

EUROPEAN INSTITUTE FOR GENDER EQUALITY

EIGE

Mid-term Work Programme (2010-2012)

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Final version

INTRODUCTION

The European Institute for Gender Equality was created by Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality. The overall objectives or long-term effects of EIGE's work (impact level of objectives) are defined in the Regulation as:

To contribute to and strengthen the promotion of gender equality including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens' awareness of gender equality.

CHALLENGES FOR THE YEARS TO COME

Renewed European Parliament and European Commission

The renewal of the European Parliament in 2009 and of the European Commission in 2010 will generate new challenges for the work of the Institute through the possible identification of new priorities in the area of gender equality. On the other hand, this renewal may offer an excellent opportunity to develop strong cooperation with the new MEPs, members of the FEMM Committee and other relevant committees and working groups.

The new Commission, its position on and ambitions as regards the issues of equality between women and men will also have an impact on the work of EIGE. The priorities for the Barroso II Commission, presented by its President, Mr J.M. Barroso, will be taken into account during the planning of the Mid-term and Annual Work Programmes.

The placing of gender equality issues under a new Commissioner for Justice, Freedom and Security will be a real opportunity for the future. In particular, this includes seeing how the sympathies and priorities of the Commissioner and her cabinet evolve.

Lisbon Treaty

The political and practical impact of the Lisbon Treaty on gender equality policies and the practical implementation of gender equality work, in particular as regards employment and social cohesion as well as the engagement of various stakeholders, will be important factors influencing the future priorities and work of EIGE.

Financial and economic crisis

As stated in the report published by the Commission in 2009¹, 'some gender equality measures have been cancelled or delayed and possible future cuts in public budgets may have a negative effect on female employment and on the promotion of equality. The political responses given to the recession represent an opportunity as well as a potential threat for women's employment and gender equality. There is a risk that the current recession will delay advances, or even reverse progress, with longer-term consequences on the sustainability of the economy and the social protection systems, social inclusion, and demography.'

The impact of the recession on equality between women and men will require additional measures to address gender gaps, in particular within the areas of employment, unpaid work and social issues. EIGE will endeavour

¹ Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions: Equality between women and men — 2010 (SEC(2009) 1706).

to assist the successive Presidencies in the development and launching of sustainable strategies for Social Europe and for economic growth.

New European Commission strategy for equality between women and men 2011-2015

In the middle of 2010, a new Commission strategy for gender equality work will be launched. It will build on the experience gained from the previous Roadmap for equality between women and men (2006-2010) and identify priority areas for action and related work. It will propose concrete changes to improve governance in the area of gender equality as well as monitoring tools to measure progress achieved. Like the previous Roadmap, this medium-term strategy will encompass specific measures to foster equality as well as reinforce the gender mainstreaming approach, and will aim to cover all areas of the Commission's activities and policies. Taking into consideration the fact that EIGE's work should supplement the work of the Commission (by delivering technical support and assistance in areas specified in the Regulation), coordination with DG EMPL and its Gender Directorate will help identify the areas where EIGE's contribution and engagement are necessary. The issue of eradication of violence against women in the European Union underlined in the Council's conclusions of 8 March 2010² will bring an important dimension to the role of EIGE in assisting the European Commission and the Member States to pursue a more active fight against gender-based violence through the compilation, analysis and dissemination of available information on violence against women. EIGE will also support the Presidencies in the follow-up they give to the Strategy, including the renewal of the European Pact on Gender Equality.

FOCAL AREAS FOR 2010-2012

During the period 2010-2012, the work of the Institute will focus on ensuring speedy completion of the set-up phase of the agency and on the start of its extensive programme of operational activities.

Initially most of the efforts will be devoted to completing the **administrative and operational set-up of the Institute**. Besides finalising the establishment plan and developing all key EIGE documents, the activities will contribute to establishing the conditions for administrative and financial independence as soon as possible. Work on the **bodies of EIGE** will organise renewal of the term of office of the Management Board and develop functioning working procedures for its first Experts' Forum.

Support to the research and policy work of the EU institutions and the Member States will constitute a second focal area for the mid-term period. Strong efforts are necessary in order to set up documentation resources accessible to the public. The availability of existing statistics, data and information, functioning models and approaches to gender mainstreaming employed by various EU bodies, Member States, local, regional and international organisations will establish a solid ground for future support and assistance in the area. Work with the Beijing indicators by assisting the EU Presidencies in the development of indicators in the remaining areas, reviewing existing indicators and utilising existing information will be another broad area which will commence in 2010.

Thematic or priority areas, as the third area of work, will concentrate on the concept of an EU Gender Equality Index which will analyse gender gaps and give the Member States a tool to encourage gender equality work.

Awareness-raising, networking and communication will constitute a fourth focal area which will aim to make the gender equality work visible and will create demand for gender equality at various levels. With the objective of breaking gender stereotypes for both sexes, reference groups of journalists and media experts, women leaders, men as lobbyists and opinion builders will be created and an EIGE external communication strategy will be developed — for both women and men. To start with the area will target the younger

² Council of the European Union, Council conclusions 6585/10, Brussels, 22 February 2010

generation and focus on breaking gender stereotypes for both sexes, which is another priority of the Commission's Roadmap for gender equality and the priority of the next Presidencies.

Dialogue and partnership will facilitate the establishment of the Institute as an effective and professional gender equality actor. During the period 2010-2012, efforts will start on developing networks and forms of cooperation with the main stakeholders in order to avoid duplication and create synergies. Activities under this focal area will give momentum to the establishment of the European Network on Gender Equality.

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1 IMPLEMENTATION APPROACH AND METHODS

1.1 RESULTS-DRIVEN PLANNING OF MEASURES

Following the principle of the results-based approach to planning, implementing, accounting for and monitoring the operations and activities of the Institute, the Work Programme is built on the universally accepted method of Results-Based Management (RBM).

In practice, it will ground the work on the chain of results (impact-outcomes-output-input). Namely, in order to contribute to the overall objectives, specific and concrete areas of work will deliver measurable outcomes or achievements from a medium-term perspective. These will be delivered (or achieved) by outputs or immediate results from concrete activities and inputs carried out within specific areas of work.

To monitor progress, indicators at all levels will be developed for which the baseline data will be established during the first year of work. It is important to underline that indicators at impact level will only be developed following an ex-ante evaluation that will collect information to measure changes in society and in the external environment.

1.2 RISK MANAGEMENT AND INTERNAL CONTROL STANDARDS

During the first few years of its operation, and in particular when its new staff is recruited, EIGE will analyse all internal and external risks which could impact on its operations. It will later develop a system of effective risk management. The solutions and measures will be integrated into the Internal Control Standards.

1.3 COMPETENCY AREAS

In accordance with the Regulation³, the Institute must carry out its tasks within the competencies of the EU in the light of the objectives adopted and priority areas identified in its annual programme. The Institute's work programme must be in line with the EU's priorities in the field of gender equality and the work programme of the Commission, including its statistical and research work.

1.4 IMPLEMENTATION APPROACH AT THE EIGE

1.4.1 Joint contribution to the objectives

In order to meet the challenges set out in the Regulation, the Institute must have a well-structured and tightly focused organisation that is highly flexible and sensitive to the changing environment. To optimise its operational effectiveness and to encourage internal competence development and learning, a flat organisation of two units is envisaged.

The Administrative unit, which will mainly secure the smooth financial and administrative running of the Institute, will also participate in the process of monitoring the achievement of objectives and participate in the Institute's communication activities.

The Operations unit will consist of four teams that will mutually support each other through the special competence of each team, thereby contributing to a consolidated result. As far as possible the teams will be headed by a senior expert who will coordinate the work of the team and will be engaged in the monitoring of change.

³ Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality,

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2006:403:0009:0017:EN:PDF>

The Methods and tools team will assist the other teams in developing and delivering the hard evidence to be used to ground the work, in interpreting the information and presenting it in a user-friendly way, and in developing gender mainstreaming toolkits and manuals for further dissemination internally, among various EU departments and institutions and externally, among the Member States, agencies and other relevant stakeholders.

The Thematic/Priority areas team will work with the issues and specific problems of the selected areas, which are either decided by the bodies of the Institute or requested by the stakeholders. This team will also cooperate with the other teams in publishing, disseminating and presenting the findings to end-users.

The Communication and awareness-raising team will work with the other teams and assist them in identifying the issues and messages to be communicated, the target groups and channels of communication. They will help the other teams in producing press releases and presentation materials for the web and publications, as well as planning campaigns.

The Networking and stakeholders' team will cooperate with the other teams on processing the feedback and information, planning and organising seminars and round tables on specific issues and developing the channels for disseminating findings, research and publications.

1.4.2 Dissemination of information integrated in all activities

Experience acquired by many actors and organisations working in the field of gender equality shows that significant resources are wasted in the duplication of research, the development of models and tools, and the collection of data and statistics. This wastage usually stems from the poor dissemination or limited accessibility of material to relevant users. In order to capitalise on common resources and to facilitate dissemination of existing ones, EIGE will plan and integrate into all its activities measures for the internal and external dissemination of information and findings.

1.4.3 Consultation and cooperation with all stakeholders and partners

In order to achieve synergies and optimise impacts, the Institute will consult the main stakeholders to ascertain whether they are interested in participating in specific activities or events, or arranging joint studies, research or any other activity. For this purpose regular meetings will be planned inter alia with the European Parliament and the Commission, in particular with DG Employment, Social Affairs and Equal Opportunities, Member States and other organisations and partners, including the Council of Europe and the appropriate bodies and agencies of the United Nations, for the purpose of updating and adjusting the activity plan under the Programme.

To avoid duplication and ensure the best possible use of resources the Institute will, as stipulated in the Regulation, work closely with the European Foundation for the Improvement of Living and Working Conditions, the European Agency for Safety and Health at Work, the Centre for the Development of Vocational Training and the European Union Agency for Fundamental Rights.

1.4.4 Engagement of the Member States via the secondment of national experts

For specific areas of interest or requests for special research and methods to be developed outside the areas of the Work Programme, the Management Board may adopt provisions allowing national experts from Member States to be seconded to the Institute.

2 WORK PROGRAMME 2010-2012

In order to contribute to achieving its overall objectives, the Institute will organise its work around the selected activity areas, so as to deliver outcomes (mid-term results). Concrete and immediate results (outputs) will be planned and presented in the Annual Work Programme. Outcome indicators are suggested in each activity area in order to develop a frame for the future monitoring and evaluation of progress.

The tasks laid down in the Regulation are linked to the relevant areas of EIGE work and are presented below.

2.1 FOCAL AREA 1: INSTITUTIONAL SET-UP OF THE INSTITUTE

Expected outcome or medium-term result of the activity area (for the period 2010-2012):

European Institute for Gender Equality — an effective EU agency, competent in promoting gender equality

2.1.1 Ensuring administrative and financial independence

Outcome of the activity: **EIGE fully functioning as an independent EU body**

This activity area is to be completed by 2012, when all the staff will have been recruited and the Institute will have developed the necessary administrative and financial systems to be fully operational and independent. In order to lay a solid foundation for monitoring and evaluating progress, an ex-ante evaluation will be commissioned during the second quarter of 2010, with an interim evaluation planned in 2012.

By the end of 2012, EIGE is expected to have developed its potential for delivering professional assistance in the area of gender equality to users and partners.

As an important milestone in the process of establishing EIGE, an official opening event is planned in May-June 2010 on the day the Institute attains full administrative and financial independence.

Outcome indicators: Official event launching EIGE's operations by end of second quarter of 2010; establishment plan complete by 2011; number of papers, research and publications; increased demand for EIGE's services; number of requests answered in a professional manner; increase in number of tasks requested and delivered.

2.1.2 Bodies of the EIGE

Outcome of the activity: **Bodies of the agency effective and operational**

Management Board

As stipulated by the Regulation,
the Management Board shall take the decisions necessary for the operation of the Institute. In particular, it shall:

- *adopt the annual work programme and the medium term work programme,*
- *adopt the annual report comparing, in particular, the results achieved with the objectives of the annual work programme;*
- *exercise disciplinary authority over the Director and appoint or dismiss him or her;*
- *adopt the Institute's annual draft and final budgets.*

The Management Board shall adopt the Institute's internal rules and its rules of procedure.

This activity will include organising the meetings of the Management Board and the Experts' Forum.

In May 2010, a rotation of the Member States will take place and the Management Board will begin its new term of office by electing its Chair and Vice-chair. During the Mid-term Work Programme the Management Board will adopt all the Institute's main documents, i.e. its Annual Work Programmes, annual budgets, Internal Rules, Implementing Provisions for the Staff Regulations and all other relevant rules and guidelines.

Experts' Forum

As stipulated in the Regulation the role Experts' Forum:

- *shall support the Director in ensuring the excellence and independence of activities of the Institute.*
- *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.*

The Experts' Forum, established in December 2009, will launch its first two working groups in 2010 and develop the working methods and means of delivering advice on future research areas, studies and feasibility studies. Work will also begin on identifying the right channels for disseminating information to all the Member States, social partners and other partners involved. The Experts' Forum's involvement in campaigns, round tables and seminars during the implementation of the Mid-term Work Programme will also be determined.

Outcome indicators: New Management Board functioning by end of second quarter of 2010; Internal Rules of EIGE, Annual Work Programme for 2010, Mid-term Work Programme for 2010-2012, remaining Implementing Provisions for the Staff Regulations adopted by end of 2010; working groups of members of Experts' Forum established during 2010-2011; first suggestions on research areas by middle of 2011.

2.2 FOCAL AREA 2: SUPPORT TO THE RESEARCH AND POLICY WORK OF THE EU INSTITUTIONS AND THE MEMBER STATES

Expected outcome or long-term result of the activity area (period 2010-2012):

Effective methods and tools available to promote gender equality work and mainstreaming of gender perspective into policies and practical implementation of policies.

Visibility of equality between women and men is not possible without gender-specific information. This information has to be subject to analysis and interpretation and answers have to be provided to the specificity of gender relations in various cultural and societal contexts. It must also focus on hidden obstacles to equality between women and men and possibilities for direct or indirect discrimination of women or men in all walks of life.

Policies and their implementation procedures vary among the Member States. The same also applies across the process of reporting and collecting data for the provision of hard evidence so that conclusions can be drawn. The performance of various EU bodies with regard to mainstreaming the perspective of women and men into various policies and their practical implementation is not easy to measure. Practical tools and methods need to be structured and improved.

As stipulated in the Regulation, the EIGE shall:

- *collect, analyse and disseminate relevant objective, comparable and reliable information as regards gender equality, including results from research and best practice communicated to it by Member States, Community institutions, research centres, national equality bodies, non-governmental organisations, social partners, relevant third countries and international organisations, and suggest areas for further research;*
- *develop methods to improve the objectivity, comparability and reliability of data at European level by establishing criteria that will improve the consistency of information and take into account gender issues when collecting data;*

Outcome level indicators: classification of existing gender data and information by third quarter of 2011; presentation of best practices by December 2011; number of countries engaged in bilateral cooperation by end of 2012.

2.2.1 Developing reliable data, statistics and indicators

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Objective, comparable and reliable data available for gender analysis and equality work**

This area will deal with the collection, analysis and interpretation of existing data and statistics. It will also cover the harmonisation of existing indicators and collected data, the improvement of existing indicators, and reinforcing the statistical capacity of EU bodies and other stakeholders in new areas. Ways of further developing existing indicators and promoting more systematic use of indicators by Member States and other users will be determined.

The Institute will also promote the use of indicators and relevant data, and ensure the wide dissemination of data and statistical information to all users. For that purpose publications on best practices in analysing, interpreting and gathering data and information among the institutions and civil society organisations will be developed and published.

In order to make use of existing data and information and to add the gender dimension to the missing or less researched areas of surveys, cooperation will be established with Eurostat, national statistical bodies and academic research institutions.

The need to combat gender-based violence and to collect and disseminate information on effective methods and practices for eradicating violence against women has been stressed by the Swedish and Spanish EU Presidencies, by individual Member States and various NGOs. Reporting on progress in combating gender-based violence in the context of Beijing PfA and CEDAW⁴ work, in particular in reviewing or developing new indicators, will be part of EIGE's work. In the context of the policy framework on gender-based violence which the Council has invited the Commission to present (see footnote 2 above) and which will include the first steps to establishing a European Observatory on Violence Against Women, EIGE will be engaged in the collection, analysis and dissemination of comprehensive and comparable data and information on violence against women, collection and exchange of best practices of prevention and protection of victims. Work with the

⁴ Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

development of methods and instruments applied for harmonisation of data will help to prepare common criteria to report and assess the progress and will offer the Member States latest available studies and knowledge in the field.

Preparatory work involving the collection of existing data and statistics will be launched in 2010. This will involve particularly providing technical support to the Council in the implementation and follow-up of the Beijing Platform for Action and disseminating and updating the indicators. In 2011, EIGE will carry out preparatory work for proposing indicators in the critical areas of concern.

Indicators exist in nine of the Beijing Platform for Action⁵ critical areas of concern. Data are not available for all indicators and, even when available, data are not necessarily visibly disseminated and analysed. During the period 2010-2012, EIGE will plan and implement activities that will increase the usefulness and visibility of the indicators through its website.

Based on the review of existing indicators, carried out in 2010, EIGE will be able to provide advice about updating and improving existing indicators.

In a second stage (2011 onwards), the Institute will contribute to the Council's work on defining indicators through the preparation of reports and data in the Beijing Platform for Action areas of concern to be covered by the Council.

In the context of the tasks proposed, a working group comprising members of the Institute's Experts' Forum and a number of experts in the field could be set up to assist EIGE in this task.

To support the successive Presidencies EIGE will assist in developing indicators and benchmarking information.

Synergies will be sought with the European Foundation for the Improvement of Living and Working Conditions, the European Agency for Safety and Health at Work, the Centre for the Development of Vocational Training and the European Union Agency for Fundamental Rights.

In addition, cooperation with some international organisations such as the UN, the OECD and the World Bank will be discussed for exchanging data, indicators, analysing and disseminating information. Regional and local authorities — as well as gender and women NGOs in the Member States — will also be contacted in order to verify their levels of interest, existing data sources and experience.

The information will be disseminated:

- (i) among the Institute's teams in order to enable them to use the necessary facts and evidence in their work,
- (ii) to the Commission in order to deliver technical support,
- (iii) to the Economic and Social Committee and the Committee of the Regions,
- (iv) To the Member States and relevant national bodies
- (v) to the Council and the European Parliament in order to present the existing resources and to encourage the use of gender data and statistics, in particular the Beijing indicators,
- (vi) to other partners and regional/local authorities in order to support their work and promote usage of statistics, and
- (vii) to all other users to answer their questions and to provide hard and reliable evidence for debates or discussions in the area of gender equality.

⁵ For a list of the indicators and links to the Council conclusions and reports, see: <http://ec.europa.eu/social/BlobServlet?docId=3682&langId=en>

Outcome level indicators: cooperation with Eurostat and DG EMPL worked out by end of second quarter of 2010; cooperation with all relevant research and academic institutions and producers of data and information established by end of 2012; classification of existing gender data and information by November 2011; work with Beijing indicators launched by 2010; publication of best practices by 2012.

2.2.2 Developing gender mainstreaming tools and methods

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Effective practical tools to support gender mainstreaming available to users**

As stated in the Regulation, the EIGE shall:

- *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;*
- *provide information to the Community Institutions on gender equality and gender mainstreaming in the accession and candidate countries;*
- *make information on gender mainstreaming available to public and private organisations;*

This activity will provide technical support to stakeholders and partners by collecting effective practices as regards use of gender mainstreaming tools, adjusting existing methods to specific needs and developing, when necessary, new mainstreaming methods and approaches. The experience and resource base of other actors, such as international organisations, e.g. the Council of Europe and the CEMR, and the regional and local authorities of the Member States and third countries will also be considered. Methods developed and used by women or lobby organisations to mainstream gender-specific issues will be also collected and processed.

Upon request, the Institute will also assist the Presidencies in their efforts to mainstream gender equality throughout the implementation of the Europe 2020 Strategy.

Toolkits and manuals, checklists and guidelines to monitor progress will be developed and delivered to the final users. Specific areas which need more attention might be chosen.

Information on the findings, resources and tools developed will be circulated (i) internally to raise the competence of staff and enable them to use the tools; (ii) to the bodies of EIGE in order to consolidate the approach; (iii) to the Commission and the Member States in order to promote effective gender mainstreaming; (iv) to all the other stakeholders to support their work; and (v) to all other users who are interested in improved gender mainstreaming, such as for instance accession and candidate countries or third countries.

Outcome indicators: inventory of the needs and difficulties of gender mainstreaming and on existing successful models and methods completed by middle of third quarter of 2011; dissemination of best models launched by end of 2011; information on mainstreaming presented to the Presidencies by middle of 2011; database on various approaches to mainstreaming developed by end of 2012; first specific toolkits and manuals developed by end of 2012.

2.2.3 Collection, documentation and dissemination of best practices

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Conditions for collecting and effective sharing of best practices created**

As stipulated in the Regulation the EIGE shall:

- *carry out surveys on the situation in Europe as regards gender equality;*
- *organise ad hoc 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;*
- *set up documentation resources accessible to the public;*

Within its limited budget the Institute will commission necessary studies and cooperate with the Commission and EU bodies in gender research. .

Cooperation on the dissemination of relevant materials and information will be established with the European Foundation for the Improvement of Living and Working Conditions, the European Agency for Safety and Health at Work, the Centre for the Development of Vocational Training and the European Union Agency for Fundamental Rights.

A documentation centre for best practices based in Vilnius, a database and an on-line resource centre/library especially for grey literature/brochures on gender equality will be developed and created at the Institute for this purpose.

Dissemination of information is a very important part of this activity. There will therefore be a need to develop a strategy for communicating and disseminating these findings and the methods developed to various target groups and end-users. Important for successful best practice exchange is a concept to address members of public governments. As part of the strategy the documentation centre will offer attractive opening hours, and events, such as seminars or round-tables, will be organised to allow discussion and promote the most effective tools and guidelines.

Outcome indicators: database on available research accessible to users by June 2012; contacts established with relevant organisations and research centres by end of 2011; electronic resource centre fully operational by end of 2011; first areas of research selected by 2011; number of users of the documentation centre: 10 per month in 2011.

2.3 FOCAL AREA 3: THEMATIC OR PRIORITY AREAS

Since the main EU Treaties provide that equality between men and women must be ensured in all areas, and that the EU must strive to eliminate inequalities and promote equality between men and women in all its activities, it is important for the Institute to select an area of work for deeper and more complex investigation.

2.3.1 EU GENDER EQUALITY INDEX

Outcome of the activity or long-term result of the activity area (period 2010-2012):

An index to assess equality between women and men in the Member States developed

Equality between women and men is a complex and multifaceted issue where progress is not easy to measure and assess. Knowledge of existing gender gaps and political will to eliminate them varies among Member States. The shortage of reliable, comparable and harmonised data makes it more difficult to identify gender gaps and to plan measures and resources to eliminate possible discrimination, exclusion and deliberate or unconscious denial of equal rights for women and men.

In order to shift the focus from general development to gender equality a common system of assessing and scoring the Member States, an EU Gender Equality Index, needs to be created.

The index will be used to identify the extent of (in)equality at a particular point in time, to identify causes of (in)equality with a view to suggesting policies to reduce inequality, and to monitor the impact of these policies over time.

During 2010, EIGE will begin preparatory work on the new Index. The first step will be to map the existing and future data sources, analyse and where appropriate modify the existing index.

The second step will be to finalise the EU Index and disseminate information about it (methods, country scores and interpretation).

Another necessary aspect of the work will be to plan the regular updating of the index in future, through identification of harmonised data sources and/or gaps in statistics.

All findings and results will be regularly presented and disseminated to EIGE's Management Board, its Experts' Forum and all stakeholders such as the EP, the Commission and the Member States.

Outcome indicators: Framework developed for the Index by end of 2010; methods to harmonise data sources and information discussed by end of 2011; first findings/publications by end of 2011, regular dissemination of information starting 2012.

2.4 FOCAL AREA 4: AWARENESS-RAISING, NETWORKING AND COMMUNICATION

Outcome of the activity area or long-term result of the activity area (period 2010-2012):

European society, network partners and selected target groups support and promote equality between women and men

Awareness-raising usually aims not merely to disseminate achievements and good practices but also to change societal attitudes, breaking gender stereotypes and making the gender gap visible. This process is long, time-consuming, and more difficult to measure. Cultural, contextual and language differences across Member States also create a further challenge.

Networking is also an effective tool for raising awareness and strengthening dialogue. Working across borders, establishing partnerships for the same purposes and joining forces in lobbying activities have long proven to be a good and effective success strategy.

The Regulation states that the Institute has the following tasks in this area:

- *disseminate information regarding positive examples of non-stereotypical roles for women and men in every walk of life, present its findings and initiatives designed to publicise and build on such success stories;*
- *in order to raise EU citizens' awareness of gender equality, organise, with relevant stakeholders, conferences, campaigns and meetings at European level, and present the findings and conclusions to the Commission;*

2.4.1 INITIAL INFORMATION ON THE INSTITUTE FOR EU CITIZENS AND VARIOUS TARGET GROUPS

Outcome of the activity or long-term result of the activity area (period 2010-2012):

EU citizens aware of the existence and the mandate of the Institute

2.4.1.1 Developing a communication strategy

To plan an effective approach the Institute will start in 2010 by developing a long-term communication strategy for awareness-raising, networking and communication activities externally, towards all stakeholders and users, and internally, towards staff.

The strategy will establish a number of pilot groups and plan cooperation with stakeholders to disseminate the information. Relations with the European Parliament and the European Commission will be a key priority of the strategy.

Various means will be developed and used, such as audiovisual media via the internet (social networking structures such as a having a YouTube presence) and a dynamic website which will be open and friendly to citizens, gender experts, students and journalists. Usable material and press packages will be available for re-use and will consolidate a strong brand identity from very early on.

The development of the internal component of the strategy will get underway; it will aim to assist EIGE staff in implementing planned activities, identifying the findings that require dissemination, formulating the message and choosing the channels of communication.

For this activity it is difficult to target indicators because of lack of baseline data, so it is very important to gather the necessary information for future monitoring.

2.4.1.2 European competition on the EIGE's logo

In order to successfully establish its identity as a European centre for gender equality, EIGE will carry out a number of initial awareness-raising activities. This will allow the Institute to pursue its work through the creation of a long-term relationship with its partners and the general public.

As its first event, a competition will be held throughout all Member States to choose an official logo for the Institute. This will not target professional design companies, but will instead focus on European citizens, and in particular artists, students and young people. It will be open to anyone who feels inspired by the issues of gender equality and would like to contribute to the creation of EIGE's identity. The competition aims to increase interest in the issues of gender equality among the competitors and the general public.

The competition is planned to start at the beginning of 2010 and to finish during the spring of 2010. The designer of the winning logo will be invited to attend EIGE's official opening event, during which the logo will be launched.

The Institute will endeavour to be present and visible at various events organised by the European Union, Member States and other agencies.

Outcome indicators: Communication strategy developed by end of 2010; number of joint events between the members of network; number of successful campaigns and events; increase in number of website users; EIGE logo institutionalised by end of third quarter of 2010; press releases on the logo competition in all Member States.

2.4.2 DEVELOPING RELIABLE AND COMPREHENSIVE INFORMATION

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Comprehensive information on gender equality and the work of EIGE presented to stakeholders and the public**

Developing the Institute's website

As part of an effective and inclusive communication outlook, the basic framework of the Institute's website will be designed to cater for the interests and needs of specific groups; an online media presence, and forms of chat and debates with users will be developed. During a later stage more advanced forms of communication such as video messages and material for various NGOs and/or specific target groups will be developed, and forums for exchange of views and debate on specific issues will be launched. It is also planned to create links to possible sources of expertise and research on gender issues, such as national competent bodies and research centres at universities. In order to adjust the design and make the website user-friendly, EIGE's communication team will regularly collect feedback from users and will conduct a user survey.

Outcome indicators (2010-2012):; scope of e-newsletter distribution by 2012; annual aggregate number of document downloads ; ; monthly aggregate number of monthly subscribers to RSS feeds; annual aggregate press release uploads to news section ; annual aggregate press release downloads to news section ; access to the on-line resource centre by 2011;

2.4.3 BREAKING GENDER STEREOTYPES

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Europeans support change in gender roles and identities**

2.4.3.1 Establishment of resource groups

Work in this area will also strive to establish a number of resource groups to enhance the Institute's knowledge of gender equality perceptions.

Media monitoring of clippings, press releases, etc. will be part of the activity. To reach society, change attitudes, break gender stereotypes and promote role models, groups of opinion builders and influential politicians will be created during the mid-term period.'

For effective work with the media, a group of journalists and media/communications experts will be created during 2010 both to disseminate the information and to initiate debates on specific issues in Member States. This group of press and media experts will meet at the request of EIGE (in 2010) to discuss the relevance of gender equality in society and in the media. The group will provide advice as a research basis which the Institute will later feed into its external and internal communication activities. It will furthermore assist EIGE and its communication team both in disseminating the information and in initiating debates on selected issues in Member States.

At a later stage, to step up the work on combating gender stereotypes, EIGE will create a resource group of men who promote equality between men and women. The group will develop information and materials on the role model of a father, a non-traditional career worker or somebody who breaks the norms and stereotypes and can impact on other members of society. The materials produced by the group will be used for EIGE's campaigns and events.

In order to promote a positive image of women, another resource group of women leaders, such as heads of EU and national institutions or successful professionals and volunteer activists, will be created during implementation of the Mid-term Programme. The stories and profiles of the successful leaders will be presented in various materials and on the website, and they will be asked to participate in various events.

2.4.3.2 TARGETING YOUNG PEOPLE

A part of EIGE's awareness-raising work will encompass an EU-wide activity geared to identifying and breaking a number of gender stereotypes. Considering the complexity of the task, in particular with regard to the cultural, social and religious differences that exist in Europe, one target group, namely young people, will be

selected for the first mid-term period. In order to create sustainable change and be able to compare the differences among European countries an initial study on the cultural and social norms and patterns which determine gender roles in society, in particular the concept of young men and young fathers, will be conducted in 2010. The study will highlight the negative effects of gender stereotypes in each Member State of the European Union and, on the basis of good practices tailored to the diversity of each reality, will suggest suitable concrete measures to break those stereotypes. The study will initially focus on a few countries and will gradually expand to more Member States.

A working group to assist in planning and monitoring the work will be established during spring 2010.

The activity itself will begin on a smaller scale by selecting a group of young individuals, who will act as future gender attachés, in two pilot countries for the initial testing period. The participants will contribute by collecting observations on the norms and patterns of society in relation to the roles of women and men, through conducting interviews and/or obtaining quantitative feedback from their local environments.

Feedback meetings will be arranged in the middle of the year for the groups to compare their findings. At the end of each year, EIGE will organise a conference to present the findings, cases and stories and suggestions for possible change. Famous people (opinion formers) and journalists will be invited to meet the representatives of the younger generation and present their views.

On the basis of the observations and findings EIGE will compile the information and case studies to be presented in a brochure, video materials and on-line publications targeting young web users. The material will also be used as a reference manual for training, in all the official languages of the Member States, duly adapted to the diversity of target groups, in particular young people in intercultural environments.

The activity will continue by expanding the number of participating Member States and engaging the gender attachés from the pilot countries for information and training events.

Outcome indicators journalist and media/communications expert task force established by end of second quarter of 2010; first two or three reference groups functioning by middle of 2012; study on cultural and social norms and patterns launched by third quarter of 2010; study on the next Member States carried out by end of 2011 and 2012; first pilot groups identified by end of third quarter of 2010; number of participants increased to 6 countries by end of 2012; first publications and other products on the stereotypes by end of 2011; 3 conferences; dissemination of information starting by end of 2011.

2.5. FOCAL AREA 5: DIALOGUE AND PARTNERSHIP

In Europe a great deal of work in the field of gender equality is duplicated, many initiatives remain unnoticed, innovative approaches are not utilised, promising methods and research findings are not disseminated or supported because there is no mechanism to coordinate, centralise and present the information to all interested parties.

The Institute is expected to engage all potential stakeholders and partners and establish a platform for exchanging experience, and to support and promote efforts to achieve gender equality.

In accordance with the Regulation the Institute shall:

- *develop dialogue and cooperation with non-governmental and equal opportunities organisations, universities and experts, research centres, social partners and 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.*

This activity will focus on the establishment of functioning cooperation with various stakeholders at various levels.

2.5.1 SETTING-UP OF THE EUROPEAN NETWORK ON GENDER EQUALITY

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Network to share competence and experience created**

As stipulated in the Regulation the Institute shall:

- *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;*

Measures in this area include carrying out a feasibility study on effective types of electronic network, based on which the network methods will be designed.

A task force on a useful and effective network will be established by the end of June 2011; it will reflect the interests and knowledge of existing networks and NGOs. The task force will assist EIGE in defining the contacts and channels to reach the relevant organisations and bodies and the ways to collect and pool knowledge. The added value of being a member of such a network will be identified, and new forms of usage designed.

Methods to use the network and its partners in order to effectively disseminate useful information will be part of the work.

Outcome indicators: feasibility study on effective types of electronic network launched by end of third quarter of 2010; first inventory of potential network members carried out by end of fourth quarter of 2010, tasks and rules of operation for the network completed by second quarter of 2011; basic framework of IT tools for the electronic network created by the third quarter of 2010; IT platform for exchange functional by the end of 2011.

2.5.2 STAKEHOLDERS AND PARTNERS

Outcome of the activity or long-term result of the activity area (period 2010-2012): **Strong partnership across Europe established**

For future dialogue and networking relationships, the Institute will establish contacts with its main stakeholders. In order to effectively pool knowledge and promote equality between women and men, EIGE will form a working group before the end of 2010.

Cooperation, possible joint actions, events and other activities will be agreed with (i) the new European Parliament and its relevant committees, (ii) the European Commission, in particular the parent DG EMPL, (iii) the Member States and relevant national bodies, (iv) universities and research centres, (v) regional and local authorities of Member States and third countries, (vi) gender and women's NGOs, (vii) social partners, (viii) relevant EU agencies, (ix) international organisations working with gender issues, (x) all other interested stakeholders. Ways of cooperating and exchanging best practices with the other EU agencies will also be determined.

For regular information and dissemination of important information, EIGE will develop an electronic newsletter and distribute it to all its stakeholders and partners. The newsletter will be designed by the end of 2010 and will be published regularly during the mid-term period.

Outcome indicators: working group on stakeholder coordination established by third quarter of 2010; regular seminars with the Committee on Women's Rights and Gender Equality; Memorandum of Understanding or other forms of cooperation with at least 5 key organisations by end of 2011; electronic newsletter for partners and stakeholders starting in 2010.

3 MONITORING AND EVALUATION

Monitoring gives information on where a policy or programme stands at a given point in time (and over time) in relation to the respective targets and outcomes. It is part of the implementation process and will be carried out by the staff and the participants in the planned activities.

Evaluation takes a broader view, checking whether progress towards the target or expected result is being made or if there is some other explanation for the changes showing up in the monitoring system.

3.1 MONITORING IMPLEMENTATION

Based on the Results-Based Monitoring approach, the Institute will collect and analyse information on progress in implementing the Work Programme and compare actual results in terms of output and outcome levels to expected results and targets in order to measure progress. For this purpose baseline data and information will need to be collected from the very beginning of the Institute's work. Indicators and targets will be developed to provide management and the main stakeholders with indications of the extent of progress made and achievement of objectives, and progress in the use of allocated funds. As mentioned in the Work Programme, some areas, such as awareness-raising and communication, will need a good set of baseline data to be able to monitor the expected changes.

Monitoring will be used to check whether the resources available for the activities will lead to the expected outputs and outcomes, to adjust performance indicators and to report any difficulties or problems.

A system of Results-Based Monitoring will be developed by each team and consolidated by the two units into a single plan used for the Internal Control Standards.

User and stakeholder feedback will be monitored in order to check the relevance of the Institute's activities and measures to selected target groups or control groups.

3.2 ANNUAL REPORT

By the end of each year, EIGE will prepare an annual report to present the immediate (output level) results achieved during the year. The results will be assessed against expected outcomes and outputs and measured with the help of defined indicators. The annual report will be submitted to the Management Board for approval before it is presented to the relevant authorities.

3.3 Evaluation

Results-based evaluation is an assessment of a planned, ongoing, or completed activity to determine its relevance, efficiency, effectiveness, impact and sustainability. An evaluation analysis why intended results were or were not achieved, examines implementation processes, explores unintended results, provides lessons, highlights accomplishments and offers recommendations for improvements.

In accordance with the Regulation:

By 18 January 2010, the Institute 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 evaluation shall assess the impact of the Institute on the promotion of gender equality and shall include an analysis of the synergy effects. It shall, in particular, 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. Such evaluation shall also examine the appropriateness of the management structure in carrying out the Institute's tasks. The evaluation shall take into account the views of the stakeholders, at both Community and national level.

Taking into consideration the delay in starting operations and the absence of baseline information on which to ground the indicators and targets, it was decided to commission an ex-ante evaluation by the end of second quarter of 2010 and an interim evaluation in 2012.