTE	Teresa Margarida FRAGOSO
Spain (ES)	Silvia BUABENT VALLEJO	María VÁZQUEZ SELLÁN
Slovenia (SI)	Maruša GORTNAR	Jasna JERAM
Sweden (SE)	Lenita FREIDENVALL	<i>Pending appointment</i>
European Commission	Irena MOOZOVA	Karen VANDEKERCKHOVE

## Annex 5: List of meetings in 2018 (Management Board, Experts' Forum)

### Table 6A. Management Board meetings

Event	Date	Location
17th MB standing committee meeting	20 April 2018	Paris
30th MB meeting	6-7 June 2018	Vilnius
18th MB standing committee meeting	4 October 2018	Brussels
31st MB meeting	14-15 November 2018	Vilnius

### Table 6B. Experts' Forum meetings

Event	Date	Location
21st EF meeting	26-27 May 2018	Vilnius
22nd EF meeting	24-25 October 2018	Brussels

## Annex 6: Budgetary and financial management in detail

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

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

### Budgetary implementation

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

FS/ Title	Credits	Committed	Com %	RAL	RAL %	C/o	C/o %	Cancelled	Cancelled %
<b>C1</b>	<b>7781000.00</b>	<b>7733060.41</b>	<b>99.4%</b>	<b>1418701.28</b>	<b>18.2%</b>	<b>0.00</b>	<b>0.0%</b>	<b>47939.59</b>	<b>0.6%</b>
1. Staff	3365302.41	3353042.79	99.6%	41420.07	1.2%	0.00	0.0%	12259.62	0.4%
2. Administration	1058183.00	1044049.96	98.7%	146086.07	13.8%	0.00	0.0%	14133.04	1.3%
3. Operating	3357514.59	3335967.66	99.4%	1231195.14	36.7%	0.00	0.0%	21546.93	0.6%
<b>C4</b>	<b>4495.14</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>4495.14</b>	<b>100.0%</b>	<b>0.00</b>	<b>0.0%</b>
2. Administration	4000.00	0.00	0.0%	0.00	0.0%	4000.00	100.0%	0.00	0.0%
3. Operating	495.14	0.00	0.0%	0.00	0.0%	495.14	100.0%	0.00	0.0%
<b>C5</b>	<b>579.26</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>579.26</b>	<b>100.0%</b>
1. Staff	579.26	0.00	0.0%	0.00	0.0%	0.00	0.0%	579.26	100.0%
<b>R0</b>	<b>200001.45</b>	<b>195628.08</b>	<b>97.8%</b>	<b>1962.53</b>	<b>1.0%</b>	<b>4373.37</b>	<b>2.2%</b>	<b>0.00</b>	<b>0.0%</b>
1. Staff	55642.91	55520.86	99.8%	600.00	1.1%	122.05	0.2%	0.00	0.0%
3. Operating	144358.54	140107.22	97.1%	1362.53	0.9%	4251.32	2.9%	0.00	0.0%
<b>Total</b>	<b>7986075.85</b>	<b>7928688.49</b>	<b>99.3%</b>	<b>1420663.81</b>	<b>17.8%</b>	<b>8868.51</b>	<b>0.1%</b>	<b>48518.85</b>	<b>0.6%</b>

FS/ Title	Pay Credits	Paid	Paid %	Carried over	Carried over %	Cancelled	Cancelled %
<b>C1</b>	<b>7781000.00</b>	<b>6314359.13</b>	<b>81.2%</b>	<b>1418701.28</b>	<b>18.2%</b>	<b>47939.59</b>	<b>0.6%</b>
1. Staff	3365302.41	3311622.72	98.4%	41420.07	1.2%	12259.62	0.4%
2. Administration	1058183.00	897963.89	84.9%	146086.07	13.8%	14133.04	1.3%
3. Operating	3357514.59	2104772.52	62.7%	1231195.14	36.7%	21546.93	0.6%
<b>C4</b>	<b>4495.14</b>	<b>0.00</b>	<b>0.0%</b>	<b>4495.14</b>	<b>100.0%</b>	<b>0.00</b>	<b>0.0%</b>
2. Administration	4000.00	0.00	0.0%	4000.00	100.0%	0.00	0.0%
3. Operating	495.14	0.00	0.0%	495.14	100.0%	0.00	0.0%
<b>C5</b>	<b>579.26</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>579.26</b>	<b>100.0%</b>
1. Staff	579.26	0.00	0.0%	0.00	0.0%	579.26	100.0%



FS/ Title	Pay Credits	Paid	Paid %	Carried over	Carried over %	Cancelled	Cancelled %
<b>C8</b>	<b>1370450.15</b>	<b>1336696.14</b>	<b>97.5%</b>	<b>0.00</b>	<b>0.0%</b>	<b>33754.01</b>	<b>2.5%</b>
1. Staff	48775.70	41346.65	84.8%	0.00	0.0%	7429.05	15.2%
2. Administration	177084.57	158588.51	89.6%	0.00	0.0%	18496.06	10.4%
3. Operating	1144589.88	1136760.98	99.3%	0.00	0.0%	7828.90	0.7%
<b>R0</b>	<b>200001.45</b>	<b>193665.55</b>	<b>96.8%</b>	<b>6335.90</b>	<b>3.2%</b>	<b>0.00</b>	<b>0.0%</b>
1. Staff	55642.91	54920.86	98.7%	722.05	1.3%	0.00	0.0%
3. Operating	144358.54	138744.69	96.1%	5613.85	3.9%	0.00	0.0%
<b>Total</b>	<b>9356526.00</b>	<b>7844720.82</b>	<b>83.8%</b>	<b>1429532.32</b>	<b>15.3%</b>	<b>82272.86</b>	<b>0.9%</b>

NB:

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

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

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

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

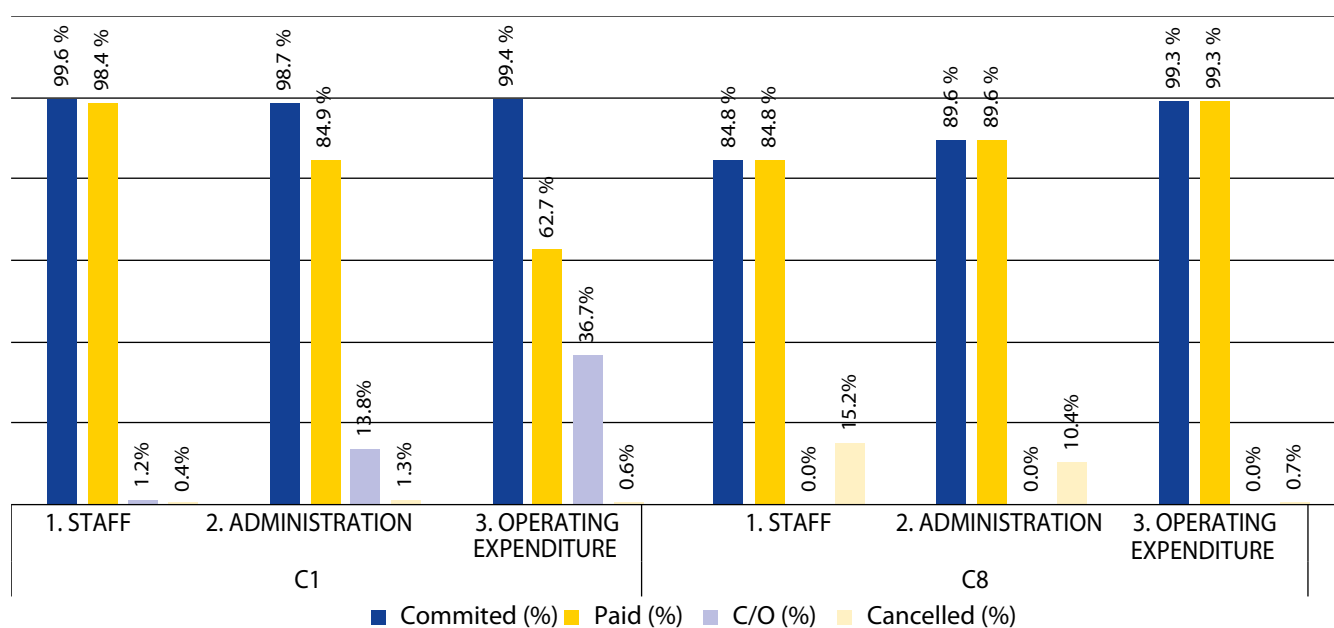
C4 — fund source associated with appropriations internally assigned in the reported year.

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

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

FS — fund source.

## Graph 2. Rates of implementation of appropriations 2018



**Table 8. Execution C1 appropriations during 2016-2018**

Indicators	Results 2018 (%)	Results 2017 (%)	Results 2016 (%)
Commitment rate	99.4	98.9	98.4
Payment rate	81.2	81.0	72.8

**Table 9. Payment monitoring over last 3 years**

Indicators	Results 2018 (%)	Results 2017 (%)	Results 2016 (%)
Invoice registration delays	0.95	0.83	0.42
Delayed payment rate	0.64	0.95	0.24

NB:

Out of 528 invoices 523 were registered on time or within 7 days.

Out of 943 payments 937 were made within established time limits.

## Transfers

**Table 10. Transfers in 2018**

		Data					
Title	Chapter	Initial BUDG	Transf IN	IN %	Transf OUT	Out %	Final BUDG
A-1	A-11	2852000.00	266207.67	9.3%	-142055.83	-5.0%	2976151.84
	A-12	19400.00	9805.54	50.5%	0.00	0.0%	29205.54
	A-13	38000.00	0.00	0.0%	0.00	0.0%	38000.00
	A-14	105000.00	3000.00	2.9%	-27971.97	-26.6%	80028.03
	A-15	60000.00	10184.00	17.0%	-500.00	-0.8%	69684.00
	A-16	155000.00	3500.00	2.3%	-10500.00	-6.8%	148000.00
	A-17	8600.00	15633.00	181.8%	0.00	0.0%	24233.00
<b>A-1 Total</b>		<b>3238000.00</b>	<b>308330.21</b>	<b>9.5%</b>	<b>-181027.80</b>	<b>-5.6%</b>	<b>3365302.41</b>
A-2	A-20	551000.00	1500.00	0.3%	-24160.48	-4.4%	528339.52
	A-21	230000.00	74626.46	32.4%	-29419.28	-12.8%	275207.18
	A-22	10000.00	0.00	0.0%	-2000.00	-20.0%	8000.00
	A-23	53700.00	20093.00	37.4%	-1500.00	-2.8%	72293.00
	A-25	150300.00	0.00	0.0%	-9334.54	-6.2%	140965.46
	A-26	35000.00	0.00	0.0%	-5622.16	-16.1%	29377.84
	A-27	10000.00	0.00	0.0%	-6000.00	-60.0%	4000.00
<b>A-2 Total</b>		<b>1040000.00</b>	<b>96219.46</b>	<b>9.3%</b>	<b>-78036.46</b>	<b>-7.5%</b>	<b>1058183.00</b>
B3-	B3-0	140000.00	26500.00	18.9%	0.00	0.0%	166500.00
	B3-1	135000.00	0.00	0.0%	-17000.00	-12.6%	118000.00
	B3-2	1425000.00	0.00	0.0%	-153500.00	-10.8%	1271500.00
	B3-3	370000.00	0.00	0.0%	0.00	0.0%	370000.00
	B3-4	563000.00	120900.00	21.5%	-9242.70	-1.6%	674657.30
	B3-5	870000.00	0.00	0.0%	-113142.71	-13.0%	756857.29
<b>B3- Total</b>		<b>3503000.00</b>	<b>147400.00</b>	<b>4.2%</b>	<b>-292885.41</b>	<b>-8.4%</b>	<b>3357514.59</b>
<b>Grand Total</b>		<b>7781000.00</b>	<b>551949.67</b>	<b>7.1%</b>	<b>-551949.67</b>	<b>-7.1%</b>	<b>7781000.00</b>

## Carry-overs

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

Indicators	Results 2018	Results 2017	Results 2016
Title I Staff	EUR 41 000 1.2 %	EUR 49 000 1.5 %	EUR 170 000 5.2 %
Title II Infrastructure	EUR 146 000 14 %	EUR 177 000 17 %	EUR 108 000 9.9 %
Title III Operations	EUR 1.2 000 000 37 %	EUR 1.1 000 000 34 %	EUR 1.7 000 000 51 %
Total	EUR 1.4 000 000 18 %	EUR 1.4 000 000 18 %	EUR 1.9 000 000 26 %

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

## Budget out-turn

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

Indicators	Results 2018	Results 2017	Results 2016
Budget out-turn	1.1 % EUR 0.08 000 000	1.7 % EUR 0.13 000 000	2.2 % EUR 0.17 000 000

**Table 13. Budget result 2018 in detail**

		2018	2017
<b>REVENUE</b>			
Balancing Commission subsidy	+	7781000.00	7628000.00
Other subsidy from Commission (Phare, IPA, Delegation agreement, ...)	+		200000.00
Fee income	+		0.00
Other income	+	4495.14	13015.08
	<b>TOTAL REVENUE (a)</b>	<b>7785495.14</b>	<b>7841015.08</b>
<b>EXPENDITURE</b>			
<i>Title I: Staff</i>			
Payments	-	3366543.58	3188877.46
Appropriations carried over	-	42142.12	127196.96
<i>Title II: Administrative Expenses</i>			
Payments	-	897963.89	819759.91
Appropriations carried over	-	150086.07	177084.57
<i>Title III: Operating Expenditure</i>			

Payments	-	2243517.21	2239778.78
Appropriations carried over	-	1237304.13	1266747.88
<b>TOTAL EXPENDITURE (b)</b>		<b>7937557.00</b>	<b>7819445.56</b>
<b>OUTTURN FOR THE FINANCIAL YEAR (a-b)</b>		<b>-152061.86</b>	<b>21569.52</b>
Cancellation of unused payment appropriations carried over from previous year	+	33754.01	34865.35
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	200579.26	71496.58
Exchange differences for the year (gain +/- loss -)	+/-	-175.63	-247.51
<b>BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR</b>		<b>82095.78</b>	<b>127683.94</b>
Balance year N-1	+/-	127683.94	167327.04
Positive balance from year N-1 reimbursed in year N to the Commission	-	-127683.94	-167327.04
<b>Result used for determining amounts in general accounting</b>		<b>82095.78</b>	<b>127683.94</b>
<b>Commission subsidy - agency registers accrued revenue and Commission accrued expense</b>		<b>7698904.22</b>	
<b>Pre-financing remaining open to be reimbursed by agency to Commission in year N+1</b>		<b>82095.78</b>	

## Revenue and expenditure

**Table 14. Revenues in 2018**

Budget title/ item	Appropriations 2018	Assigned revenue 2018	Carried over from 2017	Total appropriations 2018
2. EU contribution	7781000	0	200001.45	7981001.45
200. EU contribution	7781000	0	0	7781000
202. IPA funds	0	0	200001.45	200001.45
5. Other revenue	0	4495.14	579.26	5074.4
501. Other revenue	0	4495.14	579.26	5074.4
Total	7781000	4495.14	200580.71	7986075.85

**Table 15. Expenditure in 2018 (available appropriations)**

Budget title/ Commitment appropriations	Appropriations 2018	Assigned revenue 2018	Carried over from 2017	Carried over from assigned 2017	Total appropriations 2018
1. Staff	3365302.41	0.00	0.00	56222.17	3421524.58
2. Administration	1058183.00	0.00	0.00	0.00	1058183.00
3. Operating	3357514.59	4495.14	0.00	144358.54	3506368.27
<b>Total</b>	<b>7781000.00</b>	<b>4495.14</b>	<b>0.00</b>	<b>200580.71</b>	<b>7986075.85</b>

Budget title/ Payment appropriations	Appropriations 2018	Assigned revenue 2018	Carried over from 2017	Carried over from assigned 2017	Total appropriations 2018
1. Staff	3365302.41	0.00	48775.70	56222.17	3470300.28
2. Administration	1058183.00	0.00	177084.57	0.00	1235267.57
3. Operating	3357514.59	4495.14	1144589.88	144358.54	4650958.15
<b>Total</b>	<b>7781000.00</b>	<b>4495.14</b>	<b>1370450.15</b>	<b>200580.71</b>	<b>9356526.00</b>

## Accounting

**Table 16. Balance sheet as of 31 December 2018**

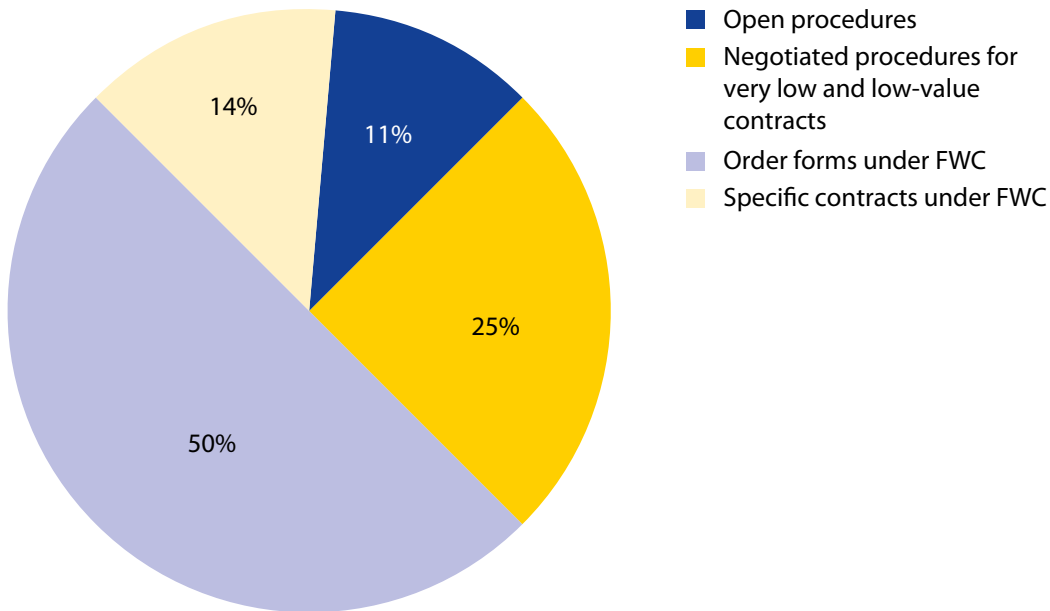
STATEMENT OF FINANCIAL POSITION	Notes	Year 2018 (1)	Year 2017 (2)	Delta (3) = (1)-(2)
<b>1. ASSETS</b>		<b>2538085.32</b>	<b>2161148.60</b>	<b>376936.72</b>
<b>1. Long-term assets</b>	A1	<b>418097.60</b>	<b>422468.60</b>	<b>-4371.00</b>
1. Intangible assets		180785.20	128508.20	52277.00
2. Fixed assets		136883.40	173960.40	-37077.00
3. Other long-term assets		100429.00	120000.00	-19571.00
<b>2. Short-term assets</b>	A2	<b>2119987.72</b>	<b>1738680.00</b>	<b>381307.72</b>
1. Receivables - third parties		331330.15	362032.27	-30702.12
2. Pre-finance paid		30042.00	30000.00	42.00
3. Deferred charges		27011.00	5699.21	21311.79
4. Bank accounts		1731604.57	1340948.52	390656.05
<b>2. LIABILITIES</b>		<b>-2538085.32</b>	<b>-2161148.60</b>	<b>-376936.72</b>
<b>1. Short-term liabilities</b>		<b>-378819.49</b>	<b>-566465.60</b>	<b>187646.11</b>
1. Payables - third parties	L1	0.00	-2936.44	2936.44
2. Pre-finance received	L2	-86714.07	-151095.39	64381.32
3. Accrued charges	L3	-267807.58	-322890.00	55082.42
4. Provisions	L4	-23000.00	-78000.00	55000.00
5. Other liabilities	L5	-1297.84	-11543.77	10245.93
<b>2. Long-term liabilities</b>		<b>-550000.00</b>	<b>-167544.48</b>	<b>-382455.52</b>
1. Pre-finance received	L6	-550000.00	-167544.48	-382455.52
<b>3. NET ASSETS/LIABILITIES</b>		<b>-1609265.83</b>	<b>-1427138.52</b>	<b>-182127.31</b>
1 Result of the year	L7	-182127.31	726044.23	-908171.54
2. Result of the previous years	L8	-1427138.52	-2153182.75	726044.23
<b>Control (= 0)</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Table 17. Statement of financial performance 2018**

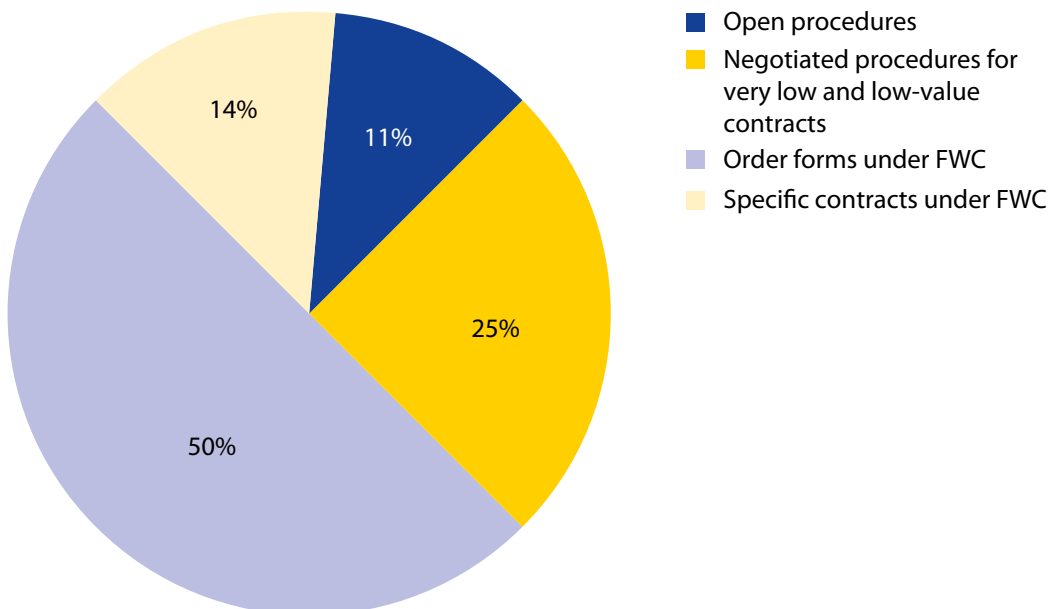
STATEMENT of FINANCIAL PERFORMANCE	Notes	Year 2018	Year 2017	Delta
		(1)	(2)	(3) = (1) - (2)
<b>1. REVENUE</b>		<b>-7917357.97</b>	<b>-7616546.88</b>	<b>-300811.09</b>
<b>1. Exchange</b>		<b>-32.42</b>	<b>-522.67</b>	<b>490.25</b>
1. Bank interests		0.00	-471.39	471.39
2. Exchange rate gains		-32.42	-51.28	18.86
<b>2. Non- exchange</b>		<b>-7917325.55</b>	<b>-7616024.21</b>	<b>-301301.34</b>
1. Revenue with consolidated entities	R1	-7861830.41	-7604268.16	-257562.25
2. Recovered expenses	R2	-495.14	-11756.05	11260.91
3. Unused provisions	R3	-55000.00	0.00	-55000.00
<b>2. EXPENDITURE</b>		<b>7735230.66</b>	<b>8342591.11</b>	<b>-607360.45</b>
<b>1. Staff</b>	E1	<b>3193853.78</b>	<b>3111617.41</b>	<b>82236.37</b>
1. Remuneration		2403247.66	2343772.00	59475.66
2. Allowances		572799.74	487232.65	85567.09
3. Contributions, social securities		108167.55	98370.26	9797.29
4. Training		54545.98	120270.42	-65724.44
5. Recruitment		17665.16	31491.52	-13826.36
6. Other		37427.69	30480.56	6947.13
<b>2. Administrative</b>		<b>1592204.14</b>	<b>1934730.11</b>	<b>-342525.97</b>
1. Building and associated	E2	554807.43	550424.30	4383.13
2. Depreciation/ amortization	E3	119222.59	111921.73	7300.86
3. Provisions	E4	0.00	78000.00	-78000.00
4. With consolidated entities	E5	429979.95	661000.06	-231020.11
5. Legal	E6	51481.90	50245.00	1236.90
6. Other administrative	E7	436712.27	483139.02	-46426.75
<b>3. Operational</b>		<b>2948964.69</b>	<b>3295944.80</b>	<b>-346980.11</b>
1. Operational	E8	2948964.69	3295944.80	-346980.11
<b>4. Financial</b>		<b>208.05</b>	<b>298.79</b>	<b>-90.74</b>
1. Exchange rate losses	E9	208.05	298.79	-90.74
<b>Economic outturn 2018</b>		<b>-182127.31</b>	<b>726044.23</b>	<b>-908171.54</b>

## Annex 7: Public procurement 2018

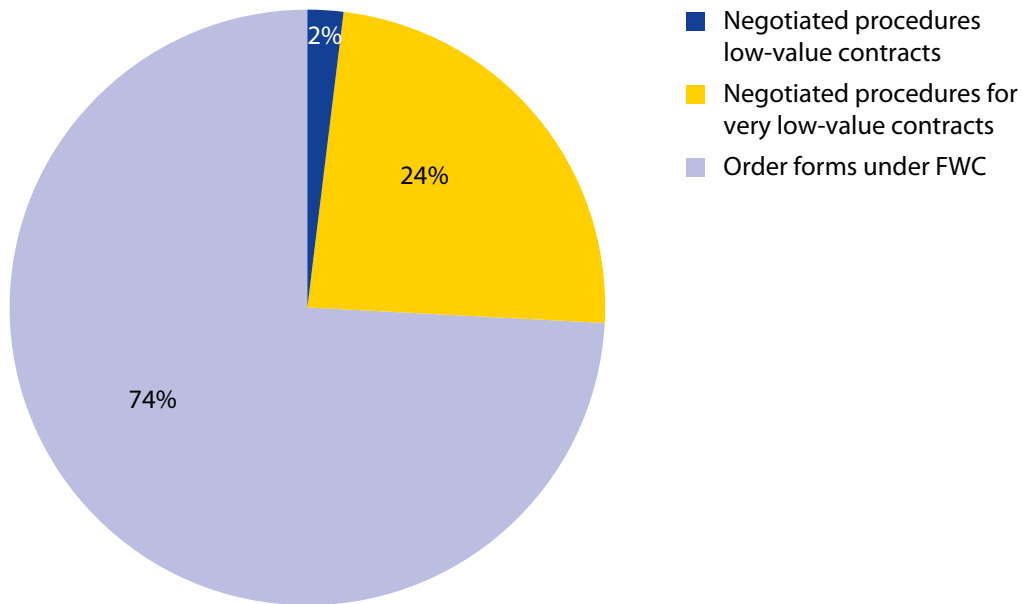
### Graph 3. Operational procurement procedures concluded in 2018 by type



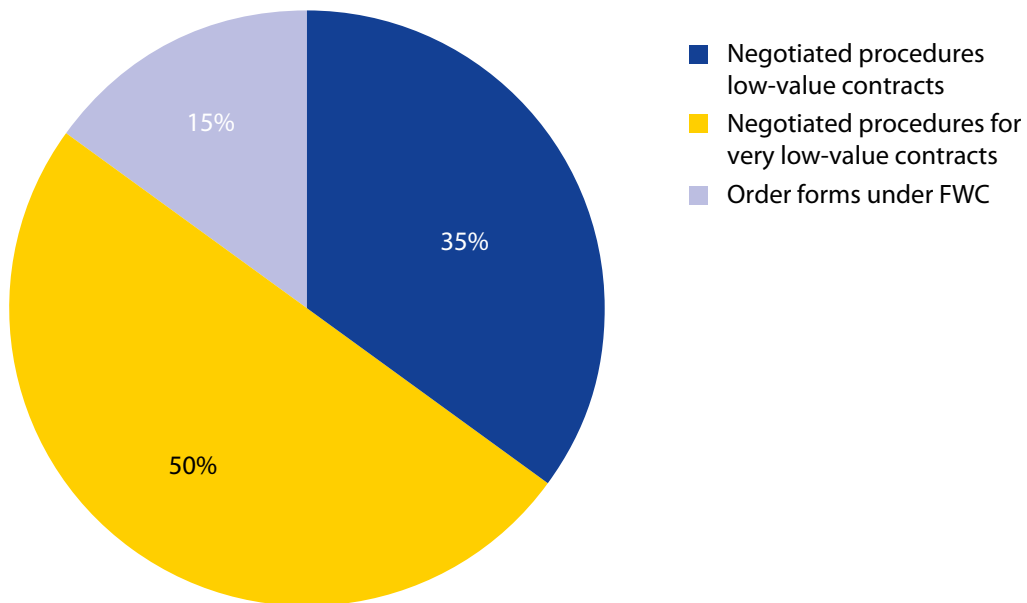
### Graph 4. Operational procurement procedures concluded in 2018 by value (EUR)



**Graph 5. Administrative procurement procedures concluded in 2018 by type**



**Graph 6. Administrative procurement procedures concluded in 2018 by value (EUR)**





## Annex 8: List of 2018 contracts

**Table 18. Contracts under administrative procurement 2018**

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
1	EIGE/2018/ADM/01 — Standard Postal services (international and local)	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	1 000.00
2	EIGE/2018/ADM/02 — Provision of conference, accommodation and catering services for Negotiation and Conflict Management training for EIGE staff	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	5 310.16
3	EIGE/2018/ADM/03 — Training on participatory methods for meetings	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	1 920.00
4	EIGE/2018/ADM/04 — Provision of Insurance Brokerage Services	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	2 299.00
5	EIGE/2018/ADM/05 — VIP Catering	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	4 000.00
6	EIGE/2018/ADM/06 — IT Data centre hardware	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	13 267.00
7	EIGE/2018/ADM/07 — Electrical appliances and IT accessories	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	10 676.00
8	EIGE/2018/ADM/08 — Equipment for meetings and video conferences	Negotiated procedure with at least three candidates (low-value contract below EUR 60 000.00)	52 540.00
9	EIGE/2018/ADM/09 — Provision of harassment prevention training to EIGE staff and confidential counsellors & moderation of workshop aiming at improving procedures related to harassment	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	6 300.00
10	EIGE/2018/ADM/10 — Legal support in Lithuanian law	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	13 200.00
11	EIGE/2018/ADM/13 — Building a values-led organisation committed to gender equality	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	13 000.00
12	EIGE/2018/ADM/15-Acquisition of IT accessories	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	4 635.00

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
1	EIGE/2016/ADM/28-Advertisement services for EIGE's vacancies	Order form No 3	2 362.50
2	EIGE/2016/ADM/28-Advertisement services for EIGE's vacancies	Order form No 4	945.00
3	EIGE/2015/ADM/32-Lot2-Provision of Medical Services for the Staff of the European Institute for Gender Equality in Vilnius, Lithuania	Order form No 6	NA
4	EIGE/2016/ADM/30 — Legal services	Order form No 10	3 010.00
5	EIGE/2016/ADM/30 — Legal services	Order form No 11	1 505.00
6	EIGE/2016/ADM/30 — Legal services	Order form No 12	4 300.00
7	EIGE/2016/ADM/30 — Legal services	Order form No 13	3 225.00
8	EIGE/2016/ADM/01-Travel services	Order form No 4	NA
9	EIGE/2016/ADM/20 -Interim services	Order form No 5	NA
10	EIGE/2016/ADM/20 -Interim services	Order form No 6	NA
11	EIGE/2016/ADM/20 -Interim services	Order form No 7	NA
12	EIGE/2016/ADM/20 -Interim services	Order form No 9	NA
13	EIGE/2016/ADM/20 -Interim services	Order form No 10	NA
14	EIGE/2015/ADM/36 -Stationery and Office supplies	Order form No 8	411.91
15	EIGE/2015/ADM/36 -Stationery and Office supplies	Order form No 9	542.76
16	EIGE/2015/ADM/36 -Stationery and Office supplies	Order form No 10A	744.08
17	EIGE/2017/ADM/01- Catering services	Order form No 13	740.00
18	EIGE/2017/ADM/01- Catering services	Order form No 14	308.00
19	EIGE/2017/ADM/01- Catering services	Order form No 15	110.00
20	EIGE/2017/ADM/01- Catering services	Order form No 16	360.00
21	EIGE/2017/ADM/01- Catering services	Order form No 17	612.50
22	EIGE/2017/ADM/01- Catering services	Order form No 18	405.00
23	EIGE/2017/ADM/01- Catering services	Order form No 19	448.50
24	EIGE/2017/ADM/01- Catering services	Order form No 21	607.50
25	EIGE/2017/ADM/01- Catering services	Order form No 22	320.00
26	EIGE/2017/ADM/01- Catering services	Order form No 23	517.50
27	EIGE/2017/ADM/01- Catering services	Order form No 24	680.00
28	EIGE/2017/ADM/01- Catering services	Order form No 25	72.00
29	EIGE/2017/ADM/01- Catering services	Order form No 26	105.00

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
30	EIGE/2018/ADM/05 Provision of VIP catering services for EIGE	Order form No 01	343.00
31	EIGE/2018/ADM/05 Provision of VIP catering services for EIGE	Order form No 02	245.00
32	EIGE/2018/ADM/05 Provision of VIP catering services for EIGE	Order form No 03	237.00
33	EIGE/2018/ADM/05 Provision of VIP catering services for EIGE	Order form No 04	294.00
34	EIGE/2018/ADM/05 Provision of VIP catering services for EIGE	Order form No 05	98.00

**Table 19. Contracts under operational procurement 2018**

No	Procured contract number and name	Type of procedure	Amount (EUR)
1	EIGE/2018/OPER/01-Gender budgeting: closing the gaps between gender equality commitments and resources in the EU	Open	199 930.00
2	EIGE/2018/OPER/02-Update of Member State-specific information on gender mainstreaming: a review of institutional mechanisms for gender mainstreaming	Open	291 750.00
3	EIGE/2018/OPER/03 — Risk assessment by police of intimate-partner violence against women	Open	242 700.00
4	EIGE/2018/OPER/04 — Study to review the implementation of the Beijing Platform for Action in the EU — Beijing +25	Open	346 135.00
5	EIGE/2018/OPER/05 — Impact monitoring services	Negotiated procedure with minimum three candidates (low-value contract EUR 15 000.01- EUR 60 000.00)	17 999.90
6	EIGE/2018/OPER/06 — Work-life balance and infrastructure	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	14 974.00
7	EIGE/2018/OPER/07 — Work-life balance and participation in education and training	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	14 850.00
8	EIGE/2018/OPER/08 — Work-life balance for careers of persons with disabilities and elderly	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	14 700.00

No	Procured contract number and name	Type of procedure	Amount (EUR)
9	EIGE/2018/OPER/10 — Eligibility for parental leave in the EU Member States	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	59 748.32
10	EIGE/2018/OPER/11 -Indicators on leave policies	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	14 608.00
11	EIGE/2018/OPER/12 -Member States legal and policy measures to tackle the gender pay gap	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	49 850.00
12	EIGE/2018/OPER/13 -Gender and security sectoral brief	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	11 700.00
13	EIGE/2018/OPER/17 — Consultation services for EIGE's RDC	Negotiated procedure with minimum one candidate (very-low-value contract below EUR 15 000.00)	15 000.00

No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
<b>FWC EIGE/2015/ADM/08 — reopened competition trough order forms</b>			
1	RS19 Organisation of four events in 2018	Order form	142 047.91
2	RS20 Organisation of eight events in Q1-Q2 2018	Order form	188 964.32
3	RS21 Organisation of five events in 2018:	Order form	141 819.11
4	RS22 Organisation of three events in 2018	Order form	46 220.59
5	RS23 Organisation of eight events in 2018 Q4	Order form	185 684.59
6	RS24 Organisation of six events Q4 2018-Q1 2019	Order form	164 008.40
<b>FWC EIGE/2013/OPER/24 — cascade trough specific contracts</b>			
1	RS18 Lot 28 United Kingdom — Editing and proofreading	Specific contract	19 400.00
2	RS19 Lot 28 United Kingdom — Proofreading	Specific contract	14 000.00
<b>FWC EIGE/2016/OPER/01- Lot1; Lot 2 single contractor</b>			
1	RS 04 Lot1 Maintenance and update of EIGE's gender statistics tools and resources	Specific contract	19 937.50
2	RS 05 Lot2 Collection of data on Women and Men in Decision-Making	Specific contract	199 981.56
3	RS 06 Lot1 Maintenance, development and updating of EIGE's gender statistics database	Specific contract	249 987.50

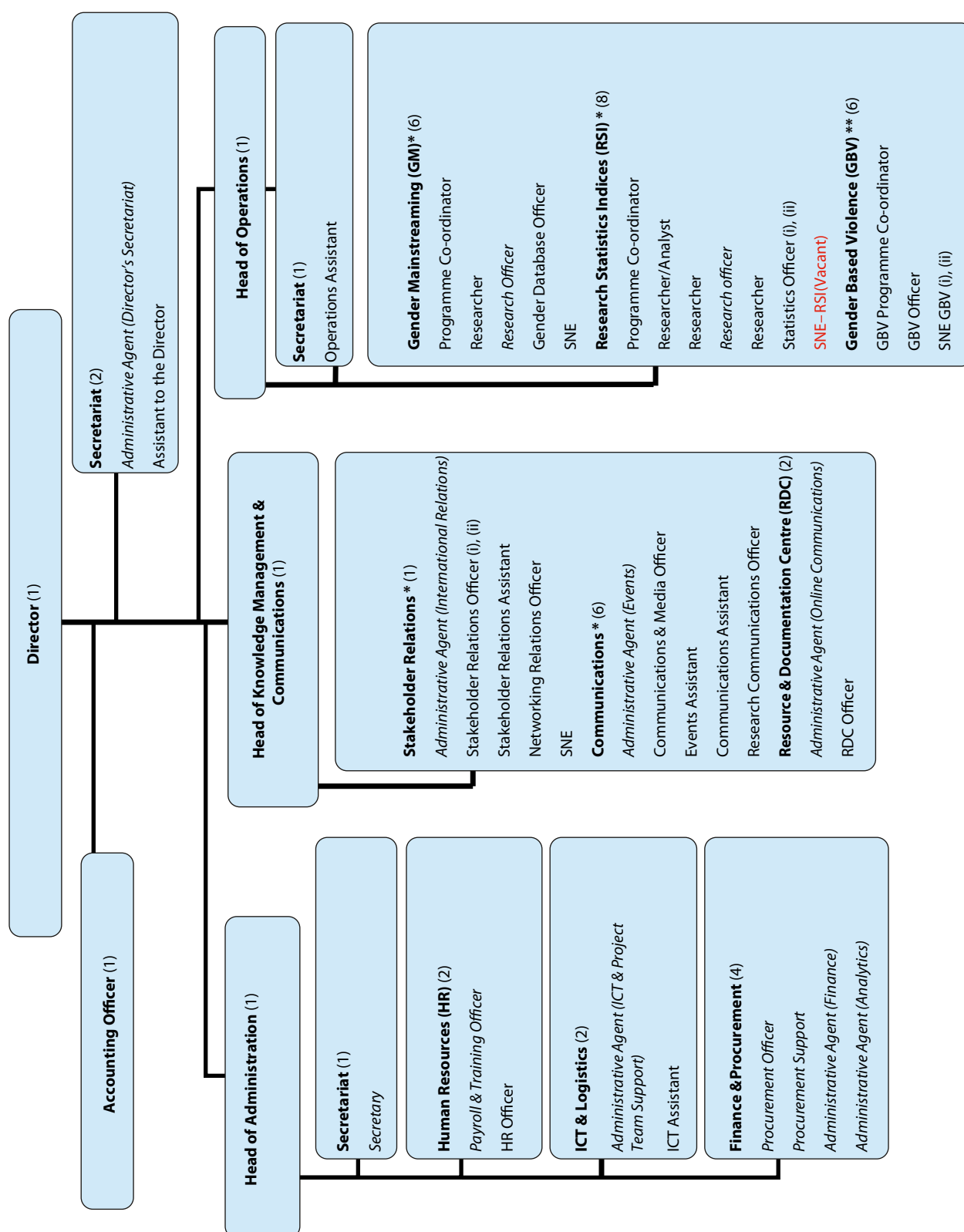
No	Contract reference and title	Type of procedure/contract	Contract amount (EUR)
<b>FWC EIGE/2016/OPER/02- Lot1; Lot2, Lot3, Lot4, Lot5 single contractor</b>			
1	Lot1 RS03 Public relations support services (Ad hoc update and maintenance of EIGE's media database)	Order form	20 695.00
2	Lot 2 RS02 Monitoring and evaluating EIGE's media outreach	Order form	67 856.00
3	Lot3 RS03 2018 Video production	Order form	59 915.00
4	Lot 4 RS02 2018 Design and production services	Order form	42 713.48
5	Lot5 RS02 Support for EIGE in local media activities	Order form	8 347.50
6	Lot3 RS04 2019 Video production	Order form	6 100.00
<b>FWC EIGE/2016/OPER/03- Lot1; Lot2 single contractor</b>			
1	Lot1 RS04 General support and maintenance for EIGE's websites	Order form	48 110.00
2	Lot1 RS05 New website for EIGE	Order form	71 950.00
3	Lot1 RS06 Web development and consultancy for EIGE's website	Order form	48 110.00
4	Lot2 RS03 Intranet development services	Order form	4 000.00
5	Lot2 RS04 Annual reach out to EIGE Contacts and further improvement of EIGE's communications tools (Intranet/ CRM/MailerLite)	Order Form	39 960.00
6	Lot2 RS05 Managing stakeholders' requests	Order Form	6 996.00

## Annex 9: Human resources (HR) management in detail

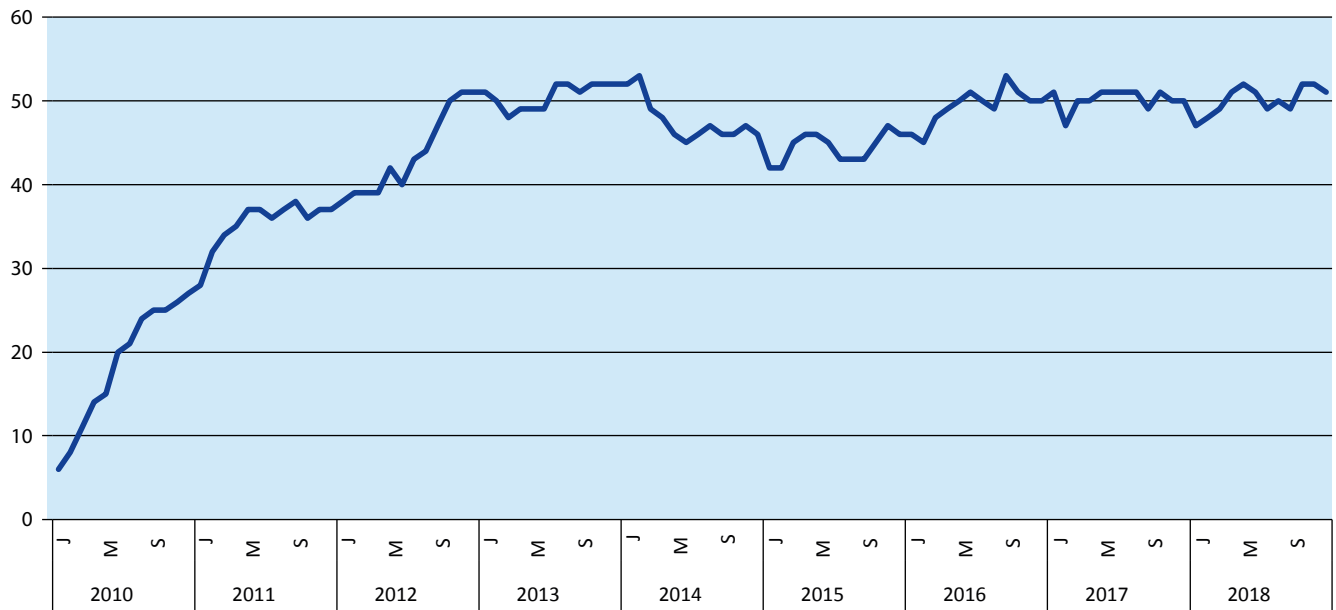
### Table 20. Establishment plan 2018

Function group and grade	2018			
	Authorised under the EU budget		Engaged as of 31.12.2018	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14				
AD 13		1		1
AD 12		1		
AD 11				1
AD 10		2		2
AD 9		3		2
AD 8		3		1
AD 7		6		5
AD 6		5		4
AD 5				5
<b>AD total</b>		<b>21</b>		<b>21</b>
AST 11				
AST 10				
AST 9				
AST 8		1		1
AST 7		1		
AST 6		3		2
AST 5		1		2
AST 4				1
AST 3				
AST 2				
AST 1				
<b>AST total</b>		<b>6</b>		<b>6</b>
<b>Total</b>		<b>27</b>		<b>27</b>

**Graph 7. EIGE's Organisation chart <sup>(44)</sup> and number of staff in post as of 31 December 2018**



<sup>(44)</sup> Posts noted in italics in the organigram are CA posts. The organigram does not include the deployment of interim staff. (\*) Denotes the presence of a trainee.

**Graph 8. Change in the total number of staff (TAs, CAs, SNEs and trainees) in 2010-2018**



**Table 21. Distribution of staff by nationality as of 31 December 2018**

Member State	Staff numbers at 31 December 2018	Indicative percentage
Austria	0	0
Belgium	1~	2
Bulgaria	1	2
Croatia	1	2
Cyprus	0	0
Czechia	2	4
Denmark	0	0
Estonia	2	4
Finland	3 (*)	6
France	4	8
Germany	1 (~)	2
Greece	2 (~)	4
Hungary	0	0
Ireland	1	2
Italy	5 (**)	10
Latvia	1	2
Lithuania	14	28
Luxembourg	0	0
Malta	1	2
Netherlands	0	0
Poland	3 (~)	6
Portugal	1	2
Romania	2	4
Slovakia	0	0
Slovenia	0	0
Spain	4 (*)	8
Sweden	1	2
United Kingdom	1 (*)	2
<b>Total</b>	<b>51</b>	<b>100</b>

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

**Table 22. Training and development programmes in 2018**

No	Title of training	Date and duration	Number of participants
1	Negotiation and conflict management training for EIGE staff	29/01 — 01/02/2018 (1.5 day)	44
2	Participatory methods for meetings	22/03/2018 (1 day)	21
3	Ethics & Integrity	11/06/2018 (0.5 day)	37
4	Training on whistleblowing	12/06/2018 (0.5 day)	4
5	Training for confidential counsellors and coordinator	10-12/09/2018 (3 days)	4
6	Building a values-led organisation committed to gender equality	02/10/2018; 24/10/2018; 26/10/2018; 07/12/2018 (2.5 days)	50
7	Harassment prevention for all staff	09/10/2018 (0.5 day)	40
	<b>Total</b>	<b>9.5</b>	<b>200</b>

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

**Table 23. Individual training courses in 2018**

No	Title of training	Number of days	Number of participants	Venue
1	Certificate in procurement and supply operations		1	Online
2	Practical and legal approach to understanding GDPR	2	2	Vilnius
3	The early detection and exclusion system (EDES)	2	2	Brussels
4	ABAC for initiating agents — Basic	6	2	Brussels
5	Adobe Illustrator CC — Infographics	2	1	Brussels
6	Local authorisations manager	1	1	Brussels
7	Fundamentals of accounting (Modules 1 & 2)	4	1	Brussels
8	Results-based management and monitoring — quality control during the project cycle	3	1	Brussels
9	ABAC for verifying agents and authorising officer	4	2	Brussels
10	Presentation of the new provisions of the <i>Guide to missions and authorised travel</i>	1	1	Brussels
11	Tailored ABAC data warehouse BO XI — Consultation of existing reports hands-on training	2	2	Riga
12	Tailored ABAC LAM hands-on training	1	1	Riga
13	What unites us? Social media for the public sector	1	1	Paris
14	HR conference Vilnius	1	1	Vilnius
15	Professional training management	2	1	Berlin
16	HRM workshop on staff recruitment	1	1	Stockholm
17	IDOC Train-the-trainers on ethics and integrity	0.5	1	Brussels
18	Working in teams	2	1	Brussels
19	How to handle harassment complaints in the EU	2	1	Brussels
20	Data protection		1	Online
21	GDPR — General Data Protection Regulation		1	Online
22	Copyright within the framework of the EU publications		1	Online
23	Intellectual property in public procurement		1	Online
24	Ethics principles at the European Commission		1	Online
25	ECA — performance audit methodology		1	Online
	<b>Total</b>	<b>37.5</b>	<b>30</b>	

Apart from Commission related service-level agreements, EIGE made use of the following HR-related contracts during 2018.

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

**Table 24. Results of benchmarking and screening exercise in 2016-2018**

Job Type (sub) category	2018 (%) *	2017 (%) **	2016 (%) ***
<b>Administrative Support and Coordination</b>	<b>15.0</b>	<b>15.4</b>	<b>14.8</b>
Administrative Support	13.2	13.7	13.0
Coordination	1.8	1.7	1.9
<b>Operational</b>	<b>77.3</b>	<b>76.4</b>	<b>76.3</b>
Top Level Operational Coordination	8.9	8.6	9.3
Programme Management & Implementation	67.9	64.9	63.7
Evaluation & Impact Assessment	0.0	0.0	0.0
General operational	0.5	2.9	3.3
<b>Neutral</b>	<b>7.7</b>	<b>8.2</b>	<b>8.9</b>
Finance / Control	7.0	6.4	7.0
Linguistics	0.7	1.8	1.9

\* 3 posts were counted as full FTEs although 3 colleagues were on maternity and parental leave and were present only 6 months, 5 months and 2 months during the year.

5 interim staff were taken into account. 2 interim staff who finished mid-2018 (each employed half a year) were not taken into account. 6 trainees were taken into account. Total number of FTEs counted is 56.

\*\* 2 posts were occupied only 6 months, 5 posts were occupied 8-10 months during the year. All these posts were counted as FTEs.

8 interim staff were taken into account, out of which 1 new post was occupied only 3 months. 5 trainees were taken into account. Total number of FTEs counted is 58.

\*\*\* 3 posts were counted as full FTEs although 3 colleagues were absent for periods from 4 to 6 months each during the year.

4 interim staff were taken into account. 5 trainees were taken into account. Total number of FTEs counted is 54.

## Annex 10: Register of exceptions

**Table 25. EIGE register of exceptions in 2018**

Regulation No/year/AO	Description of exception	Type of deviation	Budget item	Value (EUR)	Explanation
1/18/VL	<b>Ex post</b> payments not done in accordance with the conditions of the order form	Financial Risk, Procedures	EIGE-B2018-A01230-C1-EIGE	1 500.00	The payment for the service (advertising of vacancies) was made not in accordance with the conditions of the order form. The order form of the request for services No 2 notes that payment will be made after four published vacancies. However, payment for each of the three vacancies was made after each vacancy was published.
2/18/VL	<b>Ex post</b> commitment in place is not enough to cover the requested services	Financial Risk, Procedures	EIGE-B2018-B01300-C1-EIGE	2 731.60	New ADMIN related missions have been initiated without checking the file for ADMIN missions budget monitoring and making sure that committed funds are enough to cover the costs. Therefore, EIGE has approved official trip ('mission') orders and asked the travel agency to book flights/hotels when commitment was not available. Commitment available in ABAC at that day amounted to EUR 2 594.24.
3/18/VL	<b>Ex post</b> tasks carried out without proper financial and legal commitment in place	Financial Risk, Procedures	EIGE-B2018-A02330-C8-EIGE EIGE-B2018-A02330-C1-EIGE	3 189.88	EIGE had three contracts for provision of legal services for three court cases. The contractor only monitored the consumption of total budget of all three contracts, therefore they did not inform EIGE that the amount under one contract was not sufficient as there were savings under other two contracts. Therefore, relevant contract amendment and top up of financial commitment was not initiated on time.
4/18/VL	<b>Ex post</b> no amendment to the contract done for extension of delivery	Financial Risk, Procedures	EIGE-B2018-A03512-C1-EIGE	2 000.00	The contract was not extended to cover the time needed for finalising the deliverables. Contact ended on 27.8.2018, first draft report received 8.7.2018. Due to the lengthy process of discussions and validation from social partners, including summer holidays, draft report was sent to contractor for final revision (after partners' revision and comments) on 25.10.2018. Final draft report received on 30.10.2018.

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

**Table 26. European Parliament's observations on EIGE discharge 2016 and measures taken by EIGE**

Observation of the discharge authority	Response and measures taken by EIGE	Status
<p>2. Notes that, according to the Court's report, the level of committed appropriations carried over remained high for Title III (operational expenditure) at EUR 1 700 000, i.e. 51 % (compared to EUR 2 200 000 in 2015, i.e. 60 %), mainly in relation to studies going beyond the year end; notes that the Institute may consider introducing differentiated budget appropriations to better reflect the multiannual nature of operations and unavoidable delays between the signature of contracts, deliveries and payments; <b>notes that the Institute will carry out a feasibility analysis as to whether it will take a future decision on introducing differentiated appropriations.</b></p>	<p>Further to agreeing in 2017 to the ECA recommendation to consider introducing differentiated appropriations as a measure for reducing the carry-overs, EIGE engaged its resources to address this recommendation and informed ECA of the outcomes of these considerations and analyses.</p> <p>Relevant background information on the matter was provided by the Accounting Officer to EIGE's management in July 2017. Opportunities of introducing differentiated appropriations, advantages and disadvantages of such an approach were analysed in relation to the mode of EIGE's work and the type of projects and their lifespan.</p> <p>It was noted that effects of a number of measures introduced by EIGE for improved budget implementation were already visible in 2017, with the projections of carry-overs getting close to the thresholds recommended by ECA, without changing to differentiated appropriations.</p> <p>For these reasons EIGE's management decided not to introduce differentiated appropriations at this stage and informed the MB of this approach. EIGE will continue monitoring closely the impact of introduced measures and ensure timely response to possible negative factors that could emerge.</p>	Implemented
<p>6. Regrets that, having regard to the number of all posts occupied on 31 December 2016, the gender balance ratio was 72 % female to 28 % male; notes furthermore the gender imbalance in the MB, with a ratio of 80 % to 20 %; <b>calls on the Institute to aim for a more gender-balanced staff composition.</b></p>	<p>Due to the specific competencies and skill sets required by the Institute the numbers of men who display such an expertise and qualifications are notably fewer than women. This is already indicative from the number of applications that are submitted. For example, a total of 605 applications for TA and CA posts were received in 2017. Of these 438 (72.4 %) were from women and 167 (27.6 %) were from men. Every effort is made during the recruitment procedure while advertising the vacancy to highlight that EIGE is an equal opportunities employer.</p> <p>The members of EIGE's MB are nominated by the individual Member States and appointed by the Council of the EU. At every opportunity during visits to Member States this matter is discussed with the relevant ministries and responsible persons.</p>	Ongoing

Observation of the discharge authority	Response and measures taken by EIGE	Status
<p>9. Recalls that the Institute adopted a decision concerning psychological and sexual harassment in June 2012; supports the training sessions organised to increase the awareness of staff and <b>suggests that the Institute regularly organise training and information sessions on the matter.</b></p>	<p>During 2017 and 2018, EIGE continued to implement successfully the measures on harassment-intolerant environment. In 2017 the mandate of the Confidential Counsellors and the Coordinator was renewed. Training for confidential counsellors was organised in EIGE on 29-31 March 2017. By way of building synergies among EU agencies, dedicated persons from the Body of European Regulators for Electronic Communications (BEREC) and the European Banking Authority (EBA) also attended. Training for all staff on gender-sensitive training took place on 12 June 2017. Trainings on gender-sensitive recruitment and gender-sensitive appraisals took place on 4 July 2017. In 2018, EIGE took the initiative to involve all EU agencies on better prevention and management of sexual harassment. The measures are expected to increase confidence in confidential counsellors, improve reporting and strengthen the internal capacity of EU agencies to manage a zero tolerance approach at the workplace.</p>	<p>Implemented and regularly reviewed</p>
<p>15. <b>Expresses the need to establish an independent disclosure, advice and referral body</b> with sufficient budgetary resources, in order to help whistle-blowers use the right channels to disclose their information on possible irregularities affecting the financial interests of the EU, while protecting their confidentiality and offering needed support and advice.</p>	<p>EIGE has in place a whistleblowing policy (EIGE's whistleblowing policy was adopted by Director's Decision No 108 of 9 November 2015 which replaced EIGE's procedure on reporting improprieties applicable since March 2012) which also covers protection for whistle-blowers. The list of whistleblowing-policy contact persons for EIGE was updated by Director's Decision No 149 of 23 February 2018. Training on whistleblowing for designated persons attended as well by the Head of Administration and the HR officer took place on 12 June 2018. In addition, based on the Commission Decision C (2018) 1362 of 27 February 2018 on giving the Commission's <i>ex ante</i> agreement to the adoption by agencies of implementing rules laying down guidelines on whistleblowing, EIGE is currently preparing for adoption by the MB the relevant guidelines, which will be adopted by end of 2018. In line with the model decision on the guidelines, and in particular with Article 5, EIGE will designate an entity within its organisational structure which will provide confidential and impartial guidance on, for example, whether the information in question is covered by the whistleblowing rules, which reporting channel may best be used for the information concerned, and which alternative procedures are available if the information concerned does not qualify for whistleblowing ('signposting'). They will also be able to tender advice and guidance to staff members on protective measures that the staff member may wish to seek following the reporting. Once adopted these guidelines will be given appropriate publicity through trainings and internal communication channels in EIGE.</p>	<p>ongoing</p>

Observation of the discharge authority	Response and measures taken by EIGE	Status
<p>17. <b>Regrets, however, that the Institute does not carry out <i>ex ante</i> assessments</b> of the options available to achieve objectives.</p>	<p>According to Article 34 of Regulation (EU, Euratom) 2018/1046 of 18 July 2018 on the FR applicable to the general budget of the Union, repealing Regulation (EU, Euratom) No 966/2012 ‘programmes and activities which entail significant spending shall be subject to <i>ex ante</i> and retrospective evaluations, which shall be proportionate to the objectives and expenditure.’</p> <p>According to Article 18 of Commission Delegated Regulation (EU) No 2015/2462 of 30 October 2015 Amending Delegated Regulation (EU) No 1268/2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the FR application to the general budget of the EU ‘all programmes or activities, including pilot projects and preparatory actions, where the resources mobilised exceed EUR 5 000 000 shall be the subject of an interim and/or <i>ex post</i> evaluation &lt;...&gt;’.</p> <p>As EIGE’s annual budget in 2015-2017 was around EUR 7.6 million, EIGE’s projects do not have the financial scope requiring <i>ex ante</i> assessments of the options available to achieve objectives.</p>	n/a
<p>21. Notes that, according to the Court’s report, the Institute published its external evaluation in January 2016 with the conclusion that the Institute’s activities were consistent with its mandate and that its administration scores relatively well in terms of governance and efficiency; notes moreover that the evaluation included several recommendations to improve the Institute’s operations, for instance by setting clearer priorities, better targeting its outputs, developing synergies with relevant external actors and also by strengthening the role of its MB and clarifying the role of the Experts’ Forum; observes that the Institute has started to implement an action plan addressing the recommendations; <b>calls on the Institute to report to the discharge authority on the implementation of this action plan.</b></p>	<p>During the 30<sup>th</sup> MB meeting on 6-7 June 2018 review of the MB action plan on follow-up to external evaluation 2015 was done. All actions were taken as agreed and all recommendations were indicated as implemented.</p> <p>EIGE’s management implemented all measures according to the management action plan for implementing the recommendations of external evaluation.</p>	Implemented
<p>23. Welcomes the ongoing cooperation between the Institute and Parliament’s committee on women’s rights and gender equality and welcomes the Institute’s contribution to the ongoing efforts of the committee on women’s rights and gender equality; <b>calls for further interaction between the legislative and non-legislative priorities of the committee on women’s rights and gender equality and the Institute’s research</b>, also taking into account the Gender Equality Index developed by the Institute.</p>	<p>With an aim to ensure that EIGE’s research can fully support EU policymaking, the Institute regularly presents its work to the FEMM committee and contributes to events organised by the committee and preparation of policy documents. The committee has also used EIGE’s 21 in various reports, such as the FEMM committee <i>Report on gender Equality in the media sector 2017/2210(INI)</i>. The cooperation with FEMM committee is based on an agreed action plan, including a FEMM committee visit to EIGE every second year.</p>	n/a



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

### Table 27. Key performance indicators 2017-2018

#### Virginia Langbakk. EIGE Director 2018 Key Performance Indicators (KPIs) for the Director

KPIs	Criteria	Proposed performance indicators	2017	2018
KPIs in Relation to Operational Objectives:	Is the work programme fully implemented throughout the year and such implementation is reflected in the Annual Report for such a year?	Timely submission of the Single Programming Document (SPD)	Draft SPD 2017-2019: 15.01.2016 - Submitted to MB for approval by written procedure 28.01.2016 - Draft SPD approved by MB 31.01.2016 - Deadline for document submission to COM for inter-service consultation  Final SPD 2017-2019: 08.11.2016 - Submitted to MB for adoption 23.11.2016 - Final SPD adopted by MB 31.12.2016 - Deadline for adoption by MB	Draft 2018-2020 SPD: 08.11.2016 - Submitted to MB for approval 24.01.2017 - Draft SPD approved by MB 31.01.2017 - Submission deadline to COM for inter-service consultation  Final 2018-2020 SPD: 27.10.2017 - Submitted to MB for adoption 10.11.2017 - Final SPD adopted by MB 31.12.2017 - Deadline for MB adoption
		Percentage of completed Single Programming Document (SPD) activities*	98.75%	98.80%
		Timely achievement of objectives of Single Programming Document (SPD) objective	evaluation is made on the basis of information provided in Annex 1 of CAAR  presented in Annex 1	evaluation is made on the basis of information provided in Annex 1 of CAAR  presented in Annex 1
KPIs in Relation to Management of Financial and Human resources:	a) Swift, timely and full use of the financial resources allocated by the budgetary authorities:  Does the agency work in full budgetary and financial discipline, in line with the applicable financial regulation?	Rate (%) of implementation of Commitment Appropriations	98.92 % (C1) 98.78 % (C1+C8)	99.38 % (C1) 99.11 % (C1+C8)
		Rate (%) of cancellation of Payment Appropriations	EUR 34 865.35 Payment appropriations (C8 + C2) minus Payments made (C8 + C2)	EUR 33 754.01 Payment appropriations (C8 + C2) minus Payments made (C8 + C2)
		Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a total EU funding and fee income, where applicable, received in Year N).	EUR 127 683.94	EUR 82 095.78
		Rate (%) of payments executed within the legal/contractual deadlines.	99.05 % (12 payments late over 1266)	99.36 % (6 payments late over 943)

KPIs	Criteria	Proposed performance indicators	2017	2018
KPIs in Relation to Management of Financial and Human resources:	b) Timely improvements in the adequacy and effectiveness of internal control systems How is the timely improvement in the adequacy and effectiveness of internal control systems demonstrated in various audit reports? Does the agency give an appropriate follow up to the audit reports' recommendations?	Rate (%) of implemented external and accepted internal audit recommendations ('desirable')	93 % 50 out of 54	93 % 53 out of 57
	c) Swift and timely fulfilment of the Agency's establishment plan Are the available resources efficiently used?	Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent	4%	0%
	d) Evidence of the level of staff wellbeing Is the staff supervised, guided and motivated?	Aggregated satisfaction/engagement indicators can be used (satisfaction/engagement surveys)	N/A	46%
		Annual average days of short term sick leave per staff member	Absence without med. cert. (JADS) 2.38 Absence with med. cert. 4.48	Absence without med. cert. (JADS) 2.60 Absence with med. cert. 6.25

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