

# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Final evaluation report, 25 November 2022

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**FREQUENTLY USED ABBREVIATIONS**

<b>ABB</b>	Activity-Based Budgeting
<b>ABC</b>	Activity-Based Costing
<b>AFET Committee</b>	Committee on Foreign Affairs
<b>BPfA</b>	Beijing Platform for Action
<b>CAAR(s)</b>	Consolidated Annual Activity Report(s)
<b>Cedefop</b>	Centre for the Development of Vocational Training
<b>COSAC</b>	Conference of Parliamentary Committees for Union Affairs
<b>CSO(s)</b>	Civil society organisation(s)
<b>DG BUDG</b>	Directorate-General for Budget
<b>DG EMPL</b>	Directorate-General for Employment, Social Affairs and Inclusion
<b>DG HOME</b>	Directorate-General for Migration and Home Affairs
<b>DG JUST</b>	Directorate-General for Justice and Consumers
<b>DG NEAR</b>	Directorate-General for Neighbourhood and Enlargement Negotiations
<b>DG RTD</b>	Directorate-General for Research and Innovation
<b>DG(s)</b>	Directorate(s)-General
<b>DMS</b>	Document management system
<b>EaP</b>	Eastern Partnership
<b>EASO</b>	European Asylum Support Office
<b>ECA</b>	European Court of Auditors
<b>EEAS</b>	European External Action Service
<b>EIGE</b>	European Institute for Gender Equality
<b>EMPL Committee</b>	Committee on Employment and Social Affairs
<b>EPSR</b>	European Pillar of Social Rights
<b>ETUC</b>	European Trade Union Confederation
<b>EU</b>	European Union
<b>Eurofound</b>	European Foundation for the Improvement of Living and Working Conditions
<b>EWL</b>	European Women's Lobby
<b>FEMM Committee</b>	Committee on Women's Rights and Gender Equality
<b>FGM</b>	Female genital mutilation
<b>FRA</b>	Fundamental Rights Agency
<b>GBV</b>	Gender-based violence

<b>GDPR</b>	General Data Protection Regulation
<b>GEAR tool</b>	Gender Equality in Academia and Research (GEAR) tool
<b>GREVIO</b>	Group of Experts on Action against Violence against Women and Domestic Violence
<b>IAS</b>	Internal Audit Service
<b>ILO</b>	International Labor Organization
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>IPV</b>	Intimate partner violence
<b>KMC</b>	Knowledge Management and Communications
<b>KPI(s)</b>	Key performance indicator(s)
<b>LFS</b>	Legislative financial statement
<b>LIBE Committee</b>	Committee on Civil Liberties, Justice and Home Affairs
<b>MEP(s)</b>	Member(s) of the European Parliament
<b>NGO(s)</b>	Non-governmental organisation(s)
<b>ODIHR</b>	OSCE's Office of Democracy and Human Rights
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OPC</b>	Open public consultation
<b>OSCE</b>	Organization for Security and Co-operation in Europe
<b>PLO</b>	Project-led organisation
<b>SLA</b>	Service level agreement
<b>SPD(s)</b>	Single Programming Document(s)
<b>TEU</b>	Treaty on European Union
<b>TFEU</b>	Treaty on the Functioning of the European Union
<b>UNECE</b>	United Nations Economic Commission for Europe
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>VAW</b>	Violence against women
<b>WMID</b>	Women and men in decision-making

## Executive summary

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This report presents the results of the second independent and external evaluation of the European Institute for Gender Equality (EIGE), carried out in compliance with EIGE's Founding Regulation. EIGE is an autonomous body of the European Union (EU). It was established to contribute to and strengthen the promotion of gender equality, including gender mainstreaming, in all EU policies and resulting national policies. It also aims to strengthen the fight against discrimination based on sex. Its overall objective is also to raise EU citizens' awareness of gender equality by providing technical assistance to the Community institutions, particularly the European Commission, and the authorities in the Member States (Art. 2, Regulation (EC) 1922/2006, 2006).

This evaluation examines the relevance, effectiveness, efficiency, coherence and EU added value of EIGE's programme and activities covering the period 2015–2020, inclusive. It encompasses the entire scope of EIGE's activities, taking in both thematic and operational aspects, including the assessment of the impact of EIGE on the promotion of gender equality and its synergy effects. Progress is measured by making a comparison with the situation prior to 2015, covered by the previous evaluation (PPMI and Deloitte, 2015), and is assessed against its recommendations. Given that the data collection for the present evaluation was performed in 2022, the analysis in some instances also covers the 2021-2022 period, with a view to ensuring the relevance of its findings for the near future.

The evaluation draws on a number of established methods of data collection and analysis. These methods include desk research, interviews, surveys, open public consultation, case studies and usability tests of key EIGE deliverables. The evaluation team carried out a full retrospective and prospective analysis to identify evidence-based findings, conclusions and recommendations.

## Key findings and recommendations

### RELEVANCE

EIGE has successfully met the needs of various stakeholders in terms of providing evidence through its research and data collection activities. In particular, the Gender Equality Index, the Gender Statistics Database and gender mainstreaming reports, methods and tools were the outputs most in line with the needs of stakeholders.

In the area of stakeholder relations and support for gender mainstreaming in the work of the Community institutions, stakeholders consider EIGE's responses to their requests to be of the highest relevance and quality. In recent years, demand for EIGE's technical assistance at EU and national levels has been increasing, due to growing needs and obligations in the field of gender mainstreaming. However, given its limited resources, requests from some EU institutions and from Member States remain unanswered, resulting in an increase in unmet stakeholder needs.

EIGE is seen as proactive in aligning itself with the EU's main gender equality policy priorities (e.g. work-life balance, digitalisation, climate change). Nevertheless, many stakeholders expressed interest in a number of topics on which EIGE could focus more (i.e. intersectional aspects of gender-based violence, paid/unpaid care work, sexual health, and reproductive rights). In terms of responding to unforeseen challenges and adapting to changing circumstances, EIGE was seen as being quick to address issues related to the COVID-19 pandemic in its research, data collection, communication and dissemination activities. On the other hand, many stakeholders felt there was a lack of EIGE coverage of the Russian aggression against Ukraine and the related gender equality issues faced by women refugees.



Overall, the various stakeholders hold positive views of EIGE's communication channels, which is the result of the important steps taken by EIGE to develop a targeted knowledge management and communication strategy. However, EIGE's work remains less visible to the general public, and its presence at the national level is somewhat limited. In this respect, the Institute's growing reach and following on social media could provide an opportunity to better connect with wider audiences online.

#### Recommendations/lessons learned:

- 1. Allocate to EIGE the resources needed to adequately respond to the increasing number of requests for technical assistance from EU institutions and Member States.**
- 2. Develop a system to track, analyse and follow up on addressed and unaddressed stakeholder requests.** This would allow a better understanding of the changing or growing patterns of needs among different stakeholders, monitoring how certain demands that EIGE could not accommodate were or were not resolved, as well as the main outstanding needs and priority areas.
- 3. Expand EIGE's work in the area of gender-based violence to provide more intersectional data and information, and consider opportunities to increase the relevance of EIGE's outputs to stakeholders at local and regional level.**
- 4. Expand data and research on gender and unpaid and paid care work, health and sexual and reproductive health and rights, and the gender dimensions of climate change.**
- 5. Establish a 'prompt reaction' page on EIGE's website, dedicated to covering unexpected crisis situations.** Such a page could include brief summaries of possible gender issues related to a specific crisis, as well as links to additional research and data from other sources.
- 6. Expand research and data collection activities to better cover gender equality issues relating to conflict, migration, forced displacement, etc.** These could range from specific risks of gender-based violence (e.g. trafficking) to the integration of refugee women in the labour market.
- 7. Capitalise on coverage of EIGE in the media following the annual launch of the Gender Equality Index to increase the visibility of the Institute.**
- 8. Explore innovative and 'outside-the-box' communication channels as means to reach broader audiences.** These could include podcasts, new social media channels or new targeted strategies using current social media platforms to reach specific target groups, e.g. youth.

#### COHERENCE

Significant progress has been made in EIGE's relationship with DG JUST since the previous evaluation; namely, communication channels have been stabilised, and interaction is regular and productive. However, there is still room for improvement to strengthen the coherence of these efforts, increase synergies and avoid duplication, notably by making full use of EIGE's expertise. Despite the high level of satisfaction from other DGs with EIGE's work, ambiguity remains as to who to contact with requests for assistance from EIGE, as current communication is organised either directly or through DG JUST.

EIGE has been proactive in understanding the needs of the FEMM committee, and has provided expertise on gender equality in the work of the Parliament. In relation to EIGE's cooperation with the Council of the EU, this remains largely organised around the monitoring of the Beijing Platform for Action and as well as the Institute's support to the Presidencies through the provision of relevant data and analysis. Overall, despite the memoranda of understanding and communication of shared initiatives, stakeholders do not have a comprehensive understanding of the situation, and do not know which agency is involved

in which gender equality projects. According to interviews and the stakeholder survey, an important partnership that is considered somewhat neglected is that with national gender equality authorities. Despite EIGE's lack of resources to respond to multiple national requests, some networking or exchange solutions with national partners could be organised to increase the visibility of EIGE's tools and their impact on gender equality.

EIGE has taken major steps to apply an intersectional approach to its data collection, analysis and reporting, particularly in the context of the Gender Equality Index. Nevertheless, there is room for improvement in EIGE's work in this area, and for the further development of a more coherent and reflective approach to intersectionality across all of EIGE's activities.

#### Recommendations/lessons learned:

**9. Clarify cooperation procedures with DG JUST to increase synergies and avoid duplication of efforts.**

**10. Diversify cooperation with national-level stakeholders by attracting CSOs, social partners or academia.**

**11. Map efforts towards gender equality at European level, and disseminate the results among stakeholders.** The Commission should lead the effort to address this recommendation, in order to ensure that the mapping of partnerships with other agencies supports its coordinating role and that the Commission gains a clear view of the synergies and gaps between areas covered by different agencies.

**12. Develop an organisational strategy to strengthen EIGE's intersectional approach.**

#### EFFECTIVENESS

EIGE has taken steps to improve its planning and reporting by refining its performance management system. The Institute has also introduced the PLO approach, as recommended by EIGE's first external evaluation. Moreover, by early 2021, EIGE had developed a post-audit Action Plan and established an internal working group to monitor its implementation ('Minutes of the 36th Management Board meeting', 2021). Despite this progress, the evaluation shows that EIGE could make its planning and reporting more concrete, better comply with the Commission's methodology, and report more consistently on its performance indicators.

The Institute was largely successful in achieving the results and activities set out in its annual programming documents, as 96 % of EIGE's outputs were completed on time (243 out of 254). Nevertheless, beyond the Gender Equality Index, EIGE has produced a wealth of knowledge, data and methods for achieving gender equality that remains unknown to many stakeholders. In addition, EIGE's limited capacities could further hamper its provision of support and technical assistance to EU and national authorities.

In terms of supporting dialogue and networking opportunities, 49 % of the Management Board and Experts' Forum members surveyed indicated that EIGE had been useful for meeting new partners and strengthening existing professional links in the field of gender equality. By contrast, only 28 % of the stakeholders surveyed stated that EIGE had supported their organisation with networking in the same area. In 2022, EIGE's electronic network (EuroGender) has been discontinued, which is in line with the findings of this study that it was generally regarded as an ineffective output. Most importantly, due to the COVID-19 pandemic, in-person consultation and networking activities with stakeholders have ceased.

EIGE's stakeholders were satisfied with the communication methods used by the Institute, relying mainly on EIGE's website, publications, policy briefs and factsheets, newsletters and social media to keep up with EIGE's work. Although EIGE's website is the method most frequently used by stakeholders, many expressed difficulties in finding the information they were looking for.

#### Recommendations/lessons learned:

**13. Continue implementing the recommendations of the IAS with regard to EIGE's PLO approach in order to improve its project management framework, and take steps to ensure its uptake by staff, including by communicating to staff the importance of implementing the approach and providing training.**

**14. On a strategic level, strengthen EIGE's work on gender mainstreaming.**

**15. On an operational level, map and review the needs in the area of gender mainstreaming of EU and national-level stakeholders with policy-making and budgetary competences.** Within the available resources, EIGE should consider work on toolkit development against other viable options for meeting stakeholders' needs.

**16. Improve the communication and dissemination efforts of EIGE's gender mainstreaming platform, particularly its toolkits, among its target users.**

**17. Make EIGE's website more accessible to its stakeholders (and the wider public).**

**18. With the closure of EuroGender, EIGE should explore innovative ways to facilitate online networking among its stakeholders, taking into account the online tools and platforms available.**

**19. With the lifting of the pandemic-related restrictions, EIGE should resume its in-person consultation meetings with stakeholders, as these have proven to be instrumental in fostering cooperation, networking and dialogue among gender equality actors in the EU.**

#### EFFICIENCY

The overall budget of EIGE – which averaged EUR 7.7 million per year – remained stable, with an estimated annual growth rate of around 0.2 %. The Institute achieved a good commitment implementation rate, reaching an average of 98.7 % of available appropriations. Conversely, the implementation rate of payment appropriations was lower, at 76.7 %, which is linked to a relatively high level of carryovers to the following year. In addition, EIGE's costs were lower than the original estimates that accompanied its founding Regulation, with estimated savings of EUR 7.4 million (13.8 % of the initial LFS estimates). In 2020, EIGE's costs 'per capita' across all budget titles were significantly lower than the average for all decentralised EU agencies.

The number of staff at EIGE remained stable at around 50 employees, including trainees. EIGE's occupancy rate of the Establishment Plan was close to 100 %, and the annual turnover rate averaged 15 %. Nevertheless, EIGE continued to face a heavy workload, both in its operational and its administrative units, and any unexpected departure or shortage of staff could have a significant effect on EIGE's activities.

The absence of representation on EIGE's Management Board for one-third of the Member States poses serious challenges in terms of maintaining dialogue with all EU countries and ensuring continuity of work. Meanwhile, although the Standing Committee was effective in supporting the Management Board, its usefulness was limited by its lack of decision-making powers. Similarly, while EIGE and its bodies

have made considerable efforts to clarify and improve the role and working methods of the Experts' Forum, its utility and role have remained weak, suggesting the need for more substantial reform.

The administrative requirements applicable to decentralised EU agencies place a disproportionate strain on EIGE's resources, particularly on its administrative staff. In this respect, EIGE's staff positively assessed the Institute's efforts to revise and simplify its administrative arrangements and working methods, as well as the adequacy of IT tools – but also stressed the need to continue this process in order to further optimise EIGE's work.

#### Recommendations/lessons learned:

**20. Allocate sufficient human and financial resources necessary to carry out EIGE's respective tasks.**

These should be linked both to the definition of the level of support EIGE is expected to provide to the EU institutions and the Member States, as well as to the definition of the specific tasks and operational objectives the Institute is expected to achieve.

**21. Revise and improve the efficiency of EIGE's management and advisory bodies.**

First, representatives of all Member States could sit on the Management Board to ensure better representation. Second, an Executive Board could be established on the basis of the current Standing Committee, and be responsible for assisting, supervising and scrutinising the preparation of decisions proposed for adoption by the Management Board. Third, the composition, role and working methods of EIGE's advisory bodies – namely, the Experts' Forum – should be reviewed. The excellence and independence of EIGE's activities could instead be supported by the Scientific Committee and/or *ad hoc* experts' groups.

**22. Further improve EIGE's operational processes, simplify its administrative processes, and enhance its IT tools. Continue efforts aimed at fostering staff engagement and the business culture of the Institute.**

#### EU ADDED VALUE

The evaluation identified three main elements of added value provided by EIGE: its expertise and data on gender equality, which is unique among other agencies; its ability to assess Member States' progress towards gender equality; and EIGE's contribution to gender mainstreaming in policy areas traditionally regarded as gender-neutral. The Institute's value is also widely recognised in its provision of technical expertise and guidance, which supports gender mainstreaming in policymaking.

EIGE has established itself as the specialised research and knowledge centre on gender equality at EU level, and is seen as the main external source of information on good practices in gender equality, methods and tools for gender mainstreaming, and gender comparative analysis. However, for information on national gender equality policies, stakeholders are more likely to use other sources.

The evidence also shows a clear and active effort to produce unique information on gender equality that can support public policy agenda-setting and decision-making, as well as gender equality legislation not only at national, but especially at EU level. This is probably due to the increased relevance to EU policy making of some of EIGE's results and outputs, and the limited capacity of the Institute to reach out to and serve national policymakers. The backlash against women's rights and the emergence of anti-gender movements also prevents the Institute from creating value at national level.

#### Recommendations/lessons learned:

**23. Build on EIGE's accumulated credibility and expertise to create larger networks.**

The Institute could undertake further efforts to integrate its work into broader policy programmes, in line with the priorities of the Commission's agenda. Although EIGE is already taking steps in the right direction (i.e. its gender

analysis of the impact of COVID-19 and EIGE's recent focus on the European Green Deal to support the thematic focus of its Gender Equality Index), stakeholders suggested that EIGE could become more involved in other policy areas. EIGE could also increase and improve opportunities for participation by national stakeholders, including through more active engagement with civil society and EIGE's networks (e.g. the Journalist Network).

# 1. Introduction

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The European Institute for Gender Equality (hereinafter, EIGE/the Institute) is an autonomous body of the European Union (EU). The scope for EIGE's objectives and areas of activity was defined by the European Parliament and the Council of the European Union in the Institute's Founding Regulation (Regulation (EC) 1922/2006, 2006). EIGE was established to contribute to and strengthen the promotion of gender equality, including gender mainstreaming, in all EU policies and resulting national policies. It also strengthens and contributes to the fight against discrimination based on sex as well as raising. Its overall objective is also to raise EU citizens' awareness of gender equality by providing technical assistance to the Community institutions, in particular the European Commission, and the Member States' authorities (Art. 2, Regulation (EC) 1922/2006, 2006). Article 3 of EIGE's Founding Regulation outlines EIGE's tasks as follows:

- collect, analyse and disseminate information;
- develop methods to improve data;
- develop methodological tools to support gender mainstreaming;
- carry out surveys;
- set up and coordinate a European Network on Gender Equality;
- organise meetings of experts and meetings with other relevant stakeholders at European level;
- disseminate information and develop dialogue and cooperation with relevant institutions at national and European levels;
- set up documentation resources accessible to the public;
- make information available to public and private organisations and provide information to the Community Institutions.

EIGE began its operations in 2010. Its mission is to become the European knowledge centre on gender equality issues. In line with its mandate, providing evidence on gender equality through research and data collection is at the core of EIGE's activities. EIGE also supports the integration of gender equality into policies by assisting in gender mainstreaming efforts and in the development of specific tools, as well as promoting and raising awareness about gender equality among its stakeholders and EU citizens through its knowledge management and communication activities.

## 1.1. Rationale and objectives of the evaluation

This evaluation is conducted in compliance with the Article 20 of EIGE's Founding Regulation, according to which EIGE shall commission an independent external evaluation of its achievements on the basis of terms of reference issued by the Management Board, in agreement with the Commission. The Founding Regulation further prescribes that the evaluation shall:

- assess the impact of the Institute on the promotion of gender equality and shall include an analysis of the synergy effects;
- address the possible need to modify or extend the tasks of the Institute, including the financial implications of any such modification or extension of the tasks;
- examine the appropriateness of the management structure in carrying out the Institute's tasks;
- take into account the views of stakeholders, at both Community and national levels.

Against this backdrop, this independent and external evaluation examines **the relevance, effectiveness, efficiency, coherence and EU added value of EIGE's programme and activities, covering the period 2015–2020 inclusive**. The evaluation encompasses the entire scope of EIGE's activities from both thematic and operational perspectives, including an assessment of the impact of EIGE on the promotion of gender

equality and its synergy effects. The evaluation combines both retrospective and prospective analysis. The retrospective analysis pays particular attention to EIGE's strategic objectives and operational activities implemented between 2015 and 2020. Progress is measured by making a comparison with the situation prior to 2015, covered by the previous evaluation and assessed against its recommendations (PPMI and Deloitte, 2015). The prospective analysis assesses the strengths and weaknesses of the Institute, and provides recommendations for EIGE's work and organisation in the future. Given that the data collection was performed in 2022, the analysis in some instances also covers the 2021-2022 period, with a view to ensuring the relevance of findings to the nearest future.

The evaluation considers the specific needs and views of EIGE's stakeholders. This aspect of the evaluation assesses how these needs may have changed since the first external evaluation of EIGE, to provide suggestions accordingly. The prospective analysis provides the basis for formulating recommendations to support EIGE in designing effective forms of operation, planning its future activities, better meeting the needs of key stakeholders, and delivering on its mandate and objectives. It also assesses EIGE's current model in relation to that envisaged in the Common Approach on Decentralised Agencies, and suggests appropriate changes to ensure compliance.

## **1.2. Methodology**

To answer the evaluation questions, this evaluation draws on a number of established methods of data collection and analysis (see Annex 1). These methods include desk research (literature review and analysis of statistics and monitoring data), interviews, surveys, open public consultation (OPC), case studies, and usability tests of key EIGE deliverables. The evaluation team carried out a full retrospective and prospective analysis to identify evidence-based findings, conclusions and recommendations. Analysis of the data relied on the logic of triangulation. The answers to each evaluation question rely on several sources of information, as indicated in the evaluation matrix (Annex 1).

The evaluation team conducted 103 interviews with EIGE's staff and stakeholders at national, EU (including members of EIGE's Management Board and Experts' Forum) and international levels. The national-level interviews were conducted in five countries: Hungary, Latvia, Italy, France and Finland. The survey programme comprised three online surveys with EIGE staff, the Management Board and Experts' Forum, and EIGE's stakeholders. In total, these surveys gathered 306 responses. The OPC received 24 responses, mainly from EU citizens. The evaluation team also conducted seven usability tests of EIGE's website and gender mainstreaming toolkits. Lastly, five case studies were prepared covering the following topics: the Gender Equality Index, Gender mainstreaming toolkits, the Experts' Forum, Administrative data collection on gender-based violence, and the Gender Statistics Database. The case studies were selected for their potential to contribute to answers to the evaluation questions.

The report is structured as follows:

- Chapter 2 sets out the scope of the evaluation.
- Chapter 3 provides a summary of the methodology used in the evaluation.
- Chapters 3–7 present the findings of the evaluation across the five EU evaluation criteria.
- Chapter 8 presents the conclusions and recommendations of this evaluation.

Further information is provided in the report's annexes. Annex 1 presents the evaluation matrix. EIGE's intervention logic can be found in Annex 2 and organisational structure in Annex 3. A comprehensive account of the methodology used is provided in Annex 4. Annex 5 presents assessment of output indicators. Additional figures are available in Annex 6. The methodological tools (including questionnaires and scripts), case study reports and the OPC report are attached as appendices to the report.

## 2. Scope of the evaluation

### 2.1. Evaluation matrix

The matrix used for this evaluation is structured around **five EU evaluation criteria**: relevance, coherence, effectiveness, efficiency and EU added value. Table 1 provides a short explanation of each evaluation criterion in the context of this evaluation.

**TABLE 1. EVALUATION CRITERIA**

CRITERION	DESCRIPTION
<b>Relevance</b>	Assesses how EIGE's objectives and activities corresponded to the existing and emerging needs of stakeholders and adapted to changing circumstances during the period 2015–2020. It also explores the degree to which EIGE's goals and objectives aligned with key EU policy priorities in gender equality and overall EU policy priorities.
<b>Coherence</b>	Assesses the cooperation, coordination and synergies between EIGE and its stakeholders and partners at different levels, and its compliance with agreements.
<b>Effectiveness</b>	Assesses to what extent EIGE has achieved (or is progressing towards) its general and strategic objectives. It examines to what extent EIGE successfully delivered its outputs as planned, to what extent these were known and used by the groups of stakeholders intended, and what they learned from the outputs. It also assesses the extent to which the recommendations of the first external evaluation have been implemented.
<b>Efficiency</b>	Assesses the extent to which EIGE has conducted its activities and achieved its outputs and results (outcomes) in a cost-effective manner, or has maintained an optimal balance between the resources employed and the results achieved. It also examines the adequacy of administrative arrangements for the implementation of the delegated tasks, as well as the potential to simplify procedures/optimize costs while achieving the same or a higher level of effectiveness.
<b>EU added value</b>	Assesses EIGE's unique contribution to its stakeholders at EU and national level. It also assesses EIGE's impact in comparison to existing measures at national level, as well as other existing EU level measures concerning policy discussions, the formation and implementation of policy agendas, and policy-specific tools and documents on gender equality.

To assess EIGE's performance across these evaluation criteria, the evaluation answered a series of evaluation questions. The evaluation criteria and questions were operationalised into sub-questions, indicators, judgment criteria and data sources in order to form the evaluation matrix. See Annex 1 for the operationalisation of each criterion.

### 2.2. Intervention logic

To aid the analysis, EIGE's intervention logic was updated from the one developed in the first external evaluation (2015). The updated intervention logic now takes into account the requirements set in the Better Regulation Guidelines (European Commission, 2021a), and clearly links different elements to each other. In addition to EIGE's Founding Regulation, it draws on a review of recent planning and strategic documents. It corresponds to the evaluation period of 2015–2020 by considering documents such as the Single Programming Documents (SPDs) and Knowledge Management and Communications Strategy



2019-2021, annual activity reports (2015-2020), and the first external evaluation of EIGE. This is especially reflected in activities that are precisely adjusted to the work carried out by EIGE during the evaluation period.

As requested by the Better Regulation Guidelines, the intervention logic starts with needs and follows various levels of objectives (i.e. general and strategic). The resulting tree of objectives is connected to inputs, activities, outputs, results and impacts.

- **Needs** refer to the key socio-economic and policy challenges that EIGE aims to address. These needs were identified from EIGE's Founding Regulation.
- **General objectives** reflect EIGE's policy missions, stated in its Founding Regulation.
- **Strategic objectives** refer to medium-term priorities, set out in EIGE's planning documents.
- **Inputs** include human and financial resources, as well as the operational processes and organisational structures of EIGE.
- **Activities** describe actions that EIGE undertakes to achieve its objectives.
- **Outputs** are deliverables produced by EIGE.
- **Outcomes** describe the immediate effects of EIGE's activities.
- **Impacts** refer to long-term effects that result from EIGE's work.

The evaluation also takes into consideration that **contextual factors** might influence the intended outcomes and impacts. These contextual factors generally relate to the environment in which EIGE operates, but are beyond EIGE's direct control. They include the variety of social, cultural and political contexts across the EU, within which EIGE's activities are embedded. They concern conditions such as the level of gender equality institutionalisation, the presence of actors and power networks in support of and/or in resistance to gender equality, etc. See Annex 2 for the full diagram.

## 2.3. EIGE's organisational structure and stakeholder engagement

This section provides an overview of EIGE's organisational and stakeholder structure. The organisational structure describes how responsibilities and tasks are divided up within the organisation. The structure of stakeholder relations outlines the key stakeholders with which EIGE interacts.

### 2.3.1. Organisational structure

EIGE comprises a Management Board (the decision-making body); an Experts' Forum (a consultative body); and its Director (executive body) including the staff. EIGE's operational activities are divided between three units – the Administration Unit, the Operational Unit, and the Knowledge Management and Communications Unit (see Annex 3).

**The Management Board** adopts EIGE's annual work programme, the medium-term work programme, and the Institute's budget. It consists of 18 representatives from the Member States, operating on a rotating basis, as well as one representative appointed by the European Commission. The length of its representatives' mandate is three years. For each mandate, the Members appointed by the Council represent 18 of the Member States, following the order of the rotating Presidencies, with one member being designated by each State concerned. The Management Board elects its Chairperson and Vice-Chairperson for a term of three years (EIGE, n.d.-b).

**The Standing Committee** is a sub-group of the Management Board that prepares for upcoming Management Board meetings, places issues on the meeting agenda, and advises the Director of EIGE. It does not take formal decisions. The Standing Committee is composed of the Chair of the Management

Board, the Vice-Chair, three other Management Board members and one representative of the European Commission (EIGE, n.d.-b).

The **Experts' Forum** of the Institute is an advisory body providing EIGE with expertise on gender equality. It is composed of members from competent bodies specialising in gender equality from every Member State. Two members are also designated by the European Parliament, as well as three members designated by the European Commission (representing interested parties at European level). These interested parties involve one representative from a non-governmental organisation; one representing employers' organisations; and one representing workers' organisations (EIGE, n.d.-a).

The **Director** is the Institute's legal representative. The Director is responsible, under the supervision of the Management Board, for the implementation of EIGE's tasks, staff-related matters, and day-to-day administration. The Director prepares and implements EIGE's annual and medium-term programmes; publishes the annual report and implements effective monitoring and evaluation procedures to assess the performance of the Institute.

### 2.3.2. Stakeholder relations

In addition to its organisational structure, stakeholder relations play an important role in EIGE's work. EU-level, national, and international stakeholders interact with EIGE in different ways and can influence EIGE's outcomes and impacts. Table 2 provides an overview of EIGE's stakeholders at various levels.

**TABLE 2. EIGE'S KEY STAKEHOLDERS AND PARTNERS**

<b>Key stakeholders: gender equality policy makers</b>	<ul style="list-style-type: none"> <li>• <b>European Commission:</b> DG JUST; Advisory Committee on Equal Opportunities between Women and Men; the High-Level Group on Gender Mainstreaming; Taskforce for Equality);</li> <li>• <b>European Parliament:</b> the Committee for Women's Rights and Gender Equality (FEMM); Vice-President's office; Directorate for HR Support and Social Services – Equality, Inclusion and Diversity Unit</li> <li>• <b>Council of the EU</b></li> <li>• <b>EU Member States:</b> national equality bodies and their EU-level network (Equinet); ministries responsible for gender equality; members of the Management Board and Experts' Forum</li> </ul>
<b>Key policy makers</b>	<ul style="list-style-type: none"> <li>• <b>European Commission:</b> DG NEAR; DG RTD; DG EMPL; DG BUDG</li> <li>• <b>European Parliament:</b> Employment and Social Affairs Committee (EMPL); Civil liberties, Justice and Home Affairs Committee (LIBE); Foreign affairs Committee (AFET); Committee on Budgets (BUDG)</li> <li>• <b>Council of the EU:</b> for example, the Employment (EMCO) and Social Policy Committees, as well as others.</li> <li>• <b>European External Action Service (EEAS)</b></li> <li>• <b>EU-wide networks of national and local policymakers:</b> Conference of Parliamentary Committees for Union Affairs (COSAC); Council of Europe Parliamentary Assembly (PACE); network of permanent representatives of national parliaments to the EU; EU Committee of the Regions; Congress of Local and Regional Authorities (CEMRA); Council of Municipalities and Regions (CEMR) of the Council of Europe</li> <li>• <b>National and local policymakers:</b> ministries responsible for areas other than gender equality (e.g. ministries of justice and home affairs), national parliaments and other governmental bodies</li> </ul>
<b>Experts and knowledge brokers</b>	<ul style="list-style-type: none"> <li>• <b>Experts' Forum</b></li> <li>• <b>Social Partners:</b> European Trade Union Confederation; Business Europe</li> <li>• <b>Civil Society:</b> Social Platform; European Women's Lobby; MenEngage Europe</li> <li>• <b>Academia</b></li> <li>• <b>EU Agencies and other bodies:</b> European Foundation for the Improvement of Living and Working Conditions (Eurofound); European Agency for Safety and Health at Work (EU-</li> </ul>

	<p>OSHA); Centre for the Development of Vocational Training (Cedefop); the European Union Agency for Fundamental Rights (FRA); Justice and Home Affairs (JHA) agencies' network; EU Agencies Network (EUAN) and its Shared Support Office; European Economic and Social Committee; Eurostat; Joint Research Centre</p>
<p><b>Relevant third countries and international organisations</b></p>	<ul style="list-style-type: none"> <li>• <b>International Organisations:</b> Council of Europe, OSCE and its Office of Democracy and Human Rights (ODIHR); UN Women; International Labour Organization (ILO); Organisation for Economic Cooperation and Development (OECD)</li> <li>• <b>Stakeholders in EU candidate and potential candidate countries</b></li> </ul>
<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>• <b>General audiences and media</b></li> </ul>

Source: compiled by the authors on the basis of EIGE's Knowledge Management and Communications Strategy 2019 – 2021

## 3. Relevance

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This chapter presents the findings on relevance of EIGE's work in the 2015-2020 period. The relevance evaluation criterion assesses whether and to what extent EIGE's activities corresponded to the existing and emerging needs of stakeholders, and adapted to changing circumstances in the period 2015-2020. It also explores how EIGE's goals and objectives align with key EU policy priorities in gender equality.

### 3.1. Findings and recommendations on relevance from the first independent *ex-post* evaluation

The first evaluation in 2015 found that EIGE's role and functions, set out in the Founding Regulation, corresponded to the EU's gender equality policy priorities, and retained future relevance for the EU policy context. Data collection, analysis and dissemination activities were highly relevant for different stakeholders, as the themes and quality of these activities were largely in line with the needs of key stakeholders. The evaluation identified EIGE's work on monitoring the Beijing Platform for Action (BPfA) in the EU, as well as its work on gender-based violence and the Gender Equality Index, as the most useful activities in terms of best meeting the needs of stakeholders, corresponding to policy priorities, and contributing to EIGE's own objectives. Networking and the exchange of information were evaluated as being less in line with stakeholders' needs, mainly due to the lack of a targeted communication, dissemination and networking strategy.

The evaluation also identified three main risks concerning EIGE's relevance in the long run. These were: 1) the lack of shared understanding of EIGE's mandate among different stakeholders; 2) the increasing demand for EIGE's expertise and assistance exceeding EIGE's limited resources; 3) the lack of interest in gender equality among national policymakers. To sustain its relevance, the evaluation recommended to EIGE to focus its data collection and analysis activities on those areas lacking comparable evidence, and collect data disaggregated by sex, geographical location, income level, disability status, etc. Second, it recommended that EIGE improve its networking, information exchange and communication activities by developing targeted communication, dissemination and networking strategies for different groups of stakeholders (PPMI and Deloitte, 2015).

### 3.2. Relevance to the needs of stakeholders

EIGE's activities, as set out in EIGE's Founding Regulation, can be divided into three areas of activity: providing evidence through research and data collection; stakeholder relations and support in integrating gender equality in the work of the Union institutions; and knowledge management and communication. While some variation exists in the extent to which various outputs correspond to different needs, the overall results suggest that EIGE solidified its position as a key knowledge provider on gender equality in the EU, thus addressing the challenge relating to the clarity of its mandate indicated in the first *ex-post* evaluation.

### 3.2.1. Research and data collection activities

Most stakeholders perceived EIGE first and foremost as a provider of research, data and expertise on gender equality (see Figure 1). In total, 70 % of stakeholders surveyed<sup>1</sup> said that EIGE primarily supported their work through the provision of research, data and expertise. Overall, EIGE has successfully met the needs of various stakeholders in terms of providing evidence through its research and data collection activities, as surveyed stakeholders evaluated the majority of EIGE's outputs in this area of work as meeting their needs to a large or a moderate extent (see Figure 2).

**FIGURE 1. MAIN WAYS IN WHICH EIGE HAS SUPPORTED ITS STAKEHOLDERS' WORK (%)**



Source: stakeholder survey conducted by PPMI (2022); Question: In what ways has EIGE supported the organisation you work for (or mostly work for)? Please mark all relevant.

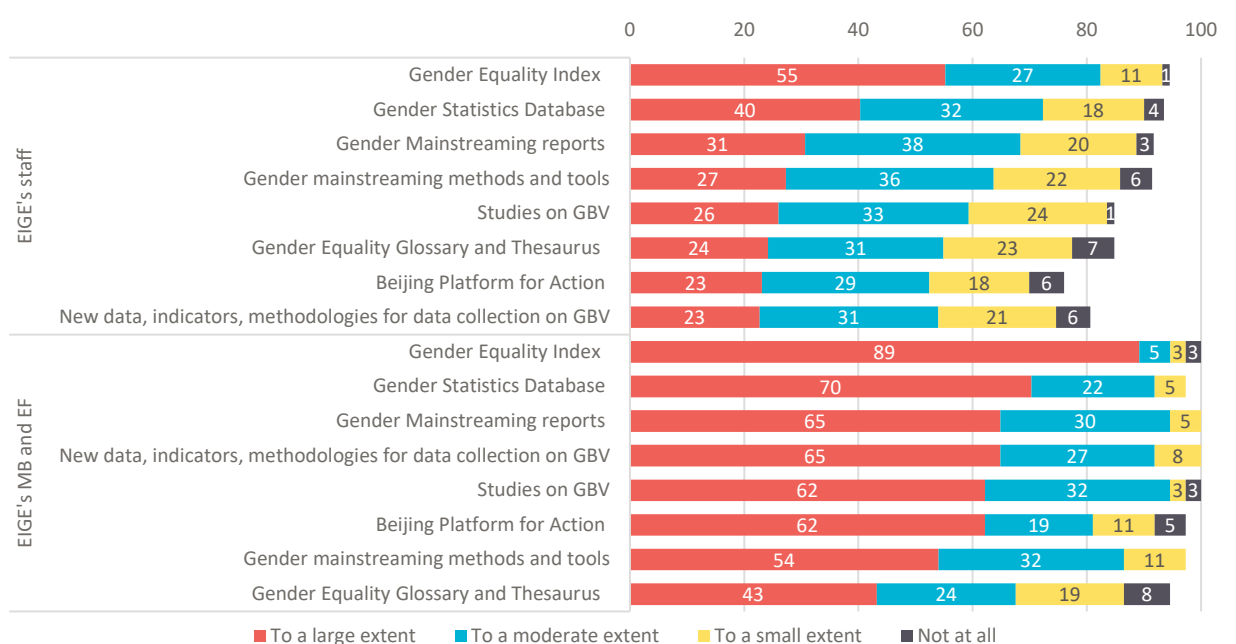
Respondents from EIGE's Management Board and Experts' Forum shared a more positive view of EIGE's outputs than general stakeholders; however, both groups agree that the outputs most in line with their needs were the Gender Equality Index, Gender Statistics Database, and gender mainstreaming reports, methods and tools (Figure 2). EIGE's Gender Equality Index was repeatedly mentioned as the most visible and widely used tool by various stakeholders. Overall, 55 % of respondents to the stakeholders' survey and 89 % of respondents to the Management Board and Experts' Forum survey stated that EIGE's Index meets their needs to a large extent. In interviews, stakeholders emphasised that the Index helped to monitor progress on gender equality in various areas, as well as helping frame and substantiate advocacy efforts in relation to gender equality, and drawing policymakers' attention to various gender equality issues by showcasing the main gaps and achievements.

Another output, the Gender Statistics Database, received the second-largest response saying it was in line with the stakeholders' needs. In total, 40 % of respondents to the stakeholders' survey and 70 % of respondents to the Management Board and Experts' Forum survey stated that Gender Statistics Database met their needs to a large extent during the evaluation period, and 32 % and 22 %, respectively, saying it did so to a moderate extent. The database and Index were particularly valued for their provision of EU-wide comparative data on many different gender equality issues. The gender mainstreaming tools, the output third most in line with the needs of stakeholders, were seen as particularly useful for highlighting gender relevance in those policy areas in which the links between gender and specific policy issues are not direct. In total, 31 % of stakeholders and 65 % of Management Board and Experts' Forum members surveyed deemed that the gender mainstreaming toolkits met their needs to a large extent, with 38 % and 30 %, respectively, saying they did so to a moderate extent.

<sup>1</sup> The reported percentage here refers to share of respondents from the stakeholder survey conducted for this evaluation (PPMI, 2022), which included 237 valid responses. The other surveys conducted, which targeted EIGE staff, and EIGE's Management Board and Experts' Forum, received 32 and 37 responses, respectively. For more information, see Annex 4.

However, the interviews and write-in suggestions from stakeholders on unmet and outstanding needs revealed that comparable data across the Member States is less applicable to actors working at regional and local levels. In particular, some stakeholders working in the area of gender-based violence expressed strong interest in more local-level data and information, as well as more intersectional data on gender-based violence and its forms. This emerging need explains the lower share of stakeholders who perceived EIGE’s collection of new data, indicators and methodologies on gender-based violence as responding to their needs to a large extent (23 %) (see Figure 2).

**FIGURE 2. PERCEIVED RELEVANCE OF EIGE’S ACTIVITIES AND OUTPUTS IN RESEARCH AND DATA COLLECTION (%)**



Source: survey of stakeholders and survey of members of the Management Board and Experts’ Forum conducted by PPMI (2022); Question: To what extent were the following EIGE’s activities between 2015-2020 in line with your needs or the needs of your organisation?  
 Note: ‘Do not know/cannot answer’ options excluded for readability

### 3.2.2. Stakeholder relations and support in integrating gender equality into the work of the Community institutions

In the area of stakeholder relations and support in integrating gender equality into the work of the Community institutions, the key stakeholders interviewed regarded EIGE’s responses to their requests as being of absolute relevance. Alignment with stakeholders’ needs is also evident in the growing demand for EIGE’s technical assistance. In interviews, key stakeholders indicated the high quality of EIGE’s responses as the key reason for seeking EIGE’s targeted input more than before. The recent steps towards making gender mainstreaming a major priority for the Commission’s political agenda have also stimulated additional demand for EIGE’s support in integrating a gender perspective into the Commission’s activities. The EU Gender Equality Strategy 2020-2025 calls for the stronger integration of gender equality into the Commission’s specific policy areas and programmes. Gender mainstreaming is also clearly highlighted as a priority in the Commission’s work programme for 2022 (European Commission, 2021c). Therefore, demand for assistance in incorporating a gender dimension is likely to increase further, which shows EIGE’s current and future relevance.

However, the growing demand for EIGE’s technical assistance among key stakeholders has also translated into an increase in unmet stakeholder needs, due to EIGE’s limited resources. According to

interviews, while EIGE's staff receive seven or eight requests each year, they are only able to accommodate up to two requests per year due to understaffing and resource constraints. The total number of unmet requests could be significantly higher, as DG JUST already pre-selects the most relevant requests from the European Commission. Some DGs of the European Commission also approach EIGE directly, particularly where close bilateral contacts have been established between EIGE and DGs. The interviews revealed that key stakeholders are generally aware of the resource challenges faced by EIGE. As such, there is a risk that key stakeholders may minimise their requests or never share them, even though they may wish EIGE could step in to support them in fulfilling the Commission's commitment to enhance gender mainstreaming. The increasing demand for technical assistance exceeding EIGE's limited resources remains an issue.

During the evaluation period, in order to provide step-by-step practical and targeted guidance on how to integrate a gender perspective into a particular area of work or process, EIGE began developing its gender mainstreaming toolkits (e.g. GEAR tool, Gender-sensitive parliaments tool). Overall, a common impression among the stakeholders was that the toolkits were more conceptual than practical, and were difficult to use and implement in their respective institutional contexts. Some stakeholders at national level suggested making the toolkits more specific, practice-oriented and tailored towards different institutions or policy areas. However, the existing toolkits are already very targeted towards specific purposes and users. This is consistent with the findings of the case study research, which reveal that many stakeholders are not fully aware of the difference between the step-by-step toolkits and the Methods and Tools briefs.

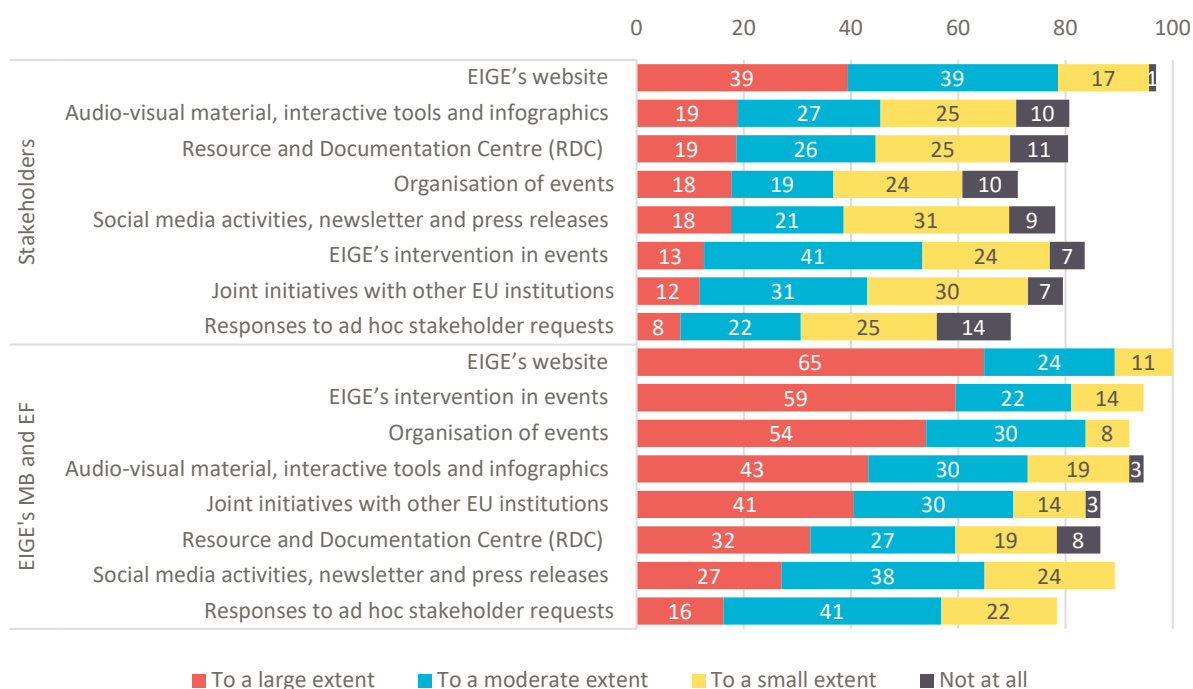
Nevertheless, it is clear that in addition to providing self-learning toolkits, more targeted assistance would increase the relevance of EIGE's support in integrating gender equality into the work of Community institutions. In particular, rather than 'toolkits', stakeholders at the Commission asked for more specific support for gender mainstreaming (technical assistance) within their respective policy areas. During interviews, representatives of various DGs expressed their expectations for EIGE to build the gender equality expertise of the Commission through more services and training.

### 3.2.3. Knowledge management and communicating gender equality

EIGE made a major step forward in knowledge management and communication during the evaluation period by developing a targeted communication, dissemination and networking strategy to better respond to stakeholders' needs. This was one of the key recommendations of the first *ex-post* evaluation (see PPMI and Deloitte, 2015). EIGE developed the Knowledge Management and Communications (KMC) Strategy 2016–2018 to ensure the efficient uptake of knowledge developed by the Institute (EIGE, 2016). The Strategy also integrated EIGE's commitment to improve and diversify its communications tools and channels to better meet the needs of different stakeholders. In addition, it set up feedback mechanisms such as media, social media and reference monitoring systems that allow the changing needs of stakeholders to be tracked. The IAS findings and the results of EIGE's impact monitoring confirmed the efficiency of the strategic approach defined in the 2016–2018 KMC Strategy (Internal Audit Service, 2020). The KMC Strategy for 2019–2022 continues to set the objectives, working methods and tools for knowledge management, stakeholder relations and communications in line with EIGE's priorities.

Figure 3 shows the perceived relevance of different EIGE's communication and knowledge management tools to the needs of various stakeholders. Overall, the members of the Management Board and Experts' Forum surveyed shared a more positive view of EIGE's various communication and knowledge management tools compared with respondents to the stakeholders' survey. This can be explained by the fact that most respondents from the Management Board and Experts' Forum survey represent national gender equality bodies, which have specific needs and regularly engage with EIGE directly. The general stakeholder survey, in turn, includes increasingly diverse actors who do not engage in the same manner.

**FIGURE 3. PERCEIVED RELEVANCE OF EIGE’S ACTIVITIES AND OUTPUTS IN KMC (%)**



Source: surveys of stakeholders and members of the Management Board and Experts’ Forum conducted by PPMI (2022); Question: To what extent were the following EIGE’s activities between 2015-2020 in line with your needs or the needs of your organisation?

Note: the Journalistic Thematic Network has been removed due to a very low number of journalists being represented among the survey respondents. ‘Do not know/cannot answer’ options not shown for reasons of readability

Among the stakeholders surveyed, EIGE’s website was seen as the channel most in line with stakeholders’ needs, with 39 % of respondents from the stakeholders’ survey and 65 % from the Management Board and Experts’ Forum survey stating that the website met their needs to a large extent (Figure 3). Interviews confirmed that EIGE’s website was the primary ‘go-to’ source for various stakeholders seeking a variety of information. Audio-visual material, interactive tools and infographics met the needs of 73 % of the members of the Management Board and Experts’ Forum surveyed, and 54 % of surveyed stakeholders, to a large or moderate extent. The need for concise, easy-to-understand information in the form of infographics or policy briefs as opposed to lengthy reports, was also voiced in the interviews as an important need among stakeholders involved in policy-making and advocacy. In addition, EIGE’s interventions in events, such as its participation in expert and advisory groups and presentations at conferences, met to a large extent the needs of 59 % of Management Board and Experts’ Forum members. The organisation of events by EIGE met the needs of 54 % of respondents in the same group to a large extent. Both surveys showed that EIGE’s responses to *ad hoc* requests were seen as being least in line with their needs.

Only 8 % of general stakeholders and 16 % of members of the Management Board and Experts’ Forum stated that EIGE met their needs to a large extent in this area. Given its lack of resources and EIGE’s mandate to support Community institutions, EIGE does not have the capacity to react to *ad hoc* requests or invitations from the Member States.

Some stakeholders at national level expressed the need for more of EIGE’s outputs to be translated in national languages. However, EIGE’s internal assessment on the use of EIGE’s translated documents showed that it is not feasible to translate all of EIGE’s outputs, due to the very high estimated costs of



such translation (an average of EUR 300,000 per year in the last five years)<sup>2</sup>, and the fact that the use of translated outputs is low. The review of EIGE's web statistics revealed that no translated publication featured in the top 100 downloaded items. The most frequently downloaded publication was the Index 2021, with 4,711 unique downloads.<sup>3</sup> The translation of various EIGE outputs was discussed at the 26th Management Board Meeting in June 2021. Since then, decisions on whether to translate EIGE outputs, and into which languages, are guided by specific criteria (size of publication, potential reach, need for updates). These are intended to achieve efficient reach and a harmonised approach to translation by applying defined categories.<sup>4</sup>

### 3.3. Relevance to EU and national policies on gender equality

The key policy documents setting out the EU's gender equality priorities for the evaluation period (2015-2020) include the European Pact for Gender Equality 2011-2020, the Strategy for Equality between women and men 2010-2015, the Strategic Engagement for Gender Equality 2016-2019, and the Gender Equality Strategy 2020-2025. Based on these documents, EU gender equality priorities can be broadly grouped into the following areas: gender equality in the labour market; care work (paid and unpaid) and work-life balance; gender equality in decision-making; gender mainstreaming and funding for gender equality; tackling gender-based violence; addressing gender stereotypes; and promoting gender equality in the EU's external action. EIGE has developed a wide range of outputs that respond to these policy priorities.

Overall, EIGE stakeholders hold positive views regarding how EIGE responded to the aforementioned gender equality policy priorities. Interviews with stakeholders confirmed that EIGE is seen as proactive in aligning itself with key EU gender equality priorities – an aim that is also stated in its Single Programming Documents.

Surveys of EIGE's staff and members of EIGE's Management Board and Experts' Forum show a shared agreement that EIGE addressed issues related to gender-based violence and gender equality in decision-making (Figure 4). In total, 53 % of staff and 81 % of members of the Management Board and Experts' Forum stated that EIGE's work corresponded to a large extent with the priority to tackle gender-based violence. Similarly, 50 % of staff and 68 % of members of the Management Board and Experts' Forum stated that EIGE's work to a large extent supported the priority of achieving gender equality in decision-making. Other policy priorities to which EIGE was perceived to respond well were gender equality in the labour market, care work, and work-life balance. The respondents perceived that EIGE responded to a lesser extent to the priorities of gender stereotypes and gender equality in external action. Only 9 % of staff and 24 % of the Management Board and Experts' Forum members thought that EIGE's activities responded to a large extent to the latter priority. Despite the perceived lower relevance of EIGE's work in the domain of external action, interviews with stakeholders from DG NEAR revealed that they are satisfied to a large extent with the cooperation established with EIGE through the IPA project (see Section 4.2.1.2).

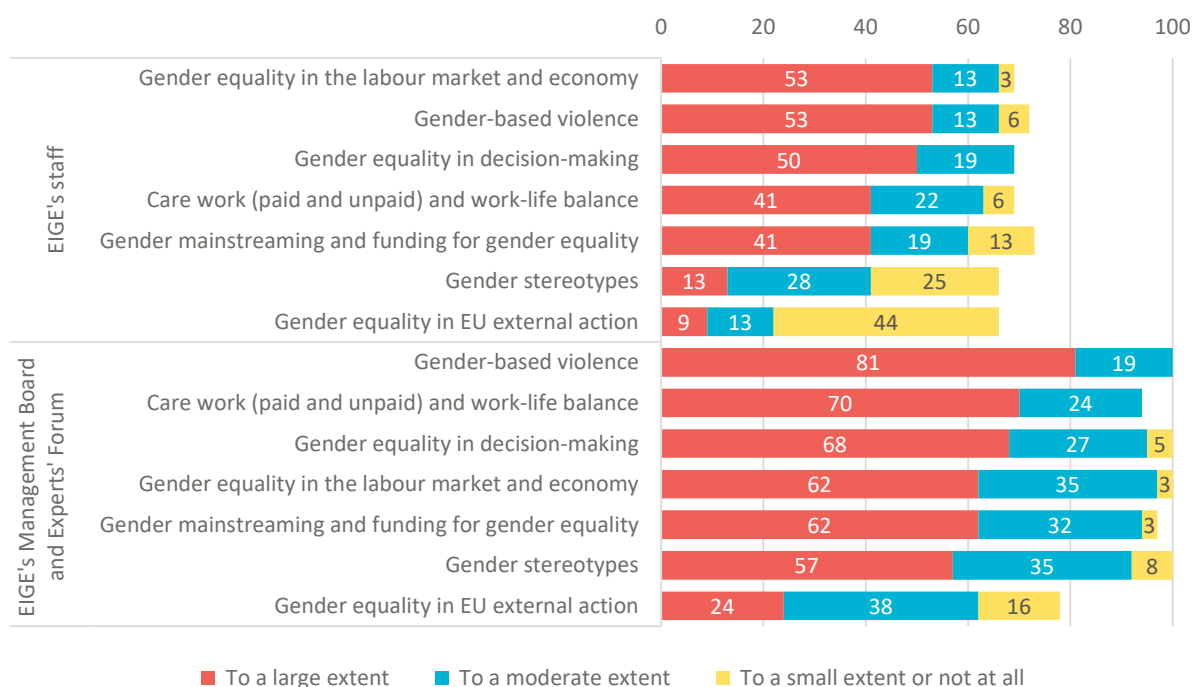
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<sup>2</sup> EIGE (2021). Excerpt of the minutes of the Minutes of the 36th Management Board meeting, Point 11 – approach to translations\*

<sup>3</sup> EIGE (2021). Internal assessment on the use of EIGE's translated documents

<sup>4</sup> EIGE (2021). Excerpt of the minutes of the Minutes of the 36th Management Board meeting, Point 11 – approach to translations\*

**FIGURE 4. PERCEIVED ALIGNMENT OF EIGE’S WORK WITH GENDER EQUALITY POLICY PRIORITIES (%)**



Source: based on the surveys of EIGE staff and members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE's activities respond to the following EU gender equality policy priorities in 2015-2020, such as [...]?

Note: 'Do not know/Cannot answer' options excluded for readability

Between 2015-2020, EIGE's key outputs have also evolved to better respond to the key gender equality priorities. For example, the Gender Equality Index was expanded to include the satellite domain of violence against women in 2017, and a thematic focus section in 2019. The additional domain of violence highlights existing data gaps in this area. Some national stakeholders mentioned that the data provided in this domain have been useful in advocacy efforts for the ratification of the Istanbul Convention in some Member States. Since the introduction of the thematic focus section in 2019, which each year covers an issue of high political importance in the EU (EIGE, 2020b), EIGE has covered topics such as work-life balance in 2019, digitalisation in 2020, and health in 2021.

**BOX 1. CASE STUDY FINDINGS ON THE RELEVANCE OF THE GENDER EQUALITY INDEX**

The EU Strategy for Gender Equality 2020-2025 recognises the Index as a key reference for monitoring gender equality in the EU, and sets out its intention to introduce annual monitoring of gender equality based on the Index. In the same vein, Member States are increasingly using the Institute's resources in the development of their national policies. For example, the Estonian government used the results of the Gender Equality Index in its gender equality programming document (EIGE, 2020a). Other recent examples of use of the Index include Spain, which used the Index as part of its Voluntary National Review of the UN Sustainable Development Goals (SDGs) (Ministerio de Derechos Sociales y Agenda 2030, 2021). In addition, two Member States (including Czechia and Slovakia) refer to the results of the Gender Equality Index in the national Recovery and Resilience Plans (RRP) they prepared to access funds under the Recovery and Resilience Facility (Government of the Czech Republic, 2021; Ministerstvo financií Slovenskej republiky, 2021).

Similarly, the Gender Statistics Database was updated to include new indicators in response to changing priorities. For example, in 2018, in response to a request by the Commission, EIGE expanded its indicators on Women and Men in Decision-making (WMID) to include data on candidate and potential candidate countries (EIGE, 2018a, 2019a). In 2019, EIGE further expanded its data collection on WMID to include the areas of sports, research and science (EIGE, 2020b). In 2020, the Gender Statistics Database included 13 indicators on intimate partner violence, 105 indicators on women and men in decision-making; 13 indicators on gender-sensitive parliaments; nine indicators on the economic benefits of gender equality; and 12 indicators on gender equality and public infrastructure, all of which are regularly updated (EIGE, 2021a).

## BOX 2. CASE STUDY FINDINGS ON THE RELEVANCE OF THE GENDER STATISTICS DATABASE

Data from the Gender Statistics Database is used to support monitoring of:

- The EU Gender Equality Strategy 2020-2025; in particular, its objective of 'Leading equality through society'.
- The implementation of Area G of the Beijing Platform for Action (BPfA), 'Women in Power and Decision-Making'.
- Two indicators from the database on WMID set the basis for monitoring SDGs: positions held by women in senior management positions in the largest publicly listed companies, and seats held by women in national parliaments and governments.
- Drawing on its indicators on women in environmental and climate decision-making; research, science and digital society; and digital skills, the GSD also contributes to monitoring some of the key indicators set out in the European Pillar of Social Rights and the Europe 2020 strategy, as well as in BPfA 'area K', which focuses on women and the environment.

Lastly, EIGE's work on gender mainstreaming also grew during the evaluation period in terms of both thematic scope and variety of outputs. Given that EIGE was seen as the main source of information on methods and tools for gender mainstreaming by the majority of the surveyed stakeholders (2022), increasing the variety of outputs in this area is particularly important. Examples of the increasing scope and variety of outputs include gender mainstreaming reports that cover a wide range of policy areas, including digital agenda; economic and financial affairs; education; employment; energy; entrepreneurship; the environment and climate change; health; justice; poverty; regional policy; research; transport; and youth (all published in 2017), as well as security and migration (2020)<sup>5</sup>. EIGE also increased the variety of its step-by-step gender mainstreaming toolkits targeting different users. These include gender equality training (2016), gender impact assessment (2016), institutional transformation (2016), and gender budgeting (2020). The toolkits were also accompanied by briefs and reports on methods and tools. Lastly, in 2019, EIGE updated its information on gender mainstreaming in EU Member States as part of the review of Institutional Mechanisms for Gender Equality and Gender Mainstreaming. Thus, EIGE has also supported key stakeholders' need for comparable data and information about other Member States, as mentioned in the interviews. With the EU's reiterated commitment to gender mainstreaming in the Gender Equality Strategy 2020–2025, the need for EIGE's expertise on gender mainstreaming is especially relevant.

At the same time, some stakeholders suggested additional themes that might enable EIGE to even better meet gender equality policy priorities at EU and national levels. These themes include the gendered use of time and unpaid care work; the vulnerabilities of older women; women's health, including sexual and

<sup>5</sup> EIGE, Policy areas in EIGE's gender mainstreaming platform. Accessible at: <https://eige.europa.eu/gender-mainstreaming/policy-areas>

reproductive health; intersectional data on the most vulnerable groups in the area of gender-based violence; and intersectionality between gender and sexual identity.

### **3.3.1. Relevance to broader EU policies and priorities**

The EU policy priorities for 2015–2020 were set by the EU Agenda 2020, Juncker’s political guidelines 2014–2019, the new Strategic Agenda 2019–2024, the European Pillar of Social Rights (EPSR) and its Action Plan (2020), and von der Leyen’s political guidelines 2019–2024. Overall, the EU policy priorities can be summarised into the following categories:

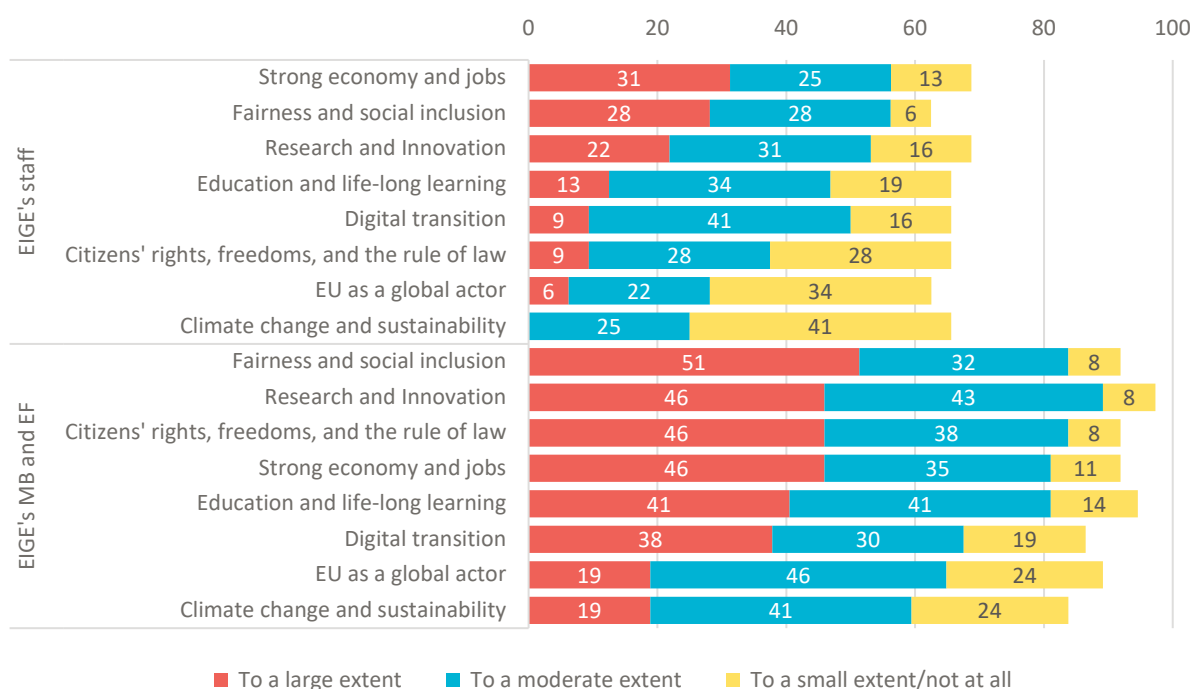
- Strong economy and jobs;
- Fairness and social inclusion
- Research and innovation;
- Climate change and sustainability;
- Education and life-long learning;
- Digital transition;
- Protecting citizen’s rights and freedoms, and the rule of law;
- The EU as a global actor.

An overview of EIGE’s work in the period 2015–2020 shows that EIGE aimed to cover the key gender equality priorities in the EU. For example, in response to the changing priorities of the Council of the EU, EIGE has delivered research reports or notes on a variety of topics, including gender equality in power and decision-making, and the gender pay gap (2015); gender, poverty and intersecting inequalities; gender, skills and precarious work; and gender segregation in education and the labour market (2017); work-life balance; digitalisation; and the risks and opportunities for youth (2018); the 25th review of the BPfA (2019); long-term care (2020); gender inequalities in pay and care (2020).

Outside of its established cooperation with the Council of the EU, interviews with stakeholders revealed that EIGE is seen overall as an institution that proactively coordinates its work programmes in line with existing EU priorities, and even reacts in a timely manner to new and emerging issues. Survey results show that EIGE’s work was seen as being most in line with the priorities of a strong economy and jobs, fairness and social inclusion, and research and innovation (Figure 5). Conversely, EIGE’s work was perceived as least relevant to the priorities of the EU as a global actor, and climate change and sustainability.

The lower perceived relevance of EIGE’s work to the priority of climate and sustainability may be attributed to the fact that climate change and sustainability rose to prominence with the adoption of the European Green Deal in 2019, and has thus contributed to heightened interest in this topic. However, the overview of key strategic documents and the CAARs shows that EIGE has delivered numerous outputs covering different policy areas, including the newer priorities, such as digital transition and climate change. For example, EIGE’s reports for the gender mainstreaming platform cover topics such as gender in environment and climate change, gender and energy, and gender in transport (2016); and gender-sensitive infrastructure (2020).

**FIGURE 5. PERCEIVED ALIGNMENT OF EIGE'S WORK WITH THE EU POLICY PRIORITIES (%)**



Source: surveys of EIGE's staff and members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE's activities respond to the following general EU policy priorities in 2015-2020, such as [...]?

Note: 'Do not know/cannot answer' options are excluded for readability

In 2019–2020, EIGE prioritised digitalisation, which is reflected in its thematic coverage of the opportunities and risks of digitalisation among youth; digital gender-based violence; and digital skills, among others (EIGE, 2019a). In addition, the Gender Statistics Database provides indicators on women in environmental and climate decision-making; research, science and digital society; and digital skills. It also monitors key indicators set out in the European Pillar of Social Rights and Europe 2020 strategy and in BPfA area K, which focuses on women and the environment. Looking beyond the evaluation period, EIGE has taken on board the priority of climate change with the launch of recent projects, such as gender equality and socially fair transition under the European Green Deal.

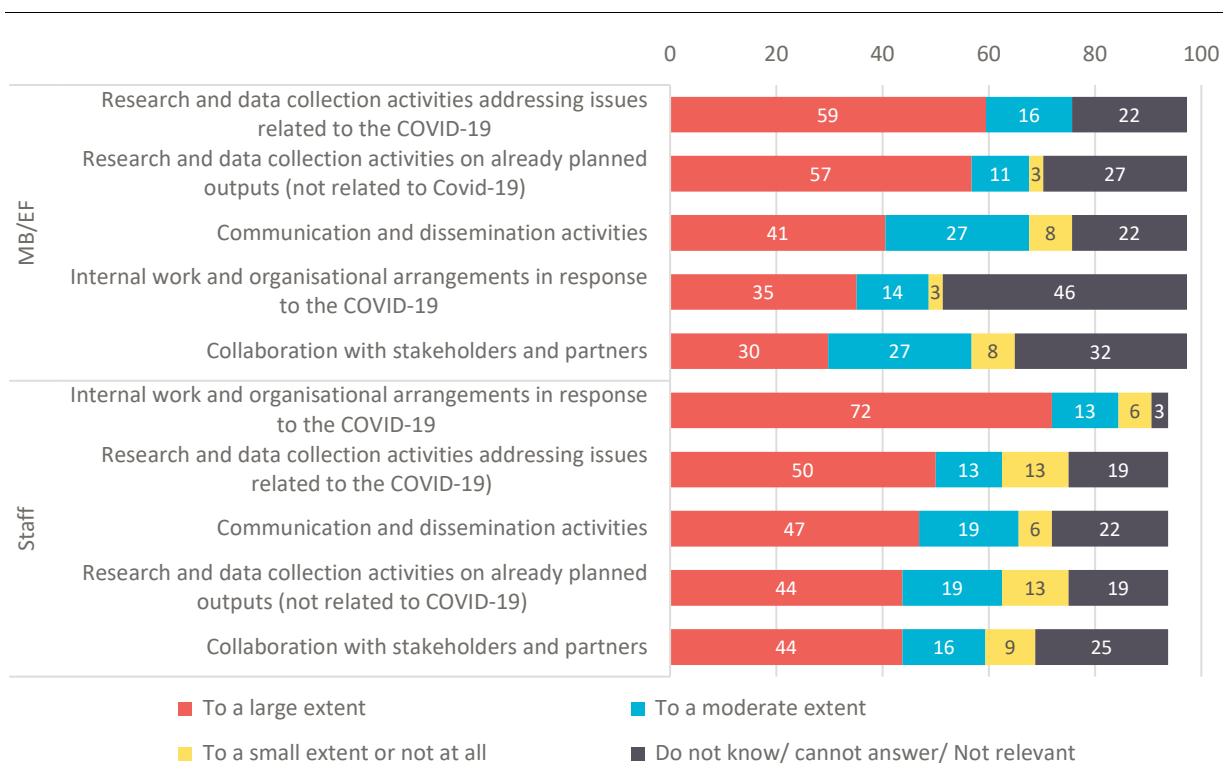
The interview programme suggests that stakeholders share an overall positive view of how well EIGE responds to EU policy priorities. Furthermore, appreciation has also been expressed for its outputs that highlight the relevance of gender in policy fields that have traditionally been perceived as being unrelated to gender.

### 3.3.2. Adapting to new circumstances, needs and challenges

EIGE's capacity to adapt to new circumstances, needs and unforeseen challenges was tested during the COVID-19 pandemic. Interviews and surveys revealed that EIGE's capacity to adapt to and address issues related to COVID-19 was viewed as highly timely and relevant to the needs of various stakeholders (Figure 6). EIGE succeeded in promptly addressing issues related to the COVID-19 pandemic as part of its research and data collection activities, as well as its communication and dissemination activities. For example, in April 2020, EIGE launched a dedicated topic page on its website regarding the impact of COVID-19 on gender equality. In October 2020, EIGE initiated a study on the socio-economic impacts of the pandemic and gender equality. In November 2020, EIGE released the findings of its study on the COVID-19 pandemic and intimate partner violence. These outputs were especially appreciated by

stakeholders, as they provided timely evidence about specific gender-related effects of the COVID-19 pandemic.

**FIGURE 6. PERCEIVED SUCCESS IN ADAPTING TO THE COVID-19 PANDEMIC (%)**



Source: based on surveys of EIGE's staff and members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: To what extent has EIGE been able to adapt to the new circumstances, needs and challenges in response to the COVID-19 pandemic?  
 Note: missing values excluded for readability

In relation to EIGE covering new themes in its work in response to unexpected challenges or events, some stakeholders expressed interest in thematic coverage of gender equality issues related to the Russian aggression in Ukraine. While these issues fall outside of the period evaluated, it is important to note this expressed interest in order to increase the relevance of EIGE's work in the future. In response to the ongoing war in Ukraine, EIGE has thus far begun a project to map the sexual and reproductive healthcare services available across the EU Member States that target victims of conflict-related sexual violence. Furthermore, EIGE is supporting the European Union Agency for Fundamental Rights (FRA) in its project to gather data on women's experiences in Ukraine, war territories, in transit and upon arrival in the EU. EIGE is assisting FRA in conducting a survey in the four EU Member States hosting the largest numbers of war refugee women. This survey was of great interests to the stakeholders surveyed, along with other topics such as the integration of Ukrainian women refugees into the EU labour market. While EIGE has undertaken efforts to address this topic, many of the stakeholders interviewed stated they would like a timelier reaction to and coverage of this topic by EIGE.

### 3.3.3. EIGE's relevance in the context of the Sunset clause

In the context of the sunset/review clause, the findings show that EIGE's work is strongly aligned with the key EU gender equality and broader policy priorities. Looking beyond the evaluated period, the importance of EIGE's work is only growing in relevance. The Gender Equality Strategy 2020-2025 (European Commission, 2020a) provided a renewed commitment to gender equality and gender mainstreaming across different policy areas. The European Green Deal, in turn, aims to ensure socially

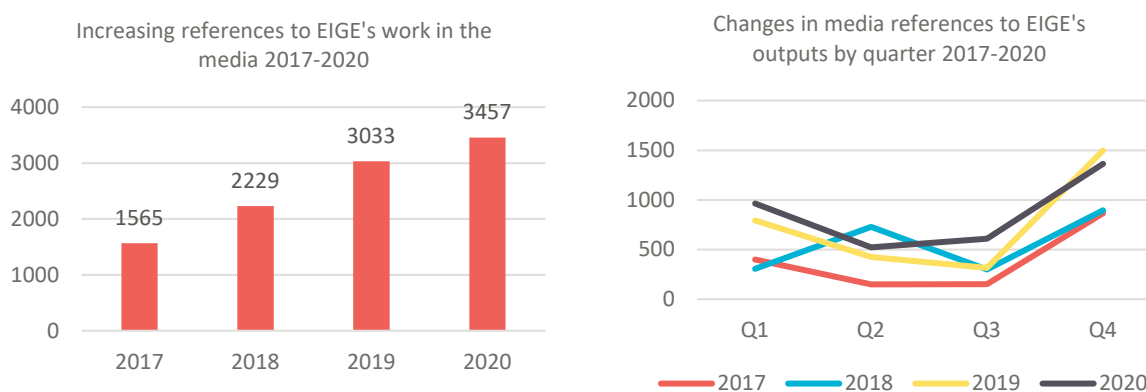
fair transition to a zero-carbon economy and leave no one behind. The Recovery and Resilience facility (Regulation (EU) 2021/241, 2021), designed to help the economies to rebuild after COVID-19 pandemic, sets out to rebuilt more resilient and sustainable society and economy. To achieve these goals, gender mainstreaming and the consideration of gender perspective in different policy areas is particularly important. Given EIGE's role as a primary provider of data and research on gender equality, along with the expertise on gender mainstreaming, the relevance of EIGE's work is only increasing.

### 3.4. Relevance to EU citizens and the general public

Overall, the prevailing view is that EIGE's work is most tailored to the needs of those already involved in the work of gender equality at policy or governmental level. Some national-level stakeholders highlighted the fact that EIGE's presence at national level is somewhat limited, especially in terms of EIGE's engagement with local civil society organisations (CSOs) or broader feminist movements on the ground. Furthermore, many of EIGE's outputs use heavy policy-oriented EU jargon that might not be accessible to general audiences with no expertise in gender equality, policy issues or EU affairs.

The main way for EIGE to reach broader audiences is through media coverage of its outputs, as well as social media engagement. An overview of EIGE's quarterly media and social media monitoring reports (2017–2020)<sup>6</sup> has shown increasing use of and engagement with EIGE's data and work in the media and on social media. EIGE's media monitoring reports show a substantial increase in references to EIGE's work by news media, institutional pages, NGOs, aggregators and blog posts between 2017 and 2020 – from 1,565 references in 2017, to 3,457 in 2020. Throughout these years, references to EIGE's work spiked during the fourth quarter, following the release of the Gender Equality Index. As discussed earlier, the Index is the most visible and widely used EIGE output among a range of stakeholders. It carries a high authoritative value, covers a variety of policy areas, and provides a cross-national comparison of all EU Member States, which explains the spikes in references to EIGE's work.

**FIGURE 7. MENTIONS OF EIGE IN THE MEDIA OVER THE YEARS 2017 TO 2020**



Source: data obtained from EIGE's media analysis reports 2017-2020

The reports also show that the media increasingly cited EIGE's data without being prompted to do so directly by press releases<sup>7</sup>. While the media in the majority of the EU countries covered EIGE, engagement varied by Member State. Some countries – namely Spain, Italy, Greece and Lithuania – were among the top countries with the greatest number of references in the media to EIGE's work. The higher

<sup>6</sup> Data from media and social media monitoring are only available from 2017 onwards.

<sup>7</sup> Numbers are drawn from the fourth-quarter media monitoring reports for 2017 and 2020.

media coverage of EIGE in Lithuania is due to EIGE's location in that country, while higher coverage in Spain, Italy and Greece may be associated with strong and active feminist and women's rights movements in these countries.

However, variation exists in the overall number of media references to EIGE outputs at various points in time, and seems to be correlated with domestic political debates. The Gender Equality Index has been found to be the most extensively covered output between 2017 and 2020, which hints at the relevance of this output not only for gender equality practitioners and policymakers, but also among the broader public. While interest in the Index spikes around its release date, recurring references are made to the Index throughout the year. Aside from the Index, the most widely covered thematic areas were research on the economic benefits of gender equality in the EU (2017); outputs relating to violence against women (VAW) (2018, 2019, 2020); women in decision-making, especially in political decision-making (2018, 2019); and outputs covering COVID-19 pandemic (2020).

The social media monitoring reports also reveal increasing engagement with EIGE's work online via social media platforms, including Facebook or Twitter. This engagement is evident from the growing number of followers and increasing overall reach rates.

**FIGURE 8. INCREASING NUMBER OF FOLLOWERS ON SOCIAL MEDIA**

	NUMBER OF FOLLOWERS, 2017	NUMBER OF FOLLOWERS, 2020
Facebook	21,665	29,941
Twitter	8,592	16,888

Source: EIGE's social media monitoring reports, reports for the fourth quarter for 2017 and 2020.

Rates of engagement vary by social media channel, types of post, and content. In 2017, EIGE began analysing its overall reach and engagement by thematic area. In 2017, posts relating to the Gender Equality Index had the highest overall reach and engagement rates (EIGE, 2017d). In 2018, posts relating to gender-based violence were among those with the highest overall reach and engagement rates (EIGE, 2018b). In 2019, the digital agenda had the highest overall reach and engagement rates on Facebook and Twitter. For 2020, it was COVID-19 and gender-based violence during the first half of the year, followed by gender mainstreaming and the Index in the second half (EIGE, 2020c). The growing number of followers and overall reach on different social media platforms provide opportunities to reach out to general audiences. If used strategically, social media channels could increase EIGE's visibility and relevance to the general public, especially youth.



## 4. Coherence

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The criterion of coherence considers how well different policy elements work together, and in which areas synergies exist that could improve overall performance, as per the Better Regulation toolbox (European Commission, 2021b). The following assessment focuses on the external coherence of EIGE's work by looking at the relationships, cooperation and synergies between EIGE and other actors at different levels in the same policy field, and considering compliance with agreements/declarations and the overarching policy objectives of the EU.

The criterion of coherence is operationalised in this evaluation by analysing: 1) EIGE's interactions with key stakeholders in gender equality policy-making – mainly DG JUST, the European Parliament's FEMM Committee, the Council of the EU, and the national equality bodies of EU Member States; 2) EIGE's engagement with key policy-makers including European Commission DGs, the European Parliament, and EU-wide networks of national and local policy-makers; 3) EIGE's cooperation with experts and knowledge brokers including CSOs, social partners, academia, EU Agencies (mainly FRA, Eurostat, Eurofound), and other international organisations where relevant (e.g. UN Women, ILO, UNODC, OSCE, etc.); 4) EU-level strategic and planning documents and their links with EIGE's activities.

### 4.1. Findings and recommendations on coherence from the first independent evaluation

The first *ex-post* evaluation of EIGE showed there was no duplication between EIGE's work and the activities of other national, European or international actors working in gender equality. During the previous evaluation period, EIGE best explored synergies with other decentralised agencies (mostly FRA and Eurofound) and Eurostat. Despite EIGE's commitment to supporting the work of the European Commission and its key stakeholders, the evaluation identified insufficient cooperation between EIGE and DG JUST, particularly with regard to preventing possible overlaps (e.g. collection of good practices) (PPMI and Deloitte, 2015, p. 9).

In the first *ex-post* evaluation of EIGE, the areas identified for the development of further coherence were:

- setting clear priorities within its broader mandate and cooperating with DGs and decentralised agencies in areas of shared interest;
- developing a more systematic approach to making outputs and services available to partner organisations (e.g. categorising stakeholders and their needs); and
- foreseeing specific tools and channels for reaching out to and developing synergies with relevant external actors.

### 4.2. Coordination with stakeholders at EU level

#### 4.2.1. European Commission

##### 4.2.1.1 Cooperation with the DG for Justice and Consumers (DG JUST)

According to EIGE's Founding Regulation, EIGE must provide direct support to the European Commission in raising the visibility of equality between men and women and improving the integration of gender equality into EU policies. One of the formal mechanisms to ensure coherence in the work of the agency and the Commission is the representation of the Commission in EIGE's governing bodies. A

representative of DG JUST, EIGE's partner DG, sits on EIGE's Management Board, together with other members appointed by 18 of the Member States.

The need for well-established coordination of EIGE's work with DG JUST to avoid duplication and ensure clarity in the scope of work has been consistently expressed in the course of previous evaluations (GHK, 2011; PPMI and Deloitte, 2015, pp. 65–66). This evaluation found significant progress has been made in cooperation between DG JUST and the Institute. For example, EIGE's work programmes emphasise cooperation with DG JUST on the collection of good practices, underlining the identification and dissemination of good practices 'in consultation with the Commission' (DG Justice and/or other DGs) and, where necessary, with the EU Presidency (EIGE, 2019f, p. 14). EIGE's Single Programming Document 2020-2022 set the priority for 2020 to build effective relations with the newly elected European Parliament and the new European Commission (EIGE, 2019f, p. 44). It mentions that EIGE will coordinate with DG JUST to provide regular updates on its studies at the Inter-Service Group, which gathers together the focal points from all the Directorates-General. The interviews with EIGE's staff and DG JUST confirm these intentions. Representatives from EIGE and DG JUST conduct bi-monthly meetings covering day-to-day cooperation, as well as follow-ups on specific projects, initiatives and requests. Overall, based on the interviews with EIGE staff and representatives of DG JUST, the new management team formed in 2019-2020 appears to have contributed significantly to improving the exchange of information with all EU institutions, including DG JUST.

Moreover, EIGE and DG JUST took several steps to increase coherence in terms of data collection and to share EU-wide, comparable, reliable gender statistics and indicators on gender mainstreaming during the evaluation period. By 2015, EIGE stored and disseminated the database on WMID compiled by DG JUST (EIGE, 2014, p. 13). According to a representative from EIGE's management team, this was done without additional budget or human resources. EIGE and DG JUST also cooperated in the Coordination meetings on Trafficking in Human Beings, in the Fundamental Rights Colloquium (2017), and on the future gender equality policy framework in the EU (2019). EIGE met EU social partners on gender and education in 2018, with the participation of DG JUST and other partners (DG Education, Youth, Sport and Culture, Consumers, and Eurofound). EIGE presented the gender-sensitive communication toolkit to DG JUST, and the Commission consulted EIGE for the Fundamental rights policy (Children's Rights Strategy) initiative. DG JUST also initiated some joint activities with EIGE. In 2018, they organised a high-level experts' meeting on victims' rights. In 2020, upon the request of DG JUST, EIGE and the Joint Research Centre (JRC) worked on a monitoring framework of indicators related to the main policy objectives described in the EU Gender Equality Strategy, serving as an input for the development of the Commission's monitoring portal for the Strategy (EIGE, 2021a, p. 16).

Despite the significant progress in the cooperation, the evaluation evidence shows that there is still room for improvement to increase synergies and avoid duplication. In its report on Gender mainstreaming in the EU budget (2021), the European Court of Auditors (ECA) noted that the Commission did not make a full use of EIGE's tools and expertise on gender mainstreaming, especially gender budgeting. This is evident, for example, in the set-up of the tracking mechanism stipulated in the common provisions regulation (CPR) (Regulation (EU) 2021/1060, 2021), Annex I, Table 7). The CPR relies on the use of the OECD gender equality policy marker definitions for the respective weights rather than EIGE's. It sets three coefficients (100 %, 40 % and 0 %) for assessing gender equality, while EIGE's tool sets a fourth coefficient ('0%\*'). As learnt in interviews with EIGE, EIGE's stakeholders at the Member State level, namely Managing Authorities from two Member States, reached out to EIGE and questioned why the CPR did not fully incorporate EIGE's work developed for this purpose and instead adopted the OECD methodology, which is not specific to the EU context and funds. Significantly, the '0%\*' coefficient had been then incorporated into the methodology to measure the contribution of the EU budget to gender equality, which the Commission is currently finalising (European Commission, n.d.).

While the core policy-making tasks are the responsibility of the Commission, DG JUST could draw more actively and to a larger extent on EIGE's technical and specialist expertise and knowledge to support policy-making. Even though the Commission has regular calls with EIGE informing the Institute about policy developments, there are scarce opportunities for EIGE to provide advice and input on policy initiatives. Alternatively, some sharing of information on the projects or developments within the Commission happens at the very late stage when the Institute cannot meaningfully engage. According to the interviews with EIGE's management team and other stakeholders, the High-level Group on Gender Mainstreaming is an example of high-level meetings in which EIGE does not have a chance to contribute at its full capacity. Even though the initial purpose of the group is to enable exchange between the Member States and the Commission, this meeting is informal with no specific legal ground preventing the participation of external participants or observers. EIGE staff members emphasised that they would appreciate being present at these meetings on a regular basis rather than only on those special occasions when they are invited to present, in order to ensure the Institute's visibility among all Member States, including those who are not represented in the Management Board. One of the possible alternatives for engaging with Member States is at the meetings of the Advisory Committee on Equal Opportunities (ACEO), which brings Member States together with other relevant gender-equality actors, and where EIGE, as an observer, has an active role.

Importantly, ECA identified a duplication of efforts in 2019-2020, which was validated by interviews with EIGE's staff and other stakeholders carried out for this evaluation. Namely, at the same time that EIGE was developing a tool to track resource allocation for gender equality in the EU cohesion policy, the Commission set up a subgroup to track gender-related expenditure (in the EU budget) without the involvement of EIGE (European Court of Auditors, 2021, p. 24). In their responses to the ECA report, the Commission indicated that 'in 2020, Commission services started serious internal reflections on developing a methodology for tracking funds allocated to gender equality. Naturally, those reflections included the relevant publications of EIGE. Once those reflections were somewhat further advanced, set out in writing and discussed in the services at various levels, the Commission services reached out to EIGE for expert advice on the ideas that were under consideration. These ideas form the basis for the methodology that the Commission is committed to develop in line with its commitment under the MFF inter-institutional agreement for the beginning of 2023. The Commission is continuing work on the methodology in close consultation with EIGE (Replies of the European Commission to European Court of Auditors, 2021, p. 2). Interviews with EIGE's staff pointed out that there has been increased consultation of EIGE for the development of the tracking methodology of the EU budget. Nowadays, EIGE is invited to comment on the Commission's working documents, but in EIGE's view, their expertise is not always fully taken on board.

To summarise, there has been a more positive dynamic between EIGE and DG JUST, compared to the previous evaluation period. This implies that the previous evaluation's recommendations have mostly been fulfilled, the channels of communication stabilised and the interview programme, interactions between EIGE and DG JUST are regular and mostly productive. However, findings of this evaluation show that there are opportunities to deepen the coherence of efforts and increase synergies, particularly by making full use of EIGE's expertise.

#### **4.2.1.2 Cooperation with other DGs**

DGs of the European Commission approach EIGE for requests, both directly or through DG JUST, which acts as an intermediary, facilitating cooperation between EIGE and the DGs. Interviews with the stakeholders from the Commission, as well as with EIGE's staff, indicate that both channels are used by various stakeholders. Interviews with representatives of the DGs and decentralised agencies who had previous experience of communicating with EIGE via DG JUST emphasised that this might not be the most efficient method of interaction. First, it is not entirely clear whether all communication with EIGE

should be channelled through DG JUST, or only specific aspects. Second, stakeholders said that using an intermediary creates a longer chain, which they see as counter-efficient. Direct contact between EIGE and the DGs is seen as significantly more productive.

EIGE's research activities are considered valuable by interviewees from various DGs. DG BUDG used EIGE's assistance when developing an expenditure tracking methodology to show gender relevance in different policy sectors. According to stakeholder interviews, DG EMPL began its cooperation with the Institute in 2020. Since then, EIGE has been very responsive to its needs. As indicated in interviews, DG EMPL uses EIGE's outputs, data and contextual information on those topics that Eurostat does not cover (e.g. data on care and the gender division of care work for the European Care Strategy) or for those topics not covered by its in-house research. DG HOME has been cooperating with EIGE since 2018, when cooperation began in relation to EU anti-trafficking policies. Cooperation between DG NEAR and EIGE follows a formal project cycle. DG NEAR is a donor to the IPA project on gender equality that is implemented by EIGE in EU candidate and potential candidate countries. Lastly, EIGE and Eurostat have established cooperation on GBV and crime statistics, by including EIGE in working groups and task forces.

Multiple interviewees from the DGs emphasised the responsiveness of EIGE's staff and their willingness to provide explanations, consultations and background materials. This exchange is seen by EIGE staff as part of their day-to-day interactions, and was both noted and appreciated, according to the stakeholders interviewed. Nevertheless, some interviewees noted that this aspect of EIGE's work in providing gender-focused optics to EU officials who occasionally lack specific knowledge on gender equality could risk going 'undeclared' (see more on technical assistance in Section 5.5.4.3 on Effectiveness).

All interviewees from the DGs expressed a high level of satisfaction with EIGE's unique expertise and the ways in which it complements the DGs' own activities. This conclusion is also supported by the survey carried out among members of the Management Board and Experts' Forum. However, it is widely recognised that due to its size and focus EIGE, can only respond to a limited number of requests. Even though it would be helpful for stakeholders to have a standard approach (preferably via direct contact with EIGE), they may have diverse needs that sometimes require fine-tuning with DG JUST. A flexible approach therefore has to be selected in order to adapt to different needs and types of requests.

#### **4.2.1.3 Cooperation with the EC Task Force on Equality**

The Commission has set up a Task Force on Equality, composed of representatives of all Commission services and of the European External Action Service, to ensure the implementation of (gender) mainstreaming at both operational and technical levels (European Commission, 2020b). The Task Force was established in 2020, at the end of the evaluation period, and can therefore be seen as relatively young. EIGE remains connected with the Commission DGs, often with those officials who are Task Force Equality Coordinators. Due to differences in goals (the Task Force deals with policy formulation; EIGE with data collection and research) and scope (the Task Force targets equality in several domains; EIGE only that between women and men), no duplication has been identified. A member of the Task Force interviewed said that they make frequent use of EIGE's outputs and data. The potential for synergy is seen in further close cooperation between EIGE and FRA, particularly in relation to the various dimensions of discrimination and different minority groups that FRA addresses in its work. Several interviewees identified opportunities to strengthen intersectionality in EIGE's work, even within EIGE's mandate to promote equality between women and men. Cooperation with other agencies is seen as a solution to this gap.

#### **4.2.2. European Parliament**

According to the interviews with EIGE's staff, EIGE sees Parliamentary Committees as some of the priority stakeholders with whom it needs to be in contact. Since 2013, when the agreement on cooperation between EIGE and the Committee on Women's Rights and Gender Equality of the European Parliament (FEMM Committee) was finalised, consistent cooperation has taken place between the Institute and the Committee. EIGE has invested efforts in proactively exploring how to best support the work of FEMM. EIGE has regularly been invited to hearings and workshops, at which it has provided input. The collaboration is seen as successful by interviewees from the European Parliament due to direct contact with the Director of EIGE. It was also mentioned that there is potential for collaboration to be strengthened still further, following the establishment of an EIGE liaison office in Brussels. The FEMM Committee also has two main and two alternative representatives in EIGE's Experts' Forum, which creates an additional channel for updates on EIGE's activities and outputs.

In addition, in 2018 the FEMM Committee established a working group to manage its closer working relationship with EIGE. The working group is formed of an MEP from each political grouping, who meet with representatives of EIGE every six months.

The relationship between EIGE and the European Parliament goes beyond the exchange of expertise. EIGE serves as a centre of expertise, and the chief authority when it comes to gender equality policies affecting the European Parliament. In 2018, EIGE developed a gender-sensitive parliaments toolkit to enable national parliaments across the EU to conduct self-assessments and evaluate their gender equality conditions, identify areas of growth, and monitor their progress. In 2019, EIGE published an assessment of national parliaments in all Member States, as well as the European Parliament (EIGE, 2019d), in which the latter scored highly, while still highlighting some deficiencies to be overcome (EIGE, 2019e).

According to the European Parliamentary Research Service report on Gender Mainstreaming, EIGE is included in a number of roadmaps prepared by the European Parliament in 2021 to integrate gender equality into EU policy-making (EPRS, 2021). The report indicates a plan to invite EIGE (as well as other relevant bodies) to the Parliament's Gender Mainstreaming Network meetings to explore further methods and tools to improve gender mainstreaming within the legislative process. The report also indicates gender budgeting as another area in which the participation of EIGE can be harnessed. The Institute is invited to contribute ideas regarding which measures and tools ought to be developed by the committees of the European Parliament. Furthermore, to identify what types of work-life balance measures are most useful to MEPs, APAs, and the staff of political groups, EIGE will provide input on a survey that will be conducted together with the European Parliament (EPRS, 2021, p. 39).

#### **4.2.3. Council of the EU**

The level of cooperation between EIGE and the Council of the EU remains similar to that seen in previous evaluation period, i.e. largely organised around the monitoring of the Beijing Platform for Action. According to the interviewee from the Council of the EU, EIGE continuously supports the Presidencies by providing relevant data and analysis that cannot be replicated by other agencies, due to EIGE's unique mandate. Thus, no risk of duplication has been identified.

#### **4.2.4. EU Decentralised Agencies**

The Founding Regulation for EIGE emphasises that the Institute 'should work as closely as possible with all Community programmes and bodies to avoid duplication and ensure the best possible use of resources, in particular as regards the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Agency for Safety and Health at Work (EU-OSHA), the Centre

for the Development of Vocational Training (Cedefop) and the European Union Agency for Fundamental Rights (FRA) and Eurostat'. The Regulation provides for the possibility of cooperation agreements and mutual participation in Management Board meetings to discuss the working programmes.

#### **4.2.4.1 European Union Agency for Fundamental Rights (FRA)**

The cooperation agreement with FRA (EIGE & FRA, 2010), one of EIGE's main partners, established the framework for the two agencies to complement each other's work and avoid duplication in research, communication and networking activities. FRA regularly participates in meetings of EIGE's Management Board. As examples of cooperation, EIGE received microdata from FRA on violence against women for the Gender Equality Index, as well as data from FRA's Fundamental Rights survey for the annual release of the Gender Equality Index. In addition, the agencies have cooperated on the launch and maintenance of the Gender Statistics Database. In 2020, in response to the surge in gender-based violence due to COVID-19 containment measures, the Directors of EIGE and FRA issued a Joint Statement calling for the EU to step up efforts to end domestic violence (EIGE, 2021a, p. 26). Since 2020, EIGE and FRA have been working together on the launch of a joint survey on violence against women (VAW II). FRA began collecting data on this in 2012, but at that time EIGE did not have sufficient capacity for a joint launch.

According to the interviews, neither EIGE staff nor key targeted stakeholders see duplication between the work conducted by EIGE and FRA. The agencies have different mandates, with FRA focusing on human rights and the legal aspects of their guarantees, while EIGE focuses exclusively on gender equality.

As it was identified by EIGE's staff and respondents from DGs that continuously cooperated with EIGE and FRA, during the previous evaluation period, there used to be some tension between the agencies, related to a lack of clarity regarding the division of their activities and a lack of cooperation between them. However, as the interviews and the desk research indicate, this has been fully addressed during the years of the current evaluation period. One of the steps taken to address the previous communication gap was, from 2020, to invite a representative of FRA to meetings of EIGE's Management Board and vice versa. This has replaced the previous *post hoc* sharing of agreements reached regarding the EIGE's activities with a proper dialogue at the decision-making stage.

Lastly, coordination between EIGE and FRA is seen by interviewees as not only the responsibility of the agencies, but also requiring effort from the Commission. This implies that tasks and requests should be distributed efficiently among the agencies, and the agencies' decisions should be considered with regard to possible collaborations.

#### **4.2.4.2 European Foundation for the Improvement of Living and Working Conditions (Eurofound)**

According to interviewees from both EIGE's staff and Eurofound, close collaboration has taken place between the agencies. During the evaluation period 2015-2020, cooperation was based on the Memorandum of Understanding (MoU) signed in November 2010. This MoU laid down provisions for early consultation on the development of work programmes, and was complemented by yearly action plans that provided the basis for exchange and joint activities. According to the interviewees from both EIGE and Eurofound, at the time of evaluation, the agencies are engaged in active cooperation, involving an annual meeting at the end of the year, mid-year meetings, as well as day-to-day contact.

As an example of cooperation with Eurofound, the Gender Equality Index relies on data from Eurofound's European Working Conditions Survey. Eurofound survey data and information on women's labour market participation, labour segregation, working conditions, issues related to work-life balance, unpaid care, and formal and informal care are a prominent source of information for the Gender Equality Index.

In 2020-2021, both Eurofound and EIGE launched surveys concerning the impact of the COVID-19 pandemic on gender equality. Eurofound's survey focused on the topics of employment and the labour market, while EIGE concentrated on care and work-life balance. One interviewee indicated that splitting the agendas and aligning messages when working on such closely related topics had been a challenge, despite multiple meetings of the agencies' research and communication teams.

Reference was also made to a previous instance of a gap in communication : Eurofound conducted a research study on the gender employment gap (2016), while EIGE was studying the economic benefits of gender equality (EIGE, 2017c). Even though these two studies used different methodologies, their findings reinforced each other. According to the representative interviewed, it would have been beneficial to identify these similar projects at the earlier stage of planning the research, rather than providing feedback on the ongoing work process. At the time of the interview, this approach has been changed to ensure efficiency. Currently, the involvement of the agencies in each other's work happens at an earlier stage, for example, when planning projects. Thus, potential overlaps are identified early on, and are efficiently replaced by complementarities.

#### **4.2.4.3 Other agencies**

The joint publication 'Towards age-friendly work in Europe: a life-course perspective on work and ageing from EU agencies' (2017) by EIGE, Eurofound, OSHA and Cedefop is an example of EIGE's cooperation with other relevant EU agencies. EIGE and OSHA signed a cooperation agreement in 2010, and updated it in 2015. Aside from the aforementioned publication, as well as regular dialogue with Cedefop, the desk research did not identify specific acts of cooperation between the two agencies. The SPD 2020-2022 mentions cooperation with OSHA and other agencies, especially as key statistics providers for the Gender Statistics Database (EIGE, 2019f). Interviews with stakeholders from these agencies did not identify any risks of duplication. The results of stakeholders' survey confirm this conclusion, with the one reservation that certain duplication is possible when it comes to international reports produced by the OECD or UN Women. This can be explained by the primary focus of EIGE being on cooperation between European partners, and a lack of specific coordination with global organisations.

As interviewee shared, cooperation with the EU Agencies Network Shared Support Office (EUAN SSO) is based on the dissemination of EIGE's research.

### **4.3. Cooperation with civil society organisations, social partners, and academia**

Participants in the open consultation survey, as well as respondents to the stakeholders' survey, almost unanimously emphasised the unique role EIGE plays in gender-themed research and service at both national and EU levels, with respect to public bodies and civil society organisations. As indicated by the majority of interviewees, no duplication occurs, since CSOs and EIGE differ significantly in their mission, outputs and target audiences. In terms of cooperation, not just the intensity, but also the nature of the relationship varies between different organisations. For example, an interviewee from the Social Platform frames its cooperation with EIGE as an exchange during which EIGE's work is disseminated among member organisations. Meanwhile, for BusinessEurope, cooperation is informal, with EIGE's outputs being used for the confederation's own purposes when carrying out advocacy aimed at EU institutions with regard to gender equality. EWL sees EIGE as an ally and major supporter in terms of information, while EWL itself conducts advocacy and lobbying activities towards the EU institutions. The respondent from EWL believed that these different roles and goals could ensure greater impact on decision-making, through a combination of evidence and advocacy. Another possible synergy that can be explored further, according to the interviewee from EWL, is cooperation in the design and delivery of training – for

example, with regard to gender budgeting. Given EIGE's limited capacity to deliver consistent training to national stakeholders, it could be beneficial to coordinate with EWL to address this gap.

According to the Knowledge Management and Communication Strategy (2019-2021), structured cooperation with CSOs is carried out through their networks of representatives, agreed action plans, and targeted communication. More specifically, interaction with social partners and CSOs is organised through their involvement in meetings and events, and via the dissemination of EIGE's outputs and projects. In interviews, stakeholders from the European Women's Lobby (EWL) and Social Platform confirmed their involvement with EIGE's work on these terms. Meanwhile, interviews with the social partners, such as BusinessEurope and ETUC, indicated only occasional cooperation on an *ad hoc* basis.

Due to its size and workload, EIGE has a limited capacity to engage with all of the interested stakeholders, particularly at national level. Respondents to the open consultation survey emphasised insufficient cooperation with national feminist NGOs. In interviews, other national-level stakeholders also emphasised room for further synergies with national and local CSOs. Opportunities to strengthen intersectionality in EIGE's approach were consistently mentioned by various respondents in interviews and in the open consultation. This is partially reflected in the way in which EIGE organises its partnerships. NGOs with wider target audiences (European Disability Forum, FEANTSA) advocate for greater involvement and intersectionality from EIGE's side. Based on the interviews with EIGE's staff, they are aware of such demands, but lack the capacity to go deeper at national level, and are concerned about moving beyond EIGE's mandate. An interviewee involved in civil society work in one Member State mentioned that the results of cooperation between EIGE and FRA are in great demand among the civil society actors that rely on their work. This respondent emphasised that a reluctance to tackle overlapping topics and a narrow interpretation of agencies' mandates leads to gaps emerging. According to the respondent, for example, in FRA's analysis of discrimination and minority rights there is a room for a gender perspective that could be filled by EIGE, yet due to the division of mandates, this remains unaddressed.

### BOX 3. EIGE'S EFFORTS TO STRENGTHEN INTERSECTIONAL PERSPECTIVE

During the evaluation period, EIGE has intensified its efforts in integrating intersectional perspective to data collection, analysis and reporting. Most notable example is EIGE's work on developing its approach to 'intersecting inequalities' under the Gender Equality Index. Some of the most important developments in this area include:

- in 2016, EIGE advanced and fully developed the conceptual and measurement framework of intersecting inequalities, supported by consultations with EIGE's permanent Index Working Group, the Experts' Forum and other relevant stakeholders (i.e. Eurostat, Equinet, Social Platform, etc.).
- in 2017, EIGE applied its approach to intersectional analysis to the Index indicators where data was available
- in 2018, EIGE published a factsheet on 'Gender Equality and Disability' and a report on 'Intersecting Inequalities' as part of Gender Equality Index
- in 2019, for the first time, the Index highlighted the situation of LGBT people and Roma and Muslim women in areas by using complementary statistics as available.

Despite the progress, this evaluation highlights further opportunities to enhance EIGE's efforts, notably the need for more coherent efforts in applying intersectionality across all EIGE's activities and thematic areas of work (see also sections 3.2.1; 3.3; 4.2.1.3; 5.5.3). In gender research and practice, this is widely recognised as complex task (see, for example, [Jiménez-Rodrigo, 2022](#)), which requires continuous commitment and reflections on the on-going debates around the application of different intersectional approaches to gender equality, their effects, possibilities and limitations.



#### 4.4. Cooperation with international stakeholders

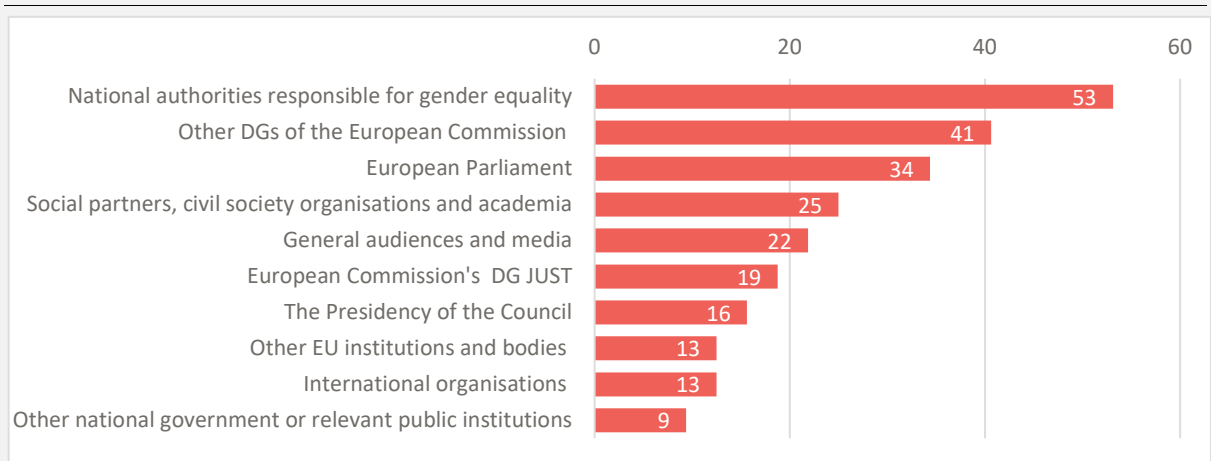
Neither the desk research nor the interviews identified any duplication between the work of EIGE and international agencies, due to the differences in the scope of their coverage. In its Note for the attention to the Director of EIGE (DG JUST, 2015), DG JUST reinforced the emphasis on focusing EIGE's efforts on internal EU issues and activities, rather than international ones. According to the interviews with EIGE staff, this requirement is fulfilled, and European stakeholders are seen by the Institute as being the central ones. This does not create any obstacles to fruitful cooperation with international partners. International organisations such as UN agencies (UN Women, ILO, UNODC), as well as the OSCE, ODIHR and OECD, are seen as important international partners for EIGE, supporting each other's work in terms of data and methodological provision.

There is an ongoing collaboration (EIGE, 2022c) between EIGE and UN agencies (namely, UN Women and UNODC) in the areas of violence against women and cyberviolence against women and girls, which are current UN priorities (Broadband Commission for Digital Development, 2015). The scopes of the organisations' research and methodology are different, but their goals are shared, and the approaches are complementary. EIGE has a European mandate, while the UN agencies aim to produce universal norms while viewing the European experience as relevant. A respondent from UN Women emphasised that they rely not only on the data that EIGE produces on Europe, but also on its methodological approaches. In this respect, the interviewee sees great value in EIGE's transparency, which facilitates learning, replication and the tailoring of its approaches to many other contexts. An interviewee from UNODC mentioned that EIGE's publications on the methodology used to collect data on VAW are used frequently in UNODC's work. This exchange of information was also confirmed by a representative of the Women's UN Report Network, through the OPC. In addition to regular communication and exchange of publications, EIGE and UN agencies invite each other to consultations, expert groups and advisory board meetings. Interviewees from the international organisations believe that despite fruitful cooperation, an even more effective partnership is possible. In particular, the exchange of information at the stage of planning is seen as a desired improvement.

**BOX 4. STAKEHOLDERS AND PARTNERS WITH WHOM EIGE COULD COOPERATE MORE ACTIVELY TO ACHIEVE A GREATER IMPACT ON GENDER EQUALITY**

Findings from the desk research and interviews are corroborated by the survey results. When EIGE staff members were asked to identify stakeholders or partners with whom EIGE should cooperate more actively to achieve a greater impact on gender equality and to implement its mandate effectively, more than half indicated national authorities responsible for gender equality. Other common answers included DGs other than DG JUST (40 %); the European Parliament (34 %); social partners and CSOs (25 %); as well as general audiences and the media (22 %). The full results are reported in Figure 8.

**FIGURE 9. STAKEHOLDERS OR PARTNERS WITH WHOM EIGE SHOULD COOPERATE MORE ACTIVELY TO ACHIEVE A GREATER IMPACT ON GENDER EQUALITY (%)**



Source: survey of EIGE staff conducted by PPMI (2022); Question: Which of the following stakeholders and partners should EIGE cooperate more actively to have a greater impact on gender equality and implement its mandate effectively?

Note: more than one answer is possible, thus the sum is not 100 %

## 5. Effectiveness

This chapter presents the findings on effectiveness of EIGE's work in the 2015-2020 period. The criterion of effectiveness assesses to what extent EIGE has achieved (or is progressing towards) its objectives. As per the Better Regulation toolbox (European Commission, 2021b), the analysis of effectiveness seeks to identify why an objective has not been achieved, and what factors drive or hinder progress. The evaluation of effectiveness relies on EIGE's intervention logic. It examines to what extent EIGE successfully delivered its outputs and activities as planned (output-level effectiveness); to what extent these were known about and used by the intended groups of stakeholders; and what impact these outputs had (result-level effectiveness). Thus, the effectiveness analysis assesses the extent to which EIGE has met its general objectives as set out in Art. 2 of its Founding Regulation (Regulation (EC) 1922/2006, 2006); the extent to which it has performed the tasks set out in Art. 3; and the extent to which it has achieved the strategic objectives and activities set out in the EIGE's planning documents. Lastly, the analysis of effectiveness assesses the extent to which the recommendations of the first external evaluation have been implemented.

### 5.1. Findings and recommendations on effectiveness from the first independent evaluation

The first independent evaluation found that EIGE was effective in the timely delivery of planned outputs during the evaluation period. However, EIGE lacked consistency in the planning and reporting of its outputs, due to its underdeveloped performance measurement system. The results of the first evaluation showed that activities in the area of the Gender Equality Index, closely followed by activities related to the monitoring of BPfA and gender-based violence, were EIGE's most effective activities. The final outputs of EIGE's activities in these three areas were of sound quality and were the most visible to key stakeholders, who used them in their work more than the other outputs produced by EIGE. The Gender Equality Index was EIGE's most visible output. Stakeholders also recognised EIGE as the central source of information on gender equality in the EU. There was, however, limited awareness of EIGE's other outputs within the broader circle of stakeholders. The first evaluation found that this limited level of visibility was a major constraint on the effectiveness of EIGE's work in most areas. The evaluators recommended improving communication efforts and tailoring the results to different stakeholders. Lastly, the previous evaluation recommended the introduction of systematic internal quality control mechanisms to ensure that positive results were sustainable.

### 5.2. Planning and reporting

One of the recommendations made by the first evaluation was the development of key performance indicators covering EIGE's outputs, results and impacts (PPMI and Deloitte, 2015). Since 2016, EIGE plans its activities in the Single Programming Documents (SPDs) in accordance with the new methodology introduced by the Commission. An SPD must contain an annual work programme (N + 1) and a multiannual work programme (N + 3), which includes the objectives of the agency, the expected results and performance indicators to monitor the achievement of the objectives and results (European Commission, 2018). In line with its strategic objectives, EIGE's work in each programming period is divided into three strands: research and data collection; knowledge management and communications; and agency administration and financial management. The first two strands of work are divided into sub-areas with general and specific objectives, targets, main outputs, (output) indicators and expected results (outcomes).

A comparison of the SPDs and CAARs during the current evaluation period shows that the performance measurement system has been refined. Only from the programming period 2019-2021 do the SPDs specify target, outcome, and output indicators for each sub-area of work. The previous SPDs only provide output indicators. Likewise, earlier CAARs provide information about how the output indicators have been achieved. Only in the 2020 CAAR did EIGE report on the status of the indicators for outcomes and targets.

In addition, the Common Approach on EU decentralised agencies and the Roadmap required agencies to develop tailored performance indicators to assess the results achieved by the Directors. While not included in the 2015 Work Programme, key performance indicators (KPIs) for EIGE's Director were introduced into the 2015 CAAR. In the latest CAAR (EIGE, 2021a), these KPIs have been renamed 'core business statistics'. Initially, EIGE's KPIs included the effective and timely implementation of the annual work plans, sound financial management, and the effective running of the organisation. Later on, more KPIs were added to also measure the quality and relevance of the research and the uptake and reach of EIGE's outputs to stakeholders.

EIGE's planning and reporting documents have improved through the years to close the gaps identified in the first evaluation, such as inconsistent terminology, lack of KPIs and vague formulation of indicators. Nonetheless, these documents remained long and difficult to navigate. During the interviews, representatives of DG JUST noted the need to make the SPDs shorter and the description of activities and outputs more concrete. According to exchanges with EIGE's staff, improvements to EIGE's planning documents are already being adopted as EIGE has introduced for the SPD 2021-2023 the compulsory SPD template provided by the Commission and the SPD 2022-2024 fully complies with the Commission's methodology (for further analysis of EIGE's implementation of the Common Approach, see Chapter 6 on Efficiency).

### **5.2.1. Introducing and strengthening the project-led organisation (PLO) approach**

In line with the recommendations of the first external evaluation, EIGE began work on introducing the so-called project-led organisation (PLO) approach, rolling out a project management tool in 2017 (Internal Audit Service, 2020). The methodology was revised in 2018 and finalised in 2019 with the adoption of the Director's decision D/2019/786. According to this decision, the PLO approach should apply to all of EIGE's activities. In 2020, the Internal Audit Service (IAS) of the European Commission conducted an audit on the implementation of the PLO approach in EIGE (Internal Audit Service, 2020). The audit found significant weaknesses affecting both the design and the effective implementation of the PLO approach in EIGE.

Specifically, the audit found that EIGE's project management framework lacks several elements (such as the definition of a project, documentation requirements and process ownership) needed to be clear, comprehensive and coherent. The IAS also found that the steps in the project management process are not performed as required by the methodology, and that the IT tool was not being used appropriately. For example, key project information was not being entered into the tool, and project implementation tasks were not recorded properly. The auditors found that staff had not adopted the PLO approach, and had been carrying out their work according to the previous working methods. The audit also acknowledged that the project management methodology had been established only relatively recently, and was still at an early stage of maturity (Internal Audit Service, 2020). The auditors noted that an incomplete project management framework and poor implementation of the approach could lead to inconsistent and ineffective implementation of projects and waste of resources.

In its 2020 audit, the IAS put forward three recommendations for EIGE to strengthen the PLO approach:

- Improve and complete the project management framework to make it clear and more coherent.

- Communicate to staff the importance of implementing the approach, analyse the reasons why staff have not been carrying out their work according to the new guidelines, and provide training.
- Analyse and consider enhancing its project management by setting further requirements.

EIGE accepted all of these recommendations. By the beginning of 2021, EIGE had developed a post-audit Action Plan and established an internal working group to follow up on its implementation ('Minutes of the 36th Management Board meeting', 2021).

### 5.3. Effectiveness in implementing the recommendations from the first external evaluation of EIGE

The CAARs from 2016 to 2019 provide follow-ups on the implementation of the recommendations from the first external evaluation and the focus area for each year. Since the first external evaluation, EIGE's efforts towards implementing its recommendations have focused on:

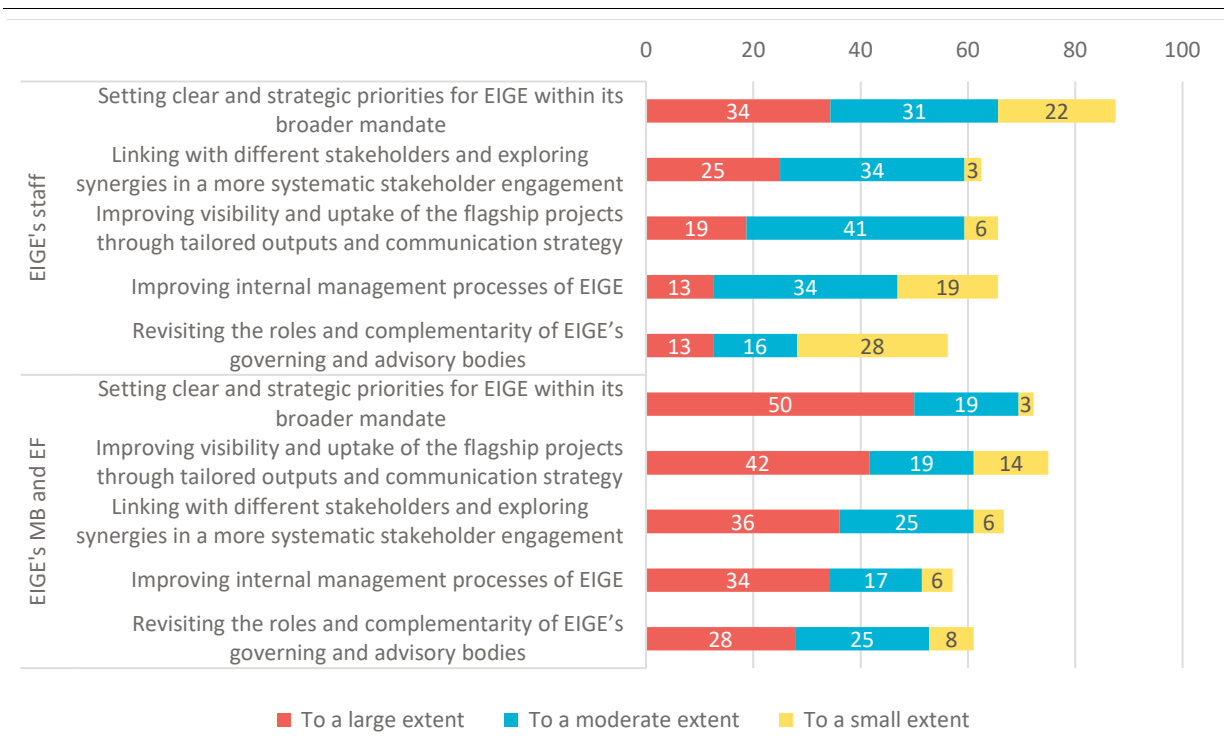
- **Increasing the visibility and uptake of EIGE's outputs** through more tailored communications (assessed in Section 5.5.5);
- Improving the effectiveness of internal resources planning through the introduction and strengthening of the **PLO approach** (assessed in Section 5.2.1.); and
- **Adjusting the roles of the Management Board and the Experts' Forum.** Specifically, since 2017, the role and working procedures of the Experts' Forum have been significantly revised and adjusted to support EIGE's work, and a competency map and an internal assessment was conducted in 2019 (assessed in Chapter 6 and in the case study on the Experts' Forum).

Overall, EIGE's staff, as well as members of the Management Board and Experts' Forum, considered that EIGE had addressed, to a large or moderate extent, the recommendations from the first *ex-post* evaluation on improving the visibility and uptake of EIGE's outputs, through more tailored communications, liaising with stakeholders and exploring synergies with them more systematically, and setting clear strategic priorities for the Institute (Figure 10).

EIGE was thought to have improved its internal management process to a large extent by 13 % of its staff, and to a moderate extent by 34 %. More than half of respondents to the Management Board and Experts' Forum survey said that EIGE had improved its internal management process to a large or moderate extent. While members of the Management Board and Experts' Forum are more optimistic regarding this recommendation, the perceptions of EIGE staff regarding the implementation of this recommendation suggest there is room for improvement.

Lastly, in relation to the recommendation to adjust the roles and complementarity of EIGE's governing bodies, the largest share of EIGE's staff surveyed were those who considered that this had only been achieved to a small extent. While members of the Management Board and Experts' Forum were again more optimistic than EIGE's staff with regard to the extent to which EIGE has addressed this recommendation, interviews with members of the Management Board suggest there is still a need to consider the role of the Experts' Forum and the cooperation between the Experts' Forum and the Management Board. These questions are assessed more extensively under the criterion of efficiency, and in the case study on the Experts' Forum.

**FIGURE 10. PERCEIVED SUCCESS IN IMPLEMENTING THE RECOMMENDATIONS OF THE FIRST EVALUATION (%)**



Source: surveys of EIGE staff survey and members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: To your knowledge, to what extent the recommendations from the first external (ex-post) evaluation of EIGE (2015) have been implemented?  
 Note: missing values and 'Do not know/cannot answer' options excluded for readability

### 5.4. Achieving its general objectives and performing its key tasks

Art. 3 of EIGE's Founding Regulation establishes the tasks that the Institute shall implement to achieve its objectives. As indicated, EIGE's efforts in achieving these tasks are analysed in following sections as they are operationalised in EIGE's planning documents:

- (a) collect, analyse and disseminate information on gender equality: evaluated in sections 5.5.4.1 and 5.5.4.2, and the case studies on the Index.
- (b) develop methods to improve data on gender equality: evaluated in sections 5.5.4.1 and 5.5.4.2 and the case study on Administrative data collection on VAW.
- (c) and (k) develop and disseminate methodological tools to support gender mainstreaming: evaluated in section 5.5.4.3 and the case study on Gender mainstreaming toolkits.
- (d) carry out surveys, on the situation in Europe as regards gender equality.
- (e) set up and coordinate a European Network on Gender Equality: evaluated in section 5.5.5 and Box 9 on EuroGender.
- (f) organise meetings of experts and with other relevant stakeholders at European level: evaluated in section 5.5.5, Box 9 on EuroGender and Box 8 on EIGE's Journalist Network.
- (g) raise EU citizens' awareness of gender equality and organise, with relevant stakeholders, conferences, campaigns and meetings at European level: evaluated in section 5.5.5.
- (h) disseminate information on positive examples of non-stereotypical roles for women and men in every walk of life.
- (i) develop dialogue and cooperation with relevant institutions at national and European levels: evaluated in section 5.5.5 and Box 9 on EuroGender.

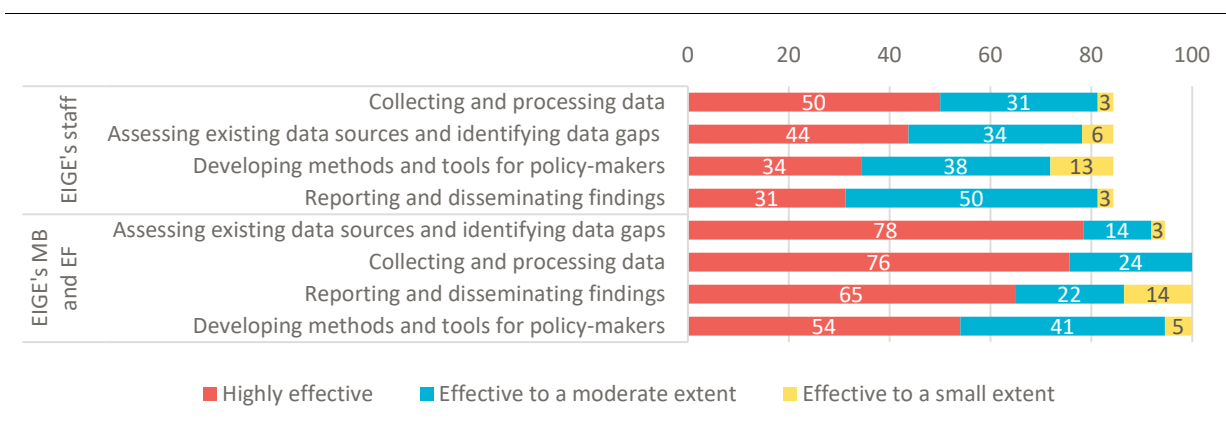
- (j) set up documentation resources accessible to the public: evaluated in 5.5.3.
- (l) provide information on gender equality and gender mainstreaming in the accession and candidate countries: evaluated in 5.5.5.2 and the case studies on the Gender Equality Index and Gender mainstreaming methods.

Regarding task (d), EIGE conducted an EU-wide survey on the benefits of gender-responsive infrastructure in 2015-2016 (see, EIGE, 2020a). Some of EIGE staff indicated in the survey’s write-in replies that EIGE needs to expand the use of surveys to strengthen EIGE’s own data collection in detriment to using secondary sources. Towards the end of the evaluated period, EIGE accelerated efforts in this direction. In the second half of 2020, EIGE conducted an online panel survey of platform workers in selected Member States (see, EIGE, 2022a). EIGE conducted an EU-wide online panel survey on the socio-economic impact of the COVID-19 pandemic in 2021 (see, EIGE, 2021c). EIGE is currently implementing an EU-wide survey on gender gaps in unpaid care, individual and social activities.

Some limited efforts were identified to support task (h). These include the collection of good practices on gender mainstreaming and the White Ribbon campaign, a men-led campaign to end men’s violence against women, supported by EIGE in 2013-2020. EIGE’s staff indicated the need to improve communications by using storytelling and present success stories behind the data. Connected to task (g), EIGE has also been contributing to the ‘Orange the World’ and the ‘16 days of activism against gender-based violence’ campaign in the last few years, by raising awareness on social media and organising activities in Vilnius.

EIGE’s staff and members of the Management Board and Experts’ Forum were asked about EIGE’s effectiveness during the evaluation period in achieving its key tasks<sup>8</sup> during the evaluated period (Figure 11). EIGE’s Management Board and Experts’ Forum members agreed that EIGE had been highly effective in assessing data sources and identifying data gaps on gender equality (78 %) and in collecting and processing data on gender equality (76 %). The reporting and dissemination of findings was the task that most members of the Management Board and Experts’ Forum most commonly felt EIGE had been effective only to a small extent (14 %).

**FIGURE 11. PERCEIVED EFFECTIVENESS OF EIGE IN PERFORMING ITS TASKS (%)**



Source: surveys of EIGE staff and members of the Management Board and Experts’ Forum conducted by PPMI (2022); Question: In your view, to what extent has EIGE been effective in [...]?

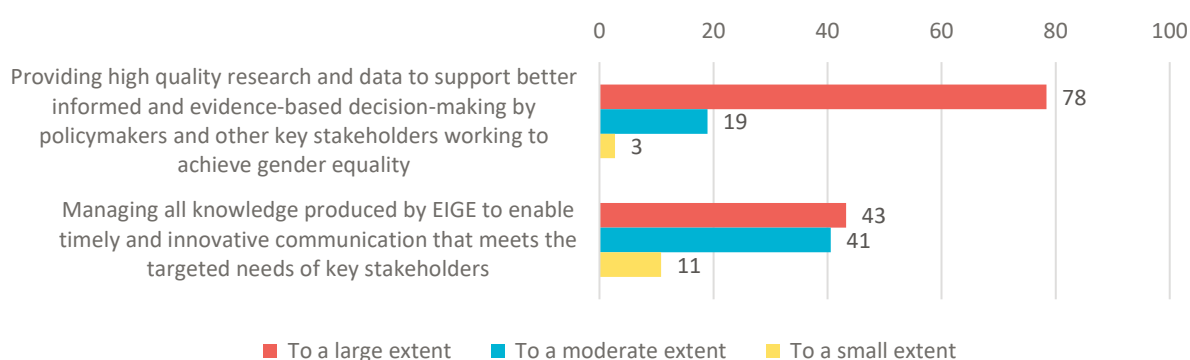
Note: missing values and 'Do not know/cannot answer' options excluded for readability

<sup>8</sup> EIGE’s tasks were synthesised in four key tasks for the purpose of the surveys to avoid repetitions with questions on EIGE’s strategic objectives, activities and outputs and avoid respondent fatigue.

With some differences, both EIGE staff and the members of the Management Board and Experts' Forum agreed that EIGE was highly or moderately effective in performing its key tasks. EIGE staff was more cautious in their views about EIGE's effectiveness in performing its key tasks in 2015-2020. Only half of EIGE staff considered EIGE to have been highly effective in collecting and processing data on gender equality. Developing methods and tools for policymakers was the task that the largest proportion of EIGE's staff considered the Institute to have been less effective in (13 %).

The members of the Management Board and Experts' Forum were also asked about EIGE's success in meeting its two first strategic objectives for 2015-2020<sup>9</sup>, which operationalise EIGE's general objectives and tasks as outlined in its Founding Regulation. The majority of respondents (78 %) agreed that EIGE largely met its strategic objective of providing high-quality research and data to support evidence-based decision-making by policymakers to achieve gender equality. They expressed less positive views about the second strategic objective of managing the knowledge produced by EIGE. Only 43 % agreed that EIGE had met this strategic objective to a large extent, and almost 11 % of members of the Management Board and Experts' Forum said that EIGE had achieved this objective to a small extent.

**FIGURE 12. PERCEIVED SUCCESS OF EIGE IN ACHIEVING ITS STRATEGIC OBJECTIVES (%)**



Source: survey of EIGE's Management Board and Experts' Forum conducted by PPMI (2022); Question: In your view, to what extent did EIGE succeed in achieving its strategic priorities in 2015-2020 in terms of [...]?

Note: missing values and 'Do not know/cannot answer' options excluded for readability.

## 5.5. Meeting its objectives as set out in the annual work programmes

### 5.5.1. Output-level effectiveness

A comparison of SPDs and CAARs during the evaluated period reveals that the output indicators in the respective SPD and CAAR correspond with each other. The CAARs show that the great majority of the output indicators have been achieved. Based on the achievements indicated in the CAARs, 2015 was the year with the most significant number of underachieved or delayed outputs (seven). Between 2015-2020, gender mainstreaming is the area with the most delayed outputs (four), followed by GBV (three). Overall, EIGE delivered 96 % of its outputs on time (243 out of 254), and only seven outputs were cancelled or deemed unnecessary (see Annex 5). This suggests that EIGE was largely effective in the timely delivery

<sup>9</sup> Its third strategic objective on 'meeting the highest administrative and financial standards while supporting the needs of EIGE's personnel' is assessed under the criterion of efficiency (see Chapter 7).



of its planned outputs during the period under evaluation. Furthermore, the CAARs identified some additional outputs not initially foreseen in the work programmes<sup>10</sup>.

For the small number of indicators that were not achieved (see Annex 5), the CAARs provide clarification regarding the circumstances that led to the underachievement or redirection of the output:

- overwork with other activities;
- delays due to difficulties in data collection; the need to re-launch procurement procedures due to unsuccessful procurement; changes in the orders of the Presidency of the EU and in the agreed activities to support the Presidency’ and further revisions being required at the request of the European Commission; and
- the COVID-19 pandemic, which required the de-prioritisation of certain activities, such as events.

In interviews, EIGE’s staff also mentioned the difficulties involved in working with certain contractors as a reason for the delay in outputs. For instance, one member of staff noted that on some projects (particularly in the area of gender mainstreaming), EIGE had to run several rounds of quality assurance revisions and even re-write some of the deliverables, which resulted in delays.

### 5.5.2. Result-level effectiveness

The result-level effectiveness analysis looks closely at the benefits created for EIGE’s stakeholders, the quality of its outputs, stakeholders’ awareness of EIGE’s work, and the use of its outputs and services. Thus, the following analysis draws mainly on the stakeholder consultation activities, including the interview programme, surveys, usability tests and the OPC. In addition, Box 5 reports on results-level effectiveness information gathered from the CAARs.

#### BOX 5. RESULT-LEVEL EFFECTIVENESS IN THE CAARS

Since 2019, the CAARs also provide information about the quality and relevance of EIGE’s research outputs as well as its uptake by and outreach to stakeholders. With regard to relevance and quality, EIGE held 17 consultations in 2020 to ensure the quality of its outputs (13 in 2019). In terms of uptake and outreach, EIGE received 93 requests for support and technical assistance from the EU institutions in 2019, and 112 in 2020. The number of new stakeholders informed about EIGE’s work in 2019 was six, and in 2020 was seven. EIGE also received 216 invitations to present its work in 2019, and 199 in 2020. Lastly, EIGE’s communications channels gathered more than 136 million views, subscribers and media outreach.

Source: (EIGE, 2020b, 2021a)

In relation to EIGE’s key tasks, stakeholders were surveyed the ways in which EIGE had supported them (Figure 1). Around 70 % felt that EIGE had supported them with research, data and expertise on gender equality, and 54 % agreed that EIGE had supported them by providing access to resources on gender equality. Only 28 % considered EIGE as having supported them by facilitating networking in the area of gender equality. However, this differs from the perceptions of the Management Board and Experts’ Forum, whose members reported that EIGE helped them meet new international partners or strengthen

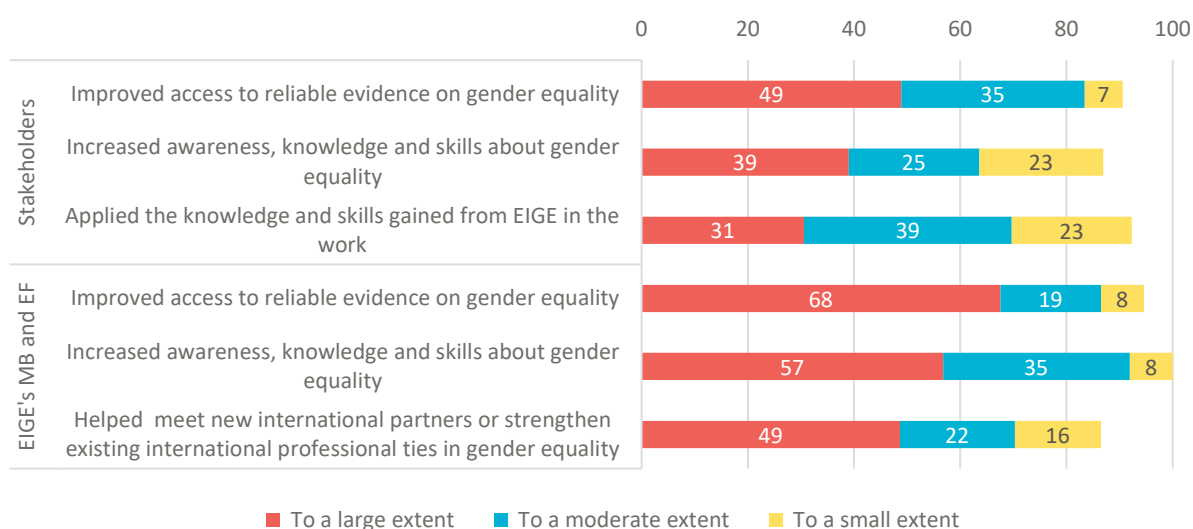
<sup>10</sup> In 2015, EIGE’s research methodology for the report Women in Power and Decision-Making was replicated in all six Eastern Partnership (EaP) countries as part of the EaP research facility run by DG NEAR. Launched in early 2016, Serbia became the first non-EU country to produce its national Gender Equality Index in accordance with EIGE’s methodology and with expert support from the Institute. In 2017, two publications on terminology and indicators for data collection on rape, femicide and intimate partner violence were published and disseminated in addition to the anticipated report.

existing professional ties in gender equality (49 %) (see Figure 13). This could be explained by the similar affiliations of the Management Board and Experts’ Forum which could enable the members to be more easily connected. In addition, meetings of and exchanges between the Management Board and Experts’ Forum are regular. Other stakeholders are offered only rather *ad hoc* or infrequent networking opportunities as a result of EIGE’s work (e.g. through conferences, online discussions).

In addition, for a large majority of its stakeholders, EIGE’s work provides improved access to reliable evidence on gender equality, and increased awareness, knowledge and skills about gender equality that are applicable to their work. EIGE improved access to evidence on gender equality to a large extent for 49 % of stakeholders, and to a moderate extent for 35 % (Figure 13). In addition, 39 % of stakeholders said EIGE increased their awareness, knowledge and skills about gender equality to a large extent. An additional 25 % agreed that EIGE increased their awareness, knowledge and skills to a moderate extent. Only 23 % of stakeholders thought EIGE increased their awareness and knowledge only to a small extent. As many as two-thirds of stakeholders directly applied the knowledge and skills gained from EIGE to a large or moderate extent in their work (Figure 13).

EIGE’s activities have provided even greater support to the members of the Management Board and the Experts’ Forum, mostly formed of EIGE’s key stakeholders working at national level (gender equality policymakers). Two-thirds of its members said EIGE improved access to reliable evidence on gender equality to a large extent. More than a half of members reported that EIGE’s work increased their awareness, knowledge and skills on gender equality to a large extent, and an additional 35 % to a moderate extent.

**FIGURE 13. ACHIEVEMENT OF EIGE’S ACTIVITIES (%)**



Source: survey of EIGE’s Management Board and Experts’ Forum and survey of EIGE stakeholders, conducted by PPMI (2022); Questions: In your view, to what extent have EIGE’s activities improved access to reliable evidence on gender equality relevant for your or your organisation’s work?; To what extent have EIGE’s outputs and activities helped you acquire new knowledge and skills in the area of gender equality that were applicable in your work?; To what extent have EIGE’s activities helped you meet new international partners or strengthen existing international professional ties in the area of gender equality?; In what ways has EIGE supported the organisation you work for (or mostly work for)?

**BOX 6. CHALLENGES TO EIGE’S ACHIEVEMENT OF ITS OBJECTIVES**

In addition to the circumstances leading to the underachievement of outputs presented in Section 5.5.1, EIGE’s staff was surveyed about the challenges to EIGE’s work (Figure 45). Over 65 % of EIGE’s staff agreed that one

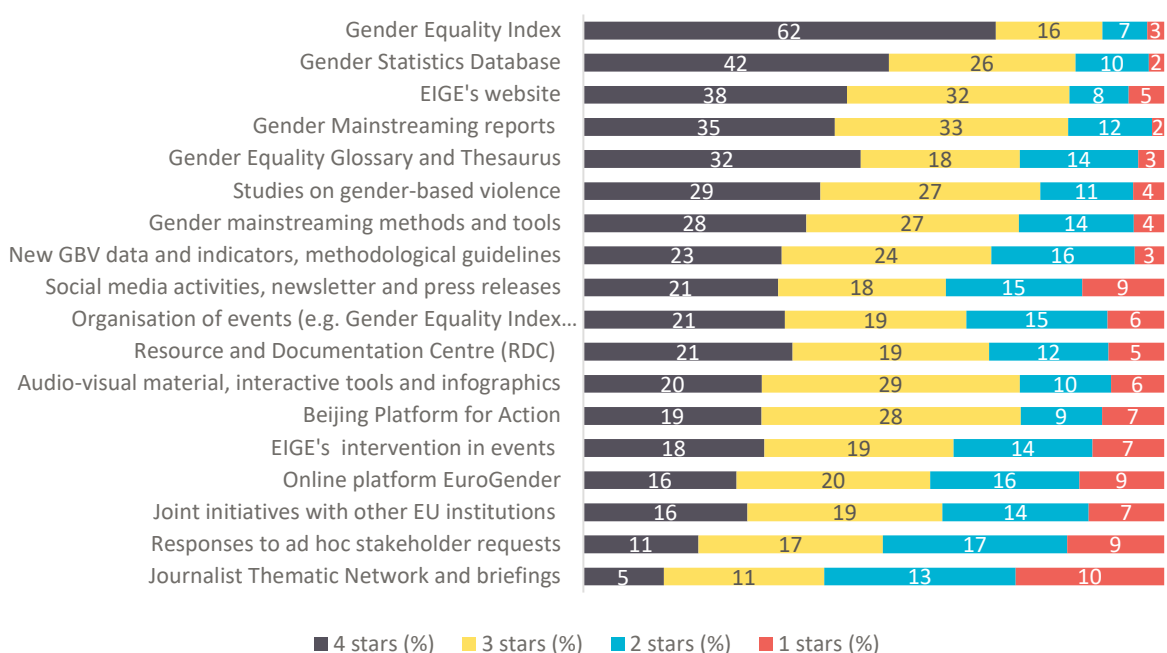
of the key challenges to EIGE’s achievements of its objectives is the limited resources allocated to EIGE from the EU budget, followed by the increased demands for EIGE’s expertise (63 %) and excessive time pressure for EIGE to produce outputs (41 %). The emerging anti-gender movements and the backlash against women’s rights came fourth (31 %). These results largely reflect the views shared in interviews by EIGE staff and stakeholders at EU and national level, with regard to the challenges to EIGE’s work. Conversely, only 6 % of EIGE’s staff considered the COVID-19 pandemic as having posed a significant challenge to EIGE’s work. It should be noted that many of the EIGE stakeholders interviewed highlighted EIGE’s capacity to adapt to the new circumstances after the start of the pandemic (see more in Chapter 3 on Relevance).

Source: survey of EIGE staff conducted by PPMI (2022)

### 5.5.3. Awareness of and satisfaction with the quality of EIGE’s work

Overall, the stakeholders surveyed were satisfied with the quality of the EIGE outputs and services with which they were familiar with (Figure 14). EIGE’s stakeholders were most satisfied with the quality of the Gender Equality Index – 62 % of stakeholders gave the Gender Equality Index the highest score in terms of quality. Stakeholders also recognised the high quality of the Gender Statistics Database (42 %). Stakeholders were also generally satisfied with the quality of EIGE’s website and its reports on gender mainstreaming.

**FIGURE 14. SATISFACTION WITH THE QUALITY OF EIGE’S OUTPUTS AND SERVICES AMONG EIGE STAKEHOLDERS (%)**



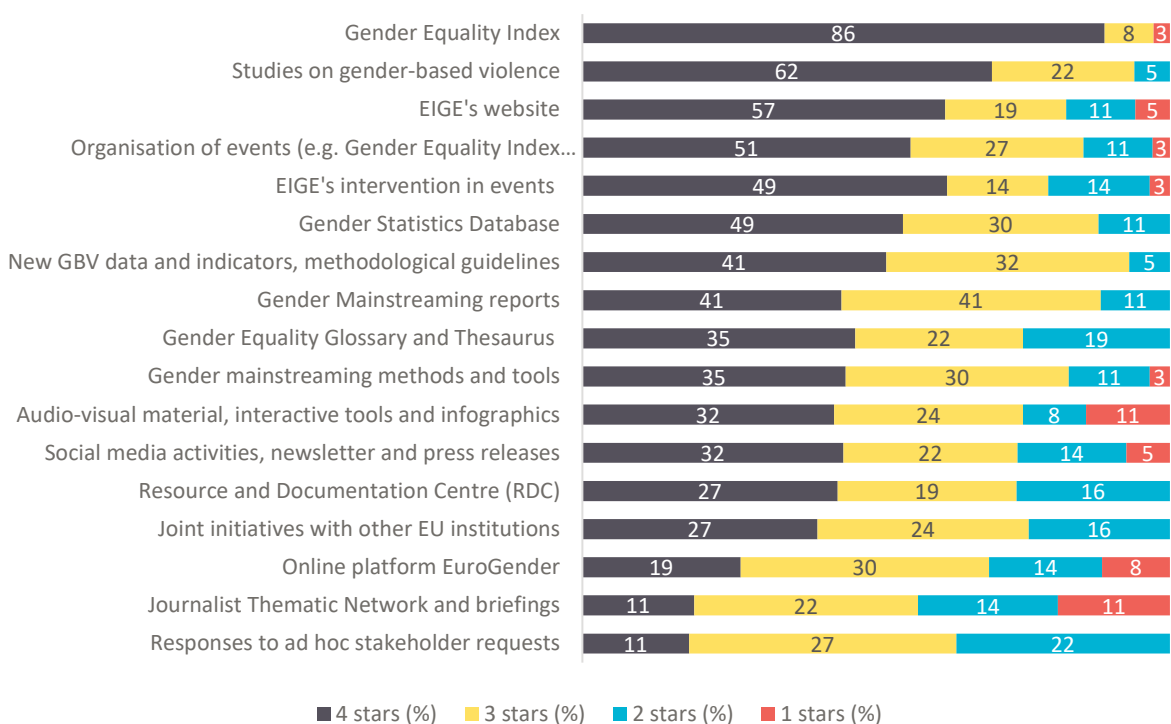
Source: survey of stakeholders conducted by PPMI (2022); Question: To what extent are you satisfied with the quality of the following EIGE's outputs and services?

To a large extent, the results of the stakeholder survey are consistent with the opinions gathered in the interview programme. The stakeholders interviewed at national, EU and international levels were generally very satisfied with the quality of EIGE’s outputs and services. When discussing the quality of EIGE’s outputs, many stakeholders highlighted that EIGE’s outputs have a solid theoretical, academic, methodological and scientific basis.

As in the previous evaluation, all groups of stakeholders interviewed mentioned the Gender Equality Index as their most-used output. This remains the best known of EIGE’s outputs. National stakeholders and representatives of the Commission also mentioned EIGE’s work in the area of gender mainstreaming as one of their most-used outputs. All groups of stakeholders mentioned EIGE’s overall work on the impact of the COVID-19 pandemic as a very frequently used product (without mentioning any specific outputs), and they recognised this work as ‘filling the gap’ in a timely manner. Stakeholders working on GBV and representatives from the Member States mentioned EIGE’s outputs in the area of GBV (particularly in terms of administrative data collection regarding VAW) as being among their most often used outputs, and highlighted their quality. Lastly, many stakeholders mentioned EIGE’s website (in general) as their most-used output. In particular, CSOs mentioned EIGE’s events as being very useful (see more on EIGE’s networking efforts in Section 5.5.5.2).

Satisfaction with EIGE’s outputs and services was even higher among members of the Management Board and Experts’ Forum (see Figure 15). Around 86 % of members of the Management Board and Experts’ Forum surveyed gave the Gender Equality Index the highest quality rating, followed by the studies on GBV (62 %) and EIGE’s website (57 %).

**FIGURE 15. SATISFACTION WITH THE QUALITY OF EIGE’S OUTPUTS AND SERVICES AMONG MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM (%)**



Source: survey of stakeholders conducted by PPMI (2022); Question: To what extent are you satisfied with the quality of the following EIGE's outputs and services?

In interviews, very few stakeholders expressed reservations about the quality of EIGE’s outputs, particularly with regard to the transparency and origin of the data in the Index. One stakeholder mentioned that EIGE’s outputs are sometimes biased towards the views of specific stakeholder groups (trade unions). Lastly, two stakeholders mentioned that to be fully satisfied with the quality of EIGE’s outputs and outcomes, these would need to better adopt an intersectional perspective, including through the collection of more intersectional data in all areas of its work (e.g. by also accounting for ethnicity and

religion, class, sexual orientation, gender identity). The need for more intersectional data to improve the quality of EIGE's outputs was echoed by some respondents to the stakeholder survey and the OPC (in the write-in questions).

The effectiveness analysis that follows is organised around the respective sub-areas of EIGE's first two strategic objectives on research and data collection and knowledge management and communications – to assess the extent to which EIGE's outputs are used by the intended groups of stakeholders, what they learned from them, and what impact they had, with a particular focus on the selected outputs analysed in the case studies.

#### **5.5.4. Providing high-quality research, data and tools to support decision-making by EU and national policymakers**

##### **5.5.4.1 Identifying gender equality challenges and gaps through the provision of reliable and comparable data**

EIGE supports the monitoring of international commitments by providing evidence to the Presidencies of the Council of the EU. This is carried out in the form of thematic research reports or research notes requested by the Presidencies to monitor the implementation of the BPfA. The evaluators have found that 8 out of 11 EIGE reports and notes had informed Council conclusions during the period under evaluation. Beyond the Council, many of the stakeholders interviewed shared how they use these thematic outputs in their work. For example, some MEPs highlighted the importance of EIGE's work in monitoring the EU's international commitments, and said that EIGE's thematic research on topics such as care, work-life balance and women and men in decision-making had informed the policymaking work of the FEMM Committee. Representatives of gender equality units at national level said in their interviews that the cross-country analysis provided by EIGE in these thematic reports is very useful for their policy and programme work, as it allows them to identify examples and practices from other Member States. Other national-level stakeholders said they use BPfA indicators to measure progress towards their national gender equality strategies.

Next, the Gender Equality Index provides an insightful tracking of gender equality progress in the EU and in individual Member States over time. As described in assessment of relevance, stakeholders at EU and national levels consider the Index extremely valuable for their policymaking work (see Box 7). Lastly, EIGE's Gender Statistics Database offers policy- and decision-makers solid and regularly updated data on gender. Stakeholders, particularly representatives of the Commission and other EU agencies, recalled during their interviews that they use the Gender Statistics Database when searching for data on gender.

#### **BOX 7. KEY FINDINGS ON EFFECTIVENESS FROM THE CASE STUDIES: THE GENDER EQUALITY INDEX**

A large majority of stakeholders surveyed (62 %), and 86 % of EIGE Management Board members, assessed the quality of the Index very positively, giving it the maximum four-star rating (see Figure 14 and Figure 15).

The first independent evaluation of EIGE suggested the need to strengthen the alignment of the Index with EU gender equality priorities. Some developments during the period covered by this second independent evaluation appear to point in this direction. According to the 2018 CAAR, by 2017, the Gender Equality Index was well recognised for its contribution to policy debates and to increased awareness concerning gender equality at both EU and national levels. It has played an important role in informing policy developments in the EU – through Council conclusions; European Parliament reports, resolutions and opinions; reports by the European Commission and national governments; opinions of civil society organisations; statistical yearbooks and research findings (EIGE, 2018a, p.16).

Member States are increasingly using the Institute's resources in the development of their national policies. For example, the Estonian government used the results from the Gender Equality Index as indicators in its gender equality programming document (EIGE, 2020a). Other examples include Spain using the Index as part of its Voluntary National Review of the UN Sustainable Development Goals (SDGs) (Ministerio de Derechos Sociales y Agenda 2030, 2021), and Slovakia mentioning its slow progress and low ranking in the Gender Equality Index in its National Recovery and Resilience Plan (Ministerstvo financií Slovenskej republiky, 2021).

Lastly, the EU Strategy for Gender Equality 2020-2025 recognises the Index as a key reference for monitoring gender equality in the EU, and sets out its intention to introduce annual monitoring of gender equality using the Index<sup>11</sup>.

Source: the Gender Equality Index case study prepared by PPMI

#### 5.5.4.2 Identifying and filling gaps in the availability of reliable information and data on GBV

In 2015, EIGE adopted a Strategic Framework on Violence against Women 2015-2018, which guided its work in the area of GBV during most of the evaluated period. The Strategic Framework establishes objectives to improve and facilitate data collection in Member States (EIGE, 2015). These efforts have focused on improving the quality, comparability and availability of administrative data on intimate-partner violence (IPV). Building on previous work on definitions and statistical indicators for IPV, in 2018, EIGE published country factsheets outlining the situation in each Member State and providing recommendations for improvements (EIGE, 2019a). These factsheets reached the minister of justice and the minister of the interior in each Member State (EIGE, 2019a). In 2019, EIGE published two reports that assessed administrative data collection practices and infrastructure across the EU, including challenges and recommendations to overcome them. The reports also look into the feasibility within Member States of populating EIGE's indicators on IPV, rape and femicide (EIGE, 2020b). Since 2019, EIGE has worked on advancing the collection of administrative data on femicide, and has collaborated with police data providers and national statistics offices to assess Member States' capacities to populate indicators (EIGE, 2021a). Among other efforts during the evaluation period, EIGE has also been unique in providing estimates of the number of women and girls at risk of female genital mutilation (FGM). From 2020, EIGE began analysing the consequences of the COVID-19 pandemic on victims of IPV.

The primary target users of EIGE's efforts in the area of GBV are Member States. In addition, interviewees from UN Women and UNODC said that EIGE had contributed the experiences of the EU and its Member States to UN efforts to set international standards for data collection on femicide.

#### 5.5.4.3 Developing methodological tools and delivering technical assistance

EIGE's gender mainstreaming platform aims to support the integration of gender equality into all EU policies and resulting national policies, as per Art. 2 of EIGE's Founding Regulation.

The surveys revealed that only 28 % of EIGE stakeholders were fully satisfied with the quality of EIGE's gender mainstreaming methods and tools. In the case of the Management Board and Experts' Forum, this was the case for 35 % of respondents. Stakeholders and members of the Management Board and Experts' Forum were moderately more satisfied with EIGE's gender mainstreaming reports: with 35 % and 41 %, respectively, deeming them worthy of the highest quality rating. It is difficult, however, to reconcile these views with the opinions gathered from the interviews, in which many stakeholders were not fully aware of the resources available via EIGE's mainstreaming platform, even when they themselves were the target audience/user (including in the case of toolkits). For example, some stakeholders requested more tools/toolkits or briefs on specific policy areas – when some of these

<sup>11</sup> Accessible at: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

resources were already in existence on EIGE's website. This could suggest that EIGE's communication and dissemination efforts in this area are insufficiently effective in reaching its target audiences.

Nonetheless, the outputs mentioned most frequently in the area of gender mainstreaming were those on gender budgeting, and the policy briefs. Stakeholders who were interviewed from various DGs and from the Task Force on equality mentioned that the policy briefs are useful for understanding the gender dimension in different policy areas, and that policy coordinators use them to show the relevance of gender in their policy portfolios. In terms of gender budgeting, EIGE has produced several outputs during the period under evaluation: a brief (2019b); a report on mainstreaming gender into the EU budget and macroeconomic policy framework (2019c); and a step-by-step toolkit on gender budgeting in those EU Funds under shared management (primarily designed for the managing authorities in the Member States) (2022b). Interviews with national-level gender equality policymakers revealed that their units have used these resources on gender mainstreaming/budgeting, but could not elaborate on such experiences. Those stakeholders from academia who were interviewed noted that they had made significant use of the GEAR tool as part of their projects to develop Gender Equality Plans within research organisations.

At EU level, interviewees from DG BUDG said they had used EIGE's outputs on gender budgeting to gather initial ideas and inspiration for their work on integrating gender mainstreaming into the EU budget. However, according to representatives of DG BUDG, EIGE's outputs on gender budgeting are too theoretical and some recommendations are not feasible to implement in practice<sup>22</sup>. Other EU stakeholders echoed this opinion, as they too see these outputs as being academic rather than practical. Overall, key stakeholders said they want more specific support for gender mainstreaming within their policy areas, rather than 'toolkits'.

Indeed, in terms of delivering technical assistance to the European Commission and Member States, EIGE has experienced increased demand over the past few years. In interviews, EIGE staff said that due to staffing capacities, EIGE has prioritised technical assistance requests from the European institutions to the detriment of requests from Member States. According to the CAARs, EIGE has addressed the requests from Member States mainly through the scope of gender budgeting projects.

According to representatives of DG JUST, heightened demand for EIGE's expertise in the area of gender mainstreaming has been due to the launch of the EU Gender Equality Strategy 2020-2025 (European Commission, 2020a) and, most recently, the Recovery and Resilience Facility (Regulation (EU) 2021/241, 2021). The 2020-2022 SPD also recognises that EIGE's work on gender budgeting has resulted in more requests. In the context of greater political commitment to gender equality and more obligations to conduct gender/equality mainstreaming within various EU policy portfolios<sup>23</sup>, demands for technical assistance from EIGE are expected to continue increasing in coming years. Furthermore, during interviews, representatives of various DGs shared their expectations for EIGE to build the gender equality expertise of the Commission with more services and training.

Despite these expectations on the part of stakeholders, EIGE's work on gender mainstreaming has been de-prioritised in recent years. During interviews in write-in replies to the survey, EIGE staff indicated the following line from the 2016-2018 SPD: 'Work on gender mainstreaming will continue, albeit at a somewhat reduced level of intensity in this programming period, as many of the tools needed by Member States and other implementing bodies are now available on EIGE's Gender Mainstreaming Platform.'

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<sup>22</sup> It should be noted that DG BUDG is not a primary target user of the gender budgeting step-by-step toolkit.

<sup>23</sup> See, for reference, European Commission (2020), 'Union of equality: the first year of actions and achievements'. Available at: [https://ec.europa.eu/commission/commissioners/2019-2024/dalli/announcements/union-equality-first-year-actions-and-achievements\\_en](https://ec.europa.eu/commission/commissioners/2019-2024/dalli/announcements/union-equality-first-year-actions-and-achievements_en)

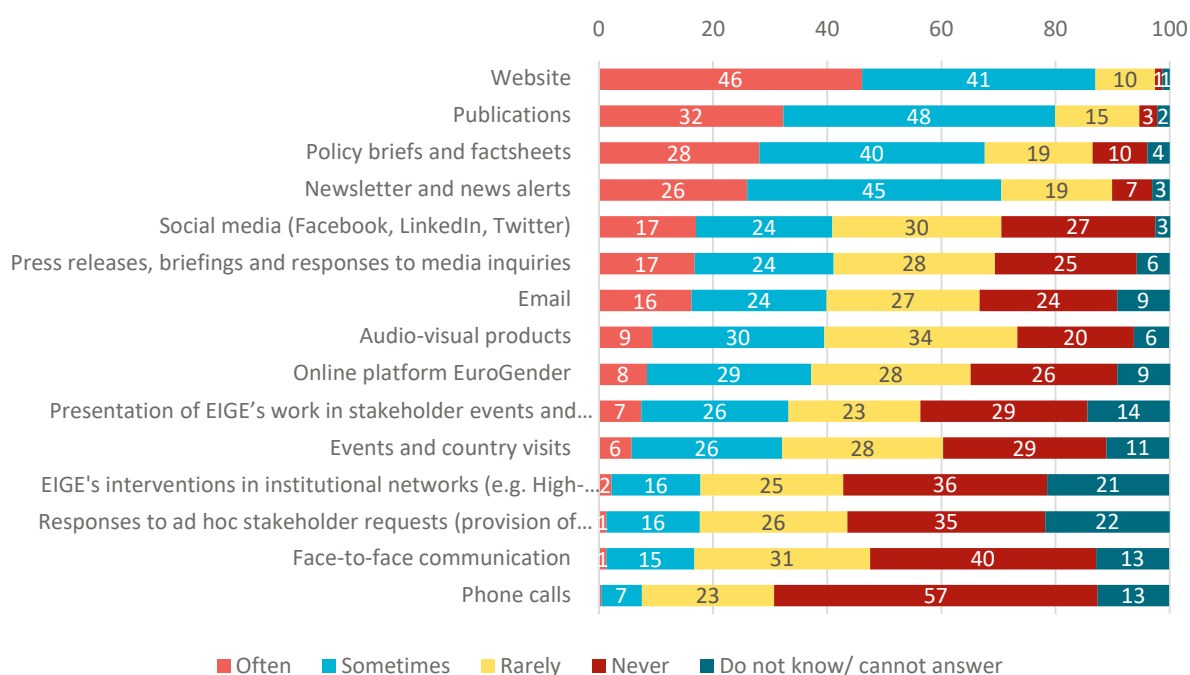
(EIGE, 2016c, p. 17). EIGE staff (both in interviews and in the survey), as well as representatives of DG JUST, identified the lack of staffing capacity to respond to all the requests received from EIGE’s stakeholders as the main constraint on EIGE’s ability to effectively deliver on its objective of providing technical assistance to EU and national authorities. This may negatively impact EIGE’s credibility, as well as its perceived EU added value.

### 5.5.5. Managing knowledge produced by EIGE, as well as relations with stakeholders

#### 5.5.5.1 Communicating and disseminating EIGE’s knowledge to stakeholders

EIGE’s website is the most popular communication channel among EIGE’s stakeholders –46 % of stakeholders said they use EIGE’s website as their primary source of information from the Institute (Figure 16). To a lesser extent, EIGE’s stakeholders also use its publications (32 %), and its policy briefs and factsheets (28 %) as their primary channel of communication. Newsletters and social media are also often or sometimes use by stakeholders as their primary source of information from EIGE. Respondents to the OPC chose the following communications tools as their primary sources of information from EIGE: website (22 %), newsletters (15 %), publications (13 %), policy briefs (10 %) and social media (10 %) (EIGE’s OPC, 2022). The top results in the OPC correspond with those in the stakeholders’ survey, but in a different order.

**FIGURE 16. STAKEHOLDERS’ USE OF EIGE’S COMMUNICATION CHANNELS (%)**



Source: survey of stakeholders conducted by PPMI (2022); Question: How often do you use the following external communication channels as a primary source to obtain relevant information from EIGE?

EIGE’s stakeholders were also surveyed on what communication channel they would like to use more often as their primary source of information from EIGE (Figure 44). The website, publications, policy briefs and newsletters continued to be the top choices among stakeholders. EuroGender was the fifth most frequently preferred method, but this online platform is now defunct (see Box 9). Evidence from interviews suggests that EuroGender did not work as effectively as expected, but the results of the survey



might indicate that stakeholders would still appreciate an alternative platform or form of engagement that would allow them to connect with other gender equality experts and stakeholders.

Overall, the stakeholders interviewed across different groups are satisfied with the communication methods EIGE used to disseminate knowledge. However, despite being the most widely used channel, the stakeholders interviewed across different groups expressed mixed views about both EIGE's website and the Institute's social media channels. Many stakeholders said they are well-informed and, thus, they know how to access information on the website. Others noted that the website is difficult to navigate because it contains too much information and is not accessible to non-expert audiences. EIGE staff also noted in interviews that the website contains too much information, that its texts are not easily accessible to the general public, and that it does not host updated versions in the EU languages. These opinions were corroborated during the usability testing of EIGE's outputs – even frequent users of EIGE's website found it difficult to find specific information, and were unaware of the wealth of resources it contains. Thus, while EIGE's website is the preferred tool for stakeholders to find information, there is further room for improvement to make it more user-friendly, and thus, for EIGE to be more effective in the dissemination of its outputs.

Moreover, stakeholders commented during interviews that, in order to improve its dissemination of knowledge, EIGE's social media needs to focus more on strategic messaging and keeping up with the emergence of new platforms, such as podcasts and those used by young people. During interviews, EIGE staff also highlighted the need to improve the language they use on social media to make it more accessible to wider audiences.

During interviews, many stakeholders also mentioned that they receive targeted emails with updates from EIGE (news alerts), and that they are satisfied with this system. A stakeholder from a national gender equality unit shared an example of why they are content with this system: they can easily share targeted emails containing information about new publications and information with the relevant ministries.

Beyond a general satisfaction with the communication and dissemination of information by EIGE to its stakeholders, some representatives from the Commission mentioned in interviews that they would like to have more direct communication with EIGE's staff, rather than having to go through DG JUST. However, this request should be put into perspective, given EIGE's limited resources and capacity to engage in such direct communication. In addition, representatives of some DGs may be unaware of the system of channelling requests through DG JUST, as they expressed the view that there is a lack of proactive communication efforts from EIGE, and that EIGE appears 'disengaged' (see Chapter 4 on Coherence).

#### **BOX 8. EFFECTIVENESS OF EIGE'S JOURNALIST NETWORK**

EIGE's Journalist Network was deemed by the interviewed members to be very useful for accessing information on gender equality and comparing what is happening at national and European levels. According to interviewees at national level, the meetings of the network have been very valuable for understanding what EIGE does, and where to look for data on gender equality. Each meeting of the network has a different theme, in line with EIGE's priorities at the time. According to one interviewee, this has allowed them to become familiar with various aspects of EIGE's work. Journalists who were interviewed said that EIGE is their primary source of data and statistics on gender equality – particularly those in countries where no official data on gender equality is available. For example, one journalist from Hungary used data from EIGE in a podcast on women's rights. Another journalist also mentioned that the network had allowed them to meet other professionals working on similar topics in the EU. For example, a journalist from Italy said that connections

made within the network had allowed them to find local activists to interview when researching abortion laws in Poland.

Lastly, several EU-level stakeholders mentioned that EIGE's new liaison office in Brussels, which opened on 1 January 2022, has significantly improved communications with the agency. EU stakeholders, including institutional stakeholders from the Commission, but also representatives of civil society, pointed out that the introduction of a contact person based in Brussels has made communication much easier. According to EIGE's staff, this will also help to raise the Institute's profile in Brussels, where many of its key stakeholders are based, and will enable EIGE to respond to their needs much more directly.

#### 5.5.5.2 Supporting dialogue and networking with stakeholders

The stakeholders surveyed were somewhat satisfied (41 %) or very satisfied (34 %) with their cooperation with EIGE. Around 28 % of the stakeholders surveyed indicated that EIGE, among others, supported their organisation in networking in the area of gender equality (Figure 1). NGOs were the stakeholder group that most often indicated EIGE had supported their organisation with regard to networking in the area of gender equality. Among the members of the Management Board and Experts' Forum surveyed, 49 % indicated that EIGE had helped them to a large extent in meeting new partners and strengthening existing professional ties in the area of gender equality (Figure 13). Some respondents to the OPC indicated that EIGE has mostly engaged with traditional stakeholders working on gender equality, and that more efforts are needed to engage a wider network of stakeholders (such as those working on disabilities, homelessness and poverty, among others).

Interviews with representatives of NGOs and CSOs confirmed that they, in particular, recognise the role of EIGE in supporting dialogue, networking and the development of transnational partnerships in the area of gender equality. EIGE is seen as an ally in the context of anti-gender movements and a backlash against women's rights, including attempts to pit women's rights and LGBTIQ+ rights against each other. They recognised that EIGE provides an EU institutional framework (see Chapter 7 on EIGE's EU added value) that can bring together different actors at EU level, and which is essential for building alliances.

Representatives of CSOs mentioned EIGE's annual consultation meetings with CSOs as a very important occasion for fostering cooperation and networking. They used these meetings to share resources, set common agendas and establish connections, not only between EIGE and CSOs, but also among CSOs themselves. Thus, stakeholders from civil society also recognise these meetings as useful for making the most of synergies (see more in Chapter 4 on Coherence). However, in-person consultation meetings with CSOs were stopped due to the COVID-19 pandemic, and stakeholders regard online meetings as an insufficient alternative, as they shared during interviews. Representatives of CSOs expressed the need and desire to resume in-person meetings. Thanks to EIGE's Instrument for Pre-Accession Assistance (IPA) project and the organisation of regional events, stakeholders working in EU candidate and potential candidate countries also recognised EIGE as a key facilitator of gender equality networking in these countries. In the aftermath of the COVID-19 pandemic, EIGE will need to make concrete efforts to (re)build its system of engagement with CSOs working on gender equality.

#### BOX 9. EUROGENDER – EIGE'S (NOW DEFUNCT) ONLINE COOPERATION PLATFORM

In addition to consultation meetings, EIGE's EuroGender platform was one of the key outputs of EIGE's objective of assisting networking on gender equality at European level. More specifically, EuroGender was established to respond to Art. 2(e) of EIGE's Founding Regulation, which calls on EIGE to 'set up and coordinate a European Network on Gender Equality'. In the recitals, the Regulation requires EIGE to establish and coordinate an 'electronic' European network on gender equality. Following a recommendation in the first external evaluation, EIGE changed the focus and structure of EuroGender and strived to improve its usability

(EIGE, 2016b). EuroGender was meant to be an online cooperation and consultation platform that allows all its members (primarily gender equality stakeholders and experts) to share knowledge and contribute to advancing gender equality in Europe and beyond.

Only one of the stakeholders interviewed (a former member of the Experts' Forum) said they found EuroGender very useful to their work. They used it to debate with colleagues and exchange information about their work. In interviews with EIGE's staff, EuroGender was explicitly mentioned as an ineffective tool that was primarily used as a platform (like Microsoft Teams) for communicating with contractors. Some members of staff questioned the utility of having a separate tool when there are already existing platforms that would serve the same purpose in a much more effective and less costly manner. In interviews, representatives of DG JUST also said they did not recognise any added value in EuroGender, and have not felt the need to use it.

During the course of this evaluation, EuroGender was closed on 1 September 2022, citing the wide availability of more innovative online collaboration tools and channels.

Participants in the interview programme were also asked to assess the extent to which EIGE has become the central actor in European gender equality community. Most of the stakeholders interviewed recognised EIGE as 'the place to go' when looking for information on gender equality at EU level. EU and national stakeholders recognise EIGE as a centre of excellence and expertise in gender equality. EIGE is also increasingly recognised by international stakeholders as the reference point when looking for information about the EU. As summarised by one stakeholder, EIGE has become a central actor in the European gender equality community, because it has delivered work to high standards of quality, brought in staff who are very knowledgeable professionals, and developed a strong network of stakeholders. Several of the stakeholders interviewed mentioned the highly qualified experts that form EIGE's staff as a key factor in EIGE becoming a reference hub for gender equality data. Overall, stakeholders see EIGE as a reliable source and a solid organisation within the gender equality community in the EU and internationally.

While the interviews suggest that EIGE has been able to consolidate its position as the EU's centre of competence and research on gender equality, some stakeholders still expressed some reservations. Some stakeholders indicated that the Institute is less well known outside the gender equality community and EIGE's circle of stakeholders. One stakeholder said that EIGE needs to do more to become a provider of expertise on gender equality and not just the 'Gender Equality Index provider'. One representative of an EU agency indicated that if EIGE wants to be at the forefront of research on gender equality, it needs to expand and consolidate its data collection efforts. To do so, it will require more staff and resources in the medium and long term (see more in Chapter 6 on Efficiency). Indeed, one representative of the European Commission mentioned that EIGE might have become 'a victim of its own success'. In other words, the constraints on EIGE effectively meeting its objectives have shifted from the limited visibility of its outputs, to becoming so well recognised for its expertise on gender equality by the end of the evaluation period (and up to 2022) that the Institute may now be unable to meet all of its stakeholders' demands and expectations.

## 6. Efficiency

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The criterion of efficiency focuses on the extent to which EIGE has conducted its activities and achieved its outputs and results (outcomes) in a cost-effective manner, or has maintained an optimal balance between the resources employed and the results achieved. The concept of efficiency also concerns the adequacy of administrative arrangements for the implementation of the delegated tasks (institutional set-up, management and advisory bodies, human resources, processes and procedures, tools, compliance with formal requirements, etc.) and the potential for simplifying procedures/optimising costs while achieving the same or a higher level of effectiveness.

### 6.1. Findings and recommendations on efficiency from the first independent evaluation

The first external evaluation found that EIGE was in a healthy state in terms of efficiency and governance, particularly for a European body of its size and age. Approximately one-third of staff were allocated to administrative units, and the remaining two-thirds to operational units. This breakdown was on par with other agencies. Despite this breakdown being appropriate, however, the Institute continued to struggle with high workloads in both its operational and its administrative units, suggesting that the balance between resources and outputs might be inadequate. According to the evaluation, the lack of resources to produce the planned outputs was a major concern. In addition, the lack of collaboration between teams was noted as an obstacle to efficiency in EIGE. It was recommended that EIGE should move towards being a project-led organisation (PLO), leveraging each of the operations teams for their expertise to optimise project success and resource utilisation.

The evaluation also found that there was little mutual understanding between the two governing and advisory bodies – the Management Board and the Experts' Forum. The members of the two bodies were largely unaware of what was being discussed in the meetings of the other body, and it was unclear in what specific ways the Experts' Forum could complement the work of the Management Board. The evaluation recommended reconsidering the role and functioning of the Experts' Forum, or abolishing it if no clear value could be derived.

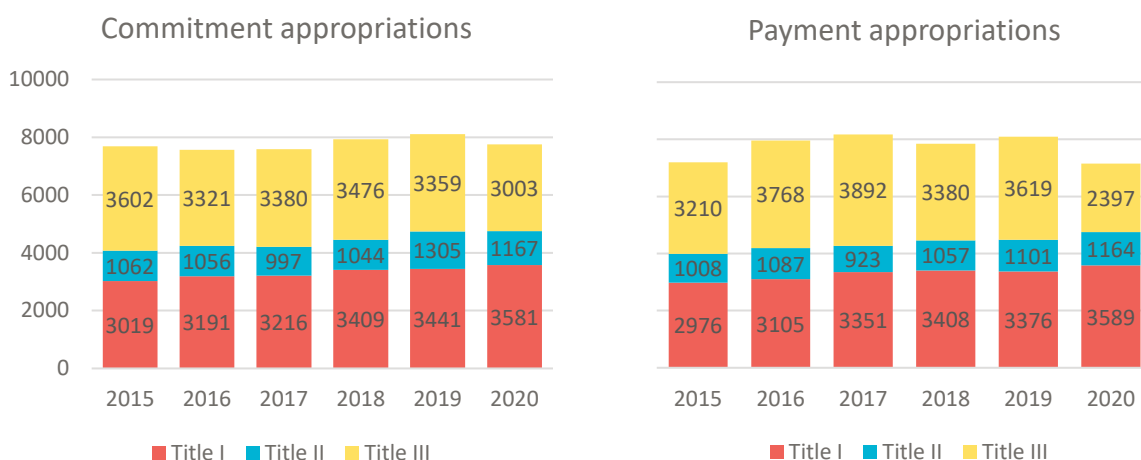
### 6.2. Implementation of annual budgets

During the period 2015-2020, EIGE's annual budget averaged EUR 7.7 million (see Figure 17). In addition to the EU contribution, EIGE received project-based IPA funds, which were accounted for as assigned revenue<sup>14</sup>. The budget of the Institute is divided into three budget categories: Title I, 'Staff related expenditure'; Title II, 'Administrative expenditure'; and Title III, 'Operational expenditure'. Between 2015 and 2020, expenditure under Title I and Title III each constituted, on average, around 43 % (~ EUR 3.3 million annually) of EIGE's total budget. Title II expenditure made up the remainder, at around 14 % (~ EUR 1.1 million).

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<sup>14</sup> IPA funds comprised less than 2 % of the total EIGE's expenditure in the period 2015-2020.

**FIGURE 17. EIGE'S COSTS IN THE PERIOD 2015-2020 (EUR, THOUSANDS)**

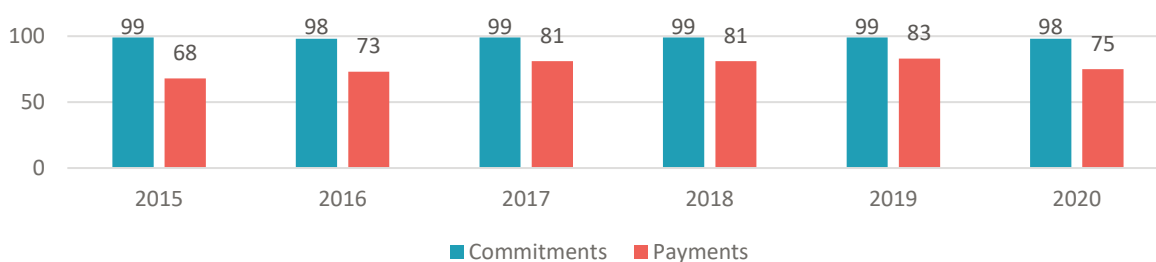


Source: the evaluation team, based on desk research.

EIGE's overall budget remained stable over the 2015-2020 period, with average annual growth of around 0.2%. Expenditure under Title I and Title II increased by around 3% annually, which was counterbalanced by a similar fall in Title III expenditure. The Institute's budget in 2020 was lower than in previous years, following a budget reduction by 4.3% through a budget amendment procedure. This amendment concerned those budget lines impacted by the COVID-19 pandemic, primarily Title III activities. These activities involved physical mobility such as missions, interviews and events, which were the activities most affected by COVID-19-related restrictions and the migration to remote and more cost-effective dissemination methods (virtual meetings and presentations, etc.).

EIGE achieved a good rate of implementation of its commitments, on average reaching 98.7% of the available appropriations. However, the implementation rate of payment appropriations was lower on average, reaching 76.7%. This is related to a relatively high level of carryovers to the next year, especially for Title III expenditure.

**FIGURE 18. EXECUTION OF COMMITMENTS AND PAYMENT APPROPRIATIONS<sup>15</sup>, 2015-2020**



Source: the evaluation team, based on desk research.

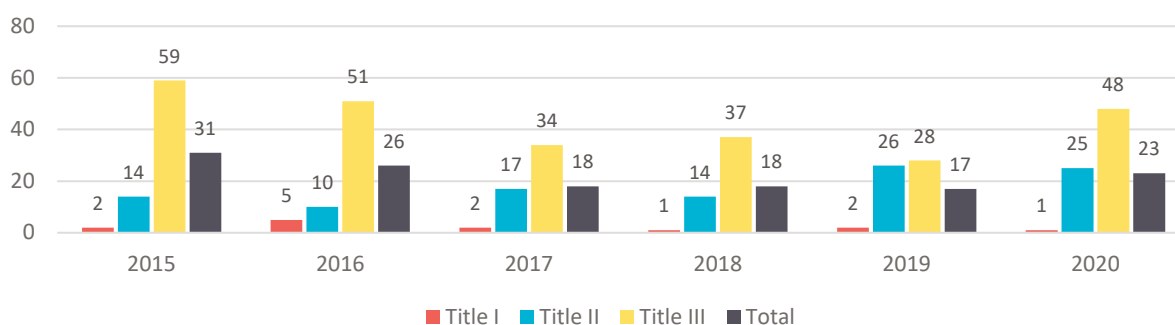
The level of carryovers forwarded to the next year (see Figure 18) for Title I expenditure was low (a lower value reflects better performance). On average, this stood at 2.1%, well below the threshold of 10%<sup>16</sup>.

<sup>15</sup> All indicators relate to the C1 budget source (EU contribution of a given year).

<sup>16</sup> The European Court of Auditors set out the following thresholds below which the budget implementation is considered to be performant, which means a lower value reflects better performance in budget implementation: 10% for Title I, 20% for Title II and 30% for Title III.

The level of carryovers for Title II expenditure on average stood at 17.7 %, generally in line with the threshold of 20 %. However, carryovers of Title III expenditure averaged 42.7 %, well above the Title III threshold of 30 %. This high rate of carryovers under Title III was mainly related to the nature of the corresponding activities, which included procuring studies spanning long periods, often beyond the year-end, as well as late decisions on the subject of research, prolonged procurement processes, the lower than initially estimated value of contracts, difficulties and delays in the implementation of corresponding projects and, in some cases, interrelationships between projects whereby the results of one project form the basis for another, etc. EIGE has only limited control over many of these issues. During the period 2015-2019, EIGE managed to reduce the level of carryovers in Title III down from 60 % in earlier years to 28 % in 2019, when for the first time it complied with the applicable thresholds. In 2020, the level of carryovers increased to 48 %, which was primarily related to delays due to COVID-19 restrictions and migration to virtual methods of communication and dissemination. Such changes in the nature of Title III activities and wider use of remote and virtual communication and dissemination methods are likely to remain. Therefore, it is important to further improve performance relating to the planning and implementation of activities financed from EIGE's operational budget.

**FIGURE 19. LEVEL OF CARRYOVERS IN THE PERIOD 2015-2020 (%)**



Source: the evaluation team, based on desk research.

Cancelled appropriations in the period 2015-2020 on average constituted 1.3 % (below the threshold of 4 % set by the Commission, which triggers a penalty on the following year's budget), and the budget out-turn was 2 % (below the accepted threshold of 5 %). In 2016, EIGE implemented the approaches of Activity Based Budgeting (ABB) and Activity Based Costing (ABC). Since then, the Institute's budget has been attributed to specific activity areas, which better helps in the strategic planning and allocation of resources in accordance with political priorities and objectives.

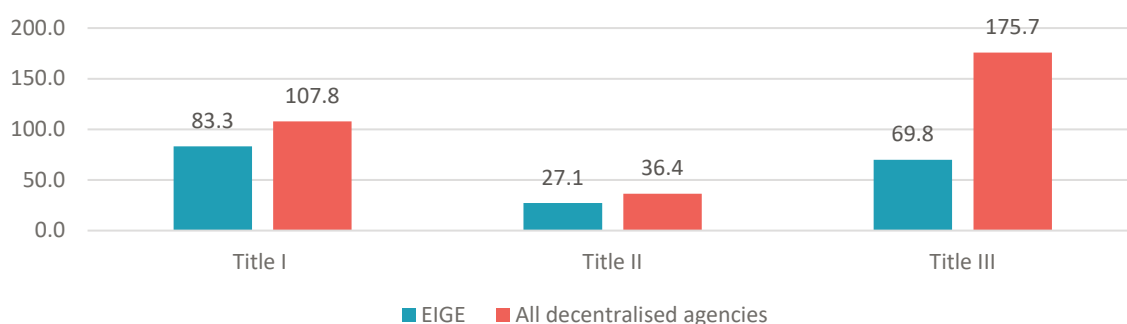
The European Court of Auditors (ECA) carried out audits on the reliability of EIGE's annual accounts and the legality and regularity of its financial transactions. In the Court's opinion, the revenue and payments underlying the accounts were legal and regular in all material respects during the period covered by this evaluation. The ECA issued some observations with regard to the legality and regularity of transactions (which related to procurement procedures brought to courts by unsuccessful tenderers, a court case on the use of interim workers through a framework contract with a temporary work agency, a high level of Title III appropriations being carried over to the next year, etc.). EIGE provided responses to all observations by the Court. No cases of fraud were detected in the period 2015-2020.

### 6.3. Cost-effectiveness of EIGE

To evaluate EIGE's cost-effectiveness, this evaluation draws on a comparison of the costs of the Institute 'per head' against those of other decentralised agencies, and assesses the extent to which EIGE's costs are in line with the initial estimations that accompanied its founding Regulation.

Our analysis shows that EIGE's costs 'per head' in 2020 were significantly lower than the average for all EU decentralised agencies (see Figure 20)<sup>17</sup>. Title I expenditure in EIGE was 23 % than the average for all EU decentralised agencies, while Title II expenditure was 26 % lower. Title III expenditure in EIGE was 60 % lower than the average. However, Title III expenditure mostly relates to the specific mandates of the agencies. Further analysis shows that Title I costs 'per head' for EU decentralised agencies strongly correlates<sup>18</sup> with the cost of living in the respective countries in which they are based<sup>19</sup> – higher prices in a given country correlate positively with higher staff costs. Title I costs also correlate negatively<sup>20</sup> with the share of total posts compared with the number of posts authorised in the establishment plan – a higher share of Contract Agents in decentralised agencies generally relates to lower Title I costs.

**FIGURE 20. TITLE I, TITLE II AND TITLE III EXPENDITURE 'PER HEAD' IN EU DECENTRALISED AGENCIES<sup>21</sup> IN 2020 (EUR, THOUSANDS)**



Source: PPMI based on desk research

All respondents to the survey of members of the Management Board and Experts' Forum agreed that EIGE was operating cost-effectively in achieving its set objectives (68 % of respondents agreed to a large extent; 32 % to a moderate extent), further indicating the cost-effectiveness of EIGE.

### 6.3.1. Extent to which EIGE's costs are in line with the initial estimates that accompanied the Founding Regulation

Initial estimates of EIGE's costs were provided in the legislative financial statement (hereafter – LFS) that accompanied the proposal for a Regulation establishing EIGE<sup>22</sup>. The LFS only provides EIGE's cost estimates for the period 2007-2013. To construct an LFS scenario for 2015-2020, this evaluation therefore draws up estimates based on the following assumptions:

<sup>17</sup> When calculating the budget 'per head', staff figures include the actual number of posts occupied by temporary agents (including permanent officials), contract agents and seconded national experts on 31 December 2020.

<sup>18</sup> The correlation coefficient is 0.76, whereas the correlation coefficient of '1' indicates a perfect positive correlation, '-1' – a perfect negative correlation, and '0' – no correlation.

<sup>19</sup> Assessed according to the price level index (PLI): [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:Price\\_level\\_index\\_\(PLI\)](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:Price_level_index_(PLI))

<sup>20</sup> The correlation coefficient is -0.61.

<sup>21</sup> All EU decentralised agencies except the European Labour Authority (ELA), which is not included in calculations as it was only formed in 2019 and did not achieve financial autonomy in 2020. These data are presented in executed commitment appropriations. Number of staff includes TAs, CAs and SNEs.

<sup>22</sup> Proposal for a Regulation of the European Parliament and of the Council establishing a European Institute for Gender Equality (COM(200581 final)

- To account for inflation, an annual deflator of 2 % is used from 2014 onwards. This deflator corresponds to the deflator used in the LFS for staff costs, and is applied to all budget titles in our estimates;
- To account for the reduction in temporary agent posts from 30 to 27 (a 10 % reduction), Title I appropriations were correspondingly reduced by 10 % in 2015-2017<sup>23</sup>.

The table below presents the results of the analysis of the estimated and actual budgets for EIGE in the period 2015-2020. The analysis shows that the actual costs of EIGE were lower than the initial LFS estimates, and the estimated savings during the period 2015-2020 were EUR 7.4 million (13.8 % of the initial LFS estimations). The actual costs under Title I were 11 % lower, and under Title III were 21 % lower, compared with the LFS estimates, whereas actual costs under Title II were 2 % higher.

**TABLE 3. LFS ESTIMATED AND ACTUAL COSTS OF EIGE**

	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL 2015-2020
<b>Legislative financial statement</b>									
<b>Title I</b>	3 660	3 733	3 681	3 630	3 579	3 651	3 724	3 798	<b>22 062</b>
<b>Title II</b>	1 010	1 030	1 051	1 072	1 093	1 115	1 137	1 160	<b>6 629</b>
<b>Title III</b>	3 830	3 907	3 985	4 064	4 146	4 229	4 313	4 399	<b>25 136</b>
<b>Total</b>	<b>8 500</b>	<b>8 670</b>	<b>8 717</b>	<b>8 766</b>	<b>8 818</b>	<b>8 994</b>	<b>9 174</b>	<b>9 358</b>	<b>53 827</b>
<b>Actual budget<sup>24</sup></b>									
<b>Title I</b>			2910	3267	3230	3365	3392	3553	<b>19 717</b>
<b>Title II</b>			1064	1085	1026	1058	1330	1179	<b>6 741</b>
<b>Title III</b>			3684	3276	3373	3358	3216	3018	<b>19 925</b>
<b>Total</b>			<b>7658</b>	<b>7628</b>	<b>7628</b>	<b>7781</b>	<b>7938</b>	<b>7750</b>	<b>46 383</b>
<b>Estimated savings</b>			<b>1 058</b>	<b>1 138</b>	<b>1 190</b>	<b>1 213</b>	<b>1 236</b>	<b>1 608</b>	<b>7 443</b>

Source: the evaluation team, based on desk research and analysis.

## 6.4. Human resources and human resource management

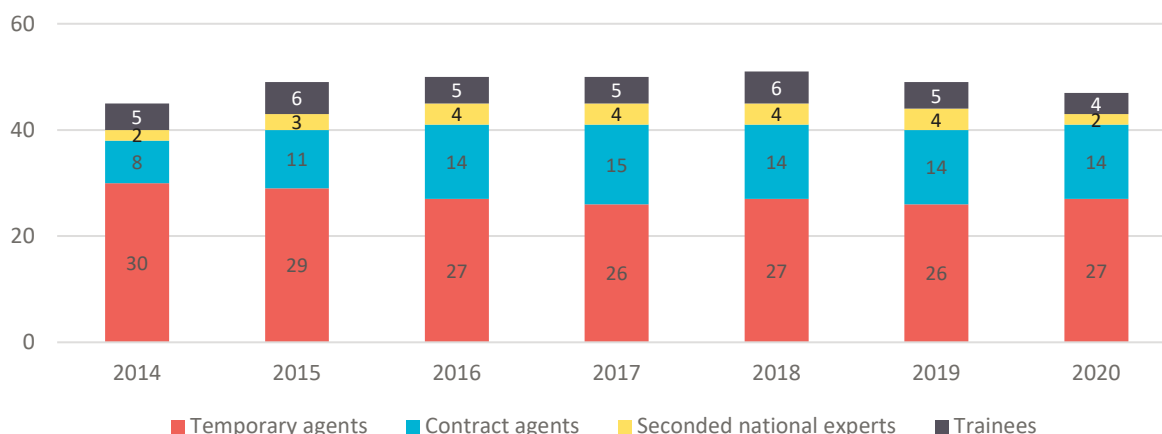
During the evaluation period, the number of staff at EIGE remained fairly stable at around 50 employees, including trainees (Figure 21). In addition, EIGE also used interim workers through a framework contract with a temporary work agency. The number of posts in the establishment plan was reduced from 30 to 27 in the period 2015-2017 (a reduction of 10 %) in line with the provisions of the Communication from the Commission to the European Parliament and the Council on the Programming of human and financial resources for decentralised agencies 2014-2020.

<sup>23</sup> An annual reduction of 3.33 % was applied to 2015-2017 Title I budget estimations.

<sup>24</sup> Final adopted budget without IPA contributions.



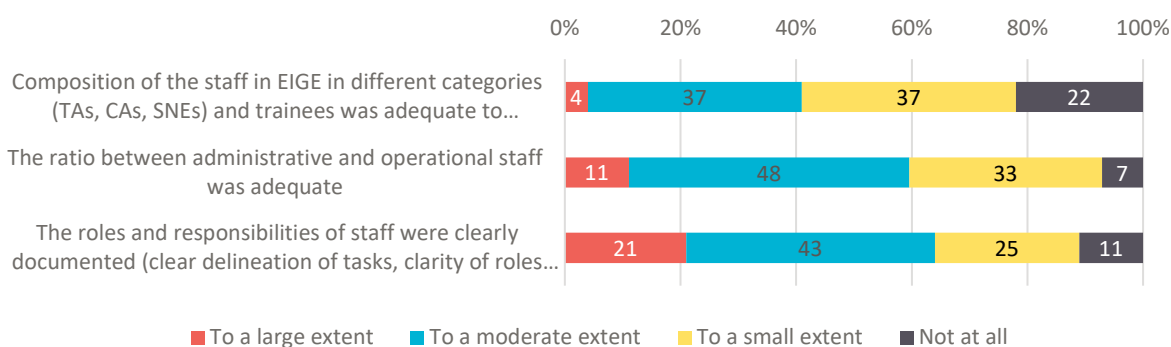
**FIGURE 21. EVOLUTION OF THE NUMBER OF EIGE'S STAFF, 2014-2020**



Source: the evaluation team, based on desk research.

During the period 2015-2020, temporary agents (TAs) on average made up 55 % of staff; contract agents (CAs). 28 %; seconded national experts (SNEs), 7 %; and trainees, 10 %. The share of CAs grew in comparison to the previous evaluation period. The interviews with EIGE staff indicate that taking into account the competencies and functions of staff, it would have been preferable to have more TAs. Similarly, only a minority of respondents to the survey of EIGE's staff believed that the composition of staff in different categories (TAs, CAs, SNEs) and trainees at EIGE was adequate for the tasks allocated (see Figure 22). In their replies to open survey questions, several respondents mentioned that some positions and their corresponding employment categories (TAs, CAs and SNEs), levels and grades do not correspond with their level of responsibility and competency. Some respondents also noted that a lack of permanent staff (TAs, CAs) leads to overreliance on temporary staff (such as SNEs), which could threaten the continuity of work and the sustainability of some tasks.

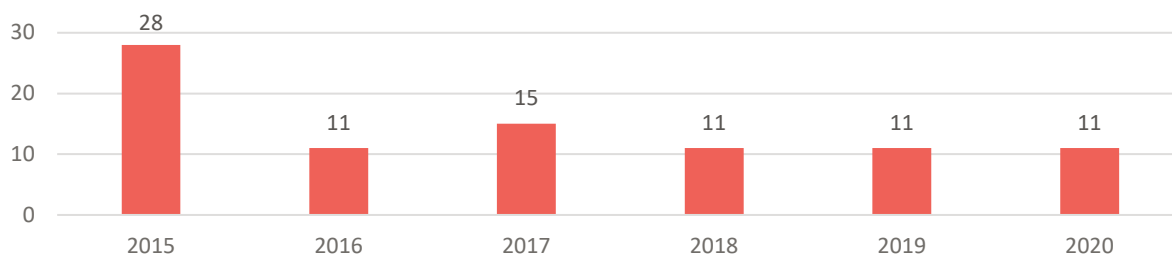
**FIGURE 22. OPINIONS OF EIGE STAFF ON THE COMPOSITION OF STAFF AND DOCUMENTATION OF THEIR ROLES AND RESPONSIBILITIES (%)**



Source: based on the survey of EIGE staff conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have sufficient resources and adequate administrative arrangements to achieve its objectives in 2015-2020?

EIGE's occupancy rate of the Establishment Plan during the evaluation period was close to 100 % and the annual turnover rate on average constituted 15 % (Figure 23). Significant recruitment by larger and better-resourced EU agencies (e.g. Frontex, EASO) offering high starting grades and the perception of better career opportunities posed a challenge for EIGE in retaining staff. Other obstacles to attracting and retaining staff related to the difficulties faced by spouses/partners in finding employment in the local job market, the relative remoteness of Vilnius and poor flight connections, etc.

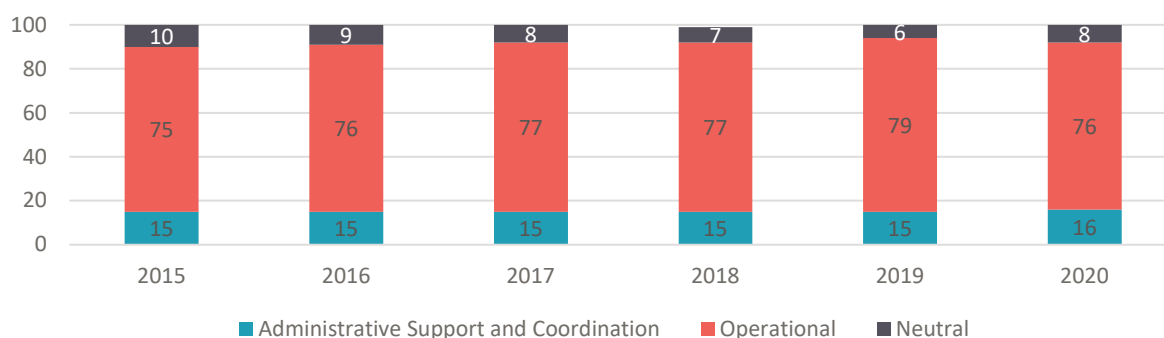
**FIGURE 23. ANNUAL STAFF TURNOVER RATE (%), 2015-2020**



Source: the evaluation team, based on desk research.

According to the results of the job screening and benchmarking exercise carried out by EIGE, 77 % of all staff worked on operational tasks, 15 % delivered administrative support and coordination functions, and the remaining 8 % of staff performed so-called ‘neutral’ functions (Figure 24). This distribution of job categories remained stable during the period 2015-2020. The survey of EIGE staff showed that 59 % of respondents agreed to a large or moderate extent that the ratio between administrative and operational staff was adequate, while 64 % agreed that the roles and responsibilities of staff were duly documented (clear delineation of tasks, clarity of roles and lack of duplication, etc.) and communicated to the respective staff members (Figure 22).

**FIGURE 24. RATIO AND EVOLUTION OF DIFFERENT JOB CATEGORIES, 2015-2020 (%)**



Source: the evaluation team, based on desk research.

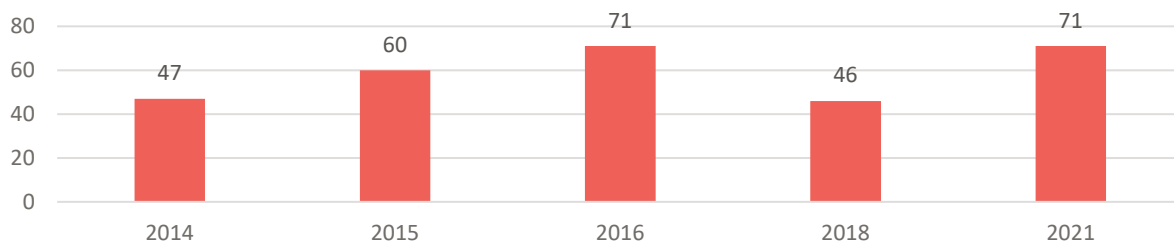
A staff engagement survey carried out in 2016 showed a total favourability ranking<sup>25</sup> of 71 %, which was a major improvement compared with 2014 and 2015 (Figure 25). The survey carried out in 2018 showed a decrease in all dimensions of the survey compared with 2016, and the total favourable ranking fell to 46 %<sup>26</sup>. In response to the results of the 2018 staff survey, EIGE’s management analysed and discussed weaknesses and areas for improvement with EIGE’s Staff Committee, resulting in a management action plan. This action plan included measures related to improving team spirit across units, with the aim of staff feeling respected and supported, better work conditions and performance assessment, etc. Such

<sup>25</sup> Total favourable is a percentage resulting from adding together the two positive answer options (Total Favourable = “Fully agree” + “Agree”) and divided by the total number of answers.

<sup>26</sup> Interim staff were surveyed in 2018 but not in 2016, and the sentiments surrounding the interims’ court case may have contributed to the lower results in 2018. Harassment cases brought against EIGE may also have contributed to lower results in 2018.

actions proved effective and, despite the difficulties caused by the pandemic, the total favourable ranking increased to 71 % in 2019, reaching the same level as in 2016, 25 points higher than in 2018.

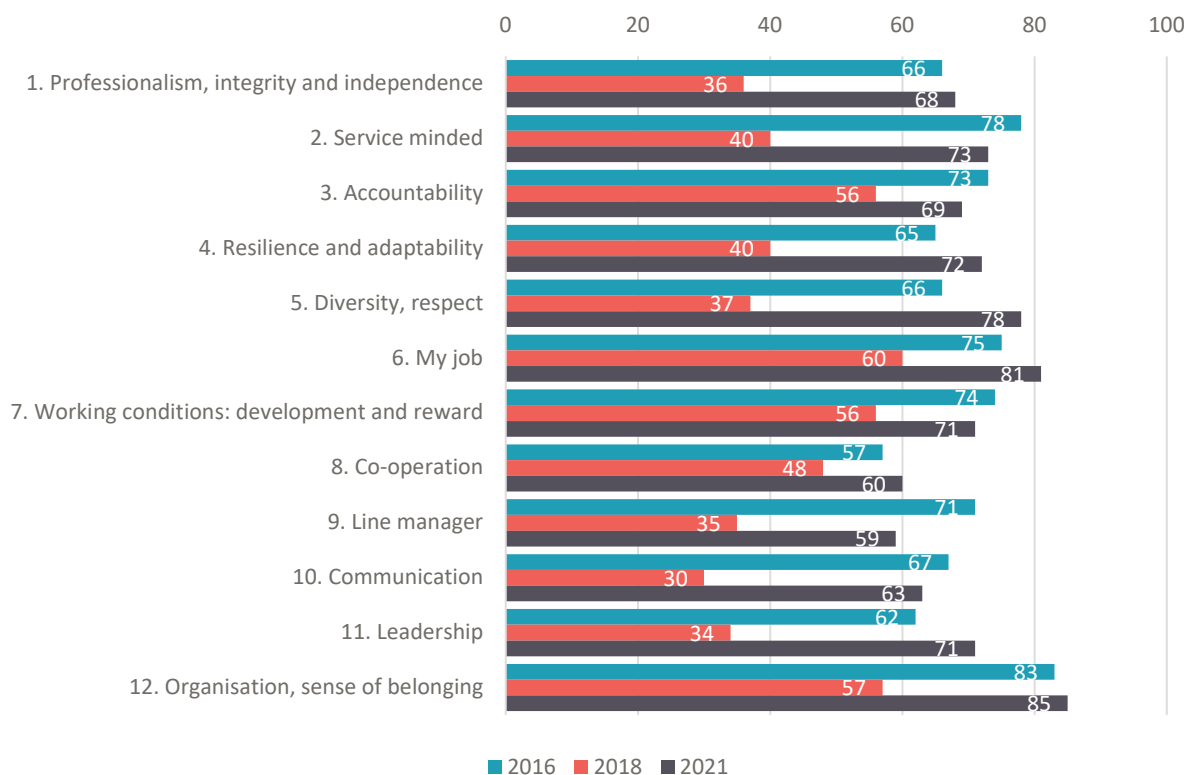
**FIGURE 25. RESULTS OF EIGE’S STAFF ENGAGEMENT SURVEYS: TOTAL FAVOURABLE RANKING, 2014-2021 (%)**



Source: the evaluation team, based on EIGE’s staff engagement surveys 2014-2021.

Information on the results of staff satisfaction surveys, according to different dimensions, is presented in Figure 26. In all 12 dimensions analysed, the 2021 staff engagement survey recorded very substantial positive increases compared with the results of the 2018 survey. Some areas for remaining improvements relate to the strengthening of cooperation between units and the role of line managers. Our interviews with EIGE staff indicate that the most important challenges in terms of human resources are the understaffing of the Institute, and the related excessive workload. The results of the 2014-2021 staff engagement surveys reveal how quickly the attitudes and engagement levels of staff can change. Therefore, it is very important to continue efforts aimed at fostering staff engagement and strengthening the business culture of the organisation.

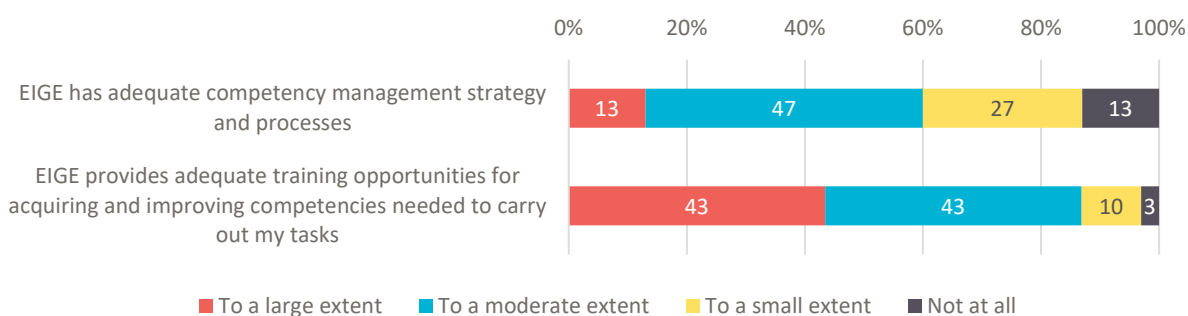
**FIGURE 26. RESULTS OF EIGE’S STAFF ENGAGEMENT SURVEYS, BY DIMENSION (%)**



Source: the evaluation team, based on EIGE’s staff engagement surveys 2016-2021.

The survey of EIGE staff revealed that respondents were generally satisfied with the training opportunities provided by EIGE for acquiring and improving the competencies needed to carry out relevant tasks (Figure 27). However, the level of satisfaction was lower in relation to the Institute’s overall competency management strategy and processes, which indicates that a more strategic approach to competency management and the planning of training is needed. In their replies to open survey questions, some respondents noted that they would appreciate a more transparent appraisal and promotion process.

**FIGURE 27. OPINIONS OF EIGE STAFF REGARDING COMPETENCY MANAGEMENT AND TRAINING OPPORTUNITIES (%)**

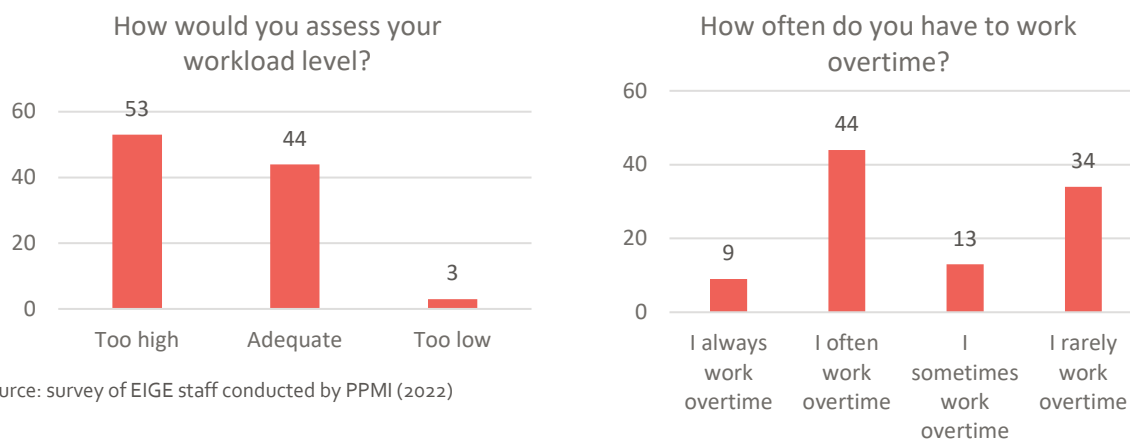


Source: survey of EIGE staff conducted by PPMI (2022); Question: To what extent does EIGE have an adequate competency management strategy and processes and provide training opportunities?

## 6.5. Proportionality of financial and human resources

In the survey of EIGE staff carried out for this evaluation, 53 % of respondents assessed their workload as being too high. These results were mirrored in responses the question ‘How often do you have to work overtime’, in which 53 % of respondents stated that they always (9 %) or often (44 %) have to work overtime (Figure 28). A more detailed analysis revealed that those employees who have worked at EIGE for a longer period tended to be less satisfied with the adequacy of their level of workload, and had to work overtime more often than those who had worked for EIGE for a shorter period. This indicates the importance of a competency management strategy and processes for the more rapid inclusion of new employees into work processes.

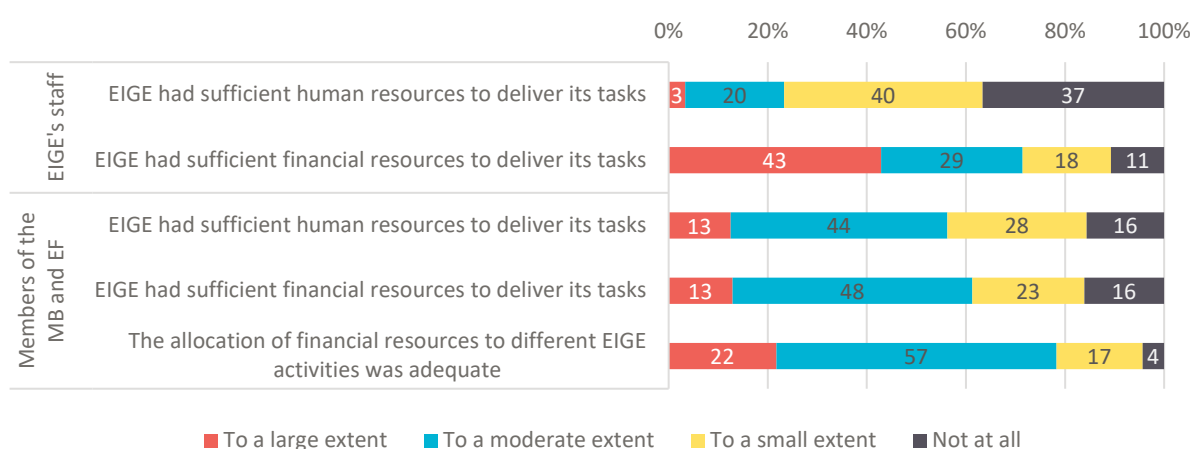
**FIGURE 28. OPINIONS OF EIGE STAFF REGARDING THE ADEQUACY OF WORKLOAD LEVELS AND OVERTIME (%)**



Source: survey of EIGE staff conducted by PPMI (2022)

The survey of EIGE staff revealed that only 23 % of respondents agreed to a large or a moderate extent that EIGE had sufficient human resources to deliver its tasks (Figure 29). The sufficiency of financial resources was viewed more favourably, with 71 % of respondents agreeing to a large or a moderate extent that EIGE had sufficient financial resources to deliver its tasks. The survey of Management Board and Experts’ Forum members revealed similar trends: 56 % of respondents (and 50 % of respondents among the Management Board members) agreed to a large or moderate extent that EIGE had sufficient human resources, while 61 % agreed that EIGE had sufficient financial resources to deliver its tasks. Members of the Management Board and Experts’ Forum also thought that the allocation of financial resources to EIGE’s various activities was adequate.

**FIGURE 29. OPINIONS OF EIGE’S STAFF AND MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM REGARDING THE SUFFICIENCY OF HUMAN AND FINANCIAL RESOURCES ALLOCATED TO EIGE (%)**



Source: surveys of EIGE staff and members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have sufficient resources and adequate administrative arrangements to achieve its objectives in 2015-2020?

Thus, the surveys reveal that the main resource challenges come from EIGE lacking sufficient human resources to deliver its tasks. These results of the surveys correspond with the findings of our interviews with EIGE staff, which indicated that the most important human resources challenges were the understaffing of the Institute and related excessive workload.

The financial resources allocated were viewed as more adequate and caused fewer limitations to the work of the Institute. This view is supported by the results of EIGE’s budget implementation– EIGE’s occupancy rate of the Establishment Plan during the evaluation period was close to 100 %, EIGE ensured very good results in the implementation of the Title I ‘Staff-related expenditure’ commitment and payment appropriations. However, the results for Title III ‘Operational expenditure’ commitment and, in particular, payment appropriations, were significantly lower.

The interviews and answers to open survey questions indicate that understaffing at EIGE limited its ability to support the Member States and EU institutions. The Institute had to reject many requests for support (especially requests for technical support coming from the Member States), and to prioritise tasks, concentrating on EU-level tasks. Administratively, the Institute bears the same administrative requirements as all other decentralised EU agencies (most of which are much larger than EIGE). However, the unit tasked with managing this administrative burden is very short-staffed, and key functions are absent from the EIGE’s organisational structure (e.g. a legal officer).

The Institute’s limited size means that human resources are widely dispersed across a large variety of operational and administrative tasks and functions; the number of positions allocated to each task or function is minimal. This poses a risk to operational and business continuity, as any unexpected staff departures or shortages can have a significant effect on EIGE’s activities.

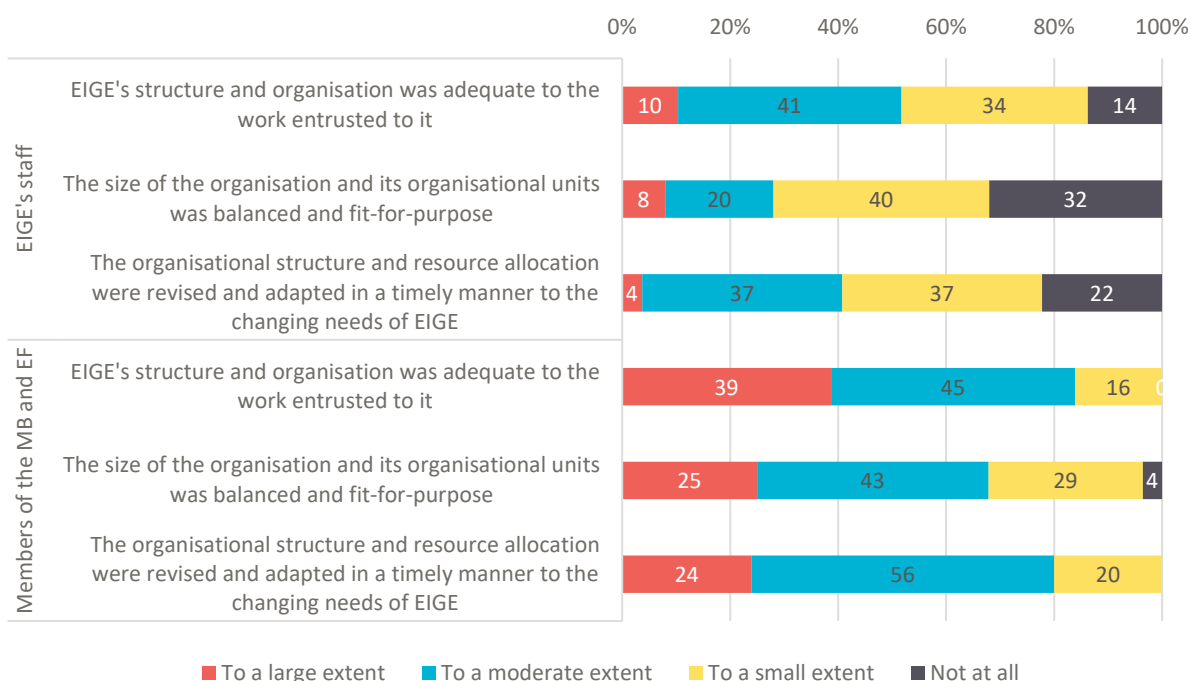
## 6.6. Structure and organisation of the Institute

### 6.6.1. EIGE’s organisational structure

The organisational structure of EIGE consists of the Director’s secretariat and three units – the Administration Unit, the Operations Unit and the Knowledge Management and Communications Unit. A substantial modification of EIGE’s organisational structure was carried out in 2015 by splitting the Operations Unit and establishing a new Knowledge Management and Communications Unit to strengthen EIGE’s communication and stakeholder engagement activities. Our interviews indicate that although the creation of a separate Knowledge Management and Communications Unit initially met with some resistance, the current organisational structure of the Institute is considered by EIGE’s staff as adequate and fit for purpose.

The survey of EIGE staff revealed that the majority of respondents were satisfied with the adequacy of EIGE’s organisational structure. However, fewer tended to agree that the organisational structure and resource allocation were being revised and adapted in a timely manner to EIGE’s changing needs (Figure 30).

**FIGURE 30. OPINIONS OF EIGE STAFF AND MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM REGARDING THE ADEQUACY OF EIGE’S ORGANISATIONAL STRUCTURE (%)**



Source: surveys of EIGE staff survey and members of the Management Board and Experts’ Forum conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have sufficient resources and adequate administrative arrangements to achieve its objectives in 2015-2020?

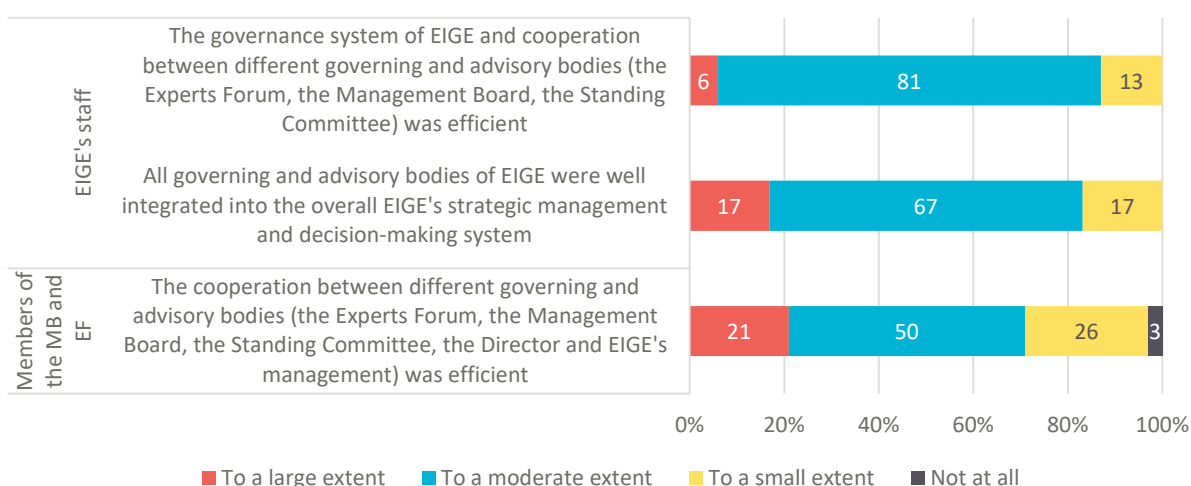
The lowest level of agreement can be seen in relation to the question ‘The size of the organisation and its organisational units was balanced and fit-for-purpose’. In their replies to open survey questions, many

respondents from the staff indicated that the main problem relates to general understaffing at EIGE, and that without additional human resources and a revision of its operational objectives it would be impossible to achieve a proper balance. Some respondents also felt that a lack of resources in one unit could have an impact on the other units (e.g. a lack of resources in the administrative unit results in an increasing amount of administrative work, such as that related to procurement procedures, for other units).

Compared with EIGE’s staff, members of the Management Board and Experts’ Forum expressed higher levels of satisfaction with the adequacy of EIGE’s organisational structure. However, their answers followed similar trends (greater satisfaction with the adequacy of the organisational structure and the revision and adaptation of resource allocation to EIGE’s changing needs; lower levels of satisfaction in relation to the balance of the size of the organisation and its organisational units). In their answers to open survey questions, many members of the Management Board and Experts’ Forum suggested that EIGE should have much greater human and financial resources to carry out its tasks.

According to the survey results, EIGE staff were very positive about the efficiency of EIGE’s governance system and cooperation between its various governing and advisory bodies (the Experts Forum, the Management Board, and the Standing Committee). They generally agreed that all of EIGE’s governing and advisory bodies were well integrated into the Institute’s overall strategic management and decision-making system (Figure 31). However, members of the Experts’ Forum and Management Board expressed lower levels of satisfaction with regard to the efficiency of cooperation between different governing and advisory bodies. In their answers to open survey questions, some respondents noted that they would appreciate more joint meetings of the Management Board and Experts’ Forum, more regular exchange of information and ideas, better coordination of actions at national level, and closer connections between representatives of the Management Board and the Experts’ Forum in the respective Member States.

**FIGURE 31. OPINIONS OF EIGE STAFF AND MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM REGARDING THE EFFICIENCY OF EIGE’S GOVERNANCE SYSTEM AND COOPERATION BETWEEN DIFFERENT GOVERNING AND ADVISORY BODIES (%)**



Source: surveys of EIGE staff and members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have sufficient resources and adequate administrative arrangements to achieve its objectives in 2015-2020?

## 6.6.2. The Management Board

The Management Boards of EU decentralised agencies play a key role in steering their respective agencies and ensuring good governance. The composition of the Management Boards in most EU decentralised agencies complies with the Common Approach. Thus, the Management Boards in the EU decentralised agencies typically comprise:

- Representatives of the Member States: one representative from each Member State’s national authority with a role that is relevant to the particular agency’s mandate (except EIGE, which has representatives from 18 Member States);
- Representatives of the Commission: from one to six representatives, mostly depending on the number of the partner DGs;
- Representatives of the European Parliament and stakeholders: representatives of the European Parliament participate in the Management Boards of 14 agencies; agencies under the remit of DG EMPL (CEDEFOP, ELA, ETF, Eurofound and EU-OSHA) are tripartite and, in addition to government representatives, include one representative of employees’ organisations and one representative of employers’ organisations from each Member State.
- Observers from EFTA countries, third countries and international organisations.

Nine of the decentralised agencies have an executive board typically consisting of the Management Board Chairperson, the director of the agency, and several other Management Board members<sup>27</sup>.

### BOX 10. PROVISIONS OF ART. 10 OF THE COMMON APPROACH ON THE COMPOSITION OF MANAGEMENT BOARDS

To improve the performance of agencies’ boards and reinforce their capacity to supervise the administrative, operational and budgetary management of agencies, while guaranteeing the full participation of the Member States and of the Commission:

- The composition of the board should be:
  - one representative from each Member State;
  - two representatives from the Commission, without prejudice to the relevant arrangements for existing agencies;
  - where appropriate, one member designated by the European Parliament, without prejudice to the relevant arrangements for existing agencies;
  - where appropriate, a fairly limited number of stakeholder representatives.
- Members of the boards should be appointed in light of their knowledge of the agency’s core business, taking into account relevant managerial, administrative and budgetary skills.
- The duration of the term of office of board members should be four years (renewable); all parties should increase efforts to limit the turnover of their representatives on the boards to ensure continuity of the boards’ work.
- In order to streamline the decision-making process in the agency and contribute to enhancing efficiency and effectiveness, a two-level governance structure should be introduced when this promises more efficiency: in addition to the Management Board, giving general orientations for the agency’s activities, a small-sized Executive Board, with the presence of a Commission representative, should operate and be more closely involved in the monitoring of the agency’s activities, with a view to reinforcing supervision of administrative and budgetary management, in particular on audit matters.

EIGE’s Management Board consists of 18 representatives nominated by the Member States (on a rotating basis) and one representative from the European Commission. The duration of the term of office of board

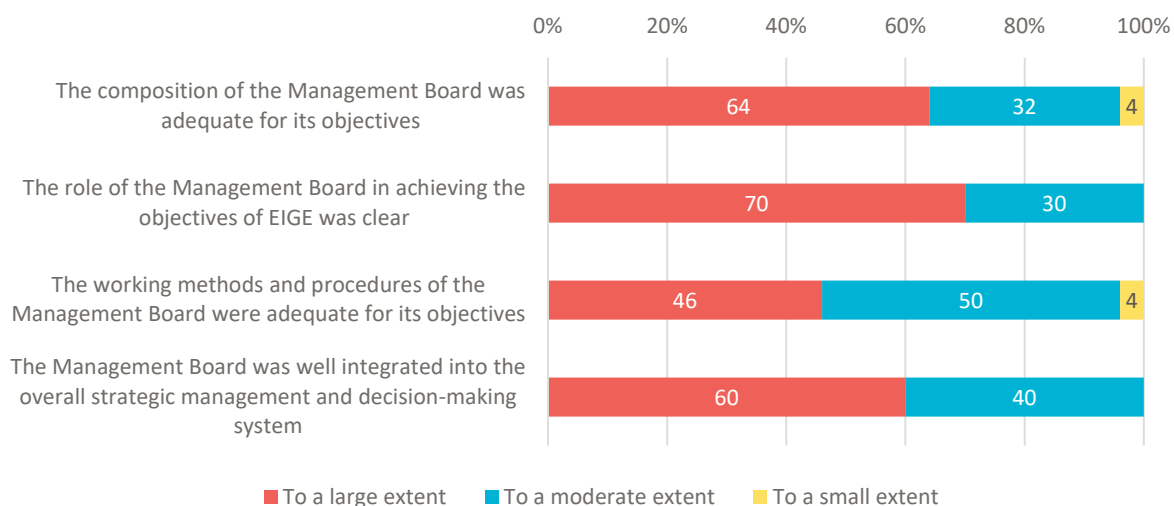
<sup>27</sup> In some agencies, executive boards are called the ‘Executive Bureau’ or ‘Executive Committee’.



members is three years. Under its Rules of Procedure, EIGE’s Management Board establishes a Standing Committee. This Committee discusses and guides EIGE in preparing the documents for Management Board meetings, to facilitate effective decision-making by the Board. The Committee does not adopt decisions on behalf of the Management Board, and neither does it hold authority over its mandate. The Committee comprises the Chairperson, Vice-Chairperson, one representative of the European Commission, and three additional members representing the Member States. Typically, the management bodies meet twice per year. Joint meetings of the Management Board and Experts’ Forum are held every three years.

The survey of members of the Management Board and Experts’ Forum showed a very high level of satisfaction with regard to the composition of the Management Board, its working methods and procedures, and its role in the overall strategic management and decision-making system of the Institute (Figure 32). However, in their replies to open survey questions, some respondents from the Management Board, the Experts’ Forum and EIGE indicated that the Management Board should include representatives of all Member States.

**FIGURE 32. OPINIONS OF MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM REGARDING THE EFFICIENCY OF EIGE’S MANAGEMENT BOARD (%)**



Source: survey of members of the Management Board and Experts’ Forum conducted by PPMI (2022); Question: In your opinion, to what extent were EIGE’s Management Board and Experts’ Forum efficient in 2015-2020?

Interviews and desk research revealed that an under-representative EIGE Management Board, half of which changes every three years and on which a third of Member States do not have a representative, poses serious challenges to ensuring the continuity of EIGE’s work and maintaining dialogue with all Member States. These problems are most acute when the Presidency of the Council of the EU is held by a Member State which, at that time, does not have a representative on the EIGE’s Management Board. The Standing Committee is effective in supporting the Management Board; however, its utility is limited by the fact that it does not have decision making powers.

The efficiency of EIGE’s management bodies could therefore be improved by:

- Revising the composition of the Management Board by including representatives of all Member States. Such a fully-fledged Management Board would allow the continuity of work to be ensured, and enable dialogue to be maintained with all Member States. The revised Management Board could also include a representative of the European Parliament. This would be especially important, given that the European Parliament is currently only represented in

the Experts' Forum, and this evaluation recommends the optimisation of EIGE's advisory bodies and the abolition of the Experts' Forum (see Chapter 6.6.3 for details);

- Creating an Executive Board on the basis of the current Standing Committee, which would support the Management Board and have certain decision-making powers. Such an Executive Board would help to streamline the decision-making process in the Institute and contribute to enhancing efficiency and effectiveness.

### 6.6.3. The Experts' Forum

The Experts' Forum is EIGE's advisory body, established to support the Director in ensuring the excellence and independence of the Institute's activities. The Forum should function as a mechanism for the exchange of information in relation to gender equality issues, pooling knowledge and facilitating close cooperation between the Institute and competent bodies in the Member States. The Experts' Forum is composed of members designated by each Member State, three representatives designated by the European Commission, and two representatives designated by the European Parliament. It is chaired by EIGE's Director. Some members of the Experts' Forum contribute their expertise to the work of EIGE's permanent working groups, the quality assurance process and other specific activities. Members of the Experts' Forum cannot also be members of the Management Board. The composition of the Experts' Forum is heterogeneous<sup>28</sup>, and while the majority of the Forum's members come from government bodies, others come from academia, research institutions and NGOs. Around half of the representatives of Member States on the Management Board and Experts' Forum come from the same national institutions<sup>29</sup>.

The previous evaluation identified only a few synergies between the work of the Management Board and the Experts' Forum. The members of these two bodies were largely unaware of what was being discussed in the meetings of the other body, and it was unclear in what specific ways the Experts' Forum could complement the work of the Management Board. In addition, members of the Experts' Forum stated that the role of the body was not clear to its members. The evaluation recommended reconsidering the role and functioning of the Experts' Forum on the basis of several options:

- (a) Clarify the role of the Experts' Forum with a direct link to the outputs of EIGE and their quality. For example, either (i) as a forum of leading experts to 'raise the bar' with regard to methods, or (ii) as a group to review outputs to ensure their application at the relevant stakeholder level;
- (b) Clarify the role of the Experts' Forum, and adapt its composition to ensure it is fit-for-purpose. For example, ask the Member States to select a certain thematic area to which they should attribute an expert;
- (c) Clarify the role of the Experts' Forum, and change its structure to include committees or sub-committees to advise on methods and/or review the quality of outputs;
- (d) Abolish the Experts' Forum if no clear value can be derived.

Interviews and desk research indicate that following the previous evaluation, EIGE and its bodies reviewed their approach and made significant efforts to clarify and improve the role and working methods of the Experts' Forum. These changes and improvements included:

- Engagement of the Experts' Forum in quality assurance;
- Re-launch of the Experts' Forum feedback surveys;

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<sup>28</sup> EIGE has no control over the nominations by the Member States of their Experts' Forum members.

<sup>29</sup> At least some Member States used their representatives on the Experts' Forum to ensure continuity of work while they did not have a representative on the Management Board due to the rotation of members.

- Establishment of project laboratories in meeting agendas;
- Interactive working methods at Experts' Forum meetings;
- Cooperation in organising country visits;
- Competency mapping of the Experts' Forum;
- Collection of Experts' Forum views into the SPD;
- External speakers from EU bodies at Experts' Forum meetings;
- Internal Assessment of the Experts' Forum;
- Revision of Experts' Forum nomination requests, etc.

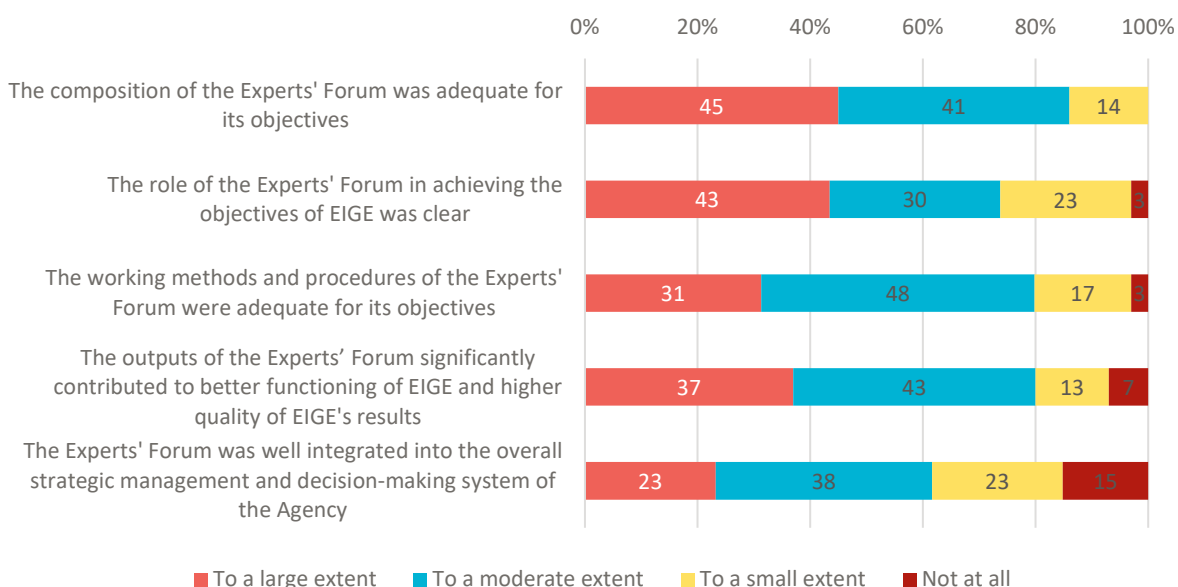
With a new EIGE Director taking over the chair of the Experts' Forum in 2020, several changes took place. In February 2020, a joint meeting of the Management Board and Experts' Forum was organised, with the aim of enhancing cooperation between the two bodies and discussing how the Experts' Forum could best support the Institute. Following this meeting, the Chair clarified her expectations of the Forum in a letter to members of both the Experts' Forum and the Management Board, highlighting that the work of the Experts' Forum should be more strategic. This could be achieved by arranging *ad hoc* informal groups based on emerging political priorities, the needs of the Institute, as well as the interests and areas of expertise of Forum members'.

However, despite all of these efforts to enhance the role and working methods of the Experts' Forum, our interviews and desk research indicate that the utility and role of the Forum remain limited. The factors challenging the work of the Experts' Forum include:

- Supporting the EIGE is not a formal task, and Experts' Forum members do not receive remuneration, which is not possible under the existing rules. Forum members have their own daily work and duties, and their opportunities to contribute to the work of the Forum are limited. Thus, their contribution to the work of the Experts' Forum depends on the capacity and engagement of individual members;
- Some members of the Forum do not attend meetings regularly, which leads to the continual need to expand on the agenda items at each meeting;
- EIGE requires specific expertise in its areas of research. Experts' Forum members do not always possess these competencies;
- Sometimes, as government representatives, Forum members feel they need to promote their own national approach and values, i.e. voicing positions on behalf of their Member State, which may conflict with EU gender equality priorities. This can compromise the quality of expertise and put at risk the principle of experts' independence;
- The information flow between the members of the Management Board and Experts' Forum varies from one country to another. EIGE has no authority to influence this;
- Not all Member States are represented in EIGE's Management Board, due to its composition and rotation. This has an impact on the continuity of cooperation.

The survey of the members of the Management Board and the Experts' Forum revealed a fairly favourable opinion of respondents regarding the composition of the Experts' Forum, its working methods and procedures, and its role in achieving the objectives of EIGE (Figure 33), although the level of support shown was lower than that for similar questions relating to the Management Board. The least favourable results related to the level of integration between the Experts' Forum and the overall strategic management and decision-making system of the Institute.

**FIGURE 33. OPINIONS OF MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS' FORUM REGARDING THE EFFICIENCY OF EIGE'S EXPERTS' FORUM (%)**



Source: based on the survey of the Management Board and Experts Forum conducted by PPMI (2022); In your opinion, to what extent were EIGE's Management Board and Experts' Forum efficient in 2015-2020?

However, in their replies to open survey questions, some respondents from the Management Board, the Experts' Forum and EIGE noted that the role and mission of the Experts' Forum need to be revised. They also questioned the added value of the Forum and its composition, and proposed considering other structures to support and assure the quality of EIGE's work, such as a scientific committee or *ad hoc* expert groups.

According to Article 11(3) of the Founding Regulation, the main objective of the Forum is to support the Director in ensuring (i) the excellence and (ii) the independence of the Institute's activities. The representatives in the Experts' Forum are designated by Member States, which limits the ability of EIGE to influence the achievement of the Forum's stated objectives. Interviews and analysis show that (i) EIGE does not have the means to ensure the competence of the representatives in the Experts' Forum, as well as the compliance of their expertise with the actual needs of the Institute; and (ii) the fact that representatives are designated by Member States could influence their independence, as representatives might be obliged to represent the position of their Member State and to promote its national policies rather than expressing their independent opinion. The diversity of backgrounds among Forum members (government officials, experts from gender equality bodies, universities and research institutions, NGOs, etc.) posed further challenges to ensuring the efficiency of the Experts' Forum.

While the Experts' Forum members include representatives from all the Member States, membership of the Management Board rotates. At any time, one-third of the Member States are not represented in the Management Board, whereas they are represented in the Experts' Forum. Thus, the Experts' Forum plays an essential role in ensuring the dialogue and involvement of all Member States in the work of EIGE.

Taking into account that (i) since its inception, the Experts' Forum has struggled to demonstrate a clear added value, which has already been highlighted in the first independent evaluation; (ii) in spite of the fact that, during the evaluation period, EIGE and its bodies have reviewed their approach and made significant efforts to clarify and improve the role and working methods of the Experts' Forum, the utility and role of the Forum remain limited; and (iii) the involvement of competent external experts is essential to ensuring the excellence and independence of the Institute's activities, it is therefore essential to revise

the composition, role and working methods of EIGE's advisory bodies, specifically the Experts' Forum. The excellence and independence of EIGE's activities could instead be supported by a scientific committee, *ad hoc* expert groups and/or other means. The members of such bodies should be appointed by EIGE (e.g. the members of advisory bodies could be appointed by EIGE's Management Board, based on their proposal by EIGE). Since it is essential to maintain the dialogue and involvement of Member States in the work of EIGE, and the Experts' Forum is currently the only EIGE body that has representatives of all of the Member States, such a reform should be carried out together with the revision of the composition of EIGE's Management Board (i.e. the creation of a fully-fledged Management Board that would include representatives of all Member States).

## 6.7. Coherence with the European Commission's Common Approach

The Common Approach, endorsed by the European Parliament, the Council and the Commission in July 2012, represents the first political agreement of its kind on EU decentralised agencies. Although legally non-binding, it serves as a political blueprint guiding future horizontal initiatives and reforms of individual EU agencies. In line with the Joint Statement, the Commission has prepared a 'Roadmap on the follow-up to the Common Approach on EU decentralised agencies' with concrete timetables for the planned initiatives. The roadmap contains 90 actions, out of which 51 refer to agencies. Out of these 51 actions, only 45 were relevant to EIGE. By the end of 2016, EIGE had implemented all of the planned actions, some of them on a regular and continuous basis (EIGE, 2017a).

Under the framework of the Common Approach, the Commission developed templates and guidelines for the operation of agencies, communication activities and strategies, programming documents (annual and multi-annual work programmes), reporting (consolidated annual activity reports), conflict of interest management, relations with stakeholders, management of financial and human resources and budgetary process, etc. EIGE is the smallest EU decentralised agency in terms of staff and budget. Despite its size, EIGE must comply with all administrative requirements applicable to (much larger) EU decentralised agencies, including the guidance issued under the Common Approach. This places disproportionately high pressure on EIGE's resources, especially on its administrative staff. Therefore, the simplification of administrative arrangements and the seeking of efficiency gains are essential for the efficient functioning of the Institute. To ensure the efficient use of its resources during the evaluation period, EIGE established and maintained cooperation with the Commission and other EU Agencies, sought further synergies and explored opportunities for sharing services and collaborations to avoid duplication of effort (see Section 6.9 for details on the simplification of administrative arrangements and working methods). Such efforts, aimed at improving the Institute's operational processes and simplifying its administration, should be continued.

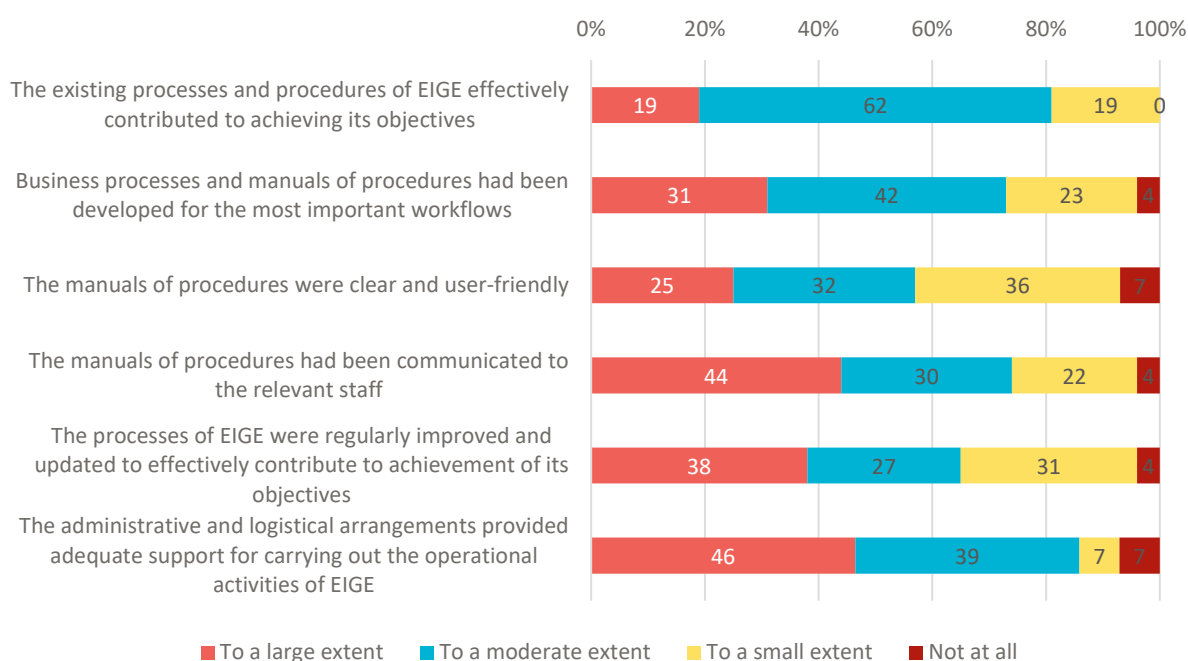
Article 10 of the Common Approach sets out provisions for the composition and functioning of the Management Board (see Chapter 6.6.2 for details). The composition of EIGE's Management Board does not comply with the Common Approach, as it does not include representatives of all Member States. Analysis shows that revising the composition of the Management Board to include representatives of all Member States would ensure the continuity of work and maintain dialogue with all Member States. In addition, the creation of an Executive Board on the basis of the current Standing Committee would help to streamline decision-making processes in the Institute, and contribute to enhanced efficiency and effectiveness. These changes would thus result in better alignment with the Common Approach, and would contribute to increasing the efficiency and effectiveness of EIGE.

## 6.8. Processes and procedures of EIGE

According to the survey carried out for this evaluation, EIGE’s staff positively assessed the effectiveness of EIGE’s existing processes and procedures for achieving its objectives in the period 2015-2020 (Figure 34). The areas in which approval was lower relate to the clarity and user-friendliness of its procedural manuals and the timeliness of updates to them. Similarly, the survey of Management Board and Experts’ Forum members revealed that 47 % of respondents agreed to a large extent, and 50 % to a moderate extent, that EIGE’s existing processes and procedures effectively helped to achieve its objectives.

The survey of EIGE staff also showed that EIGE’s administrative and logistical arrangements provided adequate support for the carrying out of the Institute’s operational activities. Similarly, 45 % of respondents agreed to a large extent, and 48 % to a moderate extent, that EIGE succeeded in achieving its strategic priorities in the period 2015-2020, in terms of meeting the highest administrative and financial standards while supporting the needs of EIGE’s personnel.

**FIGURE 34. OPINIONS OF EIGE STAFF ON THE ADEQUACY OF ITS PROCESSES (%)**



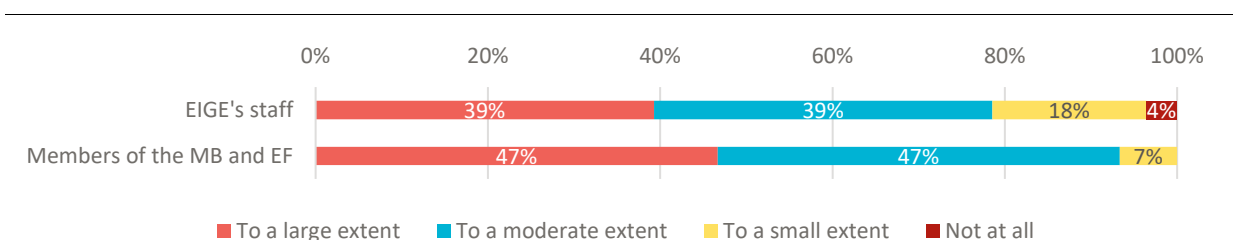
Source: based on the survey of EIGE staff conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have adequate processes for achieving its objectives in 2015-2020?

## 6.9. Scope for simplifying administrative arrangements and working methods

As noted above, EIGE is the smallest EU decentralised agency in terms of staff and budget, but despite its size, the Institute has to comply with all administrative requirements applicable to (much larger) EU decentralised agencies. Due to the disproportionately high pressure this places on EIGE’s resources, especially on its administrative staff, the simplification of the administrative arrangements and the seeking of efficiency gains are essential to the efficient functioning of the Institute.

In the surveys of EIGE staff and members of the Management Board and Experts’ Forum, respondents assessed positively the Institute’s efforts so far to revise and simplify its administrative arrangements and working methods (Figure 35).

**FIGURE 35. OPINIONS OF EIGE STAFF AND MEMBERS OF THE MANAGEMENT BOARD AND EXPERTS' FORUM REGARDING THE SIMPLIFICATIONS OF EIGE'S ADMINISTRATIVE ARRANGEMENTS AND WORKING METHODS (%)**



Source: based on the survey of the Management Board and Experts' Forum conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have adequate processes for achieving its objectives in 2015-2020? Answer: EIGE made timely and sufficient efforts to revise and simplify its administrative arrangements and working methods.

Desk research and interviews reveal that the Institute has adopted a number of simplification measures to streamline its activities and ensure efficiency. To ensure the efficient use of its resources, EIGE established and maintained cooperation with the Commission and other EU Agencies, sought further synergies, and explored opportunities for sharing services and collaborations to avoid duplication of effort. Some examples relate to the service level agreement (SLA) signed with DG HR in 2018 to implement the SYSPER<sup>30</sup> for EU Agencies project, which began in January 2019. Furthermore, following the resignation of its former accountant, EIGE signed an SLA with DG BUDG for the provision of accounting services in 2019. For research and dissemination activities, EIGE has established cooperation with the Fundamental Rights Agency (FRA) and Eurofound.

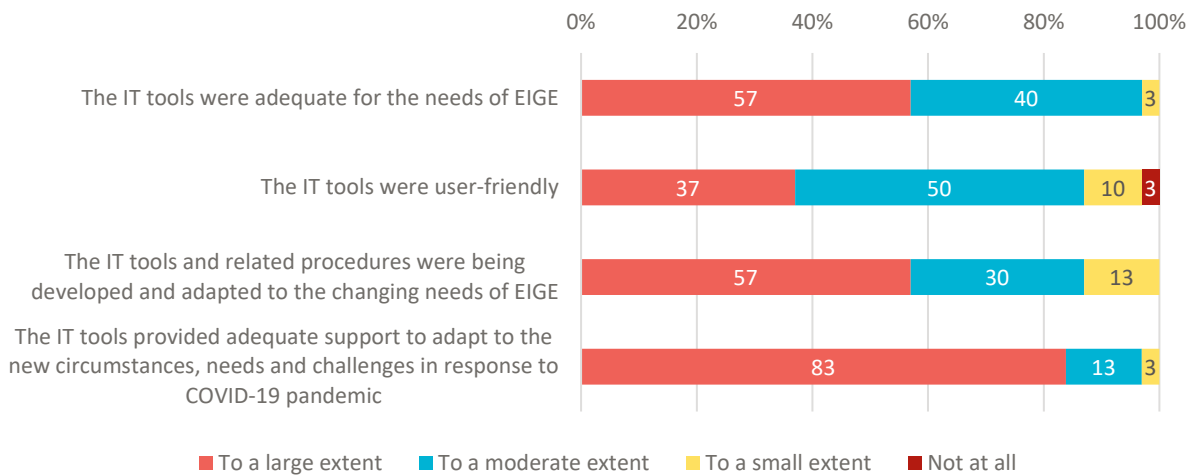
In addition to sustaining collaboration with other EU decentralised agencies and the Commission, since 2016 EIGE has introduced a project-led organisational (PLO) structure to enhance teamwork and efficiency. Based on the models and templates developed for this approach, EIGE established more effective working structures and strengthened cooperation and knowledge sharing across groups of experts and units. This approach also enabled better planning and distribution of resources. However, interviews and answers to open survey questions indicate that some EIGE staff feel PLO has so far created additional workload for project managers rather than facilitating their function, indicating that further efforts are needed to optimise PLO-related processes. In 2019, EIGE signed a contract for the implementation of digital workflows in the administrative procedures of the Institute, as well as implementing adapted teleworking arrangements in response to the COVID-19 pandemic. Moreover, responding to a rising need for digitalisation and to find synergies among teams and units, the Institute defined relevant administrative projects to support not only the effective and efficient delivery of its operational outputs, but also the overall sound management of its resources. The corresponding projects include an update of the PLO tool, the development of a tailor-made methodology and a tool for the proper calculation of FTEs and budget at activity and project level (ABB tool), E-recruitment tool, etc<sup>31</sup>.

The survey of EIGE staff revealed that respondents generally agreed that EIGE's IT tools and processes were adequate for supporting and simplifying EIGE's administration and work (Figure 36). These IT tools proved to be essential in adapting to the new circumstances, needs and challenges in response to the COVID-19 pandemic.

<sup>30</sup> Human Resource Management information system of the Commission.

<sup>31</sup> 2021-2023 SPD

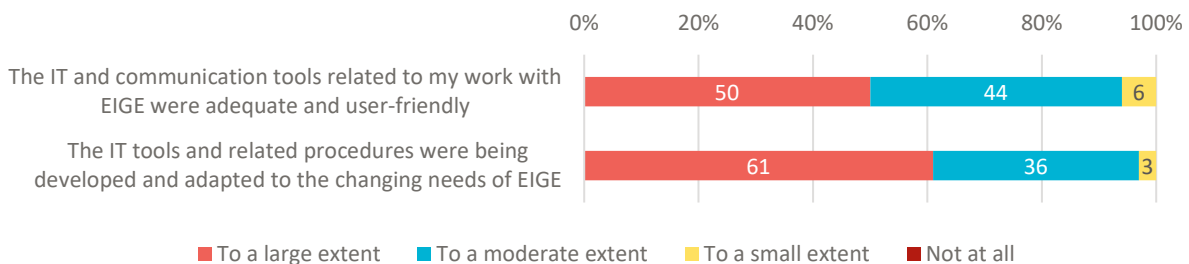
**FIGURE 36. OPINIONS OF EIGE'S STAFF REGARDING IT TOOLS (%)**



Source: based on the survey of EIGE staff conducted by PPMI (2022); Question: In your opinion, were EIGE's IT tools and processes sufficient for supporting and simplifying EIGE's administration and work?

Similarly, the survey of Management Board and Experts' Forum members showed high levels of satisfaction with the adequacy and user-friendliness of the IT and communication tools related to their work with EIGE (Figure 37).

**FIGURE 37. OPINIONS OF THE MANAGEMENT BOARD AND EXPERTS' FORUM MEMBERS ON IT TOOLS (%)**



Source: based on the survey of Management Board and Experts' Forum members conducted by PPMI (2022); Question: In your opinion, to what extent did EIGE have adequate processes for achieving its objectives in 2015-2020?

During the interviews and in their replies to open survey questions, respondents from EIGE provided some proposals for the further simplification of work processes, procedures and tools:

- Further revision and simplification of workflows: revision and optimisation of existing workflows of an administrative nature; the development of practical tools (such as templates for specific procedures); the implementation and improvement of electronic workflows in the Document Management System (DMS) and/or other similar tools; and the restructuring and optimisation of operational tasks, etc.;
- Simplification and optimisation of approval/signature system in electronic workflows (by involving only those team members that are needed);
- Optimisation of meetings (numbers of meetings and participants, duration and procedures);
- Optimisation of the system for sharing and storing documents;
- Further optimisation of PLO methodology and tools;
- Improving the functionality and user-friendliness of IT tools (such as the mission management tool, DMS, etc.).



## 7. EU added value

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This chapter presents the findings of the evaluation with regard to the EU added value of EIGE's work during the period 2015-2020. EU added value is understood as EIGE's unique contribution to the target groups and stakeholders at EU and national levels, and EIGE's impact in comparison to existing measures at national level or other existing measures at EU level with regard to policy discussions, forming policy agendas and policy-specific tools and documents on gender equality (European Commission, 2021a).

This criterion is operationalised by looking at the extent to which stakeholders agree that EIGE's outputs added value to their work; at the influence that EIGE's work has had on EU and national policy formation and implementation; at differences in the key services that EIGE offers compared with other EU agencies; and at the extent to which the attribution of tasks and responsibilities to EIGE is beneficial compared with the same tasks being carried out by the Commission or by private service providers.

### 7.1. Findings and recommendations on EU added value from the first independent evaluation

The first *ex-post* evaluation concluded that EIGE was established as the only organisation within the EU architecture with a specific focus on gender equality. It was noted that EIGE produces unique outputs and services that support other EU bodies in their pursuit of more gender-responsive policies and in the process of promoting gender equality in the EU. EIGE's support in providing comparative data sources across the EU was considered one of its key contributions. At the level of Member States, EIGE contributed to stakeholders' awareness regarding gender equality. Lastly, the evaluation highlighted EIGE's contribution to the development of gender-sensitive policies at EU and national levels.

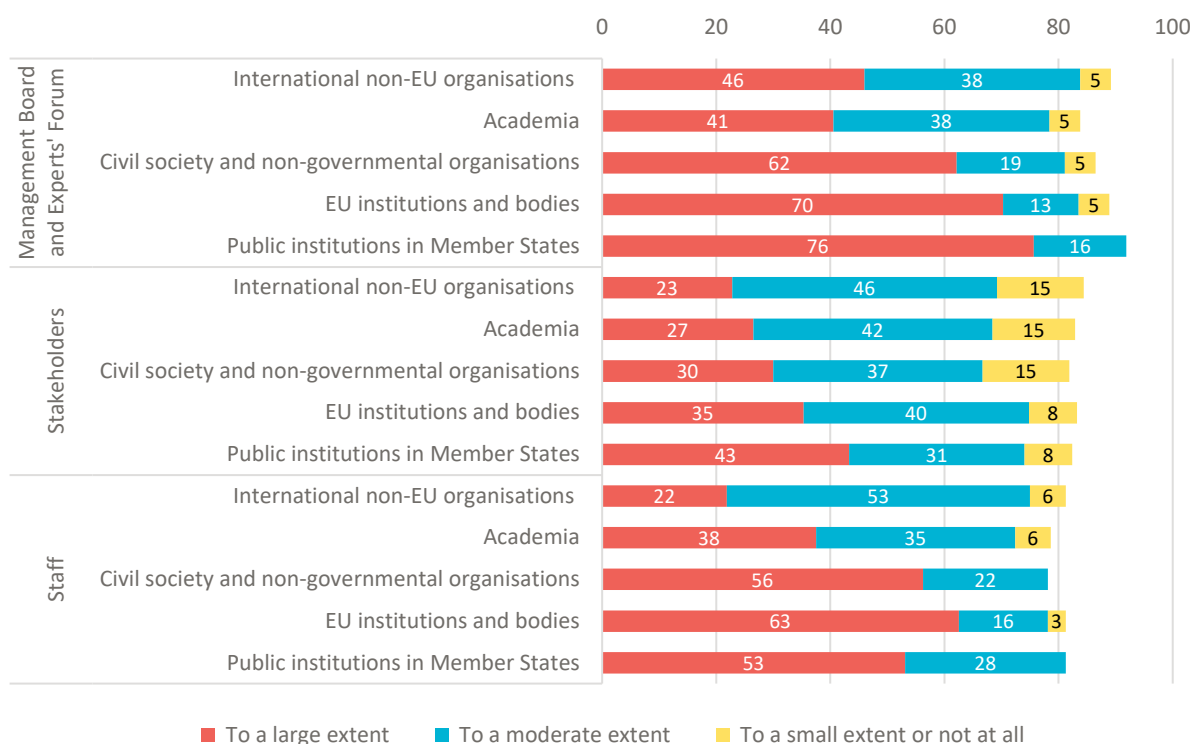
The evaluation also pointed to some shortcomings of EIGE activities. In particular, EIGE was unable to raise awareness about its work among those stakeholders who were not engaged with gender equality directly, or with EU citizens. The final recommendations from the first evaluation suggested that for EIGE to make further contributions to evidence-based policy-making at EU level, it should: (a) improve the synergies and communications between different teams within EIGE's operational unit; (b) prioritise flagship projects such as the Gender Equality Index and the monitoring of the Beijing Platform for Action over less effective ones such as EuroGender; and (c) collaborate more directly with the European Commission, particularly in light of developments involving the Strategy for equality between women and men, which would be adopted in 2018.

### 7.2. The EU added value provided to stakeholders' work by EIGE's results and outputs

The EIGE staff, stakeholders and members of the Management Board and Experts' Forum surveyed agreed that EIGE's results and outputs provided added value to stakeholders' work, especially when compared with outputs from public institutions in the Member States, EU bodies, civil society and NGOs. However, they disagreed on the extent to which such outputs provided added value to stakeholders' work. In particular, the Management Board and Experts' Forum were consistently more optimistic about the uniqueness of EIGE's work compared with that offered by other institutions. Indeed, while an average of 84 % of respondents from the Management Board and Experts' Forum agreed, to a moderate or large extent, that EIGE's results and outputs were unique compared with those of other institutions,

the corresponding percentages among EIGE’s staff and stakeholders were 77 % and 71 %, respectively (Figure 38).

**FIGURE 38. SHARE OF RESPONDENTS VIEWING EIGE’S OUTPUTS AND SERVICES AS UNIQUE IN THE AREA OF GENDER EQUALITY, COMPARED WITH OTHER INSTITUTIONS (%)**



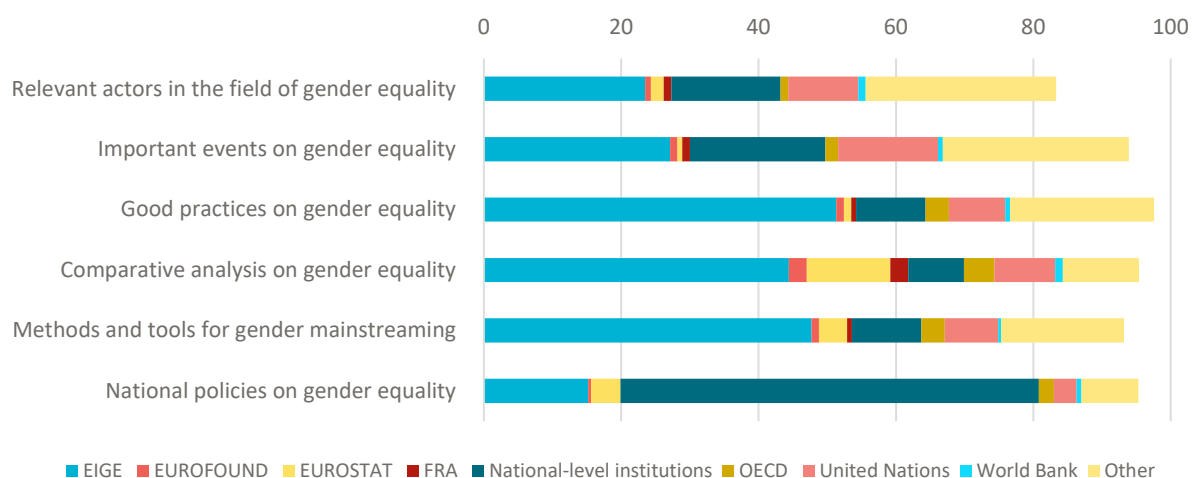
Source: based on the surveys of EIGE staff, EIGE stakeholders and members of the Management Board and Experts’ Forum, all conducted by PPMI (2022); Question: In your view, to what extent were EIGE’s outputs and services unique compared to those of other institutions active in the area of gender equality?

Note: missing values and ‘Don’t know’ answers deleted for the purposes of readability. For the stakeholder and Management Board and Experts’ Forum surveys, ‘To a small extent’ also includes the option ‘Not at all’.

To some extent, these results represent a reversal in comparison to the first evaluation (PPMI and Deloitte, 2015). In 2015, it was EIGE’s staff that judged EIGE’s outputs and services as being most unique compared with those of other organisations active in the area of gender equality. The stakeholders’ view, instead, was mostly in line with that of the Management Board and Experts’ Forum.

Despite stakeholders’ seemingly lukewarm view of the uniqueness of the outputs and services provided by EIGE, they still saw the Institute as an important source of information compared with other institutions (Eurofound, FRA, Eurostat, national-level institutions, OECD, UN, etc.). In particular, EIGE was deemed to be the primary external source of information on methods and tools for gender mainstreaming (47 %), comparative analysis of gender equality (44 %) and good practices on gender equality (51 %). EIGE also ranked second for finding information on important events in gender equality (27 %), relevant actors in the field of gender equality (24 %), and national policies on gender equality (15 %), though in the last case to a far lesser degree (see Figure 39).

**FIGURE 39. SHARE OF RESPONDENTS WHO USE EIGE AS THEIR PRIMARY EXTERNAL SOURCE ON GENDER EQUALITY TOPICS, COMPARED WITH OTHER INSTITUTIONS (%)**



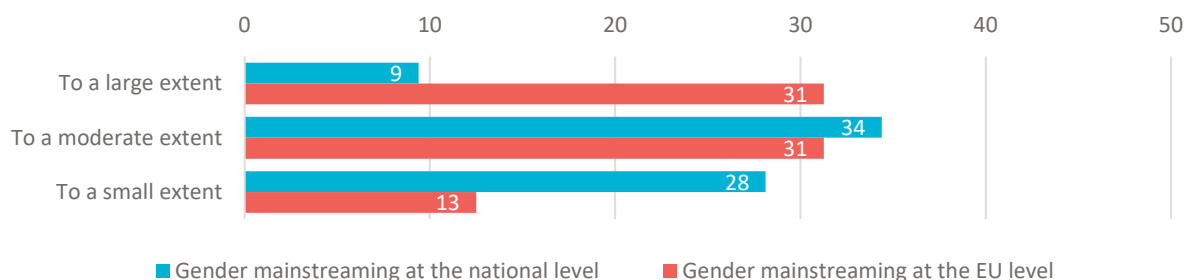
Source: stakeholder survey conducted by PPMI (2022); Question: Which is your primary external source for the following information?  
 Note: 'Not Applicable' option not shown for the purposes of readability.

These findings are in line with those from the first evaluation, which showed EIGE to be the main provider of information in half of cases, depending on the thematic areas concerned (e.g. education and training, media, poverty, violence, etc.), and in 85 % of the cases, depending on the type of information sought (e.g. statistics, gender mainstreaming, good practices, etc.). In all cases, EIGE was among the top three most-consulted organisations (PPMI and Deloitte, 2015).

Indeed, EIGE’s activities and outputs were deemed to contribute significantly to stakeholders’ work. The EIGE staff survey shows that, at EU level, 66 % of respondents agreed that EIGE’s activities contributed to a large (25 %) or moderate extent (41 %) to strengthening the EU’s institutional capacity on gender equality. Around 62 % of respondents agreed to a large (31 %) or moderate (31 %) extent that EIGE’s activities contributed to the mainstreaming of gender equality at EU level. In the case of EU policy-makers whose primary responsibilities lie outside the field of gender equality, 56 % of EIGE staff respondents agreed that EIGE’s activities improved these actors’ gender equality competences to a large (16 %) or moderate (41 %) extent.

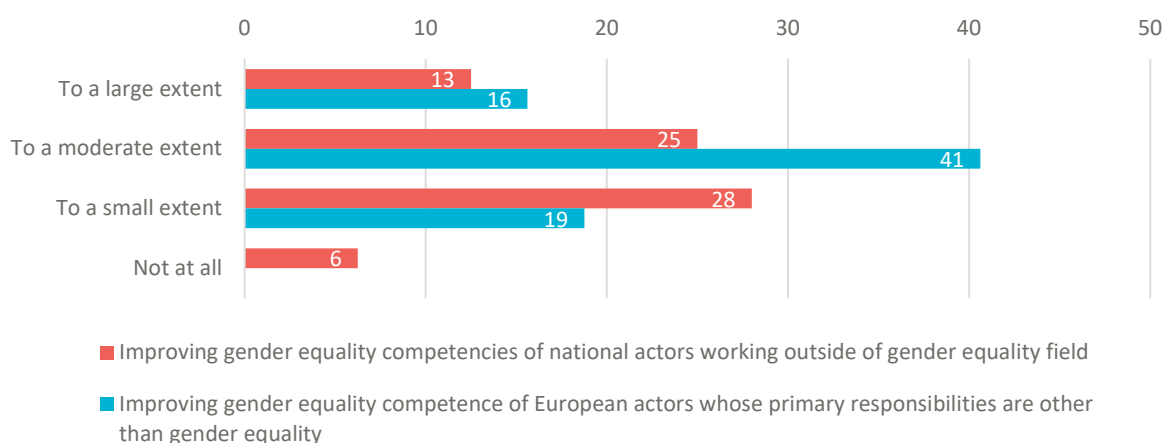
However, EIGE staff responses point to a lower contribution to national actors in relation to the areas of gender mainstreaming and gender equality competencies. In relation to gender mainstreaming, only 9 % of EIGE staff agreed to a large extent, and 34 % to a moderate extent. In relation to gender equality competencies, only 13 % agreed to a large extent, while 25 % agreed to a moderate extent (for all percentages, see Figure 40 and Figure 41).

**FIGURE 40. SHARE OF EIGE’S STAFF RESPONDENTS WHO AGREED THAT EIGE MADE A SIGNIFICANT CONTRIBUTION TO GENDER MAINSTREAMING AT NATIONAL AND EU LEVELS (%)**



Source: based on the survey of EIGE staff conducted by PPMI (2022); Question: To what extent have EIGE’s activities contributed to the following areas at the EU/national level? Answer: Mainstreaming of gender equality into policy design and implementation  
 Note: ‘Not at all’ was not an option for European actors. 16 % of respondents ‘Did not know’ or ‘Could not answer’ with regard to EU-level actors, and 19 % with regard to national actors. 9 % of observations were missing for both types of actors.

**FIGURE 41. SHARE OF EIGE’S STAFF RESPONDENTS WHO AGREED THAT EIGE MADE A SIGNIFICANT CONTRIBUTION TO IMPROVING THE GENDER EQUALITY COMPETENCIES OF NATIONAL AND EU ACTORS WORKING OUTSIDE THE FIELD OF GENDER EQUALITY (%)**



Source: based on the survey of EIGE staff conducted by PPMI (2022); Question: To what extent have EIGE’s activities contributed to the following areas at the EU/national level? Answer: Improving gender equality competencies of national actors working outside of gender equality field  
 Note: ‘Not at all’ was not an option for European actors. 16 % of respondents ‘Did not know’ or ‘Could not answer’ with regard to EU-level actors, and 19 % with regard to national actors. 9 % of observations were missing for both types of actors.

Most of all, this suggests that EIGE’s work brings more added value to EU policy-makers than it does to those at national level. This may be due to several factors:

- EIGE’s **comparative data may be more relevant when drafting EU-wide policies**. Although several national stakeholders appreciated the comparative aspect offered by EIGE’s work, some others mentioned EIGE’s work as being less relevant within the boundaries of national policy-making;
- EIGE lacks the resources to focus on policy at both EU and national levels. As mentioned in Chapter 3 on Relevance, **EIGE has no capacity to reach out and serve national policy-makers from all 27 Member States**, and thus it prioritises the needs of the Commission (see also Chapter 6 on Efficiency);
- **Several Member State governments do not focus strongly on gender equality**. For instance, some of the national respondents interviewed variously emphasised how gender equality

was on the ‘back burner’ in the face of urgent threats such as energy, ecological transition, security, and peace and safety. EIGE further faces important challenges in this area, most notably the backlash against women’s rights and the emergence of anti-gender movements, which prevents the Institute from creating value at national level (see Section 5.5.5);

- **Language barriers** may exist, since EIGE’s outputs are not always translated. A few interviewees emphasised how this represented an important obstacle for national public officials, who may not always be proficient in English.

#### **BOX 11. EU ADDED VALUE OF SPECIFIC OUTPUTS**

As mentioned in Chapter 3 on Relevance and Chapter 5 on Effectiveness, the most popular among EIGE outputs was the Gender Equality Index. What stakeholders seemed to appreciate most about the Index was:

- It is a methodologically sound indicator;
- It is intuitive and easy to use for cross-country comparisons, as well as for monitoring trends over time;
- It is much more developed than similar indices from other organisations (e.g. the World Economic Forum’s Global Gender Gap Index).

This is also supported by the findings of the case study on the Gender Equality Index. Stakeholders highlighted how, compared with other indices, the domains of EIGE’s Index are well chosen, particularly in relation to the domains of ‘time’ and ‘violence’. Both have been highlighted as valuable contributions to the policy-making work of EU and national authorities in the area of gender equality.

Nevertheless, respondents raised some critiques of the Index. In particular, one respondent lamented that new indicators were included in the Index too quickly and without a detailed analysis of their relevance to the overall Index; another respondent, instead, noted how the Index lacked sub-national nuance.

Some respondents were critical of the added value provided by other outputs, namely the Experts’ Forum and EuroGender. Interviews with EIGE staff and the Management Board reveal that the former is not seen as independent, but rather as a back channel for the Member States to promote their own views on gender equality (see Section 6.6.3). The latter was seen as essentially performing the same role as MS Teams, and has since been discontinued (see Box 9).

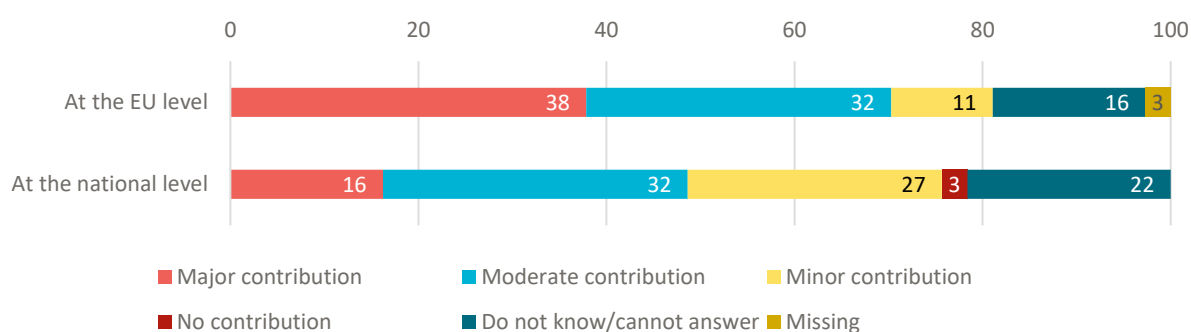
Source: based on the Gender Equality Index case study prepared by PPMI.

### **7.3. Added value EIGE’s work provides to policy formation and implementation in the area of gender equality at EU and national levels**

Over the period 2015-2020, EIGE has solidified itself as the specialised research and knowledge centre in the sphere of gender equality at EU level. Since 2015, EIGE has worked towards bringing added value to both national and EU levels by producing unique information on gender equality that can support public policy agenda-setting and decision-making. For example, EIGE provided EU-wide knowledge by producing research reports and notes to the Presidencies of the Council of the EU, monitoring implementation of the Beijing Platform for Action. The reports produced by EIGE go hand-in-hand with the Presidency’s priorities, and support EU-level policy documents, including the Gender Equality Strategy 2020-2025 (European Commission, 2020a). EIGE’s activities further contributed to stakeholders’ work in terms of policy formation and implementation. Among the EIGE staff surveyed, a total of 72 % of respondents agreed either to a large extent (44 %) or to a moderate extent (28 %) that EIGE’s activities helped to create the basis for European and national-level information on gender equality that could support public policy agenda-setting and decision-making.

As Figure 42 shows, members of the Management Board and Experts' Forum (largely formed by national gender equality policy-makers) also agreed that EIGE's work contributes to legislation and policies on gender equality at both EU and national levels, though more so at EU level. While a total of 70 % agreed either to a large extent (38 %) or to a moderate extent (32 %) that EIGE's work contributed at EU level, only 48 % agreed either to a large extent (16 %) or to a moderate extent (32 %) that the same is true at national level. At national level, those who stated EIGE's work made only a minor contribution were far more numerous (27 %). Again, this may be due to some of the factors listed in the previous section.

**FIGURE 42. SHARE OF MANAGEMENT BOARD AND EXPERTS' FORUM RESPONDENTS WHO AGREE THAT EIGE'S WORK CONTRIBUTES TO LEGISLATION AND POLICIES ON GENDER EQUALITY AT EU AND NATIONAL LEVELS (%)**

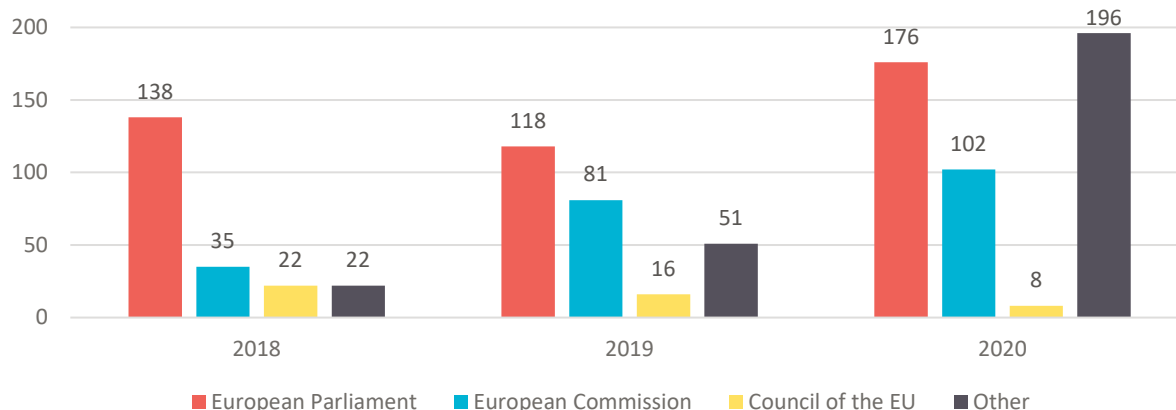


Source: based on the survey of members of the Management Board and Experts' Forum conducted by PPMI (2022); Question: To what extent did EIGE's work contribute to the legislation and policies on gender equality at the EU and national levels in 2015-2020?

Interviewees offered many examples of how EIGE's work contributes to the formation and implementation of EU policies. One DG EMPL official noted how EIGE is well positioned to address issues of energy poverty from a gender perspective within the context of the European Green Deal and energy transition. EIGE also provided timely reports to address the gender dimension of unforeseen situations such as the COVID-19 pandemic. Lastly, EIGE's work on the GEAR tool has also proved instrumental in setting the direction for Horizon 2020 projects to help organisations build gender equality plans.

Conversely, stakeholders offered few examples of how EIGE's work informed governmental decision-making at national level. One such example was EIGE's involvement in drafting the methodological framework for the project on 'administrative data on violence against women', which was conducted in collaboration with national statistical offices (EIGE, 2016a). In another instance, EIGE's recommendations were found to have been impactful in pushing ministries in the right direction, particularly with regard to gender-based violence. Some national stakeholders also noted EIGE's indirect influence on their everyday work, such as national policy experts referencing EIGE's reports in meetings with the stakeholders interviewed.

The number of references to EIGE's outputs in EU-level policy documents also increased greatly between 2018 and 2020 (the years for which numbers are available, see Figure 43). From 223 references in 2018 (EIGE, 2019a) and 238 references in 2019 (EIGE, 2020b), 2020 saw a more than twofold increase, with 482 references made to EIGE outputs (EIGE, 2021a). This suggests that, in line with the recommendations of the first evaluation, EIGE has managed to collaborate more directly with the main EU institutions.

**FIGURE 43. NUMBER OF REFERENCES TO EIGE'S WORK IN EU-LEVEL POLICY DOCUMENTS (2018-2020)**

Source: compiled on the basis of the media reference database provided by EIGE (EIGE, 2019a, 2020b, 2021a).

Overall, EIGE's outputs are recognised as being increasingly central to key actions implemented by the EU in the field of gender equality. The Evaluation of the strengths and weaknesses of the Strategic Engagement for Gender Equality (2016-2019) conducted for DG JUST provides evidence that EIGE is considered an EU-wide centre of knowledge on gender equality (European Commission, 2015). The above evaluation notes gender- and child-specific recommendations developed by EIGE to help Member States implement Directive 2012/29/EU on Victims' Rights as an example of a key action of the EU in the thematic area of combatting gender-based violence and protecting and supporting victims. The evaluation also references publications by EIGE, including Cyber violence against women and girls (EIGE, 2017b) and Gender-specific measures in anti-trafficking actions (EIGE, 2018c), as key publications that link directly to EU funding schemes and policy measures (European Commission, 2019). Furthermore, the 'EU Gender Equality Strategy 2020-2025' (European Commission, 2020a) recognises EIGE's flagship Gender Equality Index as the key benchmark for gender equality in the EU, and sets out its intention to introduce multiannual monitoring based on the Index.

Less information exists regarding national-level references to EIGE's results and outputs. However, a focus on some of the most recent gender equality initiatives in the five Member States selected by the evaluation team reveals the importance of EIGE's work in national policy formulation.

- In Finland, the *Government Action Plan for Gender Equality 2020–2023* references the 2019 Gender Equality Index, especially with regard to work-life balance, and mentions EIGE's recommendations on human trafficking (Finnish Ministry of Social Affairs and Health, 2021).
- In Italy, the *National Strategy for Gender Equality 2021-2026* also widely references the Index, as well as reports on gender segregation in education, training and the labour market (Dipartimento per le Pari Opportunità, 2021).
- In France, a law was approved in 2021 that modifies a previous one from 2011 that imposes quotas for the representation of women in the leadership positions of large corporations<sup>32</sup>. The new law drew on a 2019 report calling for gender equality on company boards, which widely employed EIGE data from the Gender Equality Index and the Gender Statistics Database (Haut Conseil à l'Égalité entre les Femmes et les Hommes, 2019)<sup>33</sup>.

<sup>32</sup> See <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000044559192>.

<sup>33</sup> Namely, data regarding board members and employee representatives in large companies. See: [https://eige.europa.eu/gender-statistics/dgs/indicator/wmidm\\_bus\\_bus\\_wmid\\_comp\\_compbm/bar/year:2019-B1/geo:IS,NO,ME,MK,RS,TR,BA/EGROUP:COMP/sex:M,W/UNIT:PC/POSITION:MEMB\\_BRD/NACE:TOT](https://eige.europa.eu/gender-statistics/dgs/indicator/wmidm_bus_bus_wmid_comp_compbm/bar/year:2019-B1/geo:IS,NO,ME,MK,RS,TR,BA/EGROUP:COMP/sex:M,W/UNIT:PC/POSITION:MEMB_BRD/NACE:TOT)

- In Latvia, the *National Action Plan on the Implementation of the UN Security Council Resolution 1325 on Women, Peace and Security in Latvia for the period of 2020-2025* recognises the low score the country obtained in EIGE's Gender Equality Index in 2019 as one of its motivations for adopting the Plan (Latvian Ministry of Foreign Affairs, 2020).
- In Hungary, the government's attitude towards promoting gender equality and awareness means that little policy action in the way of gender equality exists, none of which relies on EIGE's work.

#### 7.4. The unique added value of EIGE at EU level

While Chapter 4 on Coherence provides a more in-depth exploration of potential duplications and synergies between EIGE and other institutions, it is worth briefly reflecting upon two further points. First, what EIGE's Management Board and Experts' Forum, as well as its staff and stakeholders, identify as potential duplication efforts with other agencies, especially FRA and Eurofound. And second, how EIGE's perceived added value minimises the risk of redundancy by providing results and outputs that other EU agencies, the Commission, or national public organisations could not have produced.

Duplication of work with other agencies is often due to the many stakeholders that EIGE has in common with FRA and Eurofound (see Section 4.2.4). To avoid overlap on topics, regular coordination exercises have been put in place by the agencies. FRA's second external evaluation noted that FRA and EIGE would benefit from more strategic cooperation, as well as further clarification of the mandates of the respective agencies. However, a merger was not suggested as beneficial, as this would lead to the reduced visibility of the successor agency (FRA, 2017). While no EIGE-specific references are available with regard to overlap between the two agencies, the *ex-ante* evaluation of Eurofound's work programme 2017-2020 confirms that Eurofound, too, provides unique services and avoids the duplication of work (Eurofound, 2016).

When asked to comment about specific ways in which EIGE's outputs or services have overlapped with those of other organisations, an open question in the stakeholder survey highlighted four such cases of overlap:

- with FRA studies;
- with international organisations (e.g. the OECD, World Bank, European Bank for Reconstruction and Development and UN Women), which are often said to publish similar data and studies, with a higher output compared to EIGE;
- with civil society organisations and research institutions;
- with national-level data (e.g. from national statistics offices). This was noted in particular by national stakeholders.

However, the aforementioned overlaps also highlight the other side of the coin – EIGE's added value. In particular, respondents noted three elements in which EIGE's work offered something different compared with the output of other institutions:

- different focus and sets of data compared with national-level data;
- better quality of data compared with international organisations and NGOs;
- a greater focus on mapping the EU situation from a comparative perspective.

Other EU agencies were also found to be consistent users of EIGE's services. For instance, respondents from the Commission noted how several DGs use EIGE's services (Gender Equality Index, mainstreaming tool, gender budgeting tool, Gender Statistics Database) in their decision-making



activities. Representatives of the Commission who were interviewed emphasised in particular three elements of EIGE's added value:

- its unique position as a provider of expertise and data exclusively focusing on gender equality, which is often not covered by Eurostat and other EU and international agencies and organisations;
- its ability to not only assess how well Member States are doing in terms of gender equality, but also to spur them to do better, in light of its authoritative position in the area;
- EIGE's gender mainstreaming efforts in policy areas or domains that have previously been seen as gender-neutral, or as not being relevant to gender equality, which are important in inspiring paradigmatic shifts in policy.

Similarly, some national stakeholders emphasised how EIGE provides resources that their own national organisation could not have produced due to resource constraints. Another national respondent appreciated the networking opportunities EIGE provides for national experts to meet and debate particular issues, such as gender-based violence, and hear from other experts about the methodology employed by EIGE. Likewise, a respondent from the media highlighted the usefulness of EIGE's Journalist Network meetings in getting to know other journalists working on similar topics, and in shedding light on some local realities regarding gender-based violence (see also ). Without EIGE, one respondent added, national institutions would not take gender policies as seriously.

## **7.5. EU added value provided by allocating tasks and responsibilities to EIGE compared with possible alternative options**

The evaluation team further addressed the extent to which the allocation of tasks and responsibilities to EIGE provides added value to the EU compared with possible alternative options, such as the Commission implementing the tasks currently carried out by EIGE, or procuring relevant services from private contractors.

However, as the sections above illustrate, EIGE's work offers added value in ways that the Commission, other EU agencies and private service providers would not. In particular, EIGE currently fills a gap in the market – namely, gender equality expertise – that neither public institutions nor private contractors can.

On the one hand, if the Commission or other EU agencies (e.g. FRA, Eurofound) were to take on the responsibilities currently delegated to EIGE, such an arrangement might not be as cost-effective in maintaining the same level of analytical quality. The main strengths emphasised by stakeholders in terms of EIGE's added value are its presence as a hub of knowledge and expertise on gender equality, and the quality of the comparative data it provides on gender equality. These strengths would be diminished if gender equality analyses were to be carried out by another multi-purpose DG or EU agency, since this would involve compromises in terms of resources with other departments or policy priorities. Furthermore, DGs and other EU agencies currently lack the credibility, expertise and trust that EIGE has built over the years, and which draws most stakeholders to seek the Institute out as their primary external source of data and information on gender equality (see Section 7.2). Lastly, replacing the EIGE's work in this way would affect the quality of the data. Stakeholders appreciated EIGE's independence: they saw the Institute as 'neutral ground', and suggested that this ensures the high quality of its outputs, devoid of the political compromises that would come if DGs took on responsibility for these analyses.

Meanwhile, private contractors lack the financial incentives to undertake such tasks, which EIGE instead enjoys thanks to yearly allocations from the EU budget (see Section 6.2). In addition, private contractors might not offer outputs on a par with EIGE's state-of-the-art quality assurance policy (EIGE, 2021b). As

one member of EIGE's staff noted in an interview, the quality of contractors' outputs has already led to situations involving a lot of back and forth between the client and the contractor, and eventually to delays in the outputs. Hence, EIGE's in-house quality assurance shows the added value it provides compared to private service providers.

Finally, NGOs and academia might run into similar problems to those faced by private contractors: lack of consistent funding and lack of expertise. Interviewees from both sectors emphasised EIGE's importance as a partner for research and analyses, as well as the frequency with which they make use of EIGE's tools and data, and the high quality of these data compared to those already provided by other private actors. Hence, the delegation of tasks and responsibilities to EIGE appears to bring the highest level of added value compared with possible alternatives such as the Commission, other EU agencies and private parties.

## 8. Conclusions and recommendations

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This chapter presents the conclusions of the evaluation and specific recommendations/lessons learnt related to the areas for further development for all the five evaluation criteria.

### RELEVANCE

EIGE is seen by its stakeholders first and foremost as a provider of research, data and expertise on gender equality. Overall, EIGE has successfully met the needs of various stakeholders' in terms of providing evidence through its research and data collection activities. In particular, the Gender Equality Index, the Gender Statistics Database and the gender mainstreaming reports, methods and tools were the outputs most in line with the needs of stakeholders, as they provide regularly updated, comparable data on all EU Member States. Stakeholders at regional and local level expressed interest in more detailed and intersectional data and information that would help them formulate policies and measures at local and regional level in their spheres of competence, especially in the area of gender-based violence.

In the area of stakeholder relations and support in integrating gender equality in the work of the Community institutions, stakeholders consider EIGE's responses to their requests of absolute relevance and high quality. However, in recent years, demand for EIGE's technical assistance at EU and national levels has been increasing, due to growing needs and obligations in the field of gender mainstreaming. Given EIGE's limited resources, the Institute can only take on a limited number of *ad hoc* requests from EU institutions. This leaves requests from some EU institutions and from Member States unaddressed, leading to an increase in unmet stakeholder needs. The increasing demand for EIGE's technical assistance points to the need to allocate more resources to the Institute, so that it can adequately address the needs of its stakeholders.

EIGE is seen as proactive in aligning itself with the key gender equality policy priorities of the EU. In terms of the EU's gender equality priorities, EIGE is seen as responding best to the priorities of reducing gender-based violence, promoting equal representation of women and men in decision-making, and addressing gender equality issues in the labour market, including work-life balance. However, many stakeholders expressed interest in a number of topics on which EIGE could focus. These topics would, in turn, also help EIGE to better respond to the EU's policy priorities and increase stakeholders' satisfaction with the quality of EIGE's work. The main suggested topics include:

- intersectional aspects of GBV, as affecting women and girls across race, ethnicity, age, disability, socioeconomic status, religion, sexual orientation, gender identity and geographic boundaries (through cooperation with other agencies where needed);
- regularly updated data and research on unpaid and paid care work;
- gender inequalities in health and sexual and reproductive health and rights;
- gender dimensions of climate change (also in line with the key EU priorities under the European Green Deal).

In terms of broader EU policy priorities, EIGE has delivered and adapted its outputs over time to better respond to key policy priorities. In recent years, EIGE has also actively covered more recent priorities, such as digitalisation and climate change. EIGE's work on policy areas whose links to gender equality are not explicit is particularly important in showing gender-relevance.

In terms of reacting to unforeseen challenges and adapting to changing circumstances, EIGE's response to the COVID-19 pandemic is viewed as having been largely successful. EIGE succeeded in promptly addressing issues relating to the COVID-19 pandemic as part of its research and data collection activities,

as well as its communication and dissemination activities. On the other hand, analysing stakeholder needs from a prospective viewpoint, many stakeholders felt there was a lack of EIGE coverage of the Russian aggression towards Ukraine and related gender equality issues facing refugee women, e.g., from risks of violence to refugee integration into the EU's labour market. This points to a growing need for EIGE to be able to provide at least some prompt coverage of crises from a gender perspective in a way that is easily accessible to stakeholders. To provide an immediate reaction to crisis situations, e.g. refugees from Ukraine or the energy crisis, EIGE could develop a page on a web page that provides links or brief information about key gender-related problems associated with these crises.

Since the first *ex-post* evaluation, EIGE has taken major steps to develop a targeted knowledge management and communication strategy in order to increase its relevance to different stakeholders. Overall, various different stakeholders express a positive view of EIGE's communication channels. However, EIGE's work remains less visible to the general public and its presence at the national level, as well as engagement with local CSOs or broader feminist movements on the ground is somewhat limited. Therefore, the main way to reach broader audiences is indirect, through media and social media. In the media, EIGE's coverage peaks following the launch of the Index, which could offer opportunities to increase its overall visibility. Furthermore, EIGE's reach and the number of followers on social media is growing, which offer an opportunity to better connect with broader audiences online, e.g. the youth. Additionally, with the growing variation in different social media channels and digital communication formats, 'outside-the box' channels and formats could also be explored.

#### Recommendations/lessons learned:

- 1. Allocate to EIGE the resources needed to adequately respond to the increasing number of requests for technical assistance from EU institutions and Member States.**
- 2. Develop a system to track, analyse and follow up on addressed and unaddressed stakeholder requests.** To better understand the trends in growing stakeholder requests to EIGE from EU and national institutions, EIGE could develop a system that not only tracks the requests received, but also analyses those requests. EIGE's media and social media monitoring, as well as systems for tracking references, already allow better insights to be gained into key patterns in these areas. Analysing stakeholder requests in a similar way would allow insights to be gained into the patterns of changing or growing needs among different stakeholders. It would also enable follow-up with regard to whether and how certain requests that EIGE could not accommodate were or were not resolved, as well as identifying the main outstanding needs and priority areas. Such a system would allow EIGE to capture and demonstrate the growing demand for its expertise, as well as to better respond to stakeholder needs.
- 3. Expand EIGE's work in the area of gender-based violence to provide more intersectional data and information, and consider opportunities to increase the relevance of EIGE's outputs to stakeholders at local and regional level.**
- 4. Expand data and research on gender and unpaid and paid care work, health and sexual and reproductive health and rights, and the gender dimensions of climate change.**
- 5. Establish a 'prompt reaction' page on EIGE's website, dedicated to covering unexpected crisis situations.** Such a page could include brief summaries of possible gender issues related to a specific crisis, as well as links to additional research and data from other sources.
- 6. Expand research and data collection activities to better cover gender equality issues relating to conflict, migration, forced displacement, etc.** These could range from specific risks of gender-based violence (e.g. trafficking) to the integration of refugee women in the labour market.

**7. Capitalise on coverage of EIGE in the media following the annual launch of the Gender Equality Index to increase the visibility of the Institute.**

**8. Explore innovative and ‘outside-the-box’ communication channels as means to reach broader audiences.** These could include podcasts, new social media channels or new targeted strategies using current social media platforms to reach specific target groups, e.g. youth.

**COHERENCE**

Significant progress has been achieved in EIGE’s relationship with DG JUST since the previous evaluation; namely, communication channels have been stabilised, and interaction is regular and productive. However, there is still room for improvement to strengthen the coherence of these efforts, increase synergies and avoid duplication, notably by making full use of EIGE’s expertise.

There is a high level of satisfaction with EIGE’s unique expertise among other DGs and how it is complementary to the DGs’ own activities. It is widely recognised that due to its size and focus EIGE can respond only to a limited number of requests. Moreover, there is ambiguity among DGs as to who to contact with requests for assistance from EIGE, as current communication is organised either directly or through DG JUST. Minimisation of the number of steps to get in contact with EIGE could help to ensure the approachability of the Institute by other stakeholders. However, given the different nature of requests it is crucial to stay flexible while ensuring the most pragmatic selection of the communication channel.

The relationship between EIGE and the European Parliament goes beyond the exchange of expertise. EIGE serves as an expertise centre, and is the chief authority when it comes to gender equality information relevant to the European Parliament. EIGE was also proactive in understanding the needs of the FEMM committee and provided expertise on gender equality in the Parliament’s work.

The level of cooperation with the Council of the EU remains similar to the previous evaluation period, i.e., largely organised around the monitoring of the Beijing Platform for Action. EIGE continuously supports the Presidencies through the provision of relevant data and analysis that other agencies cannot replace due to EIGE’s unique mandate.

The present evaluation shows that there is no duplication of work with other decentralised agencies. The mandates are clarified, and the areas of expertise are divided accordingly. Nevertheless, despite memorandums of understanding and the communication of shared initiatives, there is a gap in stakeholders’ understanding of the bigger picture of which agency is involved in which projects in relation to gender equality. Addressing this gap could help to increase the number of targeted requests, and result in the and higher visibility of projects.

Based on the interviews and the survey of EIGE stakeholders, there is room for improvement in the way how EIGE’s cooperation at the national level is organised. A major partnership that is seen as somewhat neglected is that with national authorities responsible for gender equality. Despite the scarcity of EIGE’s resources to address multiple requests it receives from national-level stakeholders, some network solutions or exchanges with national partners via training could be organised to increase the visibility of EIGE’s tools and their impact on gender equality.

During the evaluation period, EIGE has taken major steps to apply an intersectional approach to its data collection, analysis and reporting, particularly in the context of the Gender Equality Index. Nevertheless, there is room for improvement in EIGE’s work in this area (particularly in relation to gender-based violence), and for the further development of a more coherent and reflective approach to intersectionality across all of EIGE’s activities.

## Recommendations/lessons learned:

**9. Clarify cooperation procedures with DG JUST to increase synergies and avoid duplication of efforts.**

**10. Diversify cooperation with national-level stakeholders by attracting CSOs, social partners or academia.**

**11. Map efforts towards gender equality at European level, and disseminate these results among stakeholders.** The Commission should lead the effort to address this recommendation, in order to ensure that the mapping of partnerships with other agencies supports its coordinating role and that the Commission gains a clear view of the synergies and gaps between areas covered by different agencies.

**12. Develop EIGE's organisational strategy to strengthen its intersectional approach.** An organisational strategy for enhanced intersectionality could allow a more coherent approach across EIGE's activities and a commitment to continuous improvement, such as through capacity building, facilitating an environment for challenging discussions, increased recognition of the importance of intersectional understandings of gender equality and accountability among all staff. Such a strategy would provide a strong foundation on which to further evolve EIGE's understanding of the approach and improve the application of intersectionality to all aspects of EIGE's tasks, from research and communication to stakeholder relations.

## EFFECTIVENESS

EIGE has taken steps to improve its planning and reporting by refining its performance management system. EIGE has also introduced the PLO approach, as recommended by EIGE's first external evaluation. However, EIGE's PLO approach was criticised by the IAS, which found significant weaknesses affecting its design and effective implementation. EIGE accepted all of the recommendations made by the IAS. By the beginning of 2021, EIGE had developed a post-audit Action Plan and established an internal working group to follow up on its implementation ('Minutes of the 36th Management Board meeting', 2021). Thus, the evaluation team recommends EIGE to continue on this path. During the evaluation period, it was also found that there was room for EIGE to improve its planning and reporting, making them more concrete and in compliance with the Commission's methodology, and consistently reporting on its performance indicators. The present evaluation concludes that the SPD 2022-2024 now fully complies with the Commission methodology.

Overall, EIGE was effective in meeting the general objectives defined in its Founding Regulation and complying with its tasks. It was also effective in meeting its strategic objectives. EIGE was found to be particularly effective in meeting its first strategic objective of providing high-quality research, data and tools to support decision-making by EU and national policymakers. Specifically, EIGE's stakeholders were largely satisfied with the quality of the services and outputs produced by EIGE in the period 2015-2020. EIGE was also effective in delivering the outputs and activities planned in its annual programming documents (output-level effectiveness) – 96 % of EIGE's outputs were achieved on time (243 out of 254), and only seven outputs were cancelled or deemed unnecessary.

As found in the first evaluation, further efforts are needed to meet EIGE's strategic objective of managing the knowledge produced by EIGE and its relations with stakeholders. EIGE's Gender Equality Index is now a very well-known output among EIGE's stakeholders. However, EIGE has produced a wealth of (*non-flagship*) knowledge, data and methods to achieve gender equality which remains undiscovered by many stakeholders, including its key stakeholders and specific target users of its outputs.

In addition, as also shown in the Relevance analysis, the increased demand for EIGE's expertise in gender mainstreaming from EIGE's stakeholders at both EU and national levels is expected to continue growing over the next few years. However, its limited capacities in this area may already be hindering the effective delivery of EIGE's general objective of supporting the promotion of gender equality through technical assistance to the EU and national authorities.

As part of the assessment of EIGE's efforts to achieve its strategic objective of managing the knowledge produced and its relations with stakeholders, the evaluation found that EIGE's stakeholders were satisfied with the communication methods EIGE used to disseminate its knowledge. Stakeholders primarily used EIGE's website, publications, policy briefs and factsheets, newsletters and social media to keep up with EIGE's work. In general, they indicated that they would like to continue using these communication channels to follow EIGE's work in the future. EIGE's website was the most frequently used method across stakeholder groups – but many stakeholders were overwhelmed by its content and found it difficult to locate the information they were looking for. The evaluation findings indicate the need to improve the website to make it simpler and more accessible for stakeholders to navigate.

With regard to managing its relations with stakeholders, supporting dialogue and networking, EIGE is now recognised as a central actor in the European gender equality community (and increasingly at international level). Stakeholders, particularly among NGOs/CSOs working in the area of gender equality, also see EIGE as an ally in the context of anti-gender movements and the backlash against women's rights. However, only 28 % of the stakeholders surveyed indicated that EIGE, among others, supported their organisation in networking in the area of gender equality. Among the members of the Management Board and Experts' Forum surveyed, 49 % indicated that EIGE helped them to a large extent to meet new partners and strengthen existing professional ties in the area of gender equality.

During the evaluation, EIGE's electronic network (EuroGender) was closed down. This decision is consistent with the results of this evaluation, which found that EuroGender was generally regarded as an ineffective output. In addition, due to the COVID-19 pandemic, the evaluation found that in-person consultation and networking activities with stakeholders ceased. Thus, the evaluation concludes that there is room to improve EIGE's in-person and online efforts in the area of dialogue and networking with its stakeholders, particularly in the aftermath of the COVID-19 pandemic.

Lastly, while the introduction of the figure of the liaison office in Brussels is outside the scope of this evaluation (it took place in January 2021), evidence gathered in interviews with EU-level stakeholders provides a preliminary indication that this figure will improve the cooperation and communications between EIGE and its stakeholders.

### Recommendations/lessons learned:

**13. Continue implementing the recommendations of the IAS with regard to EIGE's PLO approach in order to improve its project management framework, and take steps to ensure its uptake by staff,** including by communicating to staff the importance of implementing the approach and providing training.

**14. On a strategic level, strengthen EIGE's work on gender mainstreaming.** Among EIGE's key stakeholders (policy makers), there is increasing interest in – and obligation to – implement gender mainstreaming in policy making and the budgetary process. To effectively satisfy its stakeholders' needs and deliver on its mandate and objectives of promoting gender mainstreaming and providing technical assistance, EIGE will require greater staff capacity and resources in this area.

**15. On an operational level, map and review the needs in the area of gender mainstreaming of EU and national-level stakeholders with policy-making and budgetary competences.** Against the available

resources, EIGE should consider the its work on 'toolkit development' against compared with other viable options to satisfy stakeholders' needs (more direct technical assistance, emerging policy areas that may require specific competence development for gender mainstreaming, etc.).

**16. Improve the communication and dissemination efforts of EIGE's gender mainstreaming platform, particularly its toolkits, among its target users.**

**17. Make EIGE's website more accessible to its stakeholders (and the wider public).**

**18. With the closure of EuroGender, EIGE should explore innovative ways to facilitate online networking among its stakeholders, taking into account the online tools and platforms available.**

**19. With the lifting of pandemic-related restrictions, EIGE should resume its in-person consultation meetings with stakeholders, as these have proved to be instrumental in fostering cooperation, networking and dialogue among gender equality actors in the EU.**

## **EFFICIENCY**

The annual budget of EIGE averaged EUR 7.7 million in the period 2015-2020. The overall budget of EIGE remained stable during this period, with an average annual growth of around 0.2 %. EIGE achieved a good commitment implementation rate, on average reaching 98.7 % of the available appropriations. However, the implementation rate of payment appropriations was lower on average, reaching 76.7 %. This is related to a comparatively high level of carryovers to the next year, especially for Title III expenditure. It is therefore important to further improve performance in relation to the planning and implementation of activities financed from EIGE's operational budget.

During the evaluation period, EIGE proved to be a cost-effective organisation. EIGE's costs 'per head' in 2020 across all budget titles were significantly lower than the average for all EU decentralised agencies. EIGE's costs were also lower compared with the initial estimations that accompanied its founding Regulation, with estimated savings during the period 2015-2020 of EUR 7.4 million (13.8 % of the initial LFS estimates).

The number of staff at EIGE remained stable during the evaluation period at around 50 employees, including trainees. EIGE's occupancy rate of the Establishment Plan was close to 100 %, and the average annual turnover rate was 15 %. Staff engagement surveys between 2014 and 2021 revealed very volatile results, which indicates the importance of continuing efforts aimed at fostering staff engagement and the business culture of the Institute. The organisational structure of the Institute was considered adequate and fit for purpose.

The understaffing of EIGE limited its ability to support Member States and EU institutions in addressing gender equality issues. During the evaluation period, the Institute continued to struggle with a high workload in both its operational and its administrative units, and had to reject many requests for support (especially requests for technical support coming from Member States), instead prioritising its tasks to concentrate on EU-level objectives. The EIGE staff and stakeholders consulted during the evaluation generally agreed that without additional human resources and the revision of EIGE's operational objectives, it would be impossible to achieve a proper balance. The Institute's limited size means that human resources are widely dispersed across a wide variety of operational and administrative tasks and functions; the number of positions allocated to each task or function is minimal. This poses an operational and business continuity risk, as any unexpected staff departures or shortages could have a significant effect on EIGE's activities.

The Management Board is EIGE's decision-making body, and includes 18 representatives nominated by the Member States on a rotating basis. Evidence collected during the evaluation indicates that such an



under-representative Management Board, half of which changes every three years and on which a third of the Member States do not have a representative, poses serious challenges to ensuring the continuity of work and maintaining dialogue with all Member States. These problems are most acute when the Presidency of the Council of the EU is held by a Member State which, at that time, does not have a representative on the EIGE's Management Board. The Standing Committee was effective in supporting the Management Board; however, its utility was limited by the fact that it does not have decision making powers.

The Experts' Forum is EIGE's advisory body, established to support the Director in ensuring the excellence and independence of the Institute's activities. The previous evaluation identified only a few synergies between the work of the Management Board and the Experts' Forum. The evaluation recommended reconsidering the role and functioning of the Experts' Forum, or abolishing the Experts' Forum if no clear value could be derived. During the evaluation period, EIGE and its bodies have reviewed their approach and made significant efforts to clarify and improve the role and working methods of the Experts' Forum; however, the utility and role of the Forum have remained limited. This indicates that more substantial reform of EIGE's advisory bodies is needed.

The evidence collected during the evaluation indicates that EIGE's staff and stakeholders assessed positively the effectiveness of EIGE's existing processes and procedures to achieve its objectives in 2015-2020. Its administrative and logistical arrangements provided adequate support for carrying out these operational activities. EIGE is the smallest EU decentralised agency in terms of both staff and budget. However, it has to comply with all administrative requirements applicable to EU decentralised agencies, which places a disproportionately high pressure on its resources, especially those of the administrative staff. Therefore, the simplification of administrative arrangements and the seeking of efficiency gains are essential for the efficient functioning of the Institute. EIGE staff assessed positively the efforts of the Institute aimed at revising and simplifying its administrative arrangements and working methods, as well as the adequacy of its IT tools. However, they would appreciate the further optimisation of its work (see Chapter 6 for details).

#### Recommendations/lessons learned:

**20. Allocate sufficient human and financial resources necessary to carry out the respective tasks.** There is a clear demand for EIGE's services; however, the resources allocated to the Institute, especially human resources, are too low. EIGE's overall objectives and tasks, set out in the Founding Regulation, are wide and include the promotion of gender equality in all EU policies and the resulting national policies, as well as providing technical assistance both to EU institutions and to the authorities of the Member States. Therefore, the allocation of additional human and financial resources should be linked to a definition regarding the level of support EIGE is expected to provide to the EU institutions and the Member States, and a definition of the specific tasks and operational objectives the Institute is expected to achieve. This definition of specific tasks and operational objectives should be accompanied by a detailed workload analysis, which would form the basis and justification for a request for the human and financial resources necessary to carry out the respective tasks. A system to track, analyse and follow up on addressed and unaddressed stakeholders' requests (please see the recommendation/lesson learned number 2) would contribute to such an analysis.

#### **21. Revise and improve the efficiency of EIGE's management and advisory bodies:**

- Revise the composition of the Management Board by including representatives of all Member States. Such a fully-fledged Management Board would allow the continuity of work to be ensured, and enable dialogue to be maintained with all Member States. The revised Management Board could also include a representative of the European Parliament;

- Establish an Executive Board on the basis of the current Standing Committee, which would support the Management Board's decision-making, supervision and monitoring process. The Executive Board should be responsible for assisting, supervising and scrutinising the preparation of decisions proposed for adoption by the Management Board. Where necessary, for reasons of urgency, the Executive Board could be authorised to take provisional decisions on behalf of the Management Board. The Management Board could also delegate certain clearly defined tasks and decision-making powers to the Executive Board, where this would improve the efficiency of the Institute (these tasks and decisions could relate to administrative and technical matters, and should not include decisions that must be passed by a majority of two-thirds of the Management Board members, as referred to in Article 10(8) of EIGE's Founding Regulation and Article 13 of the Common Approach);
- Revise the composition, role and working methods of EIGE's advisory bodies, specifically the Experts' Forum. Instead of the Experts' Forum, the excellence and independence of the activities of EIGE could be supported by the scientific committee, *ad hoc* experts' groups and/or other means. The members of such bodies should be appointed by EIGE (e.g. the members of advisory bodies could be appointed by EIGE's Management Board, based on a proposal from EIGE).

**22. Further improve EIGE's operational processes, simplify its administrative processes, and enhance its IT tools. Continue efforts aimed at fostering staff engagement and the business culture of the Institute.**

## ADDED VALUE

EIGE continues producing unique outputs and services which support other EU institutions and bodies in their pursuit of more gender-responsive policies and in the process of promoting gender equality in the EU. The evaluation identified three main elements of added value provided by EIGE: its expertise and data on gender equality, which is unique among other agencies; its ability to assess Member States' progress towards gender equality; and EIGE's contribution to gender mainstreaming in policy areas traditionally regarded as gender-neutral. Compared to the previous evaluation, EIGE has expanded its key elements of added value. In addition to providing comparative data and information on gender equality, EIGE's contribution became also widely recognised at the level of providing technical expertise and guidance that supports integration of a gender perspective into policy-making.

EIGE has established itself as the specialised research and knowledge centre in gender equality at the EU level and has managed to collaborate more directly with the main EU institutions, following the key recommendation of previous evaluation. Among the organisations providing information on gender equality in the EU, EIGE is considered the primary external source of information on gender equality for good practices on gender equality, methods and tools for gender mainstreaming and comparative analysis on gender equality. For information on national policies on gender equality, stakeholders are more likely to use other sources.

In addition, the evaluation evidence shows clear and active effort in producing unique information on gender equality which can support public policy agenda setting and decision-making. There is also a strong acknowledgement of EIGE's contribution to the legislation and policies on gender equality at the EU and national levels, though more so for the EU. At EU level, in particular, policy references to EIGE's work increased more than twofold between 2018 and 2020. While the evaluation found impact of EIGE on national policies, EIGE's work brings more added value to EU policymakers than to those at the national level. This is likely due to higher relevance of some of EIGE's results and outputs to the EU policy making, limited EIGE's capacity to reach out and serve national policy-makers and language barriers. EIGE also faces important challenges in this area, most notably the backlash on women's rights

and the emergence of anti-gender movements in several Member States, which creates an obstacle for the Institute to create value at the national level.

### Recommendations/lessons learned:

#### **23. Build on EIGE's accumulated credibility and expertise to create larger networks**

To showcase the added value provided by EIGE, its work could be better integrated into the larger policy arena in two ways:

- Increasingly embed EIGE's work on gender equality within larger policy programmes, in line with the priorities of the Commission's agenda, as covered in the chapter on Relevance. EIGE is already taking steps in the right direction: it reacted quickly to the COVID-19 pandemic, offering gender analyses of developments in terms of public health, employment and economic hardships. EIGE's recent focus on the European Green Deal to support the thematic focus of the Gender Equality Index on the green transition also represents another step in this direction. However, stakeholders suggested that EIGE could become more involved in other policy areas. Further work should be coupled with better dissemination efforts to ensure that existing knowledge reaches EIGE's stakeholders.
- Offer more and better opportunities for national stakeholders to become involved. Although EIGE's budget does not allow for comprehensive outreach toward all 27 Member States, such activities could be fostered indirectly through more active engagement with civil society and EIGE's network (e.g. the Journalist Network).

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## Annex 1: Evaluation matrix

EVALUATION QUESTIONS	INDICATORS AND JUDGEMENT CRITERIA	METHODS
<b>RELEVANCE</b>		
<b>1. To what extent do EIGE's activities meet the needs of its stakeholders at both EU and national levels?</b>	<ul style="list-style-type: none"> <li>- Needs that have a legal basis to be served according to the EIGE's Founding Regulation and can be clearly related to the objectives and scope of EIGE's mandate.</li> <li>- Perceptions of the stakeholders regarding EIGE's relevance.</li> <li>- Stakeholders' perceptions of the extent to which EIGE's activities have met the stakeholders' needs.</li> </ul>	Desk research, interviews, surveys, public consultation
<b>2. To what extent are EIGE's outputs relevant to the needs of EU and national policies on gender equality?</b>	<ul style="list-style-type: none"> <li>- Extent to which (based on the documentary analysis) tasks and resources seek the same or similar objectives as the goals set out in the EU gender equality policy framework.</li> <li>- Extent to which (based on interviews) high-level officials involved in EU policy planning and EIGE's Management Boards agree that the EIGE activities pursue the same or similar objectives as the goals set out in the EU gender equality policy framework.</li> <li>- Share of stakeholders surveyed who confirm having used EIGE's outputs at least once in policy discussions or policy-making within the period evaluated.</li> <li>- Stakeholders providing examples of use cases and explaining how EIGE's outputs were useful.</li> </ul>	Desk research, interviews, surveys
<b>3. How relevant are EIGE's outputs to EU citizens?</b>	<ul style="list-style-type: none"> <li>- Perceptions of the relevance of EIGE's outputs among the broader public.</li> <li>- Perceptions among the stakeholders of the relevance of EIGE's outputs to EU citizens.</li> <li>- Evidence on the relevance of EIGE's outputs to EU citizens based on documentation and web analysis.</li> <li>- Number of mentions of EIGE or its work in a sample of mass media outlets for each year in the evaluation period.</li> <li>- Number of unique and non-unique visitors to EIGE's website and social media, where available.</li> </ul>	Desk research, interviews, surveys, public consultation



<p><b>4. Would it be useful to modify or extend the tasks of the Institute (if so, what would be the financial implications of any such modification or extension of the tasks)?</b></p>	<ul style="list-style-type: none"> <li>- Key stakeholders interviewed agree the extension or modification is useful and desirable for EIGE to better comply with one or more of the key evaluation criteria and EIGE’s objectives.</li> <li>- Key stakeholders interviewed agree on the nature of the desired extension or modification.</li> <li>- Key stakeholders are prepared to revisit EIGE’s mandate, or deem that such revision is not necessary for the desired modification or extension of tasks.</li> <li>- Key stakeholders agree, and efficiency analysis shows, that changes are sustainable and cost-effective.</li> </ul>	<p>Desk research, interviews, case studies, efficiency analysis</p>
<p><b>5. In the context of the sunset/review clause, to what extent does EIGE respond to EU policies and priorities?</b></p>	<ul style="list-style-type: none"> <li>- EU policies and priorities, including new issues and challenges, feature in EIGE’s work.</li> <li>- Stakeholders’ perceptions on the extent to which EIGE responds to EU policies and priorities.</li> <li>- Explicit references to EIGE’s work in the most prominent EU policy documents released during the period evaluated.</li> <li>- Identification of aspects that could be improved/changed in the context of the sunset clause.</li> </ul>	<p>Desk research, interviews, surveys, case studies</p>
<p><b>COHERENCE</b></p>		
<p><b>1. To what extent is EIGE ensuring appropriate coordination with relevant EU institutions, bodies, offices and agencies (especially with FRA and Eurofound) to foster synergies, efficiency gains and avoid duplication?</b></p>	<ul style="list-style-type: none"> <li>- Proactive efforts (cooperation activities, e.g. joint planning, events and reports, exchange of information) put forward by EIGE and other entities active in the field of gender equality mentioned in EIGE’s documents or in interviews with staff members / management actors, and confirmed by representatives of collaborating bodies.</li> <li>- Extent to which staff members and the management of EIGE and other entities perceive cooperation activities to be beneficial in avoiding duplication (e.g. activities with the same objective, nature, scope and target groups) and in creating synergies.</li> <li>- Extent to which cooperation activities are continued on a yearly basis.</li> <li>- Synergy effects reported in EIGE’s collaboration agreements, planning and reporting documents, identified by EIGE staff and confirmed by the documentation or staff members of other relevant entities.</li> <li>- Best practice examples reported in EIGE’s planning and reporting documents, identified by EIGE staff and confirmed by the documentation or opinions of staff members of relevant international organisations.</li> </ul>	<p>Desk research, interviews, case studies</p>
<p><b>2. To what extent is EIGE acting in close cooperation with civil society organisations, social partners and research</b></p>	<ul style="list-style-type: none"> <li>- Stakeholders’ perceptions on the extent of cooperation (most of the relevant interview and survey respondents recall repeated contacts).</li> </ul>	<p>Desk research, interviews, surveys, efficiency</p>

<p><b>institutions? Is its resource allocation proportionate?</b></p>	<ul style="list-style-type: none"> <li>- Processes in place and steps taken to closely collaborate with CSOs, social partners and research institutions – none, <i>ad hoc</i>, systematic.</li> <li>- The majority of key EIGE stakeholders interviewed agree that the extent of this cooperation is appropriate to the implementation EIGE’s mandate.</li> </ul>	<p>analysis, public consultation</p>
<p><b>3. To what extent are EIGE’s objectives coherent with EU policies and priorities?</b></p>	<ul style="list-style-type: none"> <li>- Extent to which EIGE’s objectives and activities have been pertinent to the Commission’s objectives, policies and priorities.</li> <li>- Extent to which EIGE followed up on Council of the European Union conclusions, Parliament resolutions and other <i>ad hoc</i> policy documentation relevant to its work, via explicit mentions in EIGE’s planning and reporting or via the coherence of EIGE’s activities with these policies and priorities.</li> </ul>	<p>Desk research, interviews</p>
<p><b>EFFECTIVENESS</b></p>		
<p><b>1. To what extent did EIGE manage to achieve the overall objectives set out in Article 2 and perform the tasks defined in Article 3 of the Founding Regulation, and the objectives set out in the annual work programmes? To what extent have the objectives set out in EIGE’s work programmes for the years 2015–2020 been accomplished?</b></p>	<ul style="list-style-type: none"> <li>- Extent to which EIGE’s planning covered all objectives under Article 2 and all tasks in Article 3, and in the event that some were not covered – the reasons why this was the case.</li> <li>- Extent to which EIGE’s planning covered its strategic objectives, as outlined in EIGE’s 2015-2020 planning documents.</li> <li>- Extent to which EIGE implemented all of its planned activities and tasks.</li> <li>- Activities planned in the annual work programmes were reported as implemented in the annual reports, and no evidence to the contrary has been encountered during interviews with EIGE staff members and stakeholders.</li> <li>- The perceptions of EIGE staff members and stakeholders regarding the extent to which EIGE’s activities contributed to the achievement of its specific objectives.</li> <li>- The perceptions of EIGE staff members and stakeholders regarding the extent to which the implementation of EIGE’s specific objectives has contributed to the implementation of EIGE’s general objectives.</li> <li>- Important external factors which influenced the (under)achievement of EIGE’s specific and general objectives identified in EIGE’s reports and by the groups of respondents interviewed and surveyed.</li> <li>- Assessments of the influence of external factors by interview and survey respondents.</li> </ul>	<p>Desk research, interviews, surveys, case studies</p>
<p><b>2. To what extent did EIGE manage to deliver assistance and expertise, and to initiate activities to collect, record and analyse relevant, objective, reliable and comparable</b></p>	<ul style="list-style-type: none"> <li>- Extent to which EIGE delivered all of its outputs as planned in the work programmes (the list of outputs planned corresponds to those delivered).</li> <li>- The most- / least-used outputs, as indicated by stakeholders during their survey and citizens during the public consultation.</li> </ul>	<p>Desk research, surveys, interviews, case studies, public consultation,</p>

<p><b>information and data relating to gender equality issues in the European Union and its Member States, in support of the implementation of Union policy?</b></p>	<ul style="list-style-type: none"> <li>- Additional outputs/outcomes that were not initially foreseen in the work programmes, but were mentioned by different types of stakeholders and/or supported by documentary analysis.</li> <li>- Extent to which different groups of stakeholders are satisfied with EIGE’s communication methods, tools and scope; and the extent to which EIGE’s website, including elements such as the Gender Equality Index and Gender Statistics database, is presented in a user-friendly manner.</li> <li>- Extent to which stakeholders report gaining awareness, knowledge and skills about various issues in the area of gender equality as a result of EIGE’s activities, e.g. KMC data on satisfaction with events.</li> <li>- Extent to which stakeholders report that the quality of EIGE outputs/ outcomes is high.</li> <li>- Evidence from the usability tests of EIGE website.</li> <li>- Share of respondents who report that EIGE’s activities and outcomes stimulated policy discussions.</li> <li>- Extent to which those stakeholders have reported using EIGE’s outputs in their work (e.g. making concrete steps towards mainstreaming gender equality, shaping agendas, making decisions, strengthening organisational capacities), new data collection activities, further research and dissemination in the European gender equality community).</li> </ul>	<p>usability tests of EIGE’s website</p>
<p><b>3. To what extent did EIGE manage to develop adequate methods and standards to improve the comparability, objectivity and reliability of data among the Member States?</b></p>	<ul style="list-style-type: none"> <li>- Evidence from documentary analysis and stakeholders’ perceptions regarding the extent to which EIGE developed a solid theoretical underpinning for data collection in the area of gender equality.</li> <li>- Share of respondents who report that EIGE was successful in assessing existing data sources and identifying data gaps.</li> <li>- Share of respondents who report that EIGE was successful in developing methods and tools for collecting additional data.</li> <li>- Share of respondents who report that EIGE was successful in collecting additional data.</li> <li>- Evidence on relevant mechanisms in place to ensure the good quality of outputs.</li> <li>- Stakeholders’ perceptions regarding the extent to which EIGE was successful in processing, reporting and disseminating additional data to stakeholders.</li> <li>- Share of stakeholders who agree that EIGE’s collection, processing and dissemination activities increased access to comparable, objective and reliable data.</li> </ul>	<p>Desk research, surveys, interviews, case studies</p>

<p><b>4. To what extent has EIGE been successful in developing and disseminating methodological tools to support the integration of gender equality into all EU policies and resulting national policies and to support gender mainstreaming in all EU institutions and bodies?</b></p>	<ul style="list-style-type: none"> <li>- Planned methodological tools are reported as being delivered, and this is confirmed by interviews.</li> <li>- Methodological tools are reported as having been disseminated, being user-friendly and of good quality, and this is confirmed by the intended audience.</li> <li>- Evidence of intended users taking up EIGE’s methodological tools that were intended for their use.</li> </ul>	<p>Desk research, interviews, survey</p>
<p><b>5. To what extent has EIGE been successful in developing and assisting networking on gender equality at European level?</b></p>	<ul style="list-style-type: none"> <li>- Annual growth rate of the EuroGender network and the achievement of its objective to help EIGE engage stakeholders in its work, as well as fostering research and optimising resources. Outcomes of a separate EuroGender evaluation due in 2022 will be taken into account.</li> <li>- The extent to which EIGE has managed to become the central actor in the European gender equality community, according to stakeholders’ opinions in interviews and surveys.</li> <li>- Share of stakeholders who agree that EIGE helped them develop transnational partnerships.</li> </ul>	<p>Desk research, surveys, interviews, public consultation</p>
<p><b>6. To what extent have the recommendations from the first external (<i>ex-post</i>) evaluation of EIGE (2015) been implemented?</b></p>	<ul style="list-style-type: none"> <li>- Extent to which the evaluation’s recommendations were reflected in EIGE’s planning documents and were implemented during the evaluation period.</li> <li>- Evidence regarding planning to implement the recommendations, and on delivery.</li> </ul>	<p>Desk research, interviews</p>
<p><b>EFFICIENCY</b></p>		
<p><b>1. To what extent does EIGE implement annual budgets in an efficient and responsible way?</b></p>	<ul style="list-style-type: none"> <li>- Rate of execution of commitment appropriations.</li> <li>- Rate of execution of payment appropriations.</li> <li>- Rate of cancellation of payment appropriations.</li> <li>- Rate of payments executed within legal/contractual deadlines.</li> <li>- Appropriated split between titles/lines.</li> <li>- Procedures and evidence that the annual budget planning exercise takes due account of both the implementation of the previous year’s budget and changes to EIGE’s strategic priorities and objectives.</li> <li>- Evidence that EIGE’s budgetary process follows the principles of ABB (costing of EIGE’s activities) and ABM (costing of EIGE’s outputs and outcomes, ensuring that the process for the allocation of resources is consistent with political priorities and objectives).</li> <li>- Evidence that EIGE’s budget is being revised and adjusted according to needs and the changing environment.</li> <li>- Where relevant, the analysis will take into account planning and implementation of EIGE’s budget per different budget titles.</li> </ul>	<p>Desk research, interviews, efficiency analysis</p>

	<ul style="list-style-type: none"> <li>- The results of the audit by the European Court of Auditors (ECA) and other audits.</li> <li>- Fraud cases (if any).</li> <li>- Functioning of the programmes' supervisory and control systems.</li> </ul>	
<p><b>2. Is there a reasonable cost in terms of financial and human resources and administrative arrangements in relation to the activities and achievement of the set objectives?</b></p> <p><b>3. Are the size of its budget and the size and composition of its human resources appropriate and proportional to what the agency is expected to achieve?</b></p>	<p><i>Cost-effectiveness of EIGE, in terms of the financial and human resources allocated to achieve the set objectives</i></p> <ul style="list-style-type: none"> <li>- Title I "Staff Expenditure" and Title II "Infrastructure and miscellaneous operating expenditure" budget 'per head', evolution over time, comparison with other executive agencies (especially those of similar size and those with mandates of similar scope).</li> <li>- Extent to which EIGE's costs are in line with the initial estimations that accompanied the founding Regulation</li> <li>- Balance of operational and administrative expenditure, evolution over time, comparison with other agencies (especially those of similar size and those with mandates of similar scope).</li> <li>- Identification of cost-effectiveness drivers of EIGE.</li> <li>- Stakeholders' perceptions regarding EIGE's cost-effectiveness.</li> <li>- Evolution of the costs of EIGE (both overall and per different budget Titles (I-III)) over time, taking into account the level of staffing, evolution of the agency's mandate, and the outputs and outcomes produced.</li> <li>- Evolution of the financial costs of EIGE per different activity areas.</li> <li>- Evolution of the staffing level of EIGE, taking into account the evolution of the agency's mandate and the outputs and outcomes produced.</li> <li>- Evolution of the distribution of EIGE's human resources across different activity areas.</li> <li>- Existence and effectiveness of resource planning / HR allocation processes.</li> <li>- Share of stakeholders who perceive that EIGE operates cost-effectively in achieving the set objectives.</li> </ul> <p><i>Human resources and human resources management</i></p> <ul style="list-style-type: none"> <li>- Staff turnover and vacancy rate of the agency, evolution over time.</li> <li>- Degree of difficulty in finding the right profiles and the human resources needed.</li> <li>- The staff's perceptions of the level of workload.</li> <li>- The staff's perceptions of work-private life balance.</li> <li>- Incidence of cases of excessive overtime.</li> <li>- Which tasks are being outsourced to private contractors? Are any core tasks being outsourced to private contractors / could these outsourced tasks pose a risk related to the continuity of EIGE's work / its over-dependence on external contractors?</li> </ul>	<p>Desk research; interviews, surveys, efficiency analysis</p>

	<ul style="list-style-type: none"> <li>- Composition of the staff in EIGE in different categories (TAs, CAs, SNEs) and trainees, evolution over time.</li> <li>- The extent to which the management and stakeholders agree that staffing in different categories is well balanced and corresponds to the allocated functions.</li> <li>- Competency management strategy/processes in place (such as a competency model, a training and development strategy/plan, implementation of staff appraisals, periodicity of meetings/feedback sessions between the agency's staff and their direct managers, etc.)</li> <li>- Staff training strategies / plans in place that meet the needs for the expertise necessary for the execution of the allocated tasks.</li> <li>- Talent management processes are fit-for-purpose.</li> <li>- Indicators relating to HR development (e.g. training days).</li> <li>- Level of staff engagement and satisfaction with their position at EIGE (based on staff surveys); evolution over time and comparison with other agencies (to the extent possible).</li> <li>- Factors influencing staff engagement and satisfaction.</li> <li>- Measures put in place to address and follow-up the findings of staff surveys.</li> </ul>	
<p><b>4. Is the structure and organisation of the Institute (e.g. the composition and procedures of the Management Board, EIGE's organisational structure and procedures) appropriate and adequate in terms of balancing simplicity / speed and rigour / comprehensiveness?</b></p>	<p><b>Organisational structure</b></p> <ul style="list-style-type: none"> <li>- The extent to which the management and relevant stakeholders agree that the structure and organisation of the agency is adequate to the work entrusted to it and to its actual workload.</li> <li>- The extent to which the management and relevant stakeholders consider the size of the organisation and its organisational units to be balanced / adequate / fit for purpose.</li> <li>- Indicators relating to staffing level and workload, both at the level of the agency and its different units.</li> <li>- The ratio and evolution of different staff categories (administrative support and coordination/operational and neutral staff categories), benchmarking with other similar agencies (taking into account the inherent differences between such agencies).</li> <li>- Assessment of whether the chain of responsibility within the agency is well-defined and there are appropriate management and reporting systems and procedures in place.</li> <li>- The extent to which the agency's staff and relevant stakeholders perceive that the ratio between administrative and operational staff is adequate.</li> </ul>	<p>Desk research, interviews, surveys</p>

	<ul style="list-style-type: none"> <li>- Evidence that roles and responsibilities are clearly documented (clear delineation of tasks, clarity of roles and lack of duplication, etc.) and communicated to respective staff members and relevant stakeholders.</li> <li>- The extent to which the management agrees that responsibilities and tasks are allocated to the right levels of authority.</li> <li>- Share of stakeholders who are satisfied with the composition of the Standing Committee of the Management Board and the Management Board and consider them fit for purpose.</li> <li>- Share of the members of the Standing Committee of the Management Board and of the Management Board who consider the working methods clear and fit for purpose.</li> <li>- Evidence on the effective integration of the Management Board into the overall strategic management system of the agency and the active participation of Management Board members in meetings and procedures (e.g. attendance).</li> <li>- <i>Processes of the Agency</i></li> <li>- The extent to which the relevant stakeholders and staff agree that the existing processes and procedures of EIGE contribute to the achievement of the objectives of the agency.</li> <li>- Business processes and manuals of procedures are in place for the most important workflows.</li> <li>- The extent to which manuals of procedures are communicated to the relevant staff and considered to be clear and user-friendly.</li> <li>- Evidence of continuous improvements to business processes.</li> <li>- The extent to which the relevant stakeholders (e.g. Management Board members) agree that processes are subject to continuous improvement.</li> <li>- Share of the staff that is satisfied with the administrative support.</li> <li>- The extent to which the management and stakeholders agree that EIGE is able to react promptly and flexibly to unforeseen circumstances and changes.</li> </ul>	
<p><b>5. To what extent are the role, working methods, composition and outputs of the Experts' Forum efficient and appropriate to the achievement the objectives set in the Founding Regulation?</b></p>	<ul style="list-style-type: none"> <li>- Mapping of costs, outputs and added value of the Experts' Forum.</li> <li>- The extent to which the relevant stakeholders (e.g. Management Board members), EIGE management and Experts' Forum members agree that the role of the Experts' Forum in achieving the objectives of EIGE is clear; evidence on the effective integration of the Experts' Forum into the overall strategic management and quality assurance system of the agency.</li> </ul>	<p>Desk research, interviews, surveys</p>

	<ul style="list-style-type: none"> <li>- Composition and homogeneity of the Experts' Forum; the extent to which the relevant stakeholders, EIGE management and Experts' Forum members agree that the composition of the Experts' Forum is adequate to its objectives.</li> <li>- The extent to which the relevant stakeholders, EIGE management and Experts' Forum members agree that the working methods and procedures of the Experts' Forum are adequate to its objectives; related evidence.</li> <li>- The extent to which the relevant stakeholders, EIGE management and members of EIGE management and advisory bodies agree that the governance system of EIGE and cooperation between different governing and advisory bodies are efficient; related evidence.</li> </ul>	
<p><b>6. To what extent are the agency's objectives, activities and procedures coherent with the European Commission's Common Approach, aimed at increasing efficiency and effectiveness as well as improving the performance and governance of the decentralised agencies?</b></p>	<ul style="list-style-type: none"> <li>- Evidence on the implementation of requirements set in the Common Approach.</li> <li>- The extent to which the stakeholders and EIGE management agree that EIGE complies with the requirements of the Common Approach.</li> </ul>	<p>Desk research, interviews</p>
<p><b>7. Where there are incoherencies with the Common Approach, would there be significant advantages in a better alignment?</b></p>	<ul style="list-style-type: none"> <li>- Identification of incoherencies / opportunities for improvement in relation to the implementation of the requirements of the Common Approach, and analysis of whether alignment would be beneficial in the case of this specific agency.</li> <li>- Identification of tools and practices that could contribute to better alignment without causing disproportionately high workload, such as the use of service level agreements (SLAs), etc.</li> </ul>	<p>Desk research, interviews</p>
<p><b>8. Is there scope for simplifying administrative arrangements and working methods without reducing impacts/results or output quality?</b></p>	<ul style="list-style-type: none"> <li>- Simplification measures introduced.</li> <li>- Effect of simplification measures on the performance of the agency.</li> <li>- Perceptions of the agency's stakeholders and staff regarding the impact of the simplifications introduced.</li> <li>- The existence of IT tools and their adequacy to the needs of EIGE.</li> <li>- Evidence that IT tools and related procedures are being developed, employed and adapted to the changing needs of the agency.</li> <li>- Satisfaction of the EIGE staff and stakeholders with the adequacy and user-friendliness of IT tools (in cases where they have access to the respective IT tools/systems).</li> <li>- Identification of actions that could further simplify the administrative arrangements and working</li> </ul>	<p>Desk research, interviews, surveys</p>

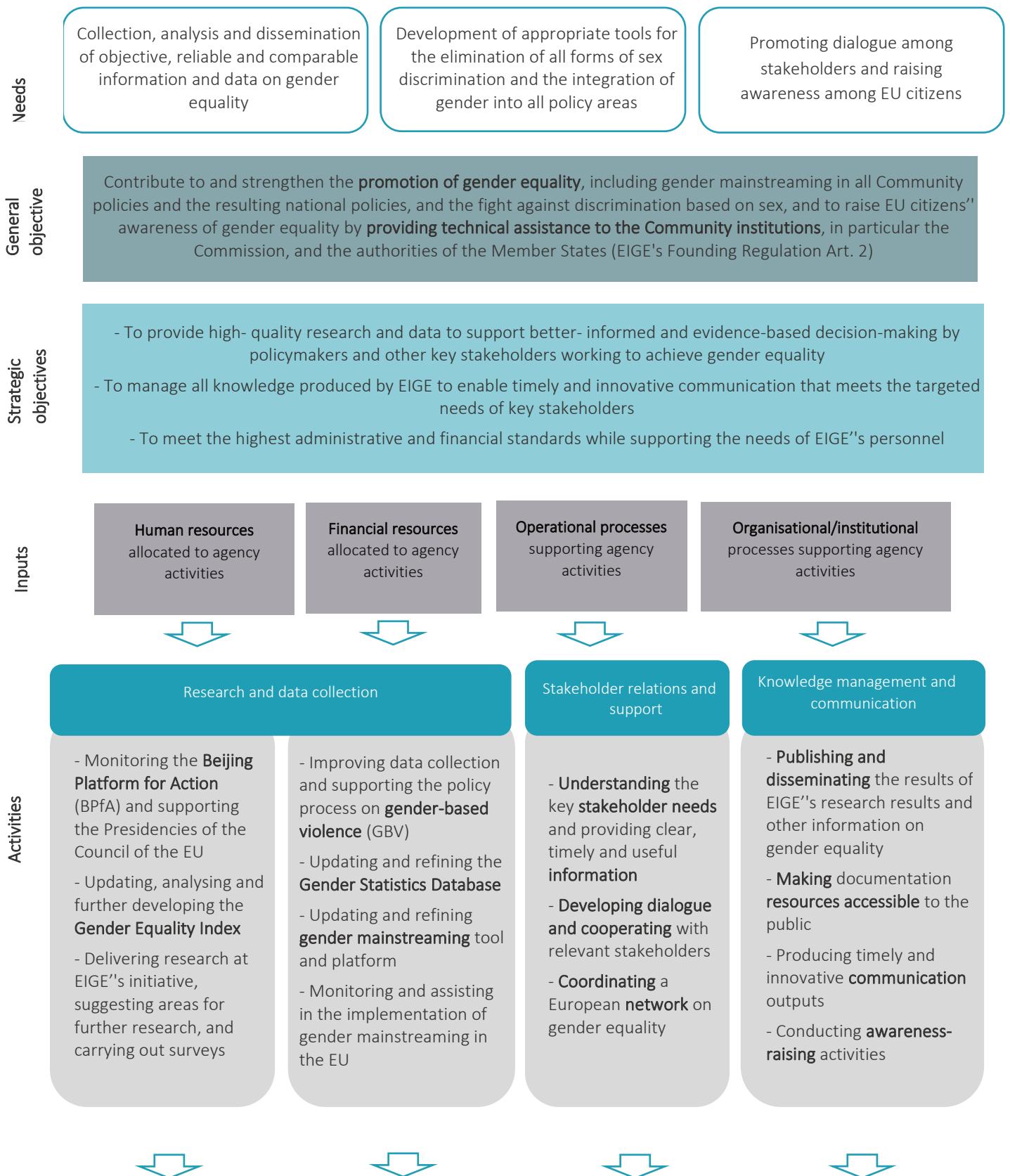


	methods of EIGE without reducing its impacts/results or output quality.	
<b>EU ADDED VALUE</b>		
<b>1. To what extent did stakeholders use EIGE results and outputs and deem these to provide added value to their work?</b>	<ul style="list-style-type: none"> <li>- Share of stakeholders surveyed who are using EIGE's outputs and agree that EIGE has strengthened their institution's capacity.</li> <li>- Share of stakeholders surveyed who are using EIGE's outputs and agree that EIGE has contributed to gender mainstreaming.</li> <li>- Share of relevant stakeholders surveyed who are using EIGE's outputs and agree that EIGE has contributed to improving their gender equality competence.</li> </ul>	Surveys, interviews, case studies
<b>2. To what extent did EIGE's activities contribute to policy formation and implementation at EU and national level, and what was their impact on the promotion of gender equality policies?</b>	<ul style="list-style-type: none"> <li>- Extent to which EIGE stakeholders involved in policy formation/decision-making agree that EIGE managed to create the basis for European and national-level information on gender equality that could support public policy agenda-setting and decision-making.</li> <li>- Stakeholders' examples of EIGE's support for policy formation / decision-making.</li> <li>- Extent to which the most prominent European and national-level gender equality policy documentation reflects EIGE's outputs.</li> <li>- Frequency of links between EIGE's outputs and policy documents.</li> </ul>	Desk research; surveys, interviews, case studies
<b>3. What unique added value has EIGE provided, which Member States on their own, other EU agencies or the European Commission could not have produced?</b>	<ul style="list-style-type: none"> <li>- Evidence on identifiable differences in key services, types of stakeholders and audiences targeted by EIGE, compared with FRA and Eurofound.</li> <li>- Extent of overlapping services reported in planning documents and noted by stakeholders, EIGE staff and management.</li> <li>- Extent to which EIGE's services are used on a regular basis by other EU decentralised agencies.</li> <li>- Frequency with which stakeholders mentioned the added value of EIGE's reports compared with those produced by independent researchers / research centres / Member States.</li> <li>- Number of visitors using EIGE's Research and Documentation Centre as a one-stop shop for information on gender equality.</li> <li>- The share of national stakeholders who recognise the unique added value of the knowledge / evidence and networking opportunities provided by EIGE.</li> <li>- key stakeholder interviews identifying instances of duplication that can also be verified through other data sources.</li> <li>- Perceptions of EIGE's added value mentioned in the interviews with Commission representatives.</li> </ul>	Desk research; surveys, interviews, case studies
<b>4. To what extent does the European Commission's</b>	<ul style="list-style-type: none"> <li>- Extent to which the Commission's allocation of tasks and responsibilities to EIGE is beneficial in</li> </ul>	Desk research, interviews,

**allocation of tasks and responsibilities to EIGE provide added value compared with possible alternative options?**

- comparison to the implementation of these tasks and responsibilities by the Commission itself. surveys, case studies
- Extent to which the current savings for the EC as a result of using EIGE staff are in line with those anticipated by the impact assessment that accompanied the EIGE's founding Regulation.
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## Annex 2: EIGE’s intervention logic



Outputs

- Developed **BPfA** reports and research notes and updated indicators for the BPfA monitoring framework
  - Updated **Index** data and developed Index report, related deliverables and finetuned Index methodology
  - Developed methods and tools, awareness raising resources and other publications on **gender mainstreaming**
  - Good practices inventories
- **GBV** tools and studies, methodological guideline: for data collection in this area and new data and indicators on GBV
  - Updated **Gender Statistics Database** and integrated unique statistics, such on Women and men in decision making
  - Data talks/short statistical briefs
  - Joint initiatives with other EU institutions and bodies, such as the Gender Equality Strategy monitoring portal or GBV and VAW surveys
- Contributions provided to research and/or policy development at EU and country level (including outputs of programmes outside EU)
  - Responses to ad hoc stakeholder requests
  - Organisation and participation in stakeholder events, including country visits and interventions in policy events or expert, advisory or working groups
- Gender Equality Glossary and Thesaurus in all EU languages
  - EIGE's website
  - EuroGender
  - Resource and Documentation centre
  - News alerts, newsletter and press releases
  - Audio-visual material, interactive tools and infographics
  - Social media activities
  - Journalist Thematic Network and briefings for journalists



Outcomes

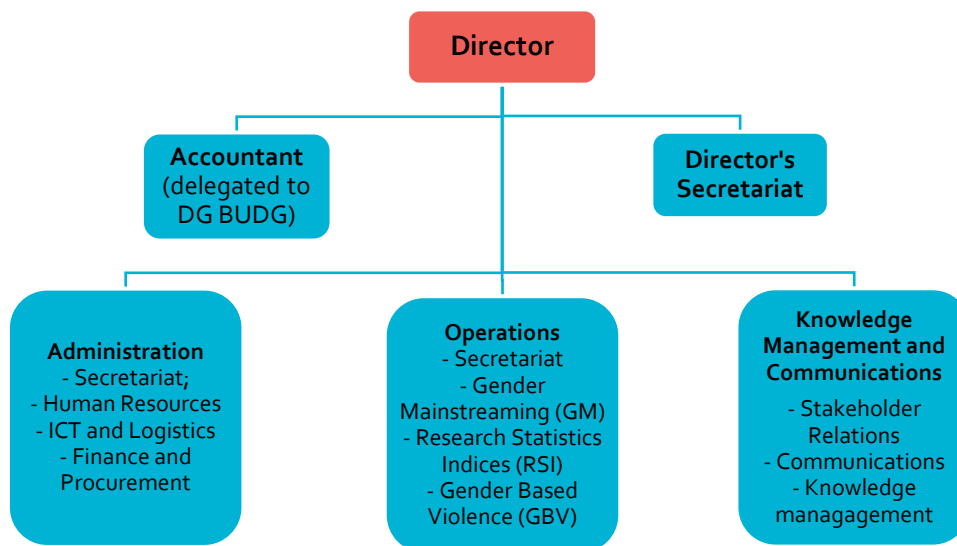
- Increased access to objective, reliable, comparable data, knowledge and guidance on gender equality
  - Increased awareness and knowledge on gender equality among EIGE's stakeholders
- Introduction of new concepts, definitions, methods and indicators on gender equality into policy debates
- Increased use of EIGE's research, data and knowledge as reference sources and in policy and practical initiatives
  - Increased capacity and action of EIGE's stakeholders for gender equality
- Strengthened cooperation and expanded network of stakeholders promoting gender equality



Impacts

- Integration of a gender perspective into EU and Member States policies as a result of EIGE's work
- Better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex and creation of targeted policies because of EIGE's work
- EIGE as the first reference point for policymakers, experts, journalists and citizens in the EU searching for information and resources about gender equality

## Annex 3: EIGE's organisational structure



Source: Prepared by the evaluation team, based on 2020-2022 SPD

## Annex 4: Details of the methodological approach

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### Desk research

Desk research consisted of two interrelated aspects – a review of relevant literature/documents, and an analysis of statistical and monitoring data collected by EIGE. Both the documentary review and the analysis of administrative and monitoring data were key sources of evidence to answer the evaluation questions. The desk research also informed the application of other research methods, including the preparation of interview and survey programmes and case studies, as well as the efficiency analysis.

No significant difficulty was experienced in obtaining the relevant literature, documentation and statistical and monitoring data. The relevant sources of information were freely available online or were provided upon request by EIGE. A strong focus was also placed on EIGE's own internal, administrative, planning and monitoring documents, such as the annual work programmes and Single Programming Documents 2015 to 2020–2022; annual activity reports 2015 to 2020; Management Board meeting minutes 2015 to 2020; staff surveys 2014, 2015, 2016 and 2018; and KMC strategies 2013–2015, 2016–2018 and 2019–2021. EIGE's Founding Regulation 1922/2006 was also used for reference. The previous evaluations of EIGE and feasibility studies were also used to place the findings of the current evaluation into a historical context. EIGE's outputs, such as research reports, handbooks, toolkits, opinions, case studies and other relevant documents available on EIGE's website were also used for additional insights.

The desk research also considered EU-level documents regulating the legal framework of EU decentralised agencies and EIGE, such as the Council Regulation establishing EIGE and related documents; the Strategy for the EU Agencies Network; the Joint Statement and Common Approach on decentralised agencies; the Roadmap on follow-up and Progress Reports on the implementation of the Common Approach. The evaluation team also considered key EU-level policy documents relevant to EIGE's work, such as the Political Guidelines; Europe 2020; the new Strategic Agenda for 2019-2024; the European Pillar of Social Rights and Action Plan; Commission Work Programmes and related documents; and EU gender equality strategies (2010–2015, 2020–2025), Strategic Engagement for Gender Equality 2016–2019, annual reports on equality between women and men.

### Interview programme

Interviews provided an in-depth understanding of EIGE's performance and the impact and value of EIGE's work for its stakeholders. The data collected during interviews were useful for gathering opinions and perceptions of EU-level, national-level and international stakeholders, as well as EIGE's staff. The completed interviews were all semi-structured and adapted to the nature of different groups of stakeholders and their contexts. Table 4 summarises the targets and level of achievement for each stakeholder group.

**TABLE 4. REPORT OF ACHIEVEMENTS OF THE INTERVIEW PROGRAMME**

	TARGET	LEVEL OF COMPLETION	SELECTED MEMBER STATES				
			FI	FR	HU	IT	LV
Interviews with EIGE's staff	12-15	19	-	-	-	-	-
Interviews at EU level	35	32, including 4 with Management Board members and 4 with Experts' Forum members	2	-	1	1	1
Interviews at international level	5	4	-	-	-	-	-
Interviews at national level	25	26 (31, including 1 with a Management Board member and 4 with Experts' Forum members <sup>34</sup> )	5	3	4	9	5
Case study interviews	20-30	22 <sup>35</sup> + 3 written replies	-	-	-	-	-
<b>Total</b>	<b>~110</b>	<b>103</b> + 3 written replies	<b>7</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>6</b>

First, the evaluation conducted interviews with EIGE's staff, followed by EU stakeholders. EU-level stakeholders included representatives of DG JUST and other European Commission officials (including from DG EMPL, DG BUDG, DG R&I, DG HOME, DG NEAR, Eurostat and the Task Force on Equality), the Council of the EU, the European Parliament (including MEPs and officials), decentralised agencies (including FRA and Eurofound), EU-level civil society (including EWL, ILGA-Europe and the Social Platform) and social partners (ETUC, BusinessEurope), and national-level representatives on EIGE's Management Board and Experts' Forum. In parallel, international stakeholders were also interviewed – including representatives of UN Women, UNODC and the Council of Europe.

In the second phase of the interview programme, the evaluation team conducted the case study interviews and interviewed national-level stakeholders in the five focus countries – Hungary, Latvia, Italy, France and Finland. The selection of countries was based on a mix of criteria reflecting the diversity of the Member States in terms of the overall levels of gender equality across the Member States and the levels of gender equality in specific areas. We also considered diversity in terms of geographical regions and population size, and controlled for the variety of countries which were and were not part of the Presidency country trios, as the latter generally have a closer relationship with EIGE during their Presidencies.

National-level interviews included representatives from:

<sup>34</sup> In calculating the total number of interviews, national-level representatives on the Management Board and the Experts' Forum are already counted as interviews at EU level.

<sup>35</sup> The majority of case study interviews were conducted with national-level stakeholders.

- Ministries or other governmental structures/bodies responsible for gender equality;
- Other ministries (such as budget departments and European Social Funds units);
- (Independent) national equality bodies;
- Statistical offices;
- Researchers and academia;
- Media (members of EIGE’s Journalist Network); and
- Civil society organisations promoting gender equality.

Interviewees were selected on the basis of EIGE’s governance structure, EIGE’s stakeholder lists and by using the snowball method, via which some interviewees recommended others.

With some initial delays, the implementation of the interview programme was smooth overall. These initial delays related to difficulties in identifying the relevant contact persons at the various organisations that make up EIGE’s stakeholders, as well as outdated email addresses. The timing of the programme during the summer period also posed a challenge in securing interviews with national-level stakeholders. The evaluation team approached this challenge by consistently following up on interview invitations and expanding the pool of potential interviewees. The majority of invited interviewees agreed to assist. Those who did not justified their non-participation by saying they were unavailable or did not feel competent to participate.

## Survey programme

The survey programme was designed to offer quantitative and, to some extent, qualitative answers to the evaluation questions as operationalised in the inception phase. The survey programme consisted of the following three surveys: 1) survey of EIGE’s staff; 2), survey of EIGE’s Management Board and Experts’ Forum; and 3) survey of EIGE’s stakeholders.

### ***Online survey of EIGE’s staff***

In this survey, EIGE’s staff was asked a series of questions covering all evaluation criteria – efficiency, effectiveness, relevance, coherence and EU added value. The questionnaire was adapted to be used and understood by all staff. Given that not all staff members would be able to answer all questions, the survey allowed the staff to respond only to those questions relevant to their knowledge. Personalised invitations to participate in the survey were sent to all survey participants through Alchemer – a dedicated piece of software for conducting online surveys. Regular, personalised reminders were sent to increase the response rate. While EIGE provided the contacts details for staff members, the survey was managed and disseminated directly by PPMI.

### ***Online survey of EIGE’s Management Board and Experts’ Forum***

The survey of EIGE’s Management Board and Experts’ Forum was designed to gain a better understanding of how these bodies perceive the effectiveness, relevance, coherence and EU added value of EIGE’s work, as well as the efficiency of its management and governance activities. Invitations were sent to current and former members<sup>36</sup> and alternates of the Management Board and the Experts’ Forum, who served terms between 2015 and 2020. The response rate to this survey was initially low, and thus the deadline was extended several times. The survey asked filtering questions about the respondent’s

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<sup>36</sup> The ‘current’ members of the Experts’ forum took office on 1 June 2022, but some of them have also served in previous mandates, and thus are also ‘former’ members.



term served in either of these bodies, which also allowed the filtering of responses according to the term served. Personalised invitations to participate in the survey were sent to members of the Management Board and the Experts' Forum using the survey tool Alchemer. Regular, personalised reminders were sent to increase the response rate. While EIGE provided the contacts details of members and alternates of the Management Board and the Experts' Forum, the survey was managed and disseminated directly by PPMI.

### ***Online survey of stakeholders***

The purpose of the stakeholders' survey was to collect data on perceptions of EIGE's work, based on the evaluation criteria, from the perspectives of stakeholders. Invitations to complete the survey were shared by both PPMI and EIGE. PPMI contacted a number of stakeholders via the contact list provided by EIGE, as well as those identified through the research process, in line with GDPR requirements. The invitation allowed recipients not only to take the survey but also included an additional link allowing them to further disseminate the survey to relevant stakeholders. EIGE helped to distribute the survey to those stakeholders at various EU institutions whose contact details were not available to PPMI. Due to low initial response rates, PPMI took over the distribution of the survey from EIGE during the later stages of the project. To reduce respondents' fears regarding their anonymity, the evaluation team explained in the invitation that PPMI is the survey manager and data owner.

### ***Carrying out the surveys***

The questionnaires were finalised during the Inception stage of the evaluation. All three questionnaires include as many identical questions as possible, to allow for triangulation and the easy comparison of responses across different groups. Furthermore, the questionnaires were designed by taking into account those used in the first external evaluation of EIGE, in order to include similar questions and allow comparisons to be made with the results of the previous evaluation. The questionnaires designed were then tested internally by PPMI. Feedback from the testing was used to refine the surveys before their launch.

All surveys were carried out using the survey tool Alchemer. This tool has been continuously improved to combine research functionality and respondent satisfaction, and is fully GDPR-compliant. Personalised, tailored links were sent to a finite sample of pre-identified respondents to track response rates and send targeted reminders accurately in order to increase response rate. Given that some respondents were also invited to participate in the interview programme, there was a risk that some of them might perceive survey invitations as having been sent to them by mistake. To address this, an explanation was added to reminders, explaining that the interview programme and the surveys were two separate data collection exercises.

The delivery statistics available through Alchemer showed that each reminder prompted further respondents to complete the survey. To increase response rates, the survey timelines were extended slightly. The following table presents greater detail regarding the timeline and response rates for each survey at the time the surveys were closed.

**TABLE 5. TIMELINE AND RESPONSE RATES FOR SURVEYS**

SURVEY	TIMELINE	NUMBER OF INVITATIONS SENT	NUMBER OF RESPONSES	RESPONSE RATE
Online survey of EIGE's staff	11 May – 7 June 2022	40	32	80 %
Online survey of EIGE's Management Board and Experts' Forum	11 May – 15 July 2022	155 (including alternates)	37	23.8 %
Online survey of the stakeholders and target audiences of EIGE	11 May – 11 September 2022	2300	237	10 %

The implementation of the surveys varied according to the type of survey. The implementation of the surveys of EIGE's staff and of the Management Board and Experts' Forum was smooth overall, achieving relatively high response rates within the deadlines set. Collecting responses from various stakeholders proved to be a more challenging task, as initially it was difficult to obtain any responses. The key challenges in doing so emerged due to the timing – during the summer period – and the fact that PPMI was initially not directly involved in the distribution of the stakeholders' survey. To tackle these challenges, PPMI needed to adjust the approach used to disseminate the stakeholders' survey, applying a more targeted campaign of reminders and extending deadlines.

## Open public consultation

The purpose of the public consultation (OPC) was to collect information and opinions regarding EIGE's work from beneficiaries and non-beneficiaries, the wider network of stakeholders, and the general public, in order to involve them in the evaluation process and gather new ideas for the future of the organisation.

The OPC questionnaire included a mix of closed questions (factual information, approval or disapproval of specific, clearly formulated affirmations about EIGE's work or suggestions, etc.), open-ended questions, and dedicated areas for comments/suggestions, in which stakeholders and the general public were invited to express their positions.

A background document was developed to complement the OPC. This provided a summary of the purpose of the evaluation and the OPC, to better inform respondents and ensure the quality of the inputs received.

The evaluation team prepared the questionnaire and background document in English. These were subsequently translated into German and French by professional translators. Upon the agreement of EIGE, the evaluation team imported the EN, DE and FR versions of the questionnaire and background paper into the EUSurvey tool. The questionnaires were then translated into the remaining EU languages using the automated machine translation service provided by EUSurvey.

The OPC was published on 26 May, and remained open until 9 September 2022. The timeframe for the submission of responses was extended from 12 weeks to 14 weeks, to accommodate the summer period.

The OPC received 24 valid replies, mainly from EU citizens. One response from a non-EU citizen was disregarded, as the respondent indicated they had not previously heard of EIGE, and the OPC required some prior knowledge of EIGE's work.

## Case studies

Five in-depth case studies were carried out as part of this evaluation. The purpose of the case studies was to explore in-depth the impacts of the EIGE activities implemented during the evaluation period, and to contextualise other evaluation findings, as well as to analyse the project-level management processes that might influence how effectively EIGE's projects achieved their objectives. The final selection of case studies, summarised in Table 6, was approved by the Steering Committee.

**TABLE 6. SELECTION OF CASE STUDIES**

<b>PROJECT/TOPIC</b>	<b>JUSTIFICATION</b>	<b>REPRESENTATION OF EIGE ACTIVITIES BY TYPE AND THEMATIC AREA</b>
<b>Gender Equality Index</b>	Examines EIGE's flagship initiative, which has undergone major changes to its frequency, regularity and the scope of its implementation. As of 2019, the Index is published annually, including a thematic focus. This topic was covered in the first evaluation, and has high policy impact.	Original knowledge, insights and created evidence; research, statistics and indices
<b>Gender Mainstreaming toolkits</b>	Explores EIGE's effort to contribute to and strengthen gender mainstreaming through the development of practical tools at EU and national level.	Collection, analysis and dissemination of information and technical assistance and policy support; gender mainstreaming
<b>Experts' Forum</b>	The Experts' Forum is the Institute's advisory body. Its principal function is to provide expertise and knowledge in the field of gender equality.	Expertise, dialogue and networking
<b>Administrative data collection on gender-based violence</b>	Explores EIGE's effort to support the closing of a serious gap in EU-wide harmonised data collection on gender-based violence. No specific activity on gender-based violence was selected in the first evaluation.	Technical assistance and policy support and original knowledge; insights and collected evidence; gender-based violence.
<b>Gender Statistics Database</b>	Considers EIGE's long-term initiative and its new role in collecting data on women and men in decision-making, GBV, and more recently on institutional mechanisms and public procurement. Also considers the added value of the database as a one-stop-shop for a wide range of gender equality indicators.	Collection, analysis and dissemination of information; cross-cutting thematically

The main criterion for the selection of case studies for in-depth analysis was their potential to contribute answers to the evaluation questions. Cases were selected that:

- cover activities and aspects of EIGE's work that may have an especially high impact on EIGE's overall effectiveness;
- cover activities and aspects of EIGE's work that were covered in the previous external evaluation, to offer some comparability and indication of EIGE's progress and dynamics;
- cover new areas and activities that were not included in the previous external evaluation, to offer wider in-depth insights into EIGE's work; and
- cover different types of EIGE activities and different thematic areas.

The case studies were based on the desk research, interviews and specific survey questions that included information relevant to the selected projects. In addition, the case study on gender mainstreaming toolkits was informed by the usability tests.

## Usability tests of EIGE's deliverables

The purpose of conducting usability tests in this evaluation study was to evaluate the usability and overall quality of the [eige.europa.eu](http://eige.europa.eu) website and specific toolkits within it by observing how representative users interact with them. A total of four toolkits were included in this assessment:

- The GEAR tool (Gender Equality in Academia and Research);
- The Gender-sensitive Parliaments tool;
- The Gender Budgeting toolkit; and
- The Gender-responsive Public Procurement toolkit<sup>37</sup>.

We selected and contacted participants covering all of the major target groups for these toolkits, including individuals working in the public sector (national and EU-level), research organisations, gender experts and CSOs.

We conducted seven usability tests, each focusing on specific types of representative users and toolkits relevant to each specific participant. For example, participants from academia spent most of their time testing the GEAR tool, while participants from the public sector tested the Gender Budgeting and Gender-responsive Public Procurement toolkits.

NO.	PARTICIPANT CATEGORY	TOOLKITS TESTED
1	Public sector institution, national level	Primary: - Gender-responsive Public Procurement toolkit - Gender Budgeting toolkit Secondary: - GEAR toolkit
2	Public sector institution, EU level	Primary: - Gender-responsive Public Procurement toolkit - Gender Budgeting toolkit Secondary: - GEAR toolkit
3	National NGO / independent expert	Primary: - Gender-sensitive Parliaments toolkit - Gender-responsive Public Procurement toolkit - Gender Budgeting toolkit Secondary: - GEAR toolkit
4	European-level CSO	Primary: - Gender-sensitive Parliaments toolkit - Gender-responsive Public Procurement toolkit

<sup>37</sup> The Gender-responsive Public Procurement toolkit was launched after end of the period under evaluation. However, given that this is EIGE's most recent online toolkit, it was included to ensure any conclusions and recommendations emerging from the testing would be as relevant as possible to EIGE's work on gender mainstreaming.

		<ul style="list-style-type: none"> <li>- Gender Budgeting toolkit</li> <li>- GEAR toolkit</li> </ul>
5	Research organisation	<p>Primary:</p> <ul style="list-style-type: none"> <li>- GEAR toolkit</li> <li>- Gender-responsive Public Procurement toolkit</li> </ul> <p>Secondary:</p> <ul style="list-style-type: none"> <li>- Gender Budgeting toolkit</li> <li>- Gender-sensitive Parliaments toolkit</li> </ul>
6	Research organisation	<p>Primary:</p> <ul style="list-style-type: none"> <li>- GEAR toolkit</li> <li>- Gender-responsive Public Procurement toolkit</li> </ul> <p>Secondary:</p> <ul style="list-style-type: none"> <li>- Gender Budgeting toolkit</li> <li>- Gender-sensitive Parliaments toolkit</li> </ul>
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## Annex 5: Assessment of output indicators

Year	Number of output indicators <sup>38</sup>
2015	68
2016	45
2017	33
2018	35
2019	38
2020	35
<b>Total</b>	<b>254</b>
<b>Delayed</b>	<b>11</b>
<b>Cancelled</b>	<b>7</b>

OUTPUT INDICATORS	STATUS: delayed <sup>39</sup>
<b>Support to EU Presidency</b>	
<b>2015</b>	
Consultation meeting(s) with experts on areas of concern selected by Presidencies (Q2—Q3);	The expert meeting on women and poverty was delayed (until Q4) due to a delayed decision on the specific scope of the study.
<b>2016</b>	
Study launched on the area selected by Estonian (EE) Presidency (Q2).	Study on 'gender segregation in education, training and the labour market' launched (Q3); delay in launch date occurred due to change in Presidency order and subsequently delayed decision on the selected topic (September).
<b>GBV</b>	
<b>2016</b>	
Recommendations on administrative data collection in police and justice sectors for estimating the costs of violence.	Contract for the study on recommendations signed in October. This study is based on the outcome of the 2015 Terminology study which, due to its very specific nature, incurred unanticipated challenges – hence, the completion date was later than expected.
<b>2020</b>	
Technical specifications on EIGE's study on assessment of Member States' capacity to populate the indicator on femicide launched by Q2	With a slight delay in the foreseen timeline, the tender was launched on 24 July 2020.
Materials on the definition and classification of femicide and on the results of the study on factors that facilitate witness reporting of intimate partner violence communicated by Q4 to relevant institutions in all Member States	<ul style="list-style-type: none"> <li>- The report on '<i>Intimate partner violence and witness intervention</i>' was released on 18 November 2020; the results of the new study on COVID-19 pandemic and intimate partner violence against women in the EU' were presented.</li> <li>- The tender for the study on country factsheets to measure femicide was launched on 17 July 2020.</li> </ul>

<sup>38</sup> Collected from 2015 to 2020 CAARs.

<sup>39</sup> Collected from 2015 to 2020 CAARs.

	- Due to a re-prioritisation to facilitate the response to COVID-19 and accommodate a COM request, this project was postponed. The materials on the classification system on femicide were delivered by contractors in October 2020.
<b>2015</b>	
<b>Gender Statistics Database</b>	
<b>Technical seminars on EIGE's database on gender</b>	An online discussion on the violence entry point of the gender statistics database was held in May 2015. A second discussion was postponed to January 2016 on the beta version (public version) of the database, due to technicalities with the interface.
<b>Gender mainstreaming</b>	
<b>2015</b>	
<b>Meeting on the economic benefits of gender equality (Q3);</b>	Consultation meeting originally planned for November 2015. Meeting postponed due to unsuccessful procurement and subsequent re-launch of the study. Online discussion planned for October 2015 consequently postponed.
<b>2019</b>	
<b>Gender Budgeting tool for the European Structural and Investment Funds available by Q3.</b>	Toolkit produced. Toolkit was translated – with the exception of tool 2.7 (tracking system), as per the EC's request. Final EC comments received by mid-November. EC's requests for amendments led to a further revision of the toolkit, a need for translation updates and a delay in the publication work.
<b>2020</b>	
<b>Indicators on institutional mechanisms and gender mainstreaming populated and published in gender statistics database by Q3</b>	Conceptual and measurement frameworks for indicators updated in Q4. Upon request of the High-Level Group on Gender Mainstreaming, further discussions were organised with the EC and Member States in October 2020. This led to an additional step being added into the process – testing the indicators. Testing phase in eight MS began in December 2020.
<b>Report on the implementation of gender mainstreaming in the EU available for the UN Commission on the Status of Women (CSW) by Q1</b>	CSW was cancelled due to COVID-19 pandemic; report was available in Q2 2020.
<b>Gender Statistics Database</b>	
<b>2015</b>	
<b>Data and technical functionalities of EIGE's database on gender statistics maintained and updated (Q2–Q3)</b>	Open tender launched in September 2015; contract signed in December 2015. Delays caused by difficulties in collecting data at national level. Additional delay caused by the late receipt of a second offer (one month after the deadline).
<b>OUTPUT INDICATORS</b>	<b>STATUS: cancelled/deemed not necessary<sup>40</sup></b>
<b>Support to EU Presidency</b>	

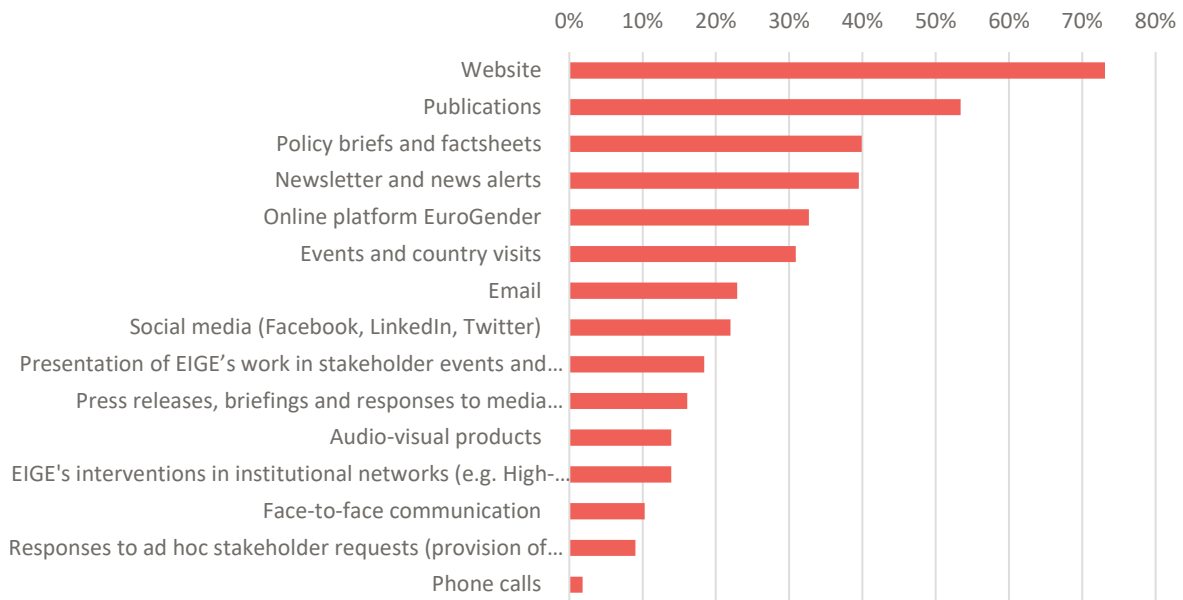
<sup>40</sup> Collected from 2015 to 2020 CAARs.

<b>2015</b>	
EuroGender online discussions (Q3; Q4).	No need identified for such discussions because the scope of the study, methodology and proposed indicators was agreed among the Presidency, the Commission and the MS without online consultation during the report drafting phase.
<b>2018</b>	
Collection of good practices in the area chosen by the Finnish Presidency.	In agreement with the Finnish presidency, good practices for the review of BPfA+25 were not collected. Instead, support contracted for: work with other agencies on guidelines for combating sexual harassment in the workplace; a study to implement the Gender-sensitive Parliaments tool.
<b>GBV</b>	
<b>2015</b>	
Country reports with qualitative information on administrative data sources on gender-based violence updated, analysed and published (Q3–Q4);	This activity was cancelled due to time-consuming work with the main reports on administrative data sources.
<b>Gender mainstreaming</b>	
<b>2020</b>	
Expert consultation on gender mainstreaming post-Beijing +25 by Q3	Expert consultation on gender mainstreaming was cancelled due to COVID-19; work on gender mainstreaming post-Beijing +25 was presented in the 'Equality week' series of events organised by the EP (October 2020).
<b>Index</b>	
<b>2015</b>	
Experts' meetings on the Gender Equality Index (Q1 – Q4);	No meeting was necessary for the update. An Index Working Group met to work on intersecting inequalities.
EuroGender online discussions on the updated Gender Equality Index held (Q1–Q3);	No EuroGender discussions were needed during the report drafting phase.
<b>Working with stakeholders and partners</b>	
<b>2019</b>	
At least two news alerts on EIGE's website per month and one post per day on social media.	19 news items published on EIGE's website, and an average of one post per day on social media. Number of new items was reduced due to multiple new items being combined into one, and delays in some operational activities.



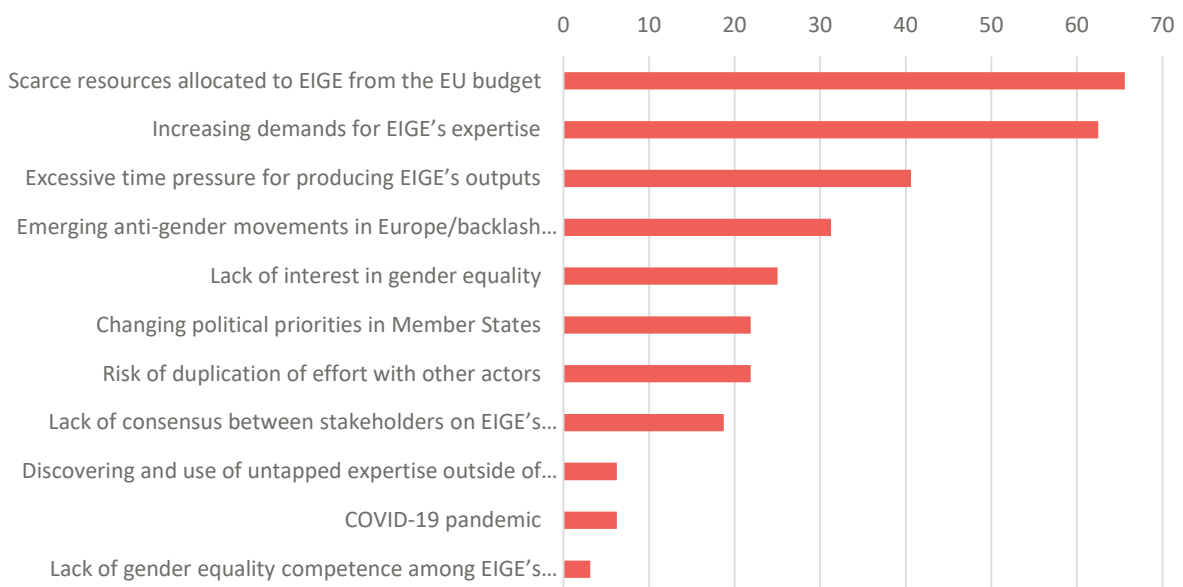
## Annex 6: Additional figures

**FIGURE 44. EXTERNAL COMMUNICATION CHANNELS THAT STAKEHOLDERS WOULD LIKE TO USE MORE AS A PRIMARY SOURCE FOR RELEVANT INFORMATION FROM EIGE (%)**



Source: based on the results of the survey of EIGE stakeholders conducted by PPMI (2022)

**FIGURE 45. STAFF PERCEPTIONS OF THE BIGGEST CHALLENGES TO EIGE'S WORK (%)**



Source: based on the results of the survey of EIGE staff conducted by PPMI (2022)

# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Methodological tools, 25 November 2022

A large orange abstract graphic at the bottom of the page, consisting of several overlapping, semi-transparent rectangular shapes in various shades of orange, creating a layered effect.

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# Methodological tools

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This Appendix presents the methodological tools used in the evaluation process. It includes the general interview questionnaire (longlist of questions); the survey questionnaires (Management Board and Experts' Forum survey, EIGE's Staff survey and Stakeholder survey), the Open Public Consultation questionnaire and the usability testing scripts.

## 1.1. Interview programme: General questionnaire

### Interviewee data

1. Could you please briefly introduce yourself? Which institution do you work for?
2. Could you briefly describe the collaboration and cooperation of your institution with EIGE? In 2015-2020? And in the present?

### Relevance

3. Based on your knowledge and work area, to what extent are EIGE's outputs and activities relevant to the needs of...?
  - a) its stakeholders at the EU level?
  - b) its stakeholders at national levels?
  - c) the citizens of EU and the broader public?
4. In your opinion, to what extent have EIGE's activities met the needs of your institution?
5. Can you provide a few examples of your experience with using EIGE's outputs? (e.g., Gender Equality Index, Statistics database, monitoring the Beijing Platform of Action, awareness-raising, materials on gender-based violence, gender mainstreaming tools)

### *For Commission officials, EIGE Management Board and Experts' Forum:*

6. Do you think would it be useful to modify or extend the tasks of the Institute?
  - a) If so, what modifications would you suggest?
7. To what extent do you think are EIGE's outputs and activities relevant to the needs of EU and national policies on gender equality?
8. To what extent do you think EIGE's outputs and activities respond to EU policies and priorities?
9. To what extent would you say EIGE has been able to adapt to the new circumstances, needs and challenges brought about by the COVID-19 pandemic?

### Coherence

10. Are there areas of (potential) synergies, complementarities and duplication with the work carried out between EIGE and your institution? If yes, in which areas (e.g., activities with the same objective, nature, scope, and target groups, research, dissemination, etc.)?
  - a) Could you comment on the levels of complementarity and duplication (mandates, objectives, activities, themes, audience and stakeholders)?
  - b) Has EIGE taken any steps to exploit these synergies and complementarities, and to minimise duplications? What are they? If no, do you have ideas how to realise this?
  - c) How could the synergies and complementarities be realised more effectively in the future? What should EIGE do to avoid duplication?
  - d) To what extent are EIGE's objectives coherent with the EU policies and priorities?

### Effectiveness

11. What are the most and the least used/applied EIGE outputs by your institution as a stakeholder?
  - a) To what extent are you satisfied with the quality of products/ outcomes?
  - b) To what extent EIGE's outcomes led to greater awareness, knowledge and skills in gender equality in your institution and constituency?
  - c) To what extent do you use EIGE's outputs in your work (e.g. making concrete steps towards mainstreaming gender equality, shaping agendas, making decisions, strengthening organisational capacities)?
12. To what extent were the outcomes of EIGE's work appropriately communicated to you as a main stakeholder?
  - a) How much are you satisfied with EIGE's communication methods, tools and scope (including their website)?
  - b) How would you rate the quality of EIGE products and outcomes?
  - c) To what extent have you gained awareness knowledge and skills about different issues in the area of gender equality due to EIGE's activities?
13. To what extent do you think EIGE's activities triggered further research and policy discussions in European gender equality community?
14. As for data collection, to what extent do you think EIGE successfully...?
  - a) assessed existing data?
  - b) developed new methods?
  - c) identified and collected data?
  - d) disseminated data?
  - e) triggered new data collection activities?

15. In your opinion, to what extent were the following communication and dissemination channels during 2015-2020 effective in communicating the outputs/services of EIGE's work to its external target audiences?

- a) To which should EIGE devote more attention and resources?
- b) Which should be prioritised?

*For stakeholders from the European Commission (DG JUST):*

16. In your experience, to what extent did EIGE fulfil the expectations set out in its programming for 2015–2020?

- a) The great majority of the output indicators have been achieved, but in 2015 a significant number of outputs were underachieved or delayed. In total, gender mainstreaming is the area with the most delayed outputs (4), followed by gender-based violence (3). Were you aware of / affected by that?
- b) In your view, where did EIGE put priorities? What could be its reasons?

*For all groups of stakeholders except for general audiences and media:*

17. To what extent has EIGE been successful in developing and disseminating methodological tools?

- a) Have you taken up EIGE's methodological tools that were intended for your use? (e.g., for European Parliament: gender sensitive parliament tool; for national equality bodies and policy makers: toolkit gender budgeting step by step)

18. To what extent EIGE's activities and outcomes stimulated...?

- a) introduction of new concepts and ideas related to gender equality issues into policy discussions?
- b) evidence to policy discussions on gender equality?
- c) networking on gender equality at the European level?

19. To what extent has EIGE managed to become the central actor in European gender equality community?

20. To your knowledge, to what extent the recommendations from the first external (ex-post) evaluation of EIGE (2015) have been implemented?

- a) To what extent have EIGE helped you develop transnational partnerships?

***Efficiency***

*For EU bodies and EIGE Management Board and Experts' Forum:*

21. To what extent is EIGE operating cost-effectively in achieving the set objectives?

22. Does EIGE have sufficient human and other resources to deliver tasks allocated to the Agency?

*For EIGE Management Board and Experts' Forum:*

23. To what extent the government system of EIGE and cooperation between different governing and advisory bodies (the Experts Forum, the Management Board, the Standing Committee, the Director and management of the Agency) is efficient?
24. To what extent the organisational structure of the Agency and allocation of resources are adequate to the work entrusted to it?
25. Do the existing processes and procedures contribute to the achievement of EIGE's objectives? What could be improved?
26. Which main simplification measures were introduced during 2015-2020? Which administrative arrangements and working methods of the Agency could be further simplified without reducing impacts/results or output quality?

*EU added value*

27. To what extent do you use EIGE results and outputs and deem these to provide added value to your work?
- a) What do you think the unique added value of EIGE is, compared to other EU agencies (like FRA and Eurofound) or the European Commission and other EU level actors?
  - b) What difference can you identify in key services, types of stakeholders and audiences targeted by EIGE compared to FRA and Eurofound?
  - c) What overlaps / duplications do you see with FRA and Eurofound, respectively?
28. To what extent do you think EIGE's activities help...?
- a) strengthening the institutional capacity at European and national levels in the field of gender equality?
  - b) mainstreaming gender equality into policy design and implementation at the European and national level?
  - c) improving gender equality competence of European and national actors whose primary responsibilities are other than gender equality?
  - d) to promote gender equality policies?

*For EIGE stakeholders in Member States, Management Board and Experts' Forum:*

29. What is the level of added value of EIGE at the national level in terms of...?
- a) collection and dissemination of gender equality relevant information?

- b) new knowledge, insights and evidence generated?
- c) networking and information exchange?
- d) other elements?

*For EIGE key stakeholders, especially the European Commission:*

30. To what extent do EIGE's activities supplement the Commission's activities and provide added value?
- a) To what extent does the European Commission's attribution of tasks and responsibilities to EIGE provide added value compared to possible alternative options (like implementation of these tasks and responsibilities by the Commission itself or the procurement of relevant services from the private providers)?

Closing questions

31. In your view, what are the main achievements as well as challenges EIGE has faced or is currently facing?
- a) Is there anything you would like to add.

## 1.2. Survey questionnaires

### 1.2.1. Experts' Forum and Management Board Survey

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**1) Which of the following EIGE's bodies have you been a constituent of (member or alternate)? If you have served on both bodies, please select the one where you served longer in 2015-2020.\***

Management Board

Experts' Forum

**2) During which period were you a constituent (member or alternate) of the Experts' Forum between 2015-2020? You can choose one or both answer options.\***

December 1, 2015 – November 30, 2018

December 1, 2018 – November 30, 2021

**3) During which period were you a constituent (member or alternate) of the Management Board between 2015-2020? You can choose one or all relevant answer options.\***

1 June 2013 – 31 May 2016

1 June 2016 – 31 May 2019



1 June 2019 – 31 May 2022

**4) How long have you been a part (member or alternate) of the EIGE's Management Board?\***

Less than 1 year

1-3 years

More than 3 years

**5) How long have you been a part (member or alternate) of the EIGE's Experts' Forum?\***

Less than 1 year

1-3 years

More than 3 years

**6) What type of organisation or institution are you affiliated with?**

European Commission

National authorities responsible for gender equality

Other national authorities

Social partners

Academia and research institutions

Civil society and non-governmental organisations

Other - Write In:

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**7) In your opinion, to what extent were EIGE's Management Board and Experts' Forum efficient in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	I don't know/ cannot answer
The composition of the Management Board was adequate for its objectives					
The role of the Management Board in achieving the objectives of EIGE was clear					
The working methods and					

procedures of the Management Board were adequate for its objectives					
The Management Board was well integrated into the overall strategic management and decision-making system					
The composition of the Experts' Forum was adequate for its objectives					
The role of the Experts' Forum in achieving the objectives of EIGE was clear					
The working methods and procedures of the Experts' Forum were adequate for its objectives					
The outputs of the Experts' Forum significantly contributed to better functioning of EIGE and higher quality of EIGE's results					
The Experts' Forum was well integrated into the overall strategic management and decision-making system of the Agency					
The cooperation between different governing and advisory bodies (the Experts Forum, the Management					

Board, the Standing Committee, the Director and EIGE's management) was efficient					
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**8) In your opinion, how could the cooperation and working methods of EIGE's Management Board and Experts' Forum be improved?**

**9) In your opinion, to what extent was EIGE cost-effective and had sufficient resources and suitable administrative arrangements to achieve its objectives in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	I don't know/ cannot answer
EIGE was operating cost-effectively in achieving the set objectives					
EIGE had sufficient human resources to deliver its tasks					
EIGE had sufficient financial resources to deliver its tasks					
The allocation of financial resources to different EIGE's activities was adequate					
EIGE's structure and organisation was adequate to the work entrusted to it					
The size of the organisation and its organisational units was balanced and					

fit-for-purpose					
The organisational structure and resource allocation were being timely revised and adapted to the changing needs and mandate of EIGE					

**10) In your opinion, how could EIGE's administrative structure and resource allocation be improved?**

**11) In your opinion, to what extent did EIGE have adequate processes for achieving its objectives in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	I don't know/ cannot answer
The existing processes and procedures of EIGE effectively helped achieve its objectives					
EIGE made timely and sufficient efforts to revise and simplify its administrative arrangements and working methods					
The IT and communication tools related to my work with EIGE were adequate and user-friendly					

The IT tools and related procedures were being developed and adapted to the changing needs of EIGE					
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**12) In your opinion, which work processes and procedures of EIGE could be further improved? What tools could further simplify EIGE's administrative arrangements and working methods without reducing impacts/results or output quality?**

**13) In your view, to what extent has EIGE been effective in:**

	Highly effective	Moderately effective	Effective to a small extent	Not effective at all	Do not know/cannot answer
Assessing existing data sources and identifying data gaps					
Developing methods and tools for policy-makers					
Collecting and processing data					
Reporting and disseminating findings					

**14) To what extent have EIGE's outputs and activities helped you acquire new knowledge and skills in the area of gender equality that were applicable in your work?**

To a large extent

To a moderate extent

To a small extent

Not at all

Don't know / cannot answer

**15) Please provide some examples of acquired knowledge and skills.**

**16) In your view, to what extent have EIGE's activities improved access to reliable evidence on gender equality relevant for your or your organisation's work?**

To a large extent

To a moderate extent

To a small extent

Not at all

Don't know / cannot answer

**17) To what extent have EIGE's activities helped you meet new international partners or strengthen existing international professional ties in the area of gender equality?**

To a large extent

To a moderate extent

To a small extent

Not at all

Don't know / cannot answer

**18) To what extent were the following EIGE's activities and outputs in line with the needs of the organisation you were affiliated with in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Not relevant	Do not know/cannot answer
Beijing Platform for Action (reports, research notes and updates of the monitoring framework)						
Studies on gender-based violence (e.g.						

studies on female genital mutilation, cyberviolence against women)						
Gender Mainstreaming reports (e.g. gender budgeting reports, thematic reports on policy areas)						
Gender Equality Index						
Gender Statistics Database						
New data and indicators, methodological guidelines for data collection on gender-based violence (e.g. administrative data collection on intimate partner violence, guide to risk assessment of intimate partner violence)						
Gender mainstreaming methods and						

tools, country-specific information, awareness-raising resources and good practices on gender mainstreaming						
Responses to ad hoc stakeholder requests and invitations (provision of policy and written inputs, technical support, etc.) at EU and country-level (including outside of EU)						
Joint initiatives with other EU institutions (e.g. Gender Equality Strategy monitoring portal; FRA's EU-wide violence against women surveys)						
Organisation of events (e.g. Gender Equality Index conferences, country visits, online discussions, etc.)						



EIGE's intervention in events (e.g. conferences, participation in expert and advisory groups, etc.)						
Online platform EuroGender						
Journalist Thematic Network and briefings for journalists						
Social media activities, newsletter and press releases						
Resource and Documentation Centre (RDC)						
Gender Equality Glossary and Thesaurus						
Audio-visual material, interactive tools and infographics						
EIGE's website						

19) In your opinion, to what extent did EIGE's activities respond to the following **general EU policy priorities** in 2015-2020, such as:

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/ cannot answer/
Strong economy and jobs					
Research and Innovation					
Climate change and sustainability					
Education and life-long learning					
Fairness and social inclusion					
Digital transition					
Protecting citizen's rights and freedoms, and the rule of law					
EU as a global actor					

20) You mentioned that some of EIGE's activities did not correspond to key EU policy priorities. Please explain why.

21) In your opinion, to what extent did EIGE's activities respond to the following EU gender equality policy priorities in 2015-2020, such as:

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/ cannot answer/ Not relevant
Gender equality in					

the labour market and economy (e.g. participation in employment; gender pay gap; vertical and horizontal gender segregation in the labour market, gender pensions gap)					
Care work (paid and unpaid) and work-life balance					
Gender equality in decision-making					
Gender stereotypes					
Gender-based violence					
Gender mainstreaming and funding for gender equality					
Gender equality in EU external action					

**22) You mentioned that some of EIGE's activities did not correspond to key EU gender equality priorities. Please explain why.**

**23) To your knowledge, to what extent have EIGE's activities prompted new policy debates within:**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/cannot answer
EU institutions					
National					

institutions					
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**24) Please provide examples of policy debates prompted by EIGE's outputs.**

**25) In your view, to what extent did EIGE succeed in achieving its strategic priorities in 2015-2020 in terms of:**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
Providing high quality research and data to support better informed and evidence-based decision-making by policymakers and other key stakeholders working to achieve gender equality					
Managing all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders					

**26) To your knowledge, to what extent the recommendations from the first external (ex-post) evaluation of EIGE (2015) have been implemented in the following areas?**

	To a large	To a moderate	To a small	Not at	Do not know/

	<b>extent</b>	<b>extent</b>	<b>extent</b>	<b>all</b>	<b>cannot answer</b>
Setting clear and strategic priorities for EIGE within its broader mandate, focusing on the key strengths of its expertise					
Linking with different stakeholders and exploring synergies in a more systematic stakeholder engagement					
Improving visibility and uptake of the flagship projects through tailored outputs and communication strategy					
Improving internal management processes of EIGE: Strategy, Planning and Monitoring process; project-led organisation, use of key performance indicators					
Revisiting the roles and complementarity of EIGE's governing and advisory bodies					

**27) To what extent has EIGE been able to adapt to the new circumstances, needs and challenges in response to the COVID-19 pandemic, in terms of:**

	<b>To a large extent</b>	<b>To a moderate extent</b>	<b>To a small extent</b>	<b>Not at all</b>	<b>Do not know/ cannot answer/ Not relevant</b>
Research and data collection activities addressing issues related to the COVID-19 pandemic					
Research and data collection activities on already planned outputs (not related to the COVID-19 pandemic)					
Internal work and organisational arrangements in response to the COVID-19					
Collaboration with stakeholders and partners					
Communication and dissemination activities					

**28) In your opinion, would it be useful to modify or extend the tasks of the Institute? If so, in which areas?**

	<b>YES</b>	<b>NO</b>	<b>I don't know / cannot answer</b>
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Research and data collection activities			
Stakeholder engagement			
Communication and knowledge management			

**29) Please briefly describe any suggested modifications and extensions.**

**30) To what extent are you satisfied with the quality of the following EIGE's outputs and services? Select a number of stars to evaluate the quality, with four stars marking the highest score. You can skip the outputs and services that you are not familiar with.**

	Quality of EIGE's outputs and activities
Gender Equality Index	
Studies on gender-based violence (e.g. studies on female genital mutilation, cyberviolence against women)	
Gender Mainstreaming reports (e.g. gender budgeting reports, thematic reports on policy areas)	
Gender Statistics Database	
New data and indicators, methodological guidelines for data collection on gender-based violence (e.g. administrative data collection on intimate partner violence, guide to risk assessment of intimate partner violence)	
Gender mainstreaming methods and tools, country-specific information, awareness-raising resources and good practices on gender mainstreaming	
Responses to ad hoc stakeholder requests and invitations (provision of policy and written inputs, technical support, etc.) at EU and country-level (including outside of EU)	

Joint initiatives with other EU institutions (e.g. Gender Equality Strategy monitoring portal; FRA's EU-wide violence against women surveys)	
Organisation of events (e.g. Gender Equality Index conferences, country visits, online discussions, etc.)	
EIGE's intervention in events (e.g. conferences, participation in expert and advisory groups, etc.)	
Online platform EuroGender	
Journalist Thematic Network and briefings for journalists	
Social media activities, newsletter and press releases	
Resource and Documentation Centre (RDC)	
Gender Equality Glossary and Thesaurus	
Audio-visual material, interactive tools and infographics	
EIGE's website	

**31) In your view, to what extent were EIGE's outputs and services unique compared to those of other institutions active in the area of gender equality?**

	<b>To a large extent</b>	<b>To a moderate extent</b>	<b>To a small extent</b>	<b>Not at all</b>	<b>Do not know/ cannot answer</b>
Compared to public institutions in Member States					
Compared to EU institutions and bodies					



Compared to civil society and non-governmental organisations					
Compared to academia					
Compared to international non-EU organisations (UN Women, Council of Europe, OECD, etc.)					

**32) Please provide examples of organisations and their outputs and services that, in your opinion, overlap with the outputs and services of EIGE**

**33) In your view, which of the following stakeholders and partners should EIGE cooperate more actively to have a greater impact on gender equality? Please mark up to three answers**

National authorities responsible for gender equality

Other national government or relevant public institutions

European Commission's DG JUST

Other DGs of the European Commission (e.g. DG RTD, DG EMPL, DG NEAR, DG BUDG, etc.)

European Parliament

The Presidency of the Council of the EU

Other EU institutions and bodies (EU agencies, CoR, JRC, Eurostat, etc.)

International organisations (the Council of Europe, OSCE, UN Women, ILO, etc.)

Social partners, civil society organisations and academia

General audiences and media

Other - Write In:

**34) To what extent did EIGE's work contribute to the legislation and policies on gender equality at the EU and national levels in 2015-2020?**

	Major contribution	Moderate contribution	Minor contribution	No contribution	Do not know/ cannot answer

At the EU level					
At the national level					

**35) If you can, please provide an example of how EIGE's work contributed to legislation and policy on gender equality at national or EU levels.**

**36) In your opinion, what has been the single most important element of EIGE's work and why?**

### **1.2.2. Staff Survey**

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**1) Which EIGE's unit have you been working for? \***

Administration Unit and Director's Secretariat

Operations Unit

Knowledge Management and Communications Unit

**2) How long did you work for EIGE between 2015-2020?\***

Less than 1 year between 2015-2020

1-3 years between 2015-2020

More than 4 years between 2015-2020

I did not work at EIGE between 2015-2020

**3) How would you assess your workload level?**

Too high

Adequate

Too low

**4) How often do you have to work overtime?**

I always work overtime

I often work overtime

I sometimes work overtime

I rarely work overtime

I never work overtime

**5) To what extent does EIGE have an adequate competency management strategy and processes and provide training opportunities?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
EIGE has adequate competency management strategy and processes					
EIGE provides adequate training opportunities for acquiring and improving competencies needed to carry out my tasks					

**6) In your view, to what extent did EIGE succeed in achieving its strategic priorities in 2015-2020 in terms of:**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
Providing high quality research and data to support better informed and evidence-based decision-making by policymakers and other key stakeholders working to achieve gender equality					
Managing all knowledge produced by EIGE to enable timely and innovative communication that					

meets the targeted needs of key stakeholders					
Meeting the highest administrative and financial standards while supporting the needs of EIGE's personnel.					

**7) In your opinion, to what extent did EIGE have sufficient resources and adequate administrative arrangements to achieve its objectives in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
Overall, EIGE had sufficient human resources to deliver its tasks					
EIGE had sufficient financial resources to deliver its tasks					
EIGE's structure and organisation was adequate to the work entrusted to it					
The size of the organisation and its organisational units was balanced and fit-for-purpose					
The organisational structure and resource allocation were being timely revised and adapted to the changing needs of EIGE					

<p>Composition of the staff in EIGE in different categories (TAs, CAs, SNEs) and trainees was adequate to allocated tasks</p>					
<p>The ratio between administrative and operational staff was adequate</p>					
<p>The roles and responsibilities of staff were clearly documented (clear delineation of tasks, clarity of roles and lack of duplication, etc.) and communicated to the respective staff members</p>					
<p>The governance system of EIGE and cooperation between different governing and advisory bodies (the Experts Forum, the Management Board, the Standing Committee) was efficient</p>					
<p>All governing and advisory bodies of EIGE were well integrated into the overall EIGE's strategic management and decision-making system</p>					

**8) How could EIGE's administrative structure and allocation of resources be improved?**

**9) In your opinion, to what extent did EIGE have adequate processes for achieving its objectives in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
The existing processes and procedures of EIGE effectively contributed to achieving its objectives					
Business processes and manuals of procedures had been developed for the most important workflows					
The manuals of procedures were clear and user-friendly					
The manuals of procedures had been communicated to the relevant staff					
The processes of EIGE were regularly improved and updated to effectively contribute to achievement of its objectives					
The administrative					

and logistical arrangements provided adequate support for carrying out the operational activities of EIGE					
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**10) In your opinion, were EIGE's IT tools and processes sufficient for supporting and simplifying EIGE's administration and work?**

	<b>To a large extent</b>	<b>To a moderate extent</b>	<b>To a small extent</b>	<b>Not at all</b>	<b>Do not know / cannot answer</b>
EIGE made sufficient efforts to revise and simplify its administrative arrangements and working methods					
The IT tools were adequate for the needs of EIGE					
The IT tools were user-friendly					
The IT tools and related procedures were being developed and adapted to the changing needs of EIGE					
The IT tools provided adequate support to adapt to the new circumstances, needs and challenges in response to COVID-					

19 pandemic					
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**11) Which work processes and procedures of EIGE could be further improved? What tools could further simplify EIGE's administrative arrangements and working methods without reducing impacts/results or output quality?**

**12) In your opinion, which of the following external factors have presented the biggest challenge to EIGE's work? Select up to three.**

- Changing political priorities in Member States
- Lack of interest in gender equality
- Lack of consensus between stakeholders on EIGE's mandate
- Increasing demands for EIGE's expertise
- Scarce resources allocated to EIGE from the EU budget
- Excessive time pressure for producing EIGE's outputs
- Risk of duplication of effort with other actors
- Discovering and use of untapped expertise outside of EIGE
- Lack of gender equality competence among EIGE's stakeholders
- COVID-19 pandemic
- Emerging anti-gender movements in Europe/backlash against women's rights
- Other - Write In:

**13) To what extent has EIGE been able to adapt to the new circumstances, needs and challenges in response to the COVID-19 pandemic?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
Research and data collection activities addressing issues related to the COVID-19 pandemic					
Research and data					



collection activities on already planned outputs (not related to the COVID-19)					
Internal work and organisational arrangements in response to the COVID-19					
Collaboration with stakeholders and partners					
Communication and dissemination activities					

**14) To your knowledge, to what extent the recommendations from the first external (ex-post) evaluation of EIGE (2015) have been implemented?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
Setting clear and strategic priorities for EIGE within its broader mandate, focusing on the key strengths of its expertise					
Linking with different stakeholders and exploring synergies in a more systematic stakeholder engagement					
Improving visibility and uptake of the					

flagship projects through tailored outputs and communication strategy					
Improving internal management processes of EIGE: Strategy, Planning and Monitoring process; project-led organisation, use of key performance indicators					
Revisiting the roles and complementarity of EIGE's governing bodies					

**15) In your view, to what extent has EIGE been effective in:**

	<b>Highly effective</b>	<b>Effective to a moderate extent</b>	<b>Effective to a small extent</b>	<b>Not effective at all</b>	<b>Do not know / cannot answer</b>
Assessing existing data sources and identifying data gaps					
Developing methods and tools for policy-makers					
Collecting and processing data					
Reporting and disseminating					

findings					
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**16) In your opinion, would it be useful to modify or extend EIGE's tasks in the following areas?**

	Yes	No	I do not know / Cannot answer
Research and data collection activities			
Stakeholder engagement			
Communication and knowledge management			

**17) Please, briefly describe any suggested modifications and extensions.**

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**18) To your knowledge, to what extent have the following communication and dissemination channels been effective in providing relevant information to EIGE's external target audiences?**

	Highly effective	Effective to a moderate extent	Effective to a small extent	Not effective at all	Do not know / cannot answer
Website					
Online platform EuroGender					
Social media (Facebook, LinkedIn, Twitter)					
Newsletter and news alerts					
Press releases, briefings and					

responses to media inquiries					
Publications					
Policy briefs and factsheets					
Audio-visual products					
Events and country visits					
Email					
Phone calls					
EIGE's interventions in institutional networks (e.g. High-level group on gender mainstreaming)					
Responses to ad hoc stakeholder requests (provision of policy and written inputs, technical support, etc.)					
Presentation of EIGE's work in stakeholder events and meetings					
Face-to-face communication					

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**19) In your view, to what extent has EIGE been successful in delivering the following activities and outputs?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Not relevant	Do not know/cannot answer
Beijing Platform for Action (reports, research notes and updates of the monitoring framework)						
Studies on gender-based violence (e.g. studies on female genital mutilation, cyberviolence against women)						
Gender Mainstreaming reports (e.g. gender budgeting reports, thematic reports on policy areas)						
Gender Equality Index						
Gender Statistics Database						
New data and indicators, methodological guidelines for data collection on gender-based						

<p>violence (e.g. administrative data collection on intimate partner violence, guide to risk assessment of intimate partner violence)</p>						
<p>Gender mainstreaming methods and tools, country-specific information, awareness-raising resources and good practices on gender mainstreaming</p>						
<p>Responses to ad hoc stakeholder requests and invitations (provision of policy and written inputs, technical support, etc.) at EU and country-level (including outside of EU)</p>						
<p>Joint initiatives with other EU institutions (e.g. Gender Equality Strategy monitoring portal; FRA's EU-wide violence against women surveys)</p>						

Organisation of events (e.g. Gender Equality Index conferences, country visits, online discussions, etc.)						
EIGE's intervention in events (e.g. conferences, participation in expert and advisory groups, etc.)						
Online platform EuroGender						
Journalist Thematic Network and briefings for journalists						
Social media activities, newsletter, and press releases						
Resource and Documentation Centre (RDC)						
Gender Equality Glossary and Thesaurus						
Audio-visual material, interactive tools and infographics						

EIGE's website						
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20) In your opinion, to what extent did EIGE's activities respond to the following general EU policy priorities in 2015-2020, such as:

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/ cannot answer
Strong economy and jobs					
Research and Innovation					
Climate change and sustainability					
Education and life-long learning					
Fairness and social inclusion					
Digital transition					
Protecting citizen's rights and freedoms, and the rule of law					
EU as a global actor					

21) In your opinion, to what extent did EIGE's activities respond to the following EU gender equality policy priorities in 2015-2020, such as:

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/ cannot



					<b>answer</b>
Gender equality in the labour market and economy (e.g., participation in employment; gender pay gap; vertical and horizontal gender segregation in the labour market, gender pensions gap)					
Care work (paid and unpaid) and work-life balance					
Gender equality in decision-making					
Gender stereotypes					
Gender-based violence					
Gender mainstreaming and funding for gender equality					
Gender equality in EU external action					

22) To your knowledge, to what extent did EIGE's activities prompt new policy debates in 2015-2020 at:

	<b>To a large extent</b>	<b>To a moderate extent</b>	<b>To a small extent</b>	<b>Not at all</b>	<b>Do not know / cannot answer</b>
EU institutions					

and bodies					
National institutions					

**23) Please provide examples of any new policy debates prompted by EIGE's activities**

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**24) To your knowledge, to what extent did EIGE's activities and outputs meet the needs of the following stakeholders and partners in 2015-2020?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
National authorities responsible for gender equality					
Other national government or relevant public institutions					
European Commission's DG JUST					
Other DGs of the European Commission (e.g. DG RTD, DG EMPL, DG NEAR, DG BUDG)					
European Parliament					
The Presidency of the Council of the EU					

Other EU institutions and bodies (EU agencies, CoR, JRC, Eurostat etc.)					
International organisations (the Council of Europe, OSCE, UN Women, ILO, etc.)					
Social partners, civil society organisations and academia					
General audiences and media					

**25) You mentioned that some of EIGE’s activities did not fully meet the needs of stakeholders and partners, please briefly describe what needs were not met?**

**26) Which of the following stakeholders and partners should EIGE cooperate more actively to have a greater impact on gender equality and implement its mandate effectively? (Please mark up to three)**

National authorities responsible for gender equality

Other national government or relevant public authorities

European Commission's DG JUST

Other DGs of the European Commission (e.g. DG RTD, DG EMPL, DG NEAR, DG BUDG)

European Parliament

The Presidency of the Council of the EU

Other EU institutions and bodies (EU agencies, CoR, JRC, Eurostat, etc.)

International organisations (UN Women, the Council of Europe, OSCE, ILO, etc.)

Social partners, civil society organisations and academia

General audiences and media

Other - Write In:

**27) To your knowledge, to what extent have EIGE's outputs and services been unique compared to those of other organisations active in the area of gender equality?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/cannot answer
Compared to public institutions in Member States					
Compared to EU institutions and bodies					
Compared to civil society and non-governmental organisations					
Compared to academia					
Compared to international non-EU organisations (UN Women, Council of Europe, OECD, etc.)					

28) Please provide examples of organisations and their outputs and services that, in your opinion, overlap with the outputs and services of EIGE

29) To your knowledge, what efforts has EIGE been putting forward to avoid duplication of their work?

30) To what extent have EIGE's activities contributed to the following areas at the EU level?

	To a large extent	To a moderate extent	To a small extent	Not at all	Not at all/ Do not know
Strengthening EU's institutional capacity in gender equality					

Mainstreaming of gender equality into policy design and implementation at European level					
Improving gender equality competence of European actors whose primary responsibilities are other than gender equality					
Creating the basis for European and national level information on gender equality which could support public policy agenda setting and decision making					

**31) In your view, to what extent have EIGE's activities contributed to the following areas at the national level?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/cannot answer
Mainstreaming of gender equality into policy design and implementation					
Improving gender equality competencies of national actors working outside of gender equality field					
Collection and					

dissemination of new information and evidence on gender equality					
Networking and information exchange					

**32) In your opinion, what has been a single most important element of EIGE’s work and why**

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**1.2.3. Stakeholder survey**

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**1) What type of organisation do you work for (or mostly work for if you are self-employed)?\***

- National governmental body responsible for gender equality
- Other national government or relevant public institution
- European Parliament
- European Commission
- Other EU organisation (EU agencies, FRA, Eurofound, Eurostat, CoR, EESC, etc.)
- International (non-EU) organisation (OECD, ILO, etc.)
- Academic organisation
- Employer organisation
- Trade union
- Non-governmental organisation
- Think tank or research organisation
- Media organisation (journalist)
- Other - Write In:

**2) Which country are you currently based in? \***

- Albania
- Austria
- Belgium

Bosnia and Herzegovina

Bulgaria

Croatia

Cyprus

Czechia

Denmark

Estonia

Finland

France

Germany

Greece

Hungary

Ireland

Italy

Kosovo\*

Latvia

Lithuania

Luxembourg

Malta

Montenegro

Netherlands

North Macedonia

Poland

Portugal

Romania

Serbia

Slovakia

Slovenia

Spain

Sweden

Turkey

United Kingdom

Other

**3) Which country are you currently based in?**

Other - Write In:

\*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

**4) Which of the following best describe the work of your organisation (or the organisation that you mostly work for)? Up to three answers are allowed \***

Collecting and processing data on gender equality

Conducting analysis on gender equality

Monitoring and reporting on gender equality

Providing and/or disseminating information on gender equality

Decision making in the area of gender equality

Supporting decision making in the area of gender equality

Facilitating dialogue and networking in the area of gender equality

Other - Write In:

**5) Which is your primary external source for the following information? Select one per each information category**

	EUROFOUND	EIGE	EUROSTAT	FRA	National level institutions	OECD	United Nations	World Bank	Other	Not applicable
National policies on gender equality										
Methods and tools for gender mainstreaming										
Comparative analysis on gender equality										
Good practices on gender equality										



Important events on gender equality										
Relevant actors in the field of gender equality										

**6) In your view, to what extent has EIGE improved access to reliable evidence on gender equality for the organisation you work in (or mostly work for)?**

- To a large extent
- To a moderate extent
- To a small extent
- Not at all
- Do not know / cannot answer

**7) To your knowledge, to what extent has EIGE improved your organisation's (or the organisation you mostly work for) knowledge and skills in the area of gender equality?**

- To a large extent
- To a moderate extent
- To a small extent
- Not at all
- Do not know / cannot answer

**8) To what extent have you (or your organisation) applied the knowledge and skills gained from EIGE in your work?**

- To a large extent
- To a moderate extent
- To a small extent
- Not at all
- Do not know / cannot answer

**9) How often have you used EIGE's events or online tools to disseminate your own or your organisation's outputs on gender equality?**

- Often

Sometimes

Rarely

Never

Do not know / cannot answer

**10) To what extent were the following EIGE’s activities between 2015-2020 in line with your needs or the needs of your organisation?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Not relevant	Do not know/ cannot answer
Beijing Platform for Action (reports, research notes and updates of the monitoring framework)						
Studies on gender-based violence (e.g. studies on female genital mutilation, cyberviolence against women)						
Gender Mainstreaming reports (e.g. gender budgeting reports, thematic reports on policy areas)						
Gender Equality Index						
Gender Statistics Database						
New data and						

<p>indicators, methodological guidelines for data collection on gender-based violence (e.g. administrative data collection on intimate partner violence, guide to risk assessment of intimate partner violence)</p>						
<p>Gender mainstreaming methods and tools, country-specific information, awareness-raising resources and good practices on gender mainstreaming</p>						
<p>Responses to ad hoc stakeholder requests and invitations (provision of policy and written inputs, technical support, etc.) at EU and country-level (including outside of EU)</p>						
<p>Joint initiatives with other EU institutions (e.g. Gender Equality Strategy monitoring portal; FRA's EU-wide violence against women surveys)</p>						

Organisation of events (e.g. Gender Equality Index conferences, country visits, online discussions, etc.)						
EIGE's intervention in events (e.g. conferences, participation in expert and advisory groups, etc.)						
Online platform EuroGender						
Journalist Thematic Network and briefings for journalists						
Social media activities, newsletter and press releases						
Resource and Documentation Centre (RDC)						
Gender Equality Glossary and Thesaurus						
Audio-visual material, interactive tools and infographics						
EIGE's website						

**11) You mentioned that some of EIGE’s activities were not in line with the needs of the organisation that you work in (or mostly work for), please briefly describe why those activities were not in line with your needs.**

**12) What are (if any) the outstanding needs in the area of gender equality of the organisation that you work in (or mostly work for) and how could EIGE address those needs?**

**13) In your view, to what extent have EIGE's outputs and services been unique compared to those of other institutions and organisations active in the area of gender equality?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know / cannot answer
Compared to public institutions in Member States					
Compared to EU institutions and bodies					
Compared to civil society and non-governmental organisations					
Compared to academia					
Compared to international non-EU organisations (UN Women, Council of Europe, OECD, etc.)					

**14) Please provide examples in what specific ways EIGE's outputs or services have overlapped with those of other organisations.**

**15) In what ways has EIGE supported the organisation you work for (or mostly work for)? Please mark all relevant.**

- Providing research, data and expertise on gender equality
- Providing practical information and resources to integrate gender into your work
- Providing access to resources on gender equality
- Facilitating networking in the area of gender equality
- Sharing news and important updates on gender equality developments to wide audiences
- Do not know / cannot answer
- Other - Write In:

**16) To what extent are you satisfied with your cooperation with EIGE?**

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied
- Do not know / cannot answer

**17) You mentioned that you are not satisfied with your co-operation with EIGE, please briefly describe the reasons behind it.**

---

**18) To what extent are you satisfied with the quality of the following EIGE's outputs and services? Select a number of stars to evaluate the quality, with four stars marking the highest score. You can skip the outputs and services that you are not familiar with.**

	Quality of EIGE's output
Beijing Platform for Action (reports, research notes and updates of the monitoring framework)	
Studies on gender-based violence (e.g. studies on female genital mutilation, cyberviolence against women)	
Gender Mainstreaming reports (e.g. gender budgeting reports, thematic reports on policy areas)	
Gender Equality Index	

Gender Statistics Database	
New data and indicators, methodological guidelines for data collection on gender-based violence (e.g. administrative data collection on intimate partner violence, guide to risk assessment of intimate partner violence)	
Gender mainstreaming methods and tools, country-specific information, awareness-raising resources and good practices on gender mainstreaming	
Responses to ad hoc stakeholder requests and invitations (provision of policy and written inputs, technical support, etc.) at EU and country-level (including outside of EU)	
Joint initiatives with other EU institutions (e.g. Gender Equality Strategy monitoring portal; FRA's EU-wide violence against women surveys)	
Organisation of events (e.g. Gender Equality Index conferences, country visits, online discussions, etc.)	
EIGE's intervention in events (e.g. conferences, participation in expert and advisory groups, etc.)	
Online platform EuroGender	
Journalist Thematic Network and briefings for journalists	
Social media activities, newsletter and press releases	
Resource and Documentation Centre (RDC)	
Gender Equality Glossary and Thesaurus	
Audio-visual material, interactive tools and infographics	
EIGE's website	

**19) How often do you use the following external communication channels as a primary source to obtain relevant information from EIGE?**

	<b>Often</b>	<b>Sometimes</b>	<b>Rarely</b>	<b>Never</b>	<b>Do not know / not relevant</b>
Website					
Online platform EuroGender					
Social media (Facebook, LinkedIn, Twitter)					
Newsletter and news alerts					
Press releases, briefings and responses to media inquiries					
Publications					
Policy briefs and factsheets					
Audio-visual products					
Events and country visits					
Email					
Phone calls					
EIGE's interventions in institutional networks (e.g. High-level group on					



gender mainstreaming)					
Responses to ad hoc stakeholder requests (provision of policy and written inputs, technical support, etc.)					
Presentation of EIGE's work in stakeholder events and meetings					
Face-to-face communication					

**20) Which of the following external communication channels would you like to use more as a primary source for relevant information from EIGE? Please mark up to three channels you think should be prioritised.**

Website

Online platform EuroGender

Social media (Facebook, LinkedIn, Twitter)

Newsletter and news alerts

Press releases, briefings and responses to media inquiries

Publications

Policy briefs and factsheets

Events and country visits

Audio-visual products

Email

Phone calls

EIGE's interventions in institutional networks (e.g. High-level group on gender mainstreaming)

Responses to ad hoc stakeholder requests (provision of policy and written inputs, technical support, etc.)

Presentation of EIGE's work in stakeholder events and meetings

Face-to-face communication

**21) In your opinion, what are the most important challenges to gender equality in Europe that have not yet been addressed by any EU agency and what role could EIGE play in addressing them?**

**22) In your opinion, what was the most important element of EIGE's work between 2015-2020?**

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### **1.3. Open consultation questionnaire**

## **Open public consultation to support the Second Independent External Evaluation of the European Institute for Gender Equality**

### **INTRODUCTION**

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Welcome to the online open consultation to support the Second Independent External Evaluation of the European Institute for Gender Equality (EIGE). This open consultation seeks to collect information and opinions from the general public and stakeholders on the past work of EIGE (2015–2020) and new ideas on the future activities of the Institute. This consultation aims to involve a wide range of stakeholders and the general public in the evaluation of EIGE's work in order to ensure that the process is inclusive, participatory, transparent, effective and coherent.

We encourage you to consult the [background document](#) where you will find further details about EIGE and the aims of the second evaluation of the Institute. Filling in the questionnaire will take around 15-20 minutes. Please be as specific and objective as possible – your answers are valuable to us.

We welcome contributions from individuals (in their personal or professional capacities), civil society organisations, social partners, NGOs, equality bodies, national authorities, academic and research institutions and other relevant stakeholders working or interested in gender equality.

You are free to upload a document (e.g. a position paper) at the end of the questionnaire.

### **ABOUT YOU**

---

**You are welcome to answer the questionnaire in one of the 24 official languages of the EU. Please let us know in which language you are replying.**

#### **1. Language of my contribution\*<sup>1</sup>**

---

<sup>1</sup> All questions marked with \* are required questions.

<input type="radio"/>	Bulgarian
<input type="radio"/>	Croatian
<input type="radio"/>	Czech
<input type="radio"/>	Danish
<input type="radio"/>	Dutch
<input type="radio"/>	English
<input type="radio"/>	Estonian
<input type="radio"/>	Finnish
<input type="radio"/>	French
<input type="radio"/>	German
<input type="radio"/>	Greek
<input type="radio"/>	Hungarian
<input type="radio"/>	Irish
<input type="radio"/>	Italian
<input type="radio"/>	Latvian
<input type="radio"/>	Lithuanian
<input type="radio"/>	Maltese
<input type="radio"/>	Polish
<input type="radio"/>	Portuguese
<input type="radio"/>	Romanian
<input type="radio"/>	Slovak
<input type="radio"/>	Slovenian
<input type="radio"/>	Spanish
<input type="radio"/>	Swedish

**2. I am giving my contribution as\***

<input type="radio"/>	EU citizen
<input type="radio"/>	Academic institution
<input type="radio"/>	Non-EU citizen
<input type="radio"/>	Non-governmental organisation (NGO)
<input type="radio"/>	National, regional or local government, public authority or agency
<input type="radio"/>	EU institution or agency
<input type="radio"/>	International (non-EU) organisation
<input type="radio"/>	Employer organisation
<input type="radio"/>	Trade union
<input type="radio"/>	Think tank or research organisation
<input type="radio"/>	Other

If 'other', please specify:\*

**3. Name of the organisation\***

*[Display only if Academic/research institution; Non-governmental organisation (NGO), platform or network; National, regional or local government, public authority or agency; EU institution or agency; International organisation; Employer organisation; or Trade union is selected]*

**4. First name\***

**5. Surname\***

**6. Email (will not be published)\***

**7. Country of origin\***

Please indicate your country of origin or, if you reply on behalf of an entity, the country where it has its headquarters/place of establishment.

[List of all countries]

**PART I – YOUR KNOWLEDGE AND INVOLVEMENT WITH EIGE**

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**8. Do you think EIGE’s task of promoting gender equality for all Europeans is relevant for the EU?**

<input type="radio"/>	Yes
<input type="radio"/>	No

**9. How familiar are you with EIGE’s objectives and activities?**

<input type="radio"/>	Not familiar at all
<input type="radio"/>	Somewhat familiar
<input type="radio"/>	Quite familiar
<input type="radio"/>	Very familiar

**10. In what capacity did you or your organisation engage with EIGE’s work between 2015 and 2020? Please, select all that apply.**

<input type="checkbox"/>	As a stakeholder involved or consulted by EIGE (including policymakers, experts, civil society organisations, social partners, international organisations and relevant third countries)
<input type="checkbox"/>	As a user of EIGE’s outputs
<input type="checkbox"/>	As a participant in EIGE’s events
<input type="checkbox"/>	Other

If ‘other’, please specify:

**11. How often do you use the following external communication channels as a primary source to obtain relevant information from EIGE?**

	Often	Sometimes	Rarely	Never	Do not know/not relevant
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online platform EuroGender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media (Facebook, LinkedIn, Twitter)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newsletter and news alerts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Press releases, briefings and responses to media inquiries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy briefs and factsheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events and country visits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audio-visual products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone calls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EIGE's interventions in institutional networks (e.g. High-level group on gender mainstreaming)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responses to ad hoc stakeholder requests (provision of policy and written inputs, technical support, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentation of EIGE's work in stakeholder events and meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**PART II – GENERAL QUESTIONNAIRE**

**12. To what extent were the following EIGE's activities between 2015-2020 in line with your needs or the needs of your organisation?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Not relevant for my organisation	Do not know/cannot answer
Beijing Platform for Action (reports, research notes and updates of the monitoring framework)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Studies on gender-based violence (e.g. studies on female genital mutilation, cyberviolence against women)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New data and indicators, methodological guidelines for data collection on gender-based violence (e.g. administrative data collection on intimate partner violence, guide to risk assessment of intimate partner violence)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Equality Index	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Mainstreaming reports (e.g. gender budgeting reports, thematic reports on policy areas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender mainstreaming methods and tools, country-specific information, awareness-raising resources and good practices on gender mainstreaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Statistics Database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responses to ad hoc stakeholder requests and invitations (provision of policy and written inputs, technical support, etc.) at EU and country-level (including	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

outside of EU)						
Joint initiatives with other EU institutions (e.g. Gender Equality Strategy monitoring portal; FRA's EU-wide violence against women surveys)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisation of events (e.g. Gender Equality Index conferences, country visits, online discussions, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EIGE's intervention in events (e.g. conferences, participation in expert and advisory groups, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EIGE's website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online platform EuroGender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audio-visual material, interactive tools and infographics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media activities, newsletter and press releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Equality Glossary and Thesaurus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resource and Documentation Centre (RDC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Journalist Thematic Network and briefings for journalists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please briefly describe or comment why EIGE's outputs were not relevant to your needs or the needs of your organisation.

14. In your opinion, to what extent has EIGE acted in cooperation with civil society organisations, social partners and research institutions working in the field of gender equality in 2015-2020?



<input type="radio"/>	To a large extent
<input type="radio"/>	To a moderate extent
<input type="radio"/>	To a small extent
<input type="radio"/>	Not at all
<input type="radio"/>	Do not know/cannot answer

**15. In your opinion, to what extent did EIGE successfully supported dialogue and networking among stakeholders in the field of gender equality in the EU in 2015-2020?**

<input type="radio"/>	To a large extent
<input type="radio"/>	To a moderate extent
<input type="radio"/>	To a small extent
<input type="radio"/>	Not at all
<input type="radio"/>	Do not know/cannot answer

**16. Please briefly describe or comment how EIGE supported dialogue and networking among stakeholders in the field of gender equality. We would appreciate if you could share some examples.**

**17. In your view, to what extent has EIGE’s work in 2015-2020 contributed to the development and implementation of legislation and policies in the field of gender equality at the EU and national level?**

	Major contribution	Moderate contribution	Minor contribution	No contribution	Do not know/cannot answer
At the EU level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At the national level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**18. Please briefly describe or comment on EIGE’s contribution to the development and implementation of legislation and policies in the field of gender equality in 2015-2020. We would appreciate if you could share some examples.**

**19. Do you agree that EIGE provides a unique contribution in the following ways?**

	Strongly disagree	Disagree	Agree	Strongly agree	Do not know/cannot answer
European dimension (generate knowledge at EU level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation and networking with EU institutions and other Agencies, Member States, European and national-level stakeholders (process effects)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of evidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specific and unique thematic knowledge (not available elsewhere)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**20. Please briefly describe or comment on EIGE’s unique contribution. We would appreciate if you could share some examples.**

**21. In your view, to what extent have EIGE's outputs and services been unique compared to those of other institutions and organisations active in the area of gender equality?**

	To a large extent	To a moderate extent	To a small extent	Not at all	Do not know/cannot answer
Compared to public institutions in Member States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to EU institutions and bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to civil society and non-governmental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

organisations					
Compared to academia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to international non-EU organisations (UN Women, Council of Europe, OECD, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## PART III – CONCLUDING REMARKS

**22. If you wish to add further information related to the scope of this consultation, please feel free to do so here (maximum 255 characters).**

**23. Please feel free to upload a concise document, such as a position paper.**

The maximum file size is 1MB. Please note that the uploaded document will be published alongside your response to the questionnaire, which is the essential input to this public consultation. The document is optional and serves as additional background reading to better understand your position.

### 1.4. Usability tests scripts

#### 1.4.1. Usability test script: Contracting authorities, incl. research funding orgs, excl. parliaments

Hello, [\_\_\_\_\_]. My name is [\_\_\_\_\_] and I work at PPMI. Our team is conducting the external evaluation of the European Institute for Gender Equality. As a part of this evaluation, we are testing the usability and overall quality of a selection of the institute’s products. That is the purpose of today’s call – to have you use the products, observe if they work as intended, and discuss their quality.

Before we begin, I would like to tell you more about what the test will look like. You will be presented with several different scenarios, one at a time. Each scenario will include a task that you will be asked to perform using the products.

Please think aloud when performing these tasks and express your feelings and thoughts on interaction with the products – what is convenient for you, what isn’t, and what could be better. We are looking forward to improving the products so your honest reactions would be very much appreciated.

I would like to outline that we are testing the products and not you. You cannot make any mistakes during the test.

#### 1.4.2. Questions to ask before the test:

— Do you agree that we record your screen and your voice for the duration of the test?

- Do you have any questions before we start?

### 1.4.3. Introductory questions:

- Is your work related to the topic of gender equality? If yes, how?
- Are you familiar with the work of the European Institute for Gender Equality (EIGE)?
- Have you ever used any of the institute's products, e.g. databases, toolkits, publications? If yes, which?

### 1.4.4. Scenarios and tasks:

#### Gender-responsive Public Procurement toolkit

- **Scenario:** Your organisation often participates in the public procurement process as a contracting authority. For this reason, you decided to learn more about how you could promote promotes gender equality through the purchase of works, supplies or services. You've heard that EIGE has a resource dedicated to reducing gender inequalities in public procurement. **Task<sup>2</sup>:** Please find this resource.
- **Scenario:** Your colleague told you that the Gender-responsive Public Procurement toolkit prepared by EIGE has guidance on how to include gender considerations at each stage of the procurement cycle. You want to learn about the pre-procurement stage first. **Task<sup>3</sup>:** Please use the toolkit to find information dedicated to including gender considerations at the pre-procurement stage.
- **Scenario:** Considering the pre-procurement stage, you are most interested in how to prepare tender documents taking into account gender considerations. **Task<sup>4</sup>:** Please find this information using the toolkit.

#### Gender Budgeting toolkit

- **Scenario:** You are preparing a presentation about examples of applying gender budgeting in the EU Funds. You've heard somewhere that EIGE has a step-by-step toolkit dedicated to gender budgeting. **Task<sup>5</sup>:** Please find this toolkit and its tools on applying gender budgeting in the EU Funds.

#### GEAR tool

- **Scenario:** You've heard that the European Commission made gender equality plans (GEPs) a basic requirement for participation in its research framework programme. Led by your personal interest, you would like to learn more about what is a gender equality plan. **Task<sup>6</sup>:**

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<sup>2</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp>

<sup>3</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp/pre-procurement-stage>

<sup>4</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp/preparing-tender-documents>

<sup>5</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting>

<sup>6</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>

Please use one of EIGE's toolkits to learn more about gender equality plans in the academic context.

#### **1.4.5. Questions to ask after each task:**

- Did you find the information where you expected to find it? How easy or difficult was it to find it?
- How did you find the experience of using this toolkit to complete this task? How did you find the layout of the contents of this toolkit?
- What motivated you to click on [*specific button/hyperlink*]?
- I noticed that you [*did something at a specific moment*]. Could you please describe what happened at that moment? What exactly did you do? Why this was your choice? Could you tell me what your expectations were at the moment?

#### **1.4.6. Question to ask after all the tasks are completed:**

- How would you describe your overall today's experience with EIGE's products?
- What did you like the most? What did you like the least? Why? What difficulties did you encounter?
- Which of the toolkits would you use in the future? Which of them would you not use? Why?
- Which task was the hardest to complete for you? Why?
- What, if anything, surprised you about the experience?
- What, if anything, caused you frustration?

#### **1.4.7. Usability test script: Elected bodies, political entities, and similar stakeholders**

Hello, [\_\_\_\_\_]. My name is [\_\_\_\_\_] and I work at PPMI. Our team is conducting the external evaluation of the European Institute for Gender Equality. As a part of this evaluation, we are testing the usability and overall quality of a selection of the institute's products. That is the purpose of today's call – to have you use the products, observe if they work as intended, and discuss their quality.

Before we begin, I would like to tell you more about what the test will look like. You will be presented with several different scenarios, one at a time. Each scenario will include a task that you will be asked to perform using the products.

Please think aloud when performing these tasks and express your feelings and thoughts on interaction with the products – what is convenient for you, what isn't, and what could be better. We are looking forward to improving the products so your honest reactions would be very much appreciated.

I would like to outline that we are testing the products and not you. You cannot make any mistakes during the test.

#### **1.4.8. Questions to ask before the test:**

- Do you agree that we record your screen and your voice for the duration of the test?

- Do you have any questions before we start?

#### 1.4.9. Introductory questions:

- Is your work related to the topic of gender equality? If yes, how?
- Are you familiar with the work of the European Institute for Gender Equality (EIGE)?
- Have you ever used any of the institute's products, e.g. databases, toolkits, publications? If yes, which?

#### 1.4.10. Scenarios and tasks:

##### Gender-sensitive parliaments

- **Scenario:** You are interested in assessing gender sensitivity in your elected body and its organisational and working procedures. Before you dive deeply into the topic, you want to do a quick assessment of how well your elected body integrates gender equality and is responding to the different needs of women and men. **Task<sup>7</sup>:** Please use one of EIGE's toolkits and find a way to do assess your elected body without creating an account.
- **Scenario:** For a report that you're preparing, you want to do a cross-country comparison of how gender-sensitive parliaments in the European Union are. You've heard that EIGE has this information in one of its toolkits. **Task<sup>8</sup>:** Please use one of EIGE's toolkits to find information about the gender sensitivity of the national parliaments of all 28 EU Member States.
- **Scenario:** You want to foster greater participation of women in political decision-making and the implementation of a gender-sensitive parliament. Among the first steps, you decide to look for examples of gender-sensitive practices in various countries. **Task<sup>9</sup>:** Please use one of EIGE's toolkits to find these examples.

##### Gender-responsive Public Procurement toolkit

- **Scenario:** Your organisation often participates in the public procurement process as a contracting authority. For this reason, you decided to learn more about how you could promote promotes gender equality through the purchase of works, supplies or services. You've heard that the European Institute for Gender Equality (EIGE) has a resource dedicated to reducing gender inequalities in public procurement. **Task<sup>10</sup>:** Please find this resource.
- **Scenario:** Your colleague told you that the Gender-responsive Public Procurement toolkit prepared by EIGE has guidance on how to include gender considerations at each stage of the procurement cycle. You want to learn about the pre-procurement stage first. **Task<sup>11</sup>:** Please

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<sup>7</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments/assessment/general/take-assessment/1>

<sup>8</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments/assessments/overview>

<sup>9</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments/examples-gender-sensitive-practices-parliaments>

<sup>10</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp>

<sup>11</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp/pre-procurement-stage>

use the toolkit to find information dedicated to including gender considerations at the pre-procurement stage.

- **Scenario:** Considering the pre-procurement stage, you are most interested in how to prepare tender documents taking into account gender considerations. **Task<sup>12</sup>:** Please find this information using the toolkit.

#### Gender Budgeting toolkit

- **Scenario:** You are preparing a presentation about examples of applying gender budgeting in the EU Funds. You've heard somewhere that EIGE has a step-by-step toolkit dedicated to gender budgeting. **Task<sup>13</sup>:** Please find this toolkit and its tools on applying gender budgeting in the EU Funds.

#### GEAR tool

- **Scenario:** You've heard that the European Commission made gender equality plans (GEPs) a basic requirement for participation in its research framework programme. Led by your personal interest, you would like to learn more about what is a gender equality plan. **Task<sup>14</sup>:** Please use one of EIGE's toolkits to learn more about gender equality plans in the academic context.

#### 1.4.11. Questions to ask after each task:

- Did you find the information where you expected to find it? How easy or difficult was it to find it?
- How did you find the experience of using this toolkit to complete this task? How did you find the layout of the contents of this toolkit?
- What motivated you to click on [*specific button/hyperlink*]?
- I noticed that you [*did something at a specific moment*]. Could you please describe what happened at that moment? What exactly did you do? Why this was your choice? Could you tell me what your expectations were at the moment?

#### 1.4.12. Question to ask after all the tasks are completed:

- How would you describe your overall today's experience with EIGE's products?
- What did you like the most? What did you like the least? Why? What difficulties did you encounter?
- Which of the toolkits would you use in the future? Which of them would you not use? Why?
- Which task was the hardest to complete for you? Why?
- What, if anything, surprised you about the experience?
- What, if anything, caused you frustration?

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<sup>12</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp/preparing-tender-documents>

<sup>13</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting>

<sup>14</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>

### 1.4.13. Usability test script: NGOs, experts, gender-related policymakers and practitioners

Hello, [\_\_\_\_\_]. My name is [\_\_\_\_\_] and I work at PPMI. Our team is conducting the external evaluation of the European Institute for Gender Equality. As a part of this evaluation, we are testing the usability and overall quality of a selection of the institute's products. That is the purpose of today's call – to have you use the products, observe if they work as intended, and discuss their quality.

Before we begin, I would like to tell you more about what the test will look like. You will be presented with several different scenarios, one at a time. Each scenario will include a task that you will be asked to perform using the products.

Please think aloud when performing these tasks and express your feelings and thoughts on interaction with the products – what is convenient for you, what isn't, and what could be better. We are looking forward to improving the products so your honest reactions would be very much appreciated.

I would like to outline that we are testing the products and not you. You cannot make any mistakes during the test.

### 1.4.14. Questions to ask before the test:

- Do you agree that we record your screen and your voice for the duration of the test?
- Do you have any questions before we start?

### 1.4.15. Introductory questions:

- Is your work related to the topic of gender equality? If yes, how?
- Are you familiar with the work of the European Institute for Gender Equality (EIGE)?
- Have you ever used any of the institute's products, e.g. databases, toolkits, publications? If yes, which?

### 1.4.16. Scenarios and tasks:

#### Gender-responsive Public Procurement toolkit

- **Scenario:** You're preparing a report on gender-responsive public procurement. Your colleague informed you that EIGE has a resource dedicated to reducing gender inequalities in public procurement. **Task<sup>45</sup>:** Please find this resource.

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<sup>45</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp>



- **Scenario:** Your colleague told you that the Gender-responsive Public Procurement toolkit prepared by EIGE has guidance on how to include gender considerations at each stage of the procurement cycle. For your report, you want to learn about the pre-procurement stage first. **Task<sup>16</sup>:** Please use the toolkit to find information dedicated to including gender considerations at the pre-procurement stage.
- **Scenario:** Considering the pre-procurement stage, you are most interested in how to prepare tender documents taking into account gender considerations. **Task<sup>17</sup>:** Please find this information using the toolkit.

#### Gender-sensitive parliaments toolkit

- **Scenario:** You are writing a paper on equal opportunities between men and women to enter the parliament. To provide examples in your paper, you need to find examples of gender-sensitive practices in parliaments related to entering the parliament. **Task<sup>18</sup>:** Please use one of EIGE's toolkits to find these examples.
- **Scenario:** For a report that you're preparing, you want to do a cross-country comparison of how gender-sensitive parliaments in the European Union are. You've heard that EIGE has this information in one of its toolkits. **Task<sup>19</sup>:** Please use one of EIGE's toolkits to find information about the gender sensitivity of the national parliaments of all 28 EU Member States

#### Gender Budgeting toolkit

- **Scenario:** You are preparing a presentation about examples of applying gender budgeting in the EU Funds. You've heard somewhere that EIGE has a step-by-step toolkit dedicated to gender budgeting. **Task<sup>20</sup>:** Please find this toolkit and its tools on applying gender budgeting in the EU Funds.

#### GEAR tool

- **Scenario:** You've heard that the European Commission made gender equality plans (GEPs) a basic requirement for participation in its research framework programme. Led by your personal interest, you would like to learn more about what is a gender equality plan. **Task:** Please use one of EIGE's toolkits to learn more about gender equality plans in the academic context.

#### 1.4.17. Questions to ask after each task:

- Did you find the information where you expected to find it? How easy or difficult was it to find it?

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<sup>16</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp/pre-procurement-stage>

<sup>17</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp/preparing-tender-documents>

<sup>18</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments/examples-gender-sensitive-practices-parliaments/area-1-women-and-men-have-equal-opportunities-enter-parliament>

<sup>19</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments/assessments/overview>

<sup>20</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting>

- How did you find the experience of using this toolkit to complete this task? How did you find the layout of the contents of this toolkit?
- What motivated you to click on [*specific button/hyperlink*]?
- I noticed that you [*did something at a specific moment*]. Could you please describe what happened at that moment? What exactly did you do? Why this was your choice? Could you tell me what your expectations were at the moment?

#### **1.4.18. Question to ask after all the tasks are completed:**

- How would you describe your overall today's experience with EIGE's products?
- What did you like the most? What did you like the least? Why? What difficulties did you encounter?
- Which of the toolkits would you use in the future? Which of them would you not use? Why?
- Which task was the hardest to complete for you? Why?
- What, if anything, surprised you about the experience?
- What, if anything, caused you frustration?

#### **1.4.19. Usability test script: Research organisations**

Hello, [\_\_\_\_\_]. My name is [\_\_\_\_\_] and I work at PPMI. Our team is conducting the external evaluation of the European Institute for Gender Equality. As a part of this evaluation, we are testing the usability and overall quality of a selection of the institute's products. That is the purpose of today's call – to have you use the products, observe if they work as intended, and discuss their quality.

Before we begin, I would like to tell you more about what the test will look like. You will be presented with several different scenarios, one at a time. Each scenario will include a task that you will be asked to perform using the products.

Please think aloud when performing these tasks and express your feelings and thoughts on interaction with the products – what is convenient for you, what isn't, and what could be better. We are looking forward to improving the products so your honest reactions would be very much appreciated.

I would like to outline that we are testing the products and not you. You cannot make any mistakes during the test.

#### **1.4.20. Questions to ask before the test:**

- Do you agree that we record your screen and your voice for the duration of the test?
- Do you have any questions before we start?

#### **1.4.21. Introductory questions:**

- Is your work related to the topic of gender equality? If yes, how?
- Are you familiar with the work of the European Institute for Gender Equality (EIGE)?
- Have you ever used any of the institute's products, e.g. databases, toolkits, publications? If yes, which?

### 1.4.22. Scenarios and tasks:

#### GEAR tool

- **Scenario:** You have heard that the European Commission made gender equality plans (GEPs) a basic requirement for participation in its research framework programme. Your colleague told you that EIGE has a gender equality in academia and research toolkit (in short, GEAR toolkit), which has a dedicated section to explaining the term 'gender equality plan'. **Task:** Please use the toolkit to find out what a gender equality plan is.
- **Scenario:** You are responsible for setting up a gender equality plan (GEP) in your research organisation. Your colleagues reminded you about the GEAR toolkit which includes a step-by-step guide for research organisations to set up and implement a gender equality plan. **Task 1**<sup>21</sup>: Please find the step-by-step guide for research organisations. **Task 2**<sup>22</sup>: Please find information on how to set up and implement a gender equality plan.
- **Scenario:** Your colleague warned you that setting up and implementing a gender equality plan (GEP) requires having strong arguments to share with stakeholders about the benefits of working towards gender equality. They also mentioned that for your convenience, these benefits can be found listed in the GEAR toolkit. **Task**<sup>23</sup>: Please use the GEAR toolkit to find the list of benefits of working towards gender equality.
- **Scenario:** You realised that national contexts are extremely important for developing and implementing gender equality plans (GEPs). **Task**<sup>24</sup>: Please use the GEAR toolkit to find information on legislative and policy backgrounds, as well as other support measures to promote gender equality in research in your country.

#### Gender-responsive Public Procurement toolkit

- **Scenario:** Your organisation often participates in public procurement of research work. For this reason, you decided to learn more about how to address gender considerations while preparing a technical offer. Once again, you've heard that EIGE has a resource specifically dedicated to gender-related aspects of public procurement. **Task**<sup>25</sup>: Please find this resource.

### 1.4.23. Questions to ask after each task:

- Did you find the information where you expected to find it? How easy or difficult was it to find it?
- How did you find the experience of using this toolkit to complete this task? How did you find the layout of the contents of this toolkit?
- What motivated you to click on [*specific button/hyperlink*]?

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<sup>21</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/step-step-guide>

<sup>22</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/step-step-guide/step-3>

<sup>23</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/rationale-gender-equality-change-research-and-innovation>

<sup>24</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/where>

<sup>25</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp>

- I noticed that you [*did something at a specific moment*]. Could you please describe what happened at that moment? What exactly did you do? Why this was your choice? Could you tell me what your expectations were at the moment?

#### **1.4.24. Question to ask after all the tasks are completed:**

- How would you describe your overall today's experience with EIGE's products?
- What did you like the most? What did you like the least? Why? What difficulties did you encounter?
- Which of the toolkits would you use in the future? Which of them would you not use? Why?
- Which task was the hardest to complete for you? Why?
- What, if anything, surprised you about the experience?
- What, if anything, caused you frustration?

#### **1.4.25. Usability test script: Various bodies and staff working with EU Funds**

Hello, [\_\_\_\_\_]. My name is [\_\_\_\_\_] and I work at PPMI. Our team is conducting the external evaluation of the European Institute for Gender Equality. As a part of this evaluation, we are testing the usability and overall quality of a selection of the institute's products. That is the purpose of today's call – to have you use the products, observe if they work as intended, and discuss their quality.

Before we begin, I would like to tell you more about what the test will look like. You will be presented with several different scenarios, one at a time. Each scenario will include a task that you will be asked to perform using the products.

Please think aloud when performing these tasks and express your feelings and thoughts on interaction with the products – what is convenient for you, what isn't, and what could be better. We are looking forward to improving the products so your honest reactions would be very much appreciated.

I would like to outline that we are testing the products and not you. You cannot make any mistakes during the test.

#### **1.4.26. Questions to ask before the test:**

- Do you agree that we record your screen and your voice for the duration of the test?
- Do you have any questions before we start?

#### **1.4.27. Introductory questions:**

- Is your work related to the topic of gender equality? If yes, how?
- Are you familiar with the work of the European Institute for Gender Equality (EIGE)?
- Have you ever used any of the institute's products, e.g. databases, toolkits, publications? If yes, which?

#### 1.4.28. Scenarios and tasks:

##### Gender Budgeting toolkit

- **Scenario:** You want to learn how to integrate a gender perspective into the EU Funds' programming and implementing process. You've heard somewhere that EIGE has a step-by-step toolkit dedicated to gender budgeting. **Task<sup>26</sup>:** Please find this toolkit and its tools on applying gender budgeting in the EU Funds.
- **Scenario:** You would appreciate the opportunity to have the Gender Budgeting toolkit on your device, in your native language. Speaking with EIGE's representative you learned that the toolkit is available in many European languages. **Task<sup>27</sup>:** Please find a way to download the Gender Budgeting toolkit to your device in your preferred European language.
- **Scenario:** While you feel confident about the need to integrate a gender perspective into the context of EU Funds, you are unsure about the term 'gender budgeting' and what it means. **Task<sup>28</sup>:** Please use the toolkit to find more information about what gender budgeting is.
- **Scenario:** Your colleague informed you that a new tool to track resource allocation for gender equality in the EU cohesion policy funds has been added to the Gender Budgeting toolkit. Importantly, it comes with a downloadable Excel file to support the Member States in calculating their expenditures for gender equality. You would like to check this file. **Task<sup>29</sup>:** Please find a way to download this Excel on calculating Member State expenditures for gender equality.

#### 1.4.29. Questions to ask after each task:

- Did you find the information where you expected to find it? How easy or difficult was it to find it?
- How did you find the experience of using this toolkit to complete this task? How did you find the layout of the contents of this toolkit?
- What motivated you to click on [*specific button/hyperlink*]?
- I noticed that you [*did something at a specific moment*]. Could you please describe what happened at that moment? What exactly did you do? Why this was your choice? Could you tell me what your expectations were at the moment?

#### 1.4.30. Question to ask after all the tasks are completed:

- How would you describe your overall today's experience with EIGE's products?
- What did you like the most? What did you like the least? Why? What difficulties did you encounter?
- Which of the toolkits would you use in the future? Which of them would you not use? Why?
- Which task was the hardest to complete for you? Why?

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<sup>26</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting>

<sup>27</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting> + successful download

<sup>28</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting/what-is-gender-budgeting>

<sup>29</sup> Target: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting/annex-1-ex-ante-assignment-intervention-fields-gender-equality-dimension-codes-based-types-interventions-erdf-cf-esf-and>

- What, if anything, surprised you about the experience?
- What, if anything, caused you frustration?

# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Case study report – Administrative Data Collection on Violence Against Women, 25 November 2022

A large orange abstract graphic at the bottom of the page, consisting of several overlapping, slanted rectangular shapes in various shades of orange, mirroring the design at the top of the page.

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# 1. Introduction

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Since 2010, EIGE has supported the work of the EU institutions and Member States in the development of tools to measure the prevalence of all forms of violence against women<sup>1</sup> and to increase knowledge about its consequences. EIGE has focused particularly on improving the quality, reliability and comparability of administrative data on gender-based violence<sup>2</sup> in Member States, with the ultimate goal of bridging the prevalent gaps on EU-wide harmonised data.

Administrative data provides detailed information on how judicial, police, health, social services providers and other institutions respond to the prevention, protection and prosecution of incidents of gender-based violence against women (EIGE, 2014b). Administrative data collection is a key tool in order to develop effective and concerted policies in preventing and combating violence against women, whilst providing a useful foundation for the quantification of progress in this area, over time.

Article 11 of the Istanbul Convention stipulates the obligation of the state parties to regularly collect disaggregated statistical data on all forms of violence (Council of Europe, 2019). To date, 21 EU Member states have ratified it. Likewise, the Gender Equality Strategy 2020-2025 reinforces the need to collect comprehensive, updated and comparable data on gender equality, with a particular emphasis on gender-based violence. Article 44 of the proposal for the EU Directive on violence against women and domestic violence mentions specifically Member States' obligation to systematically collect data on violence against women and domestic violence, including on the basis of harmonised indicators.

In the last years, EIGE has had a pivotal role in providing information and research on administrative data collection on violence against women, and gender-based violence across the European Union, with the ultimate goal of strengthening the capacity for the institutional response to violence against women. Between 2015 and 2020, EIGE has undertaken three studies on this topic:

- Terminology and indicators for data collection on rape, femicide and intimate partner violence: EU-wide terminology and indicators (2016);
- Improving police and justice data on intimate partner violence against women in the European Union (2017-2018);
- Advancing administrative data collection on Intimate partner violence and gender-related killings of women (2019-2020).

In addition, in 2020, building on previous studies on Female Genital Mutilation (FGM), EIGE continued to provide unique estimations on the number of women and girls at risk of Female Genital

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<sup>1</sup> In this case study, we will use the term, 'violence against women', as any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life (EIGE, 2014b).

<sup>2</sup> In this case study, we will use the term 'gender-based violence', as violence that is directed against a woman because she is a woman or that affects women disproportionately. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty. (EIGE, 2014b).

Mutilation in Denmark, Spain, Luxembourg and Austria, which add on to the 13 data sets already collected (EIGE, 2020). As domestic violence cases spiked during lockdowns (EIGE, 2020a), EIGE led a study on the consequences of the Covid-19 pandemic for victims of intimate partner violence, in order to assess how the pandemic had exacerbated gender inequality, whilst providing recommendations to Member States.

The usefulness and relevance of data collection depends on the quality and reliability of the data collection system (EIGE, 2016c). Despite progress, the shortage of available and comparable data on violence against women in the EU has been identified as a pressing issue by several EU institutions, and at international level, by the United Nations (UN Women and WHO, 2022). The differences in legal and statistical definitions used by Member States (for instance on the types of violence), as well as variations in coverage, units of measurement and data collection methods, pose long-standing challenges to the comparability of data (EIGE, 2017b). Data availability, accessibility as well as high-quality and reliable data, is crucial to have a clear understanding of how public services respond to the needs of women who have experienced violence, and to monitor trends over time EIGE (2014b).

We will assess EIGE's work in this area, considering the Institute's efforts to narrow the gap in EU-wide harmonised data collection on gender-based violence, and thus contributing to establishing a clearer understanding of the nature and extent of violence against women EIGE (2017b). The case study will be based on desk research, surveys and interviews with EIGE's staff and stakeholders. In order to reflect the whole spectrum of different national contexts in which EIGE's activities take place, the following countries were selected for in-depth interviews during this case study analysis: Hungary, Italy, Latvia and Finland.

Following the introduction, this case study starts by analysing EIGE's main activities related to administrative data collection on violence against women. The following section presents a thorough analysis of the data collected and the main findings before concluding and making recommendations to further improve EIGE's work in the area of data collection on violence against women.

## **2. Timeline of EIGE’s work on data collection on Violence Against Women (2015-2020)**

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This timeline has been built based on EIGE’s Consolidated Annual Activities Report (2015-2020), Single Programming Documents (2015-2020), EIGE’s Annual Work Plan (2005) and the Strategic Framework on Violence against Women (2015-2018).

### **2015**

EIGE adopted a Strategic Framework on Violence against Women (2015-2018). This framework establishes objectives to improve and facilitate data collection in Member States. It focuses on improving data collection in the Member States, in particular, the availability, comparability and quality of administrative data on violence against women.

### **2016**

EIGE completed the study on terminology and indicators for data collection on violence against women.

In addition, EIGE completed two reports on estimating the costs of gender-based violence in the European Union and the good practices in Administrative data collection on violence against women.

EIGE published several factsheets on combating Violence against Women.

EIGE has also advanced its cooperation with the Council of Europe’s GREVIO Committee. Throughout 2016, EIGE and GREVIO have collaborated closely on several projects, including GREVIO participation in EIGE meetings and contributing in development of EIGE reports.

### **2017**

EIGE developed definitions for statistical purposes on intimate partner violence, rape and femicide, focusing on the police and the judiciary sectors. The study on ‘Terminology and indicators for data collection: rape, femicide and intimate partner violence’ proposed indicators which were revised after an assessment of each Member State’s feasibility to provide this statistical information.

Based on the findings, EIGE developed recommendations for Eurostat to improve administrative data collection. EIGE also continued supporting Eurostat’s and UNODC work on strengthening the gender perspective of the International Classification of Crime for Statistical Purposes so that crimes of violence against women become more visible and comparable.

EIGE initiated a new study, updating the methodology developed in 2014, to estimate the risk of female genital mutilation (FGM) and applied it to a further six Member States (Belgium, Cyprus, France, Greece, Italy and Malta), increasing overall comparability of data. The study takes into account new patterns of migration and how they impact the occurrence of FGM in Europe. EIGE consulted with 61 external experts during three experience-sharing meetings, during which recommendations were drafted on improving policies to better respond to FGM, adapting health,

asylum and education services to the needs of women who underwent and girls at risk of FGM and on data collection.

## 2018

EIGE produced 28 Member State-specific factsheets and recommendations on administrative data collection, developed with the assistance of Member States. These publications outline each country's progress and areas for improvement and reached the minister of justice and minister of the interior in each Member State. Additionally, two factsheets were published on data collection practices within the police and justice sectors, along with technical recommendations for Eurostat, which aim to support Member States in improving the overall quality, reliability, availability, accessibility and comparability of data. These publications build on EIGE's 2017 work on definitions and statistical indicators for IPV and the production of a standardised tool to assist Member States in collecting data to populate EIGE's proposed indicators and add to a growing pool of resources for improving the quality of administrative data across the EU.

EIGE initiated a new study on risk assessment and risk management by the police on intimate partner violence. This research builds upon the Institute's previous work supporting Member States in strengthening their responses to intimate partner violence. As victim safety is a central concern of intimate partner violence intervention on an EU level, risk assessment and risk management to protect women from further violence have been integrated into the EU legislative and policy framework. This project aimed both to contribute to improved institutional responses (in this case from the police and judiciary) in combating gender-based violence and to support the Member States in meeting the requirements of this framework.

## 2019

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

- Understanding intimate partner violence in the EU: the role of data.
- Police and justice sector data on intimate partner violence against women in the European Union.

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

In 2019, EIGE also started a study on advancing administrative data collection on intimate partner violence and gender-related killings of women and girls (femicide). The study supports Member States in their efforts to collect administrative data and to enhance EU data comparability.

## 2020

EIGE continued to provide unique estimations on the number of women and girls at risk of FGM in four Member States, which are added to the 13 data sets already collected. The report was published in 2021.

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

Furthermore, as a member of the Eurostat taskforce, EIGE contributed with its gender expertise to the implementation of the Eurostat EU-wide survey on gender-based violence.

In order to support the European Commissions' evaluation of the effects of the relevant acquis on preventing and combatting violence against women and domestic violence, EIGE was requested to update the study on the costs of violence against women. The study was launched at the end of 2020 and was published in 2021.

## 3. Analysis and findings

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The following sections set out the findings from the data collected through interviews, surveys and desk-based research.

### 3.1. Coherence

#### 3.1.1. Coherence with EU priorities

Already in 2006, the European Parliament's Resolution on the current situation in combating violence against women and any future action recognised the urgent need for the EU and its Member States to establish a harmonised system of data collection, with common definitions, indicators, measures and methods on gender-based violence (EIGE, 2014b). Since then, EIGE's work during the evaluation period was found to correspond to the specific priorities delineated by the Gender Equality Strategy 2020-2025, as well as the Council of Europe's Istanbul Convention standards: the need for comprehensive, updated and comparable data for policies on combating gender-based violence to be effective to have a clear picture of the prevalence of gender-based violence (Council of Europe, 2019). Furthermore, the European Commission's proposal for the Directive on combatting violence against women and domestic violence recognises data collection as a key priority in the design of appropriate policy measures in the field of violence against women and domestic violence. The proposal contains a wide range of provisions to improve data collection on all forms of violence against women.

Significant, the members of the Management Board and the Experts' Forum considered that EIGE's work was largely aligned (81 %) with the EU policy priorities in the area of gender-based violence (Management Board and Experts' Forum survey, 2022). EIGE's staff agreed (53 %) that the Institute's work was aligned with this policy priority to a large extent.

#### 3.1.2. Collaboration with stakeholders

In this period, EIGE explored synergies with decentralised agencies, such as, FRA, Eurofound and Eurostat, and international stakeholders working in this area. For instance, in 2019, EIGE contributed significantly to Eurostat's Task Force on the future prevalence survey on gender-based violence against women and interpersonal violence, providing expertise on the content of the questionnaire (EIGE, 2019a). Furthermore, EIGE has supported Eurostat's and UNODC's work on strengthening the gender perspective of the International Classification of Crime For Statistical Purposes (ICCS) so that crimes of violence against women become more visible and comparable. EIGE developed recommendations for Eurostat and UNODC to better develop the statistical framework on gender-sensitive crime statistics (EIGE, 2019a).

In 2020, reacting to the surge in gender-based violence due to COVID-19 containment measures, EIGE and FRA Directors issued a **Joint Statement** calling for the EU to step up efforts to end domestic violence. This statement urged Member States to adopt concrete measures to protect women during this crisis. In addition, both institutions reinforced the importance of collecting harmonised data on violence against women within EU Member States, to ensure the phenomenon can be adequately measured and addressed.

EIGE also organised a **consultation meeting on femicide**, with a specific focus on building a measurement framework (EIGE, 2019a). The European Observatory on Femicide (EOF) participated in this consultation, bringing together several experts in the field of data collection on femicide (European Observatory on Femicide, 2019). The experts exchanged information, best practices, identified challenges and developed strategies for the future. The second day of consultations included the participation of the Observatory's Advisory Board.

During the evaluation period, EIGE also drafted several recommendations for the EU and the Member States to regularly measure different forms of gender-based violence in a comparable way. Overall the national stakeholders highlighted EIGE's close cooperation with other institutions (such as FRA), and its level of complementarity with other EU agencies' work. In addition, some stakeholders working in the field of gender-based violence see great value in exploring synergies between the Institute and civil society organisations and thus promoting further initiatives and networking opportunities. In regards to cooperation with other EU institutions, EIGE continued to expand its liaison with the European Parliament, having participated in several Women's Rights and Gender Equality (FEMM) Committee meetings and hearings and provided input to parliamentary reports in this area (EIGE, 2019a).

As for cooperation between EIGE and international stakeholders, EIGE strengthened its relations with international organisations, such as UN Women. The Institute gave a significant contribution to the UN Women Technical advisory board on Global Guidelines on Administrative Data on Violence against Women and the Global consultation on the measurement of gender-related killings of women and girls (EIGE, 2019a). An interviewee from UN Women highlighted the importance of EIGE's work on a European level, in particular, EIGE's work on administrative data collection on violence against women. A representative of UNODC echoed this view. Both stakeholders considered EIGE the key European-level interlocutor when it comes to harmonising data collection on violence against women. Furthermore, considering the common priorities and approaches, the interviewees mentioned that EIGE's work does not overlap with UN Women's or UNODC's work. Instead, they considered it complimentary. Both international stakeholders indicated their interest in continuing to engage with EIGE in this area of work. Particularly, the UNODC representative indicated the possible synergies with EIGE to promote the adoption of the framework on data collection on femicide in the EU and Europe, in general.

## **3.2. Relevance and Effectiveness**

### **3.2.1. The needs of stakeholders at the EU and national level**

In the last years, EIGE has actively contributed to the EU's work in improving data collection on violence against women: in 2019, EIGE started a study on advancing administrative data collection on intimate partner violence and femicide. The study supports Member States in their efforts to collect administrative data, whilst enhancing EU data comparability. EIGE assessed the available data from the police and justice sectors on intimate partner violence, rape and femicide, finding that most of the data was incomparable due to major differences in legal definitions and data collection systems and practices in the Member States (EIGE, 2019a). Furthermore, EIGE developed methodological guidelines for data collection on gender-based violence as well as EU-wide indicators, with the ultimate goal of advancing updated and comparable data on gender-based violence in all Member States (EIGE, 2019a).



Most national-level stakeholders asserted that EIGE was very responsive to their needs in this area. Some national-level stakeholders mentioned the importance of COVID-19-related data and information, on the pandemic's overall consequences on the protection of women's rights. The need to collect sex-disaggregated data, appropriately capturing intersecting inequalities, was also voiced. Likewise, the surveyed stakeholders shared the same concern on the need to collect disaggregated data by relevant intersectional aspects, such as disability status, as well as provide more information and data on all forms of violence against women. Collecting data with an intersectional approach has been identified as an emerging topic in the last years (UN Women, 2021). Despite its importance, many challenges persist. The fragmented data collection systems is a serious obstacle; together with the difficulty of addressing intersectional discrimination, as it is a complex concept that is difficult to define and is implemented differently within the legal systems of the Member States (EIGE, 2020b).

The language barrier was highlighted by several stakeholders. Thus, to sustain its relevance and increase accessibility, EIGE could translate more reports, tools and other relevant materials into the stakeholder's national languages. Moreover, taking into account that administrative data on gender-based violence is often collected by the police and justice sector, but also by NGOs, women's shelters and health services, it is crucial for these actors to have access to relevant information in their respective languages (EIGE, 2017b).

Data from the stakeholders' survey revealed that 53 % of the respondents felt that EIGE was moderately or largely relevant to their needs in advancing new data and indicators and providing methodological guidelines for data collection on gender-based violence. In addition, 53 % of EIGE's staff stated that EIGE was successful to a large extent in delivering studies on gender-based violence, which is the third most successful output. However, only 34 % of the respondents from EIGE staff found EIGE was largely successful in advancing new data, indicators, and methods for gender-based violence. This can be partly explained by the substantial differences in legal definitions of forms of gender-based violence and methods across Member States.

Overall, EIGE's outputs and activities were deemed moderately or highly relevant for the gender equality actors, on a national and EU level.

### **3.2.2. Satisfaction and use by stakeholders**

In the last years, EIGE has significantly contributed to improving the availability, quality and comparability of data at the EU level on all forms of violence against women. The lack of uniform definitions and methodologies has hindered the implementation of a coherent system of data, fully capable of capturing the multi-layered and complex phenomenon of violence. The Violence Against Women Strategic Framework (2015-2018) clearly states EIGE's priority in narrowing the gap in data collection on gender-based violence, as well as the need to support Member States in their data collection efforts.

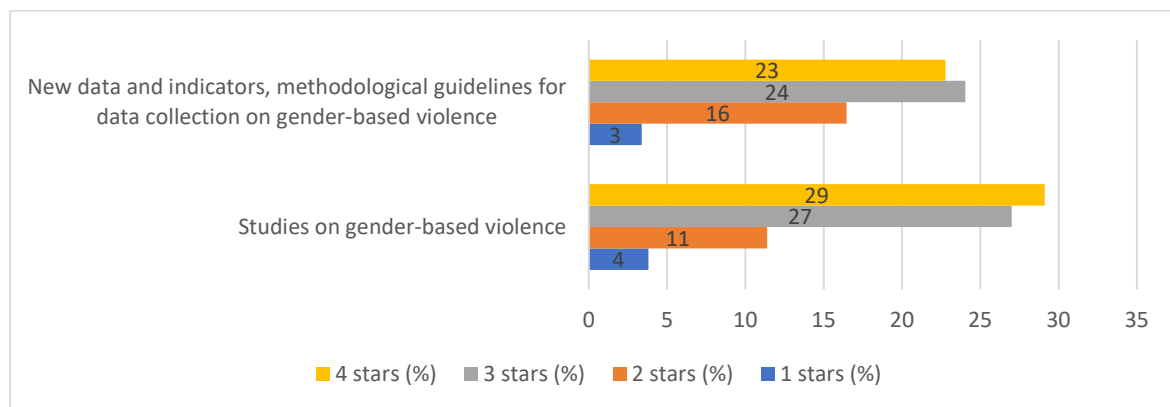
In order to address this gap, EIGE has developed a wide range of methodological guidelines and EU-wide indicators. As mentioned above, in 2019, EIGE initiated a study on advancing administrative data collection on intimate partner violence and femicide, in order to support the Member States in their efforts to collect administrative data, as well as enhancing EU data comparability. The study assessed the available data from the police and justice sectors on intimate partner violence, rape and femicide, having found that most of the data was incomparable because of major differences in legal definitions and data collection systems and practices in the Member

States (EIGE, 2019a). In addition, EIGE has produced 28 Member State-specific factsheets and recommendations on administrative data collection, with the cooperation of Member States (EIGE, 2018). EIGE also developed a study on EU-wide terminology and indicators for data collection on violence against women, envisaging the development of definitions for statistical purposes of rape, femicide and intimate partner violence and indicators based on harmonised data collection on rape, femicide and intimate partner violence.

The Expert Forum and Management Board Survey found that EIGE was highly effective in assessing existing data sources and identifying data gaps, with a high percentage of the respondents (78 %) acknowledging EIGE’s effectiveness. The staff survey revealed that EIGE is highly effective collecting, processing and assessing existing data, sources and identifying data gaps, but only moderately effective reporting and disseminating findings.

According to the stakeholders’ survey, EIGE’s outputs in the area of gender-based violence, particularly on administrative data collection, are amongst the most used outputs. The national and EU-level interviewed stakeholders working on gender-based violence highlighted the quality of these outputs. However, the surveyed stakeholders expressed more conservative views. For instance, less than half of respondents rated the quality of the new data and indicators and methodological guidelines for data collection in the area of gender-based violence as good or very good (Figure 1).

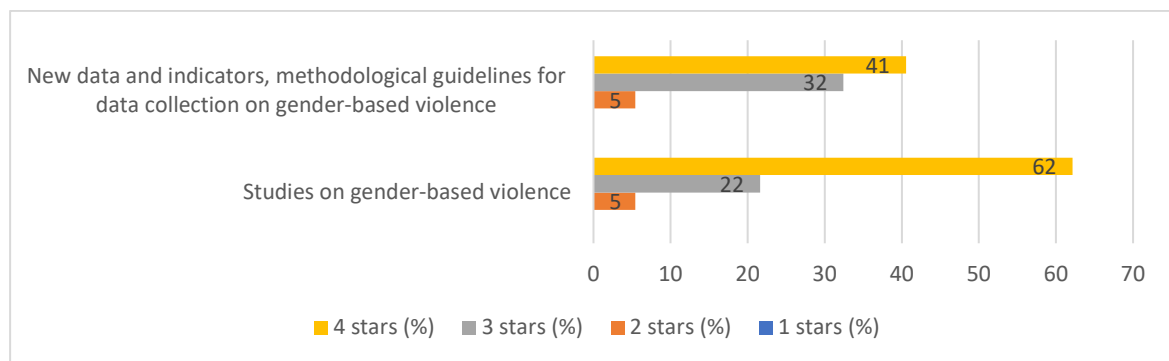
**FIGURE 1. SATISFACTION WITH THE QUALITY OF EIGE'S OUTPUTS AND SERVICES AMONG EIGE'S STAKEHOLDERS (%)**



Source: Based on EIGE’s stakeholders’ survey conducted by PPMI (2022)

Satisfaction with EIGE’s outputs and services is higher among the members of the Management Board and the Experts’ Forum. Around 62 % of the members of the Management Board and the Experts’ Forum highlighted the quality of the studies on gender-based violence, whereas around 41 % were very satisfied with the quality of new data collected and indicators as well as the development of methodological guidelines for data collection on gender-based violence. Additionally, international stakeholders from UNODC and UN Women praised the quality and mentioned that the publications on improving data collection on violence against women are among EIGE’s most used outputs.

**FIGURE 2. SATISFACTION WITH THE QUALITY OF EIGE'S OUTPUTS AMONG MANAGEMENT BOARD AND EXPERTS' FORUM MEMBERS (%)**



Source: Based on EIGE's Management Board and Experts' Forum survey conducted by PPMI (2022)

As regards to EU policies and priorities, EIGE's efforts in the last years, have contributed extensively to improving comparability of data across the EU. The Institute's focus on administrative data collection has widened the understanding of the prevalence of gender-based violence in its many manifestations whilst informing policymakers in the design and implementation of effective policies that combat it. Thus, the Expert Forum and Management Board survey also concluded that EIGE's impact on policy at the EU level, could be seen from several EU directives, namely the proposal for an EU Directive on violence against women and domestic violence. According to the proposal for Directive, EIGE would have the important role of developing common disaggregations and methodology in cooperation with Member States in order to ensure administrative data comparability across the Union. At the same time, EIGE will develop guidelines to harmonise and standardise crime statistics on violence against women and domestic violence and support Member States in the gathering of data. This can be considered a recognition of EIGE's accumulated expertise in this area.

### 3.3. EU-added value

When it comes to administrative data collection on gender-based violence, and despite the long-lasting challenges, EIGE has conducted an extensive work to provide comprehensive and comparable violence against women data framework on all Member States and has contributed significantly to bridging the existing gaps in the EU. EIGE has developed several methodological guidelines, in order to support the European institutions and the Member States in providing more accurate qualitative and quantitative information on several forms of violence against women. According to the 2017 CAAR, EIGE's initiative to improve and harmonise administrative data was broadly welcomed by the Member States in a variety of meetings across the EU. EIGE's 2019 Activity Report outlines the Institute's efforts to continue engaging actively with stakeholders in the European Institutions and Member States, thus emphasising its increasing unique and added value for the EU. The report concluded that policymakers, researchers, civil society and journalists referred to EIGE's work more than ever in policy documents, news articles and social media channels (EIGE, 2019a).

All stakeholders consulted highlighted the added-value of the EIGE's work, at the EU and national-level. As identified by stakeholders, EIGE's work on administrative data collection on gender-based violence is that it has pushed Members States to implement statistical indicators, whilst transforming findings into concrete policies and responses on a national level.

## 4. Conclusions and recommendations

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### Strengths:

- EIGE has developed a wide range of methodological guidelines and EU-wide indicators in the area of violence against women, contributing to greater comparability between the Member States.
- The Institute's focus on administrative data collection has widened the understanding of the prevalence of gender-based violence in its many manifestations whilst informing policymakers in designing and implementing effective policies that combat it.

### Weaknesses and challenges:

- EIGE's work in the area is hampered by the substantial differences in legal definitions of forms of gender-based violence methodologies and data sets.
- There is still a lack of intersectional approaches to data collection that consider gender and other characteristics or social determinants, such as disability, age, ethnicity, and migrant status. There is a growing need among stakeholders for further data disaggregation in this area.

### Lessons learnt/recommendations:

- Continuing raising awareness on the pernicious consequences of all forms of violence against women, with a particular emphasis on the urgent need to have reliable and comparable data, to fully capture the prevalence of violence against women, across the EU.
- Continuing mapping the existing definitions to reveal common elements at EU, Member State and international levels – taking into account the emerging forms of gender-based violence such as those in the digital sphere, for instance, cyber-violence and its harmful manifestations. Developing further definitions and indicators, thus contributing to a more consistent regulatory framework across the Member States with comparable legal definitions.
- Push for the inclusion of intersectional approaches to data collection in the area of gender-based violence.
- Translate EIGE's materials, reports and tools on administrative data collection to ensure the relevant authorities in charge of collecting data (including ONG's and other services providing front-line work to support victims of violence against women) have proper access to this information.
- Strengthen the cooperation with civil society organisations and social services in charge of collecting administrative data on violence against women in some Member States.

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# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Case study report – Experts' Forum, 25 November 2022

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# 1. Introduction

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According to Article 9 of EIGE’s Founding Regulation, the Institute is comprised of (a) a Management Board, (b) an Experts’ Forum and (c) a Director and his or her staff. The composition, functioning and objectives of the Experts’ Forum are described in Article 11 of the Founding Regulation (Box 1). Typically, the management and advisory bodies (the Management Board, the Standing Committee of the Management Board and the Experts’ Forum) meet twice per year. Joint meetings of the Management Board and the Experts’ Forum are held every three years.

The Experts’ Forum is EIGE’s advisory body established to support the Director in ensuring the excellence and independence of activities of the Institute. It should function as a mechanism for an exchange of information on gender equality, the pooling of knowledge and facilitating close cooperation between the Institute and competent bodies in the Member States.

The Experts’ Forum is comprised of members designated by each Member State, three representatives designated by the European Commission and two representatives designated by the European Parliament. Alternates who represent the member in his or her absence are appointed by the same procedure. The Forum is chaired by EIGE’s Director. Experts’ Forum members and alternate members are nominated by their governments (Ministries responsible for gender equality policies). The governments select their representatives from their own ministry (government officials), (independent or governmental) gender equality bodies, NGOs and other organisations (e.g. research institutions, universities) or from a pool of experts. Thus, the composition of the Experts’ Forum is heterogenous, and while the majority of the Experts’ Forum members come from government bodies, other members come from academia, research institutions and NGOs. Members of the Experts’ Forum cannot be members of the Management Board. However, around half of the representatives of the Member States in the Management Board and Experts’ Forum come from the same institution<sup>1</sup>.

## **BOX 1. PROVISIONS OF ART. 11 OF THE FOUNDING REGULATION ON THE COMPOSITION, FUNCTIONING AND OBJECTIVES OF THE EXPERTS’ FORUM**

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### ARTICLE 11

#### **Experts’ Forum**

1. The Experts’ Forum shall be composed of members from competent bodies specialised in gender equality issues, on the basis of one representative designated by each Member State, two members representing other relevant organisations specialised in gender equality issues designated by the European Parliament, as well as three members designated by the Commission and representing interested parties at European level, with one representative each from:

(a) an appropriate non-governmental organisation at Community level which has a legitimate interest in contributing to the fight against discrimination on grounds of sex and the promotion of gender equality;

(b) employers’ organisations at Community level; and

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<sup>1</sup> At least some Member States used their representatives in the Experts’ Forum for ensuring continuity of work while not having a representative in the Management Board due to the rotation of members.

(c) workers' organisations at Community level.

The Member States and the Commission shall aim to achieve a balanced representation between men and women in the Experts' Forum.

Members may be replaced by alternates, appointed at the same time.

2. Members of the Experts' Forum shall not be members of the Management Board.

3. The Experts' Forum shall support the Director in ensuring the excellence and independence of activities of the Institute.

4. The Experts' Forum shall constitute a mechanism for an exchange of information in relation to gender equality issues and the pooling of knowledge. It shall ensure close cooperation between the Institute and competent bodies in the Member States.

5. The Experts' Forum shall be chaired by the Director or, in his/her absence, by a deputy from within the Institute. It shall meet regularly at the invitation of the Director, or at the request of at least a third of its members, and at least once per year. Its operational procedures shall be specified in the Institute's internal rules and shall be made public.

6. Representatives of the Commission's departments shall participate in the work of the Experts' Forum.

7. The Institute shall provide the technical and logistic support necessary for the Experts' Forum and provide a secretariat for its meetings.

8. The Director may invite experts or representatives of relevant economic sectors, employers, trade unions, professional or research bodies, or non-governmental organisations with recognised experience in disciplines related to the work of the Institute to cooperate in specific tasks and to take part in the relevant activities of the Experts' Forum.

While the Experts' Forum members include representatives from all the Member States (and additionally from organisations nominated by the European Commission and the European Parliament), the Management Board membership rotates. At any time, a third of the Member States are not represented in the Management Board, whereas they are represented in the Experts' Forum. Thus, the Experts' Forum is the only body of EIGE which involves representatives from all Member States.

This case study is based on desk research, interviews with EIGE's staff and stakeholders and surveys of EIGE staff and the members of the Management Board and the Experts' Forum.

## 2. Experts’ Forum in 2015-2020

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The previous evaluation of EIGE identified only a few synergies between the work of the Management Board and the Experts’ Forum. The members of the two bodies were largely unaware of what was being discussed in the meetings of the other body, and it was unclear in what specific ways the Experts’ Forum could complement the work of the Management Board. In addition, members of the Experts’ Forum stated that the role of the body was not clear to its members. The evaluation recommended reconsidering the role and functioning of the Experts’ Forum based on several options:

- (a) Clarify the role of the Experts’ Forum with a direct link to the outputs of EIGE and their quality. For example, either (a) as a forum of leading experts to methodologically ‘raise the bar’, or (b) as a group to review outputs in ensuring their application at the relevant stakeholder level;
- (b) Clarify the role of the Experts’ Forum, and adapt its composition to ensure fit-for-purpose. For example, to ask the Member States to select a certain thematic area to which they should attribute an expert;
- (c) Clarify the role of the Experts’ Forum, and change its structure to include Committees or Sub-Committees to advise on methods and/or review the quality of outputs;
- (d) Abolish the Experts’ Forum if a clear value cannot be derived.

Interviews and desk research indicate that after the previous evaluation EIGE and its bodies reviewed their approach and made significant efforts to clarify and improve the role and working methods of the Experts’ Forum. The changes and improvements included:

- Engagement of the Experts’ Forum in quality assurance;
- Re-launch of the Experts’ Forum feedback surveys;
- Establishment of project laboratories in meeting agendas;
- Interactive working methods at the Experts’ Forum meetings;
- Cooperation in organising country visits;
- Competency mapping of the Experts’ Forum;
- Collection of Experts’ Forum views to Single Programming Documents (SPDs);
- External speakers from EU bodies at Experts’ Forum meetings;
- Internal Assessment of the Experts’ Forum;
- Revision of the Experts’ Forum nomination request, etc.

With the new EIGE Director taking over as the Chair of the Experts’ Forum in 2020, several changes took place. In February 2020, a joint Management Board and Experts’ Forum meeting was organised with an aim to enhance cooperation between the two bodies and discuss how the Experts’ Forum could best support the Institute. Following the meeting, the Chair clarified her expectations of the Forum in a letter to both the Experts’ Forum and Management Board members, highlighting that the Experts’ Forum work should be more strategic. This could be achieved by arranging ad-hoc informal groups based on emerging political priorities, the needs of the Institute, as well as the interests and areas of Forum members’ expertise.

However, despite all these efforts to enhance the role and working methods of the Experts’ Forum, interviews and desk research indicate that the utility and role of the Forum remained limited. The factors challenging the work of the Experts’ Forum include:

- Support to EIGE is not a formal task and Experts' Forum members do not get remuneration, which (according to existing rules) is not possible. Forum members have their daily work and duties. Their opportunities to contribute to the work of the Forum are limited. Therefore, the contribution to the work of the Experts' Forum depends on the capacity and engagement of individual members;
- Some members of the Forum do not attend meetings regularly, which leads to continually having to expand on the agenda items at each meeting (Experts' Forum meetings were attended by around 64% of the members and alternate members of the Experts' Forum during 2015-2018);
- EIGE needs specific expertise in its areas of research. Experts' Forum members do not always have that competency;
- Sometimes Forum members, being government representatives, feel that they have to promote their national approach and values, i.e. voicing positions on behalf of their Member State. This might conflict with EU gender equality priorities and could compromise the quality of expertise and risk the principle of experts' independence;
- The information flow between the Management Board and Experts' Forum members varies from one country to another. EIGE has no authority to influence this;
- Not all Member States are represented in EIGE's Management Board due to its composition and rotation. This has an impact on the continuity of the cooperation between the bodies.

## 3. Analysis and findings

The following sections set out the findings from the data collected through interviews, surveys and desk-based research.

### 3.1. Relevance and Effectiveness

Cooperation with external experts and other bodies active in the gender equality field is essential in ensuring the efficiency and effectiveness of EIGE. The need to ensure such cooperation and dialogue is stressed in the Founding Regulation of EIGE (see Table 1 for details).

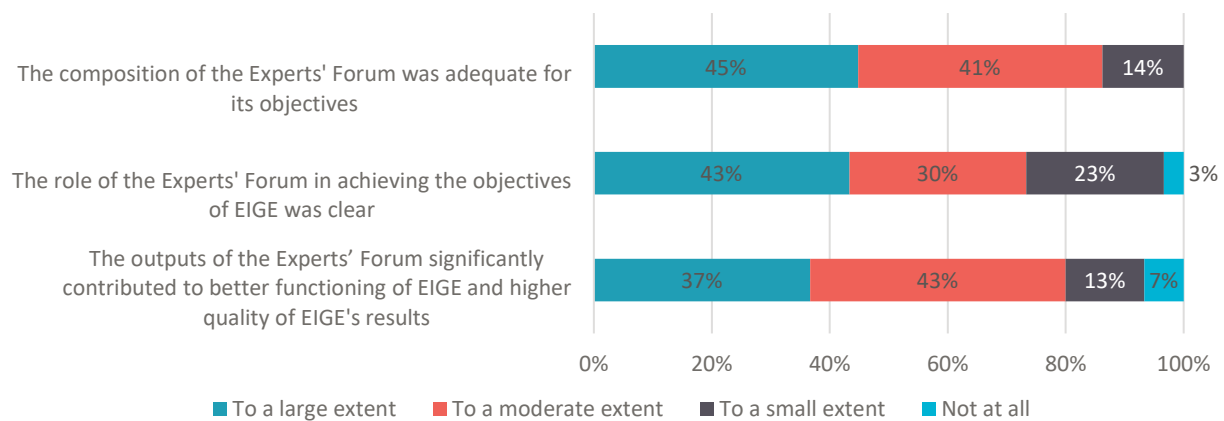
**TABLE 1. PROVISIONS OF THE FOUNDING REGULATION REGARDING THE COOPERATION OF EIGE WITH EXTERNAL EXPERTS AND OTHER BODIES ACTIVE IN THE GENDER EQUALITY FIELD**

ARTICLE	PROVISIONS
<b>Preamble</b>	(15) The Institute should develop cooperation and dialogue with non-governmental and equal opportunities organisations, research centres, social partners, and other related bodies actively seeking to achieve equality at national and European level and in third countries. In the interest of efficiency, it is appropriate for the Institute to set up and coordinate an electronic European Network on Gender Equality with such entities and experts in the Member States.
<b>Article 3 ‘Tasks’</b>	(e) set up and coordinate a European Network on Gender Equality, involving the centres, bodies, organisations and experts dealing with gender equality and gender mainstreaming in order to support and encourage research, optimise the use of available resources and foster the exchange and dissemination of information.  (f) organise <i>ad hoc</i> meetings of experts to support the Institute's research work, encourage the exchange of information among researchers and promote the inclusion of a gender perspective in their research
<b>Article 8 ‘Cooperation with organisations at national and European level, international organisations and third countries’</b>	1. To help it carry out its tasks, the Institute shall cooperate with organisations and experts in the Member States, such as equality bodies, research centres, universities, non-governmental organisations, social partners as well as with relevant organisations at European or international level and third countries.

The survey of the members of the Management Board and the Experts’ Forum showed a rather favourable opinion of respondents on the composition of the Experts’ Forum and its role in achieving the objectives of EIGE (Figure 1). However, the level of support was lower compared to similar questions related to the Management Board. Further, in their replies to open survey questions, some

respondents from the Management Board, the Experts’ Forum and EIGE’s staff noted that the role and mission of the Experts’ Forum need to be revised, questioned the added value of the Forum and its composition and proposed to consider other supportive structures for assuring the quality of EIGE’s work, such as a scientific committee and ad hoc experts’ groups.

**FIGURE 1. THE OPINION OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM MEMBERS ON THE COMPOSITION AND EFFECTIVENESS EXPERTS’ FORUM**



Source: Based on the Management Board and the Experts’ Forum survey conducted by PPMI (2022)

As noted before, the composition of the Experts’ Forum is heterogenous and while the majority of the Forum members come from government bodies, other members come from academia, research institutions and NGOs. Interviews indicate that such diversity of backgrounds and levels of expertise posed challenges in ensuring the efficiency and effectiveness of Forum’s work.

According to Article 11(3) of the Founding Regulation, the main objective of the Forum is to support the Director in ensuring the (i) excellence and (ii) independence of activities of the Institute. The representatives to the Experts’ Forum are designated by the Member States, which, according to analysis and interviews, could limit the ability of EIGE to influence the achievement of the stated objectives:

- **Excellence:** EIGE does not have the means to ensure the competence of the representatives to the Experts’ Forum and the compliance of their expertise to the actual needs of the Institute (apart from soft forms of influence, such as guidance to the Member States provided in the Experts’ Forum nomination request);
- **Independence:** designation of the representatives by the Member States could influence their independence, as the representatives might be obliged to represent the position of their Member State and to promote their national policies instead of their independent opinion.

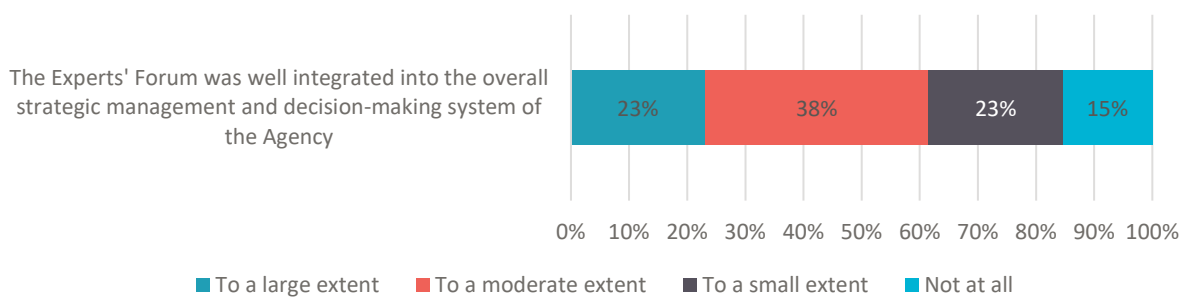
The Experts’ Forum does not produce specific outputs, such as studies, publications, etc. The Experts’ Forum is mostly used for expertise, advice, review of EIGE’s research and dissemination of EIGE’s work. Some members of the Experts’ Forum contribute their expertise to the work of EIGE’s permanent working groups, the quality assurance process and other specific activities. As noted before, the effectiveness of the Experts’ Forum is limited by the fact that EIGE needs specific expertise in its areas of research; however, the Experts’ Forum members don’t always have that competency.

Although the Experts’ Forum members should be aware of national priorities, they should maintain their independence and feel free to comment on national policies with a view to providing expertise. The internal assessment of the Experts’ Forum conducted in 2018<sup>2</sup> noticed that some Forum members (seem to) receive instructions from the Management Board members and government officials. This compromises the independence and excellence of expertise, which are the core values of the Experts’ Forum.

### 3.2. Coherence

The survey of the members of the Management Board and the Experts’ Forum showed a rather reserved opinion of the respondents on the integration of the Experts’ Forum into the overall strategic management and decision-making system of the Institute (Figure 2). This was the lowest result under a group of questions related to the work of the Experts’ Forum.

**FIGURE 2. THE OPINION OF THE MANAGEMENT BOARD AND EXPERTS’ FORUM MEMBERS ON THE INTEGRATION OF THE EXPERTS’ FORUM INTO THE OVERALL STRATEGIC MANAGEMENT AND DECISION-MAKING SYSTEM OF THE INSTITUTE**



Source: Based on the Management Board and the Experts’ Forum survey conducted by PPMI (2022)

In their responses to open survey questions the members of the Experts’ Forum and the Management Board suggested that the two bodies could meet more often and there could be more coordination so that the Experts’ Forum may support the Management Board with its expertise. The information flow between the Management Board and Experts’ Forum members varied from one country to another

According to Article 11(2) of the Founding Regulation, Members of the Experts’ Forum cannot be members of the Management Board. However, around half of the representatives of the Member States in the Management Board and Experts’ Forum come from the same institution. Interviews indicate that at least some Member States delegated government officials to the Experts’ Forum to ensure continuity of work while not having a representative in the Management Board due to the rotation of members. Interviews indicate that being government representatives could compromise the quality of expertise and risk the principle of experts’ independence, as some of such members of the Forum feel that they

<sup>2</sup> Internal Assessment. EIGE Experts’ Forum. Advisory report. 17 October, 2018

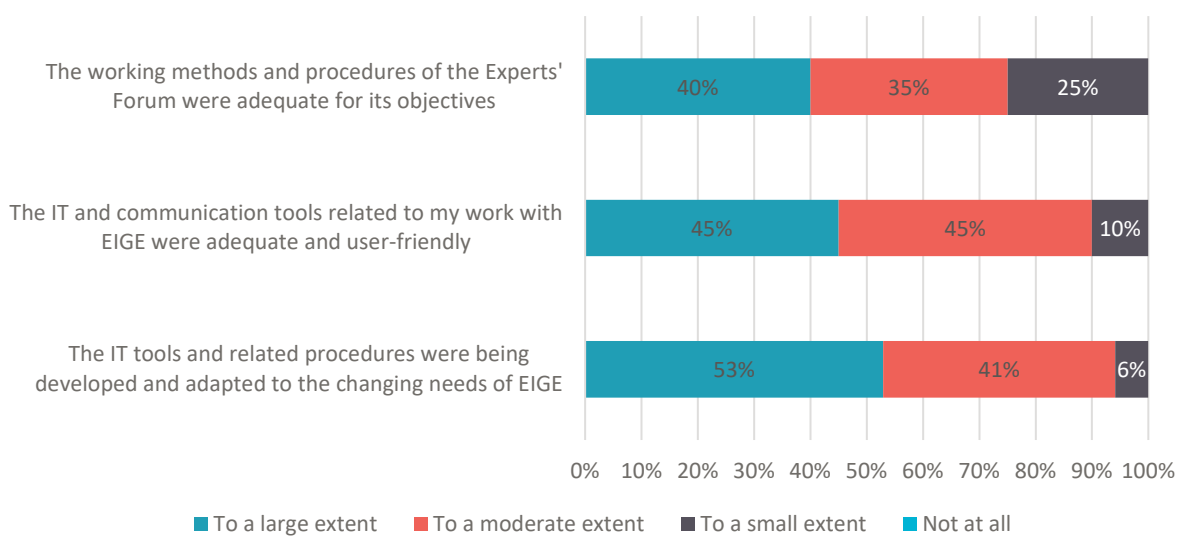


have to promote their national approach and values, i.e. voicing positions on behalf of their Member State, which might conflict with EU gender equality visions.

### 3.3. Efficiency

The survey of the members of the Experts' Forum showed a favourable opinion of respondents on the adequacy of the working methods and procedures of the Experts' Forum and the adequacy and user-friendliness of the IT and communication tools (Figure 3).

**FIGURE 3. THE OPINION OF THE EXPERTS' FORUM MEMBERS ON THE ADEQUACY OF THE WORKING METHODS, PROCEDURES AND IT TOOLS**



Source: Based on the Management Board and the Experts' Forum survey conducted by PPMI (2022)

Experts' Forum members do not get remuneration for their time and efforts, other than the regular per diem amount and reimbursement of travel costs. Forum members have their daily work and duties, therefore their opportunities to contribute to the work of the Forum are limited. The contribution to the work of the Experts' Forum depends on the capacity and engagement of individual members. Such situation is especially unfavourable for independent experts. Whereas their Experts' Forum colleagues that serve on behalf of the government or other institutions receive their regular salary when attending Forum meetings and working on projects, the independent experts do not receive such salary. Due to this loss of earnings, the independent experts express a growing reluctance to serve on the Experts' Forum (or similar bodies). In addition, it is incompatible to be registered in EIGE's database of experts and serve as the Experts' Forum member at the same time.

### 3.4. EU added value

While the Experts' Forum members include representatives from all the Member States (and additionally from organisations nominated by the European Commission and the European Parliament), the Management Board membership rotates. At any time, a third of the Member States will

not be represented in the Management Board, whereas they are represented in the Experts' Forum. Thus, the Experts' Forum is the only body of EIGE, which involves representatives from all Member States, and thereby plays an essential role in ensuring the dialogue and involvement of the Member States in the work of EIGE.

## 4. Conclusions and recommendations

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Since its inception, the Experts' Forum struggled to demonstrate a clear added value, which was already highlighted by the first independent evaluation. The evaluation recommended reconsidering the role and functioning of the Experts' Forum or abolishing the Experts' Forum if a clear value cannot be derived.


During the evaluation period, EIGE and its bodies have reviewed their approach and made significant efforts to clarify and improve the role and working methods of the Experts' Forum. However, **the utility and role of the Forum remained limited**. The involvement of competent external experts is essential in ensuring the excellence and independence of activities of the Institute; therefore, **it is essential to revise the composition, role and working methods of EIGE's advisory bodies**, namely the Experts' Forum.

**The excellence and independence of the activities of EIGE could be supported by the scientific committee, ad hoc experts' groups and/or other means. The members of such bodies should be appointed by EIGE (e.g., the members of advisory bodies could be appointed by EIGE's Management Board based on the proposal of EIGE).**

Maintaining the dialogue and involvement of the Member States in the work of EIGE is essential and the Experts' Forum currently is the only body of EIGE having representatives from all Member States. Therefore, **the reform of EIGE's advisory bodies should be carried out together with the revision of the composition of EIGE's Management Board (the creation of a fully-fledged Management Board, which would include representatives of all Member States).**

# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Case study report – Gender Equality Index, 25 November 2022

A large orange abstract graphic at the bottom of the page, consisting of several overlapping, semi-transparent rectangular shapes that create a layered, geometric effect.

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# 1. Introduction

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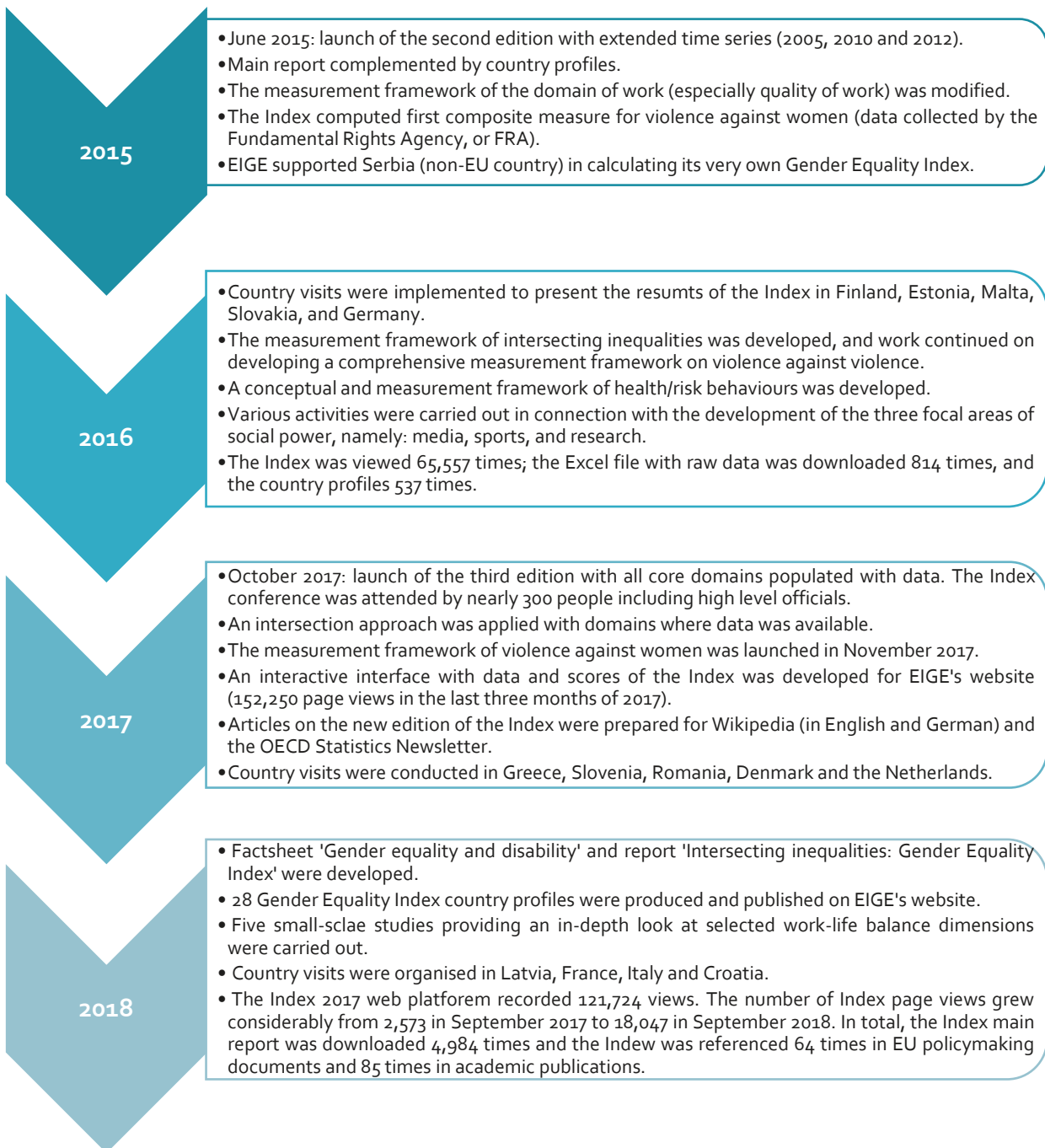
The Gender Equality Index, launched in 2013, is a unique measurement tool that aims to support European Union (EU) and Member States policymaking by monitoring gender equality gaps and trends over time. The Index measures gender equality in six core domains, including work, money, knowledge, time, power, health, violence, as well as intersecting inequalities. It assigns scores for Member States and the EU, ranging from 1 for total inequality to 100 for full equality. By providing statistics, data and recommendations, it intends to support the assessment of policy outcomes for women and men and to reveal emerging trends (EIGE, 2019a, 2020a).

The first external evaluation of the EIGE in 2015 highlighted the Gender Equality Index as a flagship product of the Institute, although its first release was very recent (2013). This justifies the selection of this case study for further analysis in the framework of the second external evaluation of EIGE. One of the main objectives is to capture the main developments of this tool during the 2015-2020 evaluation period, assessing it against the criteria of relevance, coherence, effectiveness, efficiency and EU-added value, with a focus on analysing the implementation of the relevant recommendations made in the first evaluation.

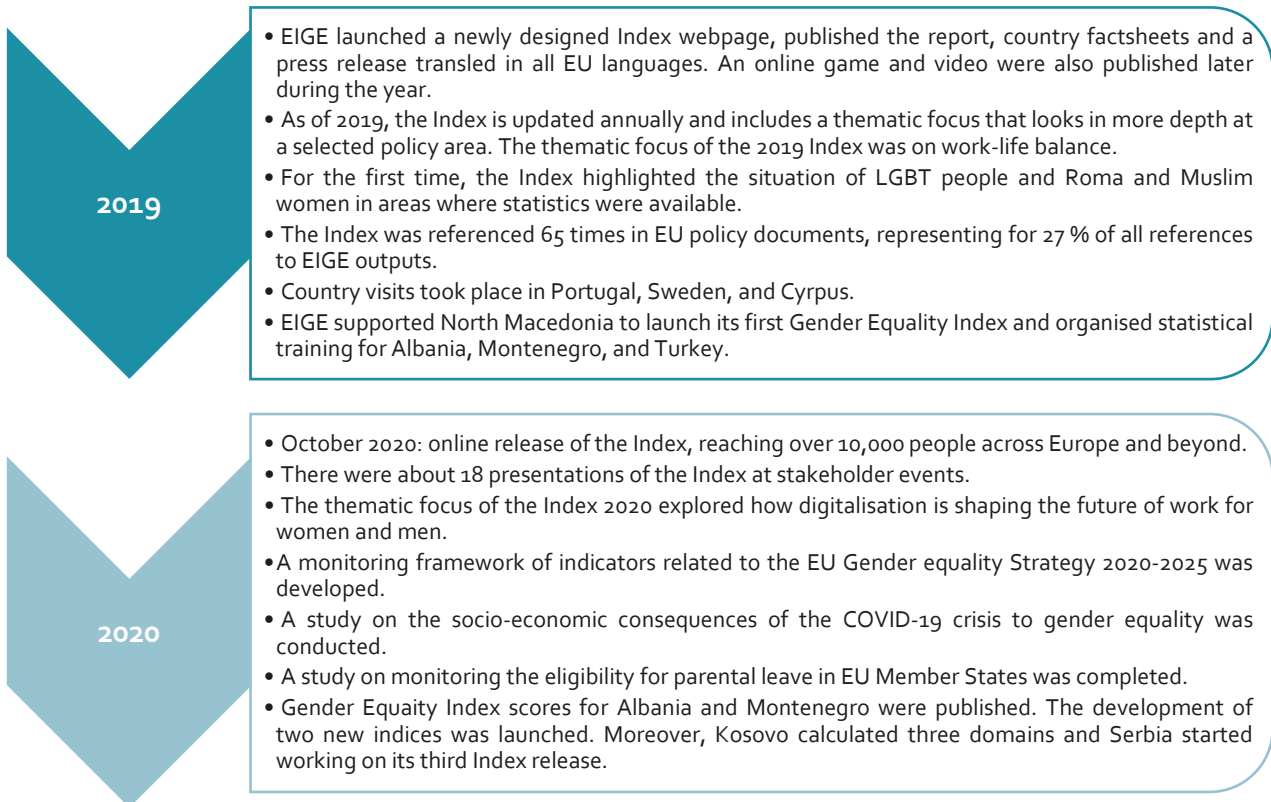
This case study will be largely based on desk research and interviews. The desk research includes a review of relevant literature/documents and an analysis of statistical and monitoring data collected by EIGE in different documents such as work programmes, annual activity reports or media monitoring reports. In order to reflect the range of different national contexts in which EIGE's activities take place, the following countries were selected for in-depth interviews during this case study analysis: France, Italy, Latvia, Hungary and Finland. The analysis will also consider some survey questions containing information relevant to the selected project.

Following this introduction, chapter 2 of this case study presents the main activities/changes to the Index over the evaluation period. Chapter 3 presents the analysis of the data collected, highlighting the key findings. After drawing some conclusions in chapter 4, the final section of the case study proposes a series of recommendations.

## 2. Gender Equality Index in the period 2015-2020







Source: prepared by PPMI on the basis of the Consolidated Annual Activity Reports from 2015 to 2020

## 3. Analysis and findings

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The following sections set out the findings from the data collected through interviews, surveys and desk-based research.

### 3.1. Relevance and use of the Index

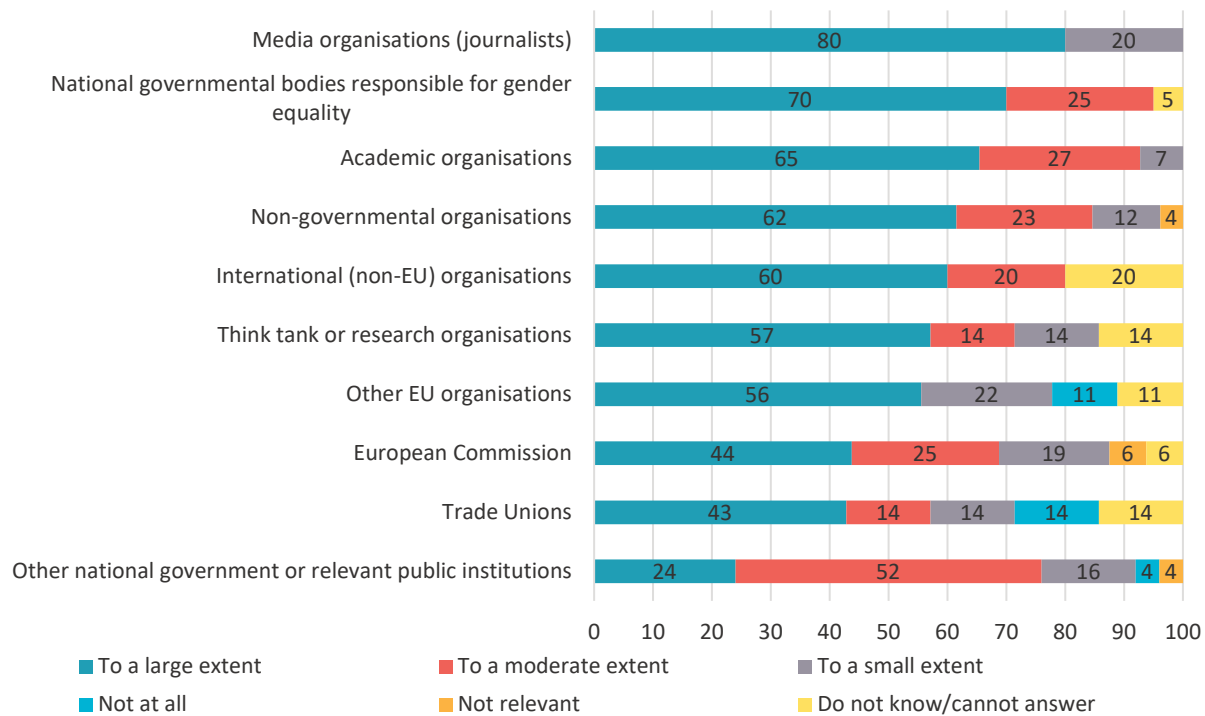
#### 3.1.1. EIGE's stakeholders

In the first independent ex-post evaluation conducted in 2015, stakeholders reported positive experiences and agreed on the usefulness of the Gender Equality Index. This was also confirmed by EIGE staff, who reported very encouraging feedback from users. However, at the time, the impact of the Index, launched in 2013, on public policy decisions was still too new to be assessed, and its awareness had to develop among EU policy-makers and institutions, researchers, and journalists (PPMI and Deloitte, 2015). Overall, the results of the second independent evaluation show a consolidation of the Index as a flagship output of the Institute, which implies a much better awareness of the tool among stakeholders.

During interviews, the Gender Equality Index was repeatedly mentioned as the most visible and most utilised tool by different stakeholders, from policymakers and institutions, international organisations, gender equality experts and civil society. Stakeholders interviewed found especially useful the ability of the Index to provide clear indications of what has been done well and what needs to be improved, thus providing opportunities to distinctly frame and substantiate policy and advocacy efforts for gender equality. In this respect, the interviews revealed the many ways in which the GEI is used by different stakeholders in their own work. For example, while DG EMPL reported using the Index as part of its research for the European Semester, the Council of Europe indicated that it was relying on the GEI to produce its own annual review of the Gender Equality Strategy. Other respondents mentioned using the Index's data and information to prepare internal communications, awareness-raising campaigns, and meetings.

Similarly, data from EIGE stakeholders' survey revealed that a high percentage (55 %) felt that the Gender Equality Index was largely relevant to their needs or those of their organisations. As shown in Figure 1, this is particularly true for media organisations (80 %) and national governmental bodies responsible for gender equality (70 %). In contrast, 11 % of respondents indicated that the Index was of little relevance to their work, and 3 % that it was not relevant at all. For example, other EU organisations, including EU agencies, FRA or Eurofound (22 %), the European Commission (19 %) and other relevant national governmental or public institutions (16 %) noted that the Index only marginally met their needs or those of their organisations.

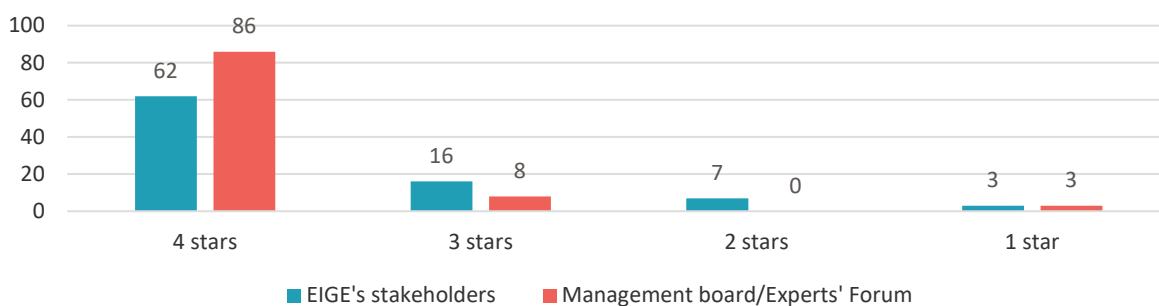
**FIGURE 1. ASSESSMENT OF THE RELEVANCE OF THE GENDER EQUALITY INDEX TO THE NEEDS OF EIGE'S STAKEHOLDERS (%)<sup>1</sup>**



Source: Based on EIGE’s Stakeholders’ survey conducted by PPMI (2022)

Data from EIGE’s Management Board and Experts’ Forum survey also shows a positive perception of the usefulness of the Index in promoting gender equality in the EU. In 2014, 90 % of EIGE Management Board members surveyed highlighted the Gender Equality Index as the most useful tool produced by EIGE. Similarly, in 2022, almost nine out of ten EIGE Management Board members (89 %) indicated that the Gender Equality Index met their needs or those of their organisation, both to a large extent. In this context, a large majority of stakeholders surveyed (62 %) and 86 % of EIGE Management Board members assessed the quality of the Index very positively, giving it a four-star rating (see Figure 2).

**FIGURE 2. ASSESSMENT OF THE QUALITY OF THE GENDER EQUALITY INDEX (%) FROM 1 TO 4**



Source: Based on EIGE’s stakeholders’ survey and the Management Board and Experts’ Forum survey conducted by PPMI (2022)

<sup>1</sup> The European Parliament and employers’ organisations were not included due to the very low response rate.

### 3.1.2. EU and national policies on gender equality

In relation to the relevance of the Index to European and national gender equality policies, the first independent evaluation suggested the need to strengthen the alignment of the Index with the EU gender equality priorities. Some developments during the period of this second independent evaluation point in this direction. According to the 2018 CAAR, by 2017, the Gender Equality Index was well recognised for its contribution to policy debates and its increased awareness about gender equality at the EU and national levels. It has played an important role in informing policy developments in the EU – through Council conclusions; European Parliament reports, resolutions and opinions; reports by the European Commission and national governments; opinions of civil society organisations; statistical yearbooks and research findings (EIGE, 2018a, p.16). In the same vein, EIGE noted that Member States were increasingly using the Institute’s resources in the development of their national policies. For example, the Estonian government used the results of the Gender Equality Index as indicators in its gender equality programming document (EIGE, 2020a). Other recent examples of use of the Index include Spain – by using the Index as part of its Voluntary National Review of the UN Sustainable Development Goals (SDGs) (Ministerio de Derechos Sociales y Agenda 2030, 2021). Additionally, Slovakia mentioned its slow progress and low ranking in the Gender Equality Index in its national Recovery and Resilience Plan (RRP) (Ministerstvo financií Slovenskej Republiky, 2021).

Another recommendation of the first independent evaluation was to fill the data gap in the domain of violence, given that gender-based violence is among the key priorities of the EU policy documents on gender equality. In this sense, the Gender Equality Index 2015 presented a first attempt to address this data gap and populate the additional domain of violence<sup>2</sup> by constructing a composite indicator of direct violence against women based on the prevalence data collected by the FRA survey (EIGE, 2015). Similarly, in 2017, EIGE worked on the development of a measurement framework for the additional domain of violence against women, which was launched in November of the same year. Although the Index includes violence against women as an additional domain, some national stakeholders noted that it is still useful to monitor this area. Others have mentioned that the data provided in this domain has been useful in advocacy efforts, including for the ratification of the Istanbul Convention in Latvia<sup>3</sup>. However, the lack of up-to-date, comparable, and harmonised data in the domain of violence in the Member States has left this domain without data since 2020, thus undermining its relevance and effectiveness in influencing EU and national policies. In this regard, Eurostat has developed an EU-wide survey on gender-based violence, which is currently being implemented on a voluntary basis at national level in 18 Member States<sup>4</sup>. In EU countries not participating in the EU-GBV survey, EIGE is working with FRA to collect comparable data and information on violence against women (i.e. physical, sexual and psychological violence, sexual harassment and stalking, as well as violence experienced during childhood) to ensure an understanding of the phenomenon across the EU (FRA & EIGE, 2022). This information will contribute to the indicators in the domain of violence in future editions of the Index.

On a different note and with the same objective of analysing the relevance of the Index for the EU and national gender equality policies, it is worth mentioning that, since 2019, the Index includes a thematic focus covering an issue of high political importance in the EU countries (EIGE, 2020a). In response to changing priorities, EIGE has focused on different thematic areas (see Box 1). As such, during

<sup>2</sup> As outlined in the EIGE Writing Guide (2021), the Institute no longer uses the term 'satellite area' to refer to the area of violence, now using the term 'additional area'.

<sup>3</sup> Latvia signed the Istanbul Convention in May 2016 but is yet to ratify it.

<sup>4</sup> Detailed information is available at <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/wdn-20211004-1>

interviews, stakeholders stressed that the thematic focus has increased the relevance of the Index by taking into account the EU's policy priorities.

**BOX 1. THEMATIC FOCUS OF THE GENDER EQUALITY INDEX (2019-2021)**

- **Work-life balance** was the special focus of the 2019 edition, following the 'Work-life Balance Initiative' of the European Pillar of Social Rights. The EU initiative includes a package of legal and policy measures to support work-life balance for working parents and carers, and ultimately address women's underrepresentation in the labour market<sup>5</sup>.
- In its 2020 edition, the Index report focused on **digitalisation and the future of work**, in relation to the EU digital strategy 'Shaping Europe's digital future'<sup>6</sup>. The Strategy has been developed with the aim of achieving the digital and green transition in the EU, using a people-centred approach.
- In the context of the COVID-19 pandemic, the latest edition of the Index (2021) addressed the topic of **health** as part of its thematic focus. In addition to examining the impacts of the crisis on women and men, the Index report looks at gender inequalities in health status (i.e. mental health), risky behaviours, access to services and sexual and reproductive health and rights (EIGE, 2021b).

Source: prepared by PPMI based on Gender Equality Index reports for 2019, 2020 and 2021

Finally, the EU Strategy for Gender Equality 2020-2025 recognises the Index as a key reference for monitoring gender equality in the EU and sets out its intention to introduce annual monitoring of gender equality based on the Index. At the request of DG JUST, EIGE, in collaboration with the Joint Research Centre (JRC), has developed a framework for monitoring indicators related to the main policy objectives outlined in the European Strategy for Gender Equality 2020-2025 (EIGE, 2021). This seems to be not only a clear indication of the relevance that the Index has acquired for monitoring gender equality policies and strategies but also an important recognition of EIGE's expertise in developing a measurement framework for gender equality.

### 3.2. Collaboration with stakeholders

The first independent evaluation highlighted that there was a scope for further developing collaboration and synergies between EIGE and other relevant actors, whose work and expertise are important for the delivery of high-quality results and services, such as the Gender Equality Index. Since then, there is evidence of increased collaboration of the Institute with various stakeholders. For example:

- Throughout 2016, the measurement framework of intersecting inequalities was developed, supported by consultations with EIGE's permanent Index Working Group, the Experts Forum and other relevant stakeholders (i.e. Eurostat, Equinet, Social Platform, etc.).
- EIGE and FRA collaborated on the definition of the measurement framework for the additional domain of violence. Moreover, in 2017, the Institute calculated its first composite measure of violence against women drawing on data collected by FRA. Building on this collaboration, the two institutions will support Eurostat in gathering data on violence against

<sup>5</sup> See European Commission, 'Work-life balance'. Available at: <https://ec.europa.eu/social/main.jsp?catId=1311&langId=en>

<sup>6</sup> See European Commission, *Shaping Europe's Digital Future*. Available at: [https://ec.europa.eu/info/sites/default/files/communication-shaping-europes-digital-future-feb2020\\_en\\_4.pdf](https://ec.europa.eu/info/sites/default/files/communication-shaping-europes-digital-future-feb2020_en_4.pdf)

women from eight Member States. The data collection will be completed in 2023, and the results will be used to update the domain of violence in the 2024 Gender Equality Index.

- In the framework of the Gender Equality Index, EIGE has also established close cooperation with Eurofound. Data from the European Working Conditions Survey conducted by Eurofound is considered a key source of information for the Index, particularly with regard to women’s participation in the labour market, occupational segregation, working conditions, work-life balance issues, unpaid care, and formal and informal care.
- In 2020, at the request of DG JUST, EIGE, together with the Joint Research Centre (JRC), worked on a monitoring framework of indicators – based on the Gender Equality Index – related to the main policy objectives outlined in the EU Strategy for Gender Equality 2020-2025 (EIGE, 2021a). These served as the basis for the development of a monitoring portal for the Strategy<sup>7</sup>.

### 3.3. Dissemination of the Gender Equality Index

#### 3.3.1. Communication and stakeholder engagement

The first evaluation showed that the Gender Equality Index, closely followed by the activities related to the monitoring of the Beijing Platform for Action (BPfA) and gender-based violence, was the most well-known product of EIGE, including among policy-makers and its wider circle of stakeholders, such as journalists and academics. In order to continue the effective dissemination of the Index, EIGE has put in place a series of actions, both in terms of communication and stakeholder engagement, during the period of the second independent evolution (see Box 2).

#### BOX 2. EXAMPLES OF DISSEMINATION ACTIVITIES

- Introduction of targeted country visits to present the results of the Gender Equality Index to Member States;
- Organisation of the Gender Equality Index conferences (2017, 2019, 2020) with traditional and modern communication tools, including press releases, media briefings, social media, live streaming, infographics and videos;
- Development of a newly designed Index webpage to present the results in an easy-to-understand format;
- Translation of the Gender Equality Index report, country fact sheets and press release into all EU languages;
- Development of an online game on the Index;
- Presentation of the Index at various stakeholder events.

Source: prepared by PPMI on the basis of the Consolidated Annual Activity Reports from 2015 to 2020

Around 86 % of the surveyed EIGE staff members reported that the Institute has been successful – to a large extent – in implementing the Gender Equality Index during the evaluation period. Moreover, among EIGE staff, the Index has become the most highly rated outcome in terms of the effectiveness of its implementation, followed by the organisation of events (e.g. Index conferences, country visits, online discussions, etc), where the percentage of staff reaches 69 %.

<sup>7</sup> European Commission, ‘Gender Equality Strategy Monitoring Portal’. Available at: <https://composite-indicators.jrc.ec.europa.eu/ges-monitor>

With the outbreak of the COVID pandemic, EIGE staff members highlighted its negative impact on the Institute’s contribution to EU work on gender equality. In particular, they indicated that the move to online meetings (including for the Index conference) 2020 has limited the communication channel of EIGE staff with EU stakeholders.

The lack of human resources, including in the Research and Statistics, was identified as challenge for the work of the Institute. As a result, it was pointed out that communication on the Index was mainly focused on EIGE’s stakeholders, and that not enough was done to disseminate it more widely to the general public.

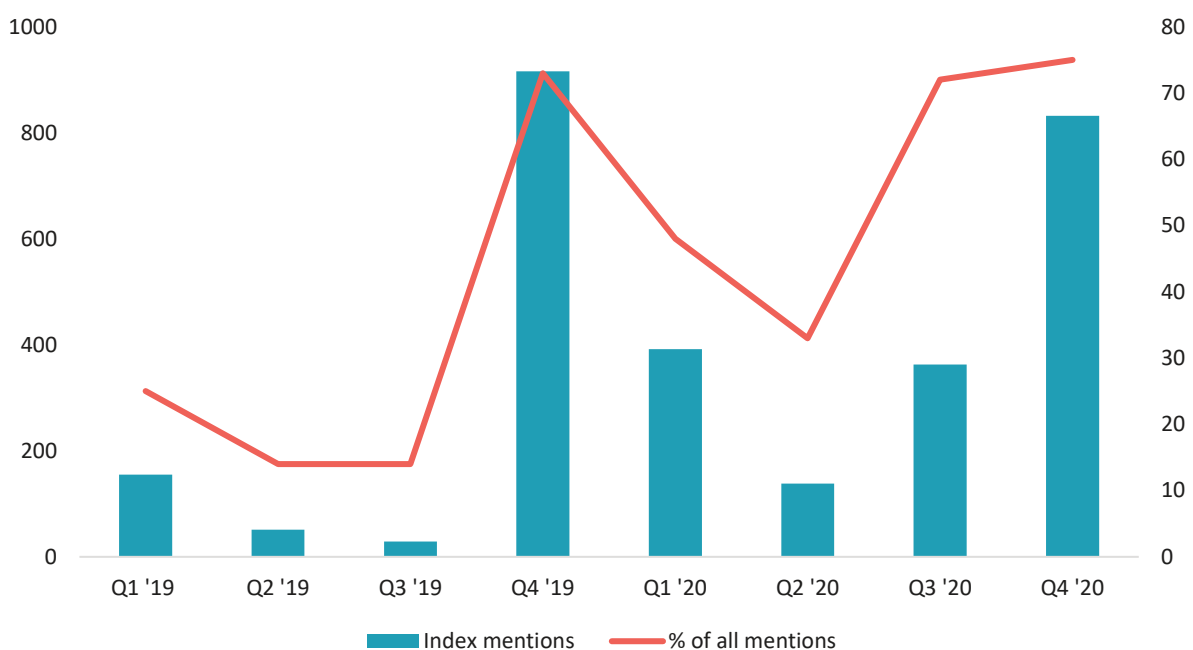
### 3.3.2. Media Outreach

In light of the above, EIGE’s Social Media Reports highlighted that the Gender Equality Index was nonetheless the most widely covered output between 2017 and 2020. In 2017, posts related to the Gender Equality Index had the highest overall reach and engagement rate (EIGE, 2017b). In 2020, COVID-19, gender-based violence (first half of the year), gender mainstreaming, and the Index (second half) achieved the greatest overall reach and engagement rates on Facebook and Twitter (EIGE, 2020d).

Furthermore, according to the media monitoring reports carried out by EIGE for the Gender Equality Index launches in 2017, 2019 and 2020 (from October to November/December each year), the total number of mentions of the Index on websites across all Member States in the EU (taking into account both traditional and social media channels) increased from 492 in 2017 to 1,778 in 2020, showing a clear increase in interest in the instrument (EIGE, 2017a, 2019c, 2020c).

As Figure 3 shows, while there are recurring references to the Index throughout the year, interest in the Gender Equality Index generally peaks around its release date. Following the record number of mentions and volume of mainstream coverage the Index received in Q4 2019, it was also the focus of conversation in Q4 2020, being mentioned 832 times, or 75 % of the overall volume.

**FIGURE 3. MEDIA COVERAGE OF THE GENDER EQUALITY INDEX (2019-2020)**



Source: EIGE’s media monitoring reports

The 2020 Gender Equality Index also attracted great interest in the mainstream media, with major European publications such as CNN, The Economist, El Pais, Reuters, MSN, La Vanguardia, Le Monde, Euronews, publishing articles on the 2020 edition of the Index (EIGE, 2019b, 2020b). The record number of mentions and the overwhelmingly positive response prove that the EIGE Gender Equality Index is highly anticipated and recognised as a reliable source for providing a comprehensive measure of progress in gender equality in the EU (EIGE, 2019b).

### 3.4. EU-added value of the Index

Globally, a variety of indicators exist to measure gender (in)equalities:

- Gender Gap Index produced by the World Economic Forum;
- Gender Development Index and Gender Empowerment Measure by UNDP;
- OECD Gender Index;
- Gender Inequality Index by Social Watch.

In turn, the Gender Equality Index is a measurement tool developed specifically for the EU context and presents gender equality gaps uniquely adjusted to levels of achievement of Member States over time and across geographical areas within the EU (EIGE, 2014). As such, interviews with national stakeholders emphasised that EIGE has established itself as a key knowledge-based institution, in particular through the Index, which enables it to maintain and place various gender equality issues onto the political agenda both at the EU and national level. In this respect, the decision to produce the Gender Equality Index on an annual basis has provided national and European authorities with regular and systematic updates on progress towards gender equality, which they consider extremely valuable for their policy-making work. This was particularly highlighted during interviews with stakeholders, given the general context of resistance to gender equality, with the presence of anti-gender movements in several EU countries.

Additionally, interviewees with stakeholders stressed the robustness of the Index methodology, acknowledging the details provided in EIGE's methodological report. Compared to other available indices, they also highlighted that the domains of the Index were well-chosen. During the first evaluation, the domain of time was cited as highly innovative and unique to the Index. On the other hand, in the second evaluation, the domain of violence was highlighted as an important contribution to filling the data gap, despite the difficulties in populating the domain with up-to-date and comparable data. The 'peer pressure' effect of the Index, with EU Member States competing for the top places, was also underlined as a way to push national governments to improve their performance in various gender-related areas.

Finally, during the period of this second evaluation, several EU candidate countries (Serbia, Montenegro, Albania, North Macedonia, Kosovo) decided to develop their own gender equality indexes based on the methodology used by EIGE. For example, in 2019, the Institute helped North Macedonia launch its first Index. In the same year, EIGE provided statistical training for Albania, Montenegro, and Turkey. This can be seen as a sign of EIGE's unique contribution to the EU enlargement process.



## 4. Conclusions and recommendations

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### Strengths

- The Gender Equality Index has consolidated itself as EIGE’s flagship product in its strategic objective of providing high-quality, comparable, and reliable data and research for EU and national policy makers.
- Dissemination actions, including the Index conferences, have contributed to making the Gender Equality Index a tool recognised and valued by different stakeholders as a means of monitoring progress towards gender equality in the EU and in individual Member States.
- The changes introduced during the evaluation period (i.e. annual update, incorporation of additional domains, thematic focus) were well appreciated by stakeholders and helped to better align the Index with the needs and policy priorities of the EU and Member States.

### Weaknesses and challenges

- Although the incorporation of the domain of violence into the Index was evaluated very positively by stakeholders, EIGE has not been able to rely on standardised information across Member States to keep this domain up to date. In this sense, it is an important challenge for the Institute to continue working with Eurostat and FRA to obtain such information.
- The COVID-19 pandemic challenged EIGE to adapt its research and data collection activities, notably in the context of the Gender Equality Index. In 2020, the Index conference was held online, which prevented the face-to-face and informal communication needed to build relationships with stakeholders.
- The lack of human resources puts great pressure on the Research and Statistics team and the Institute as a whole. This has had a negative impact on EIGE’s ability to respond adequately to all requests from Member States for the presentation and discussion of the Index results for each specific country context. It has also limited the dissemination of the Index to the general public.

### Recommendations/lessons learnt

Drawing on the main findings of this case study, the following recommendations are suggested to develop further and support the dissemination of the Gender Equality Index across the EU.

- Support independent data collection by the Institute, particularly in relation to the domains of time and violence.
- Dedicate additional human resources to the development of the Index and other related activities (e.g. Index conference, communication, etc).
- Promote spaces for dialogue with EU and national stakeholders to address their needs and priorities better.
- Strengthen dissemination activities further to promote awareness and use of the Gender Equality Index among different stakeholders and a wider audience, including EU citizens.
- Develop a new Index webpage to present the Index results in an easy-to-understand format.

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# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Case study report – Gender mainstreaming toolkits, 25 November 2022

The bottom of the page features a decorative graphic consisting of several overlapping, semi-transparent orange geometric shapes, including a large triangle and a parallelogram, mirroring the design at the top of the page.

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# 1. Introduction

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One of the general objectives of EIGE is to contribute to and strengthen the promotion of gender mainstreaming in all EU and national policies (Regulation (EC) 1922/2006, 2006, Art. 2). To work towards realising this objective, EIGE has invested considerable resources to competence development, the creation of mainstreaming tools and the collection and dissemination of good practices to assist Member States in gender mainstreaming (EIGE, 2016). By the first years of the evaluated period, this work was consolidated in the creation of an online platform in 2016.

**EIGE's gender mainstreaming platform** aims to support the integration of gender equality in all EU policies and resulting national policies, as per Art. 2 and 3 of EIGE's Founding Regulation (see Box 1).

## BOX 1. EIGE'S TASKS ON GENDER MAINSTREAMING

Art. 3 of EIGE's Founding Regulation establishes specific tasks towards achieving EIGE's objective on the promotion of gender mainstreaming:

(c) develop, analyse, evaluate and disseminate methodological tools in order to support the integration of gender equality into all Community policies and the resulting national policies and to support gender mainstreaming in all Community institutions and bodies;

(k) make information on gender mainstreaming available to public and private organisations; and

(l) provide information to the Community Institutions on gender equality and gender mainstreaming in the accession and candidate countries.

Source: (Regulation (EC) 1922/2006, 2006, Art. 3(c)(k)(l))

The gender mainstreaming platform was launched online on 16 June 2016. It provides information about what gender mainstreaming is, the institutions and structures with responsibilities on gender mainstreaming, country-specific information for the 27 EU Member States, sectoral information on gender mainstreaming ('policy areas') and appropriate methods and tools. The gender mainstreaming platform is meant to provide policy-makers with information and unique instruments to translate gender mainstreaming concepts into concrete actions (EIGE, 2017). The platform is meant to be regularly updated with new content and information.

Leading up to the launch of the gender mainstreaming platform, in 2014/2015, EIGE adopted a new approach to its work on the mainstreaming of gender by focusing on a particular area of work and developing specific toolkits to meet the unique needs of stakeholders working in such area (EIGE, 2016) – in detriment to the collection of good practices and the project on gender training (see Box 2). With this in mind, EIGE's work on designing specific gender mainstreaming toolkits should not be confused with their work on collecting and disseminating information on methods and tools for gender mainstreaming. For this purpose, EIGE's gender mainstreaming platform offers briefs on various existing methods<sup>1</sup> that provide more general information for a wider audience. In contrast, EIGE's

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<sup>1</sup> See EIGE, Methods and Tools, available at: <https://eige.europa.eu/gender-mainstreaming/methods-tools>

gender mainstreaming toolkits aim to provide step-by-step practical and targeted guidance on how to integrate a gender perspective in a particular area of work or process.

## BOX 2. FINDINGS AND RECOMMENDATIONS FROM THE FIRST EVALUATION

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Within the area of gender mainstreaming, the first evaluation of EIGE (PPMI and Deloitte, 2015) assessed EIGE's project on Gender Training. The aim of the project was to support gender mainstreaming in the Member States and at the EU level by building training competence in the Member States by collecting, processing and offering coordinated access to a range of gender training resources, methods and modules.

The evaluation found that this project had contributed to further discussions on the lack of quality standards in gender training and increased awareness of the importance of gender training. At the same time, it was found that there was little evidence that the target users were using the outputs of the project due to limited dissemination efforts. It also found that the quality of the outputs was sometimes compromised due to a lack of quality assurance of the products. Finally, the evaluation recommended that EIGE reassess the continuity of the project.

In its general recommendations, the first evaluation recommended that DG JUST should further encourage certain DGs to use the services of EIGE to support their gender mainstreaming work. However, given the shortage of EIGE's resources, the first evaluation recommended that priority should be given to addressing the needs of those DGs that could bring their own funding for the implementation of the respective tasks.

After the first evaluation, EIGE discontinued the gender training and good practices projects and shifted to the development of the gender mainstreaming platform and the development of specific toolkits.

By the time the gender mainstreaming platform was launched, three specific toolkits existed and were made available in the form of online step-by-step guides in 2016 (EIGE, 2014, 2016):

- Gender equality training;
- Gender impact assessment;
- Institutional transformation.

Since then, EIGE has developed four specific toolkits:

- GEAR tool (Gender Equality in Academia and Research)<sup>2</sup>, launched in 2016 and updated in 2020 (launched in 2022);
- Gender-sensitive parliaments tool<sup>3</sup>, launched in 2018;
- Gender budgeting step-by-step toolkit<sup>4</sup>, launched in 2020 and updated in 2022 with the addition of Tool 8 to track resource allocation for gender equality in the EU cohesion policy funds;
- Gender-responsive public procurement (GRPP)<sup>5</sup>, launched in 2022.

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<sup>2</sup> Available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>

<sup>3</sup> Available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-sensitive-parliaments>

<sup>4</sup> Available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting>

<sup>5</sup> Available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/grpp>



The purpose of this case study is to examine the in-depth results and outcomes of EIGE’s toolkits on gender mainstreaming developed since 2015<sup>6</sup>. Specific evidence regarding EIGE’s relevance, coherence, effectiveness and EU-added value in this field is provided. This case study is based on desk research, interviews with EIGE’s staff and stakeholders, surveys of EIGE’s staff, members of the Management Board and the Experts’ Forum and EIGE’s stakeholders, the Open Public Consultation (OPC) and the usability tests of the four toolkits.

The first chapter of this case study presents the toolkits under assessment, information about their purpose and target users. The second chapter provides an analysis of the data collected and the findings. The final chapter provides conclusions and recommendations.

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<sup>6</sup> Being EIGE’s most recent online toolkit, the GRPP toolkit was launched after the evaluated period. While the analysis mostly focuses on the GEAR tool, the gender-sensitive parliaments tool and the gender budgeting toolkit – the case study also considers the GRPP toolkit to ensure any conclusions and recommendations emerging from the analysis and testing would be as relevant to EIGE’s current approach to online gender mainstreaming toolkits as possible.

## 2. Gender mainstreaming toolkits (2015-2022)

### Gender Equality in Academia and Research – GEAR tool

The Gender Equality in Academia and Research (GEAR) tool provides universities and research organisations with practical advice and tools through all stages of institutional change, from setting up a gender equality plan to evaluating its real impact. The GEAR tool was originally developed to support universities and research-performing organisations to reach the European Research Area (ERA) objectives on gender equality (EIGE, 2017). It was updated in 2020 to respond to the new eligibility criteria of Horizon Europe that establishes that all organisations applying for Horizon European funds are required to have a gender equality plan (GEP). From 2022, this criterion applies to all submissions.

MAIN TARGET USER(S)	PURPOSE OF USING THE TOOLKIT
Staff working in research organisations (including universities, research-performing organisations and public bodies) and research funding bodies	Find guidance and information on how to implement a GEP in research organisations and research funding bodies to promote structural and cultural change towards gender equality

Source: GEAR tool (EIGE, 2020c)

The Horizon Europe GEP eligibility criterion has put GEPs at the top of the agenda of organisations in the research and innovation (R&I) sector. Thus, there is a growing demand for guidance on developing and implementing a GEP according to this eligibility criterion and achieving sustainable structural and cultural change.

### Gender-sensitive parliaments tool

The Gender-sensitive parliaments tool is an online tool to support parliaments in assessing and monitoring their gender-sensitivity in terms of their organisation and working procedures.

MAIN TARGET USER(S)	PURPOSE OF USING THE TOOLKIT
Elected bodies at regional, national and European level: all internal staff, including administrative staff and elected members of parliaments (registered user)	To conduct a self-assessment and monitoring of the gender sensitivity of their parliament
Parliament speakers, dedicated gender equality bodies, women's caucuses, political parties	To foster greater participation of women in political decision-making and the implementation of a gender-sensitive parliament (as users of the data collected through the 'National Parliaments' and the 'Regional Parliaments')
OTHER USER(S)	PURPOSE OF USING THE TOOLKIT

Civil Society Organisations (CSO)s (not registered user)	For awareness raising and lobbying activities on gender equality in parliaments and political parties
Academics and researchers (not registered user)	For case studies on parliaments and as research material on gender and politics, and gender and institutional transformation

Source: Gender-sensitive parliaments tool (EIGE, 2018b)

Less than a third of all parliamentarians in the EU are women. There are long-standing challenges in enabling women to enter public life, ensuring gender parity in decision-making and adopting a gender perspective in policymaking.

## Gender budgeting step-by-step toolkit

The Gender budgeting step-by-step toolkit aims to assist Managing Authorities in the EU in applying gender budgeting in the processes of the EU Funds under shared management. It offers a variety of tools and highlights promising practices from Member States.

MAIN TARGET USER(S)	PURPOSE OF USING THE TOOLKIT
Managing authorities in Member States of shared management EU Funds: civil servants and managers involved in EU Funds programming at the national and sub-national level	To gather step-by-step guidance on how to integrate a gender perspective into the EU Funds' programming and implementing process
OTHER USER(S)	PURPOSE OF USING THE TOOLKIT
Intermediate bodies working on EU Funds project implementation at the sub-national or local levels <sup>7</sup>	To gather step-by-step guidance on how to integrate a gender perspective into the EU Funds' programming and implementing process
National gender equality bodies	To gather step-by-step guidance on how to integrate a gender perspective into the EU Funds' programming and implementing process
EU staff working at the EU level with EU Funds	To gather step-by-step guidance on how to integrate a gender perspective into the EU Funds' programming and implementing process
DG EMPL, DG REGIO and DG JUST	For their overall monitoring and evaluation (M&E) work

Source: Gender budgeting step-by-step toolkit (EIGE, 2020b)

At the EU level, there is both a legal and a policy base for gender budgeting. The European Pact for Gender Equality and the European Pillar of Social Rights both enshrine gender equality and better work-life balance as key elements that must be integrated in the EU Funds. The Common Provisions

<sup>7</sup> 'Intermediate body' means a public or private body which acts under the responsibility of a managing authority, or which carries out functions or tasks on behalf of such an authority (Regulation (EU) 2021/1060, 2021 Art. 2(8))

Regulation (CPR) establishes three coefficients to calculate the support of measures under the ESF+, the ERDF, the Cohesion Fund and the JTF to gender equality (Regulation (EU) 2021/1060, 2021).

## Gender-responsive Public Procurement – GRPP tool

Gender-responsive public procurement (GRPP) tool is a gender mainstreaming tool to promote gender equality through public procurement. It promotes gender equality through the purchase of works, supplies or services by public sector bodies.

MAIN TARGET USER(S)	PURPOSE OF USING THE TOOLKIT
Contracting authorities at all levels (national, regional and local), including EU institutions, bodies and agencies	To gather practical guidance to promote gender equality through the purchase of works, supplies or services by public sector bodies at the pre-procurement, procurement and post-procurement stages
Gender equality and gender mainstreaming policymakers and practitioners	To gather practical guidance to promote gender equality through the purchase of works, supplies or services by public sector bodies at the pre-procurement, procurement and post-procurement stages
OTHER USER(S)	PURPOSE OF USING THE TOOLKIT
Other stakeholders, such as non-governmental organisations (NGOs) and gender equality experts	To support advocacy activities such as awareness raising about GRPP.
Not specifically targeted at potential bidders	To find inspiration and guidance on how to address gender considerations while preparing a technical offer

Source: GRPP tool (EIGE, 2022b)

GRPP offers a major opportunity to leverage public spending to pursue a fairer allocation of economic resources and improve living standards for both women and men. Public procurement accounts for a major part of the European economy. Every year, public authorities in the EU spend around 14 % of gross domestic product (GDP) on public procurement.

## 3. Analysis and findings

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The chapter presents the findings of the analysis of the data collected through desk research, interviews, surveys and usability tests.

### 3.1. Coherence

#### 3.1.1. Coherence with EU policies and priorities

Overall, Management Board and Experts' Forum members considered that EIGE's work was largely (62 %) in line with the EU gender equality policy priorities in the area of 'gender mainstreaming and funding for gender equality'. EIGE's work was considered to be better aligned with the other EU policy priorities in the area of gender equality – which suggest that more could be done to increase the coherence of EIGE's work with the EU priorities on gender mainstreaming.

Regarding specific toolkits, the GEAR tool is very much in line with the EU priorities in the area of R&I. It was originally conceived as a tool to support Member States to reach the ERA objectives for gender equality: removing barriers to recruitment, supporting retention and career progression of women researchers, addressing gender balance in decision-making and strengthening the gender dimension in research programmes (EIGE, 2017). With the new GEP eligibility criterion in Horizon Europe, the tool was updated to reflect these new requirements of Horizon Europe and the increased recognition at the EU level to implement GEPs to achieve gender equality in the European R&I sector. This is consistent with the results of the survey of the Management Board and Experts' Forum, which indicated that EIGE was largely (46 %) or moderately (43 %) in line with the EU policy priorities in the area of R&I (Management Board and Experts' Forum survey, 2022).

The gender-sensitive parliaments tool came to life from the need to support institutional transformation in the European and national parliaments and increase women's participation in political decision-making (EIGE, 2014). This need was identified following EIGE's study on Women in Power and Decision-Making (2015). Improving gender equality in decision-making has been at the top of the EU policy priorities in the area of gender equality for the last decades (European Commission, 2010, 2015, 2020a) – thus, justifying the need for specific guidance to improve women's political representation across EU parliaments. However, the gender-sensitive parliaments tool is based on a framework developed by the Inter-Parliamentary Union<sup>8</sup> (EIGE, 2019a) which may suggest some degree of duplication of work on behalf of EIGE. While the evaluation team can identify the added value of developing a specific toolkit for the EU context in an online and interactive format – the reasons to develop this toolkit were not further justified in EIGE's planning documents.

The gender budgeting toolkit is the result of several years of research initiated in 2016 with the mapping of practices across the EU (EIGE, 2017). In addition to the toolkit, the gender budgeting projects have resulted in various outputs, including a general brief on gender budgeting (EIGE, 2019b) and a report

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<sup>8</sup> See Inter-Parliamentary Union, 'Evaluating the gender sensitivity of parliaments: A self-assessment toolkit'. Available at: <https://www.ipu.org/resources/publications/toolkits/2016-11/evaluating-gender-sensitivity-parliaments-self-assessment-toolkit>

on gender budgeting in the EU budget and macroeconomic policies (EIGE, 2019c), with a particular focus on the budgetary allocations for gender equality in the European Structural and Investments Funds.

Since 2016, gender budgeting has become a pivotal aspect of EIGE's work on gender mainstreaming and the Institute in general. EIGE focused on this tool for gender mainstreaming considering its potential to enhance gender equality outcomes at the EU and the Member States level. It could be argued that EIGE's work in this area has contributed to elevating gender mainstreaming/budgeting as a (renewed) priority for the EU (see also section 3.2.4). Although it does not reference EIGE, the EU Gender Equality Strategy 2020-2025 committed to improving gender mainstreaming in the EU budget process and increasing the contribution made by policy design and resource allocation to gender equality objectives (European Commission, 2020b). Thus, EIGE's work on gender budgeting is very much in line with this current EU gender equality policy priority. Furthermore, the toolkit has a special focus on work-life balance, allowing the Member States to make the connection between time use, multiple care roles and EU Funds 2021-2027 interventions. This is in line, not only with the EU Gender Equality Strategy, but also the EU Work-life Balance Directive.

### **3.1.2. Cooperation with target users and synergies with stakeholders**

The desk research and interviews provided evidence of EIGE's efforts in cooperating with the target users during the development of the toolkits and following their launch, as well as ideas for future synergies.

The GEAR tool was developed and updated in cooperation with DG Research and Innovation, building on existing country practices and the Commission's funded projects (EIGE, 2017). Some of the interviewed users of the GEAR tool pointed out that there could be opportunities for further synergies with EIGE and the projects funded by Horizon 2020/Horizon Europe working to implement GEPs in universities. They recognise that EIGE has a strong network of similar stakeholders and that the Institute could bring together all the 'sister projects' working on GEPs and gender equality in R&I in a networking or exchange meeting to share their experience.

During the development of the gender-sensitive parliaments tool, EIGE involved three national parliaments (Greece, Slovenia and Estonia) in the testing of the tool and signed Cooperation Agreements with the Working Group on Gender Equality of the Conference of European Regional Legislative Assemblies. The latter ensured a transparent validation process of the tool. In parallel, EIGE also tested the functionality and the usability of the tool online with four national (Estonia, Slovenia, Hellenic Parliament, Montenegro) and two regional parliaments (Extremadura and Canary Islands).

The gender budgeting projects leading up to the creation of the toolkit facilitated the exchange of gender budgeting practices with the Member States. For example, in 2018, two sessions with renowned gender budgeting experts and representatives from national machineries for gender equality, Managing Authorities, Ministries of Finance and practitioners from EU institutions, Member States and international organisations were held, resulting in participatory validation of information (EIGE, 2019a). As shared by EIGE's in interviews, the gender budgeting toolkit was developed in a participatory process which also include DG JUST. Furthermore, as shared by EIGE's staff in interviews, Tool 8 was also tested by Spain in 2019 with very positive feedback.

There is, however, some documentary evidence that there were less synergies with EIGE on behalf of the Commission in the area of gender budgeting and EIGE's toolkit on this topic. As reported by the European Court of Auditors (ECA) and Management Board Meetings ('Minutes of the 33th Management Board meeting', 2019), the Commission initially welcomed the toolkit. However, it strongly advised EIGE not to publish the tracking system for the EU Cohesion funds together with the rest of the toolkit (Tool 8). As argued by Commission's observers to EIGE's 33th Management Board (DG EMPL), it mixed current and future legislation (at the time) on the CPR. In parallel, as reported by the ECA, at the same time that EIGE was developing this tool, the Commission set up a subgroup to track gender-related expenditure (in the EU budget) without the involvement of EIGE (European Court of Auditors, 2021, p. 24).

In their responses to the ECA report, the Commission indicated that 'In 2020, Commission services started serious internal reflections on developing a methodology for tracking funds allocated to gender equality. Naturally, those reflections included the relevant publications of EIGE. Once those reflections were somewhat further advanced, set out in writing and discussed in the services at various levels, the Commission services reached out to EIGE for expert advice on the ideas that were under consideration. These ideas form the basis for the methodology that the Commission is committed to develop in line with its commitment under the MFF inter-institutional agreement for the beginning of 2023. The Commission is continuing work on the methodology in close consultation with EIGE' (Replies of the European Commission to European Court of Auditors, 2021, p. 2).

In relation to the work on Tool 8, it was finally published in March 2022 after the CPR was adopted (EIGE, 2022a). In addition to the three coefficients that the CPR establishes (100 %, 40 % and 0 %), EIGE also includes '0%\*' meant for programmes that require an *ex ante* assessment. As learnt in interviews with EIGE, EIGE's stakeholders at the Member State level, namely Managing Authorities from two Member States, questioned why the CPR did not fully incorporate EIGE's work developed for this matter and instead adopted the OECD methodology, which is not specific to the EU context and funds. Significantly, the '0%\*' coefficient has been then incorporated into the tracking methodology for the EU budget.

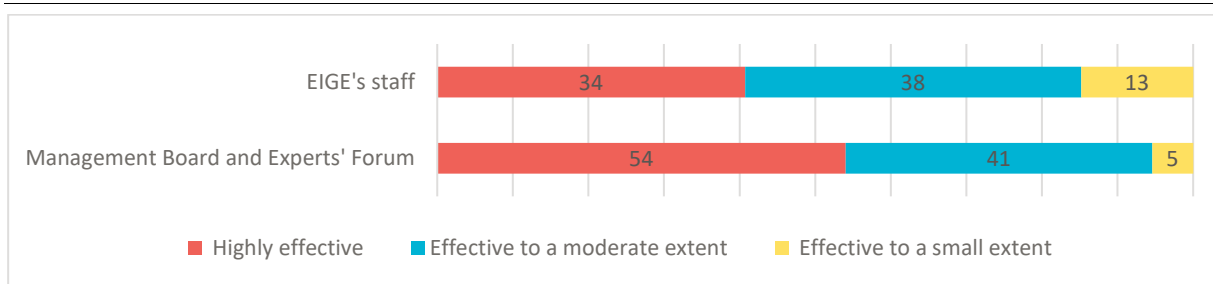
Interviews with EIGE's staff pointed out that there has been increased consultation of EIGE for the development of the tracking methodology of the EU budget. Nowadays, EIGE is invited to comment on the Commission's working documents, but in EIGE's view, their expertise is not always fully taken on board.

## **3.2. Relevance and effectiveness**

### **3.2.1. Supporting stakeholders' needs in the area of gender mainstreaming**

Generally, the surveyed EIGE's staff and members of the Management Board and the Experts' Forum agreed that EIGE had been highly or moderately effective in developing methods and tools for policymakers during the evaluated period (Figure 1). The staff's more conservative perception of the achievement of this objective suggests that there is room for EIGE to improve its work in this area.

**FIGURE 1. PERCEIVED EFFECTIVENESS IN DEVELOPING METHODS AND TOOLS FOR POLICY-MAKERS (%)**

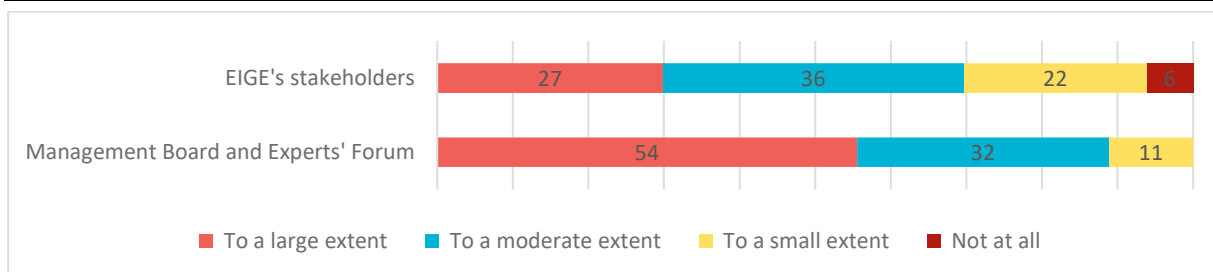


Source: Based on EIGE's staff survey and the Management Board and Experts' Forum survey conducted by PPMI (2022)

Note: 'Do not know/cannot answer' options excluded for readability

In terms of meeting the needs of its stakeholders and the Management Board/Experts' Forum, 54 % of the members of the Management Board and Experts' Forum, primarily formed by representatives of national-level governmental gender equality bodies, indicated that the methods and tools on gender mainstreaming met their needs to a large extent (Figure 2). Among EIGE's stakeholders, 36 % indicated that these outputs met their needs to a moderate extent. While both groups generally considered that EIGE's outputs on gender mainstreaming methods and tools met their needs, a non-negligible proportion considered that they only did so to a small extent. In addition, the majority of the respondents to EIGE's evaluation OPC (mainly EU citizens) indicated that the gender mainstreaming methods and tools largely (50 %) or moderately (25 %) meet their needs.

**FIGURE 2. MEETING THE NEEDS OF EIGE'S STAKEHOLDERS WITH METHODS AND TOOLS ON GENDER MAINSTREAMING (%)**

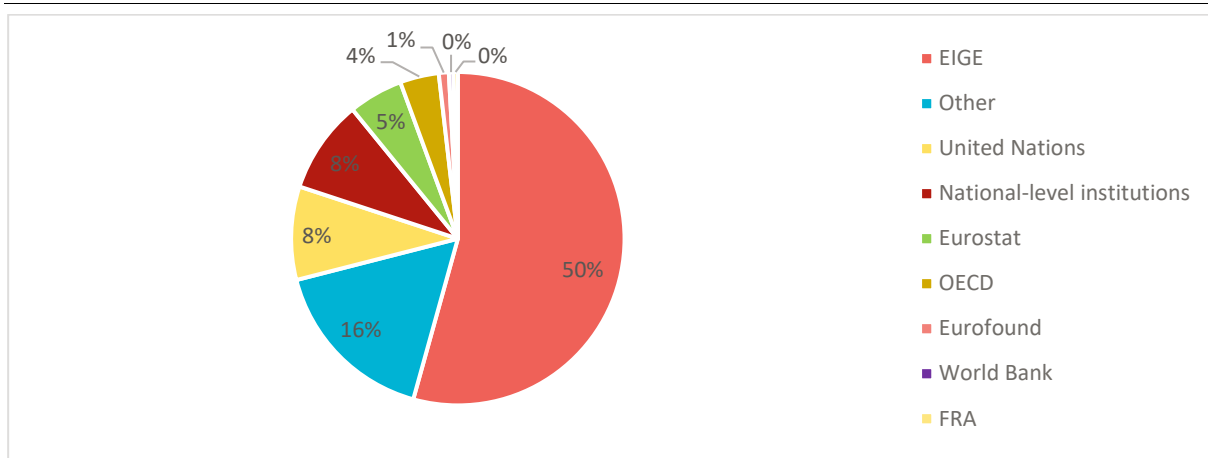


Source: Based on EIGE's stakeholders' survey and the Management Board and Experts' Forum survey conducted by PPMI (2022)

Among EIGE's surveyed stakeholders, EIGE was commonly their primary source of information for methods and tools in gender mainstreaming (Figure 3). National governmental gender equality bodies and other national public institutions indicated that EIGE was their primary source in this area (53 % and 46 %, respectively), even before national-level institutions (21 % and 16 %, respectively) (EIGE's stakeholders survey, 2022).



**FIGURE 3. STAKEHOLDERS' PRIMARY EXTERNAL SOURCE FOR INFORMATION ON METHODS AND TOOLS GENDER MAINSTREAMING (%)**

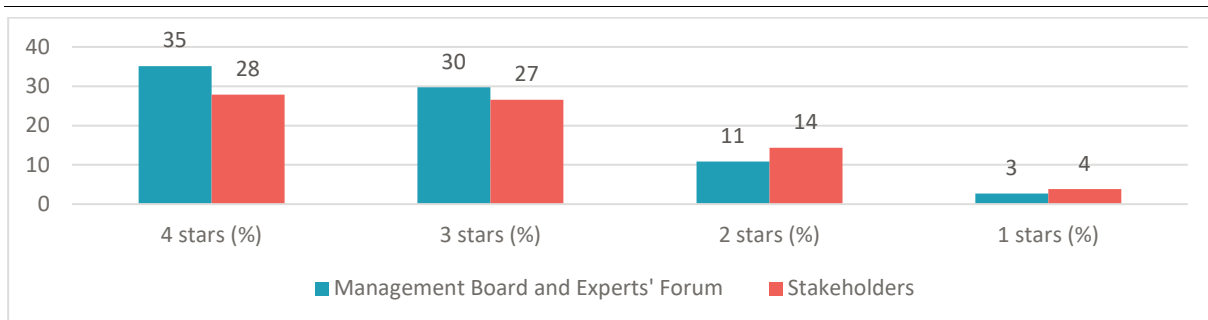


Source: Based on EIGE’s stakeholders’ survey conducted by PPMI (2022)

Note: stakeholders could only select one external source of information

In addition, EIGE’s stakeholders and the members of the Management Board and Experts' Forum were generally satisfied with the quality of EIGE’s work in this area (Figure 4).

**FIGURE 4. SATISFACTION WITH THE QUALITY OF THE GENDER MAINSTREAMING METHODS AND TOOLS (%)**



Source: Based on EIGE’s stakeholders’ survey and the Management Board and Experts’ Forum survey conducted by PPMI (2022)

The results of the surveys indicate that stakeholders overall recognise EIGE as the place to go for information and tools on gender mainstreaming and that they deem the available resources of good quality. However, there is room for EIGE to improve the relevance of their outputs to stakeholders’ needs in the area of gender mainstreaming.

### 3.2.2. Satisfaction with the toolkits and how they are used by stakeholders

In the interviews and usability tests, participants highlighted that EIGE is ‘reliable’ as the Institute delivers the gender mainstreaming resources they are looking for. In the write-in answers, members of the Management Board and Experts’ Forum particularly mentioned the gender budgeting toolkit as an example of an area where they had acquired knowledge and skills thanks to EIGE.

The GEAR tool was developed to meet the specific needs of universities and research organisations to meet the REA objectives on gender equality (EIGE, 2014) and, with its update, the new criterion on GEP of Horizon Europe. As found in national-level interviews, stakeholders consider the tool very useful

and valuable when preparing and implementing projects financed by Horizon Europe. Interviewees at the national level explained that, given that it provides the ‘official’ position of the Commission, the GEAR tool is their ‘place to go’ to find a detailed step-by-step explanation of how to comply with the eligibility criterion related to having a GEP. Specifically, one of the interviewees shared that the GEAR tool was their primary reference for their work on GEPs.

The gender budgeting toolkit was frequently mentioned as a used tool by institutional stakeholders at the national level. However, in most cases, stakeholders at this level could not elaborate on how they have used the toolkit as part of their work. At the EU level, some interviewees from DG BUDG shared that they have the gender budgeting resources to gather initial ideas and inspiration for their work on integrating gender mainstreaming in the EU budget. They noted that the outputs were too theoretical, and some recommendations were not feasible to implement in practice. Nonetheless, another interviewee from DG BUDG noted that the gender budgeting toolkit provides very practical examples and excellent resources to understand what gender budgeting is and how to implement it, particularly for those who have never worked on gender mainstreaming/budgeting. They also noted that they use it as part of their work, have disseminated it to other DGs and praised EIGE for the work on the ex-ante assignment of intervention fields of the gender equality dimensions and the downloadable gender tracking tool in Excel format<sup>9</sup> (Tool 8). While DG BUDG is not a primary target user of the gender budgeting toolkit, their accounts of their satisfaction with this toolkit are to some extent diverging.

Finally, desk research showed that, by the end of 2019, eleven national parliaments and two regional parliaments filled in the online Gender-sensitive parliaments assessment (EIGE, 2020a). There is no indication that more parliaments conducted the assessment in 2020 (EIGE, 2021). In recent years, the European Parliament has adopted resolutions calling for an audit of the political and administrative sides of the Parliament following EIGE’s methodology (European Parliament, 2022). Email consultations with parliaments that participated in the testing (three replies received, one from a national parliament and two regional parliaments) indicated an overall positive experience from using the tool (the impact reported from using the tool is presented in section 3.2.4). One of the respondents indicated that using the tool was a pleasing experience that allowed them to involve the parliamentary groups to reply to the tool questions, and also get to know experiences from other EU countries. They indicated that the tool helped them assess the following aspects in their regional parliament: the gender impact of subsequent legislative terms, representation of women and men in the governing bodies, gender-inclusion communication, among others. Finally, an EU-level civil society representative shared that the tool contains valuable information to support their advocacy efforts to increase women’s political representation.

The usability tests of EIGE’s toolkits conducted with users and potential users of the toolkits were used to gather further evidence about the quality and satisfaction with the toolkits as online products. Box 3 summarises the key findings.

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<sup>9</sup> See EIGE, ‘Annex 1: Ex ante assignment of intervention fields to the gender equality dimension codes (based on types of interventions for the ERDF, CF, ESF+ and JTF in the CPR)’, available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting/annex-1-ex-ante-assignment-intervention-fields-gender-equality-dimension-codes-based-types-interventions-erd>

### BOX 3. KEY FINDINGS OF THE USABILITY TESTS OF EIGE'S TOOLKITS

- Testers were generally satisfied with the layout and presentation of the toolkits. Most testers appreciated the structure of the toolkits in 'WHAT?', 'WHY?', 'HOW?' and 'WHY?' but it was not immediately evident that the specific step-by-step tools are under the 'how' tab.
- Testers greatly appreciated the richness of the gender mainstreaming platform (and EIGE's website in general). However, due to its richness, they shared that they frequently encounter difficulties finding the specific information they were looking for.
- Many stakeholders used the search tool to find a resource because they could not find it by navigating EIGE's website. Many times, they also resorted to search engines. However, this strategy was not optimal, as the results would not prioritise the toolkits. For example, when searching for the GRPP toolkit, the search results on EIGE's website display the procurement page as the first result. Users found it confusing.
- Other times, results would take them to the Methods and Tools briefs or to the page to download the toolkit as a publication in pdf format.
- Similarly, when navigating under the Gender mainstreaming tab, some users would not understand the difference between the Methods and Tools page and the Toolkits page – particularly for the gender budgeting and GRPP toolkits.
- The page to conduct the gender-sensitive parliaments assessment without signing up was unavailable when the usability tests were conducted. Additionally, the evaluation team found other broken links and outdated information in the toolkits, such as references to 'proposals' of policies/legislations and 'forthcoming' publications that have now been adopted or published.

Source: Elaborated by the evaluation team based on the usability tests of EIGE's website and the gender mainstreaming toolkits

Overall, a common impression among the stakeholders was that the toolkits were more conceptual than practical and difficult to use and implement in their respective institutional contexts. Some stakeholders at the national level suggested making the toolkits more specific, practice-oriented and tailored to different institutions or policy areas. However, the existing toolkits are already very targeted to specific purposes and users – which is consistent with the finding that many stakeholders are not fully aware of the difference between the step-by-step toolkits and the Methods and Tools briefs.

Finally, stakeholders at the Commission asked for more specific support for gender mainstreaming (technical assistance) within their policy areas, rather than 'toolkits'. Furthermore, during interviews, representatives of various DGs shared their expectations for EIGE to build the gender equality expertise of the Commission with more services and trainings. In a context of greater political commitment to gender equality and more obligations to conduct gender/equality mainstreaming within various EU policy portfolios, demands for technical assistance to EIGE are expected to continue increasing in the upcoming years. Despite these expectations from stakeholders, EIGE's work on gender mainstreaming has been de-prioritised in the last years and the staff capacities have been reduced (as shared by EIGE's staff during interviews and indicated in the 2016-2018 SPD<sup>10</sup>).

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<sup>10</sup> 'Work on gender mainstreaming will continue, albeit at a somewhat reduced level of intensity in this programming period, as many of the tools needed by Member States and other implementing bodies are now available on EIGE's Gender Mainstreaming Platform.' (EIGE, 2016, p. 17)

### 3.2.3. Communication efforts and dissemination of the toolkits among its target users

EIGE's activity reports of the evaluated periods (CAARs) provide an account of the Institute's efforts in communicating and disseminating the toolkits to its target users. While the CAARs indicate some dissemination efforts around the launch of the toolkits, there is limited indication that these were sustained over time.

According to 2016 CAAR, the GEAR tool was launched in October 2016 with a conference organised in cooperation with DG Research, supported by an extensive communication activity, including a publication of audio-visuals, a press release, social media posts and direct communication to EIGE's stakeholders (EIGE, 2017). In 2017, following the growing interest in all Member States, two chapters of the GEAR tool were translated into 23 official EU languages. These translations were downloaded 144 times (EIGE, 2018a). There are no more indications of dissemination efforts until after the launch of the update in 2022.

Similarly, the gender-sensitive parliaments tool was launched during Women Political Leaders Summit held in Vilnius in 2018. Before the official launch, a workshop for representatives of national and regional parliaments was organised. According to 2018 CAARs, a news alert, video and infographics were developed, and a targeted email was sent to relevant stakeholders to highlight the main features and benefits of the tool. The tool and the results of the assessment of the gender sensitivity of the European and national parliaments conducted by EIGE were presented at a meeting of the Committee on Women's Rights and Gender Equality (FEMM) in the European Parliament on 5 December 2019 (EIGE, 2020a). The 2019 CAAR noted that EIGE sent an information package about the tool and the results to the European Parliament, asking them to share the information with their national parliaments' network (EIGE, 2020a). The 2020 CAAR does not specify efforts to disseminate the tool at the national level. Given the available information, it is the view of the evaluation team that more specific efforts should have been placed to reach the target users of the tool in subsequent years – as opposed to relying on another institution to disseminate it. As indicated by one of the consulted parliament involved in the testing, given that parliaments dissolve and new ones are formed every few years, it is necessary that EIGE periodically disseminate the tool so it is known by both parliamentarians and parliamentary staff.

The dissemination of the gender budgeting toolkit appeared to be more impactful as it built on the networking and dialogue with stakeholders conducted in the previous gender budgeting projects (as outlined in section 3.1.2). In addition, the 2020 CAAR indicates that EIGE conducted information sessions on gender budgeting for the Commission, Managing Authorities and the European Parliament.

Besides, during the interviews, national stakeholders mentioned that they or their colleagues (for instance, in governmental institutions and universities) were not able to use the toolkit due to the language barrier. In the survey write-in questions, some stakeholders also asked for more translations of the toolkits (and gender mainstreaming outputs in general). In the case of the gender budgeting toolkit and the gender-sensitive parliaments tool, there are translations available in all EU languages. This repeated request from stakeholders reveals two things – firstly, that there is an unmet need among national level-users for translated material and, secondly, that many stakeholders do not know that some translations are already available. The second observation is consistent with insufficient outreach efforts.

### 3.2.4. Contribution to policy formation and implementation at the EU and national level

At the EU level, EIGE's work on gender budgeting has had a significant impact by contributing to the methodology for gender mainstreaming in the EU budget. Following the publication on gender budgeting in the EU budget (which established some of the basis for the development of the toolkit), the Commission announced the creation of a sub-working group to develop a system to track gender equality expenditures in the EU budget in 2019 (EIGE, 2020a). Member States also discussed the findings in an EPSCO meeting and, in their December 2019 Council conclusions, called the Commission to introduce gender budgeting in the EU budget (EIGE, 2020a). It also influenced the 2021 Special Report of the ECA that assessed gender mainstreaming in the EU budget (See European Court of Auditors, 2021).

In their response to the recommendations of the ECA, the Commission recognised that the reflections on adopting a tracking methodology for funds allocated to gender equality included the relevant publications of EIGE and that they had requested the expertise of EIGE in this area (European Court of Auditors, 2021). As of October 2022, a gender budgeting methodology is being applied on a pilot basis across all programmes in the context of the Draft Budget 2023, adopted in June 2022. As pointed out by the European Commission website, the methodology has been informed by discussions with and the ongoing work of EIGE on Tool 8 for 'Tracking resource allocations for gender equality in the EU Funds', which is part of the gender budgeting toolkit<sup>21</sup>. This could be considered a major achievement of EIGE during the evaluated period, particularly in a context of reduced human resources in this area and some reported resistance to fully incorporate EIGE's expertise from the Commission/DG BUDG.

In addition to the aforementioned European Parliament resolutions, which highlight the gender-sensitive parliaments toolkit (European Parliament, 2022), other examples collected during the development of this case study on the impact of the toolkits on the promotion of gender equality at EU and national level include:

- The Parliament of Catalonia adopted a Gender Action Plan 2020 – 2023 (EIGE, 2020a) based on their assessment on the tool and following EIGE's framework for a gender-sensitive parliament.
- The Parliament of Canary Islands adopted the First Plan for Equality between women and men (2020-2024) following the use of the gender-sensitive parliaments tool (as shared by email by a Parliament's representative). This plan covers both the Members of Parliament as well as parliamentary staff. It has three key lines of action: work-life balance and working conditions, gender-inclusive language and communications and training and awareness raising on gender equality.
- The Parliament of North Macedonia, with the support of the OSCE Mission to Skopje, also completed the gender-sensitive parliament's assessment, produced a report with identified strengths and weaknesses, and adopted an Action Plan for enhancing the gender-sensitivity of the Parliament 2020 – 2021 (EIGE, 2020a).
- The GEAR tool has been extensively referenced, used and adapted by those working on Horizon 2020/Horizon Europe projects on institutional transformation and GEPs in research

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<sup>21</sup> European Commission, 'Mainstreaming in the EU budget'. Available at: [https://ec.europa.eu/info/strategy/eu-budget/performance-and-reporting/mainstreaming\\_en](https://ec.europa.eu/info/strategy/eu-budget/performance-and-reporting/mainstreaming_en) [accessed 3/10/2022]

organisations. Some examples found include the following projects: ACT (2018-2021)<sup>12</sup>, SPEAR (2019-2022)<sup>13</sup>, CALIPER (2020-2023)<sup>14</sup>, EQUAL4EUROPE (2020-2023)<sup>15</sup> and GEARING ROLES (2019- 2022)<sup>16</sup>. It has also been referenced by DG RTD in European Research Area progress reports<sup>17</sup>.

### 3.3. EU-added value

Firstly, the gender mainstreaming toolkits' EU-added value derived from the Institute's mandate to support EU institutions and Member States to conduct gender mainstreaming (Regulation (EC) 1922/2006, 2006, Art. 2). This mandate is unique among the EU constellation of agencies. While other agencies, such as FRA and Eurofound, have a mandate that is closely related to that of EIGE to support closing (gender) inequalities gaps in the EU – EIGE is the only EU agency that has the mandate to develop the practical tools to support the integration of gender equality across all EU and national policies.

Secondly, the unique added value that the gender mainstreaming toolkits create for the EU is precisely its EU-specificity. EIGE's gender mainstreaming toolkits are meant to meet the specific needs of its stakeholders. Stakeholders require tools for gender mainstreaming that respond to their needs, such as practical guidance to comply with gender-specific requirements to access EU funding. Other gender mainstreaming tools and guidance developed by international organisations such as UN Women do not meet the need of EIGE's EU and national stakeholders because they do not have the EU context in mind. Moreover, the toolkits are not meant to replace any guidance developed at the national level, but to add value by bringing together common standards, examples and good practices from the different Member States. This is consistent with the finding that EIGE is the primary source of its stakeholders in the area of gender mainstreaming.

Finally, some EU-candidate and potential candidate countries are also using the tools to increase gender mainstreaming in their policies which shows EIGE's unique contribution to the promotion of gender equality as an EU value and a crucial element of the EU enlargement process.

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<sup>12</sup> ACT (Promoting Communities of Practice to advance knowledge, collaborative learning and institutional change on gender equality in the European Research Area), see project deliverables: <https://www.act-on-gender.eu/act-deliverables>

<sup>13</sup> SPEAR (Supporting and Implementing Plans for Gender Equality in Academia and Research), see virtual materials: <https://gender-spear.eu/virtual-materials>

<sup>14</sup> CALIPER (Linking research and innovation for gender equality), see deliverables: <https://caliper-project.eu/deliverables/>

<sup>15</sup> EQUAL4EUROPE (Gender Equality Standards for Arts, Humanities, Medicine, Social sciences, Business and Law institutions throughout Europe), see deliverables: <https://equal4europe.eu/research/>

<sup>16</sup> GEARING ROLES (Gender Equality Actions in Research Institutions to traNsform Gender ROLES), see outputs: <https://gearingroles.eu/outputs/#Reports>

<sup>17</sup> See, for instance, the 2018 progress report for Austria. Available at: <https://op.europa.eu/en/publication-detail/-/publication/2a355d16-34c6-11e9-8d04-01aa75ed71a1/language-en/format-PDF/source-96477756>

## 4. Conclusions and recommendations

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### Strengths

- The toolkits were found to be coherent with the current EU priority to increase the adoption of a gender perspective within the policymaking and budgeting process. EIGE is the only EU agency specifically working to develop the specialised tools to achieve this EU objective. The GEAR tool was found to be particularly aligned with the EU objectives in the area of R&I.
- The toolkits were also found to respond to some extent to the specific needs of their target users, and some stakeholders were using them as part of their work. The GEAR tool and the gender budgeting toolkit were found to be the most used toolkits.
- Furthermore, gender budgeting became one of the most recognisable areas of EIGE's work during the evaluated period and up to the present time. With the development of the toolkit (and other outputs on gender budgeting), EIGE is increasingly being recognised in the European gender equality community as a reference on this topic.

### Weaknesses and challenges

- Many stakeholders at the EU and national level are not fully aware of the content of the gender mainstreaming platform, the differences between the products it contains, and the specific toolkits aimed at them. Specifically, stakeholders did not fully grasp the difference between the step-by-step toolkits and the general Methods and Tools briefs. Many specifically asked for translated versions of the gender budgeting toolkit – but this is already available in EIGE's gender mainstreaming platform. Targeted communication and dissemination efforts towards the specific users of the toolkits were found to be limited and not sufficiently effective in the evaluated period.
- The gender-sensitive parliaments toolkit was found to be very pertinent to the EU priority of increasing women's participation in decision-making – but the evaluation found limited evidence that stakeholders were using this tool.
- Some stakeholders, particularly at the Commission, are not satisfied with the format of the toolkits as step-by-step tools for guidance and competence development in gender mainstreaming within a particular area. Aware of EIGE's mandate, they would like to receive more specific technical assistance in the form of one-on-one collaboration to introduce a gender perspective in their policy portfolios. However, given the current staff and resource limitations and the de-prioritisation of gender mainstreaming within EIGE's work, EIGE cannot satisfactorily meet all the requests for technical assistance.
- The toolkits are primarily envisioned as online products, but their user-friendliness is not always optimal. Users found it difficult to locate the toolkits on EIGE's website. In addition, some of their content is not up to date.

### Recommendations/lessons learnt

- On a strategic level, strengthen EIGE's work on gender mainstreaming. There is increasing interest and obligation among EIGE's stakeholders to implement gender mainstreaming in policy making and the budgetary process. To effectively satisfy its stakeholders' needs and

deliver on its mandate and objectives, EIGE will require more staff capacity and resources in this area.

- On an operational level, map and review the needs in the area of gender mainstreaming of EU and national level stakeholders with policy-making and budgetary competences. Reconsider the work on ‘toolkit development’ against other options to satisfice stakeholders’ needs (more direct technical assistance, emerging policy areas that may require gender mainstreaming, etc.).
- Increase the communication and dissemination efforts among target users of the existing toolkits and overall target audiences of the gender mainstreaming platform (policymakers). This may include more targeted communication on the purpose of the toolkits and specific users in online communications; more targeted dissemination of the translated toolkits to national stakeholders; and online and in-person workshops and awareness-raising sessions to increase the uptake of the toolkits among its target users. For example, harness the momentum of the recent adoption of the ‘Women on Boards’ Directive and the 2024 European Parliaments elections to promote and increase the uptake of the gender-sensitive parliaments toolkit.
- Moreover, EIGE should draw on the experience accumulated, and the expertise and networks developed during the development and promotion of the gender budgeting toolkit to further disseminate EIGE’s work on gender mainstreaming and its platform.
- Improve and continuously test the usability of the online toolkits and the gender mainstreaming platform within EIGE’s website. Regularly update the content to the gender mainstreaming platform. Make the toolkits and its specific tools, content and resources easier to find on EIGE’s website and search engines. For example, improve the keywords associated with the toolkits and prioritise EIGE’s toolkits in the result page within EIGE’s website (in detriment to pages with links to external resources).



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# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Case study report – Gender Statistics Database, 25 November 2022

A large orange abstract graphic at the bottom of the page, consisting of several overlapping, tilted rectangular shapes in various shades of orange, mirroring the design at the top of the page.

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# 1. Introduction

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The Gender Statistics Database (GSD), launched in 2016, is a comprehensive knowledge centre for gender statistics and information on various aspects of (in)equality between women and men in the European Union (EU)<sup>1</sup>. According to EIGE, the database provides policy and decision-makers with a strong and regularly updated tool to help them identify and analyse gender gaps and monitor progress in improving the quality, availability and accessibility of gender statistics in the EU (EIGE, 2021). More specifically, the main purposes of the database are defined as<sup>2</sup>:

- To establish an overview of gender statistics, highlighting differences and inequalities between women and men;
- To enable measurement of whether, or to what extent, gender equality is de facto achieved;
- To act as a reliable resource in formulating and monitoring policies that benefit both women and men and will facilitate appropriate decision-making to advance gender equality.

The GSD is based on three data sources:

- Data collected directly by EIGE from relevant EU and national sources;
- Indicators for monitoring progress towards achieving gender equality, calculated by EIGE from a range of sources (e.g. Gender Equality Index or Beijing Platform for Action);
- Indicators collected from key data sources at EU level (mainly Eurostat, Eurofound, EU Commission and FRA).

It contains over 2000 indicators and provides detailed information on<sup>3</sup>:

- Progress on gender equality in several monitoring frameworks (EU policies and strategies, Gender Equality Index and Beijing platform for action);
- A wide range of gender-sensitive topics (thematic areas);
- Gender equality in decision-making (Women and Men in Decision Making); and
- Violence against women (Gender-Based Violence).

At the time of the first independent evaluation of the Institute, the GSD did not exist. For this reason, it is relevant to incorporate a detailed analysis of the development of this tool during this second external evaluation. Therefore, this case study will provide an overview of the evolution of the instrument in the period covered by the evaluation (2015-2020), assessing it on the basis of the criteria of relevance, coherence, effectiveness, efficiency, and EU added value.

This case study is largely based on desk research and interviews and includes some survey questions containing relevant information. In order to reflect the full spectrum of different national contexts in which EIGE's activities take place, the following countries have been selected for in-depth interviews during this case study analysis: France, Italy, Latvia, Hungary and Finland.

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<sup>1</sup> <https://eige.europa.eu/gender-statistics/dgs/about>.

<sup>2</sup> Idem

<sup>3</sup> Idem

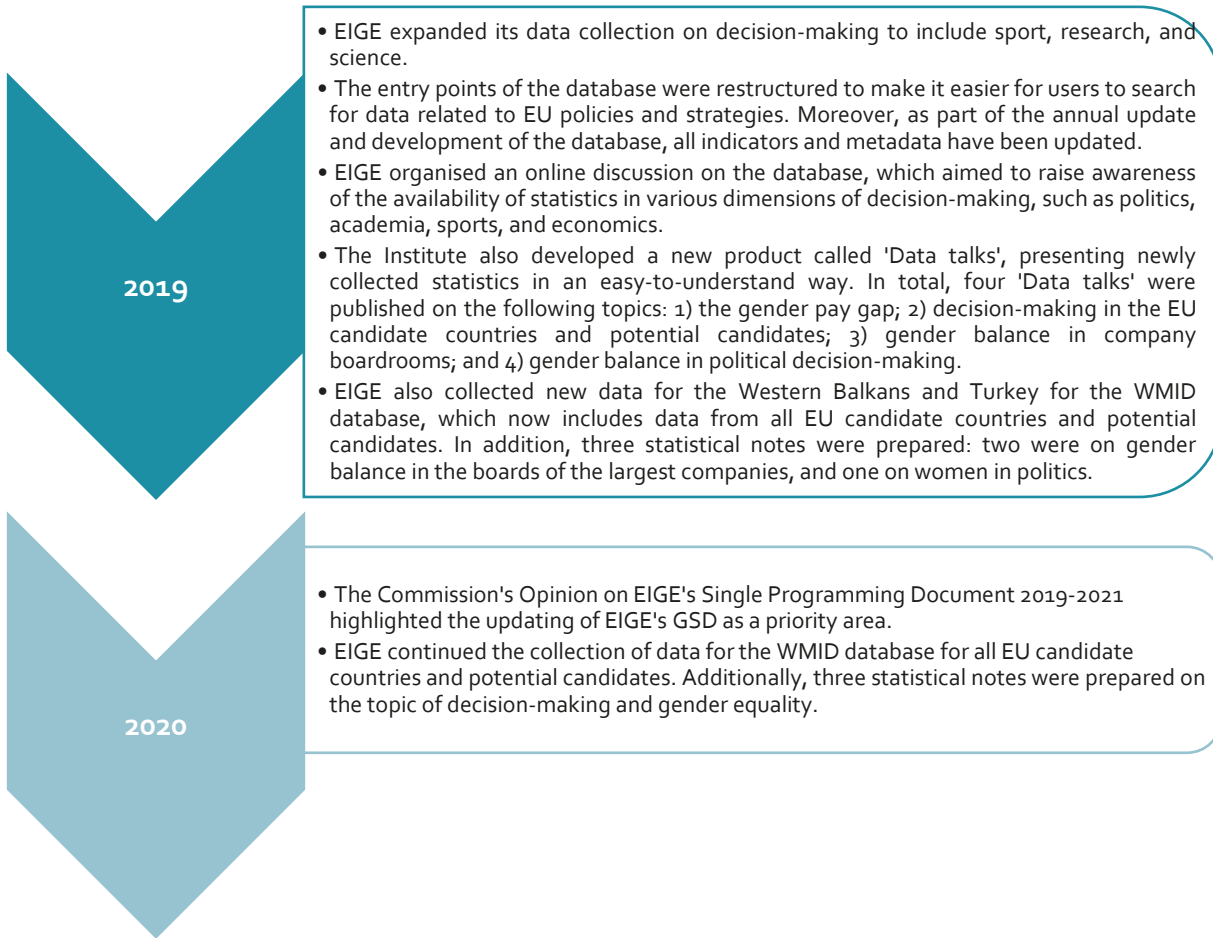
Following this introduction, chapter 2 of this case study highlights the main activities/changes to the GSD during the evaluation period. Chapter 3 presents the analysis of the data collected, outlining the main findings. After drawing some conclusions in chapter 4, the final section of this case study proposes a series of recommendations.

## 2. Gender Statistics Database in the period 2015-2020

This section aims to highlight the main activities/changes associated with the GSD during the assessment period.







Source: prepared by PPMI on the basis of the Consolidated Annual Activity Reports from 2016 to 2020

## 3. Analysis and findings

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The following sections set out the findings from the data collected through interviews, surveys, and desk-based research.

### 3.1. Relevance and use of the Gender Statistics Database

#### 3.1.1. EIGE's stakeholders

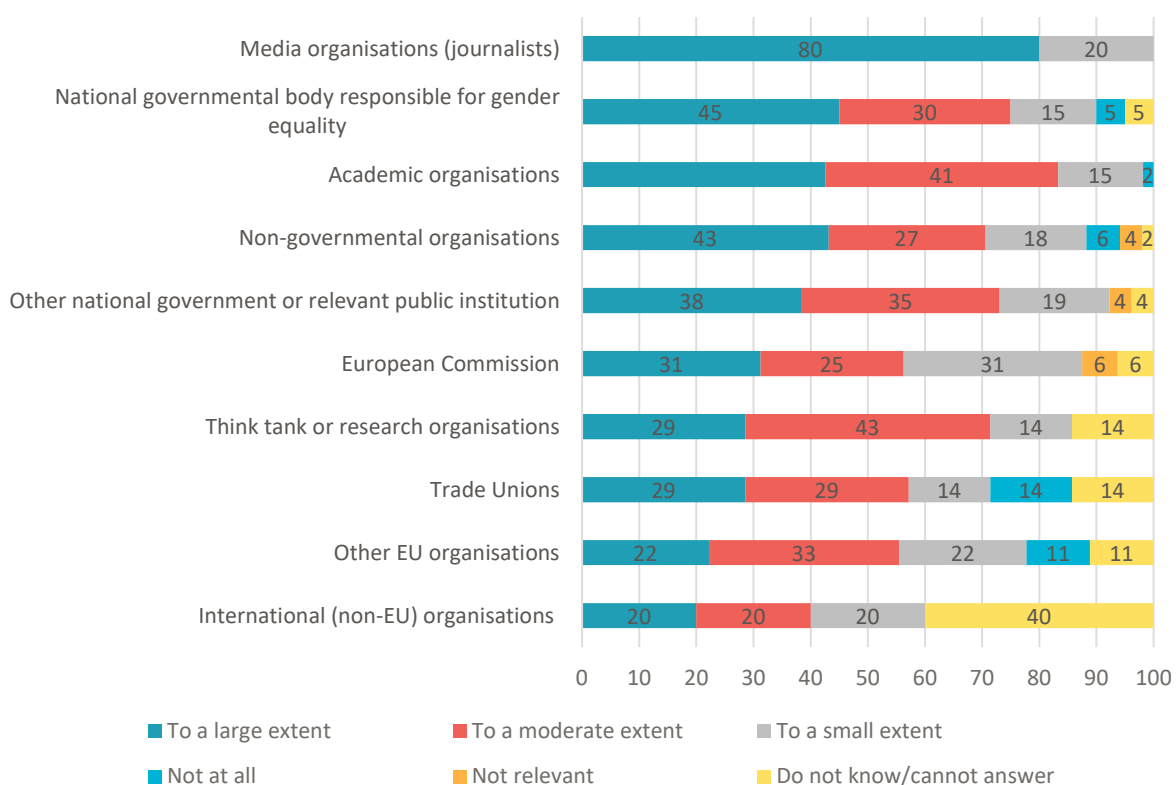
The GSD offers policy and decision-makers reliable and regularly updated data on gender equality issues. Stakeholders, including representatives of the Commission and other EU agencies, recalled during the interviews consulting EIGE's database in their daily work for negotiations, political and policy demands or for informed decision-making and providing data to media to explain why action is needed. For example, DG JUST indicated that the GSD was the first point of reference for research and review of existing data on women and men in decision-making for the drafting of a directive and negotiations with the European Parliament and Council in this regard. Moreover, DG EMPL pointed out that data on care and time use available in the database was particularly useful for the development of their recent "EU Care Pact" initiative. Similarly, civil society representatives reported using EIGE's gender statistics to support their policy recommendations with data, stressing that the database is easy to use and that they can trust its data. According to stakeholders, the status of the database as a resource developed by EIGE itself, as an EU agency, gives it additional authority as a source.

Several stakeholders also pointed out that in some countries, such as Hungary, there is currently no institute collecting data and information on gender equality issues and that EIGE's database can be relied upon to fill this gap. In this respect, some civil society organisations and journalists have highlighted barriers to accessing sex-disaggregated data and statistics due to political resistance, thus underlining the relevance of EIGE's database. Others stressed the importance of the Institute's database, as it offers a comprehensive set of data on a wide range of areas related to gender equality that other EU data agencies or organisations (i.e. Eurostat or Eurofound) do not provide. In this respect, the relevance of data on women in politics and leadership positions, as well as on emerging issues such as the environment and climate change, was particularly mentioned in the interviews. Many academic organisations also emphasised the relevance of the GSD for their research, including projects on Gender Equality Plans funded by Horizon Europe. In the same vein, some academics noted the use of the GSD to compare results and trends at regional and national levels.

On the other hand, a number of interviewees shed light on the perceived complexity of the GSD, which was thought to require extensive knowledge of how to navigate it and find information, resulting in its non-use. Other stakeholders pointed that while EIGE has been very successful in assessing existing data, it is difficult to respond to certain gender-based indicators, particularly in relation to violence against women, as there are elements that they cannot collect in their administrative data. With regard to gender-based violence, the lack of up-to-date data was reported as a gap in the database. At the same time, the interviewed representatives of women's associations in Hungary stressed the critical role of EIGE in collecting data on VAW, as the country did not agree to participate in the Eurostat EU-GBV survey.

In addition, a number of stakeholders interviewed expressed concerns about the financial situation of the Institute, especially regarding data collection efforts as well as staffing issues, which could prevent the further development of the database in the future. Moreover, it was suggested that the data would even be more relevant if it included more disaggregation, for instance, taking into account sexual orientation, gender identity, gender expression and sex characteristics. They indicated that adopting a stronger intersectional approach in the database would in turn help stakeholders to have a more accurate understanding of the situation for various groups of women and men. In this regard, closer collaboration between EIGE and FRA in data collection was highlighted in terms of intersectionality.

**FIGURE 1. ASSESSMENT OF THE RELEVANCE OF THE GSD TO THE NEEDS OF EIGE’S STAKEHOLDERS OR THOSE OF THEIR ORGANISATION (%)<sup>4</sup>**



Source: Based on EIGE’s stakeholders’ survey conducted by PPMI (2022)

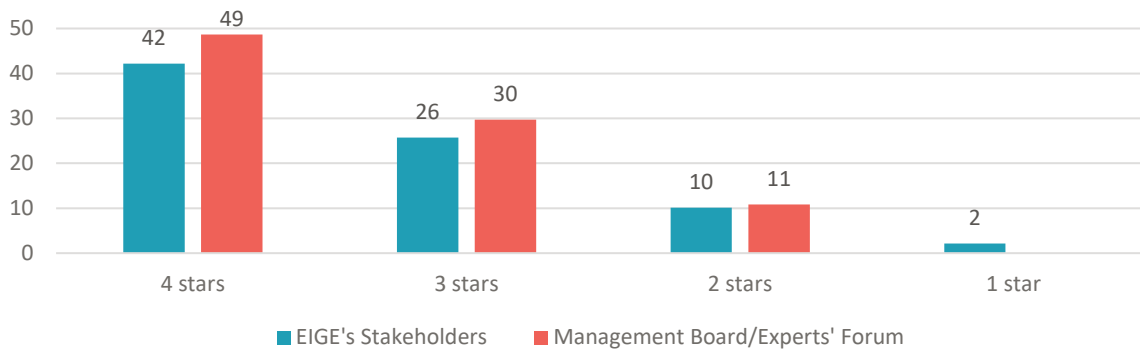
Overall, data from EIGE’s stakeholders’ survey revealed that 38 % felt that the GSD was largely relevant to their needs or those of their organisations. When looking at specific groups, as shown in Figure 1, this is particularly true for media organisations (80 %), followed by national governmental bodies responsible for gender equality (45 %), academic organisations (43 %) and non-government organisations (43 %). In contrast, 19 % of all respondents indicated that the GSD was of little relevance to their work. For example, the European Commission (31 %), other EU organisations, including EU agencies, FRA or Eurofound (22 %), and international (non-EU) organisations (20 %) noted that the GSD only marginally met their needs or those of their organisations. In addition, 54% of the respondents to

<sup>4</sup> The European Parliament and employers’ organisations were not included due to the very low response rate.

the Management Board's survey answered positively to the question whether EIGE should extend its research and data collection activities.

With regard to the quality of the GSD, 42 % of EIGE's stakeholders and 49 % of EIGE's Management Board and Experts' Forum assessed the quality of the database very positively, giving it a four-star rating (see Figure 2).

**FIGURE 2. ASSESSMENT OF THE QUALITY OF THE GSD (%) FROM 1 TO 4**



Source: Based on EIGE's stakeholders' survey and the Management Board and Experts' Forum survey conducted by PPMI (2022)

In this respect, half of the surveyed EIGE staff members reported that Institute had been largely successful in delivering the GSD, while about 19 % stated that it had been moderately successful, and 13 % to a small extent. Concerns raised by some staff members during the interviews included the need to think more thoroughly about who exactly benefits from this data, whom they want to engage and what the purpose is, stressing data should not be collected for the sake of collecting data. Others suggested that there is too much data, which in turn could make it hard to digest and navigate. Thus, they proposed to stop adding statistics from external sources to the Institute's database and only to create links to them, as well as to focus instead on the collection of EIGE's own data, notably by developing the use of surveys.

### 3.1.2. EU policies on gender equality

In recent years, the need to produce and share comparable and reliable gender statistics and indicators at EU level has been highlighted by the European Parliament, the Council, and the European Commission as an important political commitment to gender equality and gender mainstreaming. In response to this requirement, since 2012, EIGE has started to work on consolidating information in a common database on gender statistics, launching in 2015 the Gender Statistics Database (EIGE, 2014).

Between 2015-2020, the database was updated to include new indicators in response to changing priorities. For instance, in 2017, EIGE placed a particular focus on updating the database with regard to violence against women. In the same year, the Institute took over responsibility for the collection and dissemination of the Women and Men in Decision-Making (WMID) database previously operated by the European Commission. In 2018, following a request from the Commission, EIGE expanded its indicators on WMID to include data on candidate and potential candidate countries (EIGE, 2018, 2019a). Later on, in 2019, EIGE further expanded its data collection on WMID to include the areas of sports,

research, and science (EIGE, 2020). As a result, in 2020, the GSD included a wide range of indicators covering different gender equality issues, including:

- 13 indicators on intimate partner violence;
- 105 indicators on WMID;
- 13 indicators on gender-sensitive parliaments;
- 9 indicators on economic benefits of gender equality;
- 12 indicators on gender equality and public infrastructure.

In light of this, data from the WMID database is now being used to support the monitoring of the EU Gender Equality Strategy 2020-2025, and in particular its objective of *'Leading equality through society.'* Additionally, the database provides a key element to assess the implementation of Area G of the Beijing Platform for Action (BPfA), *'Women in Power and Decision-Making'*, a commitment of the Council of the European Union (EIGE, 2021a). Moreover, two indicators of the database on WMID set the basis for monitoring the SDGs: positions held by women in senior management positions in the largest publicly listed companies<sup>5</sup> and seats held by women in national parliaments and governments<sup>6</sup> (EIGE, 2018).

Similarly, drawing on its indicators on women in environmental and climate decision-making, research, science, and digital society, and digital skills, the GSD also contributes to monitoring some of the key indicators set out in the European Pillar of Social Rights and Europe 2020 strategy, as well as in the BPfA 'area K' focusing on women and the environment. During interviews, some stakeholders have, however, identified the need for more data related to the European Green Deal and gender equality in environmental policy.

In order to further support the needs of stakeholders, EIGE also developed statistical notes, identifying new developments and trends in the EU and its Member States based on available data. During the evaluation period, three statistical notes were prepared by the Institute, providing users of the GSD and a wider audience with an in-depth analysis of specific gender equality issues (EIGE, 2020d, 2020e). Additionally, since 2019, the Institute has produced five 'Data talks', presenting newly collected statistics in an easy-to-understand way on topics such as intimate partner violence, the gender pay gap, decision-making in the EU candidate countries and potential candidates, gender balance in company boardrooms, and gender-balance in political decision-making.

In line with the priorities of the Commission (i.e. extending the focus on combating female genital mutilation and strengthening the focus on analysing data and information to advise the Member States in implementing the Anti-Trafficking Directive), EIGE also continued to improve the availability, quality, and comparability of data at EU level, on all forms of violence against women.

## 3.2. Outreach and dissemination

According to the social media monitoring reports carried out by EIGE, social media posts under the Institute's database typically recorded an above-average engagement rate (EIGE, 2019c, 2020b, 2020c). On the other hand, the reports highlighted that the hashtag '#EIGEDatabase' introduced in the first

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<sup>5</sup> [https://ec.europa.eu/eurostat/web/products-datasets/-/sdg\\_05\\_60](https://ec.europa.eu/eurostat/web/products-datasets/-/sdg_05_60)

<sup>6</sup> [https://ec.europa.eu/eurostat/web/products-datasets/-/sdg\\_05\\_50](https://ec.europa.eu/eurostat/web/products-datasets/-/sdg_05_50)

quarter of 2019, contributed to a high average impression level (EIGE, 2019b). The hashtag also provided EIGE with the best average engagement rate and, as such, the database became the most commented topic in third quarter of 2020 (EIGE, 2020c). This coincided with the updating of the database with new data and indicators on the impact of the COVID-19 pandemic on women and men in the EU. Other relevant hashtags, including "#EIGESTatistics", were also used for posts on Twitter, reaching a wide audience on this social media. In addition, by including '#GenderStatistics' in EIGE's handle, the Institute ensured that users who click on the hashtag from another account's tweet could also see EIGE's account (EIGE, 2021b).

In the second quarter of 2021, in terms of average reach, the social monitoring report revealed that tweets about the GSD were far ahead of all other topics. The fact that those posts came in connection with a certain occasion, such as a national holiday, helped enhance their reach even further (EIGE, 2021b). Moreover, these tweets generally offered a focus on a single Member State and very often featured infographics. In this respect, the report highlights that the use of an infographic, accompanied by the appropriate hashtags, is by far the most successful form of image to be add to EIGE tweets, especially when it comes to statistics (EIGE, 2021b).

The database has also attracted increasing interest in terms of page views and engagement through various dissemination activities, as shown below:

- In 2016, ten months after it was launched online, the GSD recorded 89,088 overall page views and 7,030 users. Throughout the year, the database has been an important reference for EIGE's social media communications, providing data for 25 targeted messages focusing on themes such as World Cancer Day, the Global Forum on Gender Statistics and World Statistics Day (EIGE, 2017).
- In 2017, the GSD became one of EIGE's most popular tools, receiving 269,768 views on the website. New data was promoted in EIGE's monthly newsletters and on social media (38 posts), giving content for various posts, such as International Women's Day, the 16 Days of activism against violence against women and various other international days ((EIGE, 2018).
- In 2018, the indicators available in the GSD attracted 1,190,434 views, an increase of almost 150 % compared to 2017. During the year, a newly restructured entry point on gender-based violence was published in the database, giving more visibility to the available data. Moreover, statistics on violence against women were progressively updated, including the development of indicators on intimate partner violence. This new data was promoted in EIGE's monthly newsletters and on social media (73 posts), giving content for different international days, such as the International Day of Women and Girls in Science, International Youth Day and World Health Day. Finally, information on WMID from the GSD was frequently used by journalists following national elections and any change in the share of women and men in government (EIGE, 2019a).
- In 2019, 363 news articles or broadcasts referred to the database, achieving 122,670 overall social media reach.
- No data or information is available for 2020.

In March 2016, EIGE published a first video tutorial on YouTube on how to use the Gender Statistics Database, recording a total of 1,697 views<sup>7</sup>. Similarly, in January 2022, the Institute published a second tutorial to help potential users navigate the database on its YouTube account, receiving 432 views<sup>8</sup>.

### 3.3. EU added value of the Gender Statistics Database

Given the diversity of databases and statistical methodologies across the EU, some of the interviews conducted with EIGE staff members emphasised that the GSD uniquely addresses the need for a uniform method of data presentation. In other words, a particular value of EIGE's GSD is that it provides the most comprehensive source of comparative gender statistics in one place. As such, the database is said to be the first of its kind, allowing structured access to gender statistics from different data providers, including EIGE's own data. Thus, the GSD has increasingly become one of the most visible and used products of EIGE. Similarly, other staff members stressed that the GSD was a unique contribution of the Institute, as it provides easy access to reliable and objective data that a vast range of stakeholders can use in their work and which, therefore, cannot be challenged by governments. This was confirmed by a large majority of stakeholders in the interviews, who stressed that the database was one of the main references when looking for data on gender equality, both in terms of quality and relevance. They also highlighted the positive evolution of the database, which increasingly meets their expectations in line with the EU's policy priorities.

Another added value of EIGE's GSD is that it can be easily used by both experienced statisticians and non-experts (EIGE, 2016). For instance, the database enables users to create and personalise different types of figures, such as bar charts and time series (EIGE, 2020a). During the process of consolidating the database, several groups of experts (i.e. Eurostat, national statistics offices, DG JUST, DG EMPL, Social Protection Committee, Employment Committee) were consulted on the structure, functions, and suggested ways of using the database, thus ensuring an accessible, user-friendly, and user-oriented tool for displaying and analysing data. In a similar vein, its quality and relevance, including its functionalities, are continuously evaluated by external experts (EIGE, 2018).

International organisations, such as UN Agencies (UN Women, ILO, UNODC), OSCE, OECD, are considered important partners of EIGE, as they support their respective work in terms of data provision and methodology. In this context, an interviewee from UN Women emphasised that they rely not only on the data that EIGE produces on EU countries, but also on methodological approaches. In this respect, the respondent sees the transparency of the GSD as being of a great value, as it facilitates learning, replication, and adaptation of their approaches to many other contexts.

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<sup>7</sup> <https://www.youtube.com/watch?v=YzArnhcEXHM&t=1s>

<sup>8</sup> <https://www.youtube.com/watch?v=d89jQbVodaw&t=24s>

## 4. Conclusions and recommendations

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### Strengths:

- The database gives easy access to up-to-date, high-quality and comparable sex-disaggregated data on a vast range of topics in a user-friendly way, which is all the more important given the current backlash against gender equality in some Member States. Thus, since its launch in 2016, the Gender Statistics Database has become a tool increasingly used by a variety of stakeholders, from EU institutions to civil society organisations and academia.
- The GSD includes data not only from the EU Member States but also from IPA countries, thereby providing EU and national stakeholders with valuable information on their gender equality situation and ultimately helping them to build their capacity in this area.
- Data on women and men in decision-making is a particularly valuable part of the database. Previously managed by the European Commission, EIGE has been responsible since 2017 for collecting and disseminating data in this area. Over the years, the Institute made considerable efforts to expand the indicators and update the relevant data. As a result, the WMID data has been used to support the monitoring of the EU Equality Strategy 2020-2025 the UN SDGs and to assess the implementation of Area G (Women in Power and Decision-Making) of the BPfA.

### Weaknesses and challenges:

- Financial and human resources limitations have prevented – and may continue to prevent – EIGE from further developing the database and collecting its own data rather than relying on external data sources.
- Despite continuous efforts to update the database with statistics on violence against women, the lack of recent data on the subject has made it difficult for the Institute to keep this part of the database up to date.
- The lack of an intersectional approach was also identified as particularly critical, as it does not allow for a comprehensive understanding of gender equality for various groups of women and men. In this regard, closer cooperation with FRA was stronger encouraged.

### Recommendations/lessons learnt:

- Allocate additional resources, both human and financial, to enable EIGE to collect its own data and conduct its own surveys in areas with serious data gaps (i.e. gender-based violence);
- Include data related to broader thematic areas such as:
  - Gender equality, climate, and environment in the context of the EU Green Deal;
  - Care systems;
  - Application of gender mainstreaming in recovery and resilience building in the post-COVID-19 context; and
  - Gender, peace and security, including the situation of migrants and refugees in the EU.
- Strengthen collaboration with FRA to include further disaggregation of data and expand intersectional analysis;
- Continue efforts to ensure a user-friendly database;
- Promote the database to the general public by developing targeted dissemination activities.



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# **Second Independent External Evaluation of the European Institute for Gender Equality (EIGE/2020/ADM/04)**

Open public consultation report, 25 November 2022



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# 1. Introduction

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The open public consultation (OPC) was launched as part of the Second Independent External Evaluation of EIGE, covering the period 2015–2020. The purpose of EIGE’s second evaluation was to assess the Institute’s programmes and activities around the five EU evaluation criteria: relevance, coherence, effectiveness, efficiency and EU-added value of EIGE’s work. The evaluation examined the specific needs of and the synergy effects with EIGE’s stakeholders and measured progress in implementing the recommendations of the first independent evaluation. The evaluation also provided recommendations on possible ways of improving EIGE’s work and the implementation of its tasks.

The OPC constituted a key part of the overall consultation activities carried out in the context of EIGE’s second evaluation. It complemented other targeted consultation activities, including interviews, surveys and case studies. The OPC aimed to involve a wide-range of stakeholders and the general public in the evaluation of EIGE’s work in order to ensure that the process is inclusive, participatory, transparent, effective and coherent. It sought to collect information and opinions from the general public and stakeholders on the past work of EIGE (2015–2020) and new ideas for the Institute’s future activities. The target audience of the OPC were citizens (in their personal or professional capacities) and stakeholders with an interest in EIGE’s work. This included individuals, civil society organisations, social partners, NGOs, equality bodies, public authorities, academic and research institutions and other relevant stakeholders working or interested in gender equality.

The questionnaire included a mix of closed-ended questions (factual information, approval or disapproval of specific, clearly formulated affirmations about EIGE’s work or suggestions, etc.), open-ended questions and dedicated areas for comments/suggestions, in which stakeholders and the general public were invited to express their positions. A background document was prepared to provide a summary of the purpose of the evaluation and the OPC to inform respondents and ensure the quality of the inputs received.

The questionnaire was available in all EU official languages. At the end of the questionnaire, the respondents had the possibility to upload a document containing additional information and recommendations, such as a position paper.

The OPC was published on 26 May 2022 and was open until 9 September 2022. The timeframe to submit responses was expanded from 12 weeks to 14 weeks to accommodate the summer period.

## 2. Overview of the responses

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The OPC received 24 valid replies, mainly from EU citizens. One response from a non-EU citizen was disregarded as the respondent indicated they had not heard of EIGE before and the OPC required some previous knowledge of EIGE’s work. In total, 15 responses were submitted by EU citizens (65%), two by NGOs (9%), and two from other international organisations (9%). The remaining responses were spread across the following groups: one from EU institution or agency, one from a national, regional or local government/public authority or agency, one from a non-EU citizen and one from another organisation.

The contributions originated from 19 Member States and five from other countries, one of which was not disclosed (North Macedonia, USA, Israel and Congo).

No position papers were submitted.

### 3. Analysis of the responses

#### 3.1. Relevance

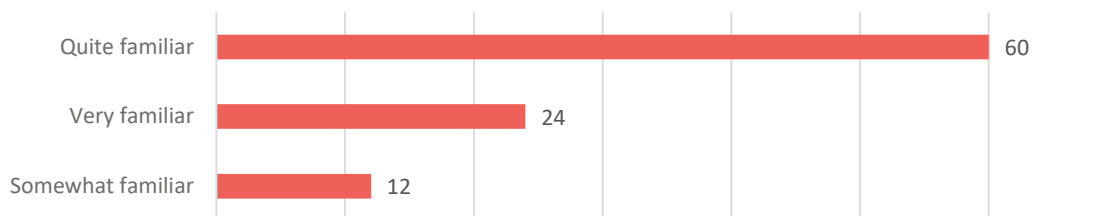
**Q7. Do you think EIGE’s task of promoting gender equality for all Europeans is relevant for the EU?**

All the respondents (24) agreed that EIGE has a crucial role in promoting equality across the EU.

**Q8. How familiar are you with EIGE’s objectives and activities?**

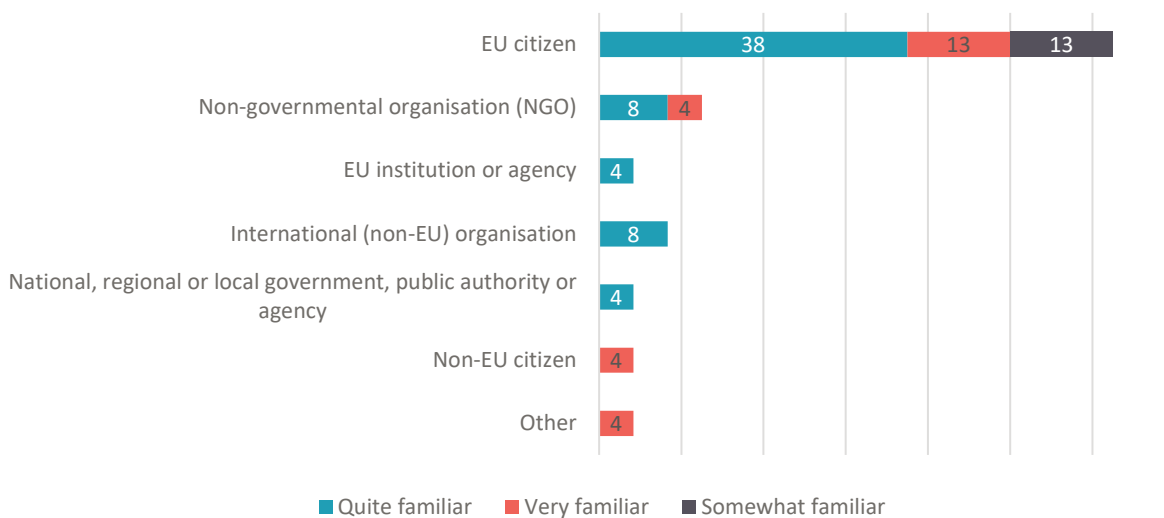
In relation to their familiarity with EIGE’s objectives and activities, 60 % and 24 % of the respondents indicated being quite familiar or very familiar, respectively, with EIGE’s objectives and activities. Only 12 % expressed being somewhat familiar with EIGE’s objectives and activities (Figure 1).

**FIGURE 1. FAMILIARITY WITH EIGE’S OBJECTIVES AND ACTIVITIES (%)**



Around 38 % of EU citizens indicated being quite familiar with EIGE’s objectives and activities. All the respondents from EU institutions, international organisations and national, regional or local government agencies reported to be quite familiar with EIGE’s work (see Figure 2).

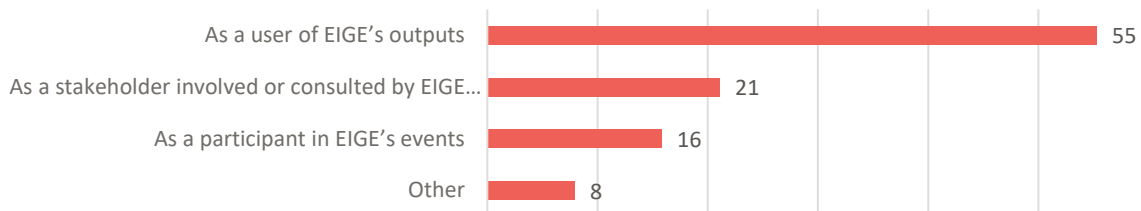
**FIGURE 2. FAMILIARITY BY ACTOR (%)**



**Q9: In what capacity did you or your organisation engage with EIGE’s work between 2015 and 2020?**

A majority of respondents reported having engaged with EIGE as a user of the Institute’s outputs (55 %), followed by as a stakeholder (21 %) and as a participant in EIGE’s events (16 %). Other types of engagement included as ‘a trainee’ and as ‘a contractor’ (8 %).

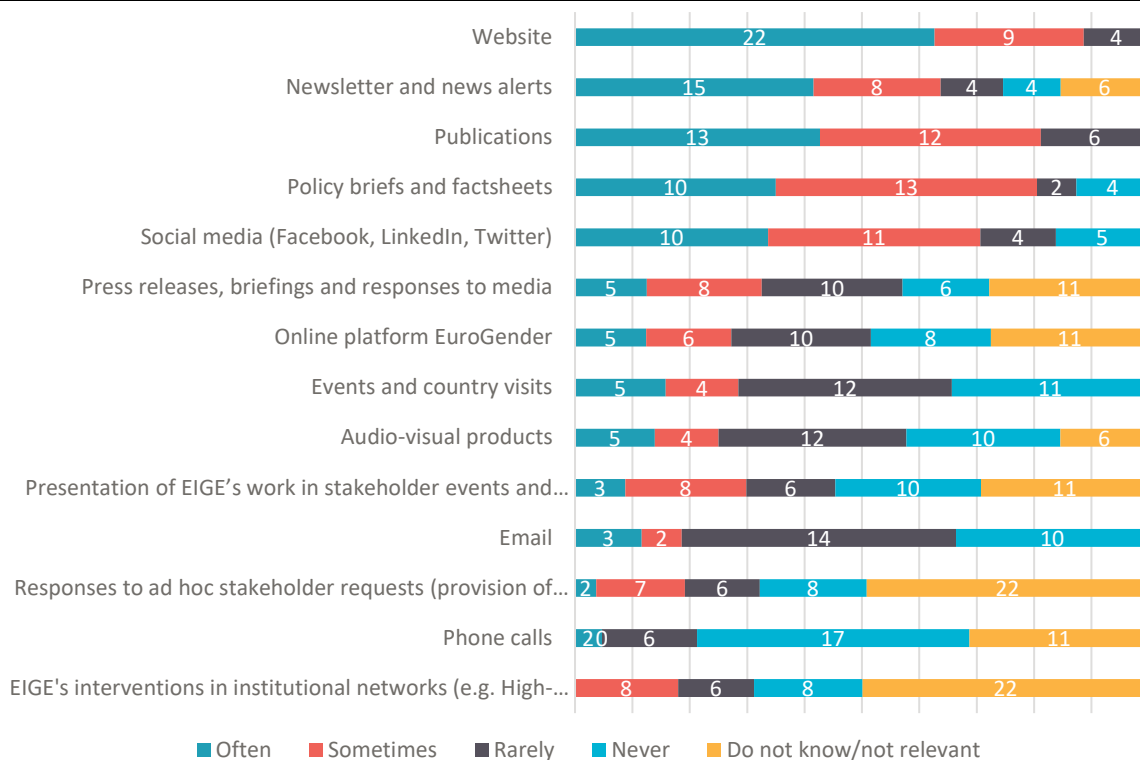
**FIGURE 3. TYPE OF ENGAGEMENT WITH EIGE BY STAKEHOLDER (%)**



**Q10. How often do you use the following external communication channels as a primary source to obtain relevant information from EIGE?**

EIGE’s website was reported as the most used communication channel among the respondents (22 %), followed by newsletters (15 %), publications (13 %), policy briefs (10 %) and social media (10 %) (see Figure 4). To a lesser extent, the respondents also used press releases, briefings and responses to media (5 %), the online platform EuroGender (5 %), events and country visits (5 %), and audio-visual products (5 %) to obtain information from EIGE. It should be noted that, during the course of this evaluation, EuroGender was closed (1 September 2022).

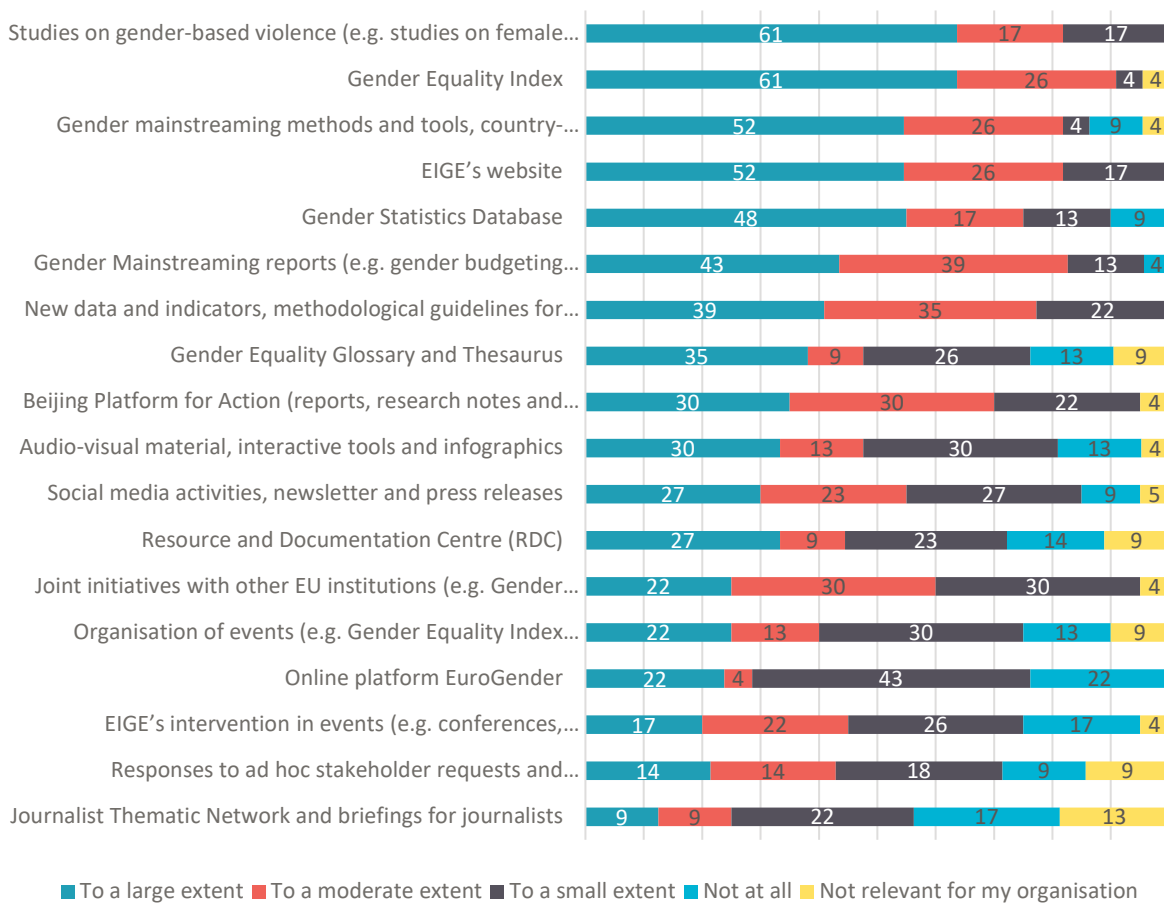
**FIGURE 4. USE OF EIGE'S COMMUNICATION CHANNELS (%)**



**Q11. To what extent were the following EIGE’s activities between 2015-2020 in line with your needs or the needs of your organisation?**

The Gender Equality Index (61 %) and the studies on gender-based violence (61 %) were the outputs that largely met the needs of the largest share of respondents (see Figure 5). Respondents also found the following outputs and activities to have met their needs to a large extent: gender mainstreaming methods and tools (52 %), EIGE’s website (52 %), Gender Statistics Database (48 %) and the gender mainstreaming reports (43 %). The online platform EuroGender did not meet, or only to a small extent, the needs of the largest share of respondents.

**FIGURE 5. RELEVANCE OF EIGE’S ACTIVITIES AND OUTPUTS (%)**



Note: 'Do not know/cannot answer' options excluded for readability

**3.2. Coherence**

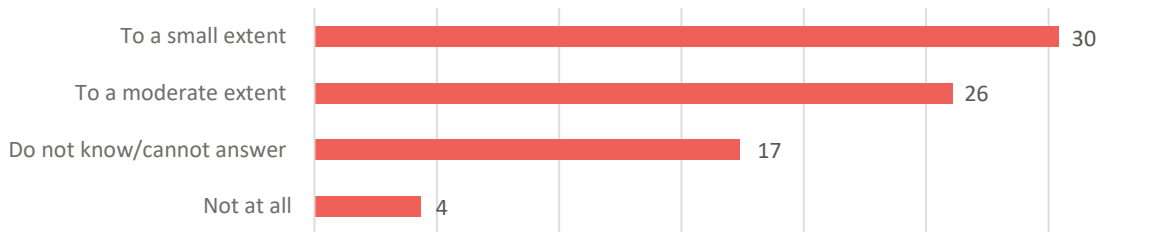
**Q12. In your opinion, to what extent did EIGE act in cooperation with civil society organisations, social partners and research institutions working in the field of gender equality in 2015-2020?**

Concerning the respondents’ perceptions on the extent of cooperation with civil society organisations (CSOs), social partners and research institutions, most respondents considered that EIGE has engaged



with these stakeholders to a small or moderate extent (30 % and 26 %, respectively). No respondent indicated that EIGE cooperated with these stakeholders to a large extent during the evaluation period.

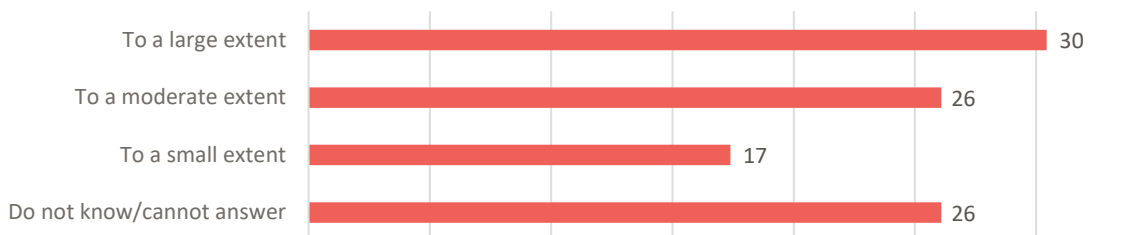
**FIGURE 6. RESPONDENTS PERCEPTION ON EIGE’S COOPERATION WITH CSOS, SOCIAL PARTNERS AND RESEARCH INSTITUTIONS IN THE FIELD OF GENDER EQUALITY (%)**



**Q13. In your opinion, to what extent did EIGE successfully support dialogue and networking among stakeholders in the field of gender equality in the EU in 2015-2020?**

In relation to the respondents’ perception of EIGE’s role in supporting dialogue and networking among stakeholders, 30 % and 26 %, respectively, indicated that EIGE successfully encouraged further dialogue and networking to a large or moderate extent. Yet, 17 % of the respondents considered EIGE’s efforts supported dialogue and networking only to a small extent.

**FIGURE 7. EIGE’S ROLE IN SUPPORTING DIALOGUE AND NETWORKING AMONG STAKEHOLDERS (%)**



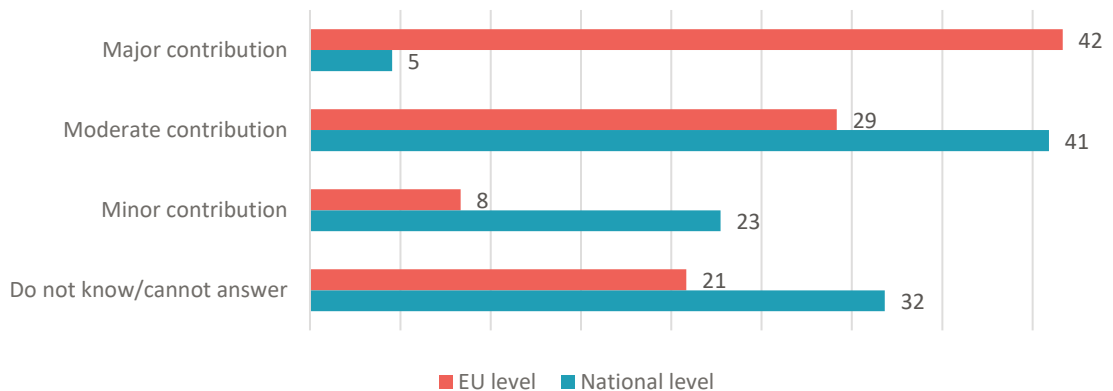
In the write-in follow-up question, some of the respondents indicated that EIGE has engaged primarily with ‘traditional stakeholders’ working on gender equality and more efforts are needed to engage with a wider network of stakeholders, such as those working on disabilities, homelessness and poverty.

### 3.3. EU added value

**Q15. In your view, to what extent did EIGE’s work in 2015-2020 contributed to the development and implementation of legislation and policies in the field of gender equality at the EU and national level?**

Most respondents (42 %) agreed that EIGE provided a major contribution to the development and implementation of legislation and policies in the field of gender equality at the EU level in 2015-2020 (see Figure 9). At the national level, only 5 % of the respondents considered that EIGE’s work resulted in a major contribution to the development and implementation of legislation on policies, and 41 % considered that it was so only moderately.

**FIGURE 8. EIGE’S CONTRIBUTION TO THE DEVELOPMENT AND IMPLEMENTATION OF LEGISLATION AND POLICIES IN THE FIELD OF GENDER EQUALITY AT THE EU AND NATIONAL LEVEL (%)**

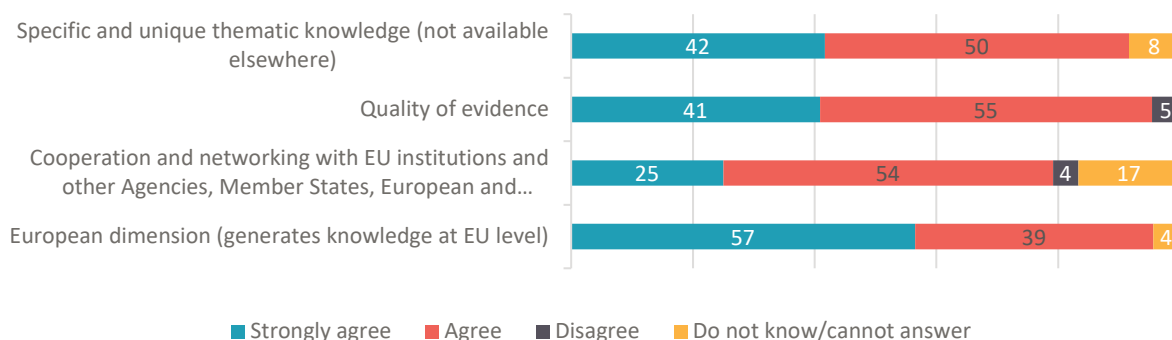


In the write-in follow-up question, two respondents highlighted EIGE’s contribution to the implementation of legislation in the field of violence against women. One respondent emphasised EIGE’s work both at EU and national level, having mentioned that the Institute’s work is extremely relevant for the development of policies in the field of gender equality. Nevertheless, the respondent considers that EIGE’s limitations should be acknowledged in relation to the implementation of laws and policies in the field of gender equality, namely when it comes to its institutional framework and role.

**Q17. Do you agree that EIGE provides a unique contribution in the following ways...?**

A majority of the respondents (57 %) strongly agreed that EIGE provided a unique contribution by generating knowledge at the EU level (Figure 10). In addition, 54 % of the stakeholders agreed that EIGE made a unique contribution, both regarding the cooperation and networking with EU institutions and other agencies, Member States, European and national-level stakeholders. They also agreed that EIGE provides a unique contribution in terms of the quality of evidence (54 %). Finally, 50 % of the respondents also agreed that EIGE brings specific and unique thematic knowledge.

**FIGURE 9. EIGE’S UNIQUE CONTRIBUTION (%)**



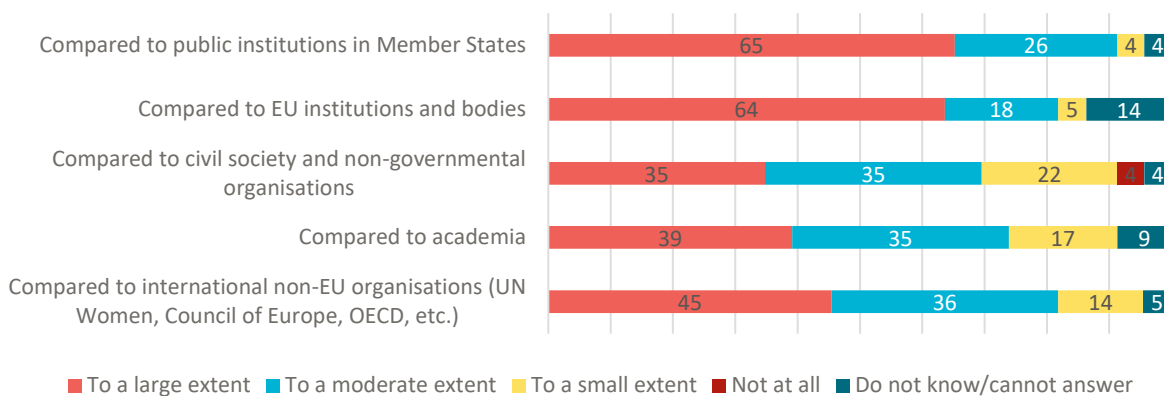
In the write-in follow-up question, the respondents highlighted several areas where EIGE’s contribution was deemed unique. EIGE’s efforts to include a gender perspective in research at the EU

and national level were mentioned as a particularly relevant aspect of the Institute’s work. One respondent mentioned EIGE’s studies on the costs of gender-based violence across Member States. EIGE was deemed to be the primary source of information on gender equality, according to some respondents. EIGE’s website was also mentioned as an important tool to find information. The respondent added that EU Member States should cooperate further with EIGE.

**Q19. In your view, to what extent have EIGE's outputs and services been unique compared to those of other institutions and organisations active in the area of gender equality?**

Up to 65 % of respondents agreed that EIGE’s activities contributed to a large extent to the development of unique information on gender equality when compared to public institutions in the Member States, EU institutions and bodies (64 %), and international non-EU organisations (45 %). In contrast, 21 % of respondents consider that EIGE's outputs and services contributed only to a small extent to the development of unique information on gender equality when compared to civil society and non-governmental organisations.

**FIGURE 10. EXTENT OF EIGE’S UNIQUE OUTPUTS AND SERVICES IN COMPARISON WITH OTHER ORGANISATIONS (%)**



**Q20. If you wish to add further information related to the scope of this consultation, please feel free to do so here**

Overall, respondents emphasised EIGE’s contribution of providing unique information and data in the field of gender equality. The respondents highlighted the need to address topics such as sustainability in the energy sector and climate justice. Another respondent voiced the need to apply gender budgeting within EU Members States. Women’s representation in politics, company boards, research and academia was also raised as a decisive step towards achieving greater gender equality.

EIGE’s work in cooperation with the European Disability Forum was deemed particularly relevant to increase engagement with the disability movement, as well as EIGE’s efforts to take into account the perspective of women and girls with disabilities in addressing gender equality in the EU. The respondent also highlighted the importance of the Gender Equality Index, having relied on it to find relevant information. The respondent suggested that it would be important for EIGE to adopt further efforts to include a disability perspective in its work, namely by increasing the involvement with organisations of persons with disabilities, mainstream disability in its research, studies, policy analysis

and reports, improve data collection disaggregated by disability and increase accessibility of its communication.

One respondent highlighted EIGE's communication methods, even though the respondent considers the Institute needs to better reflect the developments on 'gender' in the Member States, civil society organisations and academia. Thus, the respondent suggests that discourses on gender identity and non-binary people need to be better addressed as part of EIGE's work.

Finally, one respondent indicated that EIGE lacked in-house gender expertise and has to hire external experts who are not systematically credited in reports. The respondent also mentioned the lack of consideration of the lawsuits against EIGE and the complaints brought against EIGE in the European Ombudsman.