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- Annual activity report 2013

Delegations will find in the Annex the Annual Activity Report 2013 of the European Union Agency for Fundamental Rights.

Encl.: Annual Activity Report 2013

ANNUAL ACTIVITY
REPORT 2013



Annual activity report 2013



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FRA – European Union Agency for Fundamental Rights
Schwarzenbergplatz 11 – 1040 Vienna – Austria
Tel. +43 1 580-30-0 – Fax +43 1 580-30-699
Email : info@fra.europa.eu – fra.europa.eu

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Annual activity report 2013

Contents

INTRODUCTION	5
EXECUTIVE SUMMARY	9
1 ACHIEVEMENTS BY AREA OF ACTIVITY	13
1.1. Achievement of general and specific objectives.....	13
1.2. Specific efforts to improve the economy and efficiency of activities.....	21
2 MANAGEMENT OF RESOURCES	23
2.1. Management of human and financial resources.....	23
2.2. Budget implementation tasks entrusted to other services and entities.....	25
2.3. Assessment of audit results and follow-up of audit recommendations.....	25
3 ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS	27
4 MANAGEMENT ASSURANCE.....	29
4.1. Review of the elements supporting a assurance.....	29
4.2. Reservations and overall conclusion on assurance.....	29
ANNEX 1 – STATEMENT OF THE HEAD OF ADMINISTRATION.....	30
ANNEX 2 – HUMAN AND FINANCIAL RESOURCES	31
ANNEX 3 – DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORTS	32
ANNEX 4 – MATERIALITY CRITERIA	40
ANNEX 5 – INTERNAL CONTROL TEMPLATE (ICT) FOR BUDGET IMPLEMENTATION.....	41
ANNEX 6 – KEY PERFORMANCE INDICATORS	45
ANNEX 7 – MAIN ACHIEVEMENTS BY PROJECT IN 2013.....	52



Introduction

The European Union Agency for Fundamental Rights (FRA) is one of the EU's decentralised agencies. These agencies are set up to provide expert advice to the institutions of the EU and the Member States on a range of issues. FRA provides the EU institutions and Member States with independent, evidence-based advice on fundamental rights. The aim is to contribute to ensuring full respect for fundamental rights across the EU.

To achieve its goal, FRA performs the following main tasks:

- collecting and analysing information and data
- providing assistance and expertise
- communicating and raising rights awareness.

FRA's tasks are carried out in consultation and cooperation with its partners. This allows the agency to:

- define its areas of work to ensure that its research responds to specific gaps and needs in the fundamental rights field;
- share expertise, coordinate research on different areas and work together to communicate its advice to the EU and its Member States; in this way, FRA can create synergies, make the most of its resources and support other bodies by delivering clear opinions on how to improve fundamental rights protection;
- ensure that its advice and research reaches policy makers at the right levels of government and EU institutions; and
- develop communication, multimedia and information resources based on a FRA Stakeholder Communication Framework Strategy¹ to raise awareness and bring knowledge of fundamental rights to specific target groups and to the European citizen in general.

The FRA maintains particularly close links with:

- the European Commission, the European Parliament and the Council of the European Union;
- other international organisations, such as the Council of Europe, the United Nations (UN) and

the Organization for Security and Co-operation in Europe (OSCE); and

- governments, civil society organisations, academic institutions, equality bodies and national human rights institutions (NHRIs).

Activity-based costing (ABC)

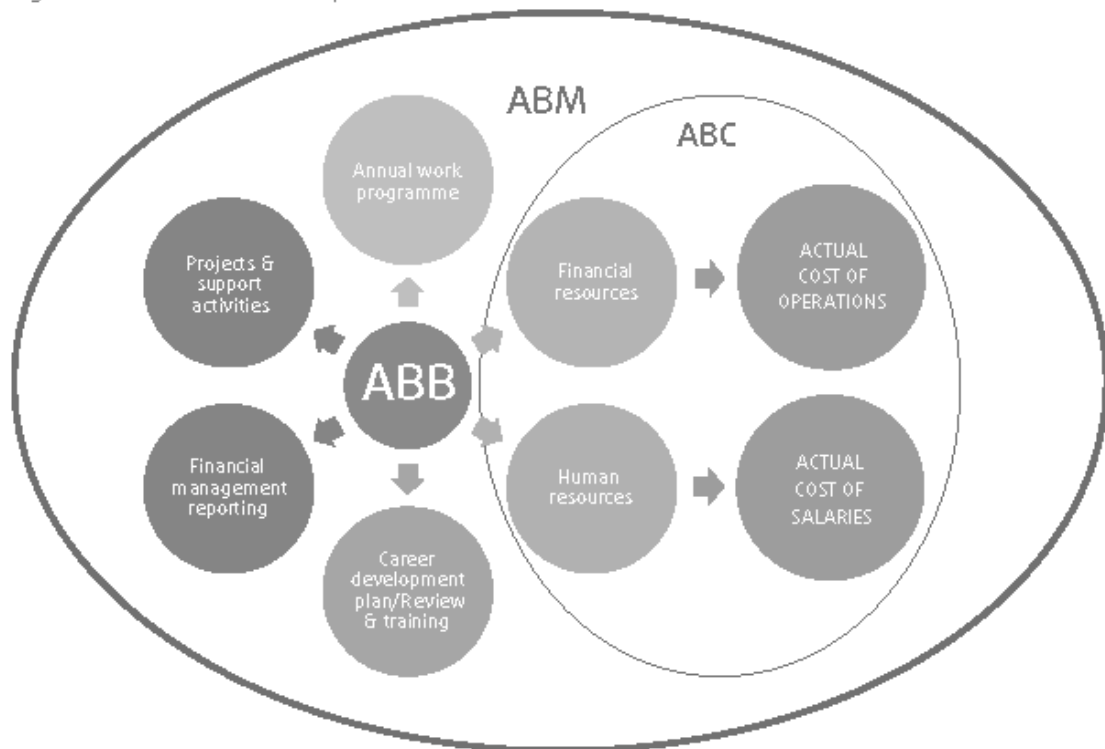
In 2013, FRA, in collaboration with the Internal Audit Service (IAS) and on the European Parliament's recommendation to the EU Agencies, further developed its activity-based budgeting (ABB) and included the activity-based costing (ABC) which it plans to develop during 2014. ABC in FRA is a component of the wider Activity-Based Management (ABM), whereby indirect costs (e.g. salaries, rent, electricity, telecommunications) are allocated to the operational areas of activities. In this context, the following assumptions are made.

- Support expenditure is considered to contribute towards the achievement of the operational objectives.
- The support expenditure (i.e. traditional Title I and Title II) is allocated under overheads in proportion to the actual recorded time per area of activity.
- The cost of human resources for each area of activity is estimated on an average basis.
- All support expenditure is spent on activities of the financial year concerned. Therefore, it also includes assets that have been inventoried and their value will be depreciated over the following financial years.
- ABB presentation of the budgetary execution is based on committed appropriations taking into consideration that the cancellation of CB funds in FRA in recent years remains below 2 %.

FRA is in the process of further developing its MATRIX computer application, which manages ABM to enable it to reduce the above assumptions and allocate the overheads to the operational activities based on more accurate information. This will also enable FRA to implement ABM fully.

¹ Available at: http://fra.europa.eu/sites/default/files/fra_uploads/2332-Stakeholder-Communication-Framework2011.pdf.

Figure 1: ABM framework concept



Traditional presentation of budget execution

Based on the traditional presentation of the budget execution, €13,483,942 has been spent on overheads (i.e. Titles I and II), representing 62 % of the overall expenditure. The amount of €8,162,795 has been spent on operational expenditure, representing 38 %, as shown in Figure 2.

As shown in Figure 3 on ABB presentation of the budget execution, FRA's expenditure is split as follows, compared with the traditional presentation:

- 75 % for operational expenditure instead of 38 % for Title III;
- 25 % for support expenditure (i.e. overheads) instead of 62 % for Titles I and II.

The year in brief

FRA's contractors collect data based on technical specifications prepared by experienced members of staff, taking into account the nature of the risk and control environment. The agency's experts evaluate and review the deliverables. On the basis of the data

collected, FRA formulates analyses, conclusions and opinions, which are then communicated to its stakeholders. Communication and awareness-raising activities include, among others, dialogue with EU institutions and bodies, Member States, equality bodies and NHRIs, international organisations and partners, civil society organisations and the general public; organisation of events and conferences; and managing the agency's web presence.

FRA consists of five departments, of which three are operational and two support. Each Head of Department has been delegated authorising officer rights.

FRA's final budget in 2013 amounted to €21,890,737, consisting of the European Union subsidy, the amounts carried over from 2012, the contribution received from the Austrian authorities towards rent (i.e. one third of the monthly rent for the period January–December 2013) and a contribution received from the Austrian government for the Management Board's retreat.

During the course of the financial year, and similarly to previous years, no risks materialised. In addition, no major events, either internal or external, had an impact on FRA during the reporting year.

Figure 2: Traditional presentation of budget execution

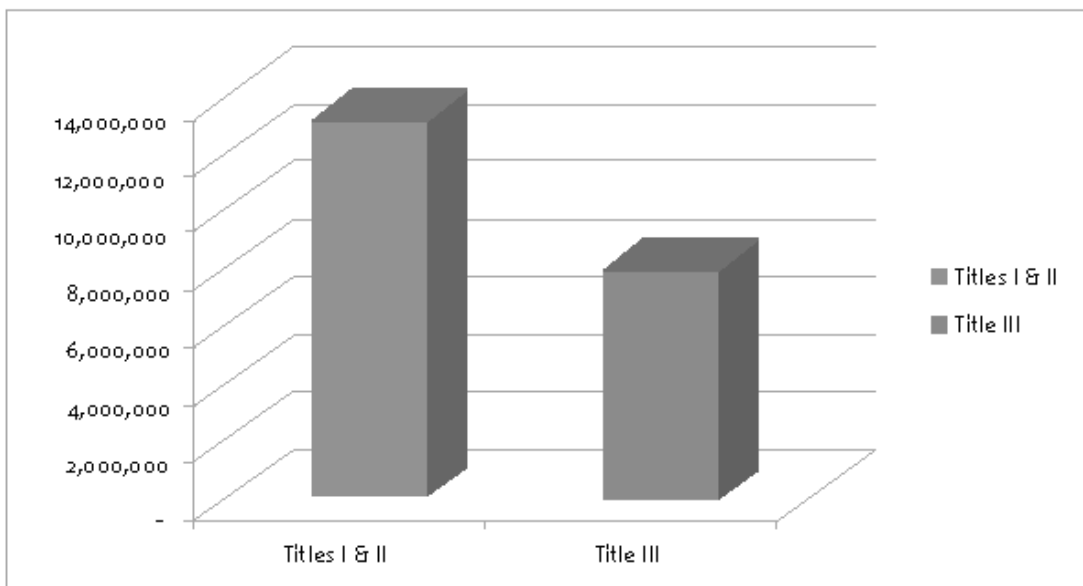
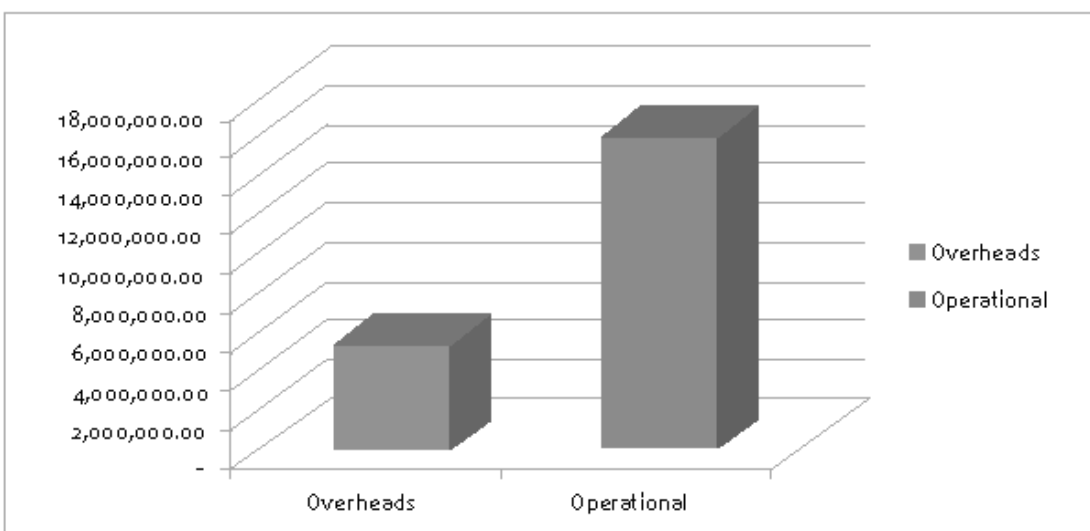


Figure 3: ABB presentation of the budget execution



Executive summary

Key performance indicators

The FRA performance measurement framework

In 2013, FRA adopted its performance measure framework (PMF) to support its monitoring and evaluation activities. These are intended to assess its performance, on the one hand, but also to demonstrate achievements, results and impact, on the other. The PMF brings all performance-related information and data under a logical framework, representing the reference point for monitoring and reporting on FRA's performance, results and achievements, and is underpinned by a logic of intervention (or logic model; see Figure A6.1).

The indicator framework

The indicator framework² is directly linked to FRA's logic model and accordingly provides a framework for measuring the extent to which FRA activities result in outputs and impacts. FRA's results can also be assessed at different levels of interventions: project level, activity level, thematic level and FRA level.

The performance indicators in 2013

The rationale behind the choice of the indicators in 2013 (see Table A6.1) is based on the availability and meaningfulness of data which are representative of FRA's performance in 2013. Along with the PMF document, the results from a baseline study focused on the situation in 2007–2012 have been taken into account to assess how to measure the current performance against historical performance. The following paragraphs present an analysis and description of the performance in 2013 against selected PMF objectives and related indicators. The analysis also compares 2013 performance against historical performance.

Objective	Selected indicators
<i>O 2: Formulate opinions and other advice to EU institutions and Member States</i>	<ul style="list-style-type: none"> I 4: Number of requests for opinions and other advice received broken down by initiators I 5: Number of requests for opinions and other advice acknowledged (i.e. followed up)

² The indicator framework contains indicators that have been categorised as output indicators (44), short-term impact indicators (20), long-term impact indicators (15) and aspirational impact indicators (17). The indicator breakdown at activity level is as follows: 'Assistance and expertise to EU institutions and Member States', 'Data collection, research and analysis', 'Cooperation and networking' and 'Dissemination and awareness raising'.

One of FRA's core tasks is to formulate opinions and other advice to EU institutions and Member States on specific thematic areas. This specific task contributes to FRA's overall objective of supporting EU institutions and Member States to fully respect fundamental rights. To verify if the objective (O 2) has been achieved, it is useful to assess the extent to which FRA provided timely (and adequate) responses to requests for opinions and other advice involving research and analysis activities. This can be approximated by reporting on two core indicators, I 4 and I 5.

According to the baseline study, seven opinions were published during FRA's Multiannual Framework (MAF) 2007–2012. The five opinions published in 2011–2012 responded to formal requests from the European Parliament and two opinions published in 2008–2009 responded to requests from the EU Presidency. One opinion was published in 2008, one in 2009, two in 2011, three in 2012 and two in 2013. However, trends over time may not necessarily reflect changes in performance. For instance, the number of opinions and other policy inputs delivered by FRA is dependent on the policy context at that time. Of the two opinions published in 2013, one concerned a request from the Council of the European Union. Previously available data show a stable trend in terms of requests for opinions and other advice acknowledged (as shown in Figure A6.2).

Objective	Selected indicators
<i>O 3: Develop research analysis and surveys and identify good practices</i>	<ul style="list-style-type: none"> I 8: Number of research activities [per type of task, per thematic area, per type of outputs, per geographical area]

FRA engages in research related to law and social sciences, mapping and analysing the situation and pinpointing promising practices within the EU, to respect, protect and fulfil fundamental rights and to identify areas where there remains work to be done to meet internationally accepted standards. In the context of the development of research analysis, O 3 can be assessed against the use of one indicator, I 8.

The number of research activities undertaken by FRA has grown over the years. As outlined in the baseline document, there was a notable growth in research activities in the first two years of FRA's existence (2007 and 2008), but the number became more consistent in later years.

In 2013, FRA undertook 17 research activities. Discrimination has been the thematic area with the greatest number of research activities implemented (as shown in Figure A6.3).

Objective	Indicators
O 4: Publish thematic reports and handbooks	<ul style="list-style-type: none"> I 10: Number of publications produced per thematic area

One of the core activities of FRA is to publish thematic reports and handbooks in relevant thematic areas. Objective O 4 can be measured by using I 10. In 2013, FRA produced 29 publications (e.g. reports and fact sheets). This figure evidences a downward trend in the number of publications from the previous years. The baseline document shows a constant growth in the number of publications produced during the period 2007–2012, rising to 30 publications in 2011 and 41 in 2012.

Trends in thematic areas are shown in Table A6.2. The thematic area of discrimination has consistently accounted for the largest number of FRA publications, although the number of publications on asylum, immigration and integration themes have grown over the years, as have the number of publications on the theme of access to justice.

The 2013 figures confirm a stabilisation in the number of publications produced across all thematic areas. The number of publications is nearly equal to the previous year's performance, with a consistent increase in cross-cutting publications and stable trends for the themes 'Discrimination' and 'Access to justice' (see Figure A6.4).

Objective	Indicators
O 5: Disseminate targeted information to the right stakeholders and at the right time	<ul style="list-style-type: none"> I 14: Number of visitors to the FRA website I 15: Number of stakeholders who receive a copy of the publications

FRA disseminates its deliverables through various means of communication.³ O 5 can be assessed using two indicators (I 14 and I 15). With regard to I 14, there are signs of an increase in the total number of visits to the FRA website since December 2012, as indicated by Figure A6.5. The largest number of visits recorded in 2013 was in May (totalling 42,025 visits), when FRA published the EU lesbian, gay, bisexual and transgender (LGBT) survey report.⁴

3 Information 'postcards', information alerts, magazines, newsletters (InFRA and the main newsletter), FRA website, social media, online toolkits and apps.

4 Note that there is a lack of comparable data for 2012. It is therefore possible only to infer the upward trend in the absence of multi-annual time series. With regards to I 15, FRA had published 111 different types of publications in total from 2007 to the first six months of 2012 (MAF 2007–2012). This included 53 reports, 24 factsheets, 11 opinion papers, seven working papers, seven magazines and eight other publications. These outputs are targeted at different audiences: for example, opinions are targeted at policy makers, whereas newsletters, magazines and information alerts might be targeted at a wider audience including civil society, media, duty bearers and the general public. According to the baseline study, the 814 publications were distributed in 2010 and 833 in 2011. In 2013, the average number

Objective	Indicators
O 7: Develop effective networks with key partners and agency networks	<ul style="list-style-type: none"> I 24: Number of networking events/meetings held

FRA 'networking' activities cover events bringing together members of the main FRA networks: national liaison officers (NLOs), NHRIs, equality bodies, the Fundamental Rights Platform (FRP) and the Fundamental Rights Conference (FRC). In addition, they could also include FRA events which led to the creation of new networks, e.g. amongst media, teachers, police and other professionals. According to the baseline study, in total 12 networking events were held in 2011, two with NLOs, two with NHRIs, two with equality bodies, three with FRP members and three others (see Table A6.3).

In 2013, FRA held 13 networking activities, including such flagship events as its annual high-level FRC, meetings with European and international human rights and equality bodies, two annual meetings with its network of NLOs, the FRA Symposium and the annual FRP meeting. These figures show slight progress from the previous year's performance (see Table A6.4).

Objective	Indicators
O 8: Develop awareness-raising materials	<ul style="list-style-type: none"> I 39: Number of people reached by awareness-raising activities

FRA produces a wide range of awareness-raising materials. These include multimedia tools, of which there were two by August 2013: Charterpedia and Charter 4 Mobile. It also raises awareness by attending external events to which it has been invited.

Objective O 8 can be assessed by the use of more than one indicator. The selected indicator to evaluate performance in developing awareness-raising materials is I 39. Part of the information on the number of people reached by awareness-raising activities is available through the monitoring of media coverage of FRA's activities (see Figure A6.6).

Another element that could assess the performance of awareness-raising activities is the number of downloads of FRA products. FRA website statistics show that there is consistency in the number of downloads of outputs from 2009 to 2012: 237 out of 316 (75 %) of key stakeholders surveyed in the external evaluation stated that they have read FRA publications several times. The number of unique downloads appears to have been constant in the last three months of 2013. Peaks of downloads were registered during May and December.

calculated across 23 publication types was 1,205. This number shows that FRA may have been able to reach out to more stakeholders than in previous years as evidenced by the average number of copies printed per publication.

This last figure (December 2013) shows remarkable progress compared with the previous year, with a noticeable increase in downloads (see Figure A6.7).

Furthermore, in 2013 FRA participated to a series of external events (conferences, workshops, trainings) which were strictly connected with awareness-raising activities (see Figure A6.8). There were 88 external events in 2013, comprising 33 conferences and presentations, 20 meetings and 35 other events that contributed to the dissemination and presentation of FRA's products and results.

Objective	Indicators
<i>LT ± FRA evidence base used for policy and legal development at EU level</i>	<ul style="list-style-type: none"> • I 69: Number of references to FRA's conclusions or recommendations or FRA's activities in EU policies and legislation

One of the key objectives of FRA is to support its key target stakeholders (EU and Member State decision makers) with assistance and expertise on fundamental rights. The degree to which it does this can be assessed by monitoring references to FRA's work in legislative and policy documents, using I 69.

The baseline study reported on the average and total number of references to FRA for the period March 2006 to December 2012 (as outlined in Table A6.5). The 2013 figures show a similar number of references to FRA's conclusions, recommendations or activities in EU policies and legislation compared with the previous years (see Table A6.6).

Highlights of the year of the areas of activity⁵

Asylum, immigration and integration of migrants

FRA's overall annual goal in this thematic area has been to strengthen a perspective whereby policy makers consider respect for fundamental rights a quality indicator of their policies. FRA's work complemented EU policy making by suggesting ways to operationalise fundamental rights, to make existing safeguards easier to apply in practice. FRA largely built on the work done in previous years, with publication of past research results presenting opinions on how to put fundamental rights into practice.

Significant EU policy developments took place in 2013 in the field of immigration and asylum. Eight new or revised EU law instruments were adopted and a number of new ones proposed.

⁵ For the main activities and deliverables in all areas, please see Chapter 1 on 'Achievements by area of activity'.

Information society, in particular respect for private life and protection of personal data

The protection of privacy and personal data in the digital era raises fundamental challenges for the EU. FRA, with its unique working methods combining sociological and legal research, worked to provide evidence on current developments and targeted insights in specific areas.

The EU is currently reforming data protection rules, so the FRA work in this MAF needed to closely follow the work of the co-legislators to ensure the relevance of FRA products. At the same time, the evolving case law of both the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR) needed to be taken into account for the Handbook.

Racism, xenophobia and related intolerance

FRA's founding regulation makes the fight against racism, xenophobia and related intolerance a permanent feature of its activities. In 2013, FRA continued to collect, publish and disseminate evidence on racism, xenophobia and related intolerance. It also updated its annual report on antisemitism in the European Union and disseminated the findings of its survey on discrimination and hate crime against Jews. Finally, it published a report on responses to phenomena of racism, discrimination, intolerance and extremism.

Despite some progress made in past years, data on racism, xenophobia and related intolerance continue to be collected comprehensively by a small number of EU Member States. FRA is continuing its efforts to improve this situation and in this context it is organising, jointly with the Greek Presidency of the Council of the EU, an event bringing together experts from Member States and international bodies to discuss improving the reporting and recording of racist crime.

Discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation

FRA's work in the area of discrimination in 2013 focused mainly on discrimination on the grounds of sexual orientation and gender identity, and on disability. In May, FRA published the results of the first ever EU-wide survey on LGBT people's experiences of discrimination and hate crime in the EU.

On disability, FRA published the final report from the project on the fundamental rights of persons with mental health problems and intellectual disabilities, and continued to develop methods to collect comparable evidence on the fundamental rights challenges of persons with disabilities taking. The findings of FRA's research on multiple discriminations in healthcare were also published.

Rights of the child, including the protection of children

Immediately after its establishment in 2007, FRA began its work on the rights of the child by developing indicators to measure respect for and the promotion of children's rights in the EU. Following up the operationalisation of its indicators and the fieldwork research carried out in 2012 in the area of civil justice, FRA launched in close cooperation with the European Commission fieldwork research to investigate the current child-friendliness of other justice procedures that concern children.

Together with the children's rights sections of the Council of Europe and the European Commission, FRA worked on raising awareness of the Council of Europe's Guidelines on Child-Friendly Justice.

FRA's work directly supported the development of the EU's Agenda on the Rights of the Child and the European Commission's Action Plan on Unaccompanied Minors (2010-2014).

Access to efficient and independent justice

Access to justice is a core fundamental right in that it also provides access to other rights. It is a central concept in the broader field of justice. FRA research shows that access to justice is problematic in a number of EU Member States. This is due to several factors, including a lack of rights awareness, shortage of knowledge about mechanisms available to access justice and a variety of obstacles that prevent people from accessing justice.

Drawing on its research findings, FRA provides evidence-based advice to policy makers at EU and national levels. This includes the provision of information about existing obstacles that hinder people's ability to access justice.

Cross-cutting projects and activities covering all MAF areas

A main characteristic of cross-cutting activities was the synergies developed concerning aspects of communication, of cooperation and of overarching topics for the three FRA flagship events organised in 2013.

With the key topic of hate crime at the centre of FRA activities in 2013, both the sixth FRP meeting in April as well as the FRC in November were dedicated to, accompanied by and closely related to the second FRA priority (promoting the rule of law) as the main topic of the Fourth Annual FRA Symposium in June. Such a thematic focus during the reporting period also allowed a more thematically based and tailored cooperation with FRA's

key stakeholders in 2015. To further explore synergies between different groups of stakeholders, the flagship events might be merged in future into one FRA week on fundamental rights.

Key conclusions on resource management and internal control effectiveness

The staff of FRA conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards.

FRA has adopted a set of internal control standards, based on the 16 internal control standards of the European Commission aimed at ensuring the achievement of the areas of activity and operational objectives. As required by the Financial Rules, the Director has put in place the organisational structure and the internal control systems suited to the achievement of the areas of activity and control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

FRA has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the internal control standards are effectively implemented. Furthermore, FRA has taken measures to further improve the efficiency of its internal control systems in the areas of staff allocation, staff evaluation and development, objectives and performance indicators, business continuity and document management, as reported in Part 3.

In addition, FRA has systematically examined the available control results and indicators as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance about the achievement of control objectives. Please refer to Part 2 for further details.

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director, in his capacity as Authorising Officer, has signed the Declaration of Assurance.

Information to the Management Board

The main elements of this report and assurance declaration have been brought to the attention of the Management Board.

1

Achievements by area of activity



1.1. Achievement of general and specific objectives

1.1.1 Asylum, immigration and integration of migrants

General and specific objectives of the area of activity

The objectives of the area of activity 'Asylum, immigration and integration of migrants' are as follows.

Short-term objectives
Identify and analyse good practices in Member States aiming to promote a culture of fundamental rights in migration management and integration policies;
Identify and analyse access to effective legal remedies for asylum applicants;
Identify and analyse practices and measures relating to the provisions of and access to health care, employment, education, housing and social services to asylum seekers;
Identify and analyse how fundamental rights of non-documented immigrants are protected;
Identify and analyse the impact of family reunification in relation to social integration and the right to family life.

Source: FRA Mission Strategic Objectives 2007-2012

Main achievements, activities and deliverables

The final results of the research carried out at sea borders were made available in three publications: a comparative report, a summary report and a separate report relating to Frontex operations. The comparative

report presents the results of in-depth research in five EU Member States at the EU's southern sea borders and discusses current maritime surveillance mechanisms and the treatment of migrants and refugees rescued or intercepted at sea. *A Handbook on European law relating to asylum, borders and immigration*, jointly launched in Strasbourg by the ECtHR and FRA in June 2013, presents the complex EU and Council of Europe law covering this area. With some 17,000 downloads and well over 5,000 copies distributed in six months, the handbook became the most requested FRA publication. Given its success and the important development in EU law, after its launch the handbook was updated until 31 December 2013 in 11 language versions. The publication of a revised version of the handbook is planned for 2014.

FRA prepared drafts of four other publications, initiating corresponding peer review and quality assurance processes. These include a report on large international airports, one on criminalisation of migration, one on the cost of healthcare for uninsured persons and a paper on forced marriage. All four reports are scheduled for publication in 2014. The preliminary results of the report on fundamental rights at airports was presented during Frontex's annual conference (13-14 March 2013) and preliminary findings were used when contributing to a Frontex workshop aimed at developing best practices on 'Children at the border'.

On 11 June, FRA and European Asylum Support Office (EASO) signed agreement on bilateral cooperation. It covers training, quality support, operational cooperation, research, information and analysis, as well as horizontal cooperation. The agreement builds on pre-existing cooperation. Following the conclusion of the agreement, EASO shared the FRA-ECtHR handbook

relating to asylum, borders and immigration with its Management Board, thus promoting its dissemination and use.

FRA co-chaired the Frontex Consultative Forum, a body of 15 international organisations, EU agencies and non-governmental organisation (NGOs) which provide fundamental rights expertise to Frontex and its Management Board.

FRA continued to be part of policy discussions at EU level. FRA attended meetings of the Return Directive Contact Committee and the Migration Contact Committee. At these meetings, FRA contributed with its fundamental rights expertise. FRA also actively contributed to the work of the Task Force Mediterranean, established following the tragedy near Lampedusa in October 2013 to address the challenges of migrants arriving by sea on unseaworthy boats. Three coordination meetings with justice and home affairs (JHA) agencies, convened by the EU Anti-Trafficking Coordinator, contributed to ensure complementarity with the work of other agencies. In relation to anti-trafficking work, FRA conducted research in EU-28 Member States on guardianship systems and legal representation of child victims of trafficking. Based on its research, FRA developed a draft handbook on guardianship systems, called for by the EU Anti-Trafficking Strategy. FRA convened an expert meeting in November to discuss a first draft of the handbook. The handbook will be a joint publication by FRA and the European Commission's Anti-Trafficking Coordinator's office and is planned to be published in the second quarter of 2014.

Finally, stakeholder consultations were undertaken and an expert meeting organised (in September) to prepare the planning of the project on the fundamental rights implications of using biometrics in large EU databases, included in FRA's 2014 Work Programme.

Issues encountered

This MAF area is developing quite quickly with several new legal instruments adopted each year as well as significant rulings issued by both the Court of Justice of the European Union and the European Court of Human Rights. With its limited capacity, FRA must prioritise the issues it focuses on to ensure that it provides meaningful input.

In addition, FRA research often has to be carried out in restricted facilities, e.g. detention facilities, airports, border crossing points, where access has to be granted by Member States. FRA must sometimes engage in lengthy negotiations before it is given the degree of access it requires for carrying out its work in a professional manner.

1.1.2 Information society, in particular, respect for private life and protection of personal data

General and specific objectives of the area of activity

The objectives of the area of activity 'Information society, in particular, respect for private life and protection of personal data' are as follows.

Short-term objectives
Identify and analyse good practices established to improve citizens' knowledge of and access to data or information related to them;
Identify and analyse mechanisms and procedures for the protection of personal data;
Identify and analyse measures and practices on the protection of personal data aiming to avoid ethnic profiling;
Identify and analyse measures and practices having an impact on freedom of expression and information in the world wide web;
Identify and analyse strategies to include vulnerable groups in the information society;
Identify and analyse measures and practices aiming to improve access to internet information and to evaluate the consequences of lack of information.

Source: FRA Mission Strategic Objectives 2007-2012

Main achievements, activities and deliverables

In 2013, FRA continued to carry out two projects: 'Redress mechanisms and their use' and a 'Handbook on European data protection case law'. The former planned to provide insights into why redress mechanisms available in the area of data protection are not used to the fullest possible extent. The project has two components: the first is legal research mapping current legislation and redress mechanisms in the area of data protection at the EU Member State level; the second entails fieldwork using qualitative interviews and focus group discussions with over 700 individuals from 16 Member States, representing victims of data protection violation, data protection authorities' staff, legal practitioners and other intermediaries working on data protection. The preliminary findings were presented during a panel discussion at the Seventh International Conference on Computers, Privacy & Data Protection in Brussels and at the 35th International Conference of Data Protection and Privacy Commissioners in Warsaw. Two publications are being finalised and will be made available in January 2014.

In the second project, FRA prepared a handbook in partnership with the Council of Europe and the ECtHR to present and explain European data protection law in a straightforward way. The handbook, prepared in

consultation with the European Commission services, the European Data Protection Supervisor (EDPS) and data protection authorities (DPAs), aims to synthesise European data protection case law, by selecting extracts from key judgments and decisions delivered by the ECtHR, the CJEU, higher national courts and DPAs. The handbook was finalised at the end of 2013 and will be launched in January 2014.

FRA took part in the Academy of European Law's annual European data protection conference, which took place in Trier on 18–29 November. This year's conference focused on the role of cloud computing services and social networks in applying EU data protection law and offered an update on the current legislative proposals at EU level and the most recent case law of the CJEU.

Issues encountered

With the EU reform of the data protection rules currently underway, FRA work in this MAF needed to follow the work of the co-legislators closely to ensure the relevance of FRA products. FRA also needed to take into account the evolving case law of both the Court of Justice of the European Union and the European Court of Human Rights for the handbook.

1.1.3 Racism, xenophobia and related intolerance

General and specific objectives of the area of activity

The objectives of the area of activity 'Racism, xenophobia and related intolerance' are as follows.

Short-term objectives
Identify and analyse the problem in Member States of racist, xenophobic and antisemitic hate speech in all its forms, in particular from opinion leaders and how it is effectively addressed including when featuring on the internet; information related to them;
Identify and analyse trends on racist, xenophobic and antisemitic violence and crime in order to ascertain the causes and measures taken to reduce the number of incidences;
Identify and analyse measures to combat racism in all its forms and how they can contribute to improving social integration and community cohesion, including the effects and impacts of the Racial Equality and Employment Equality Directives;
Identify and analyse the impact of the current economic crisis on racism, xenophobia and antisemitism;
Identify and analyse good practices regarding the participation and social inclusion of persons and communities with different ethnic origins in social life.

Source: FRA Mission Strategic Objectives 2007–2012

Main achievements, activities and deliverables

FRA finalised the Survey on discrimination and hate crime against Jews in selected EU Member States collecting data on Jewish people's experiences and perceptions of antisemitism through an online survey in nine EU Member States (Belgium, France, Germany, Hungary, Italy, Latvia, Romania, Sweden and the United Kingdom). After receiving the final project deliverables from the survey contractor in December 2012, FRA experts further analysed the survey data and prepared the results for publication: a full report, a technical report and a fact sheet under the title *Discrimination and hate crime against Jews in EU Member States: experiences and perceptions of antisemitism*. In addition, all data resulting from the survey were made available online through a dedicated data visualisation tool.

The survey was innovative, as no such transnational survey has been carried out before in the EU or elsewhere. The findings were discussed with stakeholders from national governments and civil society organisations, and were presented at, among others, at the FRA's main annual Fundamental Rights Conference in November 2013, hosted in cooperation with the Lithuanian Presidency of the Council of the EU.

The survey tools were developed in consultation with the European Commission, national policy makers and survey experts, as well as representatives of national and international Jewish and other civil society organisations and international human rights bodies. These stakeholders were consulted on an ongoing basis during the preparation of the survey instruments and after the survey. For example, on 16 and 17 April 2013, FRA held two meetings with stakeholders to discuss the draft survey results, as well as actions that can be taken to combat antisemitism. On 8 November, on the eve of the anniversary of the anti-Jewish pogroms that took place 75 years before, FRA presented the full findings of its survey in the context of its annual FRC.

The conclusions of the conference and the FRA Opinion on the Framework Decision on Racism and Xenophobia (submitted to the Council in October 2013) fed directly into the Council Conclusions on combating hate crime in the EU, adopted by the JHA Council in December 2013. In these conclusions, the Council requested FRA to continue assessing the extent of racism, xenophobia, antisemitism and other forms of hate crime through EU-wide surveys; and to work together with EU Member States to improve the recording and reporting of hate crime, including antisemitic crime, in the EU.

In addition, FRA published in November 2013 the annual Summary overview of antisemitism in the EU with updated statistical data covering the period 1 January 2012 to 31 December 2012 on antisemitic incidents

collected by supranational, governmental and non-governmental sources.

Within this thematic area, the project 'Raising awareness of human rights education' was also started, developing a training module for EU officials in close cooperation with the European Commission.

FRA continued collecting data on racism, xenophobia and related intolerances, as part of its work on the annual report on the situation of fundamental rights in the EU, including through its Franet research network.

Finally, FRA published a report on *Racism, discrimination, intolerance and extremism: learning from experiences in Greece and Hungary*. FRA took the initiative to collect data and compile a thematic situation report examining the effectiveness of responses by public authorities, statutory human rights bodies and civil society organisations to racism, discrimination, intolerance and extremism in two EU Member States. The findings of the report are relevant to all Member States.

Issues encountered

Despite some progress made in past years, data on racism, xenophobia and related intolerance continues to be collected comprehensively by only a small number of Member States, namely the United Kingdom, Netherlands, Finland, Spain and Sweden. FRA is continuing its efforts to improve this situation and in this context it is co-organising with the Greek EU Council Presidency an event bringing together experts from the Member States and international bodies to discuss improving the reporting and recording of racist crime. This seminar follows up on the conclusions of FRA's 2013 Fundamental Rights Conference and the December 2013 Council Conclusions on hate crime.

1.1.4 Discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation

General and specific objectives of the area of activity

The objectives of the area of activity 'Discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation' are as follows.

Short-term objectives
Identify and analyse the problem of hate speech in all its forms, in particular from opinion leaders, and how it is effectively addressed including when featuring on the internet;
Identify and analyse measures and practices regarding protection of fundamental rights of persons discriminated against on the basis of their sexual orientation;
Identify and analyse the treatment of people with disabilities and in particular the most vulnerable such as people disabled with mental illness;
Identify and analyse horizontal approaches to the fight against discrimination on all grounds through innovative models of positive action;
Collect data on the issues covered by the draft discrimination directive in order to inform policy and practice.

Source: FRA Mission Strategic Objectives 2007-2012

Main achievements, activities and deliverables

FRA continued its analysis of the results of the EU LGBT Survey, which attracted 93,079 lesbian, gay, bisexual or transgender/transsexual respondents from the 28 EU Member States covered, making it the largest transnational survey of its kind in the world. The report presents key findings related to experiences of discrimination, violence and harassment reported by respondents on the basis of their sexual orientation or gender identity, as well as to their awareness of their rights and their perception of the social environment. The survey results were launched on the occasion of the International Day Against Homophobia and Transphobia, 17 May 2013, at an international conference hosted by the Dutch government in The Hague and jointly organised by FRA.

On 30 May, FRA presented the results of its EU LGBT survey to the European Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE). The presentation focused on discrimination in employment, education, violence and hate crime experienced by LGBT people in the EU. A lively debate among the Members of the European Parliament (MEPs) followed the presentation. MEPs expressed their appreciation of the survey and emphasised the need for the EU and its Member States to follow up the survey's results.

On 23 May, Eurofound held a seminar on workplace diversity in Dublin. Representatives of governments, trade unions, employer organisations and the European Commission attended. FRA presented the findings of its EU LGBT, Roma and European Union minorities and discrimination (EU-MIDIS) surveys related to employment discrimination. Eurofound had a second seminar session at FRA's premises in autumn 2013.

In 2013, FRA also launched a project on the fundamental rights of LGBT persons from the perspective of public authorities. The research involves conducting interviews in 19 EU Member States (Austria, Bulgaria, Croatia, Denmark, Finland, France, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Malta, the Netherlands, Poland, Romania, Slovakia, Spain and the United Kingdom) with teachers, health staff, police officers and public officials. The project will provide evidence on policies and measures that Member States take to combat discrimination on grounds of sexual orientation and gender identity, focusing on the key areas of employment, education, health, law enforcement and public policies. Data collected were evaluated by FRA in the second half of 2013. These upcoming findings will be used as a basis for further activities in the course of 2014.

FRA finalised its project on the fundamental rights of persons with intellectual disabilities and persons with mental health problems with the publication of a socio-legal report focused on Article 12 of the UN Convention on the Rights of Persons with Disabilities (CRPD) on equal recognition before the law, commonly known as 'legal capacity'. Reflecting FRA's multidisciplinary approach, the report combined a legal analysis of international standards and current EU legislation on legal capacity with the results of fieldwork in nine EU Member States. This report was particularly timely, as legal frameworks on legal capacity are being reformed in many Member States following the entry into force of the CRPD. To support this reform process, FRA organised a seminar in October 2013, bringing together legal experts from the ministries of justice of 22 EU Member States to discuss how to give the requirements of Article 12 an effective legal basis.

FRA also continued to implement two further projects in the area of disability, focusing on political participation and on targeted hostility and abuse experienced by children with disabilities. For the project on political participation, FRA developed and collected data to populate a set of indicators in close cooperation with the European Commission and the Academic Network of European Disability Experts (ANED). This marks one of the first examples of developing and populating human rights indicators using the structure, process, outcome model developed by the Office of the High Commissioner for Human Rights (OHCHR). The project was presented to representatives of Member States at the Disability High Level Group coordinated by the European Commission.

Finally, FRA took part in the first meeting of the EU framework to promote, protect and monitor the CRPD, set up to meet the requirements of Article 33(2) of the convention. FRA also continued to liaise with national-level monitoring frameworks through the CRPD Working Group of the Eurogroup of NHRIs, presenting its research

on both legal capacity and political participation to the meetings of the working group.

Issues encountered

FRA's indicators on the political participation of persons with disabilities were populated using secondary data from publically available sources. This process highlighted the lack of reliable and comparative data on the experiences of persons with disabilities in the EU Member States, as well as the challenges of accurately capturing the situation of persons with disabilities in survey data.

1.1.5 The rights of the child, including the protection of children

General and specific objectives of the area of activity

The objectives of the area of activity 'The rights of the child, including the protection of children' are as follows.

Short-term objectives
Identify and analyse codes of conduct and indicators for service providers regarding children and in particular the rights of children at risk, such as, for example, disabled children, children with ethnic minority backgrounds, separated migrant and asylum seeking children, undocumented children etc.;
Identify and analyse targeted actions combating child trafficking in all its forms;
Identify and analyse equal access to quality education and quality health care for children belonging to disadvantaged groups, in particular for Roma and Traveller children.

Source: FRA Mission Strategic Objectives 2007-2012

Main achievements, activities and deliverables

The thematic area 'The rights of the child, including the protection of children' included four 2013 projects: 'Children and justice', 'Children with disabilities: Targeted violence and hostility', 'Child protection systems in the EU' and 'Guardianship provisions for child victims of trafficking'.

The first looks at the treatment of children in the justice systems of the EU, an important issue of concern for EU institutions and Member States. This project is implemented in two phases. The first phase, which has been completed, involved interviews with 574 professionals (including judges, prosecutors and psychologists); the comparative report based on the input by the professionals will be published in the second quarter of 2014. The second phase involves interviews with children, and its pilot phase was finalised in 2013. This work is done

in close cooperation with the Commission's study on the involvement of children in administrative, civil and criminal judicial proceedings in the EU Member States; FRA is part of its steering group.

The second project aimed to collect and analyse existing evidence on targeted violence and abuse against children with disabilities (including hate crime) across the 28 EU Member States, and responses to such behaviours. Specifically, the project collected data on legislative and policy instruments, as well as services to address violence and hostility against children with disabilities, focusing in particular on good practices that can be shared. The project is part of FRA's overall work on fundamental rights of persons with disabilities, as part of the EU's monitoring framework for the CRPD.

In the 2012–2016 EU Anti-Trafficking Strategy, FRA was requested to develop, together with the European Commission, a best-practice model of guardianship for child victims of trafficking. Based on desk research covering all 28 EU Member States, FRA has developed a Handbook for guardianship systems for children, with a particular focus on child victims of trafficking. A draft handbook was peer-reviewed by relevant stakeholders during an expert group meeting held on 7 November 2013. The revised draft was shared with EU Member States through the European Commission's informal expert group on the rights of the child on 18 February 2014.

The handbook, which is to be published in the second quarter of 2014, will be accompanied by a short comparative overview of guardianship systems in the 28 EU Member States, thus updating parts of the 2009 child trafficking report by FRA.

Furthermore, FRA has been requested to support the Commission in developing child protection guidelines by providing a mapping of child protection systems in EU. More specifically, FRA is reviewing child protection systems in the 28 EU Member States. The research covers the general scope and the key components of the national child protection systems: structures and functions and their interactions. Research will provide information on interagency and transnational cooperation and will identify and prioritise opportunities for the EU to support child protection systems. Moreover, the review will examine the normative context in which child protection systems operate. FRA will provide the European Commission with the results of the mapping of child protection systems in June 2014. To ensure the involvement of stakeholders, experts and civic society, FRA held several meetings. One was dedicated to 'Child participation in research'.

Issues encountered

The area of the rights of the child needs to be seen as a horizontal activity within the EU. That is why FRA supported UNICEF and Eurochild's efforts to mainstream

child rights in European institutions by contributing to their publication *Making the case for a European framework for action on children's rights* to be published in the first quarter of 2014. Furthermore, mainstreaming activities took place within FRA, such as analysing the LGBT survey data from an age perspective, notably the extent to which children and young adults face discrimination based on their gender identity or sexual orientation.

1.1.6 Access to efficient and independent justice

General and specific objectives of the area of activity

The objectives of the area of activity 'Access to efficient and independent justice' are as follows.

Short-term objectives
Identify and analyse good practices which ensure that equal access to justice is available to all regardless of their sex, race or ethnic origin, religion or belief, disability, age or sexual orientation, minority background, residence status or any combination of these; backgrounds, separated migrant and asylum seeking children, undocumented children etc.;
Identify and analyse initiatives in Member States aiming to assist the implementation of European Union law by the legal systems, in particular by providing information to judges and police officers (development of manuals, guides etc.);
Identify and analyse models and good practices of public interest litigation in particular for disadvantaged groups;
Identify and analyse policy and practical measures ensuring adequate access to legal aid, in particular regarding disadvantaged groups, such as, for example, migrants, undocumented migrants and ethnic minorities, in particular Roma and Travellers;
Identify and analyse good practices regarding access to alternative dispute resolution.

Source: FRA Mission Strategic Objectives 2007–2012

Main achievements, activities and deliverables

In 2013, FRA carried out the following projects in the specific area of access to justice: 'Victim support services in the EU: An overview and assessment of victims' rights in practice', 'Existence and interpretation of the freedom to conduct a business', 'CLARITY (Complaints, Legal Assistance and Rights Information Tools for You)' and 'Gender-based violence against women: From childhood to adulthood'. In September 2013, FRA provided an e-toolkit for national, regional and local public officials. This made available the lessons learned from its research on joined-up governance of fundamental rights. The online collection of tools offers advice about

and examples of coordinating fundamental rights work across levels and sectors of government. The toolkit was introduced to key target audiences through a series of mini-experience workshops across the EU and presented at key events bringing together local and regional authorities.

A FRA report launched in December 2012 on access to justice in case of discrimination was presented in various contexts during 2013 but also referenced. The European Parliament referenced the report in an opinion on EU legislation on equal treatment in employment. The Council of Europe's Human Rights Commissioner also made use of the report in a written statement on extreme racism in Europe.

At a conference on supporting victims of crime in Riga, 21-22 February, FRA presented its work on access to justice for victims as part of the panel on 'Prioritising victims' needs: A way towards restoring justice and adopting a more balanced response to crime'. The panel sought to introduce various approaches to victim support as well as discuss protection and general responses to crime.

A comparative report on the project 'Victim support services in the EU: An overview and assessment of victims' rights in practice' is being drafted, covering mainly generic victim support services. A draft report was ready at the end of 2013 and a final version is scheduled for early March 2014. The report is thereafter being reviewed in-house ahead of dissemination of findings starting in late March 2014. A second comparative report is also being prepared, covering support services for victims of hate crime. This is based on an additional phase of the project, focusing on the specific situation of victims of hate crime.

The project on victim support contributed in 2013 to a range of FRA products and activities, in particular related to hate crime, including the FRC, reports and opinions. Informal advice and preliminary conclusions from the project were also shared with the European Commission.

The study of the project 'Existence and interpretation of the freedom to conduct a business' focuses on the aspects that make it difficult for a person to set up and conduct a business in the EU, including in Member States other than their own. The first phase, conducted in early 2013, was a 'mapping exercise' covering existing legislation and procedures that are in place in the 28 Member States about opportunities and constraints on conducting a business. A second phase, concluded in the second half of 2013, focuses on 13 Member states where Phase 1 suggested there would be the most interesting developments to explore.

The CLARITY pilot project involves the creation of a pilot online tool that will enable easy identification of

the most appropriate non-judicial body with a human rights remit for a particular fundamental rights issue. The pilot online tool will cover different fundamental rights areas, including the area of non-discrimination. The pilot tool will principally target intermediaries, such as NGOs guiding victims of fundamental rights violations to a relevant body. Close collaboration and direct involvement of NHRIs, equality bodies and ombuds-person institutions is envisaged throughout the whole project lifecycle. Data collected through FRA's project on 'Victim support services in the EU' may also feed into the CLARITY tool. The tool will be compatible with the European e-Justice Portal.

The CLARITY Steering Group was formed from the selected (12) national non-judicial bodies to work together with FRA on the content of the pilot online tool. The work on the content reached the final stage and the project entered the technical implementation phase. Discussions were also concluded with the European Commission on possibly integrating the tool into the European e-Justice Portal during 2014.

In 2013, FRA experts analysed the data from its EU-wide survey on gender-based violence against women. Draft results were discussed in a survey expert meeting in January 2013, after which the project team started the data analysis and preparation of the survey outputs – a results report, a summary report, a results factsheet, a technical report and an online survey data explorer – for launch in March 2014.

Issues encountered

The inter-linkage between victims of crime and hate crime proved to be particularly relevant in 2013, and is likely to remain so in the coming years.

1.1.7 Cross-cutting projects and activities covering all MAF areas

Main achievements, activities and deliverables

FRA has a legal obligation to present an annual report each year on the situation concerning fundamental rights in the EU. The annual report covering 2012 was published on 13 June 2013, covering all 28 Member States. The annual report was presented before the following bodies:

- Council Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP)
- European Parliament Committee on Civil Liberties, Justice and Home Affairs, presentation of the annual report at a conference convened by the Swedish Institute for European Policy Studies in Stockholm (the conference was coordinated by the

Swedish member of FRA's Management Board and the Swedish National Liaison Officer)

- Dutch Council of State, organised by the Dutch NLO and hosted by the Dutch member of the Management Board.

On the International Day against Homophobia (17 May), FRA presented the findings from its LGBT survey during an international conference hosted by the Dutch government in The Hague. The resulting media coverage was the most extensive ever experienced by FRA, with worldwide coverage in printed, online and audio-visual media including the BBC, *Die Zeit*, Euronews, *Le Monde*, *El País* and Al Jazeera.

The results of FRA's antisemitism survey were launched at a press briefing on 8 November. The wide range of press and web material that supported media queries in the build-up to the launch led to extensive media coverage in printed, online and audio-visual media worldwide.

FRA held its annual high-level FRC in Vilnius, Lithuania, on 12–13 November. This year's conference focused on 'Combating hate crime in the EU'. The event brought together over 400 policy makers and practitioners from the EU to explore effective strategies to combat hate crimes. FRA received very positive feedback from participants. The meeting report fed directly into Council of the European Union discussions, and became part of the Council's conclusions on hate crime, as an annex.

FRA engaged in proactive media relations following the tragedy near Lampedusa when over 300 migrants died off the shores of the island. This helped raise awareness of FRA recommendations on how to address the issue of migrants at sea from its report on fundamental rights at the EU's sea borders.

FRA data, evidence and opinions were significantly used and referenced by the European Parliament in 2013. In February 2013, the European Parliament's LIBE Committee had a very engaging visit to FRA. Throughout the year, LIBE also invited FRA to present its work seven times. The parliament also called on FRA input at least 14 times in 2013.

In 2013, FRA increasingly contributed to the work of the Council of the EU. In January and July, FRA's Director took part in the informal meetings of the JHA Council, organised by the Irish and Lithuanian presidencies, where he brought fundamental rights aspects to the discussion on racism, antisemitism, xenophobia and homophobia as well as data protection.

FRA has also contributed fundamental rights expertise to different preparatory bodies of the Council of the EU. The topics range from Roma integration, multiple

discrimination and coherence between internal and external human rights policies to fundamental rights at the EU's southern sea borders. FRA experts presented its findings to the Council Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP), Working Party on Social Questions, Working Party on Schengen Evaluations (Sch-Eval) and Working Party on Frontiers.

On 7–8 October, FRA brought together over 100 representatives from national, European and international human rights and equality bodies in Vienna to discuss enhanced cooperation and joint projects. It was the first time that NHRIs, equality bodies and ombuds-person institutions across Europe had come together in one place with the Council of Europe, FRA, the UN and ODHR. The meeting was fully planned and developed together with all partners, and received very positive feedback. It resulted in a joint declaration and set the priorities for joint follow-up.

FRA continued developing its strong cooperation with its network of NLOs in 2013. It used two annual meetings and eight consultations on a wide range of strategic and thematic issues such as antisemitism, non-discrimination legislation, children and justice, and disability. NLOs have helped make national stakeholders and government officials aware of FRA's work, through national events or meetings.

FRA launched a practical toolkit to help national, regional and local public officials further improve fundamental rights protection. The 'Joining up fundamental rights' toolkit is being rolled out in workshops with practitioners throughout Europe.

Issues encountered

A main characteristic of cross-cutting activities were the synergies developed concerning aspects of communication, of cooperation and of overarching topics for the three FRA flagship events organised in 2013.

With the key topic of hate crime at the centre of FRA activities in 2013, both the sixth FRP meeting in April as well as the FRC in November were dedicated to, accompanied by and closely related to the second FRA priority (promoting the rule of law), which was the main topic of the Fourth Annual FRA Symposium in June. Such a thematic focus during the reporting period also allowed a more thematically based and tailored cooperation with FRA's key stakeholders in 2013. To further explore synergies between different groups of stakeholders, the flagship events might be merged in future into one FRA week on fundamental rights.

1.2. Specific efforts to improve the economy and efficiency of activities

According to the financial rules (Article 29§2), the principle of economy requires that the resources used by FRA in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price. The principle of efficiency concerns the best relationship between resources employed and results achieved.

Internal procedures and predefined practices are continuously implemented to respect these principles. These procedures ensure that activities are executed efficiently and according to the principle of economy.

FRA is continuously fine-tuning its internal arrangements to improve the efficiency and economy of its operations. The following initiatives show how FRA implements these principles.

1. Efficiencies were introduced in the area of Learning & Development, as demonstrated by a decrease in overall learning costs by 4.5 % while at the same time FRA realised an increase in learning activities by 6 % on 2012. Language-training costs per hour were decreased by 10 % while the demand for language training increased by 18.5 %. Furthermore, the learning evaluation process was streamlined by reducing three evaluation forms to only two.
 2. Following an agreement with the premises owner, FRA changed its electricity provider. This took effect in 2013 and resulted in a reduction of 19 % from the 2012 costs.
 3. FRA reorganised the cleaning services in the building and reduced the number of personnel provided by the service provider. This resulted in a saving of 20 % on 2012.
 4. FRA established in-house practices to better manage and control the provision of logistics and removal services. The change in practices resulted in a saving of 30 % in comparison with 2012.
 5. FRA signed a memorandum of understanding (MoU) with the European Centre for the Development of Vocational Training (CEDEFOP) to allow each agency to host its IT backup site on the other's premises.
- The network connection will be achieved through the pan-European data network for research and education, GEANT, free of charge. It is estimated that this will cut the costs of hosting IT backup sites at an external company. In addition, FRA will not need to pay any network connection fees or subscriptions. This activity is currently in progress.
6. FRA raised awareness amongst its staff to optimise the use of the available video and web conferencing facilities. In 2013, approximately 40 video conferences and 25 web conferences took place. These reduced the related travel costs of participating in meetings with other EU institutions, stakeholders and partners.
 7. FRA launched an interinstitutional procurement procedure with the European Union Agency for Network and Information Security (ENISA) for the provision of web development services. This activity resulted in savings in human resources effort for the preparation and evaluation of the tenders as well as in higher participation by tenderers thanks to its volume and scope, hence leading to more competitive offers.
 8. FRA developed an electronic system for the evaluation of its calls for tender. This action reduces the possibilities of clerical errors in the calculation of the points awarded and so reduces the need for additional controls.
 9. In November 2013, FRA, in collaboration with the Ministry of Finance of Lithuania, organised the FRC 2013 'Combating hate crime in the EU' in Vilnius. The EEA and Norway Grants financially supported this project to the amount of €40,000. These funds covered the participation of an additional 59 delegates representing civil society as well as national human rights bodies coming either from beneficiary states or from donor states. As an immediate follow-up to the conference, the EEA and Norway Grants held a seminar in Vilnius with its national Programme Operators dedicated to exchanging lessons learned and discussing how hate crime can be better reflected in their national funding programmes.
 10. In 2013, FRA reduced the amount of bank charges it incurs by concluding a new contract for banking services which effectively has the same terms and conditions as those of the European Commission.

2

Management of resources



Assurance is an objective examination of evidence to assess the effectiveness of risk management, control and governance processes. This examination is carried out by management, who monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. Its results are explicitly documented and reported to the Director. The reports produced are:

- the financial management reports on the implementation of the budget appropriations
- the reports of the ex post control
- the observations and the recommendations reported by the Internal Audit Service (IAS) and
- the observations and the recommendations reported by the European Court of Auditors (ECA).

This chapter reports the control results and other relevant elements that support the management's assurance on the achievement of the internal control objectives.⁶ It is structured in three separate sections:

1. FRA's assessment of its own activities for the management of its resources
2. the assessment of the activities carried out by other entities to which FRA has entrusted budget implementation tasks
3. the assessment of the results of internal and external audits, including the implementation of audit recommendations.

⁶ Effectiveness, efficiency and economy of operations; reliability of reporting; safeguarding of assets and information; prevention, detection, correction and follow-up of fraud and irregularities; and adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned (FR Art. 29).

2.1. Management of human and financial resources

This section reports and assesses the elements identified by management that support the assurance on the achievement of the internal control objectives. Annex 5 outlines the main risks together with the control processes intended to mitigate them and the indicators used to measure the performance of the control systems.

Financial management and control is grouped around three core processes:

1. procurement (from the assessment of needs to the selection of the suppliers – award decision);
2. financial operations (from establishing the financial commitment to payment, contract monitoring and eventually recoveries);
3. supervisory measures (including ex post controls and management checks).

Control effectiveness as regards legality and regularity

FRA has set up internal control processes intended to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions, and the nature of payments. The control objective is to ensure that FRA has reasonable assurance that the total amount of any financial operation authorised during the reporting year which would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of the total expenditure.

To reach this conclusion, FRA reviews the reporting of exceptions and non-compliance events, defined as control overrides or deviations from policies and procedures, and the results of the ex post controls and supervisory activities.

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

During the reporting year, there were two (2)⁷ recorded instances of control failure or override. Neither of them had an impact on the legality and regularity of the transactions.

Qualitative analysis of the results of the supervisory controls on the procurement procedures

All procedures were subject to a supervisory desk review before the signature of the contract. These controls are recorded on paper and corrective actions are introduced subsequently where necessary. This resulted in fulfilling a recommendation of the IAS concerning the explanatory note initiating a procurement procedure.

Qualitative analysis of the results of the ex post supervisory controls

A total of three (3) payments amounting to €64,165 and three (3) commitments amounting to €225,204 were subject to a supervisory desk review after the signature of the contract. None of these controls revealed errors with any impact on compliance.

In conclusion, the analysis of the available control results has not shown any significant weakness which could have a material impact on the legality and regularity of the financial operations. We can conclude that the control objective for legality and regularity has been achieved.

Summary of materiality criteria

As regards the legality and regularity of the underlying transactions, the objective is to ensure that the estimated annual risk of errors in commitments and payments when transactions are authorised is less than 2 %.

Regarding the legality and regularity of the underlying transactions, the objective is to ensure that the estimated residual risk of error is less than 2 %, at the end of the implementation of the budget. The residual risk of error is estimated by using the residual error rate obtained from an examination of a representative sample of transactions.

Control efficiency and cost-effectiveness

The principle of efficiency concerns the best relationship between resources employed and results achieved. The

⁷ For an exception to be reported in the Annual Activity Report, the amount involved must be more than €5,000 or for:

- operational expenditure higher than 2 % of the budget of the area of activity involved (article's budget); or
- administrative expenditure higher than 2 % of the chapter's budget.

principle of economy requires that the resources used by the institution in the pursuit of its activities shall be made available in due time, in a appropriate quantity and quality and at the best price. This subsection outlines the indicators used to monitor the efficiency of the control systems, including an overall assessment of the costs and benefits of controls. FRA has produced an estimate of the costs of the main control processes. However, since a quantitative estimate of the volume of errors prevented and detected is not available, it is not possible to quantify the related benefits. In consequence, it is not possible to determine the cost-effectiveness of controls by comparing costs with benefits; it is necessary to consider the efficiency indicators retained. To do so, FRA has defined efficiency measures for the controls associated with the three core processes:

- For procurements, an estimated €14,000 was invested in controlling 18 procurement procedures for contracts with a total value of €26,760,000. Thus 0.05 % of the total contract value was dedicated to control, and each procurement procedure has an estimated cost of €778. The procurement procedures are to a large extent a regulatory requirement which cannot be curtailed. In addition, FRA considers that the necessity of these controls is undeniable; as shown by the risks outlined in Annex 5, a significant proportion of the appropriations would be at risk if they were not in place.
- For financial circuits, no amount was invested in controlling the financial transactions. FRA has no additional financial verification function.
- For supervisory measures, an estimated €2,600 was invested in controlling six (6) financial transactions worth €289,369. Thus 1 % of the total values of transactions checked ex post was dedicated to control. Each transaction or procedure checked ex post costs an estimated €433.

The benefits of control in non-financial terms are better value for money, deterrence of illegal or irregular actions, efficiency gains, system improvements and, as mentioned above, compliance with regulatory provisions.

To reach a conclusion about the relative efficiency of the controls, it is necessary to analyse the evolution of these efficiency indicators over time and/or to compare them with relevant benchmarks. This is not currently possible, as this is the first year in which FRA has calculated and reported these indicators.

Fraud prevention and detection

In principle, the controls aimed at preventing and detecting fraud are not unlike those intended to ensure the legality and regularity of the transactions (the unintentional errors). Still, FRA screens the population of transactions, contracts, projects and beneficiaries to

identify those at a higher risk of fraud, and subjects the latter to more in-depth monitoring controls.

- The procurement and financial processes are driven by strong procedures implementing active controls at all levels.
- The 'four eyes' principle applied at each level gives reasonable assurance of compliance with the legal framework.
- A declaration of absence of conflict of interest is signed by panel members.

During the reporting period, no cases were transmitted to the European Anti-Fraud Office (OLAF) for investigation, and OLAF did not initiate any cases which concern the activities of FRA based on other sources of information. In addition, in March 2013 OLAF closed, without further action, a case that was opened in November 2012.

2.2. Budget implementation tasks entrusted to other services and entities

No budget implementation tasks have been entrusted to other services or entities during the reporting year.

2.3. Assessment of audit results and follow-up of audit recommendations

This section reports and assesses the observations and conclusions reported by auditors which could have a material impact on the achievement of the internal control objectives, and therefore on assurance, together with any management measures taken in response to the audit recommendations.

FRA is audited by both internal and external independent auditors: the Commission's Internal Audit Service (IAS) and the European Court of Auditors (ECA).

IAS

During the period of reference, the IAS completed one (1) audit on human resources management and one (1) limited review on contract management.

Audit on human resources management

The audit on human resources management concluded that the internal control system in place provides reasonable assurance regarding the achievement of the business objectives set up for the process examined, except for six (6) recommendations, of which two (2) were rated as 'very important' and four (4) as 'important'.

The two (2) recommendations that were assessed by IAS as 'very important' are "improve and integrate better staff allocation" and "align the advancement/reclassification process with the implementing rules of the EC".

The management accepted the auditors' recommendations and agreed on the action plan with the IAS.

The management measures that have been proposed for the mitigation of the risks associated to the 'very important' recommendations, and agreed with the IAS, are the following:

- development of a concept paper which will define a new integrated approach for the identification, allocation and monitoring of the human resources, an approach that once implemented will optimise the assignment and monitoring of the individual work time in line with the objectives received and the projects planned in the relevant Annual Work Programme (AWP);
- adoption of new implementing rules on reclassification incorporating the elements proposed by the IAS.

It must be noted that the abovementioned measures are still under implementation, as the final audit report from the IAS was received in January 2014.

As is standard practice for FRA, all the recommendations are considered improvement measures for the internal control system, and they are currently being implemented as laid down in the action plan agreed with the IAS. In assessing the auditors' observations, and in defining the management measures taken in response, FRA also took into consideration the actions that had been taken as a result of the discharge for the financial year 2011, to ensure an integrated impact at the level of the internal control system.

Following the assessment of the auditor's recommendations, the management concluded that the IAS audit on human resources management does not raise any assurance implication.

Limited review on contract management

In October 2013, the IAS conducted fieldwork at FRA for a limited review action on contract management.

At the time of drafting the present document, the final report had not been finalised.

As regards the implementation of recommendations issued in previous years, the relevant action plans were implemented as planned, and their results accepted by the IAS (e.g. the IAS audit on procurement carried out in 2012), which considered some of the actions introduced by the FRA to be good practices (e.g. introduction of the IT application 'tender contract

maker' and defining and implementing a filing plan in the procurement process).

ECA

The ECA conducted two visits concerning the financial year 2013. By the date of preparation of the present report, FRA had not received the final report from the ECA. FRA expects that ECA's opinion on the truth and fairness of the accounts, as well as on the legality and regularity of the transactions underlying the accounts, will provide a statement of assurance as it has for the last eight years. Any observation will be implemented as part of the ongoing continuous efforts towards further improvements.

As regards the implementation of recommendations issued in previous years, the relevant action plans are implemented as planned and are on schedule. In 2012, the ECA had three comments on FRA's annual accounts report:

1. on legality and regularity of transactions: a clerical error during one evaluation of offers;
2. on internal controls: non-existence of formal ex post verification procedure.
3. on budgetary management: low budget implementation of payment appropriations for Title 3.

Actions taken in response to the above comments:

1. The clerical error was corrected and the framework contract amended accordingly.
2. In 2013, FAR introduced a formal ex post procedure.
3. FRA explained and justified the multi-annual nature of most of the operational projects. Budget implementation was in line with the Annual Work Programme and fully monitored by the software application 'Budget Module' (BM). The ECA understood that the projects span more than one year and praised the use of the BM application.

Consequently, the current state of play does not lead to assurance-related concerns.

3

Assessment of the effectiveness of the internal control systems



FRA has adopted a set of internal control standards, based on international good practice, aimed at ensuring the achievement of policy and operational objectives. In addition, as regards financial management, compliance with these standards is a compulsory requirement.

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

In accordance with ICS No. 15, FRA conducts various activities with the purpose of assessing the level of implementation and effectiveness of the internal control systems. The assessment and the consequent exercise of prioritising are done on the basis of the following sources: independent internal gap analysis, register of exceptions, ex post control, risk assessment and audit (IAS and ECA). In prioritising for 2014, FRA took also into account the suggestions that were mentioned in the discharge report for the financial year 2011 released by the European Parliament on 22 March 2013, through focusing on improving the sound financial management of the agency.

A number of measures were foreseen in the management plan for 2013 to improve the effectiveness of ICS No. 5, 'Objectives, performance indicators', No. 10, 'Business continuity', and No. 11, 'Document management'. These standards were confirmed as priorities following the 2012 ICS gap analysis.

The main actions were focused on finalising the performance measurement framework, which was followed by actions adopted for its implementation; the implementation of ex post control; the strengthening and fine-tuning of the centralised document management system together with the appropriate classification of sensitive documents, through the development of

filing plans for procurement and human resources; and the reinforcement of the Business Continuity Plan, by deploying an operational connection with CEDEFOP as part of the MoU to host backup data for FRA's systems. Some of the measures were effectively implemented by the end of the reporting year; the others were planned to be continued during 2014.

The **independent internal gap analysis** (based on desk analysis of existing documentation, interviews and auditing bodies' recommendations) was performed in October 2013, with the aim of providing a detailed assessment of how far the internal control standards were implemented. The resulting report gives the percentage of implementation for each standard, analyses the implementation of the previous year's recommendations and summarises a set of recommendations classified by priority.

Following the provisions of ICS No. 8, 'Processes and procedures', FRA implemented a **process for registration and authorisation of exceptions**. The register is centrally maintained and regularly provided to the external auditing bodies (IAS and ECA).

Every year, the exceptions registered are analysed to identify specific areas of concern and relevant improvement actions. The analysis for 2013 revealed an overall decrease in exceptions, and that the internal control system based on strong ex ante controls was able to detect the most significant deviations from the financial regulation, leading to the registration of two (2) exceptions with a value above €5,000, and allowing appropriate decision making.

Although in 2013 the most recurrent topic in the exception register appeared to be the 'a posteriori' commitment, it was noted that the preventive measures agreed in the annual risk assessment and implemented in 2013 contributed to an increased awareness of staff on the

specific topic, and to better clarity of the contents in the procedures.

The **annual risk assessment exercise** for 2013 was finalised in the first quarter. It identified the general risk environment in which FRA operated and the inherent risks of its processes.

The assessment confirmed the effective level of risk prevention and did not highlight high risk levels. This is consistent with the risk assessment exercise performed in December 2012 and presented to the Management Board. Nevertheless, with a view to continual improvement, potential risks at medium level were addressed by specific preventive measures.

Annex 5 of the present report lists the risks that were assessed as being at medium level as result of the 2013 risk assessment exercise.

Overall, 20 preventive measures were agreed in different processes: management and planning, communication, finance and procurement, research and analysis, human resources, and audit and quality. At the end of 2013, thirteen (13) were completed and seven (7) were ongoing and regularly monitored.

In 2013, as required by Articles 33 and 38 of the FRA Implementing Rules to the Financial Rules, and following the ECA recommendations, FRA introduced *ex post controls* to verify that operations financed by the budget had been correctly implemented, that expenditure was in order and conformed to the relevant provisions, and that the principle of sound financial management had been applied. In accordance with the FRA work instruction on *ex post controls*, the first step of the *ex post* planning phase was represented by a risk assessment aimed at identifying areas that may be subject to *ex post controls*.

The exercise helped identify specific budget items for which the residual risk was then assessed further, taking into account the level of existing mitigating controls represented by procedures and the financial workflows, the independent audits from the ECA, and the process for registration and authorisation of exceptions. As a consequence, the *ex post controls* were performed on the selected budget lines without identifying system weaknesses (see further details in section 2.1).

FRA considers the recommendations stemming from the **audits** a principal way to reinforce the effectiveness of the internal control system. The results and the relevant actions by FRA are reported in section 2.3 of the present report.

Following the results obtained from different sources of assessment, four standards have been identified as priorities for improvement in 2014: ICS No. 5, 'Objectives, performance indicators', No. 11, 'Document management', No. 3, 'Staff allocation and mobility', and No. 4, 'Staff evaluation and development' (the last two following the receipt of the IAS audit report on human resources).

As result of the 2013 assessment, FRA has planned a number of measures to improve the effective implementation of ICS. These are expected to be fully implemented by the end of 2014. The following measures are proposed:

- ICS No. 3, 'Staff allocation': following the IAS audit on human resources and the relevant recommendations, FRA will develop a more integrated approach based on **activity-based management** for the allocation of human resources. As previously said, this will allow increased alignment of the projects objectives in the Annual Work Programme, the individual objectives and the time allocated for the development of the activities.
- ICS No. 4, 'Staff evaluation and development': following the IAS audit on human resources, FRA will revise the implementing rules for appraisal and reclassification to align them with the Commission ones and to incorporate all the IAS recommendations.
- ICS No. 5, 'Objectives and performance indicators': FRA has adopted a performance measurement framework identifying a first overall set of applicable objectives for the operational activities, to monitor, evaluate and report on its results and achievements.
- ICS No. 11, 'Document management': FRA has developed specific tools and procedures for handling documents and records of the operational application of management rules; this started locally in the areas of procurement and human resources. Therefore, the next step will be to extend these procedures to all operational departments.

In conclusion, FRA assesses the effectiveness of its key internal control systems every year, relying on a number of monitoring measures and sources of information, and concludes that the internal control standards are effectively implemented. In addition, it has taken measures to further improve the efficiency of its internal control systems in the areas mentioned above.

4

Management assurance



This chapter reviews the assessment of the elements reported in Parts 2 and 3 and draws conclusions supporting the declaration of assurance and whether or not it should be qualified with reservations.

4.1. Review of the elements supporting assurance

The information reported in Parts 2 and 3 stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees of the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the Director.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports;
- all IAS recommendations issued before 2013 were considered adequately implemented and have been closed;
- the ECA issued a positive declaration of assurance for the financial year 2012 on legality and regularity of the transactions;
- there are no open observations from the European Parliament.

4.2. Reservations and overall conclusion on assurance

Taking the above into consideration, no weaknesses were identified related to the financial management of appropriations inside the agency, so no reservations are made in this context in the declaration.

Declaration of assurance

I, the undersigned,

Director of the European Union Agency for Fundamental Rights

In my capacity as authorising officer

Declare that the information contained in this report gives a true and fair view.⁸

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

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

Confirm that I am not aware of anything not reported here which could harm the interests of the European Union Agency for Fundamental Rights.

Vienna, date

(signature)

Morten Kjaerum

⁸ True and fair in this context means a reliable, complete and correct view on the state of affairs in the agency.

ANNEX 1 – Statement of the Head of Administration

I declare that I have reported my advice and recommendations to the Director on the overall state of internal control in FRA.

I hereby certify that the information provided in Parts 2 and 3 of the present AAR and in its annexes is, to the best of my knowledge, accurate and exhaustive.

Vienna, date
(signature)
Constantinos Manolopoulos

ANNEX 2 – Human and financial resources

Table A2.1: Human resources by ABB activity

ABB activity	Human resources by ABB activity	
	Total person-days	Percentage
Asylum, immigration and integration of migrants	777	4
Information society and, in particular, respect for private life and protection of personal data	445	2
Visa and border control	97	0
Racism, xenophobia and related intolerance	732	4
Discrimination	1,754	9
Rights of the child, including the protection of children	562	3
Access to efficient and independent justice	966	5
Victims of crime, including compensation to victims of crime	2	0
Research and data collection	2,621	13
Communication and awareness raising	3,133	16
Bodies of the agency	295	1
Consultation mechanisms	376	2
Total operational	11,760	59
Support activities	8,086	41
Total support activities	8,086	41
Total agency days	19,846	

Note: The above data rely on FRA's time-recording system, which is a component of the wider implementation of ABM in the agency. They represent the actual working time during the reporting year. Therefore, part time and absences (unpaid and leave other than the regular annual entitlement) are not reported.

Source: FRA, 2013

Table A2.2: Financial resources by ABB activity

ABB activity	Direct expenditure	Indirect expenditure (overheads)	Total
Asylum, immigration and integration of migrants	1,662,690	527,704	2,190,394
Information society and, in particular, respect for private life and protection of personal data	483,548	302,613	786,161
Visa and border control	-	66,107	66,107
Racism, xenophobia and related intolerance	184,619	496,995	681,613
Discrimination	1,527,337	1,119,836	2,719,173
Rights of the child, including the protection of children	1,011,542	381,697	1,393,240
Access to efficient and independent justice	1,011,307	656,454	1,667,761
Victims of crime, including compensation to victims of crime	-	1,427	1,427
Research and data collection	719,864	1,780,960	2,500,823
Communication and awareness raising	1,097,815	2,128,618	3,226,433
Bodies of the agency	252,175	200,360	452,536
Consultation mechanisms	211,897	255,393	467,291
Total operational expenditure	8,162,795	7,990,165	16,152,960
Support activities	N/A	5,493,777	5,493,777
Total support expenditure	N/A	5,493,777	5,493,777
Total	N/A	13,483,942	21,646,737

ANNEX 3 – Draft annual accounts and financial reports

Table A3.1: Outturn on C1 commitment appropriations in 2013 (€ million)

Chapter		Commitment appropriations authorised*	Commitments made	%
		1	2	3=2/1
Title A-1 STAFF EXPENDITURE				
A-11	STAFF IN ACTIVE EMPLOYMENT	9.34	9.34	100.00
A-12	EXPENDITURE ON STAFF RECRUITMENT	0.07	0.07	100.00
A-13	MISSIONS AND DUTY TRAVEL	0.45	0.45	100.00
A-14	SOCIOMEDICAL INFRASTRUCTURE	0.34	0.34	100.00
A-15	MOBILITY EXCHANGES OF CIVIL SERVANTS AND EXPERTS	0.34	0.34	100.00
A-16	SOCIAL WELFARE	0.55	0.55	100.00
A-17	ENTERTAINMENT AND REPRESENTATION	0.55	0.55	100.00
A-19	RESERVE FOR TITLE 1	0.00	-	-
Total Title A-1		11.09	11.09	100.00
Title A-2 BUILDINGS EQUIP. & MISC OPERATING EXPENDITURE				
A-20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	1.03	1.03	100.00
A-21	DATA PROCESSING	0.81	0.81	100.00
A-22	MOVABLE PROPERTY AND ASSOCIATED COSTS	0.02	0.02	100.00
A-23	CURRENT ADMINISTRATIVE EXPENDITURE	0.06	0.06	100.00
A-24	POSTAGE AND TELECOMMUNICATIONS	0.13	0.13	100.00
A-25	EXPENDITURE ON MEETINGS	0.02	0.02	100.00
A-26	STUDIES SURVEYS CONSULTATIONS	0.08	0.08	-
Total Title A-2		2.15	2.15	100.00
Title B0-3 OPERATIONAL EXPENDITURE				
B3-2	FREEDOMS	2.15	2.15	100.00
B3-3	EQUALITY	2.70	2.70	100.00
B3-6	JUSTICE	1.01	1.01	100.00
B3-7	HORIZONTAL OPERATIONAL ACTIVITIES	1.82	1.82	100.00
B3-8	BODIES OF THE AGENCY	0.44	0.44	100.00
B3-9	RESERVE FOR TITLE 3	0.00	-	-
Total Title B0-3		8.11	8.11	100.00
TOTAL FRA		21.35	21.35	100.00

Note: * Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise and budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

Source: FRA, 2013

Figure 1: Outturn on commitment appropriations (%)

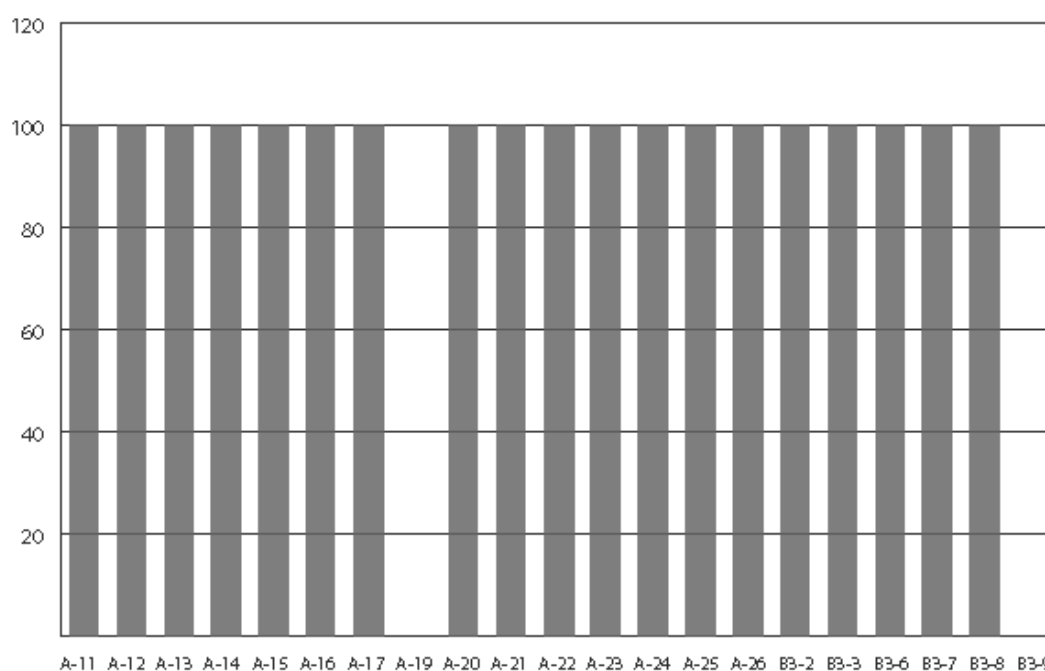


Table A3.2: Outturn on payment appropriations in 2013 (€ million)

Chapter		Commitment appropriations authorised [#]	Commitments made	%
		1	2	3=2/1
Title A-1 STAFF EXPENDITURE				
A-11	STAFF IN ACTIVE EMPLOYMENT	9.38	9.37	99.84
A-12	EXPENDITURE ON STAFF RECRUITMENT	0.08	0.07	93.50
A-13	MISSIONS AND DUTY TRAVEL	0.52	0.44	83.58
A-14	SOCIOMEDICAL INFRASTRUCTURE	0.39	0.35	88.46
A-15	MOBILITY EXCHANGES OF CIVIL SERVANTS AND EXPERTS	0.34	0.34	100.00
A-16	SOCIAL WELFARE	0.57	0.54	95.80
A-17	ENTERTAINMENT AND REPRESENTATION	0.00	0.00	94.72
A-19	RESERVE FOR TITLE I	0.00	-	-
Total Title A-1		11.28	11.11	98.45
Title A-2 BUILDINGS EQUIP. & MSC OPERATING EXPENDITURE				
A-20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	1.06	1.04	98.55
A-21	DATA PROCESSING	0.93	0.48	50.98
A-22	MOVABLE PROPERTY AND ASSOCIATED COSTS	0.02	0.01	46.89
A-23	CURRENT ADMINISTRATIVE EXPENDITURE	0.10	0.09	94.22
A-24	POSTAGE AND TELECOMMUNICATIONS	0.15	0.13	85.38
A-25	EXPENDITURE ON MEETINGS	0.02	0.02	100.00
A-26	STUDIES SURVEYS CONSULTATIONS	0.08	-	-
Total Title A-2		2.35	1.76	75.03

Title B0-3 OPERATIONAL EXPENDITURE				
B3-2	FREEDOMS	2.60	0.85	32.64
B3-3	EQUALITY	4.40	2.53	57.47
B3-6	JUSTICE	1.66	0.85	51.11
B3-7	HORIZONTAL OPERATIONAL ACTIVITIES	2.94	1.77	60.14
B3-8	BODIES OF THE AGENCY	0.51	0.45	88.35
B3-9	RESERVE FOR TITLE 3	0.00	-	-
Total Title B0-3		12.10	6.44	53.21
TOTAL FRA		25.73	19.31	75.04

Note: *Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise and budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

Source: FRA, 2013

Figure 2: Outturn on payment appropriations (%)

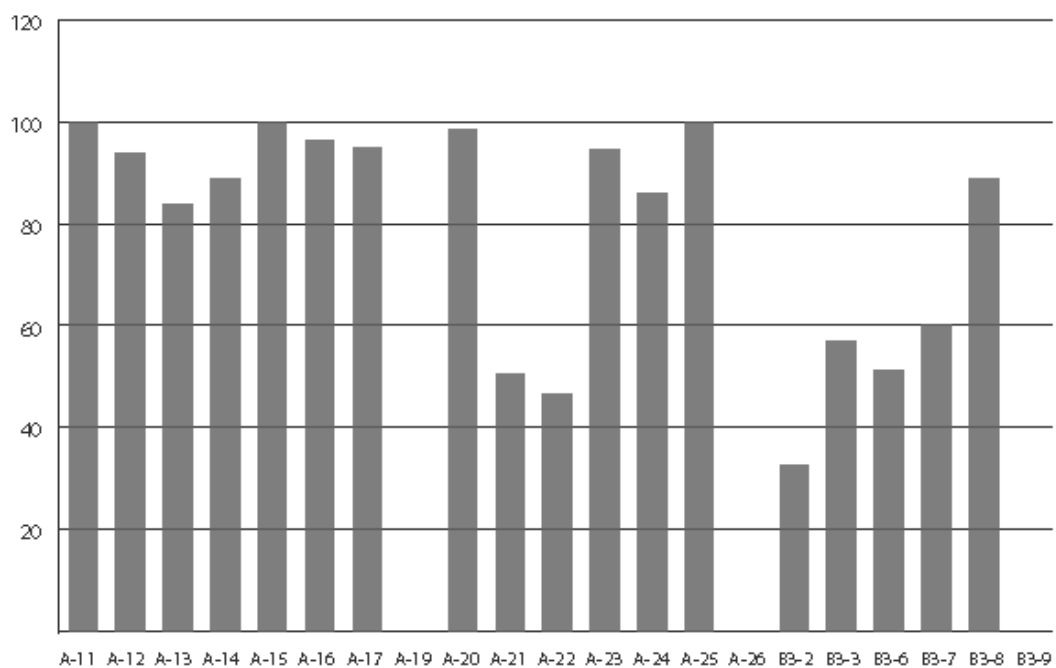


Table 3.3: Breakdown of commitments to be settled at 31 December 2013

Chapter		2013 commitments to be settled			
		Commitments 2013	Payments 2013	RAL 2013	% to be settled
		1	2	3=1-2	4=3/1
Title A-1 STAFF EXPENDITURE					
A-11	STAFF IN ACTIVE EMPLOYMENT	9.34	-9.34	0.00	0.05
A-12	EXPENDITURE ON STAFF RECRUITMENT	0.07	-0.07	0.00	6.60
A-13	MISSIONS AND DUTY TRAVEL	0.45	-0.38	0.07	15.01
A-14	SOCIOMEDICAL INFRASTRUCTURE	0.34	-0.29	0.04	12.32
A-15	MOBILITY EXCHANGES OF CIVIL SERVANTS AND EXPERTS	0.34	-0.34	0.00	0.00

A-16	SOCIAL WELFARE	0.55	-0.53	0.02	4.25
A-17	ENTERTAINMENT AND REPRESENTATION	0.00	0.00	0.00	5.24
A-19	RESERVE FOR TITLE I	-	-	-	-
Total Title A-1		11.09	-10.95	0.14	1.28
Title A-2 BUILDINGS EQUIP. & MISC OPERATING EXPENDITURE					
A-20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	1.28	-1.26	0.01	1.17
A-21	DATA PROCESSING	0.81	-0.36	0.45	55.56
A-22	MOVABLE PROPERTY AND ASSOCIATED COSTS	0.02	-0.01	0.01	54.22
A-23	CURRENT ADMINISTRATIVE EXPENDITURE	0.06	-0.05	0.00	8.33
A-24	POSTAGE AND TELECOMMUNICATIONS	0.13	-0.11	0.02	15.99
A-25	EXPENDITURE ON MEETINGS	0.02	-0.02	0.00	0.00
A-26	STUDIES SURVEYS CONSULTATIONS	0.08	0.00	0.08	100.00
Total Title A-2		2.39	-1.81	0.58	24.22
Title B0-3 OPERATIONAL EXPENDITURE					
B3-2	FREEDOMS	2.15	-0.41	1.74	81.13
B3-3	EQUALITY	2.72	-0.86	1.86	68.38
B3-6	JUSTICE	1.01	-0.20	0.81	79.86
B3-7	HORIZONTAL OPERATIONAL ACTIVITIES	1.82	-0.65	1.16	64.05
B3-8	BODIES OF THE AGENCY	0.46	-0.39	0.07	15.33
B3-9	RESERVE FOR TITLE 3	-	-	-	-
Total Title B0-3		8.16	-2.52	5.65	69.17
TOTAL FRA		21.65	-15.28	6.37	29.41

Figure 3: Breakdown of commitments remaining to be settled in € million

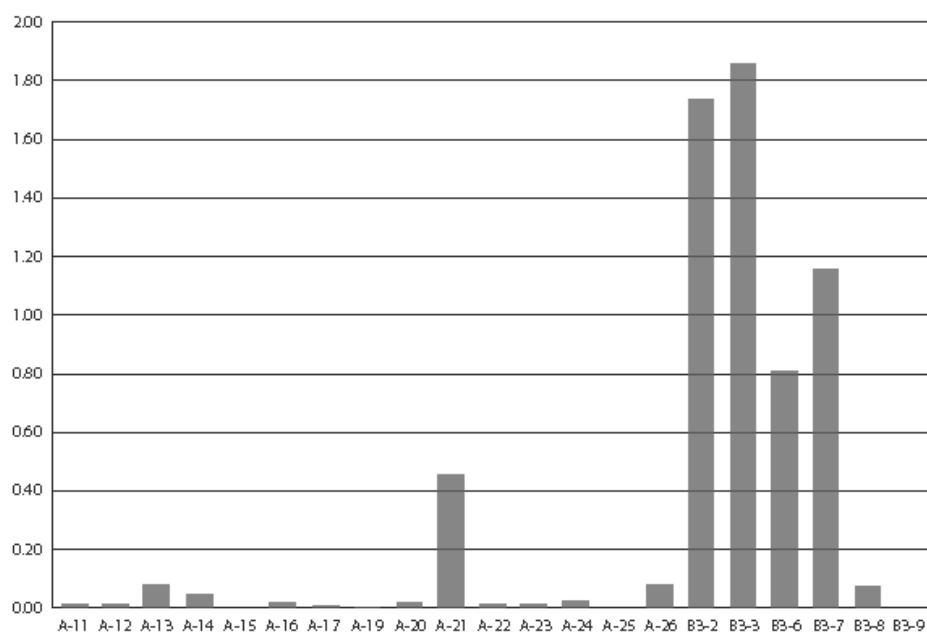


Table A3.4: Balance sheet

BALANCE SHEET		
BALANCE SHEET	2013	2012
A. I. NON CURRENT ASSETS	1,452,825.51	1,892,067.37
A.I.1. Intangible assets	127,416.62	181,861.14
A.I.2. Property, plant and equipment	1,325,408.89	1,710,206.23
A. II. CURRENT ASSETS	7,287,260.24	5,220,081.92
A.II.2. Short-term pre-financing	175,547.30	0.00
A.II.3. Short-term receivables	290,543.72	251,847.35
A.II.5. Cash and cash equivalents	6,821,169.22	4,968,234.57
ASSETS	8,740,085.75	7,112,149.29
P.I.2. Provisions (long term)	-	-
P. III. CURRENT LIABILITIES	2,218,986.73	1,921,315.67
P.III.2. Short-term provisions	24,686.35	246,083.14
P.III.4. Accounts payable	2,194,300.38	1,675,232.53
LIABILITIES	2,218,986.73	1,921,315.67
NET ASSETS (ASSETS less LIABILITIES)	6,521,099.02	5,190,833.62
P.I.2. Accumulated surplus/deficit	6,521,099.02	5,190,833.62
TOTAL NET ASSETS/LIABILITIES	6,521,099.02	5,190,833.62

Note: The figures included in Table A3.4 are provisional, since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Source: FRA, 2013

Table A3.5: Economic outturn account

ECONOMIC OUTTURN ACCOUNT		
ECONOMIC OUTTURN ACCOUNT	2013	2012
II.1.1. OPERATING REVENUES	21,566,100.76	20,563,267.54
II.1.1.1. Other operating revenue	21,566,100.76	20,563,267.54
II.1.2. OPERATING EXPENSES	-20,235,835.36	-23,245,286.49
II.1.2.1. Administrative expenses	-13,454,008.95	-13,790,079.57
II.1.2.2. Operating expenses	-6,781,826.41	-9,455,206.92
ECONOMIC OUTTURN FOR THE YEAR (SURPLUS)/DEFICIT	1,330,265.40	-2,682,018.95

Note: The figures included in Table A3.5 are provisional, since they are, at this date, still subject to audit by the ECA. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Source: FRA, 2013

Table A3.6: Average payment times for 2013

Legal times							
Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)
30	2,177	2,018	92.70	11.94	159	7.30	36.52
45	205	155	75.61	22.34	50	24.39	65.40
60	2	2	100.00	20.00			

Total number of payments	2,384	2,175	91.23		209	8.77	
Average payment time	15.38			12.69			43.43

Suspensions							
Average report approval suspension days	Average payment suspension days	Number of suspended payments	% of total number	Total number of payments	Amount of suspended payments (€)	% of total amount	Total paid amount (€)
0	23	80	3.36	2,384	210,420.89	1.66	12,670,702.77

Late interest paid in 2012			
Agency	GL account	Description	Amount (€)
			0

Table A3.7: Situation on revenue and income in 2013

Title	Description	Year of origin	Revenue and income recognised	Revenue and income cashed	Outstanding balance
20-0	European Union subsidy	2013	21,348,510.00	21,348,510.00	0.00
90-0	Miscellaneous revenue	2013	279,000.00	279,000.00	0.00
TOTAL			21,627,510.00	21,627,510.00	0.00

Source: FRA, 2013

Table A3.8: Recovery of undue payments

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2013			TOTAL qualified		TOTAL RC (incl. non-qualified)		% qualified/total RC	
	Year of origin (commitment)	Number	RO amount	Number	RO amount	Number	RO amount	
Sub-total								

Table A3.8: Recovery of undue payments (continued)

EXPENSES BUDGET	Error		Irregularity		OLAF notified		TOTAL qualified		TOTAL RC (incl. non-qualified)		% qualified/ total RC	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES									4	9,806.92		
Sub-total									4	9,806.92		
GRAND TOTAL									4	9,806.92		

Source: FRA, 2013

Table A3.9: Ageing balance of recovery orders at 31/12/2013

Year of origin	Number at 01/01/2013	Number at 31/12/2013	Evolution (%)	Open amount (€) at 01/01/2013	Open amount (€) at 31/12/2013	Evolution (%)
2013	0	0	0.00	0.00	0.00	0.00
Totals	0	0	0.00	0.00	0.00	0.00

Source: FRA, 2013

Table A3.10: Recovery order waivers in 2013 > €100,000

Waiver central key	Linked RO central key	RO accepted amount (€)	LE account group	Commission decision	Comments
Total		0			
Number of RO waivers		0			

Justifications:

N/A

Source: FRA, 2013

Table A3.11: Census of negotiated procedures

NEGOTIATED PROCEDURES – CONTRACTS > €60,000						
Count:		0				
Total amount:		0				
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (€)	Legal base
None						

Source: FRA, 2013

Table A3.12: Building contracts

BUILDING CONTRACTS						
Count:		0				
Total amount:		0				
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (€)	Legal base
N/A						

Source: FRA, 2013

Table 13: Contracts declared secret

SECRET CONTRACTS						
Count:		0				
Total amount:		0				
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (€)	Legal base
N/A						

Source: FRA, 2013

ANNEX 4 – Materiality criteria

Materiality is the basis for defining significant deficiencies in both qualitative and quantitative terms. The materiality criteria used by FRA and the way of assessing their significance are presented below.

Qualitative criteria are linked to failure in achieving FRA's short-term objectives, risks to FRA's reputation, significant deficiencies in its control systems and repetitive errors. These involve use of resources, sound financial management, and legality and regularity of the transactions. Their significance is judged on the basis of:

- the nature and scope of the weakness
- the duration of the weakness
- the existence of compensatory measures (mitigating controls which reduce the impact of the weakness)
- the existence of effective corrective actions to correct the weaknesses (action plans and financial corrections) which have had a measurable impact.

In quantitative terms, a deficiency is considered material if the financial impact or risk of loss is greater than 2 % of FRA's budget for the Area of Activity or more than €5,000. In addition, the weakness must imply a significant reputational risk.

ANNEX 5 – Internal control template (ICT) for budget implementation

This annex contains the potential risks related to procurement, financial transactions and supervision for which the residual risk was assessed at a medium level as a result of the 2013 risk assessment exercise carried out internally. During this exercise, no high-level risk was identified, and no action was considered for low-level risks, as they were immaterial and with no impact at the strategic, financial or reputational level. For the medium-level risks reported under this annex, the mitigating controls are included in their respective tables.

Stage 1 – Procurement

A – Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Not applicable, as no medium or high risk was identified under this phase	-	-	-	-

B – Needs assessment and definition of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity).

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Not applicable, as no medium or high risk was identified under this phase	-	-	-	-

C – Selection of the offer and evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Conflict of interest/ unequal treatment of tenderers, for example through biased selection criteria or partial evaluations (also addressing Management Board, MB, and Scientific Committee, SC)	Formal evaluation process, governed by a dedicated internal procedure: Opening Committee and Evaluation Committee. Including a minimum number of five members in the selection panel for tenders above €60,000, and three for those below €60,000, reducing the risk of unequal treatment	100 % of calls for tenders Depth: all documents transmitted	Costs: estimate of cost of staff involved. Benefits: compliance with Financial Rules. Difference between the most onerous offer and the selected one. Preventing the unequal treatment of tenderers, and therefore the potential complaints or litigation that may occur	Effectiveness: numbers of complaints or litigation cases filed. Number of requests for clarification regarding the tender. Efficiency: average cost of a tendering procedure. Costs for closing a complaint/litigation

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	Declarations of conflict of interest are signed by the members of both the opening and evaluation panels	100 % of the members of the opening committee and the evaluation committee	Costs: estimate of cost of staff involved. Benefits: Number of contracts for which the control prevented the risk of litigation or fraud	
	Declarations of conflict of interest are signed by the members of the MB and SC	100 % of declarations of conflict of interest are signed by the members of the MB and SC	Costs: estimate of cost of staff involved in the preparation, publication and archiving of declarations signed. Benefits: potential irregularities prevented, by avoiding the interference in procurement procedure/contracting	
	Dedicated pages on the FRA website that assure the transparency of the information	100 % of information available on the website Depth: compulsory for calls for tenders above €15,000	Costs: estimate of costs for running the website (updating, maintenance, etc.). Benefits: preventing complaints from bidders concerning the access to information. Participation in competition of a sufficient number of bidders	
	Exclusion and selection criteria documented and transparent, by including them in Technical Specifications. Existence of the Steering Committee. Admin supervision and Authorising Officer approval of specifications	100 % of the specifications are scrutinised. Depth: determined by the amount of the awarded contract	Costs: estimate of cost of staff involved. Benefits: limit the risk of litigation. Limit the risk of cancellation of a tender. Total value of proposed contracts for which the supervision and approval detected material error	

Stage 2 - Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
<p>All pre-financing, accrual adjustments and guarantees not identified. Mistakes in transactions.</p> <p>Commitments, payments and recovery orders recorded with delay.</p> <p>Incomplete accounting systems</p>	Use of ABAC system for all the accounting records (all pre-financing payments are controlled via ABAC)	100 % of the contracts are included in ABAC	<p>Costs: costs for licensing of ABAC users.</p> <p>Estimation of costs of staff involved.</p> <p>Costs of training activities.</p> <p>Benefits: centralised control of the payments.</p> <p>Access to information for all the actors involved.</p> <p>Amount of irregularities, errors, and overpayments prevented by the controls.</p> <p>Systematic weaknesses detected and corrected.</p>	<p>Effectiveness: percentage error rate prevented.</p> <p>Number of control failures.</p> <p>Number/amount of liquidated damages, if any.</p> <p>Number of actions for improvement implemented.</p> <p>Efficiency: late interest payment.</p> <p>Amount of damages paid.</p> <p>Costs of the ex post controls with respect to the benefits.</p> <p>Average cost of an ex post control</p>
	Guarantees controlled via ABAC	100 % of the guarantees are included in ABAC		
	Training on ABAC compulsory for all nominated users	100 % ABAC users		
	Financial workflow based on four eyes principles (operational and financial checks in accordance with the financial workflow). Centralised financial initiation	100 % of the transactions are controlled. Depth: all the transactions checked		
	Each transaction is checked by AOD in its capacity as Financial Verifying Agent	100 % of transactions are verified Depth: riskier operations subject to in-depth controls		
	Each transaction checked by the Accounting Officer (i.e. accrual adjustments)	100 % of the transactions are checked		
	Registration and authorisation of exceptions. Review of exceptions reported	Reported exceptions. Depth: randomly, depending on the report. 100 % once a year. Depth: look for the weakness in the procedures related to the reported exceptions		
	Ex post controls	Selected transactions Depth: the control sampling is risk based		

Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is detected and corrected.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Incomplete or inaccurate data in the information system related to contracts	Existence of the four eyes principle, including checking the inputted information	100 % verification of the information uploaded in TCM (Tender Contract Maker) application	Costs: estimation of cost of staff involved. Costs for the running of TCM (maintenance, updates, etc.) Benefits: Preventing mistakes in drafting and implementing the contracts	Effectiveness: number of errors undetected (related to irregularities and error). Efficiency: cost of the undetected errors. Costs of the ex post controls with respect to the benefits
	Ex post controls	Selected transactions. Depth: the control sampling is risk based		

ANNEX 6 - Key performance indicators

Figure A6a: FRA logic model

Inputs	Activities	Objectives related to outputs	Objectives related to Short term impacts	Objectives related to Long term impacts	Aspirational impacts
Human, intellectual physical and economic capital	Assistance and expertise to EU institutions and Member States	O 1: Provide assistance and expertise to EU institutions and Member States	ST 1: Produce and or disseminate effective evidence based recommendations and conclusions from research findings, Opinion and other policy advice to decision makers and key stakeholders	LT 1: FRA's assistance and expertise provided to EU institutions support legal and policy developments related to fundamental rights	All: European and Member States' legislation and policies contribute to ensuring full respect of fundamental rights
		O 2: Formulate opinions to EU Institutions and Member States			
	Data collection, research and analysis	O 3: Develop research analysis, surveys and identify good practices			
		O 4: Publish thematic reports and handbooks			
		O 5: Disseminate targeted information to the right stakeholders at the right time			
	Cooperation and networking	O 6: Develop of relevant scientific methodologies and standards	ST 2: Improve effective networking and development of synergies among EU and national stakeholders, and Civil Society	LT 2: FRA's assistance and expertise provided to Member States support legal and policy developments related to fundamental rights	A 21: Relevant EU and Member State institutions, bodies and agencies increasingly respect, protect and promote fundamental rights
		O 7: Develop effective networks with key partners and Agency networks			
	Dissemination and awareness raising	O 8: Develop awareness raising materials	ST 3: Increase awareness of fundamental rights among select professional organisations and stakeholders		A 3: Greater knowledge of, and broader awareness of, fundamental rights issues in the Union are conducive to ensuring full respect of fundamental rights

The FRA logic model which describes the relationships between organisational activities, the outputs of those activities and their impacts.

Table A6.1: The performance indicators in 2013

0 2: Formulate opinions and other advice to EU institutions and Member States
I 4: Number of requests for opinions and other advice received broken down by initiators
I 5: Number of requests for opinions and other advice acknowledged (i.e. followed up)
0 3: Develop research analysis and surveys and identify good practices
I 8: Number of research activities [per type of task, per thematic area, per type of outputs, per geographical area]
0 4: Publish thematic reports and handbooks
I 10: Number of publications produced per thematic area
0 5: Disseminate targeted information to the right stakeholders and at the right time
I 14: Number of visitors to the FRA website
I 15: Number of stakeholders who receive a copy of the publications
0 7: Develop effective networks with key partners and agency networks
I 24: Number of networking events/meetings held
0 8: Develop awareness-raising materials
I 39: Number of people reached by awareness-raising activities

Figure A6.2: I 5 – Number of requests for opinions and other advice acknowledged 2008–2013

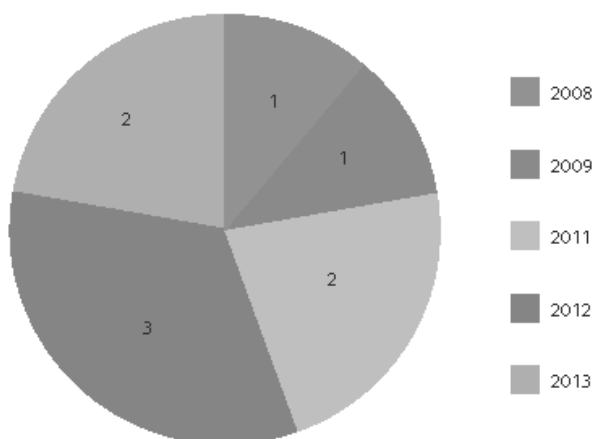


Figure A6.3: Number of research activities per thematic area in 2013

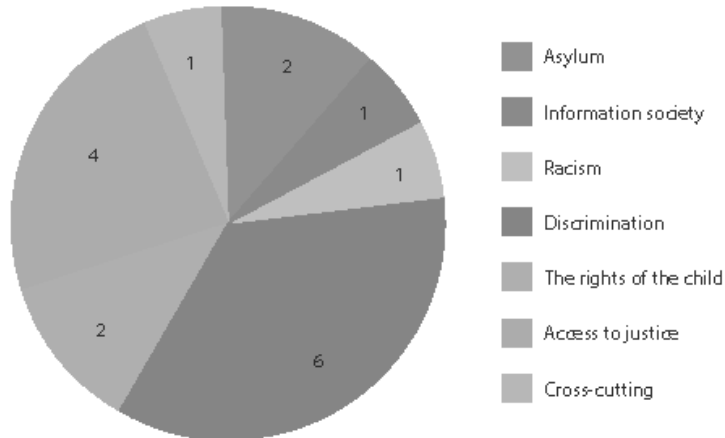


Table A6.2 shows signs of a slight downward trend compared with the results of the baseline analysis, which assessed around 20 research activities being undertaken by FRA in 2009 and around 25 or 26 in 2010-2012.

Table A6.2: FRA publications by thematic areas (2007-2013)

Thematic area	2007	2008	2009	2010	2011	2012	2013
Racism, xenophobia and related intolerance	4	2	2	6	5	2	1
Discrimination	3	2	11	7	10	7	6
Rights of the child	0	1	1	2	2	1	2
Asylum, immigration and integration	0	0	3	2	1	2	2
Visa and border control	0	0	0	1	2	2	-
Information society	0	1	0	1	1	3	1
Participation of the citizens of the Union in the Union's democratic functioning	0	0	2	0	0	0	-
Access to efficient and independent justice	0	1	1	6	5	5	4
Cross-cutting research activities	1	0	0	0	0	3	1
Total research activities per AWP	8	7	20	25	26	25	17

Figure A6.4: Number of publications per thematic area in 2013

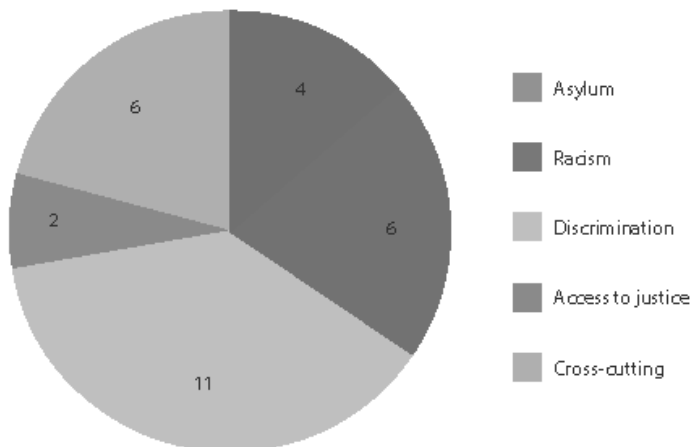


Figure A6.5: Visits to website per month

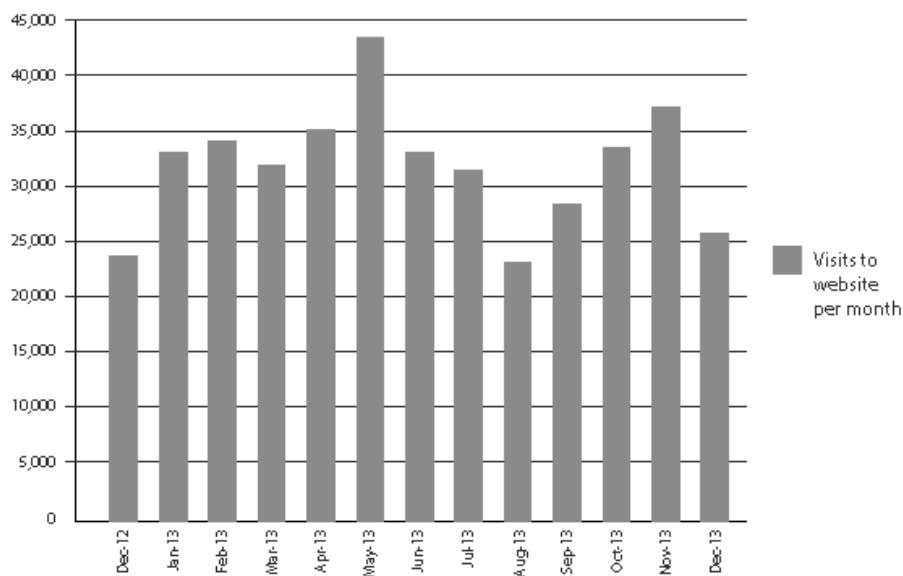


Table A6.3: Number of networking events in 2013

Type of event	Number of events
Two meetings with NLOs and one annual meeting with NHRIs and one with NHRI communicators	4
One FRP annual meeting and two FRP advisory group meetings	3
One annual meeting with equality bodies and one with equality bodies communicators	2
Fundamental Rights Conference; annual coordination meeting with equality treatment bodies; meeting with FRA Local Communities Network	3
Total number of events	12

Table A6.4: Number of networking events in 2013

Type of event	Number of events
Two meetings with NLOs and one meeting with NHRIs and bodies	3
Two expert meetings	2
Three meetings with stakeholders and representatives of different communities	3
Fundamental Rights Conference; one annual meeting of the Fundamental Rights Platform meeting and one meeting of the FRP Advisory Panel; FRA Symposium	4
Total number of events	12

Figure A6.6: FRA social media statistics 2011-2013

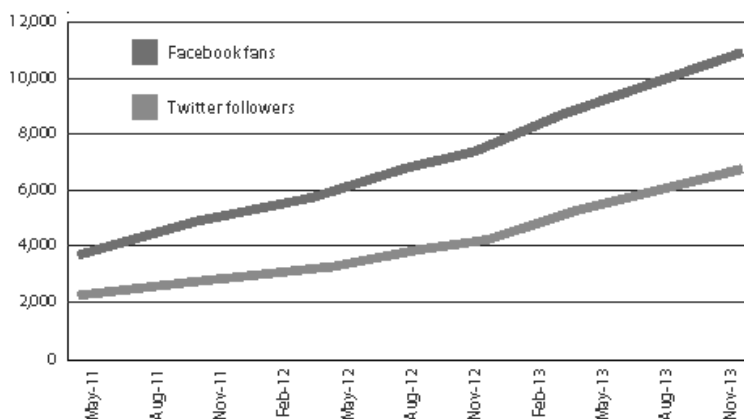


Figure A6.6 shows the growth in Facebook and Twitter followers over the period May 2011 to November 2013. The number of Facebook fans has grown substantially over the period and the number of Twitter followers grew more than sixfold from 2011.

Figure A6.7: FRA unique downloads 2012-2013

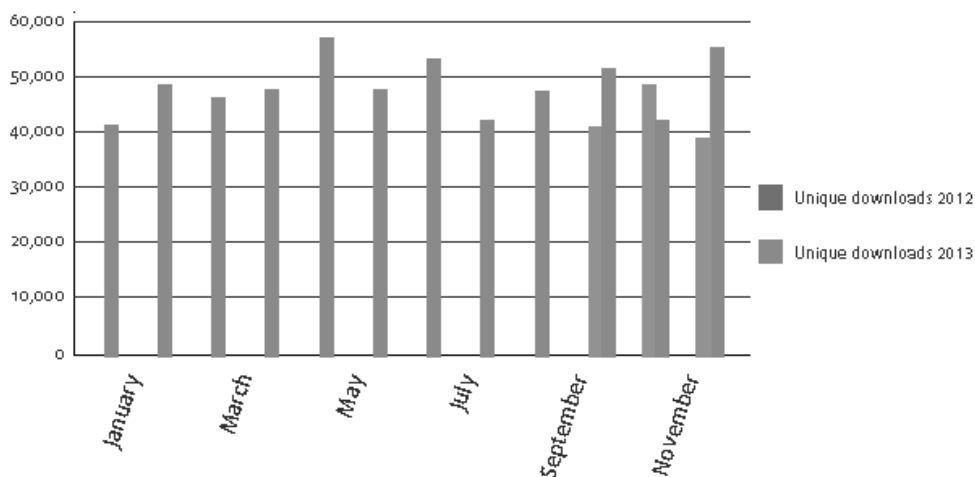


Figure A6.8: FRA participation in events in 2013

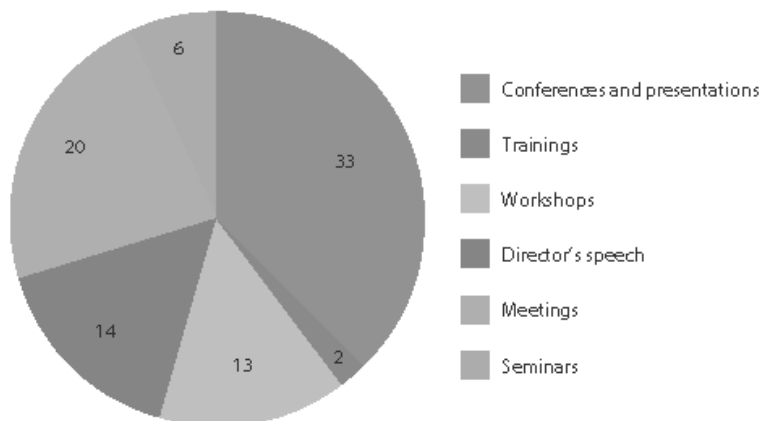


Table A6.5: Number of references (2006-2012)

Type	Average number of references per year	Total number of references over the period
Number of references to FRA in EU parliamentary questions/replies	5	27
Number of references to FRA in EU legal documents	8	45
Number of references to FRA in EU case law	0	2
Number of references to FRA in EU institutions' positions, opinions or conclusions	8	48
Number of references to FRA in EU institution speeches/interviews	2	9

Table A6.6: Number of references 2013

Type	Total number of references in 2013
Number of references to FRA in EU parliamentary questions/replies	8
Number of references to FRA in EU legal documents	7
Number of references to FRA in EU case law	0
Number of references to FRA in EU institutions' positions, opinions or conclusions	5
Number of references to FRA in EU institution speeches/interviews	3

ANNEX 7 – Main achievements by project in 2013

Asylum, immigration and integration of migrants

Severe forms of labour exploitation

The project looks at criminal exploitation of the work of both EU and non-EU migrants, aiming to collect information on the nature of and responses to severe forms of labour exploitation across the EU. It deals with a topic that has not been extensively researched to date at EU level. Labour exploitation largely remains undetected and unreported because of its illegal nature and the vulnerabilities of its victims. Labour exploitation is high on the EU agenda. It is particularly linked to the EU strategy for eradicating human trafficking, as well as legislation such as the Employers' Sanctions Directive, the Trafficking Directive, the EU Victims' Directive, the Seasonal Workers' Directive and ongoing revision of the Directive on Posted Workers.

The project will collect information about the situation on the ground with regard to the forms and frequency of labour exploitation incidents; the economic areas affected; common risk factors that contribute to labour exploitation; prevention measures aimed to reduce the risk of labour exploitation; and the obligations of specific organisations involved in preventing labour exploitation and supporting victims and the cooperation that exists between them. The fieldwork involves interviews and focus group discussions in 21 EU Member States with various professional groups such as the police, labour inspectorates, victim support organisations, recruitment agencies and national anti-trafficking coordinators. Case studies will also be collected. Fieldwork began in 10 Member States in September 2013, and organisations in a further 11 Member States were contracted in late 2013 to carry out fieldwork in 2014.

A report will be drafted from September 2014 and findings will be published in 2015.

Performance measures in 2013		
Deliverable	Indicator	Results
Engagement with stakeholder groups	Number of relevant participants in meetings	An expert meeting for FRA's project 'Severe forms of labour exploitation' (SELEX) was held at FRA from 4 to 5 June 2013. The meeting brought together over 20 experts from various professional fields from different Member States and international organisations to discuss the second project phase.
Development of monitoring methods at the Member State and EU levels	Timely delivery	The background research material for fieldwork (phase 2) was drafted by the project team in July/August (including the interview schedule for semi-structured interviews and focus groups, the consent forms and case study template). Consultations with the FRA's network of researchers, including a face-to-face meeting with FRANET contractors (social researchers) took place on 2 September 2013. In addition, the project team held two pilot interviews in late August 2013 to test the interview questions.

Inter-agency work in the areas of borders, immigration and asylum

This project comprises all follow up work – publication of research results as well as targeted delivery of expert advice – by FRA to past projects covering this MAF area. It includes the projects on the situation of irregular immigrants in the EU (2009–2012 Work Programmes); protecting, respecting and promoting the rights of irregular immigrants in voluntary and involuntary return procedures (2009 Work Programme); treatment of third-country nationals at the EU's external borders (2010–2012 Work Programmes); border control and fundamental rights (2010–2012 Work Programmes); and access to justice for asylum seekers (2009 Work Programme).

In 2013, FRA issued two new publications and drafted four other reports. FRA was increasingly part of policy discussions at the EU level where it could inform the debates based on its research findings. On 11 June, FRA and EASO signed an agreement on bilateral cooperation. FRA co-chaired the Frontex Consultative Forum, a body of 15 international organisations, EU agencies and NGOs, which provides fundamental rights expertise to Frontex and its Management Board.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of report: <i>Handbook on European Law related to asylum, borders and immigration</i>	Number of downloads	(EN) 7,370; (FR) 4,294; (DE) 2,781; (IT) 2,738
	Number of copies printed	(EN) 3,000 (full stock exhausted in November 2013); (DE) 1,326; (FR) 958; (IT) 811 With some 17,000 downloads and some 6,000 copies distributed in six months, the handbook became the most requested FRA publication. The decision to issue the first edition of the handbook in four languages, English, French, German and Italian, increased its use by legal practitioners in EU Member States. For example, in October 2013, the Italian version was downloaded almost as many times (668) as the English version (685).
	Presentations to practitioners	The handbook was jointly launched in Strasbourg by the European Court of Human Rights and FRA in June 2013, and presented at six other events for legal practitioners in Trieste (21 June), Malta (26 June), Madrid (20 June), Cyprus (9–10 September), London (23 September) and Berlin (24 September)
	Proportion of outputs translated into official languages of the EU	Four languages
Publication of report: <i>Fundamental rights at Europe's southern sea borders</i>	Number of downloads	(EN) 3,040
	Number of copies printed	(EN) 1,638
	Presentations to policy makers	Initially presented to the European Commissioner for Home Affairs, Cecilia Malmström, (25 March) and subsequently to the European Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE) (8 April) and to two Council working parties, namely Frontiers (14 May) and Schengen Evaluations (11 April)
	Proportion of outputs translated into official languages of the EU	One language (executive summary translated, see below)
Publication of report: <i>Fundamental rights at Europe's southern sea border – summary</i>	Number of downloads	(EN) 124
	Number of copies printed	(EN) 348; (FR) 53
	Proportion of outputs translated into official languages of the EU	Six languages
Publication of report: <i>EU solidarity and Frontex: Fundamental rights challenges</i>	Number of downloads	(EN) 230
	Number of copies printed	(EN) 189
	Proportion of outputs translated into official languages of the EU	One language
<i>Frontex assisted in designing, planning and implementing training activities</i>	Relevance of the information and analyses provided	The results of the sea borders report were presented to the European Patrol Network and to Frontex (October), promoting a discussion with practitioners on how to address existing fundamental rights challenges

<p><i>Expert advice delivered through organisation of targeted events and participation in key meetings</i></p>	<p>Relevance of the information and analyses provided</p>	<p>FRA was invited to contribute to two expert working groups set up by the European Commission with Member States: on 15 March and 20 June, FRA attended meetings of the Return Directive Contact Committee and on 27 June it took part in the Migration Contact Committee. At these meetings, FRA contributed with its fundamental rights expertise. The results of the sea borders report fed into the Commission communication on the Task Force Mediterranean and were used by the EU legislator in the preparation of a regulation for Frontex-coordinated sea operations. FRA continued to attend the coordination meetings with JHA agencies convened by the EU Anti-Trafficking Coordinator, contributing to ensure complementarity with the work of other agencies. In relation to anti-trafficking work, FRA convened an expert meeting in November to discuss a first draft of the best practice model on guardianship for child victims of trafficking, called for by the EU Anti-Trafficking Strategy. Moreover, FRA was requested to contribute as a speaker to two events organised by the Academy of European Law (ERA) on border management (March) and return policies (14 May).</p>
<p><i>Comments provided to Frontex and EASO on draft documents as requested</i></p>	<p>Relevance of the information and analyses provided</p>	<p>FRA supported EASO in developing a handbook on age assessment through participation in working group meetings and written comments. It also commented on the update of the European Asylum Curriculum, the main training tool for refugee status eligibility officers. In October, FRA took part in the EASO expert meeting on family tracing, with the purpose of identifying the support FRA can provide to this new EASO initiative. The Frontex Consultative Forum co-chaired by FRA met three times, on 31 January, 22 May and 24 October. The forum provided Frontex with support on various areas of work, for example the development of a code of conduct for forced removals, and fundamental rights expertise concerning the training of border guards. The Consultative Forum also visited the Poseidon operation covering Greece and Bulgaria.</p>

Information society, in particular, respect for private life and protection of personal data

Data protection: redress mechanisms and their use

To fill a data gap on the practices in EU Member States concerning access of individuals to redress mechanism in the area of data protection, the project looks at existing remedies and the legal consequences of data protection violations in all Member States. The findings will provide insights into why available redress mechanisms in the area of data protection are not used to the full extent that they could be. The project involves legal and social fieldwork research.

Performance measures in 2013		
Deliverable	Indicator	Results
Comparative report on individuals' experiences of seeking remedy on data protection issues	Number of downloads Number of copies printed Number of references Proportion of outputs translated into official languages of the EU	No publications in 2013
Thematic reports and factsheets	Number of downloads Number of copies printed Number of references Proportion of outputs translated into official languages of the EU	No publications in 2013
Overview of national redress mechanisms concerning legal breaches related to personal data	Number of downloads Number of copies printed Number of references Proportion of outputs translated into official languages of the EU	No publications in 2013

Handbook on European data protection case law

This handbook will be prepared in collaboration with the Council of Europe and the European Court of Human Rights. The main objective of the project is to raise awareness and knowledge amongst judges and legal practitioners on fundamental rights guarantees in the area of data protection.

Performance measures in 2013		
Deliverable	Indicator	Results
FRA/COE/ECtHR Handbook	Number of downloads Number of copies printed Number of references Proportion of outputs translated into official languages of the EU	No publications in 2013
FRA case law database further developed	Number of downloads Number of copies printed Number of references Proportion of outputs translated into official languages of the EU	No publications in 2013
Stakeholder meetings with the intended end-users of the handbook	Stakeholder feedback on the usefulness and relevance of the meetings	
Peer-review meetings	Number of participants in the peer-review meeting	

Racism, xenophobia and related intolerance

Survey on discrimination and hate crime against Jews in selected EU Member States

Antisemitism is still a reality in the European Union. Little is known, however, on how it affects Jewish communities. That is why FRA conducted a survey asking self-identified Jews' opinions about trends in antisemitism; how antisemitism affects their everyday life; their personal experiences as victims or witnesses of antisemitic incidents; their worries about becoming a victim of an antisemitic attack; and their actual experiences of discrimination because they are Jewish. In 2013, FRA experts analysed the survey data and prepared the survey outputs: a results report, a factsheet and a technical report as well as the online survey data explorer. The survey findings were published on 8 November 2013.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of survey: <i>Discrimination and hate crime against Jews in selected EU Member States</i>	Number of downloads	(EN) 745; (DE and FR) N/A
	Proportion of outputs translated into official languages of the EU	Three languages
Publication of factsheet: <i>Discrimination and hate crime against Jews in selected EU Member States</i>	Number of downloads	(EN) 548; (DE) 220; FR (203); HU (106); IT (109); LV 109; NL (114); SV (109); HE (174)
	Proportion of outputs translated in official languages of the EU	Nine languages
Publication of technical report: <i>Discrimination and hate crime against Jews in selected EU Member States</i>	Number of copies printed	Not printed in 2013
	Proportion of outputs translated into official languages of the EU	One language
Meetings with stakeholders	Proportion of key stakeholders that consider evidence provided by FRA is useful	11 November 2013, stakeholder meeting in Vilnius discussing ways forward in combating antisemitism in the EU

FRA opinion on Framework Decision on Racism and Xenophobia

In this opinion, FRA assesses the impact of the Framework Decision on Racism on the rights of victims of crimes motivated by hatred and prejudice, including racism and xenophobia. Building on evidence collected and analysed by FRA, including its large-scale surveys and its thematic and annual reports, the opinion forms part of FRA's work on supporting efforts by EU institutions and Member States to combat hate crime in the EU. It was developed in response to a request from the Council of the European Union. The opinion informed the 6 December Council Conclusions on combating hate crime in the European Union.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of opinion: <i>FRA opinion on Framework Decision on Racism and Xenophobia</i>	Number of downloads	(EN) 176
	Proportion of outputs translated into official languages of the EU	Three languages

Raising awareness and human rights education

Antisemitism can be expressed in the form of verbal and physical attacks, threats, harassment, property damage, graffiti or other forms of text, including hate speech on the internet. The present report relates to manifestations of antisemitism as they are recorded by official and unofficial sources in the 28 EU Member States. This update compiles available data on antisemitic incidents collected by international, governmental and non-governmental sources, covering the period 1 January 2002 to 31 December 2012, where data are available.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of summary overview: <i>Antisemitism: summary overview of the situation in the European Union 2002–2012</i>	Number of relevant participants to trainings	Pilot training for approx. 30 EU officials; training toolkit for EU officials
	Number of downloads	(EN) 150
	Number of languages	One language

Complementary and ad hoc research and data collection activities – racism, discrimination, intolerance and extremism: Learning from experiences in Greece and Hungary

FRA took the initiative to collect data and compile a thematic situation report examining the effectiveness of responses by public authorities, statutory human rights bodies and civil society organisations to racism, discrimination, intolerance and extremism in two EU Member States.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of situation report: <i>Situation report – racism, discrimination, intolerance and extremism: Learning from experiences in Greece and Hungary</i>	Number of downloads	N/A – only on-line
	Number of copies printed	
	Number of references	
	Number of languages	

Racism and ethnic discrimination in sport

This project aims to contribute to combating racism and discrimination in sport. It includes an overview of racist incidents and structural discrimination in the 27 EU Member States, highlighting exclusionary policies and practices. The project provides information about problems faced by vulnerable groups, while also promoting good practice examples.

The aim is to inform policy makers, sports associations, athletes and the general public. The main project themes are diversity management, equality and discrimination in national and international sports associations, sports clubs and fan associations; manifestations of racism and discrimination in the context of sporting events; and positive initiatives by political actors concerning prevention of racist violence in sport.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of guide: <i>Tackling racism and discrimination in sport: Guide of promising practices, initiatives and activities</i>	Number of publications downloaded	(EN) 172
	Number of reports printed	Not printed
	Proportion of outputs translated into official languages of the EU	One language

Discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation

FRA opinion on the situation of equality in the European Union 10 years on from initial implementation of the equality directives

Article 17 of the Racial Equality Directive requires the European Commission to report to the European Parliament and the Council on the implementation of both the Racial Equality Directive and the Employment Equality Directive and, in doing so, to take into account the views of FRA. The European Commission therefore requested FRA to provide an opinion on the situation of equality in the European Union 10 years on from initial implementation of the equality directives. Published in October, the opinion argues that people continue to face discrimination in their daily lives, despite considerable progress in terms of policies and laws nationally and across the EU beyond the area of employment.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of opinion: <i>On the situation of equality in the European Union 10 years on from initial implementation of the equality directives</i>	Number of downloads	(EN) 123
	Number of copies printed	(EN) 82

Fundamental rights of persons with intellectual disabilities and persons with mental health problems

In July 2013, FRA published the fifth and final report stemming from this project, a socio-legal report on the legal capacity of persons with mental health problems and persons with intellectual disabilities. This report analysed the right to equal recognition before the law set out in Article 12 of the CRPD, set against the backdrop of the experiences of interviewees who had been deprived of their legal capacity. To make the findings as accessible as possible to persons with disabilities themselves, factsheets were published in all EU languages and the report was also produced in an easy-to-read format in English, French and German.

In October 2013, FRA organised a seminar on legal capacity in conjunction with the Irish Department of Justice and Equality, the Irish Human Rights Commission and the Irish Equality Authority. The seminar brought together the legal experts working on this issue in the Ministries of Justice of 22 EU Member States, along with a number of experts in the field, to discuss the legal obligations deriving from Article 12 of the CRPD and how they can be implemented in national law.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of factsheet: <i>Legal capacity of persons with intellectual disabilities and persons with mental health problems</i>	Number of downloads	(EN) 846
	Number of copies printed	(BG) 46; (CS) 46; (DA) 46; (DE) 69; (EN) 239; (ET) 46; (EL) 46; (ES) 46; (FI) 46; (FR) 50; (HU) 46; (HR) 96; (IT) 48; (LT) 47; (LV) 46; (NL) 46; (PL) 46; (PT) 46; (RO) 66; (SK) 47; (SL) 46; (SV) 46
	Proportion of outputs translated in official languages of the EU	22 languages
Publication of easy read: <i>Laws about being able to make important decisions for yourself</i>	Number of downloads	(EN) 66
	Number of copies printed	(EN) 170
	Proportion of outputs translated into official languages of the EU	Three languages
Publication of report: <i>Legal capacity of persons with intellectual disabilities and persons with mental health problems</i>	Number of downloads	(EN) 1,671; (FR) 17
	Number of copies printed	(EN) 595; (FR) 9; (DE) N/A
	Proportion of outputs translated into official languages of the EU	Three languages
Seminar with legal experts working on legal capacity from Ministries of Justice across the	Number of participants in the seminar	35

Multiple and intersectional discrimination on grounds of gender, age and ethnicity in the EU

The field research included interviews with different groups of migrants in each of the countries concerned. Fieldwork-related activities were conducted in five countries. The research for the project was completed in December 2011 and, in the same month, a contract was signed for two follow-up stakeholder meetings to take place in February 2012, with one meeting on legal aspects of multiple discrimination and the other on healthcare. Factsheets on the project were produced in five languages.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of report: <i>Inequalities and multiple discrimination in access to and quality of healthcare</i>	Number of downloads	(EN) 1,533
	Number of copies printed	(EN) 660
	Proportion of outputs translated into official languages of the EU	One language
Publication of factsheet: <i>Inequalities and multiple discrimination in access to and quality of healthcare</i>	Number of downloads	(EN) 51; (IT) 142; (RO) 50
	Number of copies printed	(EN) 569; (DE) 230; (FR) 323
	Proportion of outputs translated into official languages of the EU	22 languages
Publication of easy read: <i>How people are treated differently in healthcare</i>	Number of copies printed	(EN) 154
	Proportion of outputs translated into official languages of the EU	One language

Roma Multi-annual Programme

The work under the Roma Multi-annual Programme in 2013 was focused on two major areas: strengthening cooperation and reinforcing various stakeholders' commitment to Roma integration; and supporting the process with analytical inputs, evidence and expertise. In January, FRA participated in the kick-off meeting of a coalition of international organisations to support Roma inclusion. The Commission services (DG REGIO and DG EMPL) took the initiative to set up the coalition. The objectives and activities of the coalition are to discover and build on opportunities for cooperation and synergies between the activities of different organisations in the field of Roma inclusion. The coalition met several times in 2013, and FRA hosted one of the coalition's meetings in October.

On 21 June, FRA published 16 country social studies prepared by Franet on the situation of Roma in employment, education, housing, health, poverty, rights awareness and active citizenship issues.

On 26 June in Brussels, FRA hosted the third meeting of its ad hoc working party with EU Member States on measuring Roma integration. Fourteen Member States are represented on the working party (Belgium, Bulgaria, the Czech Republic, Greece, Spain, Finland, France, Croatia, Hungary, Italy, the Netherlands, Romania, Slovakia and the UK), together with representatives from the United Nations Development Programme (UNDP), the World Bank, Eurofound and the European Commission.

In June and July, FRA conducted an online survey to map available data sources concerning Roma integration issues in the EU. A total of 1,147 responses were received from national, regional and selected local authorities. Franet has evaluated the results and submitted an analysis to FRA. The deliverables are currently under review by FRA.

Procurement for the qualitative research on local engagement for Roma integration (LERI) was concluded and the project was launched. Its objective is to better understand what drives and blocks the implementation of the national Roma integration strategies at the local level, in addition to identifying factors that influence the current socio-economic situation and life experiences of Roma people, as well as their attitudes, perceptions, values and views. The project prepares the grounds (in terms of conceptual understanding, and testing practical tools and mechanisms) for 'going local' in regard to Roma integration. The research will supply information on how local integration projects and action plans can best be implemented. The work will entail participatory action research with researchers working at local level and will be rolled out in 22 localities in 11 EU Member States.

In December, FRA delivered its annual progress report to the European Commission on the status and implementation of activities under the FRA Roma Programme.

The European Commission's Communication of 26 June 2013, COM/2013/0454 final, Steps forward in implementing National Roma Integration Strategies, acknowledged the importance of FRA's ad hoc working group on Roma integration, which aims to help participating Member States set up effective monitoring mechanisms to obtain reliable and comparable results.

Similarly, the Council Recommendation of 9 December 2013 on effective Roma integration measures stressed that Member States should 'make use of any relevant core indicators or methods of empirical social research or data collection for monitoring and evaluating progress on a regular basis, particularly at the local level, enabling efficient reporting on the situation of Roma in the Member States with the optional support of the European Union Agency for Fundamental Rights'.

The European Parliament resolution of 12 December 2013 on the progress made in the implementation of the National Roma Integration Strategies (2013/2924(RSP)) also acknowledged the FRA survey results on the situation of Roma in 11 EU Member States, as well as calling on Member States to "produce disaggregated data with the assistance of FRA, the UNDP and the World Bank on the socio-economic situation of Roma, the degree to which Roma experience discrimination on the grounds of ethnic origin, and hate crimes committed against them, while fully respecting data protection standards and the right to privacy, and to develop, in cooperation with the Commission, the baseline indicators and measurable targets that are essential for a robust monitoring system in order to ensure reliable feedback on the progress made in the implementation of the NRIS and in improvement of the situation of Roma, with particular regard to minors and women; calls on the Commission to enhance the coordination role of FRA and fully use its capabilities."

In 2013, work also continued on the in-depth analysis of the Roma pilot survey data. Three thematic studies were elaborated (on education, gender and employment) and passed through a comprehensive consultation process. Even before their formal launch (scheduled for the beginning of 2014), they were shared with the respective stakeholders (the COM, and the European Parliament, EP) and were used in preparing the 2013 progress reports for the countries covered by the survey. The results of the gender analysis were also presented in the EP and contributed to the debate on gender equality in the Member States.

In its efforts to improve the public's awareness of the depth and breadth of Roma exclusion, as well as to make the data on Roma more easily accessible and used, FRA completed in 2013 a data visualisation tool that makes it possible

for individual visitors to look and analyse the data from the Roma pilot. A number of Roma advocacy networks different picked up on the data visualisation tool and immediately recommended it to their members, thus generating a additional interest in and awareness of the issue. In the long run, the data visualisation is expected to contribute to improving the culture of data usage in member states – a necessary precondition for effective evidence based policies.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of working and discussion paper: <i>Analysis of FRA Roma survey results by gender</i>	Number of downloads	(EN) 428 Working paper published on FRA website and presented in EP in September. Being further developed into a Data in Focus report on the survey results by gender, to be published in April 2014
	Proportion of outputs translated in official languages of the EU	One language
Report on the situation of Roma migrants in France (internal document) and input to UNDP working paper on Roma and migration	Timely delivery	Internal report developed and served as input to UNDP publication on Roma and migration in September 2013
Comparative overview summary report for the 16 EU Member States that were not covered by the pilot Roma survey of 2011 based on follow-up research	Additional number of MSs covered by the comparative report	Provided to Commission in December 2012 – comparative report covering 16 MSs
National social thematic study reports for the 11 Member States part of the FRA Roma Pilot Survey and for the 16 MSs not covered by the survey	Number of national reports to be prepared	National reports in the form of country social thematic studies were submitted to the Commission for 16 MSs (in December 2012) and published on the FRA website in June 2013. Additional country social thematic studies were produced and submitted to the COM in October 2013 for the 11 MSs covered by the Roma Pilot Survey. These will be published on the FRA website in early 2014
Summary fiches for the 11 Roma Pilot Survey Member States and the 16 MSs not covered by the survey – internal document	Additional number of summaries to be prepared	Two- to three-page summary fiches were prepared for 16 MSs not covered by the survey and delivered to the Commission in December 2012. Additional two- to three-page summary fiches were produced and submitted to the COM in October 2013 for the 11 MSs covered by the Roma pilot survey
Mapping of data sources at the national level and on data collection at the EU/international level on the situation of Roma	Timely delivery	Online survey mapping official data sources on Roma conducted among government officials at local, regional and national level in June-July 2013. Preliminary results to be shared with MSs and the Commission in 2014
Consultation meetings with Member State authorities	Number of relevant participants in meetings	20 external participants to third FRA ad hoc working party on Roma inclusion in June 2013
Annual progress report from FRA to the Commission, including a progress report on the qualitative research 2013-2016, as outlined in the multi-annual proposal, as well as progress on FRA's work with Member States in developing monitoring methods on Roma integration	Timely delivery	FRA annual progress report on its Multi-annual Roma Programme submitted to the Commission in December 2013

Surveying LGBT people and authorities

This project aims to provide data to enhance understanding of LGBT persons' experiences of discrimination and victimisation. It follows up its 2011 preparatory work by carrying out a survey on discrimination and victimisation of LGBT persons in all EU Member States. This survey was supplemented by qualitative research to examine the views and experiences of public authorities and other duty bearers on LGBT-related issues, including support to victims of discrimination and hate crime.

In May 2013, the EU LGBT Survey was launched in The Hague, with the participation of high-profile policy makers – including the DG Justice Commissioner – and experts, as well as stakeholders and practitioners from EU- and national-level organisations. The FRA publication *EU LGBT survey: European Union lesbian, gay, bisexual and transgender survey – Results at a glance* was successfully presented and received considerable public attention worldwide. The visibility of the survey and public interest in it were unprecedented.

The main results report was drafted and approved for editing and production. It is in the pipeline for publication in 2014, as it conceded priority to other FRA publications which were produced and published in 2014.

The FRA data visualisation was designed and implemented for the first time in early 2014 and the dataset of the EU LGBT Survey was made available to the public through the LGBT Survey data explorer in May 2014. This valuable tool provided multiple possibilities for diving into the data, comparing countries, respondent groups and realities in a way that was not possible before without specialised software used by researchers. The FRA data explorer offered multiple visualisations through interactive maps, charts and comparisons, providing unique insights and better understanding of the survey data. After the successful example of the EU LGBT Survey, data visualisation tools for other FRA surveys were developed.

A large-scale qualitative research project on LGBT equality and public authorities was launched in early 2013. Fieldwork research was implemented in 19 Member States by Franet contractors under FRA's guidance, close monitoring and quality control. More than 1,000 interviews were held with public officials, law enforcement officers, teachers and head teachers, and healthcare (including transgender healthcare) providers. The main purpose of this research was to collect data that can assist both EU institutions and Member States' authorities to understand how national (public) law and policy aimed at protecting, promoting and fulfilling the fundamental rights of LGBT persons is applied in practice and how it could be further developed in a systematic and sustainable way. Hence, the research collected objective, reliable and comparable data on the main factors acting as drivers of, or forms of resistance to, the development, functioning and sustainability of national public policies and policy measures within the European Union and its Member States to effectively address the discrimination, violence and victimisation, as well as marginalisation and social exclusion, experienced by LGBT persons.

The research material collected consists of 19 country summary reports, 1,037 interview audio files, reporting summaries and 393 transcripts in English of selected interviews in each Member State.

A call for tender for the EU comparative report and analysis of the research material for the LGBT public authority project was launched and successfully concluded in 2013. An EU comparative analysis is being implemented in 2014. The objective of such task is to provide FRA with a comparative analysis of the 'situation on the ground' regarding the setting up and implementation of (public) policies and practices in the area of fundamental rights of LGBT persons. The report should draw a reliable picture of the ways that five professional groups protect, promote and fulfil the fundamental rights of LGBT persons in practice in accordance with the legal standards.

The comparative analysis is based on the collective dataset produced through the fieldwork research.

A call for tender for the analysis of the survey data about respondents who identified as transgender persons was launched and successfully concluded in 2013. An EU comparative analysis of the transgender respondents on the basis of the EU LGBT Survey data is under way in 2014.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of EU LGBT survey: <i>European Union lesbian, gay, bisexual and transgender survey – results at a glance</i>	Number of downloads	(EN) 10,470
	Number of copies printed	(EN) 3,326
	Proportion of outputs translated into official languages of the EU	Three languages
Publication of factsheet: <i>LGBT persons' experiences of discrimination and hate crime in the EU and Croatia</i>	Number of downloads	(EN) 754; (DE) 754; (FR) 92
	Number of copies printed	(EN) 976; (DE) 347; (FR) 509; (FI) 69; (BG) 174; (CS) 70; (DA) 169; (ET) 171; (EL) 69; (ES) 63; (HR) 259; (HU) 171; (IT) 85; (LV) 70; (LT) 151; (NL) 70; (PL) 71; (PT) 39; (RO) 190; (SK) 230; (SL) 169; (SV) 170
	Proportion of outputs translated into official languages of the EU	22 languages
Survey launch event and LGBT Survey results presentation	Participation rate in the meetings with selected key stakeholders	Over 200 participants in the main event of the LGBT Survey public launch in The Hague in May 2013
	Relevance of the meetings to the specific objectives, based on the participants' feedback	Positive feedback and high visibility of the public events related to the publication of the LGBT Survey publications and the LGBT Survey data visualisation
LGBT public authorities qualitative research	Number of interviews and country reports	In the first half of 2013, 1,037 interviews with public officials and civil servants were conducted in 19 EU Member States 393 transcripts in English were produced for selected interviews in each member State 19 country summary reports and analysis were produced, evaluated and accepted in 2013
	Timely implementation	

Homophobia, transphobia and discrimination on the grounds of sexual orientation and gender identity

In 2008, following a request by the European Parliament, FRA published a comprehensive EU comparative legal report on the situation concerning homophobia and discrimination on grounds of sexual orientation and gender identity. This report was updated in 2010. In 2012, upon a request by the European Commission, FRA conducted a large-scale online survey on homophobic and transphobic hate crime and discrimination on grounds of sexual orientation and gender identity. The report was published in May 2013. Following the launch of the report, a renewed interest in updated comparative legal data on the subject matter became evident. It therefore became necessary to revise the Annual Work Programme of FRA in December 2013 to include a new project on this aspect. The project will update the 2010 legal comparative report, including collecting these data for the first time for Croatia and adding new aspects such as those relating to the protection of fundamental rights of intersex persons. The project will also inform the project 'Surveying LGBT persons and authorities', which focused on qualitative interview with teachers, health officials, public officials, police officers and transgender health providers.

Performance measures in 2013		
Deliverable	Indicator	Results
Introduction of a new project in December 2013 in the 2013 AWP	Timeliness in preparing technical specifications and contracting of the research	Contracting of researchers in the EU Member States and comparative report research

Children with disabilities: experiences of discrimination, inclusion and hate speech

The implementation of the project ‘Children with disabilities: Targeted violence and hostility’ continued with the evaluation of primary and secondary data gathered through Franet. In July, FRA received and evaluated desk reports from all 28 EU Member States on the issue of violence and hostility against children with disabilities (including hate crime). In addition, FRA’s data collection was complemented by fieldwork covering 13 Member States (Austria, Bulgaria, Croatia, the Czech Republic, Denmark, Italy, Lithuania, the Netherlands, Poland, Portugal, Sweden, Slovenia and the United Kingdom). The fieldwork consisted of 10 semi-structured face-to-face interviews with key stakeholders in each country (130 interviews in total). The objective of the interviews was to complement the data gathered through the national desk research and collect primary country-specific data on policies, programmes and promising practices on the issue of targeted violence and hostility against children with disabilities. The evaluation of research deliverables from both components was completed in October and FRA started to analyse the data. The final results will be published in 2014 following consultation with selected key stakeholders.

Performance measures in 2013		
Deliverable	Indicator	Results
Comparative report (and other deliverables)	Number of copies printed	Desk reports from 28 EU Member States, and interviews from 10, were received and evaluated. Given the difficulties in subcontracting the final report, there is a delay in the project implementation. It is expected that a draft report will be available in June 2014. FRA plans to launch the report around October 2014
Meetings with stakeholders	Participation rate in the meetings with selected key stakeholders. Relevance of the meetings to the specific objectives, based on the participants’ feedback	Once the draft is available, FRA will organise a meeting with selected experts and stakeholders to discuss the preliminary findings, outreach and communication issues. This is planned for June
Meetings with experts	Participation rate in the meetings with selected key stakeholders. Relevance of the meetings to the specific objectives, based on the participants’ feedback	Once the draft is available, FRA will organise a meeting with selected experts and stakeholders to discuss the preliminary findings, outreach and communication issues. This is planned for June

Indicators on the political participation of persons with disabilities

Political participation is at the core of what it means to live in a democracy, and a fundamental right set out in both the CRPD and the EU treaties. To measure the situation of the political participation of persons with disabilities in the EU, FRA defined a set of indicators in close cooperation with the European Commission and the Academic Network of European Disability Experts (ANED). The indicators were then populated through the collection and analysis of relevant data across the 28 EU Member States, based on an agreed division of labour between FRA and ANED. The combined results of FRA’s and ANED’s research and analysis will be published to coincide with the elections to the European Parliament in May 2014.

Performance measures in 2013		
Deliverable	Indicator	Results
Indicators on the right to political participation of persons with disabilities	Number of downloads Number of copies printed Number of references Proportion of outputs translated into official languages of the EU	Indicator set was developed in May 2013. Data collection was undertaken by FRANET in June–August 2013
Meetings with stakeholders	Participation rate in the meetings with selected key stakeholders. Relevance of the meetings to the specific objectives, based on the participants' feedback	Contract with Franet was signed in September 2013 with interim deliverables received throughout November and December 2013
Meetings with experts	Participation rate in the meetings with selected key stakeholders Relevance of the meetings to the specific objectives, based on the participants' feedback	FRA cooperated closely with the European Commission and ANED on the development of indicators and data collection with a view to joint publication of results Peer review of draft report from the project scheduled for 11 February

The rights of the child, including the protection of children

Children and justice

This project is implemented in two main phases. In the first phase, which is completed, interviews with professionals who work with children, such as judges, lawyers, prosecutors, police officers, social workers and psychologists, were conducted. The second phase consists of interviews with children who have been involved in civil and criminal proceedings as parties, victims or witnesses. This second phase of the research included a preparatory part, which was finalised in October 2013. It aimed to identify channels to reach and contact children, protection measures, and appropriate methods to use when interviewing children. In November 2013, the research material for the main fieldwork phase with children was finalised based on the suggestions made by the participating children and adults. The interview schedule was tested through pilot interviews with children. The main fieldwork phase will start in January 2014. Protection measures are to be established and training meetings to be conducted at FRA and local premises before the actual interviews with the children will start. To raise awareness, the Council of Europe guidelines on child-friendly justice were distributed to professionals working with children involved in judicial proceedings in the national languages. Child-friendly text versions of key elements of the CoE guidelines, including their visualisation, are currently being developed so that they can be provided to children in the main fieldwork phase as cards and via the web.

Performance measures in 2013		
Deliverable	Indicator	Results
Fieldwork research and data analysis	Relevance of the information and the analysis provided to the specific objectives	Comparative analysis of data based on interviews and focus groups with 575 professionals in 10 Member States. Consultations (individual and group) with adults to develop the research methodology: 47 adults consulted. Consultations (individual and group) with children to develop the research methodology: 46 children consulted. Interview schedule tested on 51 children. Nine country reports summarising the conclusions of the preparatory phase submitted. Based on the preparatory phase conclusions, the following activities introduced in the process for the second phase of the research: • training all the interviewers compulsory in every participating country;

	<ul style="list-style-type: none"> collecting background information about the child formalised within the process; a compulsory preparatory meeting with every child to be interviewed. <p>Building upon the preparatory phase, project research tools for the second phase further developed/revised:</p> <ul style="list-style-type: none"> interview schedule (corresponding interview reporting template) revised after the testing phase; child-friendly definitions for cards developed for use during the interview.
Comparative report and other publications	<p>Number of publications downloaded.</p> <p>Number of reports printed.</p> <p>Proportion of outputs translated into official languages of the EU</p> <p>FRA cooperated closely with the European Commission on the development of indicators and data collection on children's involvement in judicial proceedings with a view to joint publication of results.</p> <p>The deadline was postponed – work is in progress, launch planned for third quarter of 2014</p>

Child protection systems in the EU

FRA has been requested to support the Commission in developing child protection guidelines by mapping child protection systems in the EU. More specifically, FRA will review child protection systems in place in the 28 EU Member States. The research will cover the general scope and the key components of the national child protection systems, structures and functions and their interactions; will provide information on interagency and transnational cooperation; and will identify and prioritise opportunities for the EU to support child protection systems. Moreover, the review will examine the normative context in which child protection systems operate, more precisely the existing legal framework, and the manner in which these systems engage on priority issues of direct concern to both EU and national policies.

Performance measures in 2013		
Deliverable	Indicator	Results
Desk research and analysis of data covering 28 EU Member States	Country reports submitted to COM	Reports will be used by COM to inform its work on EU guidelines on child protection
Contribution to the preparation of the EU guidelines on child protection systems	Comparative analysis of findings submitted to COM	FRA findings will be used by COM to inform its work on EU guidelines on child protection

Guardianship provisions for child victims of trafficking

The 2012 EU Strategy towards the Eradication of Trafficking in Human Beings 2012–2016 (COM(2012)286 final) requested FRA to support the Commission to “develop a best practice model on the role of guardians and/or representatives of child victims of trafficking.”

FRA conducted research in 2013 on guardianship systems in the EU-28. The research aim was to provide a comparative overview of guardianship systems in place in the 28 EU Member States; to identify promising practices on guardianship for child victims of trafficking; and to describe how guardianship in the context of child trafficking relates to guardianship for other children separated from their family (e.g. unaccompanied or separated children).

Performance measures in 2013		
Deliverable	Indicator	Results
Desk research and analysis of data covering 28 EU Member States	Comparative report on guardianship systems and legal representation of children	(i) Research findings will be used by FRA to develop, in cooperation with COM/EU Anti-trafficking Coordinator Office, a handbook on guardianship and legal representation of child victims of trafficking in the EU (ii) Report will be used by COM in implementing the EU Strategy towards the Eradication of Trafficking in Human Beings 2012–2016
Contribution to the implementation of the EU Strategy towards the Eradication of Trafficking in Human Beings 2012–2016	Handbook on guardianship systems and legal representation of children – with a particular focus on child victims of trafficking	The handbook is used by the Commission and Member States in implementing the EU Strategy towards the Eradication of Trafficking in Human Beings 2012–2016

Access to efficient and independent justice

Victim support services in the EU: an overview and assessment of victims' rights in practice

One comparative report is being drafted on the basis of three research phases of the victim support services (VSS) project, covering mainly generic victim support. This focuses on the organisational and legal framework within which victim support is provided in the EU Member States as well as providing a picture of related umbrella organisations in Europe. The report will provide a comparative overview of victim support services in all Member States and, in particular, promising practices, as well as challenges, in service provision. It will present different models of VSS provision and offer models for adoption in different settings or Member States. On the basis of comparative research conducted by FRA, a first draft was prepared by Warwick University, contracted by FRA. The VSS project team has been working in close cooperation with the contractor to achieve a draft in line with FRA requirements. A draft report was delivered at the end of 2013 and a final version was scheduled for early March 2014. The report is thereafter being reviewed in-house ahead of dissemination of findings, which was to start in late March 2014.

A second comparative report is also being prepared, covering support services for victims of hate crime. This is based on a fourth phase of the project, focusing on the specific situation of victims of hate crime. This report provides country-specific information and data on the situation of victims of hate crime in all 28 EU Member States, focusing on what factors support victims of hate crime in accessing criminal justice and what factors impede such access. Fieldwork was conducted in all 28 Member States in the form of semi-structured interviews with professionals working in the field of hate crime, including law enforcement officers, VSS, prosecutors and judges. Some tentative findings were presented at the FRC in November 2013. The comparative report will be prepared in-house during spring 2014.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of FRA brief: <i>Crimes motivated by hatred and prejudice in the EU</i>	Number of downloads	(EN) 417
	Number of copies printed	(EN) 150
	Proportion of outputs translated into official languages of the EU	Two languages
Thematic papers and factsheets	Number of visits and downloads from the FRA website	To be launched in 2014
Dedicated web page	Number of downloads	To be launched in 2014
	Number of copies printed	(EN) 150
	Proportion of outputs translated into official languages of the EU	Three languages

Existence and interpretation of the freedom to conduct a business

The freedom to conduct a business is a fundamental right contained in Article 16 of the Charter of Fundamental Rights of the European Union. The study focuses on where the difficulties are for a person in the EU to set up and conduct a business, including in Member States other than their own. The first phase, conducted in early 2013, was a mapping exercise about existing legislation and procedures that are in place in the 28 EU Member States with respect to opportunities for and constraints on conducting a business. The second phase, concluded in the second half of 2013, focuses on the 13 Member States where phase 1 identified the most interesting developments to explore. Phase 2 focuses on access to justice as well as various groups, such as women, migrants and young people. This project explores and maps the extent and operation of one of the 'new' rights in the Charter.

Performance measures in 2013		
Deliverable	Indicator	Results
Preparation of a comparative report and factsheets	Relevance of the information and the analyses provided to the specific objectives Proportion of stakeholders who consider that information and analysis provided by FRA meets their needs, and objectives	Comparative report to be published in 2014

CLARITY (Complaints, Legal Assistance and Rights Information Tools for You)

This project, undertaken in close consultation with the European Commission and the European e-Justice Portal, is developing an online pilot tool to easily identify the competent non-judicial body with a human rights remit for a particular fundamental rights issue. The CLARITY pilot tool will consist of online information mapping non-judicial bodies providing victim advice and assistance – such as equality bodies, NHRIs or ombudsperson institutions – to provide guidance to individuals on how and where they can make a complaint and/or receive assistance. Data collected through FRA's project on 'Victim support services in the EU' may also feed into the CLARITY tool. The tool will be compatible with the European e-Justice Portal.

Performance measures in 2013		
Deliverable	Indicator	Results
Compilation of relevant data from the members of the Steering Group	Establishment of the Steering Group composed of different non-judicial bodies (currently 12 members)	Development of the content of the pilot tool

Gender-based violence against women: from childhood to adulthood

After consultation with key experts, including the Council of Europe, FRA developed an EU-wide survey on gender-based violence against women that encompasses childhood and adulthood experiences. Violence against women and girls continues to be a pressing problem in many EU Member States, which undermines core fundamental rights such as dignity, access to justice and gender equality (amongst others). The impact of gender-based violence reaches far beyond the individuals immediately involved, as it affects families, communities and the wider society, and has significant implications for the state's resources and ability to effectively address this social ill. For the first time, the project provides comparable data on the nature and extent of violence against women in the EU-28. In December 2012, FRA received the survey dataset and a preliminary overview of the results from the survey contractor. In January 2013, FRA organised a survey expert meeting to discuss the draft results and to collect inputs for the data analysis. Following the expert meeting, FRA experts analysed the survey data and prepared the survey deliverables – a results report, a summary report, a results factsheet, a technical report and an online survey data explorer – for the launch in March 2014.

Performance measures in 2013		
Deliverable	Indicator	Results
Data analysis	Relevance of the information and the analyses provided to the specific objectives	Launch in 2014
Publication of results in different formats	Number of reports printed	Launch in 2014
Meetings with stakeholders	Participation rate in the meetings with selected key stakeholders Relevance of the meetings to the specific objectives, based on the participants' feedback	A survey expert meeting held in January 2013; all eight invited experts attended

Joined-up governance

The joined-up governance project has pooled knowledge and experience on effective multi-level cooperation in implementing fundamental rights across various government levels. FRA conducted pilot research in five EU Member States to identify examples and models of multi-level fundamental rights coordination and cooperation. In September 2013, FRA made available the lessons learnt from this research through an e-toolkit for national, regional and local public officials. The online collection of tools offers advice on and examples of joined-up fundamental rights work across levels and sectors of government. The toolkit was introduced to key target audiences through a series of mini-experience workshops across the EU and presented at key events bringing together local and regional authorities. This included FRA's annual dialogue on multi-level rights protection with the Committee of the Regions, the EU's representative body of local and regional authorities.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of results (online) in form of a toolkit on joined-up approaches to fundamental rights implementation	Number of downloads	Toolkit launched in September 2013 Number of page views (Sep.–Dec.): 9,937 Unique visitors (Sep.–Dec.): 1,190 Countries from which most visits received (in descending numerical order): IT, SE, UK, ES, BE External organisations linked to the toolkit from their own websites
Launch events with stakeholders	Participation rate of key stakeholders in launch event	15 workshops held in nine countries by FRA reaching 300 participants (public officials from different levels and multiplier organisations) complemented by presentations at FRA meetings and at external events (on request)
Annual dialogue with Committee of the Regions	Stakeholders' feedback on the usefulness and relevance of this work to their needs	The event aroused considerable interest among members of the Committee of the Regions (CoR). The CoR expressed interest in continuing collaboration in promoting the toolkit among local and regional authorities and gave access to it through its own website

Cross-cutting projects and activities covering all MAF areas

Annual reports

The FRA has a legal obligation to present an annual report each year on the situation concerning fundamental rights in the EU. The annual report covering 2012 was published on 13 June 2013, covering all 28 EU Member States.

Key activities in 2013

Data collection activities	Communication and awareness raising	Networking and education
Franet data collection. In-house desk research and analysis. Wide consultation with key stakeholders, including the FRA Management Board, the Scientific Committee and the 27 National Liaison Officers	Web publication. Translation into FR and DE. Media memo, media release	Presentation of the annual report at the Council Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP). Presentation of the annual report at the European Parliament Committee on Civil Liberties, Justice and Home Affairs. Presentation of the annual report at a conference convened by the Swedish Institute for European Policy Studies in Stockholm. The conference was coordinated by the Swedish member of FRA's Management Board and the Swedish National Liaison Officer. Presentation of the annual report at the Dutch Council of State, organised by the Dutch NLO and hosted by the Dutch member of the Management Board

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of annual report 2012 focus: <i>The European Union as a community of values: Safeguarding fundamental rights in times of crisis</i>	Number of downloads	N/A
	Number of copies printed	(EN) 1,024; (FR) 433
	Proportion of outputs translated into official languages of the EU	Three languages
Publication of annual report highlights 2012: <i>Highlights 2012: Fundamental rights: key legal and policy developments in 2012</i>	Number of downloaded	(EN) 294; (FR) 112
	Number of copies printed	(EN) 946; (FR) 476; (DE) 120
	Proportion of outputs translated into official languages of the EU	Three languages
Publication of annual report 2012: <i>Fundamental rights: Challenges and achievements in 2012</i>	Number of downloads	(EN) 4,104; (FR) 829
	Number of copies printed	(EN) 970; (FR) 482
	Proportion of outputs translated into official languages of the EU	Three languages
E-book of FRA annual report 2012: <i>Fundamental rights: Challenges and achievements in 2012</i>	Number of downloads	N/A
	Number of copies printed	Not printed – only online
	Proportion of outputs translated into official languages of the EU	Two languages
Publication of Annual Activity Report 2012	Number of downloads	(EN) 191
	Number of copies printed	Not printed – only online
	Proportion of outputs translated into official languages of the EU	Two languages

Human rights based police training

Building on the key recommendations of the human rights education and training stakeholder consultation of 2010, and in line with the professional groups identified as target groups in FRA's human rights education and training strategy, a network with relevant actors was built up over 2010–2011 (CEPOL, AEPIC, European Council of Police Trade Unions and NGOs). A workshop in 2010 identified the core requirements for turning theory into practice (based on the MIDIS policing-related indications) in formal police training, and has kicked off a process of structured and targeted exchange. It identified thematic areas that are most vital for the police colleges and academies to translate human rights provisions into training. Human rights education and training activities based on existing research work were planned.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of manual: <i>Fundamental rights-based police training: A manual for police trainers</i>	Number of downloads	(EN) 714
	Number of copies printed	(EN) 347
	Proportion of outputs translated into official languages of the EU	One language

Fundamental Rights Conference

On 12-13 November 2013, FRA held its annual high-level Fundamental Rights Conference, this year dedicated to 'Combating hate crime in the EU: Giving hate crime victims a face and a voice'. The conference was hosted in cooperation with the Lithuanian Presidency of the Council of the EU and brought together over 400 policy makers and practitioners from the EU to explore effective strategies to combat hate crimes.

The conference resulted in a variety of concrete suggestions relating to legislation, policy implementation/practice and data collection. These include measures to improve hate crime reporting and recording by victims of hate crime; steps to ensure effective practices of investigation and prosecution; and strategies to address cyberhate. Numerous promising practices were also identified in the area of capacity building for criminal justice systems, victim support services, human rights education and remembrance initiatives.

The key finding of the conference is that EU measures to address hate crime should acknowledge all forms of bias and not prioritise victims of a particular form of discrimination. As a consequence, the conference found that the Framework Decision on Racism and Xenophobia, currently in force, should be replaced by a directive that would cover all grounds of discrimination as laid down in Article 21 of the Charter of Fundamental Rights.

Proposed actions were summarised in the joint FRA-Lithuanian Presidency conference conclusions, which were brought to the attention of the Council Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP). On the basis of the outcomes of the FRC and the FRA Opinion on the Framework Decision on Racism and Xenophobia (submitted to the Council in October 2013), the Lithuanian Presidency then tabled Council Conclusions on combating hate crime in the EU that were adopted by the JHA Council in December 2013.

Performance measures in 2013		
Deliverable	Indicator	Results
Fundamental Rights Conference programme	Stakeholders' perception of the relevance of the conference	89 % of the conference participants considered the timing of the conference highly appropriate
	Number of viewers of the live streaming of the conference	Over 300 online viewers of the event across all the 28 EU Member States
	Participation rate at the FRC (target: 300)	Over 400 participants, despite remote location
Visibility of the event	Number of high-level speakers attending the event	Around 50 policy makers and practitioners addressed the conference, among them ministers of justice of the EU Member States, high-level representatives from EU institutions and the Council of Europe, prominent experts and civil society organisations
	Number of FRA publications distributed during the event	Over 1,700 copies of FRA publications distributed at the event
Conference communication material	Conference video teaser – number of viewers online	Conference video teaser viewed over 1,000 times Video with testimonies of victims of hate crime viewed over 300 times
	Conference website – total number of individual viewers	Over 7,000 web page visits over the course of two months before the event

Conference conclusions	Relevance of the conclusions to key stakeholders	Conclusions adopted in cooperation with Lithuanian Presidency, presented to the Council FREMP Working Party and serving for further reference as an official Council document. Conference conclusions informed the Council conclusions on hate crime
	Number of downloads	(EN) 510

FRA Europe Day: symposium

Building on the experiences with the FRA symposia ‘Strengthening the fundamental rights architecture in the EU’ in 2010 and ‘Using indicators to measure fundamental rights in the EU’ in 2011, as well as the 2012 symposium on data protection, FRA also contributed to Europe Day in 2013 with a symposium at its premises in Vienna. The 2013 event was dedicated to ‘Promoting the rule of law in the EU’ and was planned under the umbrella of Europe Day activities.

The symposium planned to examine two themes in particular:

- key fundamental rights elements of the rule of law, including appropriate operational indicators
- existing experiences in evaluation and ‘measuring’ the rule of law.

These themes were approached with the following objectives in mind:

- to provide a forum for discussing the rule of law in the EU, ensuring a strong fundamental rights perspective;
- to allow the exchange of ideas between academia, monitoring bodies and policy makers;
- to explore ideas related to promoting the rule of law.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of FRA symposium report: <i>Promoting the rule of law in the EU</i>	Number of downloads	(EN) 155
	Number of copies printed	(EN) 170
	Proportion of outputs translated into official languages of the EU	One language
Symposium event	Relevance of the information and the analyses provided	<ul style="list-style-type: none"> • Of overall respondents to the evaluation exercise: • 90 % rated the overall quality of the meeting as excellent/good; • 86 % rated it an excellent/good opportunity to discuss and explore ideas related to promoting the rule of law; • 83 % rated it an excellent/good opportunity to contribute to the practical development of an EU assessment of the rule of law; • 71 % rated it an excellent/good opportunity for knowledge and good practice exchange; • 100 % rated it an excellent/good opportunity for networking
Symposium proceedings	Number of relevant participants in the meeting (target: 60)	Number of participants: 82 All main EU and international institutions were represented, along with many representatives from Member States, rule of law experts, judges and lawyers, civil society organisations and academics
Other reports and related information material	Stakeholders’ perception of the relevance of this work to their needs	Publishing of mini website dedicated to the symposium

Cooperating with stakeholders

As laid down in its Founding Regulation, FRA cooperates and works with a variety of stakeholders at the EU and national levels. The work with the EU institutions continued to be strengthened, particularly the work with the European Parliament, the Council of the European Union and the European Commission. The well-established links with NHRIs and equality bodies were further strengthened and links with ombudsperson institutions were built up. Dialogue and coordination with the Permanent Secretariat for the European Network of NHRIs (ENNHRI), which was established in 2013 (the predecessor was the European Group of NHRIs), and with the secretariat of the European Network of Equality Bodies (Equinet) continued. These institutions were also consulted about FRA's Annual Work Programme 2015 as well as its Strategic Plan 2013–2017.

A meeting on 'Strengthening fundamental rights protection together in a changing human rights landscape' was organised in October together with FRA, the Council of Europe, equality bodies, NHRIs and ombudsperson institutions. The objectives of the meeting were to discuss the impact of the current economic situation on NHRIs, equality bodies and ombudsperson institutions; to consider how to help implement human rights obligations nationally; to explore how to enhance and develop strategic cooperation nationally, as well as across Europe; to come up with concrete cooperation activities related to, among other things, exchanging information, monitoring, establishing thematic cooperation schemes and training to address current challenges in promoting and protecting fundamental rights; and to create networking opportunities for participating organisations. One of the main results of the conference was to establish platforms for collaboration on four thematic areas: asylum and migration, Roma integration, combating hate crime, and advancing social and economic rights and socio-economic equality.

In 2013, FRA worked with its key stakeholders (e.g. through thematic briefing sessions for EU or Member State officials, stakeholder meetings and consultations) to disseminate results of its work in a targeted manner and to systematically collect stakeholder input and feedback on FRA's activities. It hosted meetings with a variety of stakeholders (EU agencies, intergovernmental organisations, NHRIs, equality bodies etc.) to exchange and share information, develop synergies, avoid duplication, streamline networking strategies and reinforce a coalition in common areas. FRA aimed to develop networking communities with key stakeholders in 2013 to provide inputs into its work and follow up its findings.

Performance measures in 2013		
Deliverable	Indicator	Results
Thematic and cross-cutting stakeholder meetings	Relevance of the contributions for stakeholders and event organisers Relevance to the theme of the event	The number of participants in the joint meeting of FRA, the CoE, equality bodies, NHRIs and ombudspersons was 96. The overall evaluation concerning the content, relevance of the topics and the organisation of the conference was very good
Meeting reports	Media coverage	A meeting report and a joint statement by the organisers of the joint meeting with the CoE, FRA, Equinet and ENNHRI were issued and published on the FRA website

Online communication and documentation

In 2013, FRA continued the development of its new multilingual website, which was launched in 2012. Major new features included data visualisation of the LGBT and antisemitism surveys, as well as the joined-up governance (JUG) online toolkit. Support for flagship events was also provided through event websites for the FRC, FRP and symposium. A number of surveys were carried out using the online survey tool, including the Roma data sources survey. Further developments were also implemented on FRA's profiles on the main social media platforms (Facebook, Twitter, YouTube etc.), where user numbers continued to rise strongly, and the on-site and off-site online tools (e.g. email newsletter, apps etc.).

Performance measures in 2013		
Deliverable	Indicator	Results
Continuing development of new multilingual FRA website	Feedback on new site and new features such as data visualisation	Very positive feedback received
	Number of visitors to FRA website	Average 10,985 page views a day
Charterpedia, EU Charter app and online mobile version	Number of charter app downloads	1,846 downloads in 2013
Further development of profiles on main social media platforms	Number of Facebook fans	Over 11,000 Facebook fans (December 2013)
	Number of Twitter followers	Over 7,000 Twitter followers (December 2013)
	Number of subscribers to newsletter	4,506 newsletter subscribers (November 2013)
Other tools (surveys, contacts database, FRA references database)	Number of surveys; number of contacts; number of references	All rose in 2013

Production and dissemination of communication products

In addition to numerous deliverables related to research outputs – as listed under the different chapter headings above – FRA produces a number of additional FRA information products, including awareness raising materials to be disseminated to the main stakeholder groups, key actors and other target audiences.

Performance measures in 2013		
Deliverable	Indicator	Results
30 research reports (including conference summaries/ reports and fact sheets) and 22 language versions of these	Number of copies printed	See dissemination figures for each project; dissemination figures cover print publications only. Some 69,800 printed copies of FRA publications were disseminated in 2013. The highest dissemination rate was in the third quarter of 2013, followed by the fourth, first and second quarters in that order
Five annual reports and three language versions	Number of copies printed	Irrespective of the title, including both types of annual report, the most requested language was English at 5,613 copies, followed by French at 1,374 copies and German at 120 copies
Two FRA opinions	Number of copies printed	258

Information about FRA research and awareness raising

According to Article 4 (h) of its Founding Regulation, FRA has to “raise public awareness of fundamental rights”. The Preamble of the Regulation stipulates in (15): “The FRA should take measures to raise the awareness of the general public about their fundamental rights, and about possibilities and different mechanisms for enforcing them in general, without, however, dealing itself with individual complaints.” The Founding Regulation further asks FRA to “provide information about its work”.

In 2013, FRA worked on the following activities: information and awareness-raising material in various languages; FRA media material; corporate design and identity; other communication activities.

Performance measures in 2013		
Deliverable	Indicator	Results
FRA information and awareness-raising material in various languages	Relevance and effectiveness of public information products, based on feedback from target groups	Monthly e-newsletter (EN, DE, FR) and weekly email alert (EN, FR). Demand for new subscriptions was high. Reprint of FRA circle of rights (EN, DE, FR). Branding at all FRA events
FRA media material in various languages (press releases) and press clipping service	Media coverage of FRA's activities	Weekly (internal) press clipping service
Other communication activities (info-inbox, promotional material)	Media coverage of FRA's activities	Info-inbox: an average of 180 queries answered per month, including individual complaint referrals. Promotional material: produced Christmas cards, business cards, lanyards, roll-ups, posters and mouse pads. 4 media diversity training courses organised, excellent feedback

Complementary and ad hoc research and data collection activities: FRA opinion on the situation of equality in the European Union 10 years on from initial implementation of the equality directives

Article 17 of the Racial Equality Directive requires the European Commission to report to the European Parliament and the Council on the implementation of both the Racial Equality Directive and the Employment Equality Directive and, in doing so, to take into account the views of FRA. The European Commission therefore requested FRA to provide an opinion on the situation of equality in the European Union 10 years on from the initial implementation of the equality directives. Published in October, the opinion argues that people continue to face discrimination in their daily lives, despite considerable progress in terms of policies and laws nationally and EU-wide beyond the area of employment.

Performance measures in 2013		
Deliverable	Indicator	Results
Publication of opinion: <i>Opinion of the FRA on the situation of equality in the European Union 10 years on from initial implementation of the equality directives</i>	Number of downloads	(EN) 123
	Number of copies printed	(EN) 82
	Proportion of outputs translated into official languages of the EU	One language

Monitoring and evaluation

In its work to set up a monitoring and evaluation system in compliance with its founding regulation, FRA took all preliminary steps for building it up. In particular, after agreeing on the performance measurement framework (containing, for example, desired results), FRA adopted the list of indicators which will be used for assessing its performance. In 2013, within the monitoring and evaluation exercise, FRA planned the following:

- to review the performance measurement framework
- to establish the baseline situation of FRA
- to prepare the monitoring and evaluation handbook
- to carry out ex ante evaluations of the FRA annual work programmes
- to support FRA in organising information and training session for its staff.

Performance measures in 2013		
Deliverable	Indicator	Results
FRA baseline situation	Timely delivery: by September 2013	The baseline situation was prepared before the planned deadline
Ex ante evaluation of a selected number of projects	Number of projects evaluated ex ante (target: 7)	Number of projects evaluated ex ante: 7
	Timely delivery: by September 2013	The baseline situation was prepared before the planned deadline
Performance framework measurement refined	Timely delivery: by September 2013	The list of indicators covering all results' levels was prepared and submitted to the attention of FRA for its review and approval before the planned deadline
Handbook on the FRA monitoring and evaluation system drafted	Timely delivery: by September 2013	The handbook was prepared before the planned deadline
Training and info sessions for the relevant FRA staff	Number of training sessions (target: 4)	Number of training sessions: 2

FRA bodies and consultation mechanisms

This activity concerns the organisation of Management Board meetings, Executive Board meetings, Scientific Committee meetings and meetings of Management Board members in working groups. It also includes the translation and interpretation costs associated with the Management Board and the indemnities for opinions on FRA deliverables prepared by Scientific Committee members.

Performance measures in 2013		
Deliverable	Indicator	Results
Management Board meetings	Number of meetings (target value: 2). Expected number attending (target: 34 per meeting)	Two meetings, with total participants per meeting as follows: 33 and 27
Executive Board meetings	Number of meetings (target value: 4). Expected number attending (target: 6 per meeting)	Four meetings, with total participants per meeting as follows: 8, 7, 7 and 7
Scientific Committee meetings	Number of meetings (target value: 4). Expected number attending (target: 11 per meeting)	Four meetings, with total participants per meeting as follows: 6, 10, 11 and 11

Consultation and cooperation mechanism: National Liaison Officers

The EU Member States are key stakeholders in FRA's work. FRA provides assistance and expertise to Member States on fundamental rights issues. To do so, it works together with Member States to improve the promotion and protection of fundamental rights at both the national and the local level. In addition, many FRA products and activities have potential impacts on the work of national administrations. It is therefore of great importance to FRA to engage with representatives of Member States to ensure that their needs are taken into account, where relevant and appropriate, and to build partnerships with Member States to contribute to policy making and service delivery that is based on human rights. To achieve this, FRA works closely with the representatives of national administrations who act as NLOs. They also deliver opinions and feedback on FRA's work.

In 2013, FRA planned to enhance cooperation with Member States to provide pertinent, updated data and evidence-based advice to national governments. A new approach will be implemented to allow FRA's meetings with NLOs twice a year to become the main forum of discussion to support this cooperation. This forum will be complemented with other forms of cooperation, using new technology, to support an open and reactive dialogue between FRA and Member State representatives according to real-time needs.

Performance measures in 2013		
Deliverable	Indicator	Results
Meeting reports	Participation rate in the meetings	Participation rate in the meetings: 100 % Overall quality of the meeting from 22 respondents out of 26: 100 % rated the overall meetings good or excellent
Improved coordination and communication between FRA and the national administrations	Timely organisation of the meeting and distribution of the meeting materials	
Timely feedback on FRA's work programme and other products and activities	Stakeholder feedback on the usefulness and relevance of the meetings Stakeholders' perception of the relevance of their input into the various FRA processes, such as the annual work programme	

Consultation mechanism: Fundamental Rights Platform

FRA cooperates closely with NGOs and with civil society institutions active in the field of fundamental rights at national, European or local level. To help this cooperation, FRA has established a cooperation network – the Fundamental Rights Platform – composed of NGOs dealing with human rights, trade unions and employers' organisations, relevant social and professional organisations, churches, religious, philosophical and non-confessional organisations, universities and other qualified experts of European and international bodies and organisations.

In 2013, FRA ensured close cooperation with civil society, the social partners and others active in the area of fundamental rights to ensure feedback to the FRA's work programme and annual report and to communicate relevant outcomes and recommendations to and from civil society.

Performance measures in 2013		
Deliverable	Indicator	Results
Fundamental Rights Platform meeting report	Participation rate in the meetings organised by FRA	Over 200 participants from across the EU (out of 350 platform participants). No more participants could be funded with the budget available. Representatives of the European Commission (DG Justice), the European Parliament, Norway/EEA Grants, Frontex, the Council of Europe, OSCE/ODIHR, Equinet and the European Group of NHRIs took part in the meeting. 89 % of all FRP participants assessed the overall quality of the meeting as good or excellent (88 % in 2012, 73 % in 2011 and 56 % in 2010). Around 2,500 visits to the FRP meeting website in the run-up to the meeting; active presence in the social media (28 FRA tweets, received 24 mentions)
	Relevance to the subject of the meeting, based on the participants' feedback	A harvesting letter for the sixth FRP meeting was produced and circulated the same day and received very good feedback

Cooperation with Advisory Panel		Two Advisory Panel Meetings (one conference call and one physical meeting). Presentation by Fundamental Rights Platform Advisory Panel member given to the Management Board meeting in May 2013. Several conference calls with Advisory Panel
Fundamental Rights Platform report on suggestions for the FRA Work Programme	Stakeholders' perception of the relevance of this work to their needs	A large number of FRP organisations contributed to the consultation on the FRA annual work programme
Fundamental Rights Platform feedback on the FRA annual report	Stakeholders' perception of the relevance of this work to their needs	Around 32 FRP organisations contributed to the consultation on the FRA annual report

A great deal of information on the European Union Agency for Fundamental Rights is available on the Internet. It can be accessed through the FRA website at fra.europa.eu.

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Publications Office

FRA – EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS
Schwarzenbergplatz 11 – 1040 Vienna – Austria
Tel. +43 1580-30-0 – Fax +43 1580-30-699
Email : info@fra.europa.eu – fra.europa.eu
[facebook.com/fundamentalrights](https://www.facebook.com/fundamentalrights)
[linkedin.com/company/eu-fundamental-rights-agency](https://www.linkedin.com/company/eu-fundamental-rights-agency)
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