Consolidated Annual Activity Report 2023

Adopted by Management Board Decision No MB/2024/005 of 2 May 2024

European Institute for Gender Equality

We are an independent centre and the primary source for information on gender equality in the European Union. We contribute to making the European Union become a Union of Equality, where women and men, girls and boys in all their diversity are free to pursue their chosen path in life, have equal opportunities to thrive, and can equally participate in and lead our societies.

EIGE's unique expert knowledge, research, data and tools help policymakers design measures that are inclusive and transformative and that promote gender equality in all areas of life. We communicate our expertise effectively and work closely with partners in order to raise awareness at the EU and national levels, as well as in EU candidate countries and potential candidate countries.

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PDF ISBN 9978-92-9486-250-1 ISSN 2599-7378 doi:10.2839/35410 MH-AD-24-001-EN-N

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Consolidated Annual Activity Report 2023

Pursuant to Regulation (EU, Euratom) 2018/1046, Commission Delegated Regulation (EU) No 2019/715.

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

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Abbreviations

ABC	activity-based costing
ABM	activity-based management
AI	artificial intelligence
AOSD	authorising officer by subdelegation
BCP	business continuity plan
BPfA	Beijing Declaration and Platform for Action
CA	contract agent
CAAR	Consolidated Annual Activity Report
Cedefop	European Centre for the Development of Vocational Training
CVAWG	cyber violence against women and girls
DG	Directorate-General
ECA	European Court of Auditors
EEA	European Environment Agency
EF	Experts' Forum
EIGE	European Institute for Gender Equality
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council
EUAA	European Union Agency for Asylum
EUAN	EU Agencies Network
EU-ANSA	EU Agencies Network on Scientific Advice
EU-GBV	Eurostat survey on gender-based violence and other forms of interpersonal violence
Eurofound	European Foundation for the Improvement of Living and Working Conditions
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FRA	European Union Agency for Fundamental Rights
FTE	full-time equivalent
GBV	Gender-based violence
GEAR	Gender Equality in Academia and Research (tool)
GM	Gender mainstreaming
GRPP	Gender-responsive public procurement
HLG	Commission high-level group on gender mainstreaming
HR	human resources
IAS	Internal Audit Service
ICF	internal control framework
ICT	information and communications technology
IPA	Instrument for Pre-accession Assistance
IPV	intimate partner violence
IT	information technology
JHA	justice and home affairs
JHAAN	Justice and Home Agencies' Network
JRC	Joint Research Centre
LTC	long-term care
O & E	Outreach and Engagement
OJ	Official Journal of the European Union
OLAF	European Anti-Fraud Office
PMT	project management tool
R & PS	Research and Policy Support
SNE	seconded national expert

SPD	Single Programming Document
TA	temporary agent
UN Women	United Nations entity dedicated to gender equality and the empowerment of women
VAW II	Violence against Women Survey II

Management Board's analysis and assessment

The Management Board acknowledges the success of the European Institute for Gender Equality (EIGE) in fulfilling its unique role during troubled times. Under the auspices of its Director, EIGE has continued to demonstrate strength, flexibility and adaptability in completing projects that have contributed to the EU's support for Ukraine, delivering on EU high-level priority topics, providing high-quality research, collecting comparable data and undertaking comprehensive data analysis, as well as developing tools and methods for gender mainstreaming to complement and inform policymaking and other work by the EU institutions, Member States, candidate countries and potential candidate countries.

In particular, the Management Board would like to highlight the following.

- The Consolidated Annual Activity Report (CAAR) provides a comprehensive and detailed account of EIGE's activities in 2023 in implementing its mandate and achieving the objectives set in the annual work programme – the 2023–2025 single programming document.
- The Management Board acknowledges the achievement of all strategic objectives and notes the Agency's satisfactory level of performance based on the key performance indicators, detailed in Annex I.
- The Management Board, in February 2023, issued its recommendations to the European Commission and to EIGE's management on the basis of the findings of the second external evaluation report. The recommendations are aimed at improving the functioning of EIGE's executive and advisory bodies, enhancing the Agency's capabilities and resources and improving the overall efficiency and effectiveness of EIGE's work.
- The Management Board appreciates management's commitment to the safety and well-being of staff during the crisis created by Russia's war of aggression against Ukraine. The risks to the security of staff based in Vilnius are heightened by its proximity to the war zone. The board acknowledges the measures taken by management to liaise with the relevant authorities, keep staff informed, organise safety training and promptly adapt EIGE's business continuity plan and crisis response strategies.
- The Management Board acknowledges the impact on EIGE's budget of high inflation rates in the EU, particularly in its host country, Lithuania. In spite of the challenges, and thanks to taking effective and timely measures, EIGE achieved satisfactory budget implementation rates.

- The Management Board acknowledges that the controls implemented in 2023 provided no evidence of significant or repeated errors in budget execution.
- The Management Board acknowledges the implementation of EIGE's 2021–2023 anti-fraud strategy and welcomes the development and adoption of the 2024–2026 anti-fraud strategy.
- In accordance with the financial regulations applicable to EIGE, the 2023 CAAR provides a satisfactory overview of the financial information for the year, based on the risks related to EIGE's activities, including those identified in the course of the risk assessment carried out by the Internal Audit Service and the measures taken to address them.
- The Management Board welcomes the declaration of assurance by the Director, which states that she has identified no reservations or critical issues related to financial affairs in 2023.
- The Management Board acknowledges that, in its audit of the reliability of the annual accounts and the legality and regularity of the financial transactions of the 2022 financial year, the European Court of Auditors found that the annual accounts fairly presented, in all material aspects, EIGE's financial position on 31 December 2022.

Concluding comments

In 2023, EIGE upheld its reputation as the knowledge centre for gender equality in the EU. Policymakers across Europe relied on EIGE's expert knowledge and resources to inform decision-making. EIGE's data and evidence have been essential in helping Europe's leaders design measures that are inclusive and promote gender equality in all areas of life, especially amid changes in technologies and the climate, the diversification of the nature of work and widening inequalities, the increasing influence of new governing systems, a backlash against progress towards gender equality, new security challenges and the cost-of-living crisis.

EIGE has proven its resilience and, despite it being a trying period, had a successful year. While 2023 left behind an unprecedented health crisis, another crisis persisted on European soil as a consequence of Russia's war of aggression against Ukraine. The Agency continues to be nimble on this issue and quickly adapted to ensure that business continued with maximum efficiency while protecting the safety and well-being of its staff. EIGE delivered an extensive body of work, of a very high standard, in accordance with the amended 2023–2025 single programming document. In overseeing these tasks, the Management Board notes and welcomes the commitment of EIGE's team to achieving the Agency's strategic objectives and further enhancing the standard of its outputs.

The Management Board, in February 2023, issued its recommendations to the Commission and to EIGE's management on the basis of the findings of the second external evaluation.

Following the Commission’s reply in June 2023, the board met at an extraordinary meeting in October and decided to further substantiate its recommendations to the Commission in a second letter. The board’s recommendations are aimed at reinforcing EIGE’s capabilities, improving the functioning of its internal bodies, making the Agency more agile and resilient to changes and improving its overall efficiency and effectiveness.

The Management Board thanks EIGE’s Director for remaining resolute in her commitment to managing the Agency, demonstrating excellence in leadership and ensuring the completion of tasks, and for her steadfast oversight of staff well-being.

The board looks forward to supporting the implementation of the next multiannual work programme and continuing its collaboration with EIGE’s Director, its management team and its staff.

As attested by the above observations and in accordance with Article 48 of the financial regulation applicable to EIGE, the Management Board attaches this assessment of the 2023 CAAR for submission to the European Parliament, the Council of the European Union and the European Court of Auditors.

Executive summary

In 2023, the European Institute for Gender Equality (EIGE), the EU's Agency for gender equality, successfully achieved its strategic objectives in all areas. Throughout the year, EIGE's work focused on two thematic priorities: the European Green Deal and gender-based violence.

Supporting the Green Deal's objective of ensuring a fair transition towards climate neutrality, the 2023 Gender Equality Index had a thematic focus on the green transition in transport and energy, exploring the link between gender equality and the green transition. EIGE also developed a step-by-step toolkit on gender-responsive evaluation for a sustainable future for all (the GREENA toolkit) and collected a set of good practices on gender mainstreaming in the European Green Deal. Both will be published in 2024.

To raise awareness of the Green Deal and gender equality, the Agency built on its successful #3StepsForward campaign formula and invited stakeholders to take #3StepsForward towards a green and gender-equal Europe. In addition to the Gender Equality Index online launch event, the Agency organised two webinars on the energy transition and sustainable transport as part of this campaign. EIGE also co-hosted two panel discussions at the European Sustainable Energy Week in June and participated in and reported in a blog from COP28. The campaign is set to run until June 2024.

The Agency also continued to focus on combating gender-based violence (GBV). EIGE worked closely with national data providers and Eurostat to develop a harmonised methodology for data collection and indicators that align with the European Commission's proposal for a Directive on combating violence against women and domestic violence. The focus was on refining indicators to expand data collection beyond intimate partner violence, rape and femicide to capture the extent of domestic violence. To close a 10-year gap in EU-wide data on the prevalence of violence against women, EIGE worked closely with the European Union Agency for Fundamental Rights (FRA) to supplement the Eurostat survey on gender-based violence and other forms of interpersonal violence with data from eight Member States.

EIGE also conducted research on cyber violence against women and girls and on conflict-related sexual violence, with a primary focus on women and girls arriving in the EU due to Russia's war of aggression against Ukraine. In 2023, the Agency published and communicated a report and policy brief on improving legal responses to femicide and two factsheets focused on economic and psychological violence, among other information. On the occasion of the 'Orange the World: 16 days of activism against gender-based violence' campaign, the Agency implemented a mini social media campaign aligned with the United Nations' 2023 focus on the economic and social implications of gender-based violence.

In 2023, EIGE worked with the EU Council presidencies held by Sweden and Spain. Ahead of the Belgian Presidency in 2024, EIGE met with a range of high-level officials and experts to prepare its extensive contribution to the presidency programme. This includes a report on

financial independence to be published in 2024. EIGE also organised a country visit to Hungary as part of its preparations to support the Hungarian EU Presidency in 2024.

As a part of the support it provided to the presidencies, EIGE conducted research that formed the basis of two sets of conclusions of the Employment, Social Policy, Health and Consumer Affairs Council, in June and November. In support of the Swedish Presidency of the Council of the EU, EIGE published the report *Evidence to Action: Gender equality and gender mainstreaming in the COVID-19 recovery*. In addition, the Agency published evidence based on EIGE's 2022 CARE survey, which supported the Spanish Presidency of the Council of the EU.

To support gender mainstreaming efforts in the EU, the Agency presented the findings of its data collection and analysis of gender equality and gender mainstreaming institutional mechanisms across the EU. EIGE continued to provide technical assistance and support to the Directorate-General for Structural Reform Support in implementing the flagship technical support project 'Gender mainstreaming in public policy and budget processes'. EIGE maintains its commitment to setting benchmarks for mainstreaming gender into statistical data production through its Gender Statistics Database. Updating the database remains a priority for both EIGE and the Commission, with EIGE focusing on statistics that align with its mandate and the EU's political priorities.

EIGE conducted a strategic foresight project to establish the trends that could inform future gender equality policies in the EU. As a part of this project, the Agency hosted two strategic foresight workshops with members of the Management Board and its Experts' Forum. To supplement these discussions, EIGE conducted an online strategic foresight survey.

Throughout the year, EIGE made at least 95 presentations at various stakeholder events and meetings, and EU policymakers cited the Agency's work at least 778 times. EIGE's liaison office in Brussels successfully supported stakeholder engagement at the EU level. The Director of EIGE continued to promote the Agency's work by delivering speeches at high-level events. In addition, the Agency started publishing monthly leadership articles from the Director on LinkedIn to facilitate further engagement.

In 2023, EIGE published a new version of its website, with subsequent updates improving elements such as the toolkit and the Gender Equality Index sections, and EIGE's mini-sites. The updated website now offers improved user interaction. The Agency also initiated a review of its corporate visual identity (CVI).

EIGE's Instrument for Pre-Accession Assistance (IPA) project, funded by the Directorate-General for Neighbourhood and Enlargement Negotiations, completed its fifth and final year in 2023. The most significant accomplishment of the project during its final year was the development of a Gender Equality Index in Montenegro and North Macedonia (for the second time), while Albania was preparing for its second release. Kosovo ([1]) and Türkiye continued to work on their first Index.

([1]) 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.

EIGE’s day-to-day administration was effectively and efficiently managed, with the Agency making efforts to integrate best practices and lessons learned into its operations. EIGE also continued to conduct cross-cutting tasks to support the achievement of its operational objectives, aided by several new strategic documents, such as the 2023 procurement plan and the 2022–2027 human resources strategy.

Part I. Achievements of 2023

The elimination of inequalities between women and men is essential for the creation of a stronger, fairer and more inclusive Europe. The 2020–2025 Gender equality strategy, the introduction of the Task Force on Equality and the firm commitment of the European Commission and its relevant portfolios to gender mainstreaming have increased the need for evidence-based information and resources on gender equality, and guided EIGE's work during 2023. In accordance with stakeholders' needs and its founding regulation (Article 2), the European Institute for Gender Equality (EIGE) effectively achieved its strategic objectives for the 2023 programming period. The objectives were to:

- contribute to better-informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex;
- support the integration of a gender perspective in EU policies and the resulting national policies;
- effectively promote gender equality to key stakeholders and target groups.

To achieve the strategic objectives, EIGE's operational agenda was focused on three major areas: (1) providing evidence via research and data collection; (2) supporting gender-responsive policies, especially through gender mainstreaming and specific tools; and (3) communicating on gender equality. In alignment with the European Commission's priorities for the programming period and considering emerging challenges such as Russia's war of aggression against Ukraine, EIGE's work throughout 2023 aimed to streamline evidence related to three thematic priorities: gender-based violence, the European Green Deal and a new push for European democracy. Identifying these thematic priorities ensured that EIGE's work was a good reflection of the ongoing realities and allowed for more timely and comprehensive inputs to EU policymaking, while at the same time creating synergies that enabled more effective and efficient use of EIGE's human and budgetary resources.

In 2023, EIGE contributed to the preparation of EU policy documents, provided support to both the Swedish and Spanish Presidencies of the Council of the European Union and carried out research that formed the basis of two Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) conclusions on:

- mainstreaming a gender equality perspective in policies, programmes and budgets, in June 2023;
- the transition of care systems throughout life towards holistic, person-centred and community-based support models with a gender perspective, in November 2023.

Other contributions included the support EIGE provided to the European Commission's consultation on binding standards for equality bodies, to the European Parliament's report on

ensuring European transportation works for women and the Defence of adopted by the European Commission. In 2023, EIGE made 95 presentations at stakeholder events and meetings, and the work of the Agency was referenced at least 778 times by EU policymakers.

The detailed overview per activity area elaborates EIGE's achievement of all outputs and their policy and societal impacts. Overall, **EIGE achieved 92.76 % of its work programme** and reached the targets as set in the amended 2023–2025 Single Programming Document (SPD).

1.1. Research and data collection in 2023

1.1.1. Gender Equality Index and CARE survey

The specific objective of this activity – **to support EU and Member State policymaking by monitoring gaps and trends in gender equality** – was successfully achieved throughout 2023.

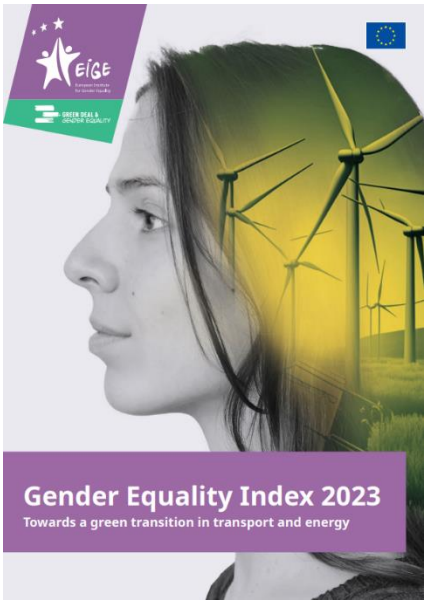
Since its launch in 2013, the **Gender Equality Index** has been widely recognised for its notable contribution to policy debates, monitoring processes and increasing awareness of gender equality in the EU. The Gender Equality Index has played an important role in informing policy developments through Council conclusions, Commission communications, European Parliament reports, resolutions and opinions, national government reports, civil society advocacy work, statistical yearbooks and research findings. A Union of Equality: Gender Equality Strategy 2020–2025 acknowledges the Gender Equality Index as **a key benchmark for gender equality in the EU** and sets out the aim of introducing annual monitoring of gender equality, building on the Gender Equality Index ([2]). The EU Gender Equality Strategy Monitoring Portal ([3]) has been set up in cooperation with EIGE. The portal integrates EIGE's data and indicators, which are aligned with the main aims of the Gender Equality Strategy, with information from other sources. The European Commission's Joint Research Centre statistical audit has confirmed that the Gender Equality Index meets the **quality standards for statistical soundness** and has acknowledged it as a **reliable composite indicator for measuring gender equality** in the EU context, tailored to fit the EU's policy goals ([4]). Since 2013 the Gender Equality Index has been recognised by the Publications Office of the European Union in its catalogue *Key Publications of the European Union*.

([2]) https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0152.

([3]) https://composite-indicators.jrc.ec.europa.eu/ges-monitor.

([4]) https://publications.jrc.ec.europa.eu/repository/handle/JRC122232.

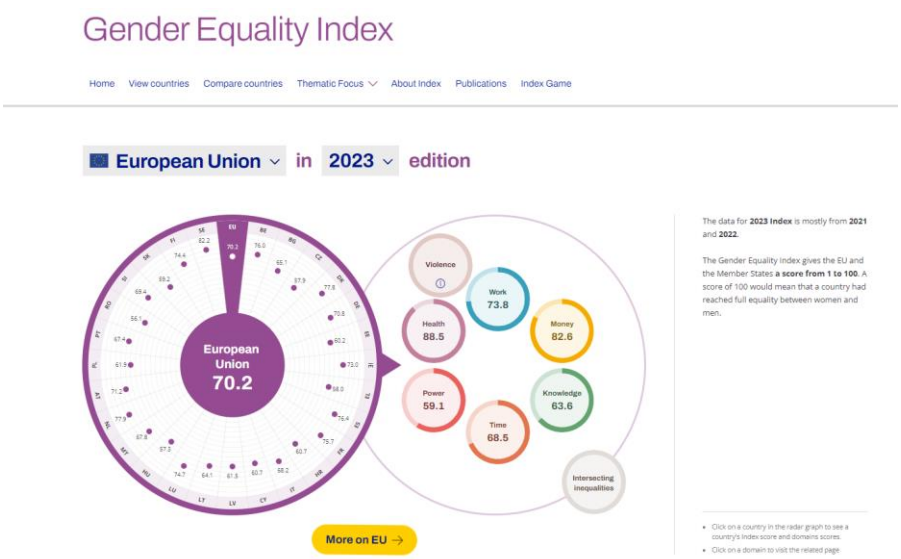
The Index covers a range of indicators in the areas of work, money, knowledge, time, power and health. It also includes two additional areas: violence and intersecting inequalities. The indicators are closely linked to EU targets and international commitments such as the Beijing Declaration and Platform for Action (BPfA) and the 2030 Agenda for Sustainable Development.



The Gender Equality Index 2023 – Towards a green transition in transport and energy ([5]) presents Index scores in all areas and tracks progress in achieving gender equality in the EU in the short term (since the previous edition) and longer term (since 2010). In addition to the report, **27 country analyses and factsheets**, an **EU factsheet** and a dedicated **Index website** provide more detailed statistical analyses of results in the EU Member States.

The Gender Equality Index has increased by 1.6 points since the previous release in 2022, scoring 70.2 points in 2023. Since 2010, the Index score has increased by 7.1 points overall, at a rate of approximately 0.6 points per year. Much of this longer-term progress is due to improved gender balance in political and economic decision-making, which in turn is linked to the introduction of legislated quotas in a handful of Member States. Since the last edition, progress in gender equality is most pronounced in care activities (+ 9.6 points), largely the result of women's lower engagement in unpaid care and housework overall, rather than men's increased participation in such activities. This may show reduced pressure on women to engage in intense unpaid care daily, for example due to increased availability of care services. While gender equality is more pronounced in some countries than in others, it is far from a reality – only 2 % of the EU population live in a Member State that is close to achieving gender equality. Gender segregation in education and the labour market, gender gaps in earnings and income and gender care gaps persist and raise important concerns about whether structural causes of inequality are being addressed coherently and effectively.

([5]) https://eige.europa.eu/publications-resources/publications/gender-equality-index-2023-towards-green-transition-transport-and-energy?language_content_entity=en.



Source: EIGE, Gender Equality Index (https://eige.europa.eu/gender-equality-index/2023).

Building on previous editions and EIGE's approach to intersecting inequalities ([6]), the 2023 Gender Equality Index continues to show the diverse realities that different groups of women and men face. It examines how elements such as disability, age, level of education, country of birth and family type intersect with gender to create different pathways in people's lives.

Finland has a strong history of promoting gender equality, and although our ranking is still good, the results show that we still have a lot to do to achieve gender equality. According to the Gender Equality Index, there is room for improvement, particularly in tackling educational segregation and, surprisingly, in gender equality in cultural, leisure and physical activities. The Government is committed to promoting gender equality, and we want to put Finland back at the forefront. The Government Programme also emphasises the importance of combating violence against women.

Minister **Sanni Grahn-Laasonen**, who is responsible for gender equality issues

Ministry of Social Affairs and Health, Finland: 'Finland ranks eighth in the EU Gender Equality Index' (https://valtioneuvosto.fi/en/-/1271139/finland-ranks-eighth-in-the-eu-gender-equality-index).

The 2023 Index has a thematic focus on green transition in transport and energy, closely linking to the European Green Deal's objective to ensure a fair transition towards climate neutrality. Despite the European Green Deal being billed as an all-encompassing, comprehensive and transformative policy agenda, the absence of a gender equality perspective and gender equality initiatives and goals has been noted by scholars, civil society and the European Parliament ([7]). The thematic focus contributes to building a knowledge base on the impact of the transition towards a low-carbon society from a gender and

([6]) https://eige.europa.eu/publications-resources/publications/intersecting-inequalities-gender-equality-index.

([7]) See Allwood, G., 'Mainstreaming gender and climate change to achieve a just transition to a climate-neutral Europe', *Journal of Common Market Studies*, Vol. 58, pp. 173–186, 2020 (https://irep.ntu.ac.uk/id/eprint/41177/); European Environmental Bureau and WECF, *Why the European Green Deal Needs Ecofeminism: Moving from gender-blind to gender-transformative environmental policies*, 2021 (https://eeb.org/library/why-the-european-green-deal-needs-ecofeminism/); the European Parliament resolution of 15 January 2020 on the European Green Deal (2019/2956(RSP)) (https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020IP0005).

intersecting inequalities perspective. It provides analysis of the impact of climate change on gender inequalities, gender differences in contributions to climate change and differences in opportunities, behaviours and attitudes to mitigating climate change. The focus is on two specific priority sectors of the European Green Deal's socially fair transition, namely energy and transport. Women are under-represented in both sectors, with a low share of women in the workforce, especially in decision-making positions. Factors contributing to this gender imbalance include the persistence of gender stereotypes, inequalities in education and training opportunities, work–life balance issues, violence and harassment and a lack of family-friendly policies. It is important to take stronger measures to achieve equal representation in the transport and energy workforce and in decision-making positions.

During the research process EIGE held regular exchanges and worked in close collaboration with the Commission's Directorate-General (DG) for Mobility and Transport (DG MOVE), DG Energy (DG ENER), DG Climate (DG CLIMA), DG Justice and Consumers (DG JUST), the Joint Research Centre (JRC) and other EU agencies (the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Centre for the Development of Vocational Training (Cedefop) and the European Environment Agency (EEA)). For the first time, EIGE co-hosted two panel discussions at the European Sustainable Energy Week, the largest EU-wide event on energy transition, in June 2023: one on energy poverty, in partnership with Eurofound, and one on skills for the green transition, in partnership with Cedefop. The topic of skills for the green transition were further discussed by EIGE and Cedefop in a Cedefop podcast episode ([8]).

EIGE released the results of the 2023 Gender Equality Index at a hybrid launch event in the European Parliament on 24 October and gathered representatives from Member States for a special briefing and discussion the following day. The live stream of the Index launch event was watched 952 times by the end of 2023 and recordings of separate sessions attracted more than 500 views. The event attracted the attention of civil society organisations (17 %), academia (16 %), Member State institutions (14 %), international organisations (12 %), EU institutions (11 %) and others. In the autumn of 2023, before and after the publication of the Index, EIGE's experts presented the findings of the thematic focus at 13 events organised by committees of the European Parliament, the European Commission, the Spanish Presidency of the Council of the EU and EU agencies. Some of the events were part of the European Parliament's Gender Equality Week.

EIGE organised two webinars to discuss the findings of the thematic focus, one on gender equality and the green transition in transport, on 7 November ([9]), and one on gender equality

([8]) https://www.cedefop.europa.eu/en/podcasts/cedefop-podcast-episode-20-women-green-energy-sector-untapped-resource.

([9]) https://www.youtube.com/watch?v=4X6YbQhe5Bo.

and the green transition in energy, on 14 November ([10]). Both webinars featured a large variety of speakers from various academic, EU and civil society institutions, such as the Directorate-General for Mobility and Transport and the European Anti-Poverty Network, as well as entrepreneurs and individual influencers. The webinars were well watched and the number of views of the recordings grew over the weeks following the events. The webinars were viewed more than 360 times in total in 2023.

Source: YouTube, 2023 Gender Equality Index (https://www.youtube.com/live/GXrQxPL1LQ8?feature=shared).

Source: Cedefop podcast, Episode 20: 'Women in the green energy sector – an untapped resource' (https://www.cedefop.europa.eu/en/podcasts/cedefop-podcast-episode-20-women-green-energy-sector-untapped-resource).

The 2023 Gender Equality Index report and EIGE's data were used and referenced in several important policy documents and reports, such as the report *Gender aspects of the cost of living and the impact of the energy crisis* ([11]) by Member of the European Parliament Alice Bah Kuhnke, adopted by the European Parliament in January 2024, and the report to the Committee on Women's Rights and Gender Equality on ensuring European transportation works for women ([12]) by member Elżbieta Katarzyna Łukacijewska.

In Q4 2023, the number of media mentions of the Gender Equality Index in the EU surpassed that of Q4 in both 2021 (+ 21 %) and 2022 (+ 33 %). The Index attracted the most coverage on 24 October (121 articles), when it was launched, and in the following days (213 articles between 25 and 27 October) – a total of 334 articles during the peak period.

In 2023, EIGE started work on the **2024 release of the Index** and its thematic focus on **violence against women**. In line with the 2020–2025 gender equality strategy's key objective of ending gender-based violence, the EU's accession to the Istanbul Convention and the adoption of the directive on combating violence against women and domestic

([10]) https://www.youtube.com/watch?v=rVtr1ws2ZlQ.

([11]) https://www.europarl.europa.eu/RegData/etudes/STUD/2024/754488/IPOL_STU(2024)754488_EN.pdf.

([12]) https://www.europarl.europa.eu/doceo/document/A-9-2023-0239_EN.html.

violence, the EU has worked towards strengthening its legal and policy framework to prevent and combat all forms of violence against women. The 2024 thematic focus will present the composite measure on the extent of physical and sexual violence against women (prevalence, severity and disclosure) calculated using the latest data from the Eurostat survey on gender-based violence and other forms of interpersonal violence (EU-GBV survey) and the Violence against Women Survey II (VAW II survey) conducted by EIGE and the European Union Agency for Fundamental Rights (FRA).

In 2022, EIGE carried out an **EU-wide survey of gender gaps in unpaid care and individual and social activities (CARE survey)**. The survey covers five key thematic sections: informal long-term care (LTC) and access to LTC services; informal childcare and access to early childhood education and care services; housework; leisure; and volunteering. Two additional sections collect information on (1) transport, digitalisation and environmental considerations in care – areas of increasing policy relevance – and (2) individual and household characteristics and gender attitudes. During fieldwork from mid August to mid November, more than 60 000 responses in total were collected in the 27 Member States. Incorporating the latest data into the Gender Equality Index improves its capacity to capture changes in the domain of time in a sound, coherent and consistent way. In 2023, the results of the survey were presented in the 2023 Gender Equality Index report, the policy brief '**A Better Work–Life Balance: Bridging the gender care gap**' ([13]) and news items on EIGE's website (e.g. 'Sharing the load' ([14]), 'Unpaid care' ([15]), 'Green behaviour' ([16])). A list of selected indicators from the survey were published in EIGE's Gender Statistics Database ([17]). The survey microdata was made available to all interested researchers via the online open access data repository GESIS, including the technical report of the survey ([18]). The technical report presents the methodological details of the survey (e.g. sampling, questionnaire design, fieldwork, data processing).

An external evaluation of the CARE survey found that the successful delivery of all planned deliverables and outputs enabled EIGE to comprehensively fill data gaps in the EU policy priority area of closing gender gaps in unpaid care. In addition, the positive impact of EIGE's survey is evidenced by the use of the results by stakeholders, who have used or plan to use them in the future to support the monitoring of the 2020–2025 gender equality strategy and

([13]) https://eige.europa.eu/publications-resources/publications/better-work-life-balance-bridging-gender-care-gap?language_content_entity=en.

([14]) https://eige.europa.eu/newsroom/news/sharing-load-who-invests-more-time-and-energy-childcare.

([15]) https://eige.europa.eu/newsroom/news/unpaid-care-around-one-third-women-and-men-struggle-strike-work-life-balance-eu.

([16]) https://eige.europa.eu/newsroom/news/why-lawmakers-and-business-leaders-need-look-green-behaviour.

([17]) https://eige.europa.eu/gender-statistics/dgs/browse/eige/eige_gap.

([18]) https://search.gesis.org/gesis_bib/gesis-bib-168149.

the European care strategy, the 'Council recommendation on early childhood education and care: the Barcelona targets for 2030', the Council recommendation on access to affordable high-quality LTC and the work–life balance directive ([19]). The 'Council recommendation on early childhood education and care: the Barcelona targets for 2030' encourages EIGE to collect data regularly, develop indicators and carry out analyses of time spent by women and men with care responsibilities on paid and unpaid work and on individual and social activities, and analyses of working-time arrangements throughout their working lives. The CARE survey results were used by the European Commission in its 2023 Report on *Gender Equality in the EU* ([20]) and tailored survey calculations were provided to DG Justice and Consumers and DG Employment, Social Affairs and Inclusion as part of technical assistance requests.

Table 1. Achievement of indicators for Activity 1.1.1, Gender Equality Index

Indicator		Target	Achievement	Achievement rate	Source of data
Outcome	Number of policy references to the Index	100	133	100 %	Policy monitoring reports
Output	Gender Equality Index 2023 report developed internally on time	Q3	Approved July 25 2023	100 %	EIGE's website
	Gender Equality Index EU and 27 Member State profiles developed internally on time	Q3	Approved 22 September 2023	100 %	PMT
	Survey of gender gaps in unpaid care, individual and social activities: A technical report developed internally on time	Q2	Approved 23 June 2023	100 %	EIGE's website
	Policy brief on gender gaps in care and individual and social activities developed internally on time	Q2	Approved 30 June 2023	100 %	PMT

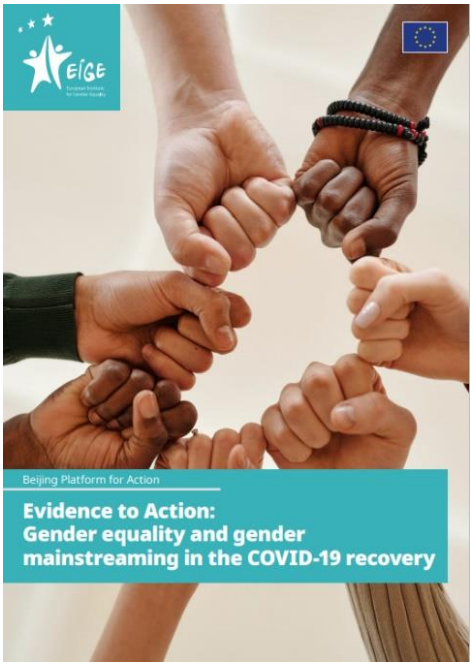
NB: PMT, project management tool.

([19]) ICF, *Evaluation of EIGE's project 'Survey of gender gaps in unpaid care, individual and social activities*', 2023.

([20]) https://commission.europa.eu/system/files/2023-04/annual_report_GE_2023_web_EN.pdf.

1.1.2. Monitoring international commitments and supporting the presidencies of the Council of the European Union

The specific objective of this activity – **to support the EU and Member States in the implementation of international and EU commitments to gender equality** – was successfully achieved throughout 2023.



In 2023 EIGE published the report ***Evidence to* Action: *Gender equality and gender mainstreaming in the COVID-19 recovery*** ([21]), developed to support the Swedish Presidency of the Council of the EU. It provides a review of the EU's international commitments to the BPfA in the area of institutional mechanisms for the advancement of gender equality and gender mainstreaming. The report covers three broad aspects: (1) the effect of selected short-term national policy measures (e.g. taxes and benefits) on containing the adverse economic and social impact of the COVID-19 crisis on gender gaps in employment and incomes in the 27 Member States; (2) opportunities and challenges for gender equality and gender mainstreaming within the established framework of the EU Recovery and Resilience Facility; and (3) analysis of how gender equality objectives have been addressed in the recovery and resilience plans of Member States. Although COVID-19 had a more severe socioeconomic impact on women, the gender equality provisions of the Recovery and Resilience Framework fall short when considering the legal and policy commitments to gender equality made by the EU and Member States. Member States put forward a few gender-targeted measures in their recovery and resilience plans, but a cross-cutting approach to gender equality is largely absent from most plans. The report provided new gender equality evidence for the EPSCO conclusions, prepared by the Swedish Presidency of the Council of the EU, on mainstreaming a gender equality perspective in policies, programmes and budgets ([22]).

([21]) https://eige.europa.eu/sites/default/files/documents/Evidence%20to%20Action%20-%20Gender%20equality%20and%20gender%20mainstreaming%20in.pdf.

([22]) https://data.consilium.europa.eu/doc/document/ST-9026-2023-INIT/en/pdf.

Employment, Social Policy, Health and Consumer Affairs Council, Luxembourg, 12–13 June 2023: Mainstreaming a gender equality perspective

Council of the European Union

Source: Council of the EU and the European Council, 'Employment, Social Policy, Health and Consumer Affairs Council, 12–13 June 2023' (https://www.consilium.europa.eu/en/meetings/epsco/2023/06/12-13/).

*The Council approved conclusions on mainstreaming a gender equality perspective in policies, programmes and budgets. The conclusions are based on a report from the **European Institute for Gender Equality (EIGE)** and call for more effective gender mainstreaming in the context of institutional mechanisms, particularly policies, programmes and budgets. In its conclusions, the Council sets out a number of ways in which Member States might enhance gender mainstreaming, including adopting national **gender equality strategies**, promoting the collection of **statistical data** disaggregated by sex, and ensuring **sufficient funding** for measures to reduce gender inequalities.*

EIGE's policy brief 'A better work–life balance: bridging the gender care gap' ([23]) explores gender inequalities in the provision of two critical forms of informal care – childcare and LTC – and in access to formal care services and the work–life balance of carers. The analysis is based on CARE survey data on gender gaps in unpaid care and individual and social activities collected by EIGE in 2022. Drawing on the provisions of the EU care strategy, the Council recommendation on early childhood education and care: the Barcelona targets for 2030, the Council recommendation on access to affordable high-quality LTC, and the work–life balance directive, the brief offers much needed up-to-date insights into the gendered dynamics of caregiving, the unmet need for care services and work–life balance tensions. It provided new gender equality evidence for the EPSCO conclusions, prepared by the Spanish Presidency of the Council of the EU, on the transition of care systems throughout life towards holistic, person-centred and community-based support models with a gender perspective ([24]).

Share of parents spending at least 5 hours a day on childcare, by gender (%, EU-27, 2022)

Source: EIGE, 'A better work–life balance: bridging the gender care gap' (https://eige.europa.eu/publications-resources/publications/better-work-life-balance-bridging-gender-care-gap?language_content_entity=en).

By the end of 2023, EIGE delivered the final draft report *Financial Independence and Gender*

([23]) https://eige.europa.eu/publications-resources/publications/better-work-life-balance-bridging-gender-care-gap?language_content_entity=en.

([24]) https://data.consilium.europa.eu/doc/document/ST-16094-2023-INIT/en/pdf.

Equality in the EU to the Commission's high-level group on gender mainstreaming (HGL) ([25]) for its review. The report monitors the EU's international commitments to the BPfA. Promoting women's economic rights and independence, including access to employment, appropriate working conditions and control over economic resources, is a strategic objective of the BPfA. The EU's 2020–2025 gender equality strategy also sets out to ensure that women and men in all their diversity have equal opportunities to thrive and be economically independent, get paid equally for work of equal value, have equal access to finance and receive fair pensions. The report will be published in 2024 to support the Belgian Presidency of the Council of the EU and EPSCO conclusions on gender equality.

In 2023, EIGE initiated a study that will review 5 years of progress across all areas of concern of the Beijing Platform for Action ('Beijing + 30') – in support of the upcoming Polish Presidency of the Council of the EU (2025; first semester). The study aims to (1) inform the post-2020–2025 gender equality strategy debates; (2) increase knowledge among key stakeholders of the main trends and challenges in gender equality within the current crisis context and of key EU megatrends; (3) provide examples of policy initiatives at the EU and Member State levels to strengthen gender equality and the social dimension of the EU; (4) inform the EU's position in the global assessment of progress in the situation of women and gender equality and empowerment of women and girls (e.g. in the Commission on the Status of Women (CSW)). The report will be published in 2025.

Table 2. Achievement of indicators for Activity 1.1.2, monitoring international commitments and supporting the presidencies of the Council of the European Union

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to BPfA reports	70	43	61 %	Policy monitoring reports
Output	BPfA report on gender equality and gender mainstreaming in COVID-19 recovery (presidency first semester, 2023) developed internally on time	Q2	Approved 10 March 2023	100 %	PMT

([25]) https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/high-level-group-gender-mainstreaming-and-advisory-committee-equal-opportunities-women-and-men_en#highlevelgroupongendermainstreaming.

Indicator		Target	Achievements	Achievement rate	Source of data
	BPfA report on financial independence and gender equality (presidency first semester, 2024) developed internally on time for HLG review	Q4	Report developed and submitted for HLG review on 21 December 2023	100 %	Email to HLG
	Technical specifications for Beijing + 30 report to support presidency first semester in 2025 launched on time	Q4	Documents uploaded to e-tendering platform on 10 July 2023; relaunch of study on 4 October 2023	100 %	PMT

NB: HLG, Commission's high-level group on gender mainstreaming; PMT, project management tool.

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

The specific objective of this activity is **to support the use of a comparable measurement framework on violence against women, through the collection of administrative and survey data at the EU and Member State levels, and to support EU and Member State legislative and policy developments to prevent and combat violence against women.**

Since 2014, EIGE has been working on improving administrative data on intimate partner violence, rape and femicide. One of the main outcomes of this work has been the development of 13 indicators for the police and justice sector. EIGE has been analysing the process of administrative data collection on intimate partner violence against women, rape and femicide across the EU with the aim of supporting Member States in the collection of administrative data on these forms of violence and populating the 13 indicators.

The publication of a proposal for a Directive of the European Parliament and the Council of the EU on combating violence against women and domestic violence on 8 March 2022 required EIGE to review the measurement framework in the light of the proposal.

Pursuant to Article 44 of the proposal for the Directive, EIGE worked in close cooperation with national data providers and Eurostat to develop a harmonised methodology for data collection and refine the indicators to expand data collection beyond intimate partner violence, rape and femicide to capture more fully the extent of domestic violence and, most importantly, to align them with those set out in the Commission's proposal for a Directive.

EIGE published the revised *Methodological Guidance: Administrative data collection on violence against women and domestic violence* ([26]), which contains the expanded indicator definition to encompass not only incidents of IPV, but also incidents recorded by Member State authorities as domestic violence and violence occurring in the scope of any relationship between victim and perpetrator. The guidance also contains a new data collection tool. EIGE's aim is to go beyond statistical analysis of the quality of the data and collect information that will allow a better interpretation of the data, such as information on national legal frameworks and recent/upcoming policy changes.

The methodological guidelines and data collection process were discussed and agreed upon with national data providers and EU experts through various consultations. In preparation for the launch of a new EU-wide administrative data collection exercise, EIGE organised a consultation meeting in Brussels on 4 May 2023. The data collection exercise was launched in July 2023 and continued until January 2024. It entailed a full-day (virtual) training session for national researchers to ensure that the data collection process and tool were administered consistently across all Member States. EIGE developed training materials that included a description of the objectives of the data collection exercise and the results obtained during the previous data collection exercise. National researchers were briefed in particular on the practical aspects of data collection, with examples of how to gather the data, fill in the data collection tool and correctly interpret all its elements. They were also briefed on lessons learned from the previous exercise conducted in 2018–2020.

At the same time, EIGE has continued analysing the main gaps in the data on specific forms of violence against women, to raise awareness of forms of violence that go unseen and are less criminalised and provide recommendations to effectively prevent and combat these specific forms. To this end, EIGE published factsheets targeting two forms of violence that are under-researched and under-reported, namely economic and psychological violence: '*Understanding economic violence against women: The need for harmonised definitions and*

([26]) https://eige.europa.eu/publications-resources/publications/methodological-guidance-administrative-data-collection-violence-against-women-and-domestic-violence-0.

data in the EU' ([27]); and '*Understanding psychological violence against women: The need for harmonised definitions and data in the EU'* ([28]).

In order to keep the data in the gender-based violence section of the Gender Statistics Database up to date, EIGE has mapped new data releases from different data sources and has included, for the first time, data from the Fundamental Rights Survey conducted by the European Union Agency for Fundamental Rights (FRA) on the prevalence of cyber harassment. In order to achieve this, the cyber violence indicator was created and populated in February 2023. Furthermore, data on the availability of support services was updated in 2023.

Alongside its work on administrative data collection, EIGE has continued its joint project with FRA on the VAW II survey, aimed at supplementing the EU-GBV survey coordinated by Eurostat. The survey will collect reliable and comparable data on women's experiences of violence in eight Member States: Czechia, Germany, Ireland, Cyprus, Luxembourg, Hungary, Romania and Sweden. The survey follows closely the EU-GBV survey questionnaire. Accordingly, the survey will include questions that address women's experiences of various types of violence, including physical, sexual and psychological violence by current and former partners and non-partners.

The results of the survey will contribute to an overview of the situation in the EU when analysed alongside the results of the EU-GBV survey and compared with – where possible – selected results of FRA's 2012 violence against women survey, the Agency's first EU-wide survey on violence against women. The VAW II survey will address the unique situation created by the COVID-19 pandemic by asking women to relate experiences of violence that occurred during the pandemic. The findings will provide information needed by Member States, EU institutions and other key stakeholders for developing policies and other actions to counter violence against women. The implementation of the project started in January 2023 with tasks including the preparation and implementation of the VAW II survey and the processing of the collected data. The survey was conducted through face-to-face interviews in six Member States (Czechia, Germany, Ireland, Cyprus, Hungary and Romania) and through an online survey in two Member States (Luxembourg and Sweden). The activities undertaken in 2023 ranged from preparatory work to the data collection itself (e.g. designing the sample, developing research tools, conducting the usability testing and the pilot, selecting and training interviewers, and fieldwork). The final tasks, such as data processing and analysis, will be carried out in 2024.

([27]) https://eige.europa.eu/publications-resources/publications/understanding-economic-violence-against-women-need-harmonised-definitions-and-data-eu?language_content_entity=en.

([28]) https://eige.europa.eu/publications-resources/publications/understanding-psychological-violence-against-women-need-harmonised-definitions-and-data-eu?language_content_entity=en.

In parallel with EIGE's awareness raising campaign during the Orange the World (ending violence against women) period, communication activities began on the report and '*Improving legal responses to counter femicide in the EU: Perspectives from victims and professionals'* and the policy brief 'Femicide: shedding light on the "invisible" victims'. The key objective on improving legal responses to femicide was to examine how the due diligence principle – which establishes the State's duty to prevent and respond to human rights violations – is applied in cases of femicide. The study provided a global overview of legislative and policy documents and the relevant international and European case-law in this area. A more in-depth analysis in five Member States (Germany, Spain, France, Portugal and Romania) enabled the identification of gaps, challenges and examples of good practice in investigating, prosecuting and sentencing cases of femicide and the development of informed policy recommendations to ensure justice for victims of femicide.

Table 3. Achievement of indicators for Activity 1.1.3, data collection on gender-based violence: administrative and survey data on violence against women and domestic violence

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to EIGE's data collection on gender-based violence	50	97	100 %	Policy monitoring reports
Output	Datasets with EIGE's administrative data on intimate partner violence, domestic violence, rape and femicide collected on time (date of internal approval)	Q4	Datasets collected in Q4	100 %	PMT
	Datasets on VAW II survey collected (date of internal approval)	Q4	Datasets for the online survey received; fieldwork in Germany and Ireland extended	75 %	PMT

Indicator		Target	Achievements	Achievement rate	Source of data
			until 8 March 2024 (*)		
	Datasets for GBV entry point in Gender Statistics Database updated and published on time	Q4	New indicators on cyber harassment in Q3 2024; updated indicators on support services	100 %	PMT
	Number of consultation meetings with national data providers	1	Consultation meeting with data providers held in Brussels on 4 May 2023	100 %	Events register

(*) On 9 December 2023, EIGE, FRA, and IPSOS signed an amendment to the contract to extend the duration of the contract by 3 months to allow the contractor to complete the data collection activities in Germany and Ireland and the final data processing and reporting.

NB: PMT, project management tool.

1.1.4. Research and development of indicators on gender-based violence: cyber violence against women

EIGE's research activities on cyber violence builds upon the multimethod research carried out by EIGE between July 2021 and February 2022 (Combating Cyber Violence against Women and Girls ([29])). The new study was launched in Q1 2023 with the overall objective of supporting national authorities and other relevant stakeholders at Member State level in measuring the prevalence of different forms of cyber violence against women and girls (CVAWG) effectively. More specifically, the objective of the study is twofold: (1) to develop a CVAWG measurement framework and (2) to assess the role of online platforms in dealing with cases of CVAWG, and the mechanisms in place and actions proposed to deal with cases of CVAWG. This research project is ongoing, with the overall results of the study to be published in 2024.

In 2023, two of the three specific objectives of the 2023/2024 ongoing research activity into CVAWG were achieved. The indicators for the selected forms of CVAWG covered by the proposal for a directive on combating violence against women (VAW) and domestic violence (DV) were proposed ([30]) and presented by EIGE experts to multidisciplinary specialists from

([29]) https://eige.europa.eu/publications-resources/publications/combating-cyber-violence-against-women-and-girls.

([30]) These included cyber stalking; cyber harassment; cyber incitement to hatred or violence, or online hate speech; non-consensual sharing of intimate and manipulated material, or image-based sexual abuse – covered by Articles 8, 9, 10 and 7, respectively, of the proposal for a Directive.

across the EU at an interactive consultation meeting in Vilnius that took place on 27 September 2023. Discussions with experts in various fields, including experts in policymaking and those from national justice systems and statistical offices, enabled the refining and validation of the proposed CVAWG indicators.

In addition, EIGE presented its ongoing work on CVAWG at a Commission event in Brussels on 27 June 2023, 'Digital Services Act stakeholder event: Shaping the future of digital services' ([31]).

Table 4. Achievement of indicators for Activity 1.1.4, research and development of indicators on gender-based violence: cyber violence against women

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to EIGE's work on cyber violence	2	21	100 %	Policy monitoring report
Output	Number of consultation meetings with relevant Member State stakeholders and experts	1	Consultation meeting with experts held in Vilnius on 27 September 2023	100 %	Events register

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

In 2023, EIGE successfully conducted research on conflict-related sexual violence. This study primarily focused on women and girls arriving in the EU due to Russia's war of aggression against Ukraine, as they have the right to temporary protection under Council Directive 2001/55/EC of 20 July 2001.

The study provides an analysis of key international and regional legal instruments concerning conflict-related sexual violence and of international standards of care in the clinical treatment of rape victims. The study identifies gaps in the provision of sexual and reproductive health services that are essential elements of the clinical management of sexual violence, for example, emergency contraception, prevention and treatment of sexually transmitted

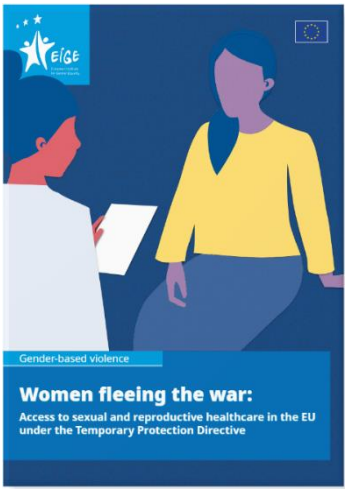
([31]) https://digital-strategy.ec.europa.eu/en/events/digital-services-act-stakeholder-event-shaping-future-digital-services.

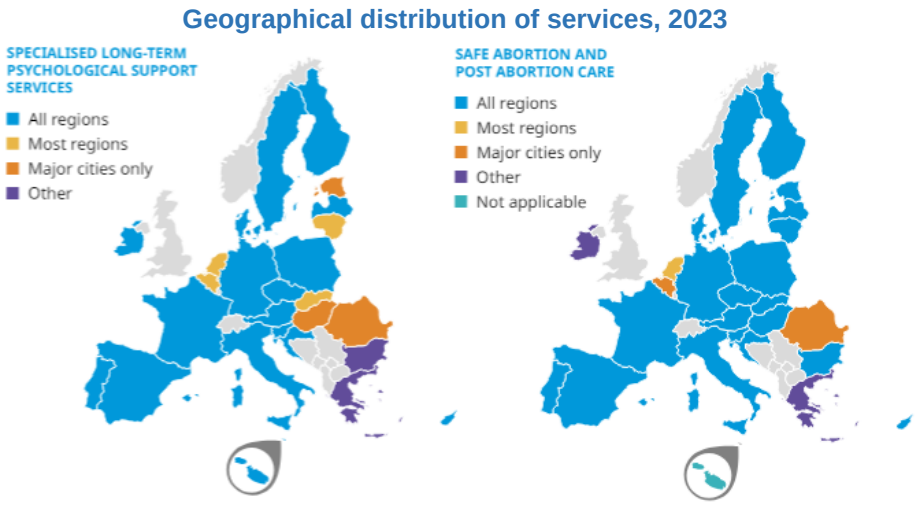
infections, obstetric gynaecological care, short- and long-term psychological counselling and safe abortions and post-abortion care.

The study is based on a questionnaire and entailed fieldwork in all 27 Member States and follow-up interviews with representatives of relevant non-governmental organisations and public bodies in four selected Member States – Czechia, Germany, Poland and Slovakia, (these being the Member States that received the largest number of people displaced by the Russian war of aggression against Ukraine).

Experts from each of the four countries were interviewed to gather additional insights and identify key gaps and challenges in receiving sexual and reproductive healthcare. The experts represented institutions or bodies either working directly with victims of gender-based violence and/or monitoring access to, or providing, sexual and reproductive health services. Particular attention was given to identifying experts who had undertaken initiatives for people fleeing Russian aggression in Ukraine.

Throughout the study's implementation and to ensure the high quality of collected data, and in accordance with international human rights standards, EIGE cooperated with EU institutions such as the Directorate-General for Health and Food Safety, the European Observatory on Health Systems and Policies and representatives of international organisations such as the Center for Reproductive Rights and the United Nations High Commissioner for Refugees.





Question: What is the national distribution of the following specialised sexual and reproductive healthcare services in your Member State?

The report ([32]) was finalised in November 2023 for public launch on 24 February 2024, 2 years after the start of the Russian war of aggression against Ukraine. In addition to the publication, EIGE launched a separate website section, '[Gender-based violence and crises]'.

([32]) https://eige.europa.eu/publications-resources/publications/women-fleeing-war-access-sexual-and-reproductive-healthcare-eu-under-temporary-protection-directive.

Moreover, EIGE developed interactive data visualisations within the section, 'Explore the different dimensions of sexual and reproductive', to increase the outreach and disseminate the findings more effectively.

The findings of the report were presented on several occasions: at the Annual Conference of the European Network on Gender and Violence in Wolverhampton, United Kingdom, on 21–23 June 2023; at the high-level conference The Guarantee of Sexual and Reproductive Rights in Europe organised by the Spanish Presidency of the Council of the EU in Zaragoza, Spain, on 28 September 2023; and at an international discussion on the effective protection of, and assistance and prevention systems for, survivors of sexual violence. The discussion was hosted by the Lithuanian Ministry of Social Security and Labour in Vilnius, with the United Nations Special Representative on Sexual Violence in Conflict among those present.

Table 5. Achievement of indicators for Activity 1.1.5, research on emerging issue(s): gender-based violence in times of crises

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to EIGE's work on conflict-related sexual gender-based violence	2	4	100 %	Policy monitoring report
Output	Report on access to specialist sexual and reproductive healthcare services for victims of conflict-related sexual violence developed internally on time	Q3	Q4 (report approved internally in November 2023)	75 %	PMT
	Tender specifications for the study on victims of conflict-related sexual violence and guidance for their protection launched on time	Q1	Q4 (postponed due to budgetary constraints and launched in October 2023)	30 %	PMT
	Number of consultation meetings with relevant	1	2	100 %	Events register

	stakeholders and experts				

NB: PMT, project management tool.

1.2. Supporting gender-responsive policies: gender mainstreaming and specific tools

In line with the strategic objective of supporting the integration of a gender perspective into EU policies and the resulting national policies, in 2023 EIGE continued developing gender mainstreaming tools for policy implementation. EIGE provided new and evidence-based knowledge, methods and tools, and high-quality gender statistics to further support the EU and its Member States in designing more effective gender mainstreaming strategies in selected policy areas. EIGE continued to provide technical assistance to a number of EU institutions.

1.2.1. Policy support on gender mainstreaming

The specific objective of this activity – **to support EU and Member State policymaking in the implementation of gender mainstreaming in policy areas and actions linked to the European Green Deal** – was successfully achieved in 2023.

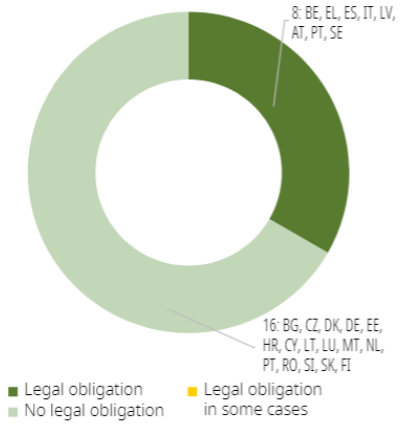
EIGE supported the EU and its Member States in strengthening the implementation of gender mainstreaming in climate actions and the green transition by (1) providing evidence-based findings, good practice examples, recommendations and tailored resources on the practical implementation of gender mainstreaming in the selected policy areas and (2) increasing the awareness of EU institution and Member State policymakers and officials of how to effectively implement gender mainstreaming in European Green Deal-related areas and their capacity to achieve this.

In 2023, EIGE published the report *The Pathway to Progress: Strengthening effective structures for gender equality and gender mainstreaming in the EU*, which presents the results of the data collection and analysis of gender equality and gender mainstreaming institutional mechanisms across the EU, and updated the section on its gender mainstreaming platform.

The report presents evidence on the four indicators officially adopted by the Council of the European Union for monitoring Area H of the BPfA, which deals with institutional mechanisms and puts forward policy recommendations. The main areas for improvement in the implementation of Area H of the BPfA relate to gender mainstreaming and the human resources of gender equality bodies. Both are critical to progress – adequate resources are

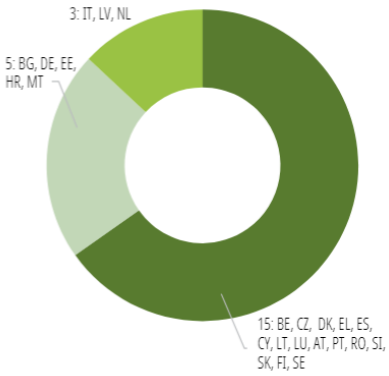
needed to support, promote and deliver on gender equality goals and only an effective application of gender mainstreaming can ensure that gender issues are taken into account across all areas of policy.

Governments' commitment to gender budgeting, 2021



Note: No data for IE, FR, HU.

Structures in place to coordinate gender mainstreaming, 2021



Note: No data for IE, FR, HU, PL.

In 2023, EIGE published a methodological report on collecting data on institutional mechanisms. As part of preparatory work for Beijing + 30, EIGE also adapted the data collection tools slightly to better align with the Commission's proposal for a directive on standards for equality bodies in the field of equal treatment of and equal opportunities for women and men in matters of employment and occupation ([33]), as the proposal states that EIGE will collect and analyse relevant data to support the monitoring of the implementation of this directive. Furthermore, EIGE provided written feedback to the Commission's proposal and participated in technical meetings with the Commission and FRA.

In 2023, EIGE supported EU institutions and Member States in mitigating the economic and social consequences of the COVID-19 crisis by promoting gender mainstreaming in public reforms and budgets. EIGE continued to provide technical assistance and support to DG Structural Reform Support (DG REFORM) in implementing the flagship technical support project **'Gender mainstreaming in public policy and budget processes'** (see Section 1.2.2).

([33]) Proposal for a directive of the European Parliament and of the Council on standards for equality bodies in the field of equal treatment and equal opportunities between women and men in matters of employment and occupation, and deleting Article 20 of Directive 2006/54/EC and Article 11 of Directive 2010/41/EU (https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52022PC0688).

In 2023, EIGE collected and selected a set of **good practices on gender mainstreaming in the European Green Deal**. Examples of good practice were identified across national, regional and local initiatives, including those receiving EU Funds in selected Member States (Belgium, Bulgaria, Germany, Estonia, Spain, Italy, Lithuania, Malta, Austria and Sweden), and across eight umbrella areas of the European Green Deal (climate, environment and oceans, energy, transport, agriculture, finance and regional development, industry, and research and innovation).

The practices were selected in a participatory manner in a peer-review and competence development session held in Vilnius on 29 November. This meeting was dedicated to presenting and selecting practices (12 good practices out of 20 preselected practices with potential) and exchanging lessons learned in implementing gender mainstreaming in the European Green Deal policy areas.

Through this process, EIGE updated the criteria and methodology for selecting good practices. The members of EIGE's Thematic Network on Gender Mainstreaming ([34]) and the practice owners (people or institutions responsible for the good practices) were involved in testing and discussing the selection criteria for good practices, which also served as a peer-review and competence development exercise.

The final step of the revised methodology was to validate the final good practices by practice owners, a time-intensive step aimed at boosting ownership of and promoting better recognition and understanding of successful gender mainstreaming strategies. EIGE will publish a report with the selected good practices in mid 2024 and expand the good practices section of its (an online toolbox to help policymakers and practitioners integrate a gender equality perspective into their policy field) ([35]).

([34]) The Thematic Network on Gender Mainstreaming is a forum for the exchange of up-to-date knowledge on the existing programmes, projects, methods and tools for gender mainstreaming and for sharing good practices among Member States. The network brings together gender mainstreaming and gender equality practitioners and experts from national gender equality mechanisms across the EU and EU institutions (as observers).

([35]) https://eige.europa.eu/gender-mainstreaming.

The expert meeting on good practice was organised back-to-back with the annual meeting of EIGE's Thematic Network on Gender Mainstreaming, where members shared updates on recent legal and policy developments, as well as gender mainstreaming practices, and reflected on the findings of EIGE's second external evaluation concerning technical assistance on gender mainstreaming. Members of the network jointly identified challenges and discussed concrete examples and practices of providing technical assistance on gender mainstreaming. This information-sharing served as preparatory work for EIGE's 2024 actions on technical support for gender mainstreaming.

Table 6. Achievement of indicators for Activity 1.2.1, policy support on gender mainstreaming

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to EIGE's work on gender mainstreaming	30	69	100 %	Policy monitoring report
Output	Report on good practices in gender mainstreaming in environment and climate action developed internally on time	Q4	Due to unsuccessful procurement procedures, the project has been delayed and the report will be developed internally in Q2 2024	35 %	PMT
	Report (web version) on good	Q4	Due to unsuccessful	35 %	PMT

Indicator		Target	Achievements	Achievement rate	Source of data
	practices in gender mainstreaming in environment and climate action published on EIGE's gender mainstreaming platform		procurement procedures, the project has been delayed and the web version will be published in Q2 2024		
	Number of experts' meetings on good practices	Up to 2	1	100 %	Events register

NB: PMT, project management tool.

1.2.2. Methods and tools for gender mainstreaming

The specific objective of this activity – **to provide tools to build the capacity of EU institutions and Member States to mainstream gender into all policy areas** – was successfully achieved in 2023. EIGE developed gender mainstreaming methods and tools to support EU and national priorities and provided various types of technical support to EU institutions and Member States on the practical use of gender mainstreaming. In addition, EIGE made significant efforts to strengthen cooperation and partnership development with policy makers, policy officers, commissioners and practitioners of evaluations from EU institutions, Member States and the academy, which resulted in a network of multipliers peer-reviewing the tools and boosting the uptake and use of gender mainstreaming methods and tools in the EU.

As part of the 2024 thematic priority **A New Push for European Democracy**, EIGE started activities in 2023 to support EU institutions, Member States and parliaments to better deliver on gender equality and transform their practices, processes and outputs in a gender-sensitive manner. EIGE contributed to the Commission's consultation on the Defence for Democracy package, finally adopted in December 2023 ([36]).

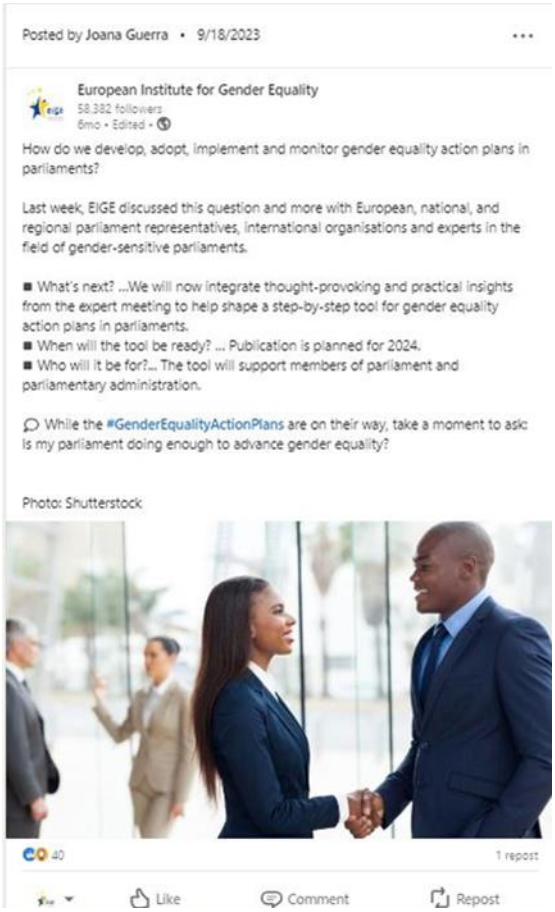
EIGE shared evidence and proposed actions on gender balance in political decision-making and gender sensitivity of parliaments in terms of their organisation, working procedures, legislative work and symbolic structures, in a call for broad and inclusive participation in elections. Point 21 of the Commission recommendation on inclusive and resilient electoral

([36]) https://ec.europa.eu/commission/presscorner/detail/en/ip_23_6453.

processes ([37]) echoes EIGE's recommendations and calls on Member States to encourage gender balance in governing authorities of electoral management bodies and monitor, support and regularly evaluate progress on gender equality in the exercise of electoral rights. The recommendation goes further in stating that Member States could promote measures to support gender equality in accessing and participating in elections and that, when designing such measures, they could build on EIGE's expertise and data on gender equality.

In 2023, EIGE collected **evidence on gender equality in and the gender sensitivity of the European Parliament and national parliaments in the EU**. This second data collection relied on an expanded measurement framework aligned with recent legislative developments as per the Gender Equality Strategy 2020-2025, covered both houses (in the case of bicameral parliaments) and was followed by a robust and more extensive data quality assurance process ([38]).

Based on the collected data, EIGE prepared a comparative assessment covering the five areas of EIGE's self-assessment framework for gender-sensitive parliaments, which helps parliaments see where they stand on their way to gender equality, sets out the areas in which further efforts should be made and, where possible, highlights progress or regress since 2019. EIGE will publish the report ahead of the 2024 European Parliament elections.



The data collection also served as a basis for developing an evidence-based **tool on gender equality action plans for parliaments**. The tool provides practical, step-by-step guidance for parliaments to develop, implement, monitor and evaluate a gender equality action plan. To obtain feedback on a draft version of the tool, EIGE organised an experts' meeting on 12 September 2023 (in Vilnius and online).

The meeting brought together more than 30 representatives from the European Parliament, the European Commission and national and regional parliaments (members of parliament and staff) and experts in the field of gender-sensitive parliaments, including representatives from civil society organisations, academia and international organisations (the United Nations entity dedicated to gender equality and the empowerment of women

([37]) Commission Recommendation (EU) 2023/2829 of 12 December 2023 on inclusive and resilient electoral processes in the Union and enhancing the European nature and efficient conduct of the elections to the European Parliament (https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32023H2829).

([38]) EIGE ran not one but three rounds of quality assurance checks to validate 40 completed questionnaires from single/lower and upper houses, with 57 main questions and supporting metadata questions.

(UN Women), the Inter-Parliamentary Union and the OSCE Office for Democratic Institutions and Human Rights). Participants reviewed the draft tool and exchanged their experiences of gender equality action plans in parliaments as a key tool for mainstreaming a gender perspective into institutional structures and supporting transformative change for gender equality.

Finally, EIGE prepared a **method and tool brief on gender equality action plans** as gender mainstreaming tools that outline the specific actions an institution will take to advance gender equality in their organisation. These resources will be available online on EIGE's gender mainstreaming platform in 2024, ahead of the European Parliament elections.

EIGE's work on the European Green Deal sees gender mainstreaming as a strategy to advance a gender-equal green transition that is just and fair for the current and future generations. In 2023, EIGE published a method and tool gender-responsive evaluation in the EU and finalised a comprehensive package of resources to help policymakers, civil servants and evaluators in the EU assess the gender impact and implement gender-responsive evaluations within the EU evaluation framework. Evaluation is a well-established feature of EU governance and policymaking. It has a strong legal and political basis (in particular, Article 318 of the Treaty on the Functioning of the European Union ([39]), the EU's Financial Regulation and sector-specific funding mechanisms/regulations) ([40]). The EU's **better regulation agenda** is the key initiative that provides a standardised evaluation framework for the EU.

Gender-responsive evaluation is an assessment aimed at:

- independently measuring progress towards achieving intended gender-related objectives and goals set out in policies, programmes and projects
- evaluating from a gender perspective the relevant processes, activities, outputs, outcomes and impacts of an intervention.

As a gender mainstreaming method, gender-responsive evaluation is applicable to all types of interventions, including those not necessarily aimed at gender equality and gender-specific interventions.

EIGE's resources support the effective implementation of gender-responsive evaluation in the EU as a tool to increase accountability to gender equality and gender mainstreaming commitments and effective policy, programme and project design in the context of the EU

([39]) Treaty of the Functioning of the European Union, 2012/C 326/01, 2012 (https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2012:326:FULL:EN:PDF).

([40]) Minto, R., Mergaert, L. and Bustelo, M., 'Policy Evaluation and Gender Mainstreaming in the European Union: The Perfect (Mis)Match?', *European Journal of Politics and Gender*, Vol. 3, No 2, pp. 277–294, 2020 (https://doi.org/10.1332/251510819X15725988471100).

recovery and green transition, and in full alignment with the better regulation guidelines ([41]) and toolbox ([42]).

In 2023, EIGE developed a step-by-step **toolkit on gender-responsive evaluation for a sustainable future for all (the GREENA toolkit)**. A gender-responsive evaluation for a sustainable future for all aims to follow a transformative and intersectional approach and recognises the importance of a gender-equal green transition that is just and fair for the current and future generations.

This 'how-to' guidance provides (1) practical know-how and support to assess the gender impact and implement gender-responsive evaluations within the EU evaluation framework and (2) concrete guidance on how to integrate a gender and intersecting inequalities perspective into each step of the evaluation cycle, in both mid-term and *ex post* evaluations and when using specific tools relevant to conducting *ex ante* evaluations, impact assessments and strategic foresight. Although it can be used in any policy area, the toolkit provides specific examples in four European Green Deal policy areas (transport, energy, agriculture and the circular economy).

As a follow-up to EIGE's second external evaluation and to better promote the use of practical tools, EIGE designed a web version of the GREENA toolkit. The toolkit includes new interactive elements, which facilitate the engagement and develop the competence of end users. For example, it features elements that gamify the step-by-step guidance, including a connecting game, a quiz and decision trees. The toolkit also provides interactive elements such as carousels, flip cards, collapsible boxes, links to other resources and downloadable PDFs. The language has been adapted, making it accessible and easy to read, including by presenting information in shorter paragraphs and in boxes, following the principles of web-friendliness (e.g. simplification of technical descriptions, use of short sentences and use of visuals instead of sentences and paragraphs).

The GREENA package includes a factsheet presenting the what, why and how of gender-responsive evaluation for a sustainable future for all, two versions of the toolkit (a PDF and a shorter, interactive web version) and the **policy brief 'Fostering a gender and intersectional perspective in EU foresight'**.

The policy brief introduces the role foresight plays in the EU and across its key institutions and the importance of a stronger gender and intersectional perspective in EU foresight. The policy brief also summarises findings showing that gender-specific concerns and the impact of policies on gender inequalities have not been thoroughly integrated into EU strategic foresight. Finally, it highlights points for improvement and opportunities to make EU foresight

([41]) European Commission, *Better Regulation Guidelines*, SWD(2021) 305 final, 2021 (https://commission.europa.eu/system/files/2021-11/swd2021_305_en.pdf).

([42]) European Commission, 'Better Regulation Toolbox', complementing SWD(2021) 305 final, 2021 (https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how/better-regulation-guidelines-and-toolbox_en).

more responsive to gender equality and intersectionality. EIGE will publish the GREENA package and increase the resources available on its online gender mainstreaming platform in early 2024.

As part of efforts to develop partnerships and increase stakeholder awareness of using a gender-responsive approach to evaluate policies launched in the context of the better regulation agenda, EIGE conducted a series of activities to test the practical tools and discuss the research findings. These included an awareness-raising and competence development session with policy and evaluation officers and experts, which took place in Vilnius on 20 June, and a comprehensive peer-review of the draft toolkit process involving numerous Commission's services, Member States and academics, which lasted 3 months (mid July to mid October).

The ultimate aim of EIGE's work on gender-responsive evaluation for a sustainable future for all is to contribute to the design of better and more transparent interventions that adequately respond to the different needs and priorities of women and men, contribute to a more efficient allocation of resources and lead to more gender-equal results.

In 2023, EIGE continued to provide technical support to EU institutions and Member States on the use of gender mainstreaming methods and tools. EIGE conducted **support sessions** and gave **technical presentations** to EU institutions, Member States and international organisations that focused on a range of topics, such as gender mainstreaming in the green transition, gender-responsive public procurement, gender-sensitive parliaments, gender equality action plans, gender impact assessments and gender-responsive evaluation.

Throughout the year, EIGE continued to provide technical assistance and support to DG Structural Reform Support in implementing the flagship technical support project **'Gender mainstreaming in public policy and budget processes'**. EIGE provided practical resources and tailored guidance to increase the institutional capacity of the project partners and beneficiaries to effectively implement gender mainstreaming in policies and projects.

Among its activities, EIGE contributed to consultations, capacity-building sessions, workshops, awareness-raising sessions, training modules and face-to-face consultations, and provided direct technical support to DG REFORM (e.g. technical consultations, participating in the steering committee of the flagship project and in the thematic session on the 2024 DG REFORM Technical Support Instrument and discussing project proposals with potential beneficiaries). EIGE continued engaging with the Thematic Network on Gender

Mainstreaming ([43]) in the flagship project by promoting information about the flagship initiative. The provision of technical support to DG REFORM will come to an end in December 2024.

In 2023, EIGE continued to support the EU institutions and the Commission in achieving their commitment to mainstream gender in the EU budget by looking at how to measure expenditure related to gender equality at the programme level in the 2021–2027 multiannual financial framework ([44]). In this regard, EIGE provided technical support to DG Budget and the European Parliament. Other activities with awareness-raising and capacity-building multiplier effects that were implemented throughout the year include technical exchanges and peer-reviewing of strategic processes and documents of EU institutions and agencies, such as the European Parliament, the European Monitoring Centre for Drugs and Drug Addiction and Frontex.

Table 7. Achievement of indicators for Activity 1.2.2, methods and tools for gender mainstreaming

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of methods and tool-related references	50	77	100 %	Policy monitoring reports
Output	Dataset on gender equality in parliaments collected on time	Q3	Dataset collected in Q3	100 %	PMT
	Report on gender sensitivity of EU and national parliaments completed internally on time	Q4	Report completed in Q1 2024	75 %	PMT
	Tool on gender equality action plans completed internally on time	Q4	Tool completed in Q1 2024	75 %	PMT
	Policy brief (method and tool brief) on gender equality action	Q4	Policy brief completed in Q4	100 %	PMT

([43]) The Thematic Network on Gender Mainstreaming is a forum for exchanging up-to-date knowledge on existing programmes, projects, methods and tools for gender mainstreaming and sharing good practices among Member States. The network brings together gender mainstreaming and gender equality practitioners and experts from national gender equality mechanisms across the EU and EU institutions (as observers).

([44]) See p. 17 of the EU gender equality strategy (https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0152).

Indicator		Target	Achievements	Achievement rate	Source of data
	plans completed internally on time				
	Toolkit to implement gender-responsive and environmental evaluation in the EU completed internally	Q3	Toolkit completed in Q1 2024	35 %	PMT
	Toolkit (web version) to implement gender-responsive and environmental evaluation in the EU completed internally on time	Q3	Toolkit completed in Q1 2024	35 %	PMT
	Policy brief on key findings of evaluation (e.g. strategic foresight) completed internally on time	Q3	Policy brief completed in Q4	75 %	PMT
	Factsheet on evaluation completed internally on time	Q3	Factsheet completed in Q4	75 %	PMT
	Number of stakeholders provided with technical assistance (if requested)	Up to 2	6	100 %	Stakeholder requests register
	Number of experts' events	Up to 2	2	100 %	Events register

NB: PMT, project management tool.

1.2.3. Gender Statistics Database

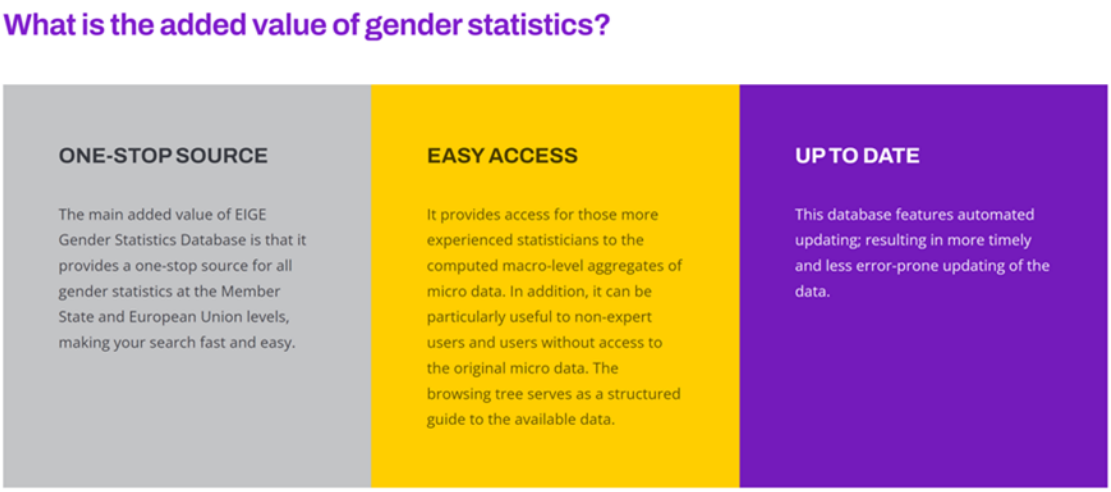
The specific objective of this activity – to **support EU and Member State policymaking by improving the collection and availability of high-quality gender statistics** – was successfully achieved in 2023.

The Gender Statistics Database is part of and supports EIGE's wider activities aimed at collecting, processing and disseminating gender statistics and gender-sensitive data. In 2023, EIGE's Gender Statistics Database continued setting standards for mainstreaming

gender into statistical data production, which receives a high level of support from the Commission ([45]).

EIGE's Gender Statistics Database offers decision-makers a reliable and regularly updated tool to help monitor, identify and analyse gender gaps in the EU and monitor policies. For example, data on women and men in decision-making supports the monitoring of the EU's Gender Equality Strategy for 2020–2025, specifically its objective of 'leading equally throughout society'. EIGE's data revealing the persistent gender imbalance among key decision-makers in large corporations has been used by EU institutions to support and unlock legislative action, resulting in the adoption of the new EU law on gender balance on corporate boards in November 2022.

Throughout 2023, developing, updating and communicating about the Database has been an important part of EIGE's efforts to collect and disseminate gender statistics. EIGE prioritised statistics that are relevant to its mandate and the EU's current political priorities. In this regard, in 2023, EIGE consolidated and provided continuity to its unique statistical activities while populating the Gender Statistics Database with updated statistics and indicators throughout its entry points.



Source: EIGE, 'Browse gender statistics', Gender Statistics Database.

Statistics on the gender balance of leadership positions have been routinely collected within the 27 Member States, covering 12 life domains: politics, public administration, judiciary, business and finance, social partners and non-governmental organisations, environment and climate change, media, education, science and research, sports, transport, COVID-19 and EU funding.

([45]) For example, in the Commission Opinion of 28.6.2023 on EIGE's draft Single Programming Document 2024-2026, the Commission reiterates the relevance of the Gender Statistics Database.

Despite 2023 being the closing year of EIGE's fifth IPA project, funded by the DG for Neighbourhood and Enlargement Negotiations (DG NEAR), EIGE updated data on the gender balance of leadership positions in EU candidate countries and potential candidate countries using its own resources.

In 2023, a total of 183 new indicators were added to the Database following EIGE's 2022 survey on gender gaps in unpaid care covering five key thematic areas of activities in which an individual may be involved outside of paid work: informal caregiving for older adults and people with disabilities; informal childcare; housework; leisure; and volunteering and individual and social activities within all 27 Member States. The survey results fill in data gaps, improve the Gender Equality Index's capacity to capture changes in the domain of time and contribute to the monitoring of the EU Gender Equality Strategy for 2020–2025 and care strategy.

Ahead of the 2024 European Parliament elections, and with the support of the Database, EIGE implemented a second EU-wide data collection on gender-sensitive parliaments, aiming to measure progress over time and identify trends in gender equality in and gender sensitivity of the European Parliament and national parliaments in the EU. Data will be added to the Gender Mainstreaming entry point providing continuity to the 2019 dataset.

EIGE is also a producer of official statistics within the European Statistical System ([46]). Cooperating with EU agencies and bodies creates synergies and complementarities with statistics users and data providers. In 2023, the Database and its work on quality standards for the production of gender statistics in data collection activities were presented at the United Nations Economic Commission for Europe session on gender statistics in a session on new data sources and emerging issues in May 2023 ([47]).

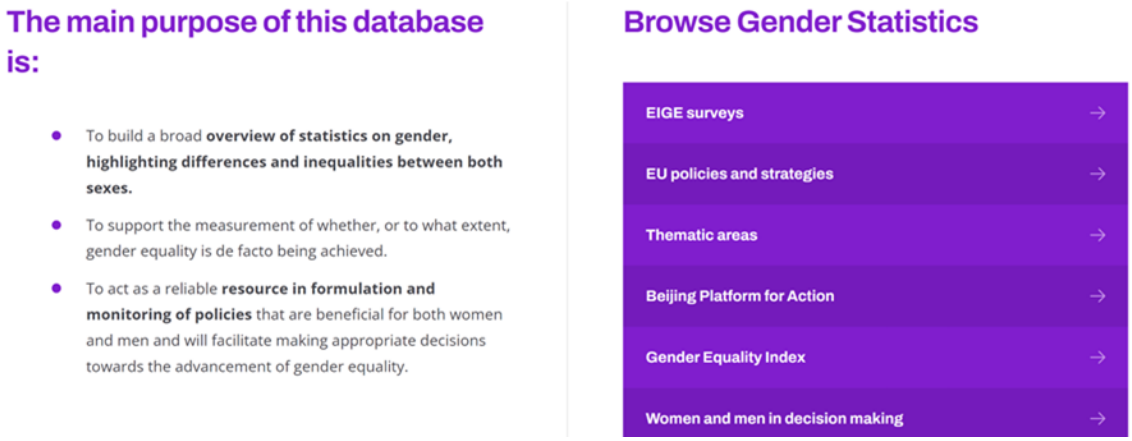
Throughout 2023, EIGE worked on updating the resource *Quality Considerations for EIGE's Gender Statistics Database*. It was initially published in 2021 as a reference document for key strategic stakeholders in gender statistics, in particular their users and producers. It also served the fulfilment of the Database role in becoming a consolidated knowledge management and communication tool on gender statistics.

An update is necessary because several developments have occurred since the production of the original document. The focus of the work has been to reflect several rounds of technological and content updates (including some restructuring of the browsing tree and the

([46]) Eurostat publishes data from EIGE's unique data collection on women and men in decision-making for the follow-up of the new development agenda on seats held by women in national parliaments and governments (https://ec.europa.eu/eurostat/databrowser/view/SDG_05_50/default/table?lang=en).

([47]) https://unece.org/statistics/events/meeting/gender2023.

addition of new data sources, most notably EIGE's own surveys) and to explore public debates on equality data in general and gender statistics in particular, namely the categories of biological/legal sex versus gender identity and intersectional inequalities. The draft document was presented to and discussed with stakeholders. EIGE will publish the updated document in 2024.



As part of efforts to support EU and Member State policymaking by improving the collection and availability of high-quality gender statistics and in a follow-up to its second external evaluation, on 3 May EIGE organised a stakeholder consultation meeting aimed at engaging with expert users of the Database to understand and better address their needs. The event gathered participants from national authorities in the Member States, such as policy officers and gender statistics experts from statistical offices, and other relevant stakeholders from the European Commission. It was an opportunity to share the most recent Database data updates and to discuss and gather feedback on EIGE's quality standards for gender statistics.

Efforts were also made during 2023 to strength the integration of an intersectional approach throughout the indicators included in EIGE's Gender Statistics Database. EIGE assessed the feasibility of disaggregating the data for selected indicators further, for example by age or education level, similarly to those indicators used for monitoring the EU Gender Equality Strategy 2020–2025. EIGE will communicate the results of this process in 2024.

In 2023, EIGE published two updated statistical briefs – one on gender balance in politics and one on gender balance in business and finance, two short statistical briefs (data talks) supporting topical areas and two statistical notes/factsheets. The data talks focused on women platform workers and faced challenges balancing unpaid care with work, beyond the so called flexibility. The statistical notes reflected evidence on Women and men representation in decision-making positions in sectors related to Defence and Security ahead of the NATO Summit held in June 2023, as well as women's and men's representation in decision-making processes in the European Green Deal within the eight areas for action at the national and EU levels.

Table 8. Achievement of indicators for Activity 1.2.3, Gender Statistics Database

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to Gender Statistics Database (Q1–Q4)	50	136	100 %	Policy monitoring reports
Output	Datasets from EIGE's surveys and from external providers (Eurostat, Eurofound, others) updated on time	Q4	Datasets updated on time	100 %	PMT
	Dataset(s) on women and men in decision-making collected and updated on time	Q1, Q2, Q3 and Q4	Collected and published on time for Q1, Q2, Q3 and Q4	100 %	PMT
	Dataset for GBV entry point collected and updated on time	Q4	Dataset collected and updated by Q4	100 %	PMT
	Number of experts' meetings on EIGE's Gender Statistics Database	1	1	100 %	Events register
	Number of statistical briefs on women and men in decision-	2 by Q2	2 by Q2	100 %	PMT

	making published on time				
	Number of statistical briefs supporting the topical areas completed internally on time	2 by Q4	2 by Q4	100 %	PMT

NB: PMT, project management tool.

1.3. Communicating on gender equality

In 2023, EIGE achieved its strategic objective to **manage all knowledge produced by the Agency and enable timely and innovative communication products that meet the needs of key stakeholders.** The Agency provided its key stakeholders with clear, timely and useful information and continued to reach out to new stakeholder groups active in various policy areas, ranging from the environment to security and care.

1.3.1. EIGE's communication campaigns and activities

In 2023, EIGE continued the thematic approach to its work programme and communications. The focus for the year was on the European Commission's growth strategy, the **European Green Deal**. EIGE gathered all its communication on the topic under the previously established call to action and invited stakeholders to take #3StepsForward ([48]) – this time towards a green and gender-equal Europe.

Given that EIGE was exploring the Green Deal–gender equality nexus for the first time, the Agency developed strategic operational goals to lead the stakeholder engagement and communication activities.

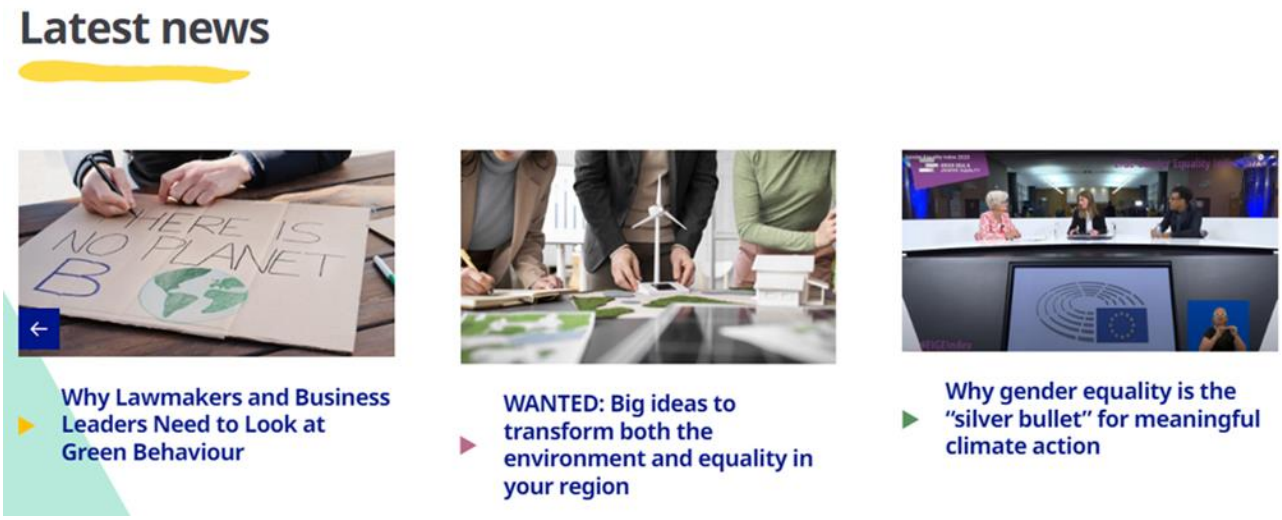
In line with these operational goals, EIGE's key messages and visuals, involved asking climate policymakers and experts, activists and civil society organisation representatives for their opinions on the link between climate action and gender equality.

Green deal campaign image

([48]) https://eige.europa.eu/newsroom/3-steps-forward.

This close communication with stakeholders remained throughout the campaign, with the knowledge products and campaign items developed in close cooperation with the Directorates-General and European Parliament committees, EU agencies active in the Green Deal areas and Spain – the holder of the presidency of the Council of the EU.

EIGE's Gender Equality Index thematic focus on the impact of the Green Deal ([49]) for women and men in all their diversity included webinars on the energy transition ([50]) and sustainable transport ([51]). Among the campaign milestones was EIGE's historic participation in and reporting from COP28. The campaign features evidence on gender equality in climate leadership ([52]).



Throughout the campaign, EIGE invited professionals, activists, policymakers and decision-makers to state three commitments towards gender-equal climate action. These are presented under the rubric 'climate inspiration' ([53]) and featured on the campaign website.

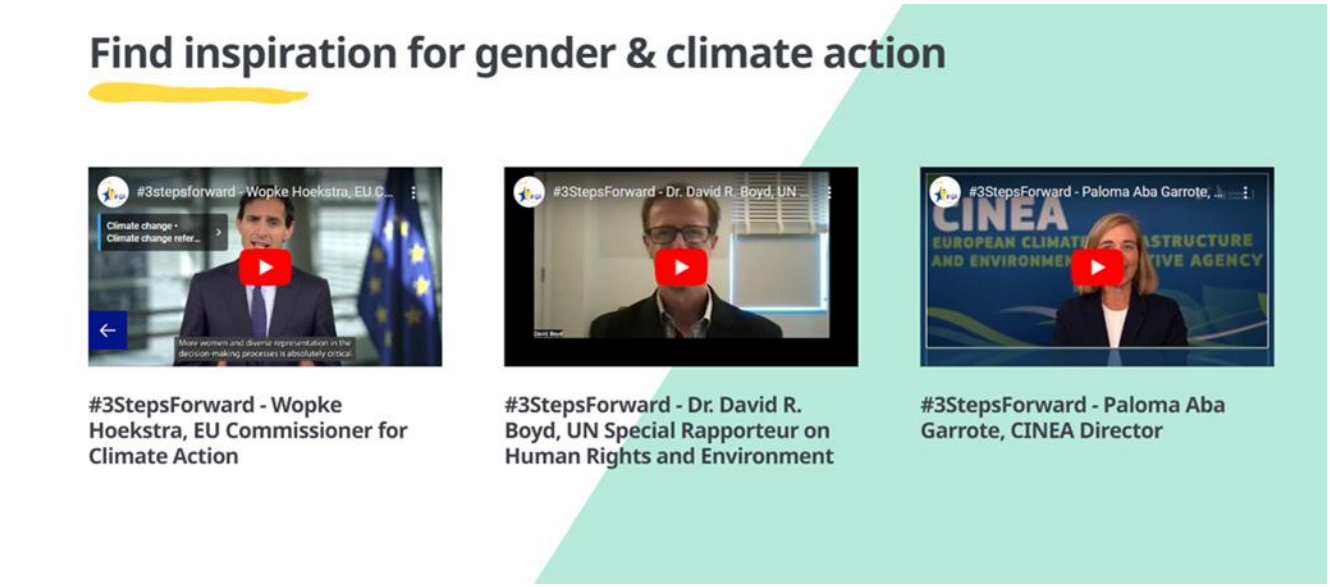
([49]) https://eige.europa.eu/newsroom/green-deal-and-gender-equality.

([50]) https://eige.europa.eu/newsroom/events/gender-equality-in-energy-webinar-2023.

([51]) https://eige.europa.eu/newsroom/events/gender-equality-in-transport-webinar-2023.

([52]) https://eige.europa.eu/newsroom/news/three-steps-forward-closing-gender-gap-climate-leadership.

([53]) https://eige.europa.eu/newsroom/green-deal-and-gender-equality#inspiration.



The campaign continues until June 2024.

Throughout the year, EIGE communicated its work through regular news items published on its website and, depending on their news value, shared them with outlets on its media database. The total media mentions are highlighted in Table 9. EIGE responded to 52 direct media requests – in written or interview form – after establishing the most appropriate expert at the Agency.

Ahead of International Women's Day EIGE, on 27 February, published the report *The pathway to progress: strengthening effective structures for gender equality and gender mainstreaming in the EU*. The communication roll-out involved a news item focused on the need for resources and structures to pave the way for gender equality. Swedish Minister for Gender Equality Paulina Brandberg (Swedish Presidency) and EIGE Director Carlien Scheele featured in the news item. Proactive media outreach with key outlets such as the *EU Observer* continued throughout the year to convey the key messages of the report.

Source: EU Observer.

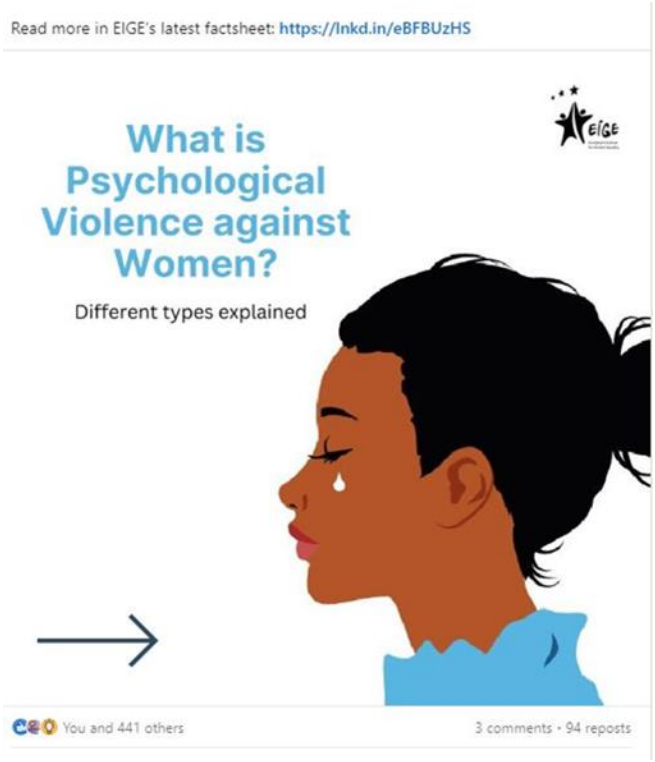
To capitalise on increased media attention linked to International Women's Day, the Agency also shared with journalists a newsletter dedicated to the topic, offering a range of gender equality angles alongside EIGE's data on gender equality.

Ahead of the NATO summit in Vilnius, the Agency looked at the state of play of gender equality in the security sector. A news item with key evidence from a statistical brief was shared with EIGE's media database and published on the Agency's website.

A series of social media visuals were used to present key evidence. In terms of media coverage, our monitoring report indicates that this topic had a strong media performance. Peaks occurred on 3 and 4 July (24 and 27 articles), when Portuguese and Spanish outlets covered our news item '4 in 5 NATO Council representatives are men: the need for more female representation'. Overall, in

Q3, this was the article most frequently referenced in the media.

EIGE published regular communications on various aspects of gender-based violence, including a news item on the Agency's report on legal responses to counter femicide in the EU and a series of visual social media assets to promote factsheets on economic and psychological violence.



According to the Q1 2023 media monitoring report, femicide was the second most popular topic in the media, with 119 mentions. The first was International Women's Day with 229 mentions.

Communication activities for the factsheets were carried out on social media only and received strong engagement through reposts and comments.

On the occasion of **Orange the World: 16 days of activism** against gender-based violence, the Agency implemented a mini social media campaign aligned with the United Nations' 2023 focus on the economic and social implications of gender-based violence. EIGE participated in this important campaign with four social media carousel posts highlighting 16 aspects of prevention of and protection against gender-based violence. The campaign covered finance and resources among other key areas ([54]).

Coverage of EIGE's work by media outlets increased by 12 % compared with 2022. On social media platforms, the Agency continued to focus on **LinkedIn** as a key social media platform for professional conversations on the topic. The analytics showed significant increases across all metrics on the platform; for example, the number of impressions went up by 110 % compared with 2022, followers increased by 17 537 (42.9 % more than in 2022) and reactions increased by 125.1 %. On X (formerly Twitter) the number of impressions increased slightly while retweets and clicks decreased compared with 2022. On Facebook there was a slight increase in followers and a decrease in reach and engagement.

EIGE's Director continued to promote the Agency's work via **speeches at high-level events** organised by the Commission, the European Parliament, the presidencies of the Council of the EU and EU agencies. The Director presented EIGE's work on more than 20 occasions in 2023. Eleven key speeches by the Director were uploaded to a specific section ([55]) on EIGE's website. In October 2023, the Director also started posting monthly thought leadership pieces to add a personal voice and strengthen the outreach of the Agency's key activities, evidence and outputs. The topics covered by the Director's LinkedIn posts are aligned with priority gender equality issues and related international days. The inaugural post explored the nexus between gender equality and climate change. This was followed by a post addressing violence against women on the International Day for the Elimination of Violence against Women on 25 November. Each month the Director's posts link the Agency's evidence with the relevant discourse in society, such as a recent post on financial independence and gender equality.

Based on the Management Board's request to EIGE to work on responding to anti-gender initiatives and following up on a session on anti-gender initiatives held during EIGE's 2022 Gender Equality Forum, EIGE has started piloting a 'communications lab' (or 'comms lab').

([54]) https://eige.europa.eu/newsroom/news/orange-world-2023-prevention-protection.

([55]) https://eige.europa.eu/newsroom/Director-corner

The aim of the lab is to help craft proactive narratives on gender equality topics and strengthen joined-up approaches. The lab is doing so by fostering an open, data-driven learning approach where expert communicators can bring their specialist and on-the-ground experience to build and broaden knowledge and skills in evidence-based communication approaches. In 2023, EIGE focused on working with communication specialists to develop a concept for the lab, including through the organisation of a small workshop in Brussels in April 2023 and participation in related events organised by stakeholders. The lab will also provide a platform for information exchange and learning to support key stakeholders in adapting impactful communication approaches.

In 2023 and 2024, the comms lab aims to explore communication techniques related to one key narrative/theme – violence against women. Violence against women is an ongoing priority area within EIGE's mandate, with a particular focus on (administrative) data collection. Violence against women also features prominently in Member States' national agendas. Meanwhile, anti-gender actors deploy specific narratives to undermine the focus on combating violence against women. Developing a solid and actionable communication approach to respond to disinformation and set a strong alternative narrative is critical. In 2023, EIGE worked on a number of small activities to prepare insights for a workshop with communication and violence against women experts in April 2024.

In 2023, EIGE also developed a crisis communication manual as part of EIGE's business continuity plan and conducted a crisis communication simulation to increase the Agency's crisis preparedness.

Table 9. Achievement of indicators for Activity 1.3.1, EIGE's communication campaigns and activities

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Media coverage of EIGE's work	2 000	5 184 media mentions, of which 3 240 were considered mainstream media mentions	100 %	Media monitoring reports
	Media coverage of the Gender Equality Index	450	1 388 media references to the Gender Equality Index	100 %	Media monitoring reports

Indicator		Target	Achievements	Achievement rate	Source of data
Output	Number of campaigns implemented	2	2 campaigns implemented (Green Deal and Orange the World) (*)	100 %	EIGE's website
	Number of news items published	10	26 news items published	100 %	EIGE's website
	Number of social media posts (combined Facebook, Twitter/X, LinkedIn)	700	1 290 social media posts on EIGE's social media channels	100 %	Social media monitoring report
	Number of audiovisual products (packages)	2	2 videos produced for Green Deal campaign	100 %	EIGE's website and YouTube channel

(*) https://eige.europa.eu/newsroom/green-deal-and-gender-equality; https://eige.europa.eu/newsroom/news/orange-world-2023-prevention-protection?language_content_entity=en.

1.3.2. Building and maintaining stakeholder relations

Through continuous dialogue and cooperation with policymakers, EIGE sought to ensure that its **work is aligned with the policy needs of the EU institutions and Member States** and is delivered in a timely and useful manner. To better inform its ongoing work and identify issues and trends that could influence the future of gender equality in the EU, EIGE consulted its stakeholders throughout the year. This collaboration was guided by a strategic foresight approach, based on the principle of knowledge creation and information-sharing.

In 2023, EIGE carried out a **strategic foresight project** and, as part of this, organised two strategic foresight workshops, one with its Management Board members in June and one with members of its Experts' Forum in November. The workshops focused on discussing the key megatrends and other factors that could impact the future of gender equality in the EU and considered possible strategic paths for EIGE in relation to these trends. To complement these strategic foresight discussions, EIGE conducted an online strategic foresight survey. It gathered the views of more than 100 stakeholders on the emerging priority issues for gender equality in the EU up to 2040.

Next, EIGE analysed the results of the workshops and the survey to establish trends and emerging priority issues. The results will be used to inform discussions on **the future strategic avenues of gender equality policies in the EU**. In 2024, these results will be shared with the Commission, the European Parliament and the EU Council presidencies, and will support discussions on the future of gender equality at the EIGE Gender Equality Forum in December 2024.

Throughout 2023, EIGE continued its close cooperation with the **European Commission** and **the European Parliament** and stepped up its efforts to promote gender equality in the agenda of the **Council presidencies**. In this context, EIGE has worked closely with Sweden and Spain and provided data and evidence for their policy discussions on promoting gender equality in economic and social policies, including through work–life balance measures and care, and on preventing and combating gender-based violence. EIGE's research provided evidence for the EPSCO conclusions on gender mainstreaming in EU programmes and budgets and for the conclusions on gender equality and care. EIGE contributed to a number of presidency events and meetings, including meetings of the ministers responsible for gender equality.

Looking to the future, EIGE engaged in discussions with the incoming Belgian and Hungarian EU Council Presidencies to identify their needs for data and facts for the presidencies' gender equality agenda. Ahead of the Belgian Presidency, EIGE met with a range of high-level and expert-level actors to prepare EIGE's extensive contribution to the presidency programme, including a report on financial independence. EIGE organised a **country visit** to Hungary as part of preparations to support the Hungarian Presidency. During the visit, the EIGE delegation held high-level talks with national authorities and met with representatives of civil society organisations. The visit provided an opportunity to discuss the gender equality situation in the country and how EIGE's data and knowledge can further support national efforts in this area. Due to the parliamentary elections in Poland in October 2023, the EIGE country visit to Poland was postponed until 2024.

To strengthen policy dialogue and link its work more efficiently to the needs of its stakeholders, EIGE established **a liaison office in Brussels** for a pilot period of 2 years (2022–2023). The second year of the pilot period was successful, as was the first, and has shown that EIGE is actively engaging with stakeholders at the EU level in a variety of ways through the liaison office. For example, for the European Commission, the liaison office coordinated input to the EU *2023 Strategic Foresight Report* and the consultation on binding standards for equality bodies. European Parliament reports on ensuring that transport works for women and on energy poverty were also supported by the liaison office. The liaison office played a key role in further improving the visibility and accessibility of the Agency and extended its engagement with stakeholders beyond the gender equality community.

In this way, EIGE forged closer links with various committees of the European Parliament and the services of the European Commission. To attract support for EIGE's 2023 priority theme of the European Green Deal, the Agency established or enhanced contacts with EU-level stakeholders active in the fields of the environment, energy and transport. With the support of the liaison office, EIGE created opportunities to bring the gender perspective into the processes of and discussions at COP28.

The liaison office pilot project was assessed towards the end of its second year and the outcomes presented to the EIGE Management Board in November 2023. Based on the results of the assessment, **the liaison office in Brussels was established on a permanent basis from 1 January 2024**.

In terms of cooperation with the European Parliament, EIGE has participated in a number of meetings and hearings of the **Committee on Women's Rights and Gender Equality** (FEMM) and provided input to several parliamentary reports and resolutions. In 2023, EIGE participated in the European Parliament's Gender Equality Week and gave presentations at a joint hearing of FEMM, the Committee on Budgets and the Committee on Budgetary Control, and at meetings of the Committees on Employment and Social Affairs, on Industry, Research and Energy and on Transport and Tourism. The presentation of EIGE's annual Gender Equality Index results has formed part of Gender Equality Week for a few consecutive years now, and exchanges between members of FEMM and EIGE's management team have become a regular practice.

Despite limited resources, EIGE maintained its ongoing exchange of information with key **civil society organisations** and initiatives. EIGE also kept in regular contact with **international and regional organisations**, especially with UN Women (mainly on the topic of gender-based violence), the Council of Europe (mainly on gender-based violence, anti-gender initiatives and gender mainstreaming more broadly) and the World Health Organization Europe office (on health and well-being).

Following the recommendations of the second independent external evaluation of EIGE, the Agency intensified its efforts to build on its accumulated credibility and expertise to liaise with broader networks. In 2023, the Agency became involved in new initiatives. The Agency's Director joined the International Gender Champions network, spoke at the 13th edition of the State of the Union conference – featuring over 130 speakers – and addressed the Women Political Leaders network at its annual summit at the European Parliament and in the Belgian Senate. The Agency also participated in the 2023 Open Government Partnership Global Summit, which brought together senior government representatives, civil society leaders and policymakers from more than 70 countries to exchange experiences, best practices and

progress on open government initiatives and implementing action on key issues, including those related to gender equality.

Throughout the year, EIGE continued its close cooperation with **other EU agencies** and sought further synergies where appropriate. Its most active cooperation was with Eurofound and FRA.

EIGE regularly exchanged information with Eurofound, and the agencies provided input to each other's reports and research projects. In 2023, the agencies benefited from each other's expertise in carrying out surveys and research in the area of the labour market, care and a just transition. On the latter topic, EIGE and Eurofound co-hosted a panel discussion on energy poverty during the European Sustainable Energy Week. EIGE co-hosted another session at the same event with Cedefop, focused on skills for the green transition. The topic of skills for the green transition was further discussed by EIGE and Cedefop in a podcast episode ([56]). Cooperation with FRA focused mostly on the area of gender-based violence, including the joint FRA–EIGE survey on violence against women. Cooperation with FRA also included EIGE's participation in the strategic communication network C10 ([57]).

In 2023, EIGE also worked closely with the European Union Agency for Criminal Justice Cooperation (Eurojust). The two agencies joined forces and decided to conduct a study on the implementation of Directive 2011/99/EU on the European protection order. Work on the project started in 2023, and results are expected in 2024.

Furthermore, EIGE was an active participant in the Justice and Home Affairs Agencies' Network (JHAAN) and joined justice and home affairs agencies in supporting Member States and EU institutions in responding to Russia's war of aggression against Ukraine and helping people affected and displaced by the war. In respect of this, EIGE contributed to the joint EIGE–JHAAN paper on Justice and Home Affairs (JHA) agencies' contributions to EU solidarity with Ukraine. EIGE was also involved with the EU Agencies Network on Scientific Advice (EU-ANSA), in particular with the quantitative survey data cluster, the socioeconomic cluster and the futures cluster.

In line with the recommendations of the second external evaluation of EIGE, the Agency continued its efforts to improve the working methods of the Experts' Forum, including actively and successfully engaging forum members on various topics. EIGE involved Experts' Forum members in its strategic foresight discussions and will continue to involve them to help

([56]) https://www.cedefop.europa.eu/en/podcasts/cedefop-podcast-episode-20-women-green-energy-sector-untapped-resource.

([57]) The C10 is a network of senior communications staff from 10 key human rights and equality organisations, including the European Network of National Human Rights Institutions, the European Network of Equality Bodies, the Office of the United Nations High Commissioner for Human Rights, EIGE and FRA.

monitor national developments in the field of gender equality and promote EIGE's work to stakeholders at the national level, and through their participation in 'audience testing' of some of EIGE's communication products.

Table 10. Achievement of indicators for Activity 1.3.2, building and maintaining stakeholder relations

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Number of policy references to EIGE's work	600	791	100 %	Policy monitoring report
Output	Number of events organised by EIGE (Gender Equality Index release, country visits and Experts' Forum events)	5	7	100 %	Events register

1.3.3. Facilitating knowledge management

The new version of EIGE's website went online on 23 May, and subsequent updates improved various elements, for example the toolkits and Gender Equality Index sections and EIGE's mini-sites. The website is now hosted using a technology that is more secure and allows more interaction with users. The new website also features a new design and information structure, aimed at improving the way our web visitors reach and consume the information they need.

Due to a reprioritisation of EIGE's activities, the planned production of an e-learning tool was cancelled. However, EIGE worked on an update of its gender-sensitive communications toolkit, and the final outputs will be ready in 2024.

During 2023 EIGE started a review of its corporate visual identity, and the final outcomes of this process will be available in 2024. The update of EIGE's writing guide was postponed until 2024, so that it can take into account the results of EIGE's new corporate visual identity.

EIGE produced 25 publications during 2023; 96 % of readers who responded to a survey ([58]) stated that EIGE's publications **met their needs well or excellently**.

([58]) Responses to a survey conducted on EIGE's website.

Table 11. Achievement of indicators for Activity 1.3.3, facilitating knowledge management

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	Level of stakeholder satisfaction with EIGE's website	Satisfaction level > 70 %	75 % (*)	100 %	Survey report
Output	Updated web section on Gender Equality Index, including country profiles	Q4	Web section updated in October 2023	100 %	EIGE's website
	E-learning tool on gender-sensitive communications, including updates to the gender equality glossary and thesaurus, completed internally on time	Q3	The development of the e-learning tool was cancelled	N/A	PMT
	EIGE's writing guide completed internally on time	Q3	Deprioritised and moved to 2024	N/A	PMT

(*) Survey conducted in May 2023. Satisfaction level was calculated as the median response to the questions: 'It's easy for me to find what I am looking for on this website'; 'The content on this website is easy to understand'; 'I think the website is easy to use'.

NB: N/A, not applicable; PMT, project management tool.

1.3.4. Increased capacity of EU candidate countries and potential candidate countries to measure and monitor the impact of gender equality policies (2018–2023)

EIGE's fifth IPA project funded by DG Neighbourhood and Enlargement Negotiations (DG NEAR), 'Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018–2022)', was extended until the end of September 2023 due to savings incurred during the COVID-19 period. The non-cost extension addendum No 2 to the contribution agreement with DG NEAR (CN 2018/402-854 and 2019/414-064) was signed by EIGE in 2022. The addendum modified or rescheduled certain project outputs and activities, which also affected the achievement rates in Table 12.

In 2023, which was the fifth and final year of the project, EIGE focused on finalising project activities, promoting project results and preparing for final reporting. Most of the activities planned for January–September 2023 as per the approved non-cost extension activity plan were implemented successfully.

In 2023, Montenegro and North Macedonia each released a Gender Equality Index for the second time. Albania was preparing for its second release, while Kosovo and Türkiye continued their work on their first Index. In the meantime, EIGE finalised and published a comparative overview of Index scores in the region and over time – in the format of a publication (*Measuring Gender Equality Progress in the Western Balkans* ([59])) and an online interface on EIGE's website ([60]).

In the area of measuring violence against women, the second edition of the North Macedonia Gender Equality Index included a scoreboard of available indicators for measuring violence against women. It is expected that it will also be part of the next Gender Equality Index reports for Montenegro and Albania. In March 2023, EIGE published the report '*Strengthening data systems on violence against women for the Western Balkans and Türkiye'* ([61]). It provides guidance and presents concrete steps on how to collect, manage and report data on violence against women in line with the Istanbul Convention and other international standards.

In 2023, EIGE continued to collect and publish data on women and men in decision-making for all seven IPA beneficiaries.

Throughout the reporting period, EIGE continued to engage IPA stakeholders in its events and meetings. During 2023, a total of 62 IPA participants took part, in person and/or virtually, in project-dedicated EIGE events for IPA beneficiaries and other EIGE events. Of these, 23 IPA participants took part in other EIGE events. In May 2023, EIGE hosted the last regional meeting of IPA beneficiaries under this project. The meeting was dedicated to gender equality and the green agenda. It also took stock of the successful results of the IPA project.

As a result of the IPA project, EIGE gathered knowledge on gender equality in the region. For a second year in a row, this knowledge supported EIGE's contribution to the EU enlargement package - a set of key documents, adopted by the Commission taking stock of developments in the region and setting out proposals for the way forward. The dedicated work and engagement with regional stakeholders allowed EIGE to share its expertise and

([59]) https://eige.europa.eu/sites/default/files/documents/20233289_PDF_MH0323262ENN_002.pdf.

([60]) https://eige.europa.eu/about/eu-candidate-countries-and-potential-candidates/gender-equality-indices-western-balkans-and-turkey.

([61]) https://eige.europa.eu/sites/default/files/documents/strengthening_data_systems_on_violence_against_women_in_the_western_balkans_and_turkiye.pdf.

observations gathered throughout the project. This further strengthened the reputation of EIGE in the region and contributed to shaping the Commission's approach to EU pre-accession assistance.

EIGE continued to cooperate with both national and regional stakeholders as well as EU delegations in IPA countries. EIGE engaged mostly with the Regional Cooperation Council and the UN Women regional office in Istanbul. EIGE also engaged with an informal network of EU agencies, implementing IPA / European Neighbourhood Instrument projects. However, even though it was anticipated, there was no meeting of this informal network in 2023.

In the summer of 2023, EIGE launched an external evaluation of the project. The evaluation report confirmed the high relevance of the project in supporting EU candidate countries and potential candidate countries to measure and monitor the impact of gender equality policies. Both of the project's specific objectives were also in line with EU policies and priorities. The multilayered approach to the project allowed EIGE to address specific needs on a country-by-country basis and with specific objectives.

The evaluation found, that EIGE's support was essential to the development and establishment of Gender Equality Indices. The project contributed to the improvement of regional cooperation in the field of gender equality and increased gender equality awareness, especially among national administrations. Success was also recognised in the creation of strategic partnerships (e.g. with OSCE in the violence against women workstream) and in largely avoiding duplication of efforts with other international organisations. EIGE's cooperation with UN Women has been identified as a best practice example. Furthermore, EIGE's mandate and specialised knowledge made it the highly credible partner for the project. EIGE is recognised as a natural counterpart by all stakeholders, including international organisations.

The external evaluation also provided recommendations for the next cycle should EIGE decide to continue with the project.

Table 12. Achievement of indicators for Activity 1.3.4, increased capacity of EU candidate countries and potential candidate countries to measure and monitor the impact of gender equality policies (2018–2023)

Indicator		Target	Achievements	Achievement rate	Source of data
Outcome	IPA beneficiaries are supported in developing	Up to 6	6	100 %	Governments and national statistical office

Indicator		Target	Achievements	Achievement rate	Source of data
	the Gender Equality Index				websites; EIGE's Gender Statistics Database
	Publication of guidance on measuring violence against women and collection of administrative data	1	1	100 %	EIGE's website
	Improved capacity of IPA beneficiaries to monitor gender equality	>75 % of participants benefit from the meetings	100 % of participants benefited (Final IPA regional meeting)	100 %	Report to DG NEAR
Output	Regional coordination meeting with IPA beneficiaries	1	1	100 %	Events register; EIGE's website
	IPA participants engaged in EIGE events	10	23	100 %	Events register
	Examples of good practices collected from IPA beneficiaries	21	19 (15 published in 2020; 4 collected in 2023)	90 %	EIGE's website
	Project external evaluation	1	1	100 %	Report to DG NEAR

Indicator		Target	Achievements	Achievement rate	Source of data
	Promotional EIGE–IPA video	1	1	100 %	EIGE's website

1.4. Organisation, administration and functioning of EIGE (horizontal)

The Agency is divided into the following units: the Research and Policy Support Unit (R & PS), the Outreach and Engagement Unit (O & E), the Director's Secretariat and the Administration Unit. The last two deal primarily with cross-cutting tasks.

This section reports on the cross-cutting tasks that support the fulfilment of operational objectives.

1.4.1. Procurement

In 2023, procurement services in the Administration Unit further improved the effectiveness and efficiency of procurement processes to ensure the completion of the 2023 work programme (part of the SPD).

Procurement procedures were carried out in line with the 2023 procurement plan; a 100 % implementation rate was achieved on 31 December 2023. Moreover, in order to support the continuity of EIGE's services, as well as to procure required and additional services, further digitalisation of procurement processes took place with the **onboarding of the public procurement management tool** in October 2023. The aim of the tool, developed by the Commission, is to enable procurement procedures to be launched and conducted in the most efficient and secure way.

The procurement team delivered **several training sessions on procurement, contract management and lessons learned** throughout 2023. Throughout 2023, the procurement team also shared with staff information on lessons learned and procurement case-law via EIGE's internal 'Procurement voice' newsletters (topics included abnormally low tenders, use of artificial intelligence (AI) in procurement and the composition and tasks of evaluation committees).

Procurement colleagues also supported the planning of the work of EIGE's working group on AI, which is tasked with developing guidelines and organising training on the effective and ethical use of AI tools at the Agency, with most of the actions expected to take place in 2024.

Table 13. Achievement of indicators for Activity 1.4.1, procurement

Indicator		Target	Achievements	Achievement rate	Source of data
Output	Rate of implementation of the adopted 2023 procurement plan	> 90 %	All procurement procedures implemented in accordance with the 2023 procurement plan	100 %	Procurement plan
	Regular procurement training of EIGE staff	> 1/year	4 training sessions conducted	100 %	Training material
	Procurement guidelines, lessons learned and templates kept up to date	> 1/year	Templates updated in February and October 2023	100 %	Procurement intranet page

1.4.2. Human resources management

In 2023, human resources (HR) services within the Administration Unit focused on recruiting staff in line with EIGE's establishment plan; **a 100 % occupancy rate** was achieved on 31 December 2023. EIGE completed the **annual performance appraisal** exercise for all staff and ensured that staff members were offered appropriate training opportunities aimed at improving their skills and competencies.

In 2023, HR services continued to streamline internal HR processes and procedures in light of the implementation of the Staff Regulations of Officials and Conditions of Employment of Other Servants of the European Union ([62]) (hereafter 'staff regulations') and the implementing provisions, and adopted more efficient HR tools, such as Sysper2 and the e-recruitment tool.

Moreover, EIGE implemented relevant actions from its **2022–2027 HR strategy**, particularly those related to diversity and inclusion initiatives, such as implementing the policy on reasonable accommodation, appointing a disability coordinator and organising training on

([62]) https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A01962R0031-20140501.

unconscious bias in selection procedures. However, the intended launch of the competency framework was postponed due to budgetary limitations.

In addition, through EIGE's 'buddy' programme, a list of volunteering 'buddies' supported the smooth onboarding and integration of newcomers in 2023. Last but not least, measures to support staff well-being were initiated at the end of 2023 following the results of a staff well-being survey. These measures include increasing the ceiling on contributions under EIGE's BeWELL policy, continuing financial support for trainees for psychotherapy and financial support for EIGE staff for the purchase of home office equipment (which also relates to the adoption of new model rules on working time and hybrid working).

Table 14. Achievement of indicators for Activity 1.4.2, human resources management

Indicator		Target	Achievements	Achievement rate	Source of data
Output	Average length of recruitment procedure	< 4 months	2.7 months	100 %	Recruitment plan
	Minimum occupancy rate of TA posts in the establishment plan by the end of 2023	90 %	Full occupancy achieved on 31 December 2023	100 %	Establishment plan
	Percentage of eligible EIGE staff subject to performance appraisals to undergo evaluation in the 2023 exercise in line with the current implementing rules	100 %	All staff eligible were appraised in 2023, in accordance with the implementing provisions	100 %	HR tool
	Average attendance at in-house training	> 75 %	91 % attendance	100 %	Attendance lists
	Procurement procedure for competency	Q4	Postponed due to budget limitations in Title I	N/A	PMT

Indicator		Target	Achievements	Achievement rate	Source of data
	framework launched				

NB: N/A, not applicable; PMT, project management tool; TA, temporary agent.

1.4.3. Budget implementation

In 2023, EIGE's financial and accounting services ([63]) focused on drawing up accurate financial statements that presented a fair view of the Agency's financial performance and on coordinating the budget planning, consumption forecast, budget reviews and transfer of appropriations that led to EIGE achieving higher budget implementation rates.

The challenges posed by the rise in the inflation rate and energy prices in Lithuania persisted in 2023. This led to additional budgetary needs in Title I caused by salary indexing and the sharp rise in the correction coefficient applicable in Lithuania. Thus, EIGE's financial services focused on regular budget reviews and close monitoring of budget implementation. Budgetary needs were offset by identifying internal savings and receiving additional appropriations from the Commission.

Despite these challenges, EIGE achieved **satisfactory budget implementation rates** in 2023. EIGE also performed an ***ex post* control exercise**, which confirmed the good functioning and effectiveness of its internal control system and identified only some minor deficiencies, which were promptly addressed.

Following an assessment of cost of controls performed in March 2023, EIGE's management decided to look into the possibility of simplifying financial workflows in order to identify efficiencies. Management approved the recommendations of the financial team in October 2023. The recommendations, which are to be implemented in 2024, include the following key actions: enhancing the accountability of project managers in their newly established role as operational verifying agents (previously assigned to Heads of Unit); simplifying the workflows for reimbursements under the BeWELL policy; and centralising financial initiation and financial verification functions in the Administration Unit. Overall, the measures are intended to provide **significant efficiency gains in the use of human resources** (estimated at 3.76 full-time equivalents (FTEs)) and **reduce the cost of controls** (by EUR 16 271 annually).

([63]) EIGE's accounting officer function has been outsourced to Cedefop since 1 November 2023.

Table 15. Achievement of indicators for Activity 1.4.3, budget implementation

Indicator		Target	Achievements	Achievement rate	Source of data
Output	Final accounts adopted by the deadline	1 July 2023	Adopted on 26 June 2023	100 %	Management Board Decision
	Minimum rate of budget implementation for commitment appropriations and for payment appropriations by 31.12.2022	> 95 % for commitments; > 75 % for payments	98 % for commitments; 81 % for payments	100 %	Budget execution reports
	Ex post controls report submitted to the authorising officer	Q4 2023	Submitted to the authorising officer in October 2023	100 %	*Ex post* controls report

1.4.4. Internal control and audit

In 2023, EIGE received a positive opinion from the European Court of Auditors (ECA) on the reliability of its 2022 accounts and on the legality and regularity of its financial transactions. All outstanding audit observations have been closed. In 2023, EIGE was granted budgetary discharge for the 2021 financial year.

There were no Internal Audit Service (IAS) engagements in 2023, and all outstanding IAS recommendations were closed in January 2023.

In 2023, EIGE updated its policy on management of conflicts of interest related to Management Board members, experts in advisory bodies, external experts and staff not covered by the staff regulations ([64]). The policy was updated to align it with ECA recommendations ([65]), particularly those related to transparency processes and the post-engagement activities of Management Board members. Rules on prevention and

([64]) Management Board Decision No MB/2023/009 of 17 May 2023.

([65]) Horizontal audit topic on revolving door in European Court of Auditors, *Annual report on EU agencies for the financial year 2021*, Publications Office of the European Union, Luxembourg, 2022.

management of conflicts of interest for staff covered by the staff regulations were also developed in 2023 and submitted for Commission approval in accordance with Article 110 of the staff regulations.

Finally, following the successful implementation of the 2021–2023 anti-fraud strategy, EIGE developed its strategy for the 2024–2026 ([66]) period, as adopted by the Management Board on 13 December 2023. The strategy was presented to all staff in the annual fraud prevention information session.

Table 16. Achievement of indicators for Activity 1.4.4, internal control and audit

Indicator		Target	Achievements	Achievement rate	Source of data
Output	Percentage of ECA audit recommendations implemented on time	> 90 %	All outstanding ECA recommendations implemented	100 %	ECA report
	Percentage of IAS audit recommendations implemented on time	> 90 %	All outstanding IAS recommendations implemented	100 %	Teams central
	Assessment report on effectiveness of internal control system sent to authorising officer	Q1 2023	Report submitted to the authorising officer in March 2023	100 %	2022 CAAR
	Implementation of 2021–2023 anti-fraud strategy in accordance with action plan	100 %	All actions implemented in accordance with action plan	100 %	Reported in Annex I of the 2024–2026 anti-fraud strategy
	2024–2026 anti-fraud strategy developed and adopted by the Management Board	Q4 2023	Strategy adopted in December 2023	100 %	Management Board Decision

([66]) Management Board Decision No MB/2023/024 of 13 December 2023.

1.4.5. ICT infrastructure and facility management

In 2023, EIGE's information and communications technology (ICT) services within the Administration Unit ensured high-quality information technology (IT) support services that enabled EIGE's staff to perform their tasks effectively and securely.

The focus of ICT services in 2023 was on the maintenance and upgrade of ICT infrastructure. In this respect, and as part of business continuity testing, EIGE, in cooperation with CERT-EU ([67]), performed disaster recovery testing as part of the maintenance of the Agency's business continuity plan (BCP). As a result, measures to enhance the security of the infrastructure and data were taken in 2023. EIGE developed an emergency evacuation plan and appointed emergency evacuation stewards, also as part of the BCP. Trainings and an evacuation test are planned for 2024.

With regard to facility management, a new lease contract for EIGE's premises in Vilnius was signed in December 2022. EIGE agreed with the property owner that, as part of the lease contract, renovation of its premises would take place in 2023/2024 at the cost of the property owner (including structural changes to accommodate more office space and collaborative workspace, upgrades to carpeting and furniture and implementing more eco-friendly equipment and appliances). The work started in 2023 and continues in 2024.

Moreover, with the Director's decision to establish EIGE's liaison office in Brussels on a permanent basis ([68]) in November 2023 ([69]), EIGE proceeded with the extension of the lease contract for office space in Brussels until 30 June 2024 and will launch a procedure for acquiring a new lease contract from that date onwards.

Lastly, an internal satisfaction survey performed in 2023 showed a high level of satisfaction with IT services among EIGE staff.

Table 17. Achievement of indicators for Activity 1.4.5, ICT infrastructure and facility management

Indicator		Target	Achievements	Achievement rate	Source of data
Output	Timely completion of tasks in the	Q4 2023	All activities completed on time	100 %	IT strategy

([67]) The computer security incident response team of all EU institutions, bodies and agencies.

([68]) Previously operating on a pilot basis from 1 January 2022 until 31 December 2023.

([69]) Director's Decision No 292 of 17 November 2023 on the establishment of EIGE's Liaison Office in Brussels with effect from 1 January 2024.

Indicator		Target	Achievements	Achievement rate	Source of data
	2022–2024 IT strategy				
	Number of security breaches	0	0	100 %	Security incidents register
	Percentage of staff satisfied or very satisfied with IT services based on an annual satisfaction survey conducted in Q4 2023	> 85 %	90 %	100 %	Survey report
	Average completion time for submitted work requests (repairs, moves, alterations)	< 5	2.5 days	100 %	Requests registered in the Document Management System

1.4.6. Management support assistance

Overseeing Agency operations in 2023, the Director prudently focused on strengthening workplace dynamics and simplifying processes, aimed at projecting EIGE's internal excellence outwards and following on from a recommendation of the second external evaluation of the Agency (2022). Attention was focused on several overarching themes, such as revamping and strengthening EIGE's corporate identity in-house and externally; establishing concrete communication principles to adhere to internally; and the impact of AI on, and its benefits to, the Agency's work. Under the direction of and together with the Management Board, the Director worked to ensure to ensure a meaningful and robust response to the results of the Agency's second external evaluation, seeking plausible ways to boost the effectiveness of the Agency and its bodies.

Agency leadership met regularly (every two weeks and quarterly) with staff to discuss planning and reporting processes and convey in-house approaches geared towards increasing flexibility and efficiency and clarify how to apply them. Management marked various achievements across all units throughout the year and held information sessions and workshops on internal staff rules and guidelines. Management retreats took place in February and September, where EIGE leadership streamlined its operating methods, focusing on clear

and consistent corporate behaviour and processes, and maintaining a healthy and motivated workforce. Executive decisions (25 in total) issued by the Director in 2023 were announced to staff promptly and published on the Agency's intranet.

Table 18. Achievement of indicators for Activity 1.4.6, management support assistance

Indicators		Target	Achievements	Achievement rate	Source of data
Output	Consult and report to the Management Board	Twice/year	Meetings held 15–16 June and 9–10 November; extraordinary meetings held 9 February and 4 October	100 %	Summaries of proceedings on EIGE's website
	Monitoring and review of the project schedule for key programming documents for submission to the Management Board and Standing Committee	Twice/year	Reviewed and updated in Q2 and Q4	100 %	Director's Secretariat site on EIGE's intranet
	Communicate management decisions/actions to units; staff consultations	Monthly staff meetings	7 scheduled and held	100 %	Management Board wrap-up email to all staff; Director's messages to all staff; Director's Secretariat site on EIGE's intranet
		Quarterly/consultative meetings	3 scheduled and held		

Part II(a). Management

2.1. Management Board and Experts' Forum

2.1.1. Management Board

In performing its oversight duties, the Management Board remained resolute that its decisions were aimed at maximising the benefits the Agency brings to the gender equality portfolio as a whole and to individual EU citizens. Having worked in close partnership with the Director, the Board continued to recognise EIGE's diligence in the implementation of its annual work programme and that its planned outputs for the year were fully achieved. The Board remains cognisant that the Agency continues to be confronted by understaffing, the impact of high inflation rates on its budget and instability in its geographical neighbourhood.

The Board and its Standing Committee each convened twice in 2023 to deal with routine business. In addition, Board members held an extraordinary meeting on 9 February to adopt the recommendations to be issued to the Commission after having examined the conclusions of the Agency's second external evaluation (2022), and on 4 October to assess necessary follow-up actions related to the external evaluation.

During the two extraordinary sessions, the Board dedicated its efforts to adopting its recommendations based on the evaluation and forming an action plan for implementing those recommendations, targeting changes in the composition and working methods of the Agency's executive and advisory bodies within the context of a potential revision of EIGE's Founding Regulation, which it has invited the European Commission to consider in earnest. The Board actively engaged with the Commission and its partner DG Justice and Consumers (DG JUST) throughout 2023, proactively seeking to improve both formal and informal processes to maintain the added value the Agency brings to its stakeholders.

Over the course of the year, the Management Board took 28 decisions. Those constituting routine business were the adoption of the 2024–2026 SPD and the corresponding budget for 2024, a positive analysis and assessment of EIGE's 2022 CAAR and a favourable opinion of the final annual accounts for the 2022 financial year. Taking measures to offset the impact on the Agency's budget of a significantly high inflation rate, the Board adopted an amended 2023–2025 SPD and an amended budget for 2023 to account for an additional EU subsidy from the Commission, enabling the Agency to meet its statutory obligations to staff.

Pursuant to Article 43 of Regulation (EU) No 2018/1725 ([70]), the Board appointed a Data Protection Officer (DPO) and an Assistant DPO for the Agency. Capitalising on synergies and the opportunity to share services across EU agencies, the Agency successfully concluded an agreement with the European Centre for the Development of Vocational Training (Cedefop) and the Board appointed Cedefop's Accounting Officer to act as EIGE's Accounting Officer. An Anti-Fraud Strategy for 2024–2026 was also adopted.

Anticipating Tanja Auvinen's (Finland) resignation as chair of the Board on 31 December 2023, members elected Esther Van Dijk (the Netherlands) as their new board chair from 1 January 2024.

Fulfilling the Agency's obligations to report regularly to the Board throughout the year, staff presented comprehensive reports on the Agency's work programme, budget implementation, and audit and evaluation activities (ECA, IAS, etc.), among other pertinent matters.

EIGE's Director kept the chair of the Board regularly updated on developments affecting the annual work programme and the Agency's crisis management and business continuity plans, and on staff well-being measures. Moreover, other potential risks or matters influencing control were brought to the Board's attention when relevant. Board members remain committed to declaring their interests to avoid any conflicts during annual calls and meetings.

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

([70]) Regulation (EU) No 2018/1725 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.

2.1.2. Experts' Forum

In 2023, EIGE continued fruitful cooperation with the members of the Experts' Forum (EF) of Term V. EIGE also received some missing nominations (Czechia) and some replacement nominations (Estonia, Croatia, Cyprus and the Netherlands).

The key meeting of the EF took place in Vilnius on 30 November 2023. It focused on strategic foresight but also included a discussion on the results of the competence mapping of EF members in 2023 and how to foster cooperation between EIGE and EF in 2024.

The main part of the EF meeting in November was dedicated to a strategic foresight workshop. It was led by external facilitators and helped members think collaboratively about current and potential future trends that will have an impact on the future of gender equality. Working in groups, EF members focused on key trends relevant to gender equality in the EU, reflecting on their potential impact on gender equality and exploring options for action or possible strategic directions for EIGE. The meeting was very successful and appreciated by many EF members.

This discussion was particularly important in light of several important milestones, such as the upcoming European elections in 2024, the appointment of a new College of Commissioners and a possible new strategy for gender equality, to name but a few. Maintaining EIGE's position as the European knowledge centre on gender equality will remain at the forefront of all initiatives.

EF members contributed greatly to several key EIGE projects in 2023. They proved to be valuable independent experts at EIGE's consultation meetings, sharing their insights and reviewing our campaigns and various project reports, for example:

- reviewing the Green Deal campaign before its launch;
- reviewing the report for the Belgian Presidency (*Financial Independence and Gender Equality in the EU*);
- commenting on the indicators for cyber violence against women and girls;
- evaluating good practices for the Green Deal;
- mapping recent national communication campaigns on violence against women and girls;
- reviewing some projects and events.

EIGE appreciated the active engagement during 2023 and proposes to continue a similar partnership in 2024.

2.2. Major developments

Although 2023 left behind an unprecedented health crisis in the EU caused by the COVID-19 pandemic, the year remained marked by crises as Russia's war of aggression against the Ukraine continued and inflation rates across the EU remained high. Thus, tight budget

monitoring, business continuity and safeguarding the safety and well-being of staff remained high on the agenda of EIGE's management team.

The following major developments marked 2023.

- EIGE's crisis management team remained active throughout 2023 and continuously monitored the regional situation and the information provided by the Lithuanian authorities, which announced a state of emergency due to Russia's war of aggression against Ukraine, as Lithuania is close to the conflict zone. The crisis team met on regular basis and maintained an open channel of information with the EU and local authorities. EIGE also provided safety and security training for staff. Lastly, EIGE developed an Emergency Evacuation Plan and appointed Emergency Evacuation Stewards.
- EIGE completed new projects and activities that contributed to the EU's support for Ukraine. In 2023, EIGE successfully conducted research on conflict-related sexual violence. This study primarily focused on women and girls arriving in the EU due to Russia's war of aggression against Ukraine.
- EIGE's management team mitigated the budgetary challenges created by high levels of inflation by closely monitoring budget implementation, identifying savings to partially offset budget needs and incorporating an additional EU subsidy into the budget. Despite the challenges, satisfactory levels of budget implementation were achieved.
- Further digitalisation of key processes was achieved in 2023 with the implementation of the ethics module in Sysper2, the e-recruitment tool and the Public Procurement Management Tool.
- In the area of HR management, 100 % of establishment plan posts were filled by the end of the year. The HR Strategy was successfully implemented in 2023 with a focus on diversity and inclusion activities, making HR processes more efficient and adopting relevant HR policies and implementing provisions.
- The Liaison Office in Brussels successfully achieved its objectives during the pilot and was established in December 2023 as a permanent office by a Director's Decision and upon the Management Board's favourable opinion.
- Furthermore, the management team coordinated the successful implementation of all audit recommendations.

2.3. Budgetary and financial management

2.3.1. Budget and procurement

EIGE's 2023 budget was initially planned based on 2022 estimates, and the requested amount that was subsequently approved in the budgetary procedure was EUR 8 716 395.24.

Due to the continued rise in inflation in the EU, and particularly in Lithuania, in 2023, a salary indexing of 2.7 % and a rise in the correction coefficient applicable in Lithuania of 6 % were applied with retroactive effect to the remuneration of EIGE's statutory staff, in line with Article 65 and Annex XI of the EU staff regulations. This created a budgetary need in the last quarter of 2023. The budgetary need was offset partly by identifying internal savings and deprioritising certain activities and partly by receipt of additional appropriations in an EU subsidy. The additional funds were incorporated into EIGE's budget via a budgetary amendment procedure in October 2023 ([71]).

The 2023 budget following the amendment and including revenues was EUR 9 360 040.49. The final 2023 budget, which reflects all transfers, was published in the Official Journal of the European Union ([72]) in December 2023.

The inflationary situation in 2023 put a strain on EIGE's budget implementation capabilities. Thus, the focus during the reporting period was on regular budget reviews and close budget monitoring while facilitating a closer monitoring of procurement execution deadlines, strengthening inter-unit cooperation and enhancing skills in the area of financial management. Effort was put into identifying internal savings and reprioritising activities in particular, without compromising the achievement of core activities and the quality of the outputs produced.

The following specific measures were taken in the area of financial management:

- holding biweekly budget monitoring meetings and preparing monthly budget implementation reports;
- detailed planning and monitoring of procurement procedures in line with the SPD;
- updating the procurement guidelines for staff, including checklists, internal timelines and procedural steps, in order to improve the quality of the documents produced in the framework of the procurement actions;
- onboarding the public procurement management tool;
- delivering training on lessons learned and on contract management (i.e. procurement case-law analysis);
- delivering training on budget management;
- using electronic flows for all procurement and financial files.

As a result of these measures, and due to the commitment of EIGE's staff, satisfactory levels of budget implementation were achieved in 2023, namely a committed appropriations rate of 98.48 % (97.91 % in 2022) and a payment appropriations rate of 81.76 % (81.10 % in 2022).

([71]) Management Board Decision No MB/2023/018 of 12 October 2023.

([72]) OJ 2023/C_202301375.

Furthermore, 97.55 % of payments were made by the legal due date (98.09 % in 2022). No interest due to late payments was paid in 2023. Further information on compliance with the payment time limits and on the suspension of the time limits is provided in Annex II.

Budget transfers

In 2023, seven transfers between titles were made, amounting to EUR 103 872.50 (EUR 609 110.16 in 2022). EIGE performed nine transfers in Title I (seven in 2022), five transfers in Title II (five in 2022) and one transfer in Title III (four in 2022). Apart from this, six transfers were made involving budget lines from different titles but without falling into the category of transfer between titles (five in 2022). More detailed information is presented in Annex II.

Carry-overs from 2022 (C8)

The payment of funds in administrative and operational appropriations (C1) carried forward from 2022 was 97.64 % (96.98 % in 2022), slightly lower than in 2021 (98.45 %) and significantly higher than in 2020 (92.33 %).

Carry-overs to 2024 (C1)

The operational appropriations (fund source C1) carried over to 2024 amounted to 48.93 % (42.28 % in 2023). The percentage of administrative carry-overs to 2024 was lower for Title I and Title II (0.50 % and 11.81 %, respectively) than administrative carry-overs to 2023 (0.43 % and 18.29 %, respectively). The administrative and operational appropriations carried over to 2024 amounted to 18.24 % (17.17 % in 2023) (see Annex II).

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

The amount to be transferred back to the Commission is EUR 178 176.40 (EUR 248 114.74 in 2022), below the accepted threshold of 5 %.

Revenue and expenditure

Revenue in 2023 amounted to EUR 9 360 040.49 (EUR 8 435 072.52 in 2022), of which the EU contribution amounted to 99.99 % (99.97 % in 2022).

Expenditure in 2023 amounted to EUR 9 107 550.59 (EUR 7 062 834.31 in 2022): EUR 4 991 649.70 in Title I (EUR 4 384 956.09 in 2022), EUR 1 235 655.47 in Title II (EUR 913 902.67 in 2022) and EUR 2 880 245.42 in Title III (EUR 1 763 975.55 in 2022).

The Agency’s balance sheet as of 31 December 2023 and the statement of financial performance are presented in Annex VIII.

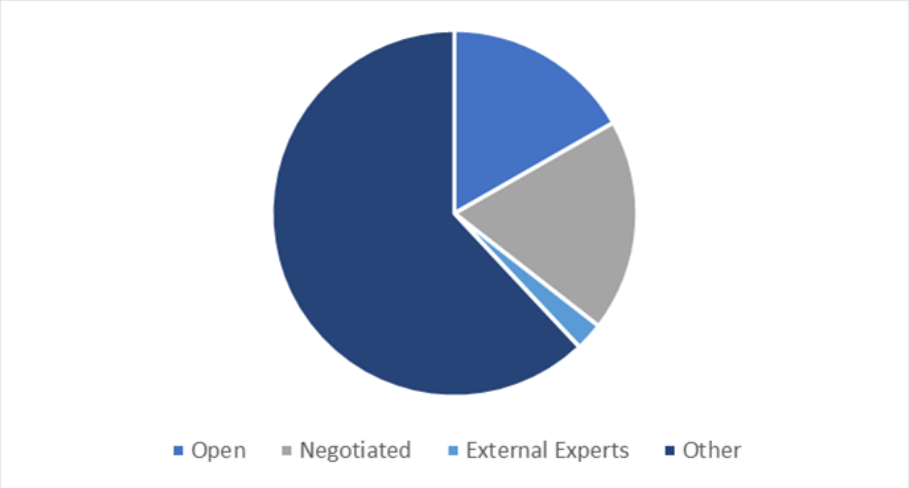
Public procurement

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

In 2023, 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) ([73]), the Agency invited at least the minimum number of candidates to ensure a fair and transparent process. During 2023, there were no legal actions brought against EIGE, and no exceptional negotiated procedures were carried out.

In line with the implementation of the annual work programme set out in the 2023–2025 SPD ([74]), 48 operational procurement procedures were completed during 2023 for a total of EUR 2 085 558.00 (Figure 1). These comprised one open procedure resulting in a direct contract, eight negotiated procedures below the directive’s thresholds and 39 order forms / specific contracts under framework contracts (Figure 2). In addition, EIGE signed four interinstitutional framework service contracts (total ceiling amount EUR 994 954.00) as a participating contracting authority. EIGE also concluded 11 contracts with external experts worth EUR 51 600.00.

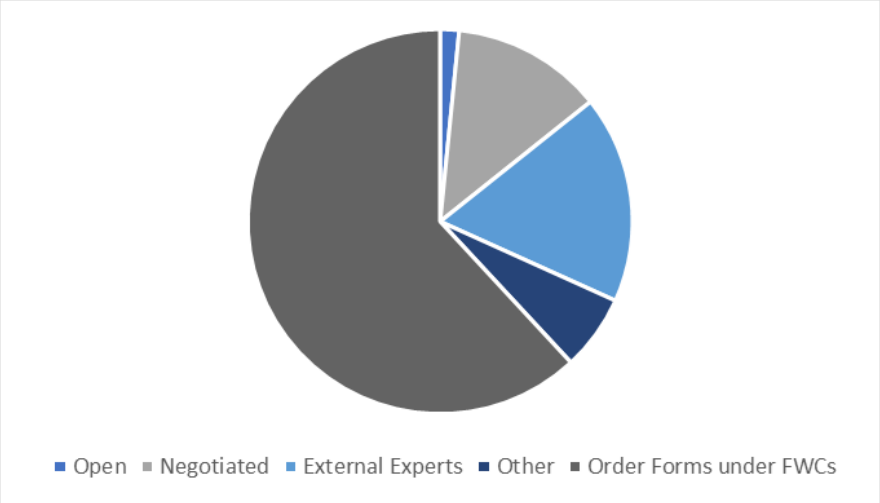
Figure 1. Proportion of the budget accounted for by operational procurements in 2023



([73]) Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement

([74]) As amended by Management Board Decision No MB/2023/023 of 13 December 2023.

Figure 2. Operational procurements in 2023 by procedure type



In 2023, 32 administrative procurement procedures were concluded, worth a total of EUR 215 587.31 (Figure 3).

These included five negotiated medium-value procedures with a maximum value of EUR 56 530.00 (Figure 4). In addition, EIGE signed 27 order forms under framework contracts, amounting to EUR 159 057.31.

Figure 3. Proportion of the budget accounted for by administrative procurements in 2023

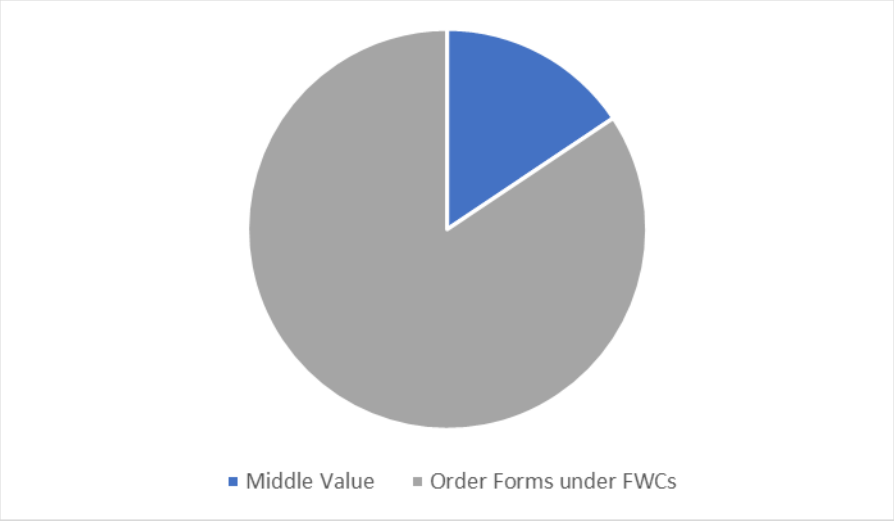
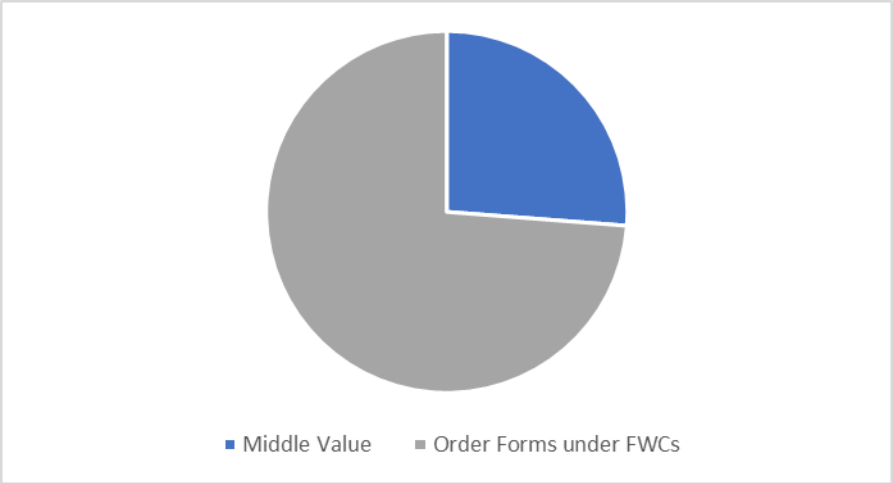


Figure 4. Administrative procurements in 2023 by procedure type



2.3.2. Information on grant, contribution and service-level agreements (done)

On 20 December 2019, EIGE and DG Neighbourhood and Enlargement Negotiations signed addendum No 1 to contract 2018/402-854 (CRIS contract No 2019/414-064), 'Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018–2022)'. The implementation period of the project was 48 months, starting on 1 January 2019 and ending in December 2022. Due to COVID-19-related project savings, the Management Board decided to extend the duration of the project. On 12 October 2022, addendum No 2 to the contribution agreement was signed. The project was extended by 9 months without any additional budget (non-cost extension), with a total implementation period of 57 months up to 31 September 2023.

The total eligible cost of the project was EUR 928 950.30. The agreed pre-financing rate was 100 %. Salaries for a contract agent (CA) at Function Group III and a CA at Function Group II were budgeted for under this agreement (see an overview of the budget executed in 2023 in Annex VI).

2.3.3. Control results

In addition to the audit of the annual accounts performed by the European Court of Auditors (ECA or 'the Court'), the results of which are presented in Section 2.7.2, EIGE's 2022 accounts were audited in 2023 by an external independent auditor in line with Article 104 of EIGE's financial regulation. The audit did not identify any material findings.

In addition, EIGE conducted an *ex post* controls exercise in November 2023 in line with the procedure for performing *ex post* controls adopted by the Director's Decision No 204 of 18 March 2021. A total of 1 800 control operations were performed on a sample of 40

transactions with a total value of EUR 1 381 804. The results show that the internal control system in place ensures that transactions comply with the financial rules and internal procedures. The report included six recommendations related to minor deficiencies, which were promptly addressed.

2.3.4. Cost and benefits of controls

The assessment of cost of controls was conducted on the basis of Commission guidance on the estimation and assessment of, and reporting on, the cost-effectiveness of controls ([75]).

For the purpose of the exercise, the following control systems were considered.

- **Procurement.** This includes the procurement process and contract management operations.
- **Reimbursements.** This includes HR and mission reimbursements.
- **Payroll.** This includes payment of staff salaries and entitlements and other payroll operations, such as regularisations and social contributions.
- ***Ex post* controls.** Since all audits are externalised (ECA, IAS and external audit consultancy), only internal costs related to the coordination of audits and the annual *ex post* controls exercise were considered.
- **Grants.** The Agency does not manage grants, so this system was not included.

The assessment was focused on the controls in financial management, specifically the control operations pertaining to the following financial roles: financial initiation, financial verification, financial authorisation (including the delegated authorising officer role) and checks performed by the procurement officer and assistant. The accounting function is outsourced to Cedefop.

The assessment exercise was performed as follows:

1. identification of staff members responsible for control functions;
2. identification of time spent on controls in terms of FTE;
3. calculation of cost of controls (based on average salary ([76]) in grade multiplied by the FTE using EIGE's activity-based management (ABM) tool);
4. aggregation of the costs per category;
5. assessment of the cost of controls against the funds managed (expenditure in 2023) in each category (for *ex ante* controls);

([75]) Commission guidance on the estimation, assessment and reporting on the cost-effectiveness of controls – DG Budget updated edition, December 2020.

([76]) EIGE's ABM tool assigns overheads based on the FTE allocation; therefore, only the costs of salaries were considered.

6. assessment of the cost of controls against the budget controlled for *ex post* controls;
7. presentation of the results in the overview table.

Table 19. Overview of cost of controls

Relevant control system	*Ex ante* controls			*Ex post* controls			Total		
Title	Cost of controls (EUR)	Funds managed (EUR)	Share (%)	Cost of controls (EUR)	Budget controlled (EUR)	Share (%)	Cost of controls (EUR)	Funds managed (EUR)	Share (%)
Payroll	1 947	4 290 991	0.05	—	—	0.00	1 947	4 290 991	0.05
Reimbursements	24 838	747 284	3.32	—	—	0.00	24 838	747 284	3.32
Procurements	22 015	3 114 231	0.64	8 698	1 381 804	0.63	30 713	4 496 035	0.68
Total	**48 800**	**8 152 506**	**0.59**	**8 698**	**1 381 804**	**0.63**	**57 498**	**9 534 310**	**0.60**

Assessment

a. Effectiveness

Ex post checks on the legality and regularity of transactions are performed annually by the ECA and an independent external auditor. At the time of the drafting of this report, the ECA audit of the 2023 accounts was still ongoing. In the report on the audit of the 2022 accounts, the ECA did not identify any material findings related to the legality or regularity of transactions that qualified its opinion.

The cost of controls for payroll operations constitutes a very small share of the funds managed – only 0.05 % (0.04 % in 2022). It should be noted that this area is also subject to controls by the Paymaster Office of the European Commission.

EIGE's financial portfolio consists of segments with a relatively low error rate. This is thanks to the inherent risk profile of the projects and the performance of the related control systems. Low-value transactions are linked to a higher probability of error due to the short financial workflows employed; however, the impact is very low. These types of payments occur mostly in the area of reimbursements where the cost of controls is 3.32 % of funds managed (relatively high compared with the other two control systems, but, overall, very low when considered as a percentage of total funds managed, 0.2 %).

b. Efficiency and cost-effectiveness (economy)

Efficiency is achieved by yielding the best results with the resources employed. The principle of economy requires that the resources used by EIGE in the pursuit of its activities be made available in due course, in an appropriate quantity, with an appropriate quality and at the best price. This subsection outlines the indicators used to monitor the efficiency of the control systems.

Qualitative analysis of the management review of the registry of exceptions and internal control weaknesses

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable management to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. The annual analysis of the level of compliance with the internal control framework (ICF) includes qualitative analysis and actions for improvement.

In 2023, three out of eight exceptions had a materiality level above EUR 15 000.

Moreover, EIGE regularly implements preventive measures and internal awareness-raising activities, such as regular presentations and training sessions for staff members in the areas of ethics and integrity and fraud prevention.

Ex ante controls on procurement procedures

All procurement procedures were subject to an *ex ante* review before the launch of the call for tenders.

Issues identified and tackled have been recorded as lessons learned. The procurement team also developed a list of procurement red flags, which serves as a fraud prevention tool.

Ex post controls on procurement are conducted annually by the ECA. In its latest report, the ECA did not identify material findings related to procurement that qualified its opinion. The controls are therefore considered effective, and the cost of controls constitutes a very small share of funds managed: 0.64 % (similar to 2022).

Results of the *ex post* controls exercise

In 2023, EIGE conducted an *ex post* control on payments. A total of 1 800 control operations were performed on a sample of 40 transactions with a total budget controlled of EUR 1 381 804. The results show that the internal control system in place ensures that transactions comply with the financial rules and internal procedures. The report included six recommendations to enhance the internal controls in order to address minor deficiencies. The cost of *ex post* controls in 2023 was low, at just 0.63 % of the budget controlled.

Activity-based budgeting

EIGE is programming and monitoring resource consumption by employing an activity-based management (ABM) approach. For this, EIGE is using an ABM tool with activity-based budgeting and activity-based costing functionalities. EIGE used the costing functionality to calculate the cost of its activities in 2023. The results are presented in Annex V.

2.4. Delegations and subdelegations

In 2022, the Director delegated the power of budget implementation in the capacity of authorising officer by subdelegation (AOSD) to the head of R & PS for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II and a period limited to 1 year for Title III, valid until 11 December 2023, also with a ceiling of EUR 500 000. The delegation was renewed on 29 November 2023 and is valid until 11 December 2024, under the same conditions.

In 2022, the Director also delegated the power of budget implementation in the capacity of AOSD to the head of O & E for a maximum amount of EUR 300 000 for an unlimited period for Titles I and II and a period limited to 1 year for Title III, valid until 8 February 2023, also with a ceiling of EUR 300 000. A new delegation was issued on 7 February 2023 for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II and a period limited to 1 year for Title III, valid until 8 February 2024.

In addition, in 2022, the Director delegated the power of budget implementation in the capacity of AOSD to the head of administration for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II and a period limited to 1 year for Title III, valid until 31 March 2023, also for a maximum amount of EUR 500 000. On that delegation's expiry, the Director issued a new delegation for budget implementation in the capacity of AOSD to the head of administration for a maximum amount of EUR 500 000 for an unlimited period for Titles I and II and a period limited to 1 year for Title III, valid from 1 April 2023 to 31 March 2024, also for a maximum amount of EUR 500 000.

2.5. Human resources management

In the post-COVID-19 context, different initiatives helped to address concerns related to the health and safety of staff. New working arrangements (for example, improved teleworking options, available for up to 60 % of the time, and financial support for the purchase of home office equipment), the provision of COVID-19 testing kits and face masks and the regular disinfection of premises provided assurance to staff. At the same time, with business

continuity secured, more extensive interaction among staff, albeit increasingly online, continued to be central to EIGE's work practices.

The chart in Annex III presents an overview of the organisational structure at the end of 2023. During the year, EIGE maintained full staff occupancy and enforced and adapted staff policies as required.

- Full occupancy of available posts was achieved by securing timely replacements in the different staff categories (CAs, temporary agents (TAs), seconded national experts (SNEs) and trainees) as the need arose, in anticipation of staff departures and in line with established standards for selection and recruitment procedures.

- Existing policies and procedures, such as applicable staff rights and entitlements, were enforced, and some HR-related policies, notably those on teleworking, psychotherapy support and implementing provisions (e.g. working time and hybrid working), were adapted as required. This was achieved while sustaining an institutional commitment to provide career development opportunities, including learning and development activities and the newly launched JHAAN exchange pilot initiative. Five EIGE staff members had the opportunity to undertake a short placement at another Agency, while five colleagues from the JHA family of EU agencies were hosted by EIGE.

The occupancy rate of EIGE's establishment plan (Annex IV) at the end of 2023 was maintained at full capacity given that 2022 year end also registered a 100 % occupancy rate. The establishment plan turnover rate in 2023 (4 %) was lower than in 2022 (11 %).

EIGE has been able to attract high-quality candidates in sufficient numbers to fill its vacancies despite significant levels of recruitment by larger and better-resourced EU agencies offering higher starting salary grades and the widespread perception of better career opportunities elsewhere remaining a challenge.

Two procedures that were launched towards the end of 2022 were successfully concluded in 2023, while two open calls for applications launched in 2023 were finalised with appointments ([77]). It should also be noted that during the year the European Personnel Selection Office's contract agents selection tool database was used to source suitably qualified candidates to fill one short-term post ([78]).

([77]) Administrative Agent – Finance (ref. EIGE/2023/CA/04/FG3) and Researcher – GBV (ref. EIGE/2023/TA/07/AD6).

([78]) Procurement Support Officer (ref. EIGE/2023/CA/03/FG4).

In addition, four other open procedures were launched and were still ongoing at the end of 2023 ([79]).

Separately, two calls were launched for SNE positions, and one call was issued for trainees.

Excluding applications for traineeships and SNE posts, EIGE received 558 applications in response to its calls for applications closing before the end of 2023. Of these, 74.7 % were submitted by women, 24.5 % by men and 0.8 % by non-binary candidates.

Moreover, of the 199 applications received for a single traineeship vacancy, 91 % of applications were submitted by women, 7.5 % by men and 1.6 % by non-binary candidates. A total of 112 applications were received following two calls for SNE posts. Of these, 88 % were submitted by women and 12 % were submitted by men. EIGE will continue its efforts, in the context of its HR Strategy, to attract applications from under-represented genders.

It is evident that a structural gender divide in subject choices in tertiary-level education persists, presenting EIGE with the ongoing challenge of improving the gender balance within its ranks. The overall gender imbalance among staff at EIGE in recent years increased from a ratio of 71:29 in 2018 to 76:24 in 2019 and 77:23 in 2020, showing that this aspect of the Agency's staff profile remains a challenge. While an improved ratio of 68:32 was registered at the end of 2021, this had slipped to 74:26 at the end of 2022 and again to 75:25 at the end of 2023. The gender balance achieved in EIGE's management team in 2021 has since been maintained and the Agency remains committed to ensuring that all its vacancy announcements feature gender-sensitive language while EIGE reaches out to broader audiences to promote a more diverse staff body.

Annex IV details the distribution of staff by Member State. As of 31 December 2023, 19 of the 27 Member States were represented at EIGE (there were also 19 Member States represented in 2022). Lithuania maintained its position as the most represented (39 %), followed by Spain (9.8 %) and The Netherlands (7 %).

During the year, EIGE's management team, with support from HR services, sustained efforts to enhance the working environment. EIGE promoted the values of respect and integrity, team spirit and cooperation across unit to strengthen staff's understanding of and support for a zero-tolerance stance on psychological and sexual harassment.

([79]) Administrative Agent – Creative Production & Social Media (ref. EIGE/2023/CA/10/FG3), Administrative Assistant – R&PS (ref. EIGE/2023/CA/11/FG2), Administrative Assistant – O&E (ref. EIGE/2023/CA/09/FG2) and Gender Mainstreaming Officer (ref. EIGE/2023/CA/08/FG4).

As part of EIGE's commitment to career development, 34 annual staff appraisals based on performance objectives for 2022 were completed in 2023, and these were followed by the reclassification of six TAs and three CAs.

Towards the end of 2022, arrangements with external consultants were put in place for a 360-degree assessment of EIGE's Director, the heads of unit and team leaders. As planned, this assignment was concluded in the first half of 2023, reflecting EIGE's HR Strategy to develop further the leadership skills and abilities of Team Leaders and Heads of Unit.

Commitment to competency development and staff training is central to increasing the Agency's knowledge, capabilities and skills. In order to promote and facilitate professional development, 15 different group training programmes were organised in 2023, while 18 statutory staff members undertook 41 individual training courses throughout the year.

EIGE continued to promote language training in 2023 among its TAs, CAs and SNEs, reimbursing up to EUR 500 of costs per staff member. In total, 18 requests were made by members of staff to take classes in various EU languages, notably English, French, Italian, Lithuanian, German and Spanish.

In line with the current framework financial regulation, which sets out an obligation for EU agencies to carry out a benchmarking exercise, EIGE carried out a benchmarking and screening exercise following the Commission's methodology adapted for agencies. The exercise showed that, in 2023, 81.1 % (2022: 79.9 %) of all staff worked on operational tasks and 10.8 % (2022: 11.8 %) delivered administrative support. The remaining 7.8 % (2022: 8 %) of staff performed a 'neutral' function. Details are presented in Annex IV.

2.6. Strategy for efficiency gains

In 2023, EIGE maintained close cooperation with EU agencies and sought further synergies where appropriate. EIGE has established cooperation with FRA, based in Vienna, and Eurofound, based in Dublin, for research and communication activities in particular.

EIGE has actively engaged in the Justice and Home Affairs Agencies' Network (JHAAN) and joined justice and home affairs (JHA) agencies in supporting Member States and EU institutions in responding to Russia's war of aggression against Ukraine and helping people affected and displaced by the war. In respect of this, EIGE contributed to the joint EIGE–JHAAN paper on JHA agencies' contributions to the EU solidarity with Ukraine. In 2023, the Agency joined the JHAAN staff exchange programme, a pilot project initiated by the European Union Agency for Asylum (EUAA). During the year, five EIGE colleagues visited another JHA Agency for a short (1 week) work exchange and EIGE hosted five colleagues

from other JHA agencies. The pilot project was rated very highly by the JHA agencies, so much so that continuing the programme in the coming years is under consideration.

EIGE was also involved with the EU Agencies Network on Scientific Advice (EU-ANSA, in particular with the quantitative survey data cluster, the socioeconomic cluster and the futures cluster. EIGE also coordinated the work of the justice cluster in the peer risk assessment exercise, the results of which were shared with DG Justice and Consumers.

EIGE actively participated in the activities of the EU Agencies Network (EUAN). It engaged in the exchange of information on new ways of working; responded to requests for information in a timely manner; and engaged in discussions on the agencies' involvement in EU policies, EU agencies in a changing context (opportunities and challenges), EUAN administration of excellence and other relevant topics, such as a future-proof EUAN structure and governance (with EIGE's Director participating in the EUAN working group on this topic).

Furthermore, to achieve efficiency in the use of its human and financial resources, EIGE used the inter-Agency contract for the provision of services for the evaluation of projects. Evaluations had already commenced in 2022 following the appointment of the members of the Project Support Office, who have been tasked with coordinating evaluations, and continued in 2023 with the evaluation of three EIGE projects.

With regard to internal efficiency gains, EIGE further digitalised its work by developing or adopting tools, such as Sysper2 (module on ethics) and the e-recruitment tool (online application tool), and by onboarding the Public Procurement Management Tool. In the area of resource management, EIGE continued to make use of the ABM tool to achieve better and more efficient allocation of human and financial resources.

EIGE revised its project management framework, processes and tool in 2022 and employed the Project-led Organisation approach in its projects in 2023. To assess the effectiveness of the updated framework, EIGE's Project Support Office organised a user feedback survey in October 2023. The results indicated that further improvements are needed to better support project managers and increase the user-friendliness of the tool. Management has decided to seek further improvements with the help of external consultancy in 2024.

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

2.7.1. Internal Audit Service

The Internal Audit Service of the Commission (IAS) had no engagements at EIGE in 2023. All the outstanding audit recommendations issued in the IAS audit report on planning, programming and reporting processes at EIGE (issued on 18 October 2021) have been implemented in accordance with the action plan agreed with the IAS and reviewed, and were closed by the IAS in January 2023.

2.7.2. European Court of Auditors

In February 2023, the ECA carried out an audit on the reliability of the annual accounts and the legality and regularity of the financial transactions for the 2022 financial year. During the audit random checks were carried out on commitments, payments and recruitment and procurement procedures, and no material errors were detected. In the Court's opinion, the annual accounts presented fairly, in all material respects, the financial position of EIGE on 31 December 2022, the results of EIGE's operations, its cash flows and the changes in net assets for the year that 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 that ended on 31 December 2022 were legal and regular in all material respects.

The ECA issued two observations on the legality and regularity of transactions and one observation on management and control systems. EIGE provided replies to all observations, which are part of the annual report on EU agencies for the 2022 financial year.

ECA's observation on legality and regularity of transactions

'In two audited payments we found that a cost category ("unforeseen expenditure") not included in the framework contract of EUR 3.7 million had been included in the specific contracts (order forms) and invoices. The total amount paid under this contract in 2022 was EUR 511 296. Of this, EUR 25 571.18 was paid for "unforeseen expenditure" and was therefore irregular.'

EIGE's reply

'EIGE takes note of the observation and introduced a formal amendment to the framework contract. The amendment defines the percentage of the budget and the purpose of usage of unforeseen expenditure.'

ECA's observation on legality and regularity of transactions

'In one audited procurement procedure (negotiated procedure with at least three candidates, with a value below EUR 60 000), we established that an offer, sent by the bidder to the functional mailbox of the procurement team, had been lost either by human error or because of an IT malfunction, and had therefore not been taken into account in the remainder of the procedure. Because of this, we conclude that the entire procedure and the resulting contract,

as well as any associated payments, are irregular. We note that in 2022, EIGE had not yet made any payments under this contract.'

EIGE's reply

'The event was very unfortunate, and the internal control deficiency was promptly registered, assessed and addressed. EIGE took appropriate mitigating measures to prevent similar occurrences in the future.'

ECA's observation on management and control systems

'For a framework contract for event organisation services, EIGE had not disclosed the related earmarked budget appropriations of EUR 3.7 million (around a third of its budget) in the single programming documents for 2021–2023. This undermined budgetary transparency towards EIGE's management board and other stakeholders.'

EIGE's reply

'EIGE takes note of the Court's observation and will present the operational framework contracts in the SPD.'

2.7.3. *Ex post* evaluations

EIGE performs evaluations of its projects and activities that entail high expenditure in accordance with Article 29 of its Financial Regulation ([80]). In respect of this, as of 2022 EIGE has been using services contracted via an Inter-Agency Joint Procurement procedure. The evaluations are coordinated by EIGE's Project Support Office, based on the Annual Evaluations Plan, are approved by the Director and are in accordance with the evaluations strategy defined in the SPD.

a. Evaluations in 2023

The Gender Equality Forum

Table 20. Gender Equality Forum evaluation in 2023

Name	Link to SPD	Lead Unit	Start and end dates	Budget
Gender Equality Forum (flagship event)	Activity 9 of 2022–2024 SPD (building and maintaining stakeholder relations)	O & E	December 2021–December 2022	EUR 494 087.86

The evaluation concluded that EIGE's Gender Equality Forum generated significant benefits in being highly relevant and achieving an effective approach, added value and coherence. **The forum was highly relevant to the current needs and challenges of gender equality, as well as to the needs of stakeholders.** In addition, the variety of stakeholder groups that attended the forum and the diversity of topics covered were clearly strengths, as well as being part of the intended purpose of the forum and were appreciated by the different stakeholders.

The forum was effective in achieving the intended outputs and outcomes. The outputs produced and disseminated, such as the chair's statement and recordings of the sessions, were considered useful.

One of the main benefits of the forum was providing a space for different stakeholder groups to connect and exchange information, connecting EIGE with decision-makers, practitioners, experts and non-traditional stakeholders. The use of arts and inspirational talks at the forum and an innovative meeting venue were also considered inspiring and fresh.

([80]) Management Board Decision No MB/2019/024 of 20 December 2019 adopting the Financial Regulation of EIGE.

The forum was coherent with EIGE's mandate and strategic objectives and with other initiatives undertaken by EIGE, in particular its thematic priorities and the overall communication, stakeholder engagement and dissemination activities of the Agency. It did not duplicate any of the existing events in the field as the breadth of gender equality topics discussed and the range of audiences participating made it a unique event.

The evaluation also issued some recommendations, which will be duly taken into account by the project team when organising future events.

The IPA project

Table 21. IPA project evaluation in 2023

Name	Link to SPD	Lead Unit	Start and End dates	Budget
IPA project	Activity 12 of the 2022–2024 SPD (increased capacity of EU candidate countries and potential candidate to measure and monitor the impact of gender equality policies)	O & E	January 2019–September 2023	EUR 928 950.30 (funds provided by DG NEAR under the contribution agreement)

The IPA project sought to help seven candidate countries and a potential candidate make progress towards EU accession, via targeted interventions that would take advantage of EIGE's role in the EU and its specialist expertise. In practice, this meant activities aimed at boosting the capacity of beneficiary countries to monitor gender equality as a precondition for effective decision-making ('you can't improve what you can't measure') and at fostering regional cooperation in the field.

An external evaluation of the project was envisaged in the contribution agreement with DG NEAR and funded by the project. The evaluation **findings were very positive overall**. The

IPA project clearly corresponded with both high-level and more practical needs and provided valuable support that aligned well with the work of other actors in the region. **The satisfaction of beneficiaries was undeniable**, especially among national statistics offices, which have come to count on EIGE as a vital lifeline in uncertain times. While there was some room for improvement, this related not to the fundamentals of the project, which seemed sound, but rather to the details of its implementation, such as how to provide sufficient support while avoiding overstretching human resources.

The evaluation issued a number of very useful recommendations, which will be taken into account by EIGE in similar projects in future, should the cooperation with DG NEAR be renewed by the decision of the Management Board.

b. Evaluations in 2022

One project was selected for *ex post* evaluation in 2022. The evaluation commenced in 2022 and it was completed in 2023.

Table 22. Ex-post evaluation in 2022

Name	Link to SPD	Lead Unit	Start and End dates	Budget
Survey on gender gaps in unpaid care and individual and social activities	Activity 2 of 2021–2023 SPD (Gender Equality Index) and Activity 1 of 2022–2024 SPD (Gender Equality Index)	Operations	November 2021–November 2022	EUR 471 481.00

The evaluation found that EIGE's 'Survey on gender gaps in unpaid care and individual and social activities **met its goal of collecting EU-wide, unique and detailed survey data**, adopting gender equality and intersectional perspectives from the outset. The evaluation found that the outcome of the project would **help EIGE fill in data gaps, improving the capacity of the Gender Equality Index to capture changes in the domain of time in a more conceptually sound, coherent and regular way**. In addition, the evaluation found that the data was comparable across all Member States, replicable and neutral in terms of possible data bias and suitable for the purpose of monitoring trends.

Overall, the evaluation found that **the survey was relevant, coherent, effective, efficient and sustainable, and was able to provide EU added value**. The evaluation recommended

some possible refinement of the survey's existing thematic and methodological framework and of its dissemination and next steps.

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

During 2023, EIGE continued to follow up on outstanding recommendations from previous years. All the audit recommendations issued in the IAS audit report on planning, programming and reporting processes at EIGE (issued on 18 October 2021) have been implemented in accordance with the action plan agreed with the IAS and reviewed, and were closed by the IAS in January 2023.

Regarding outstanding ECA recommendations, four observations from 2021 were marked as completed. The ECA observations for the financial year 2022 are currently being assessed by the ECA in the follow-up review and the results will be published in the annual report on EU agencies for the 2023 financial year, expected in the last quarter of 2024.

ECA's observation on the legality and regularity of transactions – closed

'EIGE used a call for expression of interest of external experts to cover areas of expertise (translation) that were not included in the call for expression of interest.'

ECA's observation on management and control systems – closed

'In a recruitment procedure there were weaknesses that undermined the principles of transparency and equal treatment.'

ECA's observation on management and control systems – closed

'EIGE did not follow the part of its established procedures for selection of seconded national experts.'

ECA's observation on management and control systems – closed

'In a procurement procedure, all four members of the evaluation committee appointed to evaluate the tenders against the award criteria belonged to the same unit of EIGE.'

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

EIGE provided its reply to a horizontal recommendation issued to EU agencies and bodies that were using the inter-Agency framework contract that was under investigation by the European Anti-Fraud Office (OLAF) (Reference OLAF.A.2.003.(2022)23782).

EIGE duly provided its reply within the time limit and is awaiting OLAF's assessment regarding the status of the recommendation.

2.9. Follow-up on observations by the Discharge Authority

Article 107(2) of the framework financial regulation (Commission Delegated Regulation (EU) 2019/715 of 18 December 2018) states: 'At the request of the European Parliament or the Council, the Director shall report on the measures taken in the light of those observations and comments'.

Table 23 provides an overview of the measures taken by EIGE in response to the Discharge Authority's observations and comments of 10 May 2023 on implementing the Agency's 2021 budget.

Discharge was granted on 10 May 2023.

Table 23. Follow-up on observations by the Discharge Authority

Observation by the Discharge Authority	Response and measures taken by EIGE	Status
7. Notes that the Institute strengthened its cooperation with Union agencies throughout the year, especially with the European Union Agency for Fundamental Rights (FRA) and the European Foundation for the Improvement of Living and Working Conditions (Eurofound); notes the Institute's engagement in the Justice and Home Affairs agencies' network in the context of the COVID-19 crisis response and the Union's solidarity with Ukraine; further notes the Institute's involvement in the EU Agencies Network on Scientific Advice (EU-ANSA), in particular with the quantitative survey data cluster and the socioeconomic cluster; calls on the Institute to continue to develop its synergies (for instance human resources, building management, IT services and security), cooperation and exchange of good practices with other Union agencies with a view to improving efficiency	EIGE's staff are actively engaging in the exchange of best practices and the activities of the EU Agencies Network (EUAN) and its subnetworks, such as the Performance Development Network, the Procurement Officers Network, the Legal Network, the ICT Advisory Committee, etc. EIGE's Director is actively engaging with and representing the Agency in the Heads of Agencies Network. EIGE is also an active member of JHAAN and has participated in joint training activities, for example in cybersecurity and business continuity exercises. Opportunities to participate in joint procurements and shared services with other agencies are being continuously explored. For example, EIGE has made use of evaluation, feedback and HR consultancy services via inter-Agency framework contracts. Furthermore, EIGE will share its accounting officer function with another Agency as of 1 December 2023.	Ongoing

10. Notes the balanced gender distribution in senior management (2 men (50 %) and 2 women (50 %)), and the unbalanced gender distribution on the management board (6 men (19 %) and 26 women (81 %)) and among staff overall (12 men (29 %) and 30 women (71 %)); reiterates its call on the Institute to ensure gender balance in the future; asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating their members to the Institute's management board	EIGE has taken proactive steps to apply measures for improving gender balance among its staff, paying particular attention to: • the use of gender-sensitive wording in vacancy announcements to attract the attention of both women and men; • ensuring, as much as possible, gender balance in EIGE's selection committees; • targeting the under-represented sex in situations where two or more candidates are equally suitable for a post. Moreover, since 2021, EIGE has been actively participating in the EUAN Diversity and Inclusion Working Group and has established a list of actions that complement existing measures and that can lead to improved diversity and inclusion within the Agency, including gender balance, such as: • increasing the reach of vacancy notices to attract a more diverse talent pool; • screening vacancy notices to detect bias; • organising training for staff involved in recruitment on mitigating unconscious bias; • promoting measures for work–life balance.	Ongoing
14. Commends the Institute's comprehensive training plan for its staff; encourages the Institute to develop a long-term human resources policy on work–life balance, lifelong guidance and the offer of specific training possibilities for career development, gender balance at all staff levels, teleworking, the right to disconnect, the enhancement of a geographical balance to have an appropriate representation from all Member States, and the recruitment and integration of people with disabilities as well as ensuring that they are treated equally and that their opportunities are widely promoted	EIGE has developed an HR Strategy aimed at establishing a long-term human resources policy framework that prioritises the introduction of a competency framework, developing measures for work–life balance, lifelong guidance and career development, as well as gender balance, teleworking, geographical balance and recruitment and integration of people with disabilities.	Ongoing
16. Notes with concern the Court's observation that in 2021 the Institute made irregular payments (amounting to EUR 12 200) for the purchase of translation services that were not in the scope of the related call for expression of interest	EIGE took note of the Court's finding and no longer procures translation services through the external experts database.	Implemented
17. Recalls the importance for all procurement procedures to ensure fair competition between tenderers and to procure goods and services at the best price, respecting the principles of transparency, proportionality, equal treatment and non-discrimination; asks for the implementation of the e-procurement IT tools developed by the Commission; calls for an	EIGE has started onboarding the EU Public Procurement Monitoring Tool (to be completed by the end of 2023) while it already uses the e-tendering and e-submission tools. EIGE took note of the Court's observation and clarified the role and composition of evaluation committees in the procurement guidelines and in the relevant templates. Further information regarding the work of evaluation committees has also been included	Partially implemented

updated clarification of the procedures and templates in the procurement guidelines; notes with concern the Court's observation that the public procurement weaknesses are increasing and remain the largest source of irregular payments in most of the agencies	in the annual procurement trainings for project managers.	
18. Notes the Institute's existing measures and ongoing efforts to secure transparency, the prevention and management of conflicts of interest and the protection of whistleblowers; notes that the Institute is finalising its conflicts of interest policy; notes that the 2021–2023 anti-fraud strategy was successfully implemented in 2021, in accordance with the related action plan, on the basis of the methodology provided by OLAF; welcomes that, in addition, several trainings in the area of ethics and integrity were conducted in 2021, as well as information sessions for fraud prevention; insists on the need to put in place or regularly update systematic rules on transparency, incompatibilities, conflicts of interest, illegal lobbying and 'revolving doors'	EIGE has updated its Conflict of Interests Policy for members of the Management Board and Experts' Forum and external experts and other staff not covered by the Staff Regulations in 2023. EIGE also developed rules on management of conflicts of interest for staff covered by the Staff Regulations, which are expected to be adopted by the Management Board by the end of 2023. The new policies introduce measures to enhance transparency, such as the publication of Director's meetings with interest representatives on EIGE's website and measures to mitigate and prevent potential conflicts of interest, such as rules on 'revolving doors' and post-engagement obligations for the members of the Management Board.	Ongoing
19. Notes that the Institute published on its website the CVs and the declarations of interests of its Director and most of its management board members; recalls the importance of CVs and declarations of interests being published; calls on the Institute to publish CVs and declarations of interests of all its management board members	EIGE takes note of the discharge observation and confirms that active measures are taking place, such as the Chair of the Management Board regularly reminding the members to submit and update their CVs and declarations of interest.	Ongoing
21. Notes with concern the Court's observations highlighting several weaknesses in the area of management and control systems; notes that the first observation is linked to a recruitment procedure whereby the principles of transparency and equal treatment were undermined, and that the second observation reports on omissions in one selection procedure for seconded national experts that undermine the objectivity thereof and suggest weaknesses in the Institute's internal controls; notes that the third	EIGE took note of the Court's findings and revised its procedure for recruitment of statutory staff in 2022, view to clarifying the work of selection panels, rules on management of conflicts of interest and the workflows in selection procedures. Also in 2022, EIGE revised its rules on selection of seconded national experts, with a view to clarifying the workflows and the roles and responsibilities of the actors involved in the selection procedure.	Implemented

observation is in connection with a procurement procedure whereby all members of the evaluation committee belonged to the same administrative unit, which goes against Article 150(3) of the Financial Regulation; recalls that procedural deficiencies in recruitment procedures undermine the principles of transparency and equal treatment; requests that the Institute improves its internal recruitment procedure to clarify evaluation processes and vacancy notices		
23. Notes that a specific assessment of internal control for the year 2021 was performed in accordance with the Institute's internal control framework and guidelines for the assessment of internal control; notes the conclusion of that assessment that all principles are present and functioning as intended, with six moderate deficiencies identified in relation to components 2, 3 and 5 of the internal control system; calls on the Institute to keep the discharge authority informed about the progress made in addressing these deficiencies; welcomes the actions implemented by the Institute to mitigate areas of risk, including with regard to sensitive functions	Three of the internal control deficiencies stemmed from the IAS audit report on programming and reporting processes at EIGE, which was received in October 2021. All the actions to address the audit recommendations were completed in 2022 and the IAS closed all the recommendations in January 2023. Two moderate deficiencies were pending from the 2020 internal control assessment and were completed in July 2022, with the adoption of the Business Continuity Plan and the new ICT Security Policy. One moderate deficiency related to undue payments, and corrective measures have been duly taken, in line with Article 85 of the Staff Regulations.	Implemented
24. Calls on the Institute to further strengthen its internal control mechanisms, including the setting up of an internal anticorruption mechanism	The Agency has in place an Anti-Fraud Strategy, which was developed following the OLAF guidance. The strategy sets out fraud prevention and detection measures as well as measures to address and mitigate specific areas of risk and vulnerability. EIGE performs fraud risk assessments and delivers fraud prevention training annually. The training is compulsory for all staff.	Ongoing
25. Notes the Institute's efforts to ensure a cost-effective and environmentally friendly working place; observes that the Institute set up a mission management tool to enable the monitoring of the CO_2 emissions produced by travels; takes note that the 2021 monitoring shows the CO_2 emissions of the Institute's missions amounted to 8 tonnes; notes that the Institute has included the requirements of environmental measures in several types of contracts; welcomes the Institute's commitment to install solar panels in its premises in Vilnius in order to improve the	EIGE is actively monitoring CO_2 emissions stemming from business travel and notes a reduction compared with the pre-pandemic period (41 tonnes in 2022; 47 tonnes in 2019). The procurement procedure for the sustainability platform failed because no offers were received. EIGE's Green Officer is seeking to gain knowledge via the EUAN Green Network on common methodologies for setting carbon footprint reduction targets, an activity that will be pursued in 2023. Opportunities to share services will also be explored, depending on HR availability and costs.	Ongoing

environmental performance of the building and to rely on green energy sources only; notes with interest that an application has been procured that would help the Institute keep track of its environmental footprint, and that the application should be deployed in 2022; calls on the Institute to keep the budgetary authority informed about the developments in this regard		
26. Takes note that the Institute has fully digitalised its key processes in 2021 by introducing electronic workflows and e-signatures; notes the updating of the Institute's ICT security policy and information management policy; welcomes the Institute's reply that it has cybersecurity in place and that it has implemented a number of measures regarding cybersecurity such as multifactor authentication system and security trainings for members of the IT team; encourages the Institute to carry out regular risk assessments of its IT infrastructure and to ensure regular audits and tests of its cyber defences	EIGE has in place a service-level agreement with CERT-EU whereby vulnerability tests are performed once a year to test the Agency's cyber defences. An IT risk assessment was performed in 2022 as part of the business impact assessment for the new Business Continuity Plan (BCP) and will be carried out with every BCP update and review. EIGE will update arrangements for cybersecurity audits, tests and IT risk assessments upon the adoption and entering into force of the EU Cybersecurity Regulation.	Ongoing
28. Encourages the Agency to put the lessons learned from the COVID-19 pandemic regarding staff travel into practice, in order to better organise meetings, events and interviews that could be carried out more efficiently remotely than in person in the future	All missions and any related staff travel activities require pre-approval (this is as screening step prior to the submission of a travel request). This step among others is used to review the necessity for travel in person. Based on several considerations (such as the duration, the option to join the event online and the travel distance), staff may be asked to attend virtually. With regard to organising and hosting events, EIGE aims to always provide and support the option of a fully online or at least hybrid format.	Implemented

2.10. Environment management

EIGE took several measures during 2023 to strengthen its efforts to achieve sustainable and environmentally friendly processes. It established the role of 'green officer', tasked with proposing a framework and measures to reduce the negative impacts on the environment caused by EIGE's operations. The eco-group continued to support the green officer's tasks in 2023.

To reduce CO_2 emissions, EIGE remained committed to ensuring that its contracts include environmental sustainability clauses. It also adopted an environmentally friendly approach to its work practices, detailed in Annex VII.

2.11. Assessment by management

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

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

To enhance the existing internal control system, EIGE's Management Board adopted a new internal control framework (ICF) on 12 June 2019, in line with the Commission's revised ICF. The ICF sets out 17 principles to provide assurance that the organisation is meeting its objectives. In accordance with the provisions of the ICF, the Director adopted ([81]) the guidelines for the assessment of internal control and the internal control indicators.

Financial management and control are grounded in core processes such as procurement (from the assessment of needs to the selection of suppliers and the award decision), financial operations (establishing the financial commitment, making payments, monitoring contracts and recovering debts with ad hoc procedures in place) and supervisory measures (including *ex post* controls), which form the basis of sound financial management.

Clear procedures

EIGE's procedures and policies serve as a reference for the daily activities of the staff.

During 2023, EIGE's Management Board adopted implementing provisions on hybrid working and working time (Ref. MB/2023/020 of 10 November 2023).

Ethics and integrity

During 2023, the HR team organised several ethics and integrity training courses, as well as training on fraud prevention. Training on the prevention of harassment was also organised in 2023 for both management and staff. EIGE also had active confidential counsellors in 2023.

([81]) Director's Decision No 252 of 27 June 2022.

Moreover, the 2021–2023 anti-fraud strategy, which defines measures aimed at further strengthening the Agency's anti-fraud system, was implemented in accordance with the action plan defined in the strategy. The 2024–2026 anti-fraud strategy was adopted by the Management Board on 13 December 2023 (Ref. MB/2023/024).

Continuity of services

A thorough business impact assessment was conducted in 2022 on EIGE's BCP update and a disaster recovery test was conducted in 2023 with the support of the CERT-EU. Measures to enhance the security and resilience of EIGE's systems were consequently implemented. Moreover, in 2023 the crisis management team continued its activities related to the ongoing war in Ukraine. The crisis team met on a regular basis and maintained an open channel of information with the EU and local authorities. EIGE also provided safety and security training for staff. Lastly, EIGE developed an Emergency Evacuation Plan and appointed Emergency Evacuation Stewards.

Ex ante verification

In accordance with the applicable procedures, each operation is verified in terms of regularity, conformity and sound financial management. Staff members with the appropriate competencies and skills, and robust experience of the relevant procedures and IT-related tools are placed in *ex ante* verification positions. When the basic (short) financial circuit is applied at EIGE, the functions of verification and authorisation are performed by the authorising officer or AOSD.

Ex post control system

To complement *ex ante* verification and confirm the reliability of the internal control system, a decision was taken to implement an *ex post* control system (Director's Decision No 203 of 18 March 2021) and an *ex post* control system was established (Director's Decision No 204 of 18 March 2021). The *ex post* control exercise was performed in November 2023 and resulted in no material findings. The report, however, included some recommendations for strengthening the internal control system, which have been implemented.

Key indicators used for assessment by management

Analysis of exceptions

Since its introduction in 2010, EIGE has maintained a procedure for registering exceptions and incidents of potential non-compliance. In 2023, eight exceptions involving financial and procedural deviations were registered (seven exceptions in 2022). Three exceptions had a materiality level of over EUR 15 000. At the end of each financial year, the exceptions are analysed by the head of administration and the internal control and compliance officer to ensure that exceptions are followed up with corrective action.

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

By the end of 2023, all measures addressing the recommendations of the IAS audit on planning, programming and reporting at EIGE had been implemented by the deadline. All the recommendations were reviewed and were closed by the IAS in January 2023.

Fraud cases detected

In 2023, no fraud cases were detected (as in 2022).

Lost assets

In 2023, there were no lost assets (as in 2022).

Part II(b). External evaluations

In line with Article 20 of Regulation (EC) No 1922/2006 ([82]), EIGE's Management Board commissions the organising of an external evaluation of the Agency. In line with a decision of the Management Board taken at its 32nd meeting in June 2019, the second evaluation of EIGE took place in 2022. The evaluation report ([83]) was presented at the November 2022 Management Board meeting.

According to the external evaluation, EIGE is a well-functioning organisation and fulfils the mandate set out in its regulation. EIGE's expertise and programme of work are key to promoting gender equality in the EU. Data and research produced by EIGE are needed to ensure and inform further progress. Stakeholders value EIGE's contribution to the development of effective policies and initiatives. The Gender Equality Index continues to be the main reference for gender equality within the EU, providing a platform that enables monitoring of gender equality status in the EU and comparisons between Member States.

The report shows that there have been many improvements since the first evaluation of EIGE carried out in 2015; however, it is apparent that some key concerns remain, such as those related to the role of the Experts' Forum, the functioning of the Management Board and staffing issues.

Based on the results of the external evaluation report, the Management Board defined its recommendations (outlined below) and submitted them to the Commission on 9 February 2023 ([84]). Following the Commission's reply in June 2023, the Management Board met for an extraordinary meeting in October and decided to further substantiate its recommendations in a second letter.

EIGE will develop an internal action plan for implementing the recommendations addressed to EIGE's management (also outlined below).

The recommendations to the Commission arising from the second external evaluation of EIGE are as follows.

1. **Allocating sufficient and adequate resources to the Agency.** The evaluation findings make the case that the resources currently allocated to EIGE are not sufficient

([82]) https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32006R1922.

([83]) https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/european-institute-gender-equality_en.

([84]) https://commission.europa.eu/document/download/c9782fd6-e31b-485a-9d4b-63b36cb7a999_en?filename=Letter_EIGE_Management_Board_recommendations_to_Commission_on_2nd_External_Evaluation_20230209_EN.pdf.

to fulfil the tasks assigned to it in the founding regulation, and this situation is being exacerbated by the increasing demand from EU institutions and Member States for support from EIGE, alongside the specific tasks and operational activities the Agency is expected to achieve.

2. **Revising the composition of the Management Board.** The evaluation shows that revising the composition of the Management Board by including representatives of all Member States would ensure the continuity of the Agency's work and maintain dialogue with all Member States. The creation of an Executive Board based on the current Standing Committee would also help to streamline the decision-making process. These changes would result in better alignment with the EU's Common Approach and increase the efficiency and effectiveness of EIGE.
3. **Experts' Forum.** The evaluation found that the Experts' Forum still struggles to demonstrate clear value, suggesting that securing the excellence and independence of EIGE's activities could instead be supported by, for example, a scientific committee, ad hoc experts' groups or another forum.

The recommendations aimed at EIGE's management are as follows.

1. **Developing an organisational strategy to strengthen the intersectional approach.** The evaluation shows that EIGE has made significant progress in applying an intersectional approach to data collection, analysis and reporting. Nevertheless, an organisational strategy for enhanced intersectionality would enable a more coherent approach across EIGE's activities and support EIGE's commitment to continuous improvement. EIGE has started to develop such a strategy.
2. **Mapping and reviewing needs in the area of gender mainstreaming in the EU and among national-level stakeholders with policymaking and budgetary competencies.** Taking the available resources into account, EIGE should assess its work on toolkit development against other viable options to satisfy stakeholders' needs (more direct technical assistance, emerging policy areas that may require specific development of competencies for gender mainstreaming, etc.).
3. **Building on EIGE's accumulated credibility and expertise to create larger networks.** The evaluation recommends that EIGE increasingly embed its work on gender equality in larger policy programmes, in line with the priorities of the Commission's agenda. EIGE is already taking steps in this respect, for example its quick reaction to the COVID-19 pandemic and the recent focus on the European Green Deal; however, stakeholders have suggested that EIGE could become more involved in other policy areas. Further work should be coupled with better dissemination of information to ensure that existing knowledge reaches EIGE's stakeholders.

Part III. Assessment of the effectiveness of internal control systems

3.1. Effectiveness of internal control systems

Results of the assessment of internal control

A specific assessment of internal control for the year 2023 was performed in accordance with EIGE's ICF ([85]) and EIGE's guidelines for the assessment of internal control ([86]).

The assessment was carried out at three levels:

1. principles (based on an analysis of the detected strengths and deficiencies);
2. components (based on an analysis of the results at principle level);
3. the internal control system as a whole (based on an analysis of the results at component level).

The following information sources were used to identify internal control strengths and deficiencies:

- assessment by management;
- audit conclusions, findings and recommendations;
- exceptions registered in the Register of Exceptions;
- implementation of the Anti-Fraud Strategy;
- the Accounting Officer's validation of financial management systems;
- report on *ex post* controls;
- results of the internal survey on 'soft controls' ([87]);
- report of the neutral verifier on the use of ABAC;
- results of staff engagement surveys;
- follow-up on the internal control deficiencies identified in previous years;
- achievement rate of the internal control indicators in 2023;
- ongoing or finalised legal proceedings.

Using the sources of information above, the Internal Control and Compliance Officer supported management in identifying the internal control strengths and deficiencies, and in

([85]) Adopted in Management Board Decision No MB/2019/018 of 12 June 2019.

([86]) Adopted in Director's Decision No 252 of 27 June 2022.

([87]) A survey on internal controls was not performed in 2024 (for 2023) since a staff engagement survey will be conducted in 2024 (to avoid duplication).

assessing the severity of the identified deficiencies in terms of their impact on the relevant internal control principle. The deficiency categories are as follows.

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

Four moderate deficiencies (related to components I, III and IV) were identified.

At the level of principles, it can be concluded that most principles are present and functioning as intended. However, some improvements to principles 6, 10, 11 and 13 are required.

Components I and V are present and functioning well, while some improvements are needed to components II, III and IV.

Table 24 presents the deficiencies identified, their severity and the impact on the internal control components.

Table 24. Internal control deficiencies in 2023, their severity and the impact on the internal control components

No	Internal control deficiency description	Source of the internal control deficiency	Severity: 1, not severe; 2, moderate; 3, major; 4, critical	Internal control component affected	Internal control principle affected
1	Unauthorised access to confidential documents of a selection procedure	Management controls	Category 2, moderate	III	11
2	In two audited payments, a cost category ('unforeseen expenditure') was not provided for in	ECA audit	Category 2, moderate	III	10

	the framework contract				
3	A framework contract was not disclosed in the SPD (Procurement Plan) thus, undermining the principle of transparency	ECA audit	Category 2, moderate	II	6
4	Document Management policy needs updating	2022 Internal control assessment	Category 2, moderate	IV	13

Table 25 presents the status of deficiencies that were identified in the 2022 internal control assessment.

Table 25. Status of internal control deficiencies identified in the 2022 assessment

No	Internal control deficiency description	Reassessed severity	Status	Internal control component affected	Internal control principle affected
1	Internal control weaknesses in two selection procedures	ECA audit	**Closed.** Recruitment policies, procedures and workflows were updated in 2022. ECA closed the recommendation	I	4
2	Services outside the scope of the call for expression of interest for external experts (CoE)	ECA audit	**Closed.** EIGE no longer procures such services via the CoE. ECA closed the recommendation	III	10
3	Composition of the evaluation committee not in line with the Financial Regulation	ECA audit	**Closed.** Procurement guidelines and templates were updated accordingly. ECA closed the recommendation	III	10
4	Submitted tender not received in the dedicated mailbox	ECA audit	**Under ECA review.** Implemented: setting automatic notification	III	11

			of receipt in the mailbox; testing of the mailbox by ICT agents; update of procurement documents to instruct bidders to contact the general procurement mailbox if no notification of receipt is received within 48 hours		

Management has defined an action plan to address the internal control deficiencies identified in the reporting year.

The actions to address most of the deficiencies identified in 2022 have been implemented and the related deficiencies closed. One deficiency related to an ECA finding is under review.

Fraud prevention and detection

Aiming to minimise the risk of fraud, EIGE continued to raise awareness among staff members in 2023 to facilitate the detection and prevention of possible fraudulent activities. Fraud risks are being continuously monitored and assessed through annual fraud risk assessments. A fraud risk assessment was performed in November 2023. A new risk was identified, related to plagiarism. Measures to mitigate the risk were defined in the 2024–2026 anti-fraud strategy.

EIGE has been developing and implementing its 2021–2023 anti-fraud strategy on the basis of the methodology provided by OLAF. In the reporting year, EIGE devoted most of its efforts to completing the implementation of the relevant action plan. This involved monitoring the existing legal framework, providing fraud prevention training, raising awareness among staff through information published on the dedicated anti-fraud intranet page and performing dedicated controls and fraud risk assessments.

Specific actions were implemented to mitigate risks, such as updating the project management framework, processes and tool, the quality assurance policy and the procedure for performing *ex post* controls.

As a result, the 2021–2023 anti-fraud strategy was successfully completed.

Prevention and management of conflicts of interest

Prevention and management of conflicts of interest is carried out through awareness-raising and by monitoring the validity of the declarations of interest signed by the Management Board, senior management and staff involved in recruitment and procurement activities.

EIGE took action in 2023 to update its conflict of interest policy, in the light of ECA's recommendations on the 'revolving door' risk in its 2021 audit report for EU agencies and recommendations issued by the European Ombudsman ([88]). The rules on managing conflicts of interest for members of the Management Board, experts in advisory bodies, external experts and staff not covered by the Staff Regulations were adopted by the Management Board on 17 May 2023 (Ref. MB/2023/009).

No conflict of interests cases were identified in 2023.

3.2. Conclusions of assessment of internal control systems

EIGE assessed its internal control system during the reporting year and concluded that most components are present and functioning as intended, with some improvements needed as a result of moderate deficiencies relating to components II, III and IV.

([88]) European Ombudsman, 'Practical recommendations for public officials' interaction with interest representatives', 24 May 2017 (https://www.ombudsman.europa.eu/en/correspondence/en/79435).

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

I, the undersigned,

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

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

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

Place: Vilnius, Date: ……

Signé numériquement par

Emmanuel Luc Maurage

2024-06-12 08:56:08 +0300

(signature)
Emmanuel Maurage

Part IV. Management assurance

4.1. Review of the elements supporting assurance

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

- assessment by management (audits and supervisory checks, *ex post* controls, 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 on reservations and action plans resulting from audits from previous years, and follow-up on observations from the Discharge Authority;
- assessments of internal control.

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

In 2023, a total of eight exceptions were recorded. They related to formal or procedural errors that did not expose EIGE to key risks and that were addressed by immediate actions to prevent any future reoccurrence.

No critical internal control deficiencies were identified in the internal control assessment report for the year 2023.

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

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

Furthermore, the control procedures in place ensure the legality and regularity of the underlying transactions, and the resources assigned to the activities described in this report

have been used for their intended purpose and in accordance with the principles of sound financial management.

4.2. Reservations

The authorising officer does not issue any reservations.

Part V. Declaration of assurance

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

In my capacity as Authorising Officer,

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

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, *ex post* controls, the work of the Internal Audit Service and the lessons learned 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 that could harm the interests of the Agency.

Place: Vilnius, Date: ……

Digitally signed by
Carlien Scheele
2024-06-12 11:43:24 +0300

(signature)
Carlien Scheele

Annexes

Annex I. Core business statistics

KPIs related to strategic objectives	**Strategic objectives**		
	Key performance indicators	**Target**	**Achievement level**
	Rate of achievement of annual activities (*)	> 95 %	92.76 %
	Number of contributions to EU policies	5	9
	Timely submission (**) of the draft annual work programme (single programme document (SPD))	Q4, *N* – 1	Submitted to Commission on 28.1.2022; Submitted to European Parliament and the Council on 31.1.2022
	Number of presentations of EIGE's work at stakeholder events	60	95
KPIs related to management of financial and human resources	**Sound financial management**		
	Key performance indicators	**Target**	**Achievement level**
	Rate of implementation of Commitment Appropriations	> 95 %	98 %
	Rate of cancellation of Payment Appropriations	< 5 %	2 %
	Rate of payments executed within the legal/contractual deadlines	> 75 %	81 %
	Rate of out-turn	< 5 %	2 %
	Effective running of the organisation		
	Key performance indicators	**Target**	**Achievement level**
	Rate of implemented external and accepted internal audit	> 90 %	100 %

	recommendations		
	Average vacancy rate of authorised posts of the annual establishment plan at the end of the year	< 10 %	0
	Annual average days of short-term sick leave per staff member	Absence without med. cert. < 3; absence with med. cert. < 9	Absence without med. cert. 1.68; absence with med. cert. 7.38

(*) Activities refer to projects as described in the annual work programme / Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

(**) The KPI refers to the submission of the draft SPD to the Commission for consultation as per the regulatory deadline (31 January).

NB: med. cert., medical certificate.

Annex II. Statistics on financial management

Budget out-turn and cancellation of appropriations

Budget out-turn	2021	2022	2023
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	8 696 231.33	8 435 072.52	9 360 040.49
Payments made (–)	– 6 381 441.76	– 7 062 834.31	– 7 725 099.17
Carry-over of appropriations (–)	– 2 828 275.19	– 1 629 722.29	– 1 702 388.61
Cancellation of appropriations carried over (+)	12 032.88	71 504.16	33 379.52
Adjustment for carry-over of assigned revenue appropriation from previous year (+)	624 063.41	434 360.91	212 243.13
Exchange rate differences (+/–)	– 273.43	– 266.25	1.04
Adjustment for negative balance from previous year (–)			
Total	**122 337.24**	**248 114.74**	**178 176.40**

Rates of implementation of appropriations (commitments and payments)

Commitments

Official Budget Title	Fund Source	Credit Com Amount (EUR)	Commitment Accepted Amount (EUR)	Committed
T I: Staff	C1	4 933 515.46	4 921 243.40	99.75 %
	C4	8.40		0.00 %
	C5	350.50		0.00 %
	C8	16 779.26	13 462.53	80.23 %
	C9	3 087.46	3 087.46	100.00 %
	R0	88 611.30	81 442.64	91.91 %
	Total T I	5 042 352.38	5 019 236.03	99.54 %
T II: Buildings	C1	1 311 172.50	1 198 491.98	91.41 %
	C8	204 622.93	178 713.99	87.34 %
	Total T II	1 515 795.43	1 377 205.97	90.86 %
T III: Operating expenditure	C1	3 114 231.50	3 096 540.85	99.43 %
	C4	624.26		0.00 %
	C5	1 802.11		0.00 %

	C8	1 194 428.75	1 190 274.90	99.65 %
	R0	121 967.59	108 564.96	89.01 %
	Total T III	4 433 054.21	4 395 380.71	99.15 %
Total		10 991 202.02	10 791 822.71	98.19 %

NB:
C1 – fund source associated with the appropriations of the year.
C4 – fund source associated with appropriations assigned internally in the reported year.
C5 – fund source associated with the appropriations assigned internally in the reported year carried over to the reported year.
C8 – fund source associated with the payment appropriations of the preceding year carried over to the reported year.
C9 – fund source associated with the commitment appropriations carried forward without corresponding payment appropriations.
R0 – fund source associated with appropriations carried over to the reported year, funded by revenue assigned externally in the previous year or with appropriations of the year funded by revenue assigned externally in the reported year.

Payments

Official Budget Title	Fund Source	Credit Pay Amount (EUR)	Payment Request Accepted Amount (EUR)	Payment	Automatic Carryover of Payment Appropriations to 2024
T I: Staff	C1	4 933 515.46	4 896 744.53	99.25 %	24 498.87
	C4	8.40			8.40
	C5	350.50			
	C8	16 779.26	13 462.53	80.23 %	
	C9	0.00		0.00 %	
	R0	88 611.30	81 442.64	91.91 %	7 168.66
	Total T I	5 039 264.92	4 991 649.70	99.06 %	31 675.93
T II: Buildings	C1	1 311 172.50	1 056 941.48	80.61 %	141 550.50
	C8	204 622.93	178 713.99	87.34 %	
	Total T II	1 515 795.43	1 235 655.47	81.52 %	141 550.50
T III: Operating expenditure	C1	3 114 231.50	1 581 405.56	50.78 %	1 515 135.29
	C4	624.26			624.26
	C5	1 802.11			

	C8	1 194 428.75	1 190 274.90	99.65 %	
	R0	121 967.59	108 564.96	89.01 %	13 402.63
	Total T III	4 433 054.21	2 880 245.42	64.97 %	1 529 162.18
Total		**10 988 114.56**	**9 107 550.59**	**82.89 %**	**1 702 388.61**

NB:

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

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

C5 – fund source associated with the appropriations assigned internally in the reported year carried over to the reported year.

C8 – fund source associated with the payment appropriations of the preceding year carried over to the reported year.

C9 – fund source associated with the commitment appropriations carried forward without corresponding payment appropriations.

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

Execution C1 appropriations, 2021–2023

Indicators	Results 2023 (%)	Results 2022 (%)	Results 2021 (%)
Commitment rate	98.48	97.91	98.92
Payment rate	81.76	81.10	72.16

Payment monitoring, 2021–2023

Indicators	Results 2023 (%)	Results 2022 (%)	Results 2021 (%)
Delayed payment rate	2.45	1.91	3.39

Comparison of carry-overs (*) (C1) to the next year, 2021–2023

Indicators	Results 2023	Results 2022	Results 2021
Title I	EUR 24 498.87	EUR 18 427.48	EUR 89 158.36
Staff	0.50 %	0.43 %	2.35 %
Title II	EUR 141 550.50	EUR 20 4622.93	EUR 410 199.84
Infrastructure	11.81 %	18.29 %	30.33 %
Title III	EUR 1 515 135.29	EUR 1 194 428.75	EUR 1 894 556.08
Operations	48.93 %	42.28 %	54.79 %
Total	**EUR 1 681 184.66**	**EUR 1 417 479.16**	**EUR 2 393 914.28**
	17.96 %	**17.17 %**	**27.84 %**

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

Budget out-turn, 2021–2023

Indicators	Results 2023 (%)	Results 2022 (%)	Results 2021 (%)
Budget out-turn	1.90	2.94	1.41

Budget result 2023

	2023	2022
REVENUE		
Balancing Commission subsidy	9 358 919.46	8 432 919.91
Other subsidy from Commission (Phare, IPA, Delegation agreement, etc.)		
Fee income		
Other income	1 121.03	2 152.61
Total REVENUE	**9 360 040.49**	**8 435 072.52**
EXPENDITURE		
Title I: *Staff*		
Payments	4 978 187.17	4 384 956.09
Appropriations carried over to the following year	31 675.93	92 755.84
Title II: *Administrative Expenses*		
Payments	1 056 941.48	913 902.67
Appropriations carried over to the following year	141 550.50	204 622.93
Title III: Operating Expenditure		
Payments	1 689 970.52	1 763 975.55
Appropriations carried over to the following year	1 529 162.18	1 332 343.52
TOTAL EXPENDITURE	**9 427 487.78**	**8 692 556.60**

OUTTURN FOR THE FINANCIAL YEAR	**– 67 447.29**	**– 257 484.08**
Cancellation of unused payment appropriations carried over from previous year	33 379.52	71 904.16
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	212 243.13	433 960.91
Exchange differences for the year (gain +/loss -)	1.04	–266.25
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	**178 176.40**	**248 114.74**
Balance year N-1	248 114.74	
Positive balance from year N-1 reimbursed in year N to the Commission	–248 114.74	
Result used for determining amounts in general accounting	**178 176.40**	**248 114.74**
Commission subsidy – Agency registers accrued revenue and Commission accrued expense	**9 180 743.06**	
Pre-financing remaining open to be reimbursed by Agency to Commission in year N+1	**178 176.40**	

Revenue in 2023

Agency reporting: Input table on budgetary revenue 2023				
Budget Item	**Type of revenue**	**Revenue Budget**	**Entitlements established**	**Revenue received**
1000	Commission subsidy (for the operating budget –Titles I, II and III – of the Agency)	9 358 919.46	9 358 919.46	9 358 919.46
	Sundry revenue	0.00	488.37	488.37
2300	Administrative and financial revenues	0.00	632.66	632.66
3100				
3000				
	Total	**9 358 919.46**	**9 360 040.49**	**9 360 040.49**

Budgetary transfers

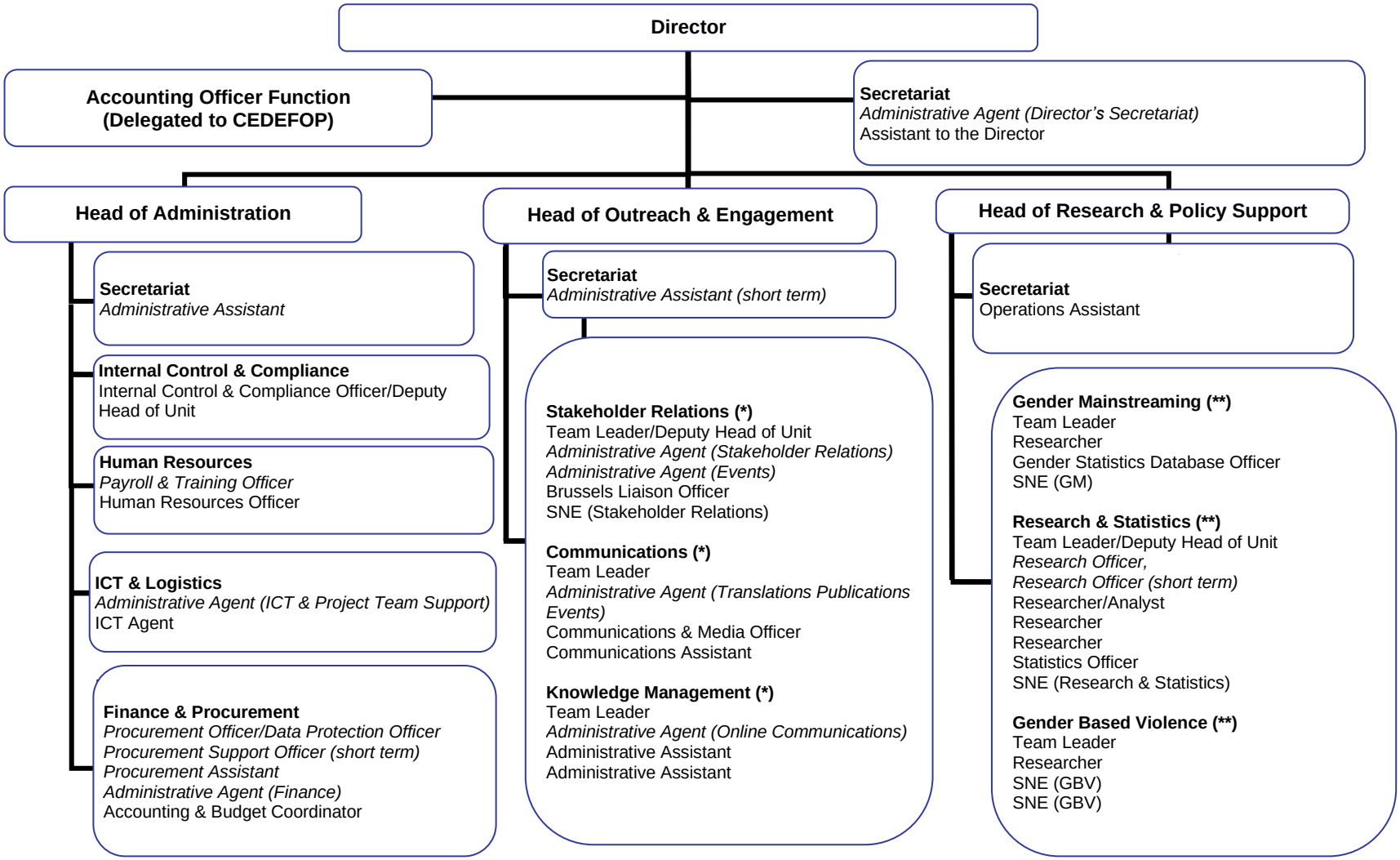
Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	Final
EIGE-B2023-1100-C1-EIGE	2 171 191.24	– 53 000.00	485 000.00	– 129 201.98	2 473 989.26
EIGE-B2023-1101-C1-EIGE	278 000.00			31 711.56	309 711.56
EIGE-B2023-1102-C1-EIGE	273 500.00			49 301.20	322 801.20
EIGE-B2023-1103-C1-EIGE	23 000.00			3 000.00	26 000.00
EIGE-B2023-1113-C1-EIGE	546 000.00	89 000.00	157 524.22	6 900.31	799 424.53
EIGE-B2023-1114-C1-EIGE	0.00				0.00
EIGE-B2023-1130-C1-EIGE	137 000.00			8 766.78	145 766.78
EIGE-B2023-1141-C1-EIGE	61 500.00	15 000.00		– 4 298.48	72 201.52
EIGE-B2023-1150-C1-EIGE	104 000.00			19 000.00	123 000.00
EIGE-B2023-1176-C1-EIGE	223 000.00			– 11 871.58	211 128.42
EIGE-B2023-1181-C1-EIGE	61 000.00	– 30 500.00		– 13 240.33	17 259.67
EIGE-B2023-1182-C1-EIGE	22 000.00	– 5 935.01		– 3 384.99	12 680.00
EIGE-B2023-1183-C1-EIGE	9 000.00	– 4 500.00		– 3 653.22	846.78
EIGE-B2023-1184-C1-EIGE	65 000.00	– 32 500.00		– 3 704.29	28 795.71
EIGE-B2023-1190-C1-EIGE	0.00				0.00
EIGE-B2023-1191-C1-EIGE	0.00				0.00
EIGE-B2023-1210-C1-EIGE	0.00				0.00
EIGE-B2023-1220-C1-EIGE	3 000.00	– 450.00		– 2 550.00	0.00
EIGE-B2023-1230-C1-EIGE	3 000.00			– 1 000.00	2 000.00
EIGE-B2023-1300-C1-EIGE	15 000.00	8 400.00		2 500.00	25 900.00
EIGE-B2023-1410-C1-EIGE	30 000.00	10 900.00		3 143.34	44 043.34
EIGE-B2023-1421-C1-EIGE	20 000.00			10 600.00	30 600.00
EIGE-B2023-1423-C1-EIGE	107 000.00	– 11 600.00		30 000.00	125 400.00

Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	Final
EIGE-B2023-1500-C1-EIGE	65 000.00	34 285.01		4 581.68	103 866.69
EIGE-B2023-1601-C1-EIGE	37 000.00			3 400.00	40 400.00
EIGE-B2023-1602-C1-EIGE	0.00				0.00
EIGE-B2023-1603-C1-EIGE	0.00				0.00
EIGE-B2023-1604-C1-EIGE	12 000.00				12 000.00
EIGE-B2023-1701-C1-EIGE	3 000.00				3 000.00
EIGE-B2023-1702-C1-EIGE	2 000.00	700.00			2 700.00
EIGE-B2023-1703-C1-EIGE	0.00				0.00
EIGE-B2023-2000-C1-EIGE	445 000.00			34 438.04	479 438.04
EIGE-B2023-2010-C1-EIGE	2 800.00			– 14.70	2 785.30
EIGE-B2023-2020-C1-EIGE	0.00				0.00
EIGE-B2023-2030-C1-EIGE	45 000.00			– 5 706.84	39 293.16
EIGE-B2023-2040-C1-EIGE	1 000.00			– 1 000.00	0.00
EIGE-B2023-2050-C1-EIGE	11 000.00	8 645.00		1 062.20	20 707.20
EIGE-B2023-2060-C1-EIGE	0.00				0.00
EIGE-B2023-2070-C1-EIGE	80 000.00	132 000.00		– 37 073.35	174 926.65
EIGE-B2023-2090-C1-EIGE	0.00				0.00
EIGE-B2023-2100-C1-EIGE	45 000.00				45 000.00
EIGE-B2023-2110-C1-EIGE	120 000.00	– 30 000.00			90 000.00
EIGE-B2023-2120-C1-EIGE	149 200.00	– 14 000.00		– 1 305.35	133 894.65
EIGE-B2023-2130-C1-EIGE	0.00				0.00
EIGE-B2023-2140-C1-EIGE	10 000.00				10 000.00
EIGE-B2023-2150-C1-EIGE	0.00				0.00
EIGE-B2023-2210-C1-EIGE	2 000.00				2 000.00

Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	Final
EIGE-B2023-2221-C1-EIGE	5 000.00				5 000.00
EIGE-B2023-2231-C1-EIGE	0.00				0.00
EIGE-B2023-2232-C1-EIGE	0.00				0.00
EIGE-B2023-2251-C1-EIGE	0.00				0.00
EIGE-B2023-2300-C1-EIGE	1 500.00			300.00	1 800.00
EIGE-B2023-2320-C1-EIGE	0.00				0.00
EIGE-B2023-2321-C1-EIGE	0.00				0.00
EIGE-B2023-2329-C1-EIGE	0.00				0.00
EIGE-B2023-2330-C1-EIGE	35 000.00	– 10 000.00		7 400.00	32 400.00
EIGE-B2023-2331-C1-EIGE	0.00	7 572.50		8 350.00	15 922.50
EIGE-B2023-2340-C1-EIGE	0.00				0.00
EIGE-B2023-2350-C1-EIGE	0.00				0.00
EIGE-B2023-2352-C1-EIGE	3 500.00	2 500.00			6 000.00
EIGE-B2023-2353-C1-EIGE	0.00				0.00
EIGE-B2023-2354-C1-EIGE	5 700.00			– 1 986.00	3 714.00
EIGE-B2023-2355-C1-EIGE	85 000.00	– 8 400.00		– 6 664.00	69 936.00
EIGE-B2023-2359-C1-EIGE	0.00				0.00
EIGE-B2023-2500-C1-EIGE	0.00	1 000.00			1 000.00
EIGE-B2023-2510-C1-EIGE	67 800.00				67 800.00
EIGE-B2023-2511-C1-EIGE	46 000.00				46 000.00
EIGE-B2023-2520-C1-EIGE	55 000.00	– 8 645.00		2 200.00	48 555.00
EIGE-B2023-2521-C1-EIGE	0.00				0.00
EIGE-B2023-2600-C1-EIGE	0.00				0.00
EIGE-B2023-2700-C1-EIGE	20 000.00	– 5 000.00			15 000.00

Local Key	Commitment Credits	Transfer	Budget amendment	Transfer	Final
EIGE-B2023-2710-C1-EIGE	0.00				0.00
EIGE-B2023-2800-C1-EIGE	0.00				0.00
EIGE-B2023-3001-C1-EIGE	41 204.00			– 13 367.00	27 837.00
EIGE-B2023-3111-C1-EIGE	70 000.00	58 000.00			128 000.00
EIGE-B2023-3215-C1-EIGE	440 000.00	– 8 000.00		96 000.00	528 000.00
EIGE-B2023-3315-C1-EIGE	883 500.00	– 28 000.00		– 23 000.00	832 500.00
EIGE-B2023-3415-C1-EIGE	940 000.00	55 200.00			995 200.00
EIGE-B2023-3512-C1-EIGE	835 000.00	– 172 672.50		– 59 633.00	602 694.50
EIGE-B2023-3601-C1-EIGE	0.00				0.00
EIGE-B2023-3602-C1-EIGE	0.00				0.00
EIGE-B2023-4001-C1-EIGE	0.00				0.00
Total	**8 716 395.24**	**0.00**	**642 524.22**	**0.00**	**9 358 919.46**

Annex III. Organisational chart of the Agency on 31 December 2023



(*) Denotes the presence of a trainee.

NB: Posts in italic are CA posts.

Annex IV. Establishment plan and additional information on human resources management

Establishment Plan

Function group and grade	Year 2023			
	Authorised budget		Actually filled as of 31.12.2023	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16				
AD 15				
AD 14		1		1
AD 13		1		
AD 12				1
AD 11		3		1
AD 10		1		2
AD 9		3		
AD 8		5		7
AD 7		4		3
AD 6		3		4
AD 5		0		2
AD TOTAL		21		21
AST 11				
AST 10				
AST 9		1		1
AST 8				
AST 7		3		2
AST 6		1		2

AST 5		1		1
AST 4				
AST 3				
AST 2				
AST 1				
AST TOTAL		6		6
AST/SC 6				
AST/SC 5				
AST/SC 4				
AST/SC 3				
AST/SC 2				
AST/SC 1				
AST/SC TOTAL				
TOTAL		**27**		**27**
GRAND TOTAL	**27**		**27**	

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

Key functions (examples – terminology should be adjusted to each Agency job titles)	**Type of contract** (official, TA or CA)	**Function group, grade of recruitment (*)**	**Indication whether the function is dedicated to administrative support or operations** (subject to definitions used in screening methodology)
e.g. Head of Department, Deputy Director etc. (please identify which level in the structure it corresponds to taking the Director as level 1).	TA 2a	AD14	The Director has overall legal responsibility for the Agency as Authorising Officer and Appointing Authority.
e.g. Head of Unit, Head of Business Area (please identify which level in the structure it corresponds to taking the Director as level 1).	TA 2f	AD9-AD12	EIGE has three Heads of Unit, respectively covering: (i) Administration (ADM), (ii) Research and Policy Support (R&PS), (iii) Outreach and Engagement (O&E)
e.g. Head of Sector (please identify which level in the structure it corresponds to taking the Director as level 1).	Head of Sector: n/a Team Leaders: TA 2f	n/a AD5-AD10	Six Team Leaders were appointed in December 2020 to cover respectively three areas each in R&PS (gender mainstreaming gender-based violence and research and statistics), and in O&E (Communications, Knowledge Management plus Stakeholder Relations). Six Team Leaders were confirmed in December 2023 to cover respectively three areas each in R&PS (gender mainstreaming, gender-based violence and research and statistics([89])), and in O&E (Communications, Knowledge Management and Stakeholder Relations([90])). A Deputy Head of Administration was appointed in June 2021.
e.g. Senior Officer, Senior Specialist, etc.	TA 2f	AD8	R&PS
e.g. Officer, Specialist	TA 2f, CA 3a	AD 5-AD 7; FG IV	ADM, R&PS, O&E
e.g. Junior Officer	n/a	n/a	n/a
e.g. Senior Assistant	TA 2f	AST 4-AST 6	Director's Secretariat, ADM, R&PS, O&E

([89]) The Team Leader for Research and Statistics was also confirmed as Deputy Head of R&PS.

([90]) The Team Leader for Stakeholder Relations was also confirmed as Deputy Head of O&E.

Key functions (examples – terminology should be adjusted to each Agency job titles)	**Type of contract** (official, TA or CA)	**Function group, grade of recruitment (*)**	**Indication whether the function is dedicated to administrative support or operations** (subject to definitions used in screening methodology)
e.g. Junior Assistant	n/a	n/a	n/a
e.g. Head of Administration	TA 2f	AD 12	ADM
e.g. Head of Human Resources	n/a	n/a	n/a
e.g. Head of Finance	n/a	n/a	n/a
e.g. Head of IT	n/a	n/a	n/a
e.g. Secretary	CA 3a	FG II	ADM
e.g. Mail Clerk	n/a	n/a	n/a
e.g. Webmaster – Editor	CA 3a	FG III	O&E
e.g. Data Protection Officer	CA 3a	FG IV	ADM
e.g. Accounting Officer	n/a	n/a	n/a
e.g. Internal Auditor	TA 2f	AD7	ADM
e.g. Secretary to the Director	CA 3a	FG III	Director's Secretariat

Implementing Rules:
Implementing provisions on hybrid working and working time – Management Board Decision No MB/2023/020 of 10 November 2023.

Job screening/benchmarking exercise

Job Type (sub)category	2023 (%) (*)	2022 (%) (**)	2021 (%) (***)	2020 (%) (****)	2019 (%) (*****)	2018 (%) (***)
Administrative Support and Coordination	**10.94**	**11.8**	**14.5**	**16.2**	**14.7**	**15.0**
Administrative support	9.47	10.46	12.85	12.7	13.6	13.2
Coordination	1.47	1.34	1.65	3.5	1.1	1.8
Operational	**81.1**	**79.9**	**77.6**	**75.6**	**80.8**	**77.3**
Top-level operational coordination	9.31	9.44	9.17	9.6	9.6	8.9
Programme management and implementation	71.99	68.99	66.97	65.4	70.7	67.9
Evaluation and impact assessment	0.0	0.0	0.0	0.0	0.0	0.0
General operational	0.0	1.51	1.47	0.6	0.5	0.5
Neutral	**7.8**	**8.3**	**7.9**	**8.3**	**6.0**	**7.7**
Finance/Control	7.38	7.63	7.15	7.5	5.1	7.0
Linguistics	0.39	0.67	0.73	0.8	0.9	0.7

(*) A 100 % occupancy of establishment plan posts was registered at the end of 2023. The equivalent of eight trainees was taken into account and no interim staff were deployed. The total estimated number of FTEs for the year was 53.68 (including two CA posts funded under IPA for 9 months from January until the end of September and an FTE of 3.29 CAs engaged on short-term posts.

(**) A 100 % occupancy of establishment plan posts was registered at the end of 2022. While no interim staff were deployed, the equivalent of eight trainees was taken into account. The total number of FTEs estimated for the year was 53.34 (including two CA posts funded under IPA). In addition, during 2022 four additional CAs were engaged on short-term contracts.

(***) 2021 ended with a 4 % vacancy rate of establishment plan posts. The equivalent of 4.1 interim staff and eight trainees was taken into account. The total number of FTEs was 54.5 (including two CA posts funded under IPA).

(****) 2020 ended with a 0 % vacancy rate of establishment plan posts. The equivalent of five interim staff and three trainees was taken into account. The total number of FTEs was 52 (including two CA posts funded under IPA).

(*****) Four posts were vacant in the Administration Unit for most of the year. Five interim staff and six trainees were taken into account. The total number of FTEs was 52.8.

(******) Three posts were counted as FTE, although three colleagues were on maternity or parental leave and were present for only 6 months, 5 months and 2 months during the year. Five interim staff were taken into account. Two interim staff who finished their contracts mid 2018 (each employed half a year) were not taken into account. Six trainees were taken into account. The total number of FTEs was 56.

Geographical balance (as at 31.12.2023)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FG II/CA FG III		Total	
	Number (max. 26)	Total staff members in AD and FG IV (%)	Number (max.. 15)	Total staff members in AST SC/AST and FG I, II, III (%)	Total no (max.. 41)	Total staff (%)
Belgian	2	0.077			2	0.049
Bulgarian	1	0.038			1	0.024
Croatian						
Dutch	3	0.115			3	0.073
Estonian						
Finnish			1	0.067	1	0.024
French	1	0.038			1	0.024
German	1	0.038			1	0.024
Greek	2	0.077			2	0.049
Irish	1	0.038			1	0.024
Italian	1	0.038			1	0.024
Latvian	1	0.038			1	0.024
Lithuanian	5	0.192	11	0.73	16	0.390
Maltese	1	0.038			1	0.024
Polish			1	0.067	1	0.024
Portuguese	2	0.077			2	0.049
Romanian	1	0.038	1	0.067	2	0.049
Slovenian	1	0.038			1	0.024
Spanish	3	0.115	1	0.067	4	0.098
Total	**26**	**1.00**	**15**	**1.00**	**41**	**1.00**

Annex V. Human and financial resources by activity

Activity group	Activity	Tot. com.	Tot. FTE	Tot. Title I	Tot. Title II	Tot. Title III
Providing evidence: Research and Data Collection		**3 391 262.40**	11.09	1 348 013.79	362 257.19	1 680 991.42
	Monitoring of international commitments and supporting the Presidencies of the Council of the EU	**453 455.62**	2.82	347 842.21	91 680.55	13 932.87
	The Gender Equality Index	**901 087.63**	4.40	535 202.79	130 706.15	235 178.70
	Data collection on Intimate partner violence and femicide	**1 140 510.67**	2.11	288 796.14	74 252.24	777 462.28
	Development of the indicators on cyber violence against women	**325 572.32**	0.58	68 908.14	36 509.41	220 154.77
	Violence against Women Survey (VAW II)	**570 636.16**	1.18	107 264.51	29 108.85	434 262.80
Supporting gender responsive policies: Gender Mainstreaming and Specific Tools		**1 275 211.84**	4.32	572 556.27	151 070.01	551 585.56
	Policy support on gender mainstreaming	**175 004.59**	0.89	126 502.68	44 057.97	4 443.93
	Methods and tools for gender mainstreaming	**278 663.67**	1.81	223 684.17	44 748.69	10 230.81
	Gender Statistics Database	**821 543.58**	1.62	222 369.43	62 263.34	536 910.82
Communicating on Gender Equality		**2 522 325.68**	11.05	1 344 340.95	341 671.32	836 313.41
	EIGE's communication campaigns and activities	**1 241 261.32**	3.27	444 883.07	102 966.40	693 411.85
	Building and maintaining stakeholder relations	**762 768.65**	4.04	489 826.02	146 481.66	126 460.97
	Facilitating knowledge management	**518 295.71**	3.74	409 631.85	92 223.26	16 440.60
Organisation Administration and Functioning of EIGE (Horizontal)		**2 123 805.75**	15.18	1 661 884.92	423 817.48	38 103.35
	Procurement and Facility Management	**217 841.40**	2.04	157 773.44	50 387.92	9 680.04
	Human Resources Management	**452 620.44**	2.80	349 915.24	93 765.04	8 940.15
	Budget Implementation	**433 636.15**	2.82	357 387.43	69 528.22	6 720.50
	Internal Control and Audit (incl. Data Protection)	**257 817.86**	1.49	220 349.15	36 667.29	801.43
	ICT Infrastructure	**271 590.03**	1.78	216 421.59	44 008.64	11 159.81
	Management Assistance Support	**490 299.87**	4.25	360 038.06	129 460.39	801.43
EIGE Total		**9 312 605.67**	**41.64**	**4 926 795.93**	**1 278 816.00**	**3 106 993.74**

NB: The activity-based costing model includes C1 and C8 consumption.

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

	General information					Financial and HR impacts		
	Actual or expected date of signature	**Total amount**	**Duration**	**Counterpart**	**Short description**		**2022**	**2023**
Contribution agreements								
1. IPA/2018/402-854 – Increased capacity of EU candidate countries and potential candidates to measure and monitor the impact of gender equality policies (2018–2021).	20.12.2018. Addendum No 1 was signed on 19.12.2019 (IPA/2019/414-064) and Addendum No 2 was signed on 12.10.2022	EUR 928 950.30	1.1.2019–31.9.2023	European Commission. DG Neighbourhood and Enlargement Negotiations. D5 Western Balkans Regional Cooperation Programmes	There are two specific objectives: (1) strengthening capacities of IPA beneficiaries in monitoring and mainstreaming gender equality; and (2) improving regional cooperation and gender equality awareness in the region of the Western Balkans and Türkiye	**Amount Number of CA Number of SNEs**	Amount 2022 – EUR 223 019.03 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	Amount 2023 – EUR 190 007.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0
Total						**Amount Number of CA Number of SNEs**	Amount 2022 – EUR 223 019.03 Number of CA – 2 (FG II and FG III) Number of SNEs – 0	Amount 2023 – EUR 190 007.60 Number of CA – 2 (FG II and FG III) Number of SNEs – 0

Annex VII. Environmental management

EIGE defined several measures in 2023 to reduce CO_2 emissions and adopt environmentally friendly work practices.

Firstly, the Agency remained committed to ensuring that its contracts include environmental sustainability clauses. To date, EIGE has included a requirement for contractors to undertake environmental measures in contracts covering the following services: supply of stationery and printing materials, cleaning services, delivery and installation of office furniture, production of promotional materials, catering services, organisation of events.

Moreover, EIGE continued to recycle paper, plastic and food waste. An example of this is EIGE's successful 'Bottles for charity' programme. Reducing the amount of paper used is actively encouraged. To achieve this, EIGE's default printing option is set to duplex format in black and white, and shared printers are fitted with staff ID card readers. In 2023, electronic workflows completely replaced paper-based workflows. During induction meetings, EIGE's commitment to environmentally friendly work practices is highlighted to new staff.

EIGE's mission management tool includes an electronic workflow for mission approval and reporting (mission reports). To ensure the collection of data on CO_2 emissions arising from EIGE's business travel, the tool incorporates a field where data on CO_2 emissions provided by the travel agent can be recorded. In 2023, the CO_2 emissions arising from EIGE's missions amounted to 58.4 tonnes.

Travelling to work has also been addressed through a pilot 'Green Commute' summer programme, which is aimed at educating colleagues and reducing their daily CO_2 footprint when travelling to work. This was achieved by promoting modes of transport such as walking, cycling, public transport and carpooling.

Lastly, following the new rental contract for EIGE's premises in Vilnius, an internal refurbishment committee was set up to process the design and overview the works carried out to improve the office space. This work includes the office, such as using environmentally sustainable refurbishment materials (e.g. Ecolabel paint, furniture made from recycled materials), introducing green spaces (e.g. a green wall and mini garden area) and using appliances with the most efficient EU energy label (AAA). Additionally, EIGE's premises now include additional signs encouraging colleagues to use stairs instead of the elevator.

Annex VIII. Annual Accounts

Balance sheet and statement of financial performance as of 31 December 2023 (*)

			Thousands of EUR '
	Note	**31.12.2023**	**31.12.2022**
NON-CURRENT ASSETS			
Intangible assets	2.1	-	-
Property, plant and equipment	2.2	100	183
Exchange receivables and non-exchange recoverables	2.4	2	5
		102	**188**
CURRENT ASSETS			
Pre-financing	2.3	1	-
Exchange receivables and non-exchange recoverables	2.4	1 929	1 913
		1 931	**1 913**
TOTAL ASSETS		**2 033**	**2 101**
CURRENT LIABILITIES			
Payables and other liabilities	2.5	(201)	(464)
Accrued charges and deferred income	2.6	(633)	(556)
		(834)	**(1 020)**
TOTAL LIABILITIES		**(834)**	**(1 020)**
NET ASSETS		**1 199**	**1 081**
Accumulated surplus		1 081	2 123
Economic result of the year		118	(1 042)
NET ASSETS		**1 199**	**1 081**

(*) The final accounts will be available in July 2024 and will be published on EIGE's website (https://eige.europa.eu/about/documents-registry?ts=accounts).

Statement of financial performance as of 31 December 2023 (*)

			Thousands of EUR
	Note	**2023**	**2022**
REVENUE			
Revenue from non-exchange transactions			
Funds from the Commission	3.1	9 371	8 408
		9 371	**8 408**
Revenue from exchange transactions			
Other	3.2	—	—
Total revenue		**9 372**	**8 408**
EXPENSES			
Operating costs	3.3	(2 998)	(3 389)
Staff costs	3.4	(4 709)	(4 340)
Other expenses	3.5	(1 547)	(1 722)
Total expenses		**(9 254)**	**(9 450)**
ECONOMIC RESULT OF THE YEAR		**118**	**(1 042)**

(*) The final accounts will be available in July 2024 and will be published on EIGE's website (https://eige.europa.eu/about/documents-registry?ts=accounts).

Annex IX. Access to public documents

Pursuant to Article 17(1) of Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents ([91]), public institutions shall publish annually a report for the preceding year including the number of cases in which the institution refused to grant access to documents, the reasons for such refusals and the number of sensitive documents not recorded in the register.

In accordance with the above-mentioned legal provision, EIGE reports the following on the handling of requests for access to its documents in 2023:

- EIGE received three requests for access to documents in 2023, via email or via the form for requests for access to documents on its website ([92]);
- there were no cases in which EIGE refused to grant access to documents;
- no confirmatory action pursuant to Article 7 of Regulation (EC) No 1049/2001 was received by EIGE in 2023.

All requests were handled in full compliance with the provisions of Regulation (EC) No 1049/2001 and EIGE's policy on public access to documents ([93]).

([91]) https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32001R1049&from=EN.

([92]) https://eige.europa.eu/about/documents-registry/request-access.

([93]) Adopted by Management Board Decision No MB/2013/006 of 14 June 2013.