

**ANNUAL ACTIVITY
REPORT 2014**



Annual activity report 2014



EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS



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Consolidated annual activity report of the European Union Agency for Fundamental Rights 2014

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Executive Summary

This consolidated annual activity report provides an overview of the European Union Agency for Fundamental Rights (FRA) activities and achievements in 2014. It follows the guidelines of the EU Agencies Performance Development Network.

Highlights of the year by area of activity

For the main activities and deliverables in all areas, see FRA's achievements by activity and thematic area in Part I.

Immigration and integration of migrants, visa and border control and asylum

Given that FRA's main objective in this area is to effectively promote fundamental rights safeguards, it continued to provide evidence, based on its research findings. FRA effectively contributed to EU policymaking, by responding to European Commission requests for analysis and practical guidance on some of the most pressing issues in the field, such as fundamental rights concerns at the EU's external borders, as well as in relation to law enforcement activities. FRA published four reports, as well as a new handbook on guardianship for children deprived of parental care and an updated version of its handbook on European law relating to asylum, borders and immigration, all of which have been very well received and are widely used by its stakeholders.

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

The protection of privacy and personal data in the digital era remains one of the main fundamental rights concerns within the EU. FRA therefore continued its work to ensure that the agency's gathered knowledge and expertise are well utilised in this field. In its most recent research activities and publications, FRA focused on the EU legal framework of data protection and the procedures available to EU citizens in case their fundamental right to privacy is being violated, as well as on the protection of fundamental rights in the context of large-scale surveillance by national intelligence authorities. The agency carried out its work in close cooperation with the Council of Europe and ensured that other relevant EU bodies and international organisations, as well as internet service providers, the scientific community, civil society organisations and government officials from the field were frequently consulted.

Racism, xenophobia and related intolerance

As one of the fundamental rights challenges given increasing attention in the EU, racism, xenophobia and other related intolerance are a permanent feature of FRA's activities. In 2014, FRA focused on the issue of combating hate crime, which was also one of the priority issues under the Greek Presidency of the Council of the EU. By establishing a Working Party on this topic and involving officials from EU Member States, the European Commission and OSCE, FRA enhanced a Europe-wide cooperation on the improvement of the recording of hate crime incidents and furthered related training for public servants.

Another important focus of FRA's activities in this area in 2014 was Holocaust education, in relation to which the agency provided training to European Commission officials and established an online training toolkit for officials of other EU bodies and Member States.

Roma integration

FRA's main objective in this area is to contribute to the achievement of the goals set by the EU Framework on Roma integration to respect the fundamental rights of Roma across the EU in the context of the implementation of the EU 2020 Strategy. The agency therefore continued to publish its findings of the 2011 Roma survey on issues such as education, poverty and employment, which feed into the work of the EU as well as its Member States on Roma inclusion. In addition, FRA has brought together the most important stakeholders in the field, with the involvement of more than half of the EU Member States, national statistical institutes, the European Commission, the Council of Europe, OSCE, the World Bank, Eurostat, Eurofound, Open Society Foundations, the European Free Trade Association, and the Working Party on Roma integration that FRA coordinates.

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

In its efforts to provide robust, policy-relevant and evidence-based advice to EU institutions and Member States, as well as to other stakeholders on equality and non-discrimination, FRA issued an opinion

on the European Commission's Racial Equality Directive, released and presented the findings of its project on indicators on the right to political participation of persons with disabilities, hosted a high-level conference on issues related to the discrimination against LGBT people, and started to implement its project on collecting and analysing comparable data on the transition from institutional to community-based care in all EU Member States. The project's findings will provide evidence-based advice and expertise to EU institutions and Member States.

Rights of the child

In line with the ongoing implementation of the EU Strategy towards the eradication of trafficking in human beings 2012–2016, FRA, in close cooperation with the EU Anti-Trafficking Coordinator, published a handbook on guardianship for children deprived of parental care. FRA also conducted a mapping of child protection systems in all EU Member States in response to a European Commission request and strengthened its partnerships with other relevant actors in the area by joining an informal network on child-friendly justice. The network assists member states in implementing the related Council of Europe guidelines.

Access to justice

FRA's main strategic objective in this area is to contribute to the EU's efforts to enhance judicial and non-judicial mechanisms for ensuring access to justice at EU and Member State level. To achieve its objective, FRA published and presented its findings of the EU-wide survey on violence against women, delivered an opinion on the establishment of the European Public Prosecutor's Office at a European Parliament request, and developed a project on cross-border transfer of prisoners.

Victims of crime

FRA's research activities in the area of victims of crime continued in 2014, with a comparative report on victim support services covering all 28 EU Member States. The efforts focused on providing guidance to Member States when implementing the Victims' Directive (Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime).

Cross-cutting projects and activities covering all MAF areas

FRA's cross-cutting projects cover a wide range of activities such as the cooperation with Member States and other EU institutions, communication and dissemination activities or performance monitoring and evaluation. In this area, 2014 was marked by FRA taking over the Chairmanship of the EU Agencies Network, which

was established to provide a forum for coordination and the exchange of views and proposals on issues of common interest concerning European Agencies and their functioning framework. FRA continued to take part in different platforms and networks, closely cooperating with different institutions, such as the Network of JHA Agencies. During the course of 2014, three visits to EU Presidency countries were organised.

Key performance indicators¹

FRA performance measurement framework

In 2014, FRA fine-tuned its performance measure framework (PMF) to support its monitoring and evaluation activities. These are intended to assess its performance, but also to demonstrate achievements, results and impact. The PMF brings together 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 [Table A1.1](#) in Annex I).

Indicator framework

The indicator framework² is linked to FRA's logic model and 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 intervention levels: project level, activity level, thematic level and FRA level.

Performance indicators in 2014

The rationale behind the choice of indicators in 2014 (see [Table A1.2](#) in Annex I) is based on the availability and meaningfulness of data that are representative of FRA's performance in the given year. The following paragraphs analyse and describe FRA's performance in 2014 against selected PMF output objectives and related indicators. The PMF objectives and indicators related to the short-term, long-term and aspirational impact will be populated after conducting a stakeholders' survey.

¹ For more information on FRA key performance indicators, please see Annex 1 on 'Core business statistics'.

² The indicator framework contains indicators that have been categorised as output indicators (11), short-term impact indicators (9), long-term impact indicators (5) and aspirational impact indicators (6). 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'.

Objective	Selected indicators
O1 Provide assistance and expertise to EU institutions and Member States	<ul style="list-style-type: none"> I1: Number of hearings or presentations to institutional stakeholders across governance levels

One of FRA's core tasks is to provide assistance and expertise to EU institutions and Member States on specific thematic areas and support them to fully respect fundamental rights. To verify if the objective has been achieved, it is useful to assess the extent to which FRA made presentations and hearings to institutional stakeholders across governance levels. A total of 91 hearings and presentations were made by FRA in 2014 (see [Figure A1.1](#) in Annex I), mostly in the access to justice area, as a result of the many presentations of the violence against women survey findings. According to the baseline repository, the number of hearings and presentations increased in 2014 compared with that of 2013 (88 presentations and hearings).

Objective	Selected indicators
O3 Develop research analysis and surveys and identify good practices	<ul style="list-style-type: none"> I3: Number of research activities (per type of task, per thematic area, per type of output, per geographical area)

FRA engages in research related to law and social sciences, mapping and analysing the situation and pinpointing promising practices in the EU, to respect, protect and fulfil fundamental rights and to identify areas where work remains to be done to meet internationally accepted standards. In 2014, FRA undertook 53 research analyses. Discrimination was the thematic area with the greatest number of research activities implemented (as shown in [Figure A1.3](#) in Annex I). According to the baseline repository, the number of research activities differs each year (2010 – 25; 2011 – 24; 2013 – 17), reaching a peak in 2014.

Objective	Selected indicators
O4 Publish thematic reports and handbooks	<ul style="list-style-type: none"> I5: Number of publications produced (per thematic area)

One of FRA's core activities is to publish thematic reports and handbooks as a result of its research in relevant thematic areas. In 2014, FRA produced 31 publications (see [Figure A1.4](#) in Annex I), the highest number of which were issued in the immigration and asylum thematic area, and in the cross-cutting area. According to the FRA download statistics of its website, the main results report of its EU-wide survey on violence against women of the access to justice thematic area, *Violence against Women: an EU-wide survey – Main results*, was the most downloaded publication.

Since 2007, the number of FRA publications has been increasing, showing the highest number of publications issued in 2010 and a slightly descending trend since 2011, which was reverted again in 2014: 4 in 2007; 8 in 2008; 12 in 2009; 38 in 2010; 31 in 2011; 29 in 2013; and 31 in 2014.

Objective	Selected indicators
O5 Disseminate targeted information to the right stakeholder and at the right time	<ul style="list-style-type: none"> I7: Number of stakeholders receiving a copy of publications

FRA disseminates its deliverables through various means of communication. Objective 5 is assessed by counting the number of downloads of FRA publications. In 2014, FRA publications were downloaded in total 322,883 times (see [Figure A1.5](#) in Annex I). The publications that were produced in cooperation with the Council of Europe (CoE) were also available for download from the CoE's website, which further increased the number of downloads and dissemination. Compared to other EU agencies, FRA has the highest number of publications orders from the EU Bookshop: in 2014, the EU Bookshop recorded a total of 6,138 orders of FRA publications, followed by 2,438 orders of EU-OSHA publications.

Objective	Selected indicators
O7 Develop effective networks with key partners and agency network	<ul style="list-style-type: none"> I9: Number of networking events organised

FRA's 'networking' activities cover events bringing together members of the main FRA networks: national liaison officers (NLOs), national human rights institutions (NHRIs), equality bodies, the Fundamental Rights Platform (FRP) and the Fundamental Rights Conference (FRC). In 2014, FRA organised 76 networking events (see [Figure A1.7](#) in Annex I). The flagship event of 2014 was the Fundamental Rights Conference organised in Rome, Italy, in cooperation with the Italian Presidency of the Council of the EU. The conference looked at 'Fundamental rights and migration in the EU', and more than 300 high-level participants attended, discussing fundamental rights challenges in the area of asylum, borders and migrant integration.

Key conclusions on resource management and internal control effectiveness

In accordance with its founding regulation (Council Regulation (EC) No 168/2007), the European Union Agency for Fundamental Rights (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.

The agency has adopted a set of Internal Control Standards (ICS), based on international good practice, aimed at ensuring the achievement of operational objectives. As required by the Financial Rules, the Director has put in place an organisational structure and internal control systems suited to the achievement of the agency's objectives, in accordance with the ICS and with due regard to the risks associated with the environment in which it operates.

The agency has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the ICS are effectively implemented.

The agency has systematically examined the observations and recommendations issued by Internal Auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

In conclusion, 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.



Introduction

The European Union Agency for Fundamental Rights (FRA) is one of the decentralised agencies of the European Union (EU). These agencies are set up to provide expert advice on a range of issues to the EU institutions and EU Member States. FRA provides the EU institutions and Member States with independent, evidence-based advice on fundamental rights, aimed at contributing towards ensuring full respect for fundamental rights across the EU. To achieve this goal, FRA performs the following main tasks:

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

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;
- ensure that its advice and research reaches policy makers at the right levels of government and EU institutions;
- develop communication, multimedia and information resources based on the FRA Stakeholder Communication Framework Strategy to raise awareness and bring knowledge of fundamental rights to specific target groups and to the European citizen in general;
- share expertise, coordinate research on different areas and work with its partners 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.

FRA maintains particularly close links with:

- the European Commission, the European Parliament and the Council of the European Union;
- other EU bodies and agencies;
- other international organisations, such as the Council of Europe, the United Nations (UN) and the Organization for Security and Co-operation in Europe (OSCE);
- governments, civil society organisations, academic institutions, equality bodies and national human rights institutions (NHRIs).

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 dialogue with EU institutions and bodies, Member States, equality bodies and NHRIs, international organisations and partners, civil society organisations and the general public; organising events and conferences; and managing the agency's web presence.

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

1

Achievements of the year



This part describes FRA's achievements in terms of its strategic priorities and objectives (see [Section 1.1.](#)), as well as the objectives it has set within the thematic areas of its work ([Sections 1.2.–1.10.](#)). FRA's current strategic priorities and objectives are defined in the Strategic Plan that the FRA Management Board adopted for the period 2013–2017. The thematic areas of the agency's work are determined by a five-year Multi-annual Framework (MAF), adopted by the Council of the European Union on proposal of the European Commission, for the period 2013–2017.

1.1. Achievements by strategic priorities and objectives

Enhancing FRA's contribution to processes at EU level

FRA's main objectives:

- enhancing its relevance for legislative and policy processes at EU level;
- responding to requests for opinions and advice in a timely and competent manner;
- enhancing its coordination with and providing evidence-based advice to the European Commission, the European Parliament and the Council of the European Union;
- cooperating efficiently with other EU agencies and civil society.

In 2014, at least six European Parliament resolutions drew on FRA data, reports and advice:

- Resolution on the situation of fundamental rights in the European Union (2012), P7_TA(2014)0173, Strasbourg, 27 February 2014.
- Resolution on the Roadmap against homophobia and discrimination on grounds of sexual orientation and gender identity, P7_TA(2014)0062, Strasbourg, 4 February 2014.
- Resolution on undocumented women migrants in the European Union, P7_TA(2014)0068, Strasbourg, 4 February 2014.
- Resolution on evaluation of justice in relation to criminal justice and the rule of law, P7_TA(2014)0231, Strasbourg, 12 March 2014.
- Resolution on the mid-term review of the Stockholm Programme, P7_TA(2014)0276, Brussels, 2 April 2014.
- Resolution with recommendations to the European Commission on combating violence against women, P7_TA(2014)0126, Strasbourg, 25 February 2014.

Contributing to EU-level processes

FRA's contribution at EU level was also evident in its work being referenced in the hearings of the Commissioners designate during 2014. For example, the European Parliament referred to the findings of the FRA EU-wide survey on violence against women (see [Section 1.8](#)) in its written questions to the new Commissioner for Justice, Consumers and Gender, pointing to the need for a comprehensive strategy to combat gender-based violence. The Commissioner referred to the results of the FRA LGBT survey when asked about the actions that the new Commission will take to ensure effective protection of LGBTI people (see [Section 1.6](#)). Findings from FRA's violence against women survey also informed the European Parliament Resolution on combating violence against women, supported the draft Council conclusions on women and the economy, and the draft Council conclusions on gender equality and gender-based violence in sport, and were referenced in the European Commission Report on progress on equality between women and men in 2013.

At the request of the European Parliament, FRA submitted an opinion in 2014 on the Proposal for a Council regulation on the establishment of the European Public Prosecutor's Office (see [Section 1.8](#)). Moreover, the adopted Council Directive on freezing and confiscation of proceeds of crime (2014/42/EU) and Council Directive on the European Investigation Order (2014/41/EU) reflect a number of FRA suggestions made in earlier opinions, which have argued for fundamental rights safeguards. In April 2014, following its Resolution of 12 March 2014 on the US NSA surveillance programme, surveillance bodies in various Member States and their impact on EU citizens' fundamental rights, the European Parliament requested FRA to conduct research on the protection of fundamental rights in the context of large-scale surveillance (see [Section 1.3](#)).

FRA continues to contribute successfully to the work of the other EU institutions; it has, for example, contributed to the European Commission consultations on:

- the future of the EU Internal Security Strategy, in particular on the role of fundamental rights in border security. Council Conclusions on the development of a renewed EU Internal Security Strategy (Council document 15670/14) explicitly encourage EU institutions and Member States to work together with FRA;
- the future of justice and home affairs (JHA), where the agency outlined the key fundamental rights considerations for the area and put forward proposals on the overall institutional framework of EU fundamental rights policy.

The annual meeting of the Fundamental Rights Platform, organised by FRA, was also devoted to the forthcoming EU strategic guidelines on JHA, and how civil society can contribute in this area. Around 180 civil society organisations from all EU Member States participated in the meetings.

FRA has a legal obligation to present an annual report each year on the situation of fundamental rights in the EU. FRA Annual report 2013 was presented to the following bodies:

- JHA Council of the EU,
- Council Working Party on Fundamental Rights, Citizens' Rights and Free Movement of People (FREMP),
- the European Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE).

For Members of the European Parliament (MEPs), the FRA annual report provided essential evidence for their deliberations on fundamental rights. In addition, FREMP held an exchange on the implementation of the EU Charter of Fundamental Rights, using a FRA paper on the use and potential of the Charter at national level, which drew on information from the FRA Annual report.

FRA worked closely with the Greek and Italian Presidencies of the Council of the EU, supporting policy discussions in the informal Council meetings, providing expert input to relevant Council preparatory bodies and hosting a number of joint high-level events to draw attention to important fundamental rights issues on the EU agenda. In total, throughout 2014 over 15 presentations were made and inputs to policy discussions delivered to various Council preparatory bodies, among them COSI, the Strategic Committee on Immigration, Frontiers and Asylum (SCIFA), the Working Party on Frontiers, FREMP, the Working Party on Substantive Criminal Law (DROIPEN), the Friends of the Presidency Working Group on Cyber Issues and the Working Party on e-Law. FRA also contributed to the informal JHA Council, EU-US senior JHA officials meeting and other high-level gatherings (see [Sections 1.2.-1.10](#)).

In cooperation with the General Secretariat of the Council, FRA started a series of fundamental rights training sessions for the staff of the Council Secretariat. The first session was held in April 2014 and more will take place in 2015.

In the area of cooperation with other EU agencies, FRA successfully chaired the EU Agencies Network in 2014, which entailed coordinating all of its activities, as well as representing the agencies in high-level meetings. FRA continues to take part in the network of Justice and

Home Affairs agencies (JHA agencies) – a thematic group of nine EU agencies, aiming to coordinate operational work and explore synergies in the areas of freedom, security and justice (see [Section 1.10](#)).

Enhancing FRA's contribution to processes at national level

FRA's main objectives:

Increasing its cooperation with:

- national stakeholders to contribute to fundamental rights policy processes at national level;
- national liaison officers and other key national-level stakeholders to put FRA's evidence-based advice at the centre of national fundamental rights policymaking and implementation.

Furthering cooperating with national parliaments

Recognising the crucial role national parliaments have in policymaking and domestic human rights debates, and aiming to enhance the dissemination of FRA reports and the use of its findings among national policy makers, FRA called on national parliaments to establish contact points within the parliaments' administrations. With two exceptions, all 44 national parliamentary chambers in the EU responded positively to FRA's call.

In 2014, FRA met with delegates from the Parliamentary Assembly of the Council of Europe (PACE), including its president, the PACE Committee on Legal Affairs and Human Rights, and the PACE Committee on Equality and Non-Discrimination. In addition, FRA delivered keynote speeches at a number of high level conferences with representatives of national parliaments, namely:

- the 52nd biannual meeting of the Parliament's Conference of Parliamentary Committees for Union Affairs (COSAC): FRA in its role as Chair of the EU Agencies Network presented and discussed the topic of democratic controls and accountability of EU agencies;
- the conference of presidents of national parliaments 'What Europe stands for – growth, jobs and rights: will the EU rise to the occasion?', where FRA encouraged the setting up of a network of national parliamentary committees for human rights, which could also engage with the competent committee in the European Parliament;
- high-level meeting of representatives of national parliamentary human rights committees.

FRA continued its cooperation with its network of governmental liaison officers, the national liaison officers (NLOs), holding two NLO meetings and one NLO working party meeting in 2014. During these meetings, FRA:

- discussed a number of ideas to optimise the NLO network, which resulted in proposals on how NLOs could help increase the agency's visibility and relevance across relevant ministries and institutions in the Member States;
- updated EU Member States on key FRA projects and upcoming activities;
- presented recent agency developments, and the NLOs gave feedback on current projects and activities of the agency.

In addition, several NLOs supported FRA's work by organising, in cooperation with FRA, national stakeholder events or meetings to present FRA's work (e.g. Bulgaria, Croatia, Cyprus and Finland).

Taking steps to maximise influence at national level

To further enhance its impact at national level, FRA established an Interdepartmental Task Force as well as a Management Board Working Group on National Impact in April 2014. The task force implements concrete actions to optimise existing FRA activities at national level and launch new 'pilot' initiatives to be developed with FRA national stakeholders. In addition, it assists the Management Board Working Group on National Impact. FRA discussed some of the proposed pilot actions with the relevant national stakeholder groups, for instance NLOs, national human rights bodies and the civil society organisations participating in the Fundamental Rights Platform Advisory Panel.

In 2014, a number of initiatives took place to foster the cooperation with national stakeholders. The following examples show their scope and relevance.

- FRA presented the results of *Violence against women: an EU-wide survey* in 20 countries, including to the Joint Committee on Human Rights of the Houses of Parliament (UK), the Portuguese parliament, a high-level national event in Ireland organised by the Ministry of Justice, non-governmental organisations (NGOs) and practitioners working on the ground to address violence against women (see [Section 1.8](#)).
- In response to the Council conclusions on combating hate crime in the European Union, FRA established a Working Party on Improving Reporting and Recording of Hate Crime in the EU that brings together

27 Member States, the European Commission, the Council of Europe's European Commission against Racism and Intolerance (ECRI), the Organization for Security and Co-operation in Europe (OSCE), the Office for Democratic Institutions and Human Rights (ODIHR) and FRA (see [Section 1.4.](#)).

- In the area of borders, asylum and migration, FRA was invited to attend and provide expertise during seven meetings of Commission-led working groups with Member States, including the Schengen Committee, different contact committees on asylum, migration and return, and the Expert Group on the Rights of the Child. These meetings were a good opportunity to share FRA findings and make suggestions to Member State representatives in charge of areas relating to core aspects of FRA's work.
- FRA presented preliminary findings from its research on victim support services at the European Commission-led workshop with Member States on the implementation of the Victims' Directive. This close working relationship allowed the agency to confirm its factual research findings with the Member States before the launch of the research results (see [Section 1.9.](#)).
- As part of its efforts to enhance cooperation with national human rights bodies, FRA met with the Chair of the European Network of Equality Bodies (Equinet), the Secretariat of the European Network of National Human Rights Institutions (ENNHRI), and Council of Europe representatives to discuss cooperation on areas such as asylum and migration, Roma integration, combating hate crime, and advancing social and economic rights and socio-economic equality for 2014 and beyond. This cooperation aims to strengthen the impact in these thematic areas of all the organisations involved, and to make more efficient use of Equinet's and ENNHRI's ability to reach out at national level. In May, FRA held a joint meeting with Equinet and ENNHRI on maximising the impact of the three institutions' work through effective communication.
- FRA organised a meeting for organisations, namely equality bodies and national human rights institutions (NHRIs), newly participating in the CLARITY – Complaints, legal assistance and rights information tool for you – project. In total, 14 NHRIs are taking part in the project.
- As part of its regular cooperation with selected Ombudspersons in the EU, FRA participated in the 9th Liaison Seminar of the European Network of Ombudsmen, organised by the Office of the European Ombudsman in Strasbourg on 27–29 April 2014.
- FRA organised a meeting to kick off the European NGO Platform on Asylum and Migration, with attendees

from national equality bodies, NHRIs, the Council of Europe and FRA. The meeting discussed the working methods and the roles and responsibilities of the organisations participating in the platform.

- The FRA Director continued a series of visits to EU Member States, travelling to Spain in June and the Czech Republic in July. During these trips, he explored opportunities for further cooperation at national level.
- FRA organised 15 interactive workshops across the EU to present its online toolkit 'Joining up fundamental rights' and collect users' feedback.
- FRA and the Committee of the Regions (CoR) published in December 2014 a booklet on *Making rights real: a guide for local and regional authorities*. The booklet compiles key information from FRA's online toolkit on 'Joining up fundamental rights'. Both sides also explored other initiatives aimed at raising awareness of fundamental rights among local and regional authorities in the EU Member States. Cross-references were developed on the organisations' websites and in relevant reports and publications. In addition, in June 2014 FRA and the CIVEX Commission of the CoR held their annual dialogue. This year, the meeting addressed the rule of law and the implementation of fundamental rights. FRA's input was used in the preparation of the CoR draft opinion on the subject.
- Recognising the importance of the involvement of civil society, FRA organised a workshop in October to develop a strategic framework for cooperation with civil society up to 2020. It defined a strategic purpose, impact criteria, priority areas, initial actions and principles of cooperation. Representatives of the Advisory Panel of the Fundamental Rights Platform, the FRA Management Board, the FRA Scientific Committee, the European Commission and FRA, took part in the workshop.
- In June, FRA and EIGE participated in the Social Platform in Brussels – a network of 47 European civil society organisations. They discussed ways of cooperation, the need for an EU-internal human rights strategy, action to combat hate crime, and the protection of human rights of migrants in the EU.

Identifying trends over time and measuring progress in EU Member States

FRA's main objectives:

- identifying trends over time and monitoring progress across the EU regarding key areas;
- establishing methodologies for identifying trends;
- regularly disseminating analysis based on trends.

The 2014 annual report aims to identify new promising practices at national level and assess already existing practices; it continues to refer to national data, including national case law referring to the Charter, as well as to developments relating to international human rights obligations. Wherever possible, the annual report identifies trends by making increasing use of fundamental rights indicators based on a Structure–Process–Outcome (SPO) matrix. In this way, FRA aims to contribute to one of its main objectives: identifying trends over time and monitoring progress across the EU.

To develop the content of FRA's two upcoming major surveys – the second edition of the European Union Minorities and Discrimination Survey (EU-MIDIS II) and the Fundamental Rights Survey – FRA staff have mapped existing and proposed indicators. FRA is also identifying data gaps and needs to develop and test new indicators to provide a more comprehensive picture of the realisation of fundamental rights. This process aims to accommodate different approaches and indicator frameworks within the abovementioned SPO indicator model, thus linking EU legislation and policy initiatives to measurable outcomes. Such indicator frameworks not only facilitate monitoring but can also serve as a basis for developing comparable benchmarks and progress reporting.

Identifying trends across the EU

In parallel with the review of existing indicators, FRA has carried out preparatory work for the implementation of EU-MIDIS II in 2015. EU-MIDIS is the first survey that FRA has repeated. The aim is to measure changes and develop trend measurement. In March, FRA organised a stakeholder consultation meeting on EU-MIDIS II, which was followed by an expert meeting on the survey. The stakeholders included representatives of EU institutions, international organisations, civil society and academia, who were invited to discuss the objectives of the survey, the areas to be covered, the groups to be surveyed and how to ensure that the survey results would meet the needs of stakeholders. The expert meeting discussed methodological challenges in sampling and interviewing immigrants and ethnic minorities.

The EU-MIDIS II pre-test study tested draft survey questions through cognitive interviews with 280 immigrant and ethnic minority interviewees in eight EU Member States: Belgium, Croatia, Greece, Hungary, Italy, Malta, Romania and the United Kingdom. The cognitive pre-test will contribute to the development of a survey questionnaire that can meet the needs of valid and reliable measurement over time of immigrants' and ethnic minorities' experiences of discrimination in different areas of life.

Getting a clear picture of the fundamental rights situation in Member States

In 2014, FRA began preparatory work for the Fundamental Rights Survey, FRA's first survey of the general population on their experiences of and opinions about fundamental rights. FRA plans to carry out the survey in 2017 in all 28 EU Member States and repeat it every five years thereafter. The Fundamental Rights Survey will inform policymakers and debates on fundamental rights in the EU by providing comparable data about fundamental rights outcomes on the ground. It will be the first EU-wide survey to produce comparable trend data on people's experiences of fundamental rights over time. In 2014, FRA mapped the content of existing surveys addressing fundamental rights issues and drafted the project proposal for a feasibility study. This study is intended to collect the information needed by FRA to determine the technical design of the survey.

FRA launched the results of its violence against women survey in Brussels at the Council premises on 5 March 2014. For the launch, the agency produced a full results report, a summary report and a factsheet in 22 EU languages. FRA also made additional project outputs available online, including a technical report, the survey questionnaire and an interactive data explorer. As the survey is the first of its kind, it sets a precedent for data collection on violence against women at EU level. Repetition of the survey in a few years will allow the identification of trends over time. For more detailed information on this project, see [Section 1.8](#).

In line with the 2011 European Commission communication *An EU framework for national Roma integration strategies up to 2020* (COM(2011) 173 final), each Member State has developed its own national Roma integration strategy or integrated sets of policy measures. The same communication asked FRA to work with Member States to develop monitoring methods that could provide a comparative analysis of the situation of Roma across the EU. In accordance with the Council Recommendation of 9 December 2013 on effective Roma integration measures in the Member States (2013/C 378/01), FRA has developed a common indicator framework (based on the abovementioned SPO framework) (see also [Section 1.5](#)).

With regard to its work on the right to political participation of people with disabilities (see [Section 1.6](#)), FRA, in close cooperation with the European Commission and the Academic Network of European Disability Experts (ANED), funded by the Commission, developed 28 human rights indicators to assess the political participation of persons with disabilities in the EU. The indicators, which assess the implementation of Article 19 of the Convention on the Rights of Persons with Disabilities (CRPD) on

the right to participation in political and public life, are grouped into four key themes: lifting legal and administrative barriers to voting; increasing rights awareness; making political participation more accessible; and expanding opportunities for participation.

In the field of children's rights (see [Section 1.7](#)), FRA's work contributed to populate indicators on measuring progress in making justice systems child friendly. FRA conducted interview-based fieldwork research in 10 selected EU Member States. It collected the experiences, perceptions and views of professionals working with children who have experienced judicial proceedings as victims, witnesses or parties. This work contributed to the initial population of process and outcome indicators with qualitative data for the 10 EU Member States included in the research. The population of process and outcome indicators will continue with evidence from the second part of FRA's fieldwork research, based on interviews with children themselves.

Developing timely and targeted responses to fundamental rights emergencies

FRA's main objectives:

- providing robust data analysis and advising on fundamental rights emergencies;
- developing the necessary flexibility to respond to fundamental rights emergencies;
- addressing emergency situations in a timely and adequate manner;
- playing a complementary role vis-à-vis other international organisations.

The implementation report on the work of the Task Force Mediterranean published by the European Commission on 22 May (SWD(2014) 173 final) included references to FRA and more specifically to its paper on the criminalisation of migrants, published in March.

Highlighting the fundamental rights challenges around migration

FRA organised the 2014 edition of the annual Fundamental Rights Conference, 'Fundamental Rights and Migration to the EU'. The choice of topic acknowledged the urgency and complexity of an issue – migration – that had a high profile in 2014. To guarantee respect for the rights of those arriving at the EU's borders and ensure that they can achieve their full potential, to their benefit and that of EU society, an effective and sustainable migration policy is vital. The Fundamental Rights Conference aimed to ignite a serious debate on this subject between policy makers and experts. The conference took place in Rome in November 2014 and was co-hosted by the Italian Presidency of the Council of the EU.

Improving the impact of FRA's communication and awareness raising

FRA's main objectives:

- improving the impact of its communication and awareness-raising activities;
- increasing its impact on decision-making processes;
- using effectively 'multipliers', in particular to better reach actors at national level.

Bringing FRA's work to a wider audience

FRA consistently ranks among the EU agencies with the highest number of publication orders through the EU Bookshop, with 6,138 orders in 2014.

Downloads from the FRA website remained strong in the last six months of 2014. Highlights include the publications resulting from the survey on violence against women, which were downloaded 32,598 times in 2014. Handbooks continue to be FRA's most popular publications, with the latest, the *Handbook on European data protection law*, downloaded 19,675 times from the FRA website and almost 70,000 times from the European Court of Human Rights (ECtHR) website (see [Section 1.3](#)).

Among all the EU agencies, FRA is ranked third in terms of the number of likes its Facebook page has accrued (over 30,000) and fourth for Twitter followers (over 13,000). The second week in February 2014 was FRA's most popular week on Facebook in 2014, reaching 35,000 people in one week.

Planning FRA's work and evaluating its impact

FRA's main objectives:

- effectively prioritising its work and evaluating its impact;
- planning of evaluation activities from the first phases of a project;
- applying the new performance measurement framework to all projects;
- sharing best practices throughout the agency.

The year 2014 has been a transformative one for FRA, as the agency has further strengthened its monitoring and evaluation practices. It has done so by revising and updating its policies on planning, monitoring and evaluation, as well as its monitoring and evaluation handbook. The work on designing a governance module in FRA's MATRIX that will enable the management of FRA's short-term and long-term indicators and introduce semi-automatic reporting is ongoing, while an internal process collecting in-depth information on FRA performance at various levels is currently being finalised.

FRA's performance measurement framework to monitor, evaluate and report on its activities, achievements and impact was fine-tuned and further streamlined in 2014. A core set of indicators have been selected against which FRA's performance will be measured on a yearly basis.

In 2014, FRA carried out ex ante evaluations of eight projects in order to ascertain their objectives, expected results, added value and risks, as well as the lessons learned from the past. In addition, ex post evaluations of six other projects were undertaken to assess their relevance, coherence, economy, effectiveness, sustainability and acceptability (see [Annex IX](#)). Furthermore, FRA organised training sessions on ex ante and ex post evaluations, as well as on indicators, for its staff.

Maintaining high standards of performance

Whilst chairing the EU Agencies Network, FRA has also been coordinating the work of the Performance Development Network (PDN) of the EU agencies. The PDN is aimed at developing common principles and standards, as well as sharing good practices, in the area of performance management. Importantly, the PDN ensures proactive input from the agencies into the Commission Roadmap for the implementation of the Common Approach with respect to performance management, monitoring and evaluation. This year, the PDN finalised a consolidated annual activity report, a single programming document, a handbook on evaluation, a report on performance indicators and an inventory of activity-based budgeting, activity-based costing and activity-based management (ABB, ABC and ABM) practices, all of which will be useful to the EU agencies.

1.2. Achievements in the thematic area 'Immigration and integration of migrants, visa and border control and asylum'³

FRA's main objectives:

- effectively promoting fundamental rights safeguards in the development and implementation of EU policies in the field of immigration and integration of migrants, visa and border control and asylum.

Main achievements, activities and deliverables

Keeping key resources up to date

The updated *Handbook on European law relating to asylum, borders and immigration* has been released in 11 languages, with eight additional languages in the pipeline. It continues to receive positive feedback from stakeholders as a useful operational tool for legal practitioners and policy makers. FRA presented the handbook at events in Greece, Croatia, Hungary and Poland, as well as at the Council Working Party on Frontiers and at a Frontex meeting of national training coordinators, composed of representatives of border/police academies. Since its launch in June 2013, it has been downloaded from the agency's website 36,723 times, in addition to downloads from the website of the ECtHR (34,394).

A second handbook, to support EU Member States in strengthening guardianship systems, was published in cooperation with the European Commission in June (see [Section 1.7](#)). In addition, in 2014, four reports partly resulting from past research were released, namely on: *Criminalisation of migrants in an irregular situation*, *Addressing forced marriage in the EU: legal provisions and promising practices*, *Fundamental rights at airports* and *Fundamental rights at land border crossing points*.

In January, the European Commission requested that FRA provide practical guidance on the processing of passenger name record (PNR) data for law enforcement purposes. In recent times, law enforcement authorities have increasingly used PNR data to combat serious crime and terrorism. In the absence of EU legislation, a growing number of Member States are establishing their own PNR systems on the basis of domestic law.

³ For all thematic areas, more information on the performance of projects implemented in 2014 will be made available on the FRA website at a later stage.

PNR data are collected by air carriers for commercial and operational purposes in providing air transportation services. In consultation with the European Commission and the European Data Protection Supervisor, and building on FRA's 2011 opinion on PNR, on 26 February FRA presented 12 fundamental rights considerations to EU Member State experts. The considerations are a list of 'dos and don'ts' on how to operationalise fundamental rights when establishing national PNR systems. They will be regularly updated based on experience gathered over time. The 12 considerations have been developed as a practical tool for practitioners engaged in setting up national PNR systems and are without prejudice to the conclusions that the EU co-legislator may reach on the necessity and proportionality of processing PNR data for law enforcement purposes.

In addition, FRA's work on fundamental rights at the EU's external borders triggered a request from the Commission for FRA to submit a written analysis of fundamental rights aspects in the application of the Schengen *acquis* in the Member States to be evaluated in 2015 based on Article 8 of Regulation (EU) No. 1053/2013. In September, FRA presented its analysis to the Schengen Committee of Member States, alongside presentations from Frontex and Europol. In addition, FRA contributed to four training events for Member State experts participating in Schengen evaluations, on visa policy, police cooperation, return and border management respectively.

In September, the first-ever thematic platform meeting between FRA, the Council of Europe, Equinet and ENNHRI took place. Asylum and migrant rights were discussed. The meeting resulted in a number of follow-up activities involving communications and information exchange on four issues: monitoring forced return; conditions of detention and alternatives to detention; unaccompanied and separated migrant children; and discrimination of migrants.

Issues encountered

As a result of its past activities in this area, FRA saw an increase in requests for input and support from EU institutions and JHA agencies. This led to targeted follow-up activities on issues identified by FRA in its reports. While increasing the relevance of FRA's work, this development has put additional pressure on FRA's capacity.

1.3. Achievements in the thematic area 'Information society and, in particular, respect for private life and protection of personal data'

FRA's main objectives:

- establishing FRA as a relevant player in the area of information society, privacy and data protection.

Main achievements, activities and deliverables

In January, FRA released a new report that looks into how victims of data protection violations seek redress. The report, *Access to data protection remedies in the EU Member States*, contains an overview of the legal framework and the procedures people can use when their rights have been violated. It gives examples of actual experiences of victims, and those dealing in a professional capacity with data protection violations, to identify areas for improvement. The report findings underline the need for the EU's reformed data protection rules to come into effect, more effectively protecting everyone's fundamental right to personal data protection. The findings will inform negotiations on EU data protection reform, and they are also of the utmost relevance to the FRA project on large-scale surveillance.

Publishing pioneering guidance on data protection law

FRA released in January 2014 its *Handbook on European data protection law*, in cooperation with the Council of Europe and the ECtHR. It is the first comprehensive guide to European law related to data protection and takes into account case law from the ECtHR and the Court of Justice of the European Union (CJEU). It is aimed at legal professionals, judges, national data protection authorities and anyone else who may be confronted with legal questions on data protection. A second edition of the handbook took into account the important judgments delivered by the CJEU at the beginning of March. Together with five language versions, the handbook's second edition was launched during the European Conference of Data Protection Authorities in June, where key stakeholders and data protection experts received it very well.

Also in January, FRA hosted a stakeholder meeting to discuss its enhanced involvement in the area of information society in the years to come. The meeting was attended by government officials, representatives of EU and international organisations, internet service providers, academics and civil society organisations. The discussions focused on two broad topics: (1) privacy in the context of surveillance and (2) implementation of fundamental rights in the information society.

In addition, FRA took part in a panel debate in January that looked at what remains to be done to reform EU data protection rules. The debate took place at the 7th International Conference on Computers, Privacy and Data Protection, held in Brussels. Drawing on its findings, FRA assessed the current proposed data protection reform from the point of view of access to data protection remedies. FRA underlined that the reform should be accompanied by a strengthening of data protection authorities' independence.

Following a request from the European Parliament, FRA launched a study to assess the protection of fundamental rights in the context of large-scale surveillance by national intelligence authorities. FRANET, the agency's multidisciplinary research network composed of contractors in each EU Member State, delivered a mapping of national legal frameworks, which are being assessed and analysed. For this research, FRA will also draw on its findings from the report on data protection remedies to assess the privacy and data protection safeguards in EU Member States and the remedial avenues at an individual's disposal. On 7 November, data protection experts from academia, EU institutions and agencies, and civil society gathered at the FRA premises to discuss the preliminary findings from the current FRA project looking into safeguards and remedies in the context of large-scale surveillance by intelligence services.

Issues encountered

The European Parliament request on large-scale surveillance by national intelligence authorities created a challenge for FRA, as the agency had not previously worked in this area. The FRANET data collection needed to be carefully checked and reviewed by national liaison officers to ensure a high level of reliability.

1.4. Achievements in the thematic area 'Racism, xenophobia and related intolerance'

FRA's main objectives:

- serving as an 'observatory/data warehouse' on the phenomena of racism, xenophobia and related intolerance, including hate crime and extremism, as well as on racial and ethnic discrimination.

Main achievements, activities and deliverables

In 2014, FRA continued to follow up on the JHA Council Conclusions on combating hate crime in the European Union, which were adopted on 5–6 December 2013 on the basis of the outcomes of the Fundamental Rights Conference 2013. On 22 January, FRA presented its findings on the issue of hate crime to the LIBE. This was an opportunity to inform Members of Parliament (MEPs) about the persistence of hate crime in the EU and the need to develop more effective policy and legislative measures to combat the phenomenon. Combating hate crime was among the priority issues under the Hellenic Presidency of the Council of the EU. The agency, in cooperation with the Presidency, hosted a seminar, 'Building trust among victims to combat hate crime effectively: exchanging good practices and identifying ways forward', that took place in Thessaloniki on 28–29 April 2014.

In cooperation with the Directorate-General for Justice and Consumers (DG Justice) and the Directorate-General Communication, FRA kicked off a project in January to train Commission officials on issues related to Holocaust education and human rights. The aim is to enhance EU officials' knowledge, enabling them to better assess the fundamental rights dimension when working on various issues such as migration, remembrance and communication. To achieve this, a model will be developed and tested at a pilot training session. This will be combined with an online training tool.

The European Parliament Resolution of 27 February 2014 on the situation of fundamental rights in the European Union drew on FRA's *Opinion on the Framework Decision on Racism and Xenophobia*. The resolution called on the Commission and all Member States to propose and adopt legislation and policies to combat homophobia, transphobia and hate crimes.

Encouraging reporting and improving recording of hate crime

In November, FRA set up a Working Party on Improving Reporting and Recording of Hate Crime, composed of 59 public officials from 27 EU Member States, the European Commission and OSCE's ODIHR. The aim is to improve the rate of reporting by victims and the recording and investigation of hate crime. The short-term objective is to facilitate the exchange of good practices and to develop effective methods that encourage reporting by hate crime victims and that equip the relevant state institutions to identify, record and investigate hate crimes. This working party was set up in response to the Council Conclusions on combating hate crime, which invited Member States to take measures to improve reporting and recording of hate crime. It called on FRA to facilitate the exchange of good practices and assist Member States in their efforts.

The inaugural meeting of the Working Party on Improving Reporting and Recording of Hate Crime took place in November in Rome and was co-hosted by the Italian Presidency. 25 Member States were represented, together with the Commission and ODIHR. The working party agreed on terms of reference for cooperation and put together a plan of activities in the following areas: encouraging reporting and improving recording of hate crime incidents; enhancing multi-agency partnerships; and training for public service providers. It was also agreed that ECRI would be invited to future meetings, as would civil society organisations and NHRIs for specific agenda items. The Latvian Presidency agreed to co-host the next working party meeting, which took place in Riga on 30 March 2015.

With regard to its work on the issue of antisemitism, FRA continued to disseminate the findings of its survey on Jewish people's experiences of hate crime and discrimination, including on the occasion of the 8th Seminar on Combating Racism, Xenophobia and Anti-Semitism, jointly organised by the State of Israel and the European Commission in October. In addition, FRA's work on hate crime was brought to the attention of the participants at the seminar.

In cooperation with the European Commission, FRA also developed the online training toolkit 'Fundamental rights and Holocaust remembrance', which is tailored for EU and Member State public officials. The objective is to encourage reflection on remembrance and to address contemporary fundamental rights challenges within the scope of public officials' work. Knowledge of the Holocaust is a key element of the collective European memory, and knowledge of fundamental rights should guide the work of all public officials. This online training module is intended to help public officials to better understand how to apply a set of rights-based criteria when performing their daily duties.

Issues encountered

No particular issues were encountered in 2014.

1.5. Achievements in the thematic area 'Roma integration'

FRA's main objectives:

- to contribute to the achievement of the goals set by the EU Framework on Roma integration to respect the fundamental rights of Roma across the EU in the context of the implementation of the EU 2020 Strategy.

Main achievements, activities and deliverables

The European Commission *Report on the implementation of the EU framework for National Roma Integration Strategies*, published in April, drew on FRA data. The report was the first Commission assessment of progress in Member States since the adoption of the EU framework in April 2011. It describes the FRA survey of 2011 as a "starting point from which progress is measured", implicitly suggesting that FRA data will be used as a baseline. This reflects the increasing attention given to FRA's role in monitoring progress on Roma integration.



Working towards fairness for Roma

The Member States Working Party on Roma Integration, coordinated by FRA, includes representatives of 17 EU Member States. Its priority in 2014 was to develop tools – monitoring methods and a dashboard of Roma inclusion indicators – to track progress on the implementation of the strategies and of the situation of Roma on the ground. In February, July and October, FRA hosted three meetings of the Working Party on Roma Integration. It brought together Member State national Roma contact points and representatives of national statistical institutes, the European Commission, the Council of Europe, OSCE, the World Bank, Eurostat, Eurofound, Open Society Foundations and the European Free Trade Association. The major development was the agreement on a common core set of indicators, based on the Council Recommendation of 9 December 2013 on effective Roma integration measures and covering the key areas of education, employment, health and housing, as well as horizontal issues such as rights awareness and non-discrimination. The agreed indicators cover ‘process’ and ‘outcome’, also allowing for a more detailed description of inputs and outputs. Several Member States, including Bulgaria, the Czech Republic, Hungary, Italy, Romania and Slovakia, have expressed interest in piloting the indicators, and in a few of these countries the national statistical institute agreed to test ethnic data disaggregation and identifiers with a view to populating the indicators in 2015.

As part of the fruitful partnership between FRA and the Council of Europe, the two organisations have enhanced cooperation at local level between the FRA Local Engagement for Roma Inclusion (LERI) project and the Council of Europe’s ROMED 2 and ROMACT Roma integration projects. All the projects are evolving in complementary directions, involving a broad range of local-level stakeholders in joint endeavours to support Roma inclusion. Areas of overlap, synergy and complementarity have been discussed among the European Commission, the Council of Europe and FRA. A more intensive and structured exchange of experiences between the two project teams was agreed to be necessary.

Drawing on the 2011 FRA Roma survey, three new analyses were published in October 2014, with a focus on education, poverty and employment, and gender. They all point to widespread Roma exclusion, with Roma experiencing worse situations with respect to education, employment, housing, health and discrimination than their non-Roma neighbours. The reports serve to provide the data needed to help make Roma inclusion efforts more targeted and inclusive. The data visualisation tool for the Roma pilot survey was launched in February.

In 2014, FRA assisted its national partners (and in particular the Romanian Institute for Research on National Minorities, participating in FRA’s Working Party on Roma Integration on behalf of Romania) in developing the concept of a national-scale project on sociographic mapping of the Roma communities in Romania. The project focuses on, among other things, the development of a network of community focal points that will be trained to monitor the outcomes of Roma-targeted interventions at local level. Further synergies between the project and the overall work on monitoring and indicators conducted by the Working Party are expected.

In 2014, four important events took place which brought together experts from different countries and organisations:

- a meeting with the new Head of the OSCE ODIHR Contact Point on Roma and Sinti Issues (CPRSI). The meeting provided an opportunity to explore synergies and to learn about the CPRSI priority areas of work, which include Roma–police relations, the political participation of Roma, Roma women’s rights and gender mainstreaming, and Roma housing.
- a panel discussion on EU funding reaching local and regional authorities to support Roma integration at the third European Roma Summit, organised by the European Commission in Brussels. In its speech, the FRA Director highlighted the importance of the conditionalities for the structural funds for the next programming period and the fact that this will lead to an enormous volume of resources that may be devoted to improving the situation of Roma.
- the second regional workshop of the LERI project, organized by FRA in Budapest. The workshop focused on the lessons learned during the pilot phase of project implementation in Slovakia and Italy, which later also fed into the first international workshop, organised in November, with representatives of all of the 22 localities in the 11 countries where the project is being implemented.
- the FRA Director’s visit to the Slovakian LERI pilot locality, showing FRA’s continuing commitment to understanding the challenges and drivers of Roma inclusion at the local level.

Issues encountered

FRA encountered challenges in the implementation of the pilot phase of its LERI project on local engagement in Roma inclusion, in particular with regard to delays in local-level activities, because of the time needed to build trust within the local communities to carry out participatory action research. Maintaining the

commitment of public authorities was also a challenge. These difficulties were addressed through regular field visits by FRA staff, closer cooperation with the implementing contractor and adaptation of the research methodologies.

1.6. Achievements in the thematic area '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 main objectives:

- timely provision of robust, policy-relevant and evidence-based advice to EU institutions and Member States as well as other stakeholders on equality and non-discrimination fundamental rights challenges.

Main achievements, activities and deliverables

In response to the European Commission's request for FRA's views on the implementation of the Racial Equality Directive (Directive 2000/43/EC) and the Employment Equality Directive (Directive 2000/78/EC), FRA adopted its *Opinion on the situation of equality in the European Union 10 years on from initial implementation of the equality directives*. A draft of the opinion was shared with the Commission in September 2013, during the drafting phase of the Commission's report on the implementation of the two equality directives. In January, the Commission adopted its joint report on the application of the two equality directives. The FRA survey findings and legal research are well acknowledged and clearly reflected in the report, providing evidence about the state of play of the implementation of the equality directives on the ground.

With regard to its work on disability, FRA released the findings of its project to develop and populate human rights indicators on the right to political participation of persons with disabilities in April and May, ahead of the European Parliament elections. In addition to full and summary reports, the indicators are presented online through the FRA website. In September, five infographics were launched on the FRA website, highlighting some of the steps that different actors can take to improve the accessibility of elections for persons with disabilities.

In the run-up to the European Parliament elections in May, FRA attended a number of key events – including events organised by the European Parliament, the Commission and the Council – at which FRA presented the findings of the project on indicators on the right to political participation of persons with disabilities. At these events, FRA representatives highlighted the practical steps that can be taken at national level to ensure that persons with disabilities can exercise their right to vote on an equal basis with others.

In 2014, FRA also followed up on its earlier research on the rights of persons with mental health problems and persons with intellectual disabilities. FRA presented this evidence in a number of Member States; the aim was to feed into legal reform processes begun following ratification of the CRPD.

FRA has also started implementing a multi-annual project to collect and analyse comparable data on the transition from institutional to community-based care in the 28 EU Member States. The objective of this project is to provide evidence-based advice and expertise to EU institutions and Member States to help them to uphold the right of persons with disabilities to live independently and to be included in the community, as set out in Article 19 of the CRPD.

In June, guidelines for an ad hoc request to collect data on the types of institutions for persons with disabilities currently in place in the EU were sent to FRANET contractors in the 28 EU Member States. The information collected has been evaluated and used to develop a typology of institutionalisation which will inform future phases of the project. In November, FRA hosted two expert meetings in the context of this project. At these meetings, the typology of institutionalisation and human rights indicators on Article 19 of the CRPD were discussed.



Raising awareness of discrimination against LGBT people

In cooperation with the Italian Presidency of the Council of the EU and the General Secretariat of the Council, the agency co-hosted a high-level conference, 'Tackling sexual orientation and gender identity discrimination: next steps in EU and Member State policy making', in October. Over 400 decision makers and fundamental rights practitioners from across the EU participated. Informed by data from the FRA LGBT survey and research, the conference served to support the further development of effective and targeted policy responses by the EU and its Member States to address the fundamental rights challenges faced by LGBTI people. The main results report of the EU LGBT survey was launched at the event. Following up on the event, the Italian Presidency and FRA issued joint conference conclusions, which were presented to FREMP, the Council's Working Party on Social Questions and other stakeholders.

The Swedish and Maltese governments hosted the second IDAHO (International Day against Homophobia) Forum in May. This forum was preceded by the 13th meeting of the European Governmental LGBT Focal Point Network, which consists of approximately 30 civil servants from about 20 Member States. This network is one of the key stakeholders in FRA's LGBT work, with the agency actively contributing evidence-based advice to support the work of the network. The 14th meeting of the network was held during the Italian Presidency in November in Rome, thus linking the EU Presidency with the network.

During the high-level conference 'Shaping the future of equality policies in the EU', organised by the European Commission and the Italian Presidency in Rome in November, FRA spoke about equal treatment and access to justice. Together with around 250 participants, FRA contributed to providing evidence for future actions in this area.

Issues encountered

No particular issues were encountered in 2014.

1.7. Achievements in the thematic area 'The rights of the child'

FRA's main objectives:

- timely provision of robust, relevant and evidence-based advice to EU institutions and Member States on the protection, respect and promotion of the rights of the child.

Main achievements, activities and deliverables

FRA contributed an article on the role of the EU in protecting the rights of the child to a UNICEF/Eurochild publication. The launch of this publication, in February, included presentations by FRA, the Commission Vice-President and representatives of various European Commission Directorate-Generals.

Also in February, FRA launched a webpage for children as part of its website section on the rights of the child. Here, children can find information on what their rights are, who decides on their rights, what FRA does for children and links if they want to know more. They can also download a PDF file that explains their basic rights and key terms used in judicial proceedings in a child-friendly way.

FRA was invited to present its work and expertise in the area of the right of the child at:

- DROIPEN: in view of its discussions on the Proposal for a Directive on procedural safeguards for children suspected or accused in criminal proceedings (COM(2013) 822 final), FRA provided input on existing practices and procedures;
- the Council of Europe event entitled 'Growing with children's rights: progress of implementation of the Council of Europe Strategy on Children Rights 2012–2015': FRA explained how children are treated in relation to their right to be heard and their right to be informed, based on the experiences of judges, lawyers, social workers and other actors;
- the regular Inter-Service Steering Group (ISSG) meetings on the rights of the child;

- the relevant informal Member State expert groups, coordinated by DG Justice the agency presented findings on violence against children and on child protection;
- an expert workshop 'Right to justice: quality legal assistance for unaccompanied children', organised by the NGO network the European Council on Refugees and Exiles: FRA provided input on the development of a tool on legal assistance for unaccompanied asylum-seeking children;
- an expert meeting held at the European Parliament on the monitoring and evaluation of the return of children;
- FREMP: FRA presented its work on children and justice and mapping child protection systems with a focus on the rights of the child, jointly presenting key findings with the Rights of the Child Unit of the European Commission, which led to the Council Conclusions on the promotion and protection of the rights of the child, adopted on 4 December;
- the International Juvenile Justice Observatory conference 'Making deprivation of children's liberty a last resort: towards evidence-based policies and alternatives', organised to celebrate the 25th anniversary of the UN Convention on the Rights of the Child: FRA presented the initial outcomes of the 'Children and justice' project.

FRA was also invited to a number of events addressing child trafficking, unaccompanied children and missing children, as a result of its work on guardianship and legal representation of children. For example, the agency was represented at an expert meeting on protecting the rights of the child and the role of civil society at Lithuania's Human Rights Monitoring Institute in July.

Strengthening child protection and combating human trafficking

In June, FRA published *Guardianship for children deprived of parental care: a handbook*, written in cooperation with the EU Anti-Trafficking Coordinator as part of the implementation of the EU Strategy towards the Eradication of Trafficking in Human Beings 2012-2016. Since its release, the handbook has been presented at several events addressing stakeholders at national and European level (including a meeting of the Informal EU Network of National Rapporteurs or Equivalent Mechanisms on Trafficking in Human Beings, the fourth informal expert group of DG Justice and on the invitation of the Council of Baltic Sea States and the Slovakian Human Rights League).

The Council of Europe's European Committee on Legal Cooperation invited FRA to become a member of an informal network on child-friendly justice formed to develop a strategy to assist national actors in implementing the Council of Europe guidelines on child-friendly justice.

In response to a European Commission request, FRA conducted a mapping of child protection systems in the EU-28. The findings of the mapping were communicated to the Commission in June to support the drafting of the EU guidelines for child protection systems. An online version presenting the key findings of the mapping was planned to be launched on the FRA website in November 2014 in the context of the 25th anniversary of the UN Convention on the Rights of the Child. It was, however, launched in February 2015 and will be followed by a comparative report later in the year.

Issues encountered

No particular issues were encountered in 2014.

1.8. Achievements in the thematic area 'Access to justice'

FRA's main objectives:

- contributing to the EU's efforts to enhance mechanisms, judicial and non-judicial, for ensuring access to justice at EU and Member State levels, which serve to underpin fundamental rights compliance.

Main achievements, activities and deliverables

FRA received a request from the European Parliament to deliver an opinion on fundamental rights issues associated with the Commission proposal for a Council Regulation on the establishment of the European Public Prosecutor's Office (EPPO). FRA analysed the fundamental rights aspects of the proposed regulation and submitted an opinion in February 2014, in time for it to be considered in the related European Parliament report. The opinion provided the legislator with a fundamental rights perspective based on EU, Council of Europe and UN standards, and on human and/or fundamental rights case law. It addressed issues such as the EPPO's choice of national jurisdiction, authorisation of investigative powers, admissibility of evidence, acceptance of 'transactions', and prosecutorial independence.



The Council adopted the Directive on freezing and confiscation of proceeds of crime in March. The European Parliament had earlier requested that FRA issues an opinion on fundamental rights aspects of a draft text. The adopted text of the directive reflects several aspects of the FRA opinion, for example, that confiscated property should be used to finance victim support services, and that it recommends Member States to make use of confiscated property for public interest or social purposes. Also in March 2014, the Council adopted the Directive on the European Investigation Order, an instrument to enhance cross-border investigations which includes a fundamental rights clause that FRA had stressed the need for in an opinion requested by the European Parliament.

The Chair of the FRA Management Board took part in the annual high-level seminar organised by the ECtHR in January to celebrate the opening of the judicial year. This year, the seminar focused on sharing responsibility for the implementation of judgments of the ECtHR. FRA and the ECtHR will maintain their well-established cooperation to produce joint handbooks on human rights-related case law from the Strasbourg court as well as the CJEU.

Contributing highly valued research on violence against women

FRA presented the findings of its survey on violence against women in 20 countries at the invitation of governments, national parliaments, NHRIs and civil society. FRA also reported on the findings at events organised by the EU institutions, the UN and OSCE. In September, the FRA Director spoke at a high-level Council of Europe conference marking the entry into force of the Convention on preventing and combating violence against women and domestic violence (CETS No. 210). These activities have contributed to FRA and the survey being referenced by the Council of Europe in parliamentary debates, both in the European Parliament and at national level, in Council conclusions, and in many other policy documents, studies, speeches and reports, such as the European Commission's *Report on progress on equality between women and men in 2013* and the *Opinion on data collection on violence against women* by the Commission's Advisory Committee on Equal Opportunities for Women and Men.

In addition, the Spanish Government's Observatory against Domestic and Gender Violence granted its prestigious annual prize to FRA for its contribution to

combating violence against women. The award ceremony took place in Madrid in October, in the presence of several ministers and other high-level officials of the Spanish Government, and received considerable attention from the national media and stakeholders.

FRA is preparing to make the survey data set (micro-data) accessible to researchers. The data set has already been shared with ELGE, so that the survey results can be integrated into the next edition of its Gender Equality Index, to be launched in 2015. This form of cooperation also responds to the EU Council Conclusions of June 2014 on preventing and combating all forms of violence against women and girls, which called on relevant EU agencies "to continue their efforts to combat violence against women and to strengthen their cooperation and pool their expertise".

At the request of the European Commission, FRA is developing a project on cross-border transfer of prisoners and continuation of alternatives to imprisonment and pre-trial detention when transferring prisoners or detainees. An ex ante evaluation was conducted in 2014, consulting key stakeholders and experts on the best possible focus and methodology for the research. The intention is for this research to support a greater application of fundamental rights-oriented approaches to imprisonment and detention, including social rehabilitation, while also boosting the overall EU justice area and mutual trust between Member States. In 2014, FRA also initiated a project on the right to interpretation and translation and the right to information in criminal proceedings in the EU, also at the request of the European Commission. The aim is to explore promising practices and opportunities in this area and the fundamental rights implications for the persons concerned.

Finally, the Council Working Party on e-Law agreed to the Commission and FRA plans to integrate the CLARITY pilot tool into the European e-Justice Portal, an electronic one-stop shop in the area of justice, and to further develop it, including its geographical scope and language versions. At the invitation of the working party, FRA gave a detailed presentation on the pilot tool to the members of the working party in November.

Issues encountered

In this area, 2014 was for FRA dominated by the results from the survey on violence against women, with clear links being visible to projects such as that on victims of crime.

1.9. Achievements in the thematic area 'Victims of crime'

FRA's main objectives:

- becoming a main actor in the promotion of the fundamental rights of crime victims, in particular as regards the right of victims to have access to justice,
- making visible the invisible victims of, in particular, hate crime.

Main achievements, activities and deliverables

In 2014, FRA finalised a comparative report, covering all 28 EU Member States, on victim support services in the EU, entitled *Victims of crime in the EU: the extent and nature of support for victims* (published on 9 January 2015). The findings were presented at an expert meeting in Brussels organised by the European Commission, with the participation of Member States, in March 2015. The meeting focused on the implementation of the Victims' Directive (Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime). The report provides guidance to Member States when implementing the directive and further improving victim support structures in the coming months and years.

FRA also presented findings from recent surveys, including that on violence against women. This demonstrates closer cooperation between FRA and the Commission in the area of criminal justice. In addition, FRA reported on its findings at events organised by Victim Support Europe, the Academy of European Law and the International Congress on the European Protection Order.

As one of the outputs from its research on victim support services, FRA also developed a report focusing specifically on access to justice for victims of hate crimes. The report will be published in 2015 and will feed into the work of the FRA Member State Working Party on Hate Crime.

Issues encountered

Aside from EU Member States' preparations for transposing the Victims' Directive into national law by late 2015, in 2014 FRA focused in this area on victims of hate crime.

1.10. Achievements in the thematic area 'Cross-cutting activities'

Main achievements, activities and deliverables

For the period 1 March 2014 to 28 February 2015, FRA was elected chair of the EU Agencies Network. The coordination of the network rotates between the agencies for periods of one year. Currently, 42 EU agencies and joint undertakings are members of the network. The network was set up with the aim of improving the coordination, information exchange and agreement of common positions on issues of shared interest among agencies.

FRA acted as a contact point between the EU agencies and in particular EU institutions on issues of horizontal nature. With a clear mandate from the network, FRA represented the agencies in meetings and negotiations.

For 2014, the following priorities were set and corresponding activities implemented:

- encouraging greater use of wealth of agency intelligence by the public, stakeholders and the media;
- increasing agency visibility, reputation and relevance among EU citizens;
- enhancing further cooperation and networking among agencies;
- improving the standing of agencies among EU institutions and national parliaments, in particular positioning of EU agencies vis-à-vis the new European Parliament and Commission;
- capitalising on the network's expertise by promoting diversity in the workplace within the EU institutions and agencies;
- implementing 89 actions of the European Commission's Roadmap for a Common Approach towards EU agencies, from the 61 action points where the Agencies involvement is required, 96 % have been addressed;
- evaluations and audits measures;
- matters related to governance of the EU agencies financial and human resources;
- ways of fostering greater coherence and cooperation among the agencies.



Several high level meetings were organised during FRA's Chairmanship in 2014, in particular two meetings of the Heads of EU Agencies and Heads of Administration, with the participation of representatives of the Commission, Council, European Parliament, Committee of Regions, European Court of Auditors etc. In addition, FRA also organised meetings, workshops and trainings and coordinated the work of so-called sub-networks dealing with specific issues such as performance and communication.

In 2014 FRA also organised three thematic workshops for agencies' Directors, in the areas of performance, communications and human rights. Furthermore, FRA hosted two public debates on the role of the EU agencies within the European landscape that brought together the representatives of the EU agencies from different policy areas with the representatives of three Ministries of the Republic of Austria and MEPs respectively. It offered a unique opportunity for an exchange of views on how the EU agencies can better act as facilitators for the increased involvement of national institutions, citizens and other stakeholders in political processes.

During FRA's coordination the following initiatives were finalised:

- a set of guidelines on the issue of post-employment in connection with management and prevention of conflict of interest;
- recommendations on multilingual websites;
- the inter-agencies procurement procedure;
- agreement with the Commission services on the use of the Sysper human resources application;
- benchmarking – a job screening methodology;
- shared-services catalogue among the agencies;
- online communication platform for exchange of information and documents between the agencies;
- the Handbook on performance indicators and an online repository of performance indicators;
- the Handbook on evaluation;
- a template for the single programming document;
- Key Performance Indicators for the Directors;
- an indicative checklist for assessing the consolidated annual activity reports of the EU agencies;
- a concept paper on the ABB/ABM/ABC framework for agencies;
- evaluation of Commission services provided by the Paymaster Office (PMO) to the EU agencies resulting in improvements to medical insurance services and payroll;
- a new service-level agreement between the PMO and the EU agencies;
- publications: an EU agencies brochure; and EU decentralised Agencies – an overview of core tasks, added-value and resources;
- model decisions on the engagement and use of temporary agents; leave on personal grounds; and appraisal and reclassification (as an active member of the Standing Working Party (SWP)).

In the framework of the budgetary procedure 2015 and the discharge procedure 2013, FRA represented the agencies in several hearings in the European Parliament's Budget Committee and Budgetary Control Committee, and Council's Budget Committee.

FRA also continues to take part in the Network of JHA Agencies – a thematic group of nine EU agencies, aiming to coordinate operational work and explore synergies in the areas of freedom, security and justice. In 2014, the Heads of JHA Agencies agreed on joint contributions to the discussions on the strategic guidelines on JHA and input on the renewed EU Internal Security Strategy. A number of multilateral cooperation initiatives took place, relating to, for example, trafficking in human beings, asylum, migration and borders, and hate crime.

In this context, FRA successfully concluded its term as co-chair of the Frontex Consultative Forum, which is a body composed of EU agencies and international and civil society organisations that provides fundamental rights advice to Frontex senior management.

In November, FRA and Eurojust (the EU's judicial cooperation unit) signed a Memorandum of Understanding according to which both parties shall enhance their cooperation in areas of common interest.

Issues encountered

No particular issues were encountered in 2014. FRA took over the coordination of the EU Agencies Network in a transitional year, with the elections to the European Parliament, the appointment of the new European Commission, the entering into force of the revised Staff Regulations, a new method for the annual adjustment of salaries and pensions as well as the final year for the implementation of the Roadmap.

1.11. Economy and efficiency of spending and non-spending activities

According to the agency's Financial Rules (Article 29), the principle of economy requires that the resources used by the agency 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.

Respect for these principles is continuously pursued through the implementation of internal procedures and predefined practices. These procedures ensure that activities are executed in an efficient manner (e.g. the different workflows contribute to efficient cooperation between staff, departments, etc.) and according to the principle of economy (e.g. the procurement rules ensure procurement in optimal conditions).

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

- In agreement with the building owner, FRA enhanced the heating moderator and changed the heating schedule. This resulted in a cost reduction of 36 % compared with 2013.
- FRA improved the management and control of stationary provision. The change in practices resulted in a cost reduction of 35 % compared with 2013.
- With a view to maintain travel costs incurred by participating in meetings with stakeholders low, FRA raised awareness among its staff about available video and web conferencing facilities. In 2014, around 40 video conferences and 25 web conferences took place. These figures are similar to those for 2013.



2

Management



Assurance is an objective examination of evidence to provide an assessment of the effectiveness of risk-management, control and governance processes. Management, which monitors the functioning of the internal control systems on a continuous basis, and the internal and external auditors carry out this examination. Its results are documented and reported to the FRA Director, including reports on:

- Activity-based management:
 - it reports on the management of the financial resources (including planned and actual, as well as deviations)
 - it reports on the management of human resources (including planned and actual, as well as deviations)
 - it reports on activity-based costing;
- ex post controls;
- internal control standards (ICS) gap analysis;
- the observations and recommendations by the Internal Audit Service (IAS) of the European Commission;
- the observations and recommendations by the European Court of Auditors (ECA);
- the recommendations of the European Parliament.

This part outlines the control results and other relevant elements that support management assurance on the achievement of the internal control objectives, including the following aspects:

- effectiveness, efficiency and economy of operations;
- reliability of reporting;

- safeguarding of assets and information;
- prevention, detection, correction and follow-up of fraud and irregularities;
- 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 (FRA Financial Rules, Article 32).

It looks at the management of FRA's resources, financial and human, and assesses the results of internal and external audits, including the implementation of audit recommendations.

2.1. Management Board

In 2014, no significant risks materialised that would have required a Management Board decision.

FRA carries out an annual risk assessment exercise, which includes the evaluation of potential risks, their likelihood of occurrence and potential impact. The results of the exercise are summarised in a risk register. An extract of the risk register is annexed to the annual work programme (AWP). This annex presents the risks that the management considers relevant to the implementation of the AWP; it also presents the corresponding preventive mitigating actions.

2.2. Major developments

New European Commission

The new European Commission taking office on 1 November 2014 led to intensified liaison with new

Commissioners and their cabinets, as well as a need to adjust FRA's working methods to address the expectations of the renewed institution.

New European Parliament

The transitional period between the European Parliament elections and Members of Parliament (MEPs) assuming office posed certain challenges to FRA. It increased its contacts with the parliament to introduce its work to the newly elected MEPs. FRA also regularly liaised with relevant MEPs and Parliament committees, particularly the LIBE Committee.

In addition, as Chair of the EU Agencies Network, FRA introduced the work and functioning of EU agencies to newly elected BUDG and CONT Committee. It established good working relations with these committees, as well as with the new Standing Rapporteur for EU Agencies.

Staff cuts

In 2014, FRA's establishment plan was decreased by three temporary agent (two administrator (AD) and one assistant (AST)) posts as a result of the 5 % staff cuts across the EU institutions, agencies and bodies (see [Interinstitutional Agreement 2013/C 373/01](#)).

2.3. Budgetary and financial management

The implementation rate of C1 credits maintained last year's trend and remained at 100 %. Similarly, the cancellation rate of C8 committed appropriations remained low at 2.32 %.

The implementation rate of C1 payment appropriations under Title III was 25 %. This is in line with FRA's planning for automatic carrying forward (i.e. C8s), as estimated during the first quarter of 2014 and evolving during the financial year. In total, 30.55 % of appropriations were automatically carried forward from 2014 to 2015.

It should be noted that most of FRA's operational projects have an implementation period of at least one year. In these cases, the agency is compelled to automatically carry forward a high level of outstanding amounts at the end of the financial year.

In 2014, three budgetary transfers were submitted to the Management Board for approval. In addition, the director authorised eight budgetary transfers. The total amount transferred among titles amounted to €964,252.

Further information is provided in the report on budgetary and financial management.⁴

Activity-based budgeting

In 2014, FRA executed in commitment appropriations €21,518,083 consisting of C1 and Ro funds. Based on the traditional presentation of budget execution (i.e. Titles I, II and III), €13,708,748 was spent on overheads (Titles I and II), representing 64 % of overall expenditure. The amount of €7,809,335 was spent on operational expenditure, representing 36 %, as shown in [Figure 1](#).

As shown in [Figure 2](#), an activity-based budgeting (ABB) presentation of the budget execution, FRA's expenditure is split as follows, compared with the traditional presentation:

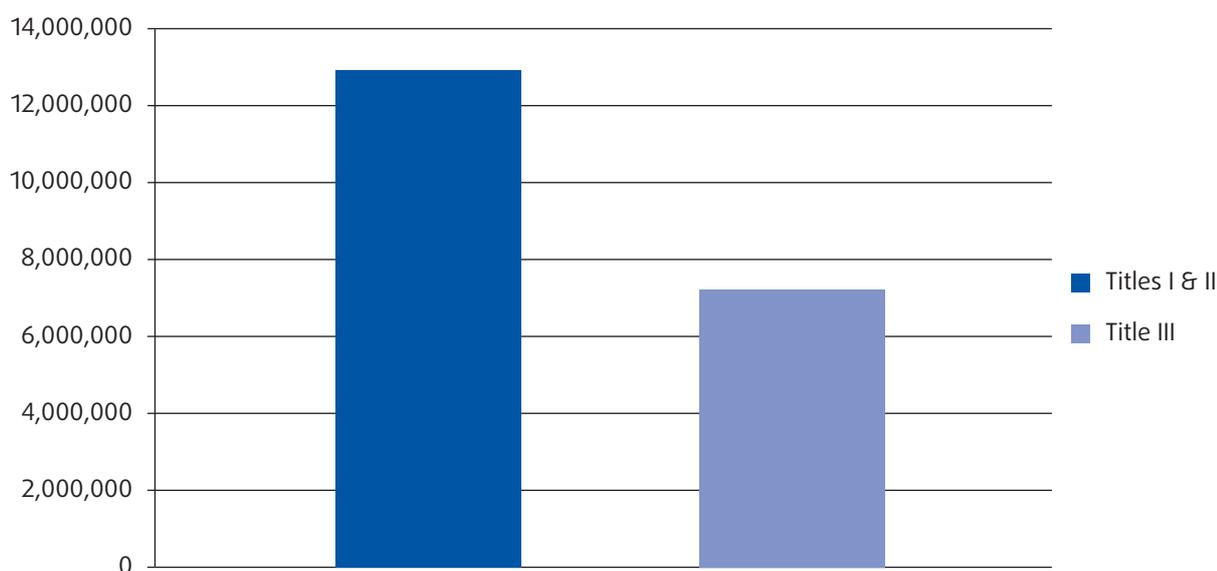
- 77 % for operational expenditure instead of 36 % for Title III;
- 23 % for support expenditure (i.e. overheads) instead of 64 % for Titles I and II.

Further details are provided in [Annex IV](#).

⁴ http://fra.europa.eu/sites/default/files/report_on_budgetary_and_financial_management_2014.pdf.

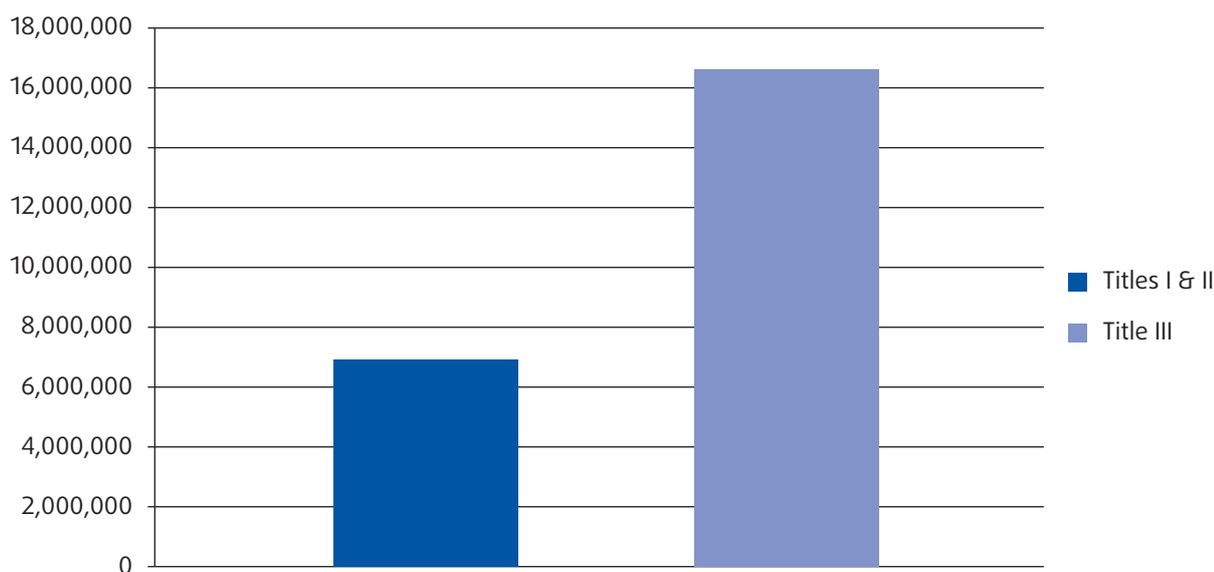


Figure 1: Traditional presentation of budget execution



Source: FRA, 2015

Figure 2: Activity-based budgeting (ABB) presentation of budget execution



Source: FRA, 2015

2.4. Human resources management

The Budget Authority adopted FRA’s 2014 budget with one assistant post less. Since, by 1 January 2014, the agency had all its assistant-level posts filled, the Management Board amended the establishment plan pursuant to Article 32 (1) of the agency’s Financial Rules, by downgrading one AD post to an AST post.

A new appraisal system was introduced as of 1 January 2014, as a result of the changes brought in by the amended Staff Regulations; for example, appraisal reports now include an overall assessment on whether the jobholder’s performance has been satisfactory. Training sessions were provided to staff on how to set S.M.A.R.T. objectives, robust performance indicators and how to write clear assessments.

The 2014 revised Staff Regulations introduced the requirement for a third language for the reclassification of temporary agents employed at the EU agencies. Hence, the 2014 reclassification exercise was adapted accordingly and resulted in nine reclassifications. In addition, three reclassifications of contract staff took place.

In addition, the agency adopted 21 implementing rules and adapted, as required, the corresponding IT tools and systems. Particular efforts were made in the social dialogue with the Staff Committee, as well as in communicating with staff.

In the course of 2014, FRA performed an equality and diversity audit using an external contractor. After receiving the report, FRA decided to set up a working group to discuss the findings and recommendations of the equal opportunities and diversity evaluation and ultimately come up with a proposal for prioritised measures to be taken. The working group is expected to present an action plan to the management for approval in the first quarter of 2015.

2.5. Assessment by management

This section reports on and assesses the elements identified by management that support assurance on the achievement of the internal control objectives. Section B of Annex VI 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.

Control effectiveness as regards legality and regularity

FRA has set up internal control processes intended to ensure the adequate management of 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. 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 authorised commitments.

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 at the time of the authorisation of the transactions 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 financial year. The residual risk of error is estimated by the residual error rate obtained from an examination of a representative sample of transactions less any corrections made resulting from the supervisory and control systems in place.

Recoveries resulting from ex post controls

At the end of the reporting period, the results of ex post controls did not reveal any amounts to be recovered.

Control efficiency and cost-effectiveness

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

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

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. IAS and ECA examined the exceptions during their audits and raised no observations.

FRA implemented several preventative measures together with internal awareness raising activities, such as regular presentations to and training of staff members, which has resulted in an increased understanding of budgetary and legal commitments among staff.

Four of the 2014 exceptions had a value greater than €5,000. The total amount involved in these four exceptions was €127,023. They related to deviations and none of them involved financial loss. Where possible, appropriate preventative actions were taken.

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

All procurement procedures were subject to a supervisory review before the launch of the call for tender. The minutes of these controls are recorded on paper and corrective actions are introduced where necessary.



During the financial year, 10 tendering procedures were subject to this control. The corrective actions included modification of the tender specifications, mainly in terms of the selection and award criteria. This improved the quality of the tenders and, as a result, the efficiency of these procurement procedures.

Qualitative analysis of the results of the ex post supervisory controls

In accordance with Article 46 of its Financial Rules, in 2014 the agency performed an ex post control exercise to verify compliance of contracts above €1,000. A total of 29 commitments amounting to a total of €152,215 were subject to a supervisory desk review after the contract signature.

Four deviations concerning award decisions, amounting to a total of €12,420, were detected and registered as an exception. The outcome of the ex post control was reviewed by the authorising officer who took measures to address identified issues.

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. The control objective for legality and regularity has thus been achieved.

FRA has set up measures to quantify the costs of the resources and inputs required to carry out significant controls, as described in [Section B of Annex VI](#), and estimates, insofar as it is possible, their benefits in terms of the amount of errors and irregularities prevented, detected and corrected by these controls.

Overall, in 2014 the controls carried out by the agency for the management of the budget appropriations were cost effective, as the estimated quantifiable benefits exceeded the cost.

In particular, for procurements, an estimated €11,460 was invested in controlling 10 procurement procedures for tenders with a total value of €6,974,596. Thus, 0.16 % of the total contract value was dedicated to control and each procurement procedure cost an estimated €1,146.

The procurement procedures are to a large extent a regulatory requirement which cannot be curtailed. In addition, as the risks outlined in Annex VI.B. show, a significant proportion of the appropriations would be at risk if these controls were not in place.

For financial circuits, no amount was invested in controlling financial transactions. FRA has no additional financial verification function.

For supervisory measures an estimated €1,200 was invested in controlling 29 financial transactions worth

€152,215. Thus, 0.7 % of the total value of transactions checked ex post was dedicated to control. Each transaction or procedure checked ex post cost an estimated €21.

In addition, there are a number of non-quantifiable benefits resulting from the controls aimed at ensuring that the financed projects contributed to the achievement of objectives, and from the deterrent effect of ex post controls. Furthermore, FRA considers that the necessity of these controls is undeniable, as the totality of the appropriations could be at risk if they were not in place.

Fraud prevention and detection

FRA has developed an anti-fraud strategy, evaluating the introduction of new controls, if necessary, after a thorough cost-benefit analysis. The Management Board adopted the strategy during its December 2014 meeting, together with a related action plan, which will be implemented during 2015.

In principle, the controls aimed at preventing and detecting fraud are not unlike those intended to ensure the legality and regularity of transactions (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. During the reporting year, no cases were transmitted to the European Anti-Fraud Office (OLAF) and/or the Commission Investigating and Disciplinary Office (IDOC) for investigation. In addition, OLAF did not initiate any cases that concern FRA's activities based on other sources of information.

FRA, during its chairing of the EU Agencies Network, and in cooperation with IDOC, organised a two-day training session aimed at creating an inter-agency investigation pool. In 2013, FRA adopted the 'Provisional rules governing conflict of interests in the Management Board and Scientific Committee of the European Union Agency for Fundamental Rights' pending publication of the 'Guidelines on the prevention and management of conflicts of interest' by the European Commission. Following its publication, FRA revised and adopted its rules accordingly in 2014. On an annual basis, the agency performs a screening exercise of declared information in the Curriculum Vitae and the annual declaration of interest of Management Board and Scientific Committee members, and relevant financial transactions to identify potential areas of conflict of interest. The outcome of this analysis is provided to FRA's Management Board.

In December 2014, FRA also finalised a practical guide on management and prevention of conflict of interest for its staff based on a similar European Commission document to offer information and advice on various issues, ranging from ethical tips to advice on compliance with legal obligations under the Staff Regulations.

2.6. Budget implementation tasks entrusted to other services and entities

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

2.7. Assessment of audit results during the reporting year

This section reports on 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: (1) the IAS and (2) the ECA.

Internal Audit Service (IAS)

No new audit took place during the reporting year. The final reports of audits performed in 2013 were presented in 2014.

European Court of Auditors (ECA)

The ECA conducted one on-the-spot visit and one remote desk review concerning the financial year 2014. At the time of writing, FRA had not yet received the final report from the ECA. FRA expects that its 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 nine years.

2.8. Follow-up of audit plans, audits and recommendations

IAS

In 2014, FRA followed-up on the two audits conducted in 2013, namely on:

- human resources management;
- a limited review on contract management.

Management accepted the auditors' recommendations and submitted action plans, which the auditors assessed favourably.

As a standard practice, FRA implemented all actions and provided evidence to the IAS, except the recommendation on the reclassification process. Its closure is linked to the adoption of the related implementing rules by the European Commission, which were still under development at the end of 2014.

In 2015, the IAS performed a follow-up audit, which ended with a positive outcome. No "very important" recommendations remain opened.

Previous recommendations

All the recommendations issued before December 2013 have been closed.

ECA

For the implementation of recommendations issued in previous years, FRA has implemented the relevant action plans as planned. In 2013, the ECA issued two comments on FRA's annual accounts report, concerning the high level of carry-overs. The ECA declared, however, that the budgetary commitments were completed in a timely manner and that, because of the multi-annual nature of the agency's operational projects, payments were made according to the planned schedule.

The agency confirmed that not only are the carry-overs planned in advance but also the level of cancellations of carry-overs is very low (less than 2 %), resulting to an overall budget consumption of 99 % of the EU subsidy.

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

2.9. Follow-up of observations from the Discharge Authority

This section presents a summary of the observations and comments by the Discharge Authority (DA) on the implementation of the 2012 budget, as per Article 110 (2) of the Financial Rules, and the measures taken by FRA.



Observations regarding FRA

Observation DA	FRA's reply and measures	Implemented
Need to replace guidelines on whistleblowing	The agency applies, <i>mutatis mutandi</i> , the European Commission guidelines.	Yes
The ECA found a clerical error in a contract	The agency cancelled the contract and corrected the situation.	Yes
Need to review policy on prevention and management of conflict of interests	The agency revised its provisional rules in line with the European Commission guidelines and adopted final rules in December 2014.	Yes
Requests the agency to communicate results of impact and results in an accessible way, mainly through the website	The evaluation and annual activity reports, available on the agency's website, present the main results and impact.	Yes

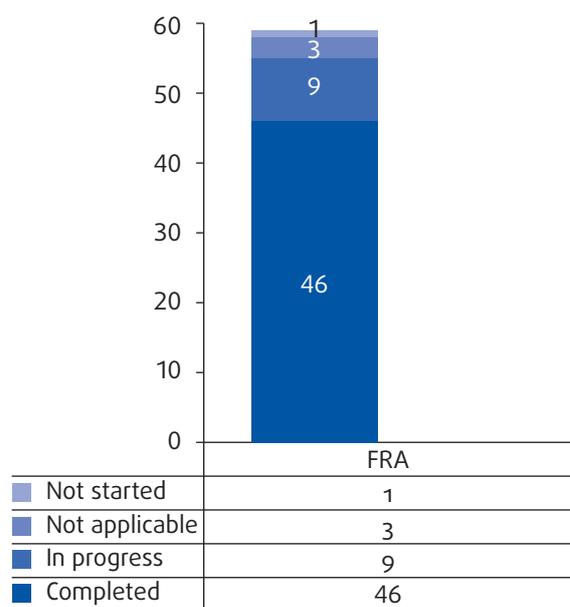
Main observations regarding all EU agencies

Observation DA	FRA's reply and measures	Implemented
The agencies' annual activity reports should be published in all the official languages of the EU.	FRA is exploring the possibility of translating its annual activity reports into more languages, depending on the financial impact it may have.	Ongoing
Closer coordination should be put in place between certain agencies	FRA has already established agreements with Eurofound, the United Nations Development Programme (UNDP), the European Asylum Support Office (EASO), Frontex, the European University Institute, European Institute for Gender Equality (EIGE) and the Council of Europe.	Yes
The declarations of interests and curricula vitae of a majority of agencies' management boards' members, management staff and external and in-house experts are not publicly available. Deadline to do so 31/12/2014	FRA complied with the observation Data of the active members is available.	Yes
Importance of putting in place policies ensuring gender equality	FRA has an equal opportunities policy and action plan.	Yes

European Commission Roadmap for EU agencies

The European Commission Roadmap of 19 December 2012 contains 89 actions (for agencies, EU institutions and EU Member States) to follow-up on the Common Approach on EU decentralised agencies. It lists 89 actions, 59 of which required FRA's direct involvement. Figure 3 shows the implementation status of these actions.

Figure 3: Number of roadmap actions implemented by FRA



Source: FRA, 2015

In sum:

- FRA implemented 46 actions;
- nine actions are in progress as they require an annual follow-up;
- three actions that are related to fee-based agencies are not applicable to FRA due to its mandate;
- for one action, there was no urgency for FRA; it has thus not yet started to implement it. The action relates to the joint procurement procedures with the contracting Authorities of the host Member State to cover administrative needs.

FRA implemented the European Commission Roadmap actions within the predefined deadline of 31 December 2014.

3

Assessment of the effectiveness of the internal control systems



3.1. Risk management

FRA carries out an annual risk assessment exercise. Taking into account its processes, the agency evaluates the potential risks, their likelihood of occurrence and potential impact. The results of the exercise are summarised in a risk register.

In 2014, 22 preventive measures were agreed, mitigating medium-level risk areas, for different processes: management and planning; communication, finance and procurement; research and analysis; human resources; and audit and quality.

During the financial year, no risks materialised.

3.2. Compliance and effectiveness of internal control standards

FRA has adopted a set of internal control standards, based on international good practice, aimed at ensuring the achievement of policy and operational objectives.

As regards financial management, compliance with these standards is a requirement. The agency put in place an organisational structure and internal control systems suited to the achievement of the control objectives, in accordance with the ICS and having due regard to the risks associated with the environment in which it operates.

The measures in place to ensure the effective implementation of ICS are adequate. In accordance with ICS No 15, FRA conducts various activities that have as their purpose the assessment of the level of implementation and effectiveness of the internal control systems. The assessment and the consequent prioritising exercise are done on the basis of the following sources: internal gap analysis, register of exceptions, ex post control, risk assessment and audit findings (IAS and ECA).

FRA assesses the effectiveness of its key internal control systems annually, relying on a number of monitoring measures and sources of information. The assessment concludes that the ICS are effectively implemented.

4

Management Assurance



This part reviews the assessment of the elements reported in Parts II and III, and draws conclusions supporting the declaration of assurance and whether it should be qualified with reservations.

4.1. Review of the elements supporting assurance and possible reservations

The information reported in Parts II and III 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 as to the completeness and reliability of the information reported and results in a complete coverage of the budget managed by the agency.

In conclusion:

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

4.2. Reservations

Taking into consideration the above, 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.

4.3. Overall conclusion on assurance and reservations (if applicable)

In view of the control results and all other relevant information available, the AO's best estimation of the risks relating to the legality and regularity for the expenditure authorised during the reporting year is between 0 % and 2%, which implies an amount at risk of below €0.4 million.

The internal control strategy foresees the implementation of further controls during subsequent years aimed to detect and correct these errors. It is not possible to identify the specific errors and amounts which will be effectively corrected in the coming years.

Taking into account the conclusions of the review of the elements supporting assurance and the expected corrective capacity of the controls to be implemented in subsequent years, it is possible to conclude that the internal controls systems implemented by the agency provide sufficient assurance to adequately manage the risks relating to the legality and regularity of the underlying transactions. Furthermore, it is also possible to conclude that the internal control systems provide sufficient assurance with regard to the achievement of the other internal control objectives.

5

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.

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 observations of the Internal Audit Service and the lessons learned from the reports of the Court of Auditors for years prior to the year of this declaration.

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

Vienna, 20 May 2015

Constantinos Manolopoulos
a.i.

ANNEX I: Core business statistics

According to Article 15 (4) (f) of FRA's founding regulation (Council Regulation (EC) No. 168/2007), effective monitoring and evaluation procedures shall be implemented relating to the performance of FRA against its objectives according to professionally recognised standards. To ensure a consistent approach in measuring its performance, FRA has established a performance measurement framework, a tool to monitor and evaluate the performance of the agency. The framework contains a logic model and an indicator framework. The FRA logic model is composed of inputs, tasks and objectives, organised in a logical manner to reflect the cause and effect chain through which FRA's activities produce results and achieve their impact (see Table A1.1). The indicator framework contains four levels of objectives (output-related, short-term impact, long-term impact and aspirational impact objectives), as well as indicators, judgement criteria and measures to assess the extent to which FRA achieves its objectives.

Table A1.1: FRA logic model

Inputs	Activities	Objectives related to outputs	Objectives related to short term impact	Objectives related to long term impact	Aspirational impact
Human, intellectual, physical and economic capital	Act1: Assistance and expertise to EU institutions and Member States	O1: Provide assistance and expertise to EU institutions and Member States	ST1: Produce and or disseminate effective evidence based recommendations and conclusions from research findings, Opinion and other policy advice to decision makers and key stakeholders.	LT1: FRA's assistance and expertise provided to support legal and policy developments related to Fundamental rights (EU Level)	AI1: European and Member States' legislation and policies contribute to ensuring full respect of fundamental rights
		O2: Formulate Opinions and other advice to EU Institutions and Member States			
		O3: Develop research analysis and surveys and identify good practices			
		O4: Publish thematic reports and handbooks			
	Act2: Data collection, research and analysis	O5: Disseminate targeted information to the right stakeholders and at the right time	ST2: Improve effective networking and development of synergies among EU and national stakeholders, and Civil Society	LT2: FRA's assistance and expertise provided to support legal and policy developments related to Fundamental rights (Member State Level)	AI2: Relevant EU and Member State institutions, bodies and agencies and or civil society increasingly respect, protect and promote Fundamental Rights
		O6: Develop relevant methods and standards			
	Act3: Cooperating and networking	O7: Develop effective networks with key partners and Agency networks	ST3: Increased awareness of fundamental rights among stakeholders		AI3: Greater knowledge of, and broader awareness of, fundamental rights issues in the Union are conducive to ensuring full respect of fundamental rights
	Act4: Awareness raising	O8: Develop awareness raising materials			

Some of the indicators are marked as **FRA core indicators**. These are the most common indicators featured in FRA's strategic, thematic and project-level priorities for the period 2013–2017. The core indicators are defined for all levels of impact.

For the purpose of this annex, an overview is provided of some of the output indicators and one short-term indicator (see Table A1.2). The focus is on the output indicators since they can be immediately measured and the short term, long term and aspirational indicators are measured through conducting stakeholders' surveys. The short term, long term and aspirational indicators will be populated once the stakeholders surveys are conducted which have an aim to assess the FRA strategy's implementation.

Table A1.2: FRA objectives and indicators

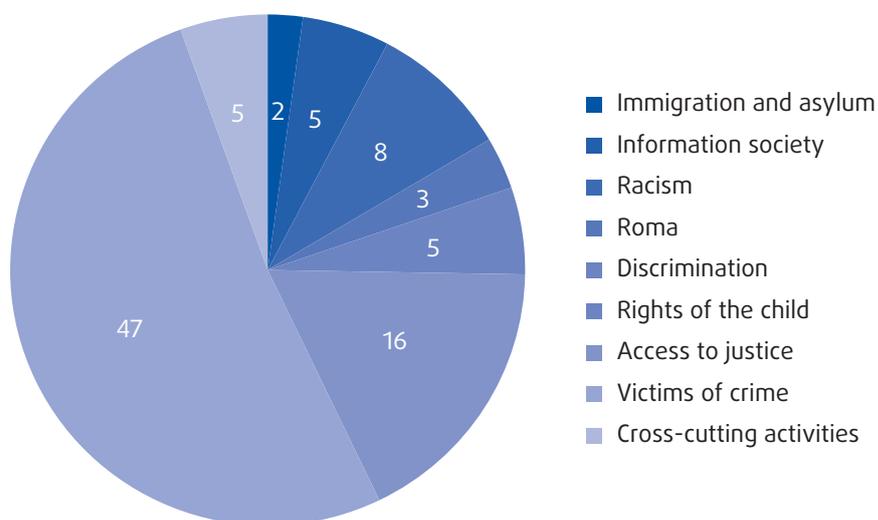
Output objective 1: Provide assistance and expertise to EU institutions and Member States
Indicator 1: Number of hearings or presentations to institutional stakeholders across levels of governance
Output objective 2: Formulate opinions and other advice to EU institutions and Member States
Indicator 2: Percentage of responses to requests for opinions and other advice (completed)
Output objective 3: Develop research analysis and surveys and identify good practices
Indicator 3: Number of research activities (per type of task, per thematic area, per type of output, per geographical area)
Output objective 4: Publish thematic reports and handbooks
Indicator 5: Number of publications produced (per thematic area)
Output objective 5: Disseminate targeted information to the right stakeholder and at the right time
Indicator 7: Number of stakeholders receiving a copy of publications
Output objective 7: Develop effective networks with key partners and agency network
Indicator 9: Number of networking events organised
Short-term objective 3: Increased awareness of fundamental rights among stakeholders

Output objective 1: Provide assistance and expertise to EU institutions and Member States

Output objective 1 measures the extent to which FRA provides input to institutional stakeholders at EU and Member State level. [Figure A1.1](#) shows the number of hearings or presentations to institutional stakeholders across levels of governance by thematic area.

The high number for the ‘Access to justice’ area is due to the many events at which the results from the large-scale survey on violence against women were presented. The publication was very successfully promoted. For this project, an ex post evaluation was conducted which measured in detail the outputs from the project activities.

Figure A1.1: Indicator 1: Number of hearings or presentations to institutional stakeholders across levels of governance

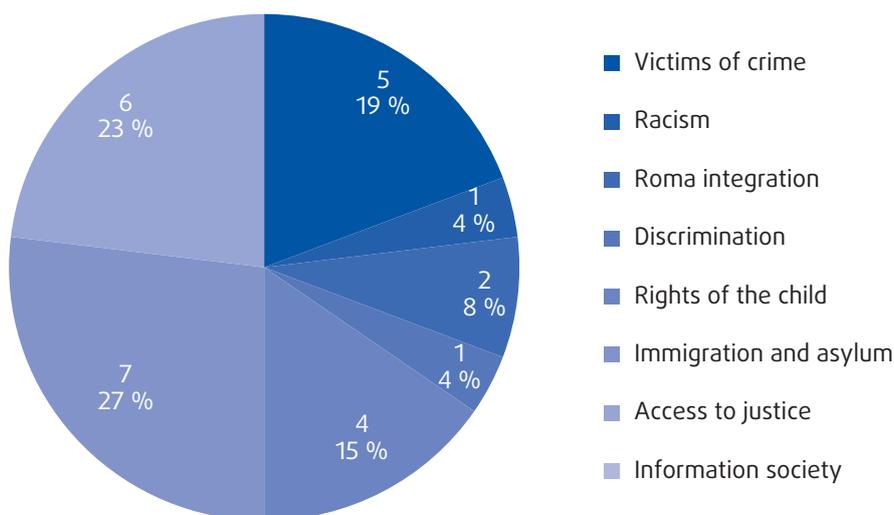


Output objective 2: Formulate opinions and other advice to EU institutions and Member States

Output objective 2 measures the extent to which FRA provides timely (and adequate) responses to requests for opinions and other advice involving research and analysis activities. Figure A 1.2 provides an overview of the opinions and advice provided to EU institutions and Member States by thematic area.

The number of opinions and other advice provided by thematic area range from one to seven, with seven opinions or other advice being provided on the 'Immigration and asylum' thematic area.

Figure A1.2: Indicator 2: Responses to requests for opinion and other advice (completed) (total number and %)

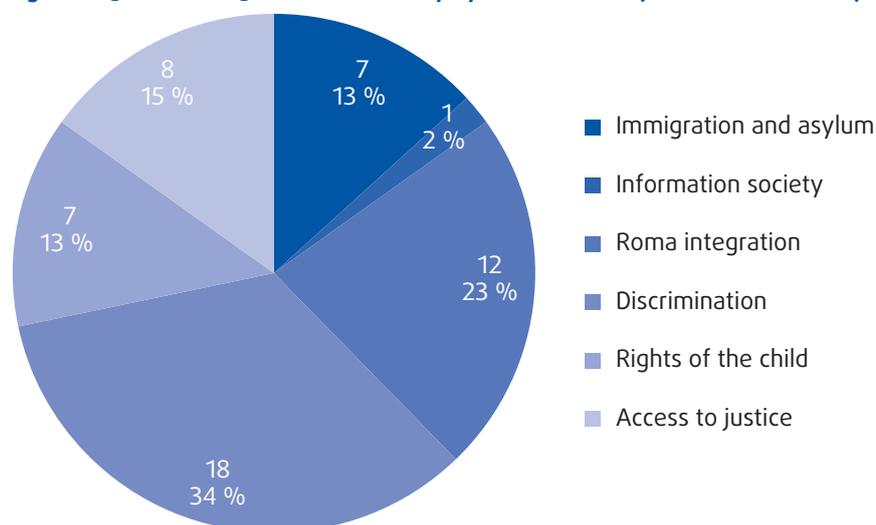


Output objective 3: Develop research analysis and surveys and identify good practices

Output objective 3 measures the number of FRA research activities by thematic area. An overview of research activities is provided in Figure A1.3.

The number of research activities by thematic area ranges from one to 18. The largest number of research activities was conducted in the area of 'Discrimination'.

Figure A1.3: Indicator 3: Research activity by thematic area (total number and %)

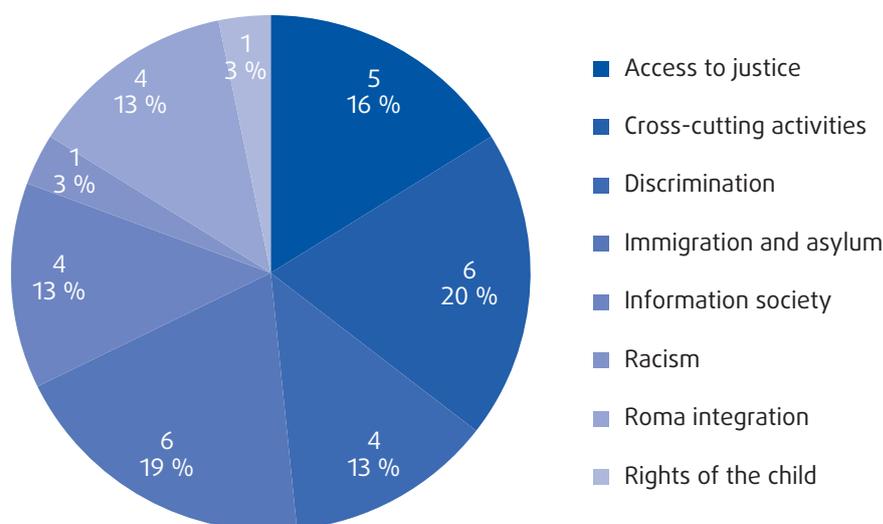


Output objective 4: Publish thematic reports and handbooks

Output objective 4 measures the extent to which FRA produces publications in relevant thematic areas. The number of publications by thematic area produced in 2014 ranges from one to six. [Figure A1.4](#) provides an overview of the number of publications produced per thematic area.

According to the download statistics of the FRA website, the most downloaded publication in 2014 was the *Violence against women: an EU-wide survey. Main results* report with 32,598 downloads. This publication belongs to the 'Access to justice' thematic area. The main results report is published in English only, while a summary of key findings, *Violence against women: an EU-wide survey. Results at a glance*, and the related factsheets are available in 22 EU official languages (out of 24).

Figure A1.4: Indicator 5: Publications produced by thematic area (total number and %)



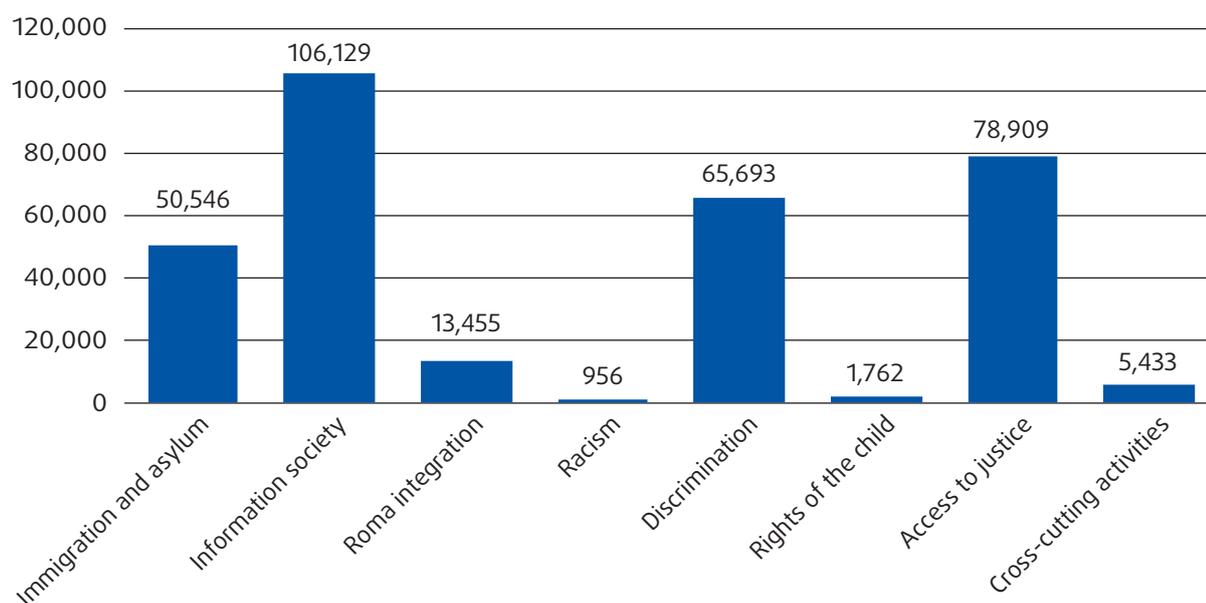
Output objective 5: Disseminate targeted information to the right stakeholders at the right time

Output objective 5 measures the extent to which FRA adequately and in a timely manner disseminates information. [Figure A1.5](#) provides an overview of the number of downloads of different publications and products per thematic area.

The high numbers of downloads in the areas of 'Information society', 'Immigration and asylum' and 'Discrimination' are due to FRA publication downloads from the Council of Europe website. The high number of downloads in the 'Access to justice' area is due to the publishing of the large-scale survey results on violence against women.

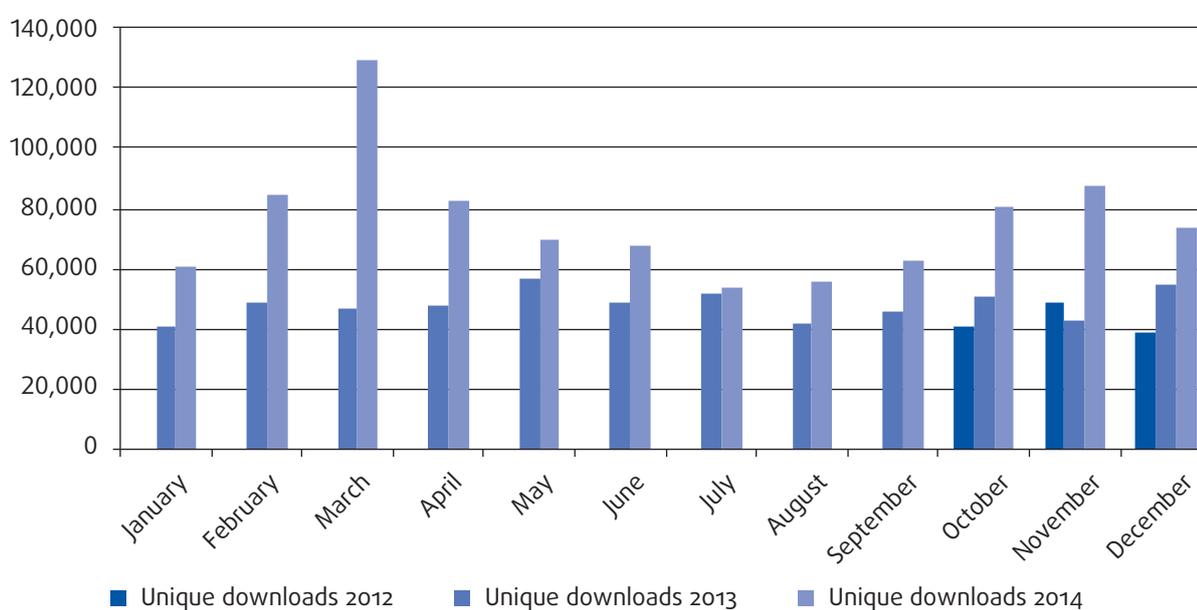
The download figures for the 'Data in focus' reports from the Roma surveys in the 'Roma integration' area are relatively low because they were published towards the end of the year (October 2014). The download figures for the 'Rights of the child' area are low because they relate to one publication only (*Handbook on guardianship for children deprived of parental care*), launched in the middle of the year.



Figure A1.5: Indicator 7: Number of stakeholders having received a copy of the publication

The popularity of the FRA website and FRA products in 2014 is measured by the number of unique downloads per month, compared with the number of unique downloads per month in 2013 and 2012 (see [Figure A1.6](#)).

The highest number of unique downloads in March 2014 relates to the launch of the publication *Violence against women: an EU-wide survey. Main results*. The total number of downloads of this publication is 32,598, of which 12,819 downloads took place in March 2014.

Figure A1.6: Unique downloads per month 2014 compared to unique downloads per month from 2012 and 2013

The publications published in 2014 resulted in a total of 164,574 downloads from the FRA website. [Table A1.3](#) shows the top 10 publications downloaded from the FRA website.

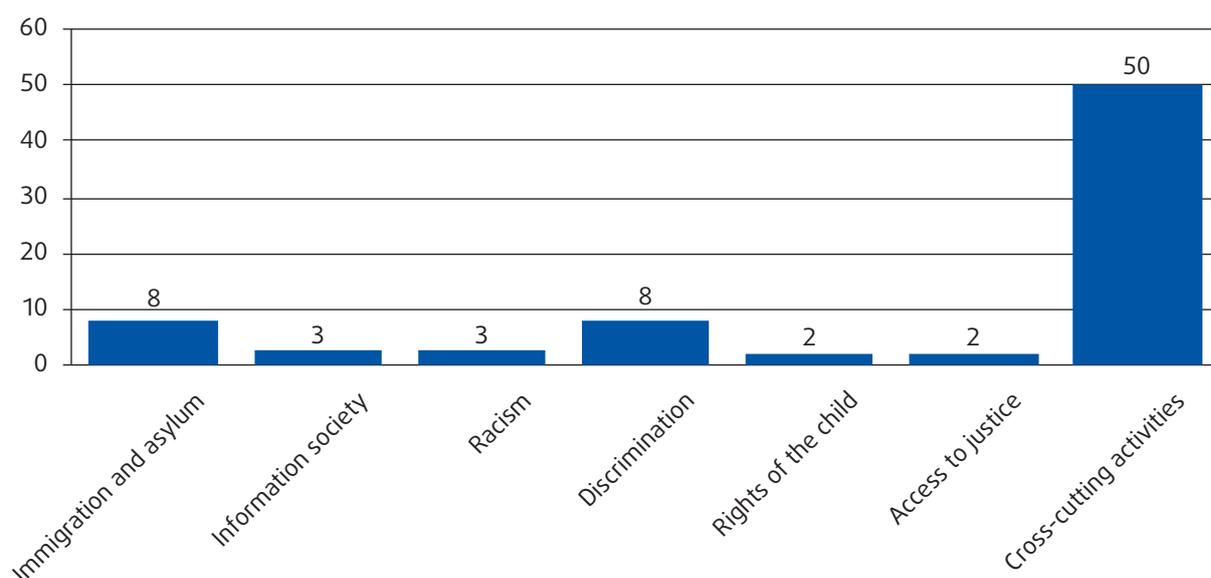
Table A1.3: Top 10 downloaded publications in 2014

Title of publication	Number of downloads
<i>Violence against women: an EU-wide survey – Main results</i>	32,598
<i>Violence against women: an EU-wide survey [Factsheet]</i>	26,221
<i>Handbook on European data protection law</i>	19,675
<i>Handbook on European law relating to asylum, borders and immigration [2nd edition]</i>	19,540
<i>Violence against women: an EU-wide survey – Results at a glance</i>	14,385
<i>Discrimination and hate crime against Jews in EU Member States: experiences and perceptions of antisemitism</i>	10,689
<i>EU LGBT survey: European Union lesbian, gay, bisexual and transgender survey – Results at a glance</i>	9,265
<i>Fundamental rights challenges and achievements in 2013 – Annual report 2013</i>	3,662
<i>Violence against women: an EU-wide survey – Survey methodology, sample and fieldwork – Technical report</i>	3,034
<i>Fundamental rights-based police training: a manual for police trainers [Training manual]</i>	2,671

Output objective 7: Develop effective networks with key partners and agency networks

Output objective 7 measures the extent to which FRA organises relevant meetings with its key stakeholders. [Figure A1.7](#) shows the number of events organised by thematic area.

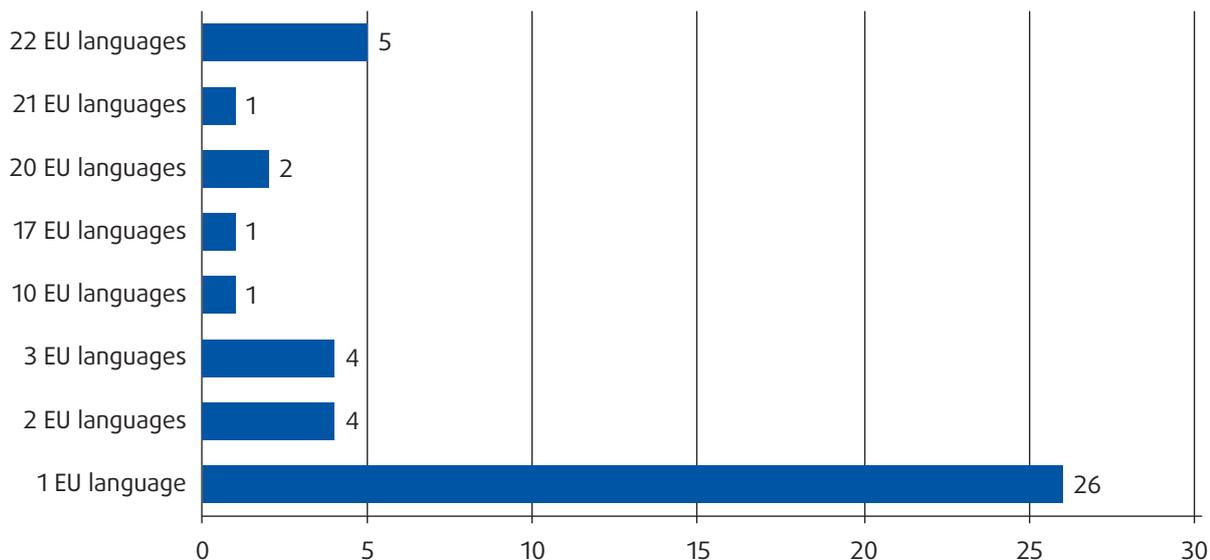
The 2014 flagship event was the Fundamental Rights Conference organised in Rome, Italy, from 10 to 11 November 2014, in cooperation with the Italian Presidency of the EU. The topic of the conference was ‘[Fundamental rights and migration in the EU](#)’. More than 300 high-level participants attended, discussing fundamental rights challenges in the area of asylum, borders and migrant integration.

Figure A1.7: Indicator 9: Number of networking events organised

A short-term indicator for which information can be provided at this point is Indicator 18 'Proportion of outputs (publications, opinions, communications, etc.) available in all 24 official languages of the EU', related to short-term objective 3, increased awareness of fundamental rights among stakeholders.

Most of the publications produced in 2014 are available in English only (26 publications), but translations into additional EU languages are already planned for some in 2015. The second language into which publications are usually translated is French, the third being German.

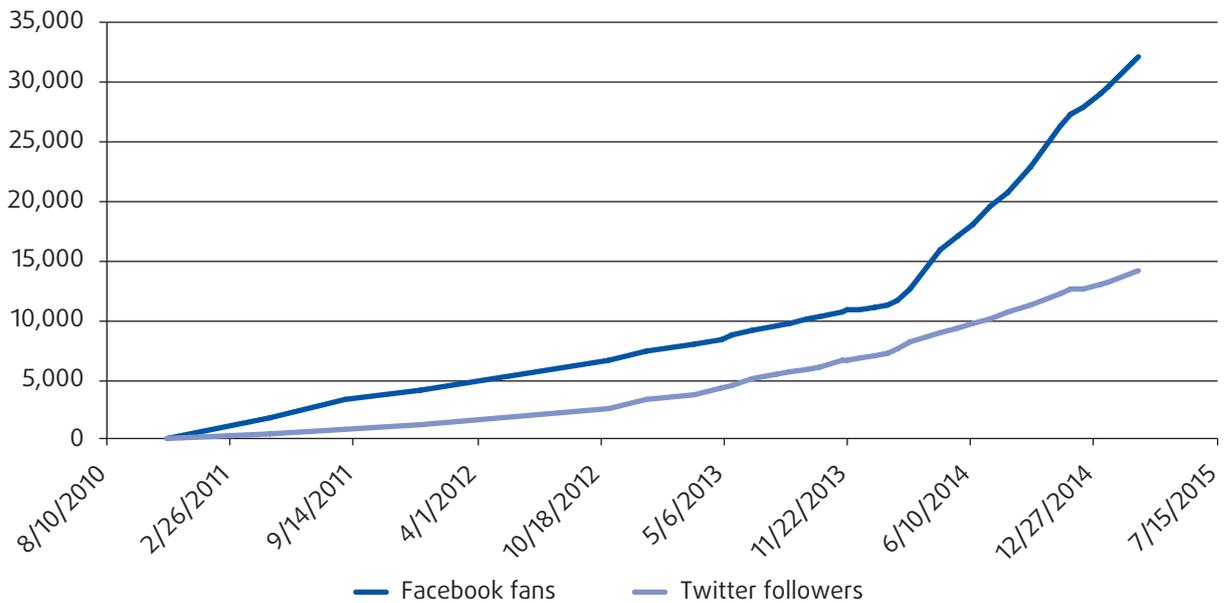
Figure A1.8: Indicator 18: Proportion of outputs (publications, opinions, communications, etc.) available in all 24 official EU languages



The year 2014 was successful for FRA on social media: the agency's popularity, measured through social media statistics, is increasing. The number of followers on Facebook and Twitter is constantly rising (see [Figure A1.9](#)); thus, the agency seems to reach a wider public.

At the end of 2014, the number of followers of the FRA Facebook page was approaching 30,000 and the number of Twitter followers reached almost 14,000. Compared with the previous period, the number of Facebook page likes almost tripled in 2014 and the number of followers on Twitter almost doubled.

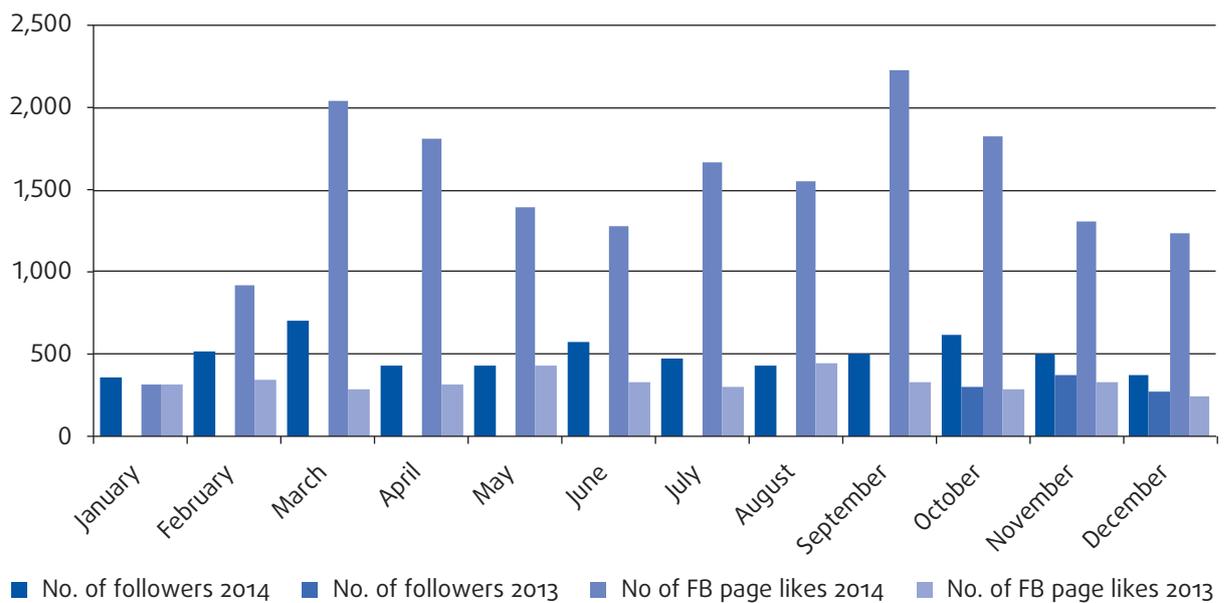
Figure A1.9: Facebook and Twitter fanbase 2011–2014



The social media statistics show that FRA is increasingly popular on Facebook, according to the number of followers and the number of page likes (see Figure A1.10). These numbers have significantly increased compared with 2013. Only in January and February 2014 was the number of Facebook page likes below 1,000, while for the rest of the year, every month, there were more than 1,000 Facebook page likes. The peaks were reached in March and September 2014: more than 2,000 Facebook page likes were registered for each month.

Visits to the FRA website from social media have also increased. Of all visitors coming to the FRA website from other websites (not including search engines), 17 % come from Facebook and 5 % from Twitter. These figures are significantly higher than those for any other news outlet.

Figure A1.10: Facebook followers and Facebook page likes by month, 2013 and 2014



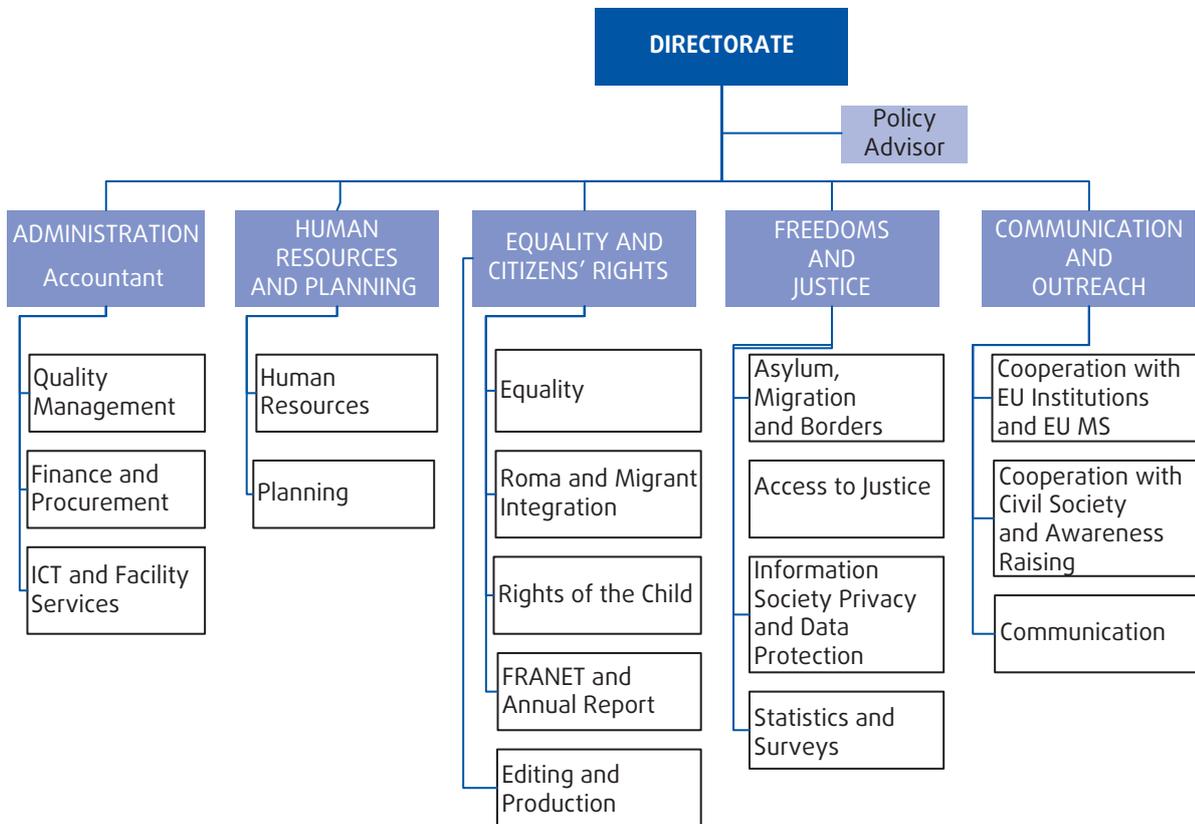
ANNEX II: Statistics on financial management

Please refer to the report on budgetary and financial management at <http://fra.europa.eu/en/about-fra/finance-and-budget/financial-documents>.

ANNEX III: Organisational chart

FRA's structure in 2014 comprised the Directorate and five departments as shown below.

Figure A3.1: Organisational chart



ANNEX IV: Establishment plan and additional information on human resources management

Table A4.1: Establishment plan

Category and grade	Permanent posts		Temporary posts	
	2014 (authorised posts)	2014 (actually filled)	2014 (authorised posts)	2014 (actually filled as of 31/12/2014)
AD 16	-	-	-	-
AD 15	-	-	1	1
AD 14	-	-	-	-
AD 13	-	-	3	1
AD 12	-	-	9	-
AD 11	-	-	-	6
AD 10	-	-	15	2
AD 9	-	-	11	5
AD 8	-	-	1	9
AD 7	-	-	5	15
AD 6	-	-	3	7
AD 5	-	-	-	-
Total AD	-	-	48	46
AST 11	-	-	-	-
AST 10	-	-	1	-
AST 9	-	-	-	-
AST 8	-	-	3	3
AST 7	-	-	8	4
AST 6	-	-	4	2
AST 5	-	-	1	9
AST 4	-	-	9	8
AST 3	-	-	-	2
AST 2	-	-	1	-
AST 1	-	-	-	-
Total AST	-	-	27	28
AST/SC 6	-	-	-	-
AST/SC 5	-	-	-	-
AST/SC 4	-	-	-	-
AST/SC 3	-	-	-	-
AST/SC 2	-	-	-	-
AST/SC 1	-	-	-	-
Total AST/SC	-	-	-	-
Total	-	-	75	74

Table A4.2: Benchmarking against previous year results⁵

Job Type (sub) category	Year N-1 (%)	Year N (%)
Administrative support and coordination	N/A	17
Administrative Support	N/A	15
Coordination	N/A	2
Operational	N/A	70
General operational activities	N/A	9
Programme management and implementation	N/A	58
Top operational coordination	N/A	3
Evaluation & Impact assessment	N/A	-
Neutral	N/A	13
Accounting, finance, non-operational procurement, contract management and quality management, internal audit and control	N/A	10
Linguistic activities	N/A	3

⁵ 2014 is the first year of the job screening/benchmarking exercise. Therefore, for that year, only one column is to be filled in.



ANNEX V: Human and financial resources by activity

Table A5.1: Human resources by ABB activity

ABB Activity	Human Resources by ABB activity	
	Total person days	Percentage
Access to Justice	1,251	6 %
Victims of crime	235	1 %
Information society	570	3 %
Roma integration	973	5 %
The rights of the child	953	5 %
Discrimination	1,532	7 %
Immigration and integration of migrants, visa and border control and asylum	1,427	7 %
Racism, xenophobia and related intolerance	269	1 %
Communication and awareness-raising	3,154	15 %
Cross-cutting activities	1,487	7 %
Consultation and cooperation mechanism	319	2 %
Research and stakeholder cooperation	1,064	5 %
Total operational	13,234	64 %
Support activities	7,491	36 %
Total support activities	7,491	36 %
Total agency days	20,725	

Note: The above data rely on FRA's time recording system, which is a component of the wider implementation of the activity-based management (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, 2014

Table A5.2: Financial resources by ABB activity

ABB Activity	Direct expenditure	Indirect expenditure (overheads)	Total
Access to Justice	378,945	827,342	1,206,287
Victims of crime	99,653	155,639	255,292
Information society	244,499	376,960	621,459
Roma integration	618,975	643,458	1,262,434
The rights of the child	395,420	630,031	1,025,451
Discrimination	2,923,657	1,013,540	3,937,197
Immigration and integration of migrants, visa and border control and asylum	1,424,396	944,087	2,368,484
Racism, xenophobia and related intolerance	28,910	177,665	206,575
Communication and awareness-raising	1,026,068	2,086,279	3,112,347
Cross-cutting activities	251,956	983,774	1,235,730
Consultation and cooperation mechanism	190,535	211,003	401,538
Research and stakeholder cooperation	226,321	703,981	930,302
Total operational	7,809,335	8,753,760	16,563,096
Support activities	-	4,954,987	4,954,987
Total support activities	-	4,954,987	4,954,987
Total	7,809,335	13,708,748	21,518,083

ANNEX VI: Specific annexes related to Part II

A. Materiality criteria

Materiality is the basis for defining significant weaknesses in both qualitative and quantitative terms. The materiality criteria used by FRA and the method used to assess their significance are presented below.

Qualitative criteria are linked to failure in achieving FRA’s short-term objectives, reputational risks to FRA, significant weaknesses in the FRA 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 weakness is considered material in cases where the financial impact or risk of loss is greater than 2 % of FRA’s authorised commitments.

B. Internal control template(s) for budget implementation

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
Non-applicable, as no medium or high risks were 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, fre- quency and depth	How to estimate the costs and benefits of controls	Control indicators
Non-applicable, as no medium or high risks were identified under this phase	-	-	-	-

C – Selection of the offer & 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, fre- quency and depth	How to estimate the costs and benefits of controls	Control indicators
Conflict of interest/ unequal treatment of tenderers, for example via biased selection criteria or partial evaluations (relating also to MB and SC)	Formal evaluation process, governed by a dedicated internal procedure including an opening committee and an evaluation committee Including a minimum number of five members on the selection panel for tenders above €60,000, and a minimum of three for those below €60,000, reducing the risk of unequal treatment	100 % – all calls for tenders Depth: all documents transmitted	Costs: estimation of cost of staff involved Benefits: compliance with FR 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: number of complaints or litigation cases filed. Number of requests for clarification regarding the tender Efficiency: average cost of a tendering procedure Costs of closing a complaint/ litigation
	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: estimation of cost of staff involved Benefits: amounts of contracts for which the control prevented the risk of litigation or fraud	
	Declarations of conflict of interest are signed by the members of MB and SC	100 % of declarations of conflict of interest are signed by the members of MB and SC	Costs: estimation of cost of staff involved in the preparation, publication, screening and archiving of declarations signed Benefits: potential irregularities prevented, by avoiding interference in the procurement procedure/contracting	
	Dedicated pages on the FRA website to ensure transparency of information	100 % of information available on the website Depth: compulsory for calls for tenders above €15,000	Costs: estimation of costs for running the website (updating, maintenance, etc.) Benefits: potential complaints that may be received from bidders concerning 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 AO approval of specifications	100 % of the specifications are scrutinised Depth: determined by the amount of the awarded contract	Costs: estimation of cost of staff involved Benefits: limiting the risk of litigation Limiting the risk of cancellation of a tender Amount of proposed contracts for which the supervision and approval processes detected material error	

Note: AO: Authorising officer; MB: the Management Board; SC: the Scientific Committee.

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 cover- age, frequency and depth	How to estimate the costs and ben- efits of controls	Control indicators
All pre-financing, accrual adjustments and guarantees not identified.	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	Costs: costs for licensing of ABAC users Estimation of costs of staff involved Costs of training activities	Effectiveness: % error rate prevented Number of control failures
Mistakes in transactions	Guarantees controlled via ABAC	100 % of the guarantees are included in ABAC	Benefits: centralised control of the payments Access to information for all the actors involved Amount of irregularities, errors and overpayments prevented by the controls Systematic weaknesses detected and corrected	Number/amount of liquidated damages, if any Number of actions for improvement implemented Efficiency: late interest payment Amount of damages paid Costs of the ex post controls with respect to the benefits Average cost of an ex post control
Commitments, payments and recovery orders recorded with delay	Training on ABAC compulsory for all nominated users	100 % of ABAC users		
Incomplete accounting systems	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 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		

Note: ABAC: Financial Information Systems; AOD: Authorising Officer by Delegation.

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 cover- age, frequency and depth	How to estimate the costs and ben- efits of controls	Control indicators
Incomplete or inaccurate data in the information system related to contracts	Use of the 'four eyes' principle, including a check of the inputted information	100 % verification of the information uploaded in the Tender Contract Maker (TCM) application	Costs: estimation of cost of staff involved Costs for the running of TCM (maintenance, updates, etc.)	Effectiveness: number of errors undetected (related to irregularities and error) Efficiency: cost of the errors undetected Costs of the ex post controls with respect to the benefits
	Ex post controls	Selected transactions Depth: the control sampling is risk based	Benefits: Preventing mistakes in drafting and implementing the contracts	

ANNEX VII: Specific annexes related to Part III

There are no specific annexes related to Part III.

ANNEX VIII: Draft annual accounts

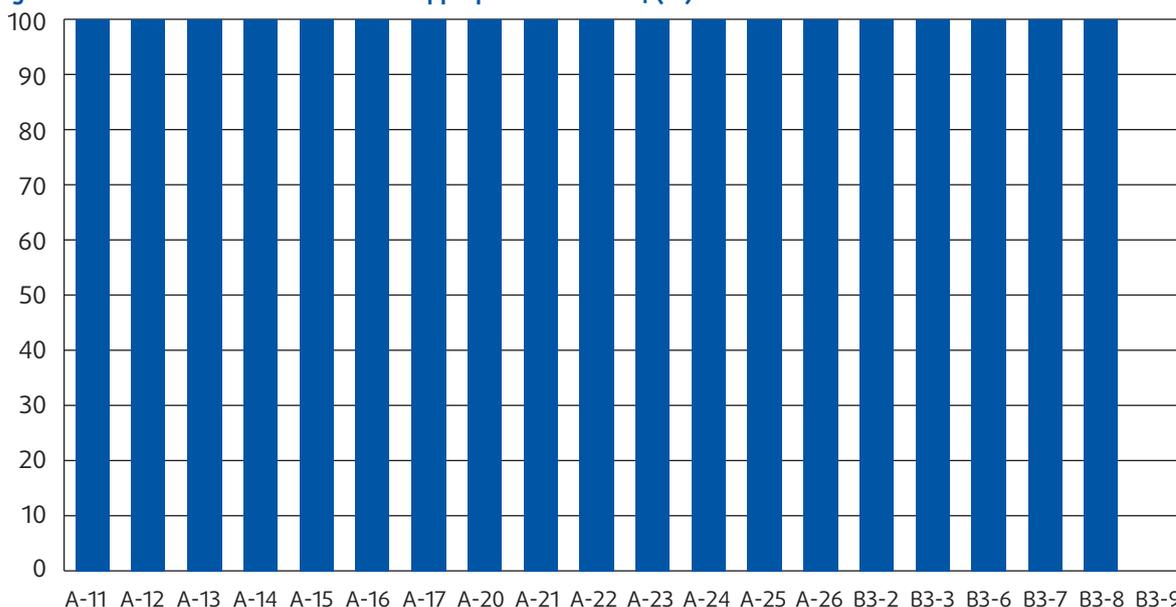
Table A 8.1: Outturn on C1 commitment appropriations in 2014 (in Mio €)

Chapter		Commitment appropriations authorised*	Commitments made	%
		1	2	3=2/1
Title A-1 STAFF EXPENDITURE				
A-11	STAFF IN ACTIVE EMPLOYMENT	9.78	9.78	100.00 %
A-12	EXPENDITURE ON STAFF RECRUITMENT	0.02	0.02	100.00 %
A-13	MISSIONS AND DUTY TRAVEL	0.20	0.20	100.00 %
A-14	SOCIOMEDICAL INFRASTRUCTURE	0.30	0.30	100.00 %
A-15	MOBILITY EXCHANGES OF CIVIL SERVANTS AND EXPERTS	0.32	0.32	100.00 %
A-16	SOCIAL WELFARE	0.61	0.61	100.00 %
A-17	ENTERTAINMENT AND REPRESENTATION	0.00	0.00	100.00 %
A-19	RESERVE FOR TITLE I	0.00	0.00	0.00 %
Total Title A-1		11.24	11.24	100.00 %
Title A-2 BUILDINGS, EQUIP. & MISC. OPERATING EXPENDITURE				
A-20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	1.05	1.05	100.00 %
A-21	DATA PROCESSING	0.84	0.84	100.00 %
A-22	MOVABLE PROPERTY AND ASSOCIATED COSTS	0.15	0.15	100.00 %
A-23	CURRENT ADMINISTRATIVE EXPENDITURE	0.05	0.05	100.00 %
A-24	POSTAGE AND TELECOMMUNICATIONS	0.12	0.12	100.00 %
A-25	EXPENDITURE ON MEETINGS	0.01	0.01	100.00 %
A-26	STUDIES, SURVEYS, CONSULTATIONS	0.01	0.01	100.00 %
Total Title A-2		2.23	2.23	100.00 %
Title Bo-3 OPERATIONAL EXPENDITURE				
B3-2	FREEDOMS	1.67	1.67	100.00 %
B3-3	EQUALITY	3.96	3.96	100.00 %
B3-6	JUSTICE	0.48	0.48	100.00 %
B3-7	HORIZONTAL OPERATIONAL ACTIVITIES	1.23	1.23	100.00 %
B3-8	BODIES OF THE AGENCY	0.43	0.43	100.00 %
B3-9	RESERVE FOR TITLE 3	0.00	0.00	0.00 %
Total Title Bo-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, budget amendments and miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

Source: FRA, 2014

Figure A8.1: Outturn on C1 commitment appropriations in 2014 (%)



Source: FRA, 2014

Table A8.2: Outturn on payment appropriations in 2014 (in Mio €)

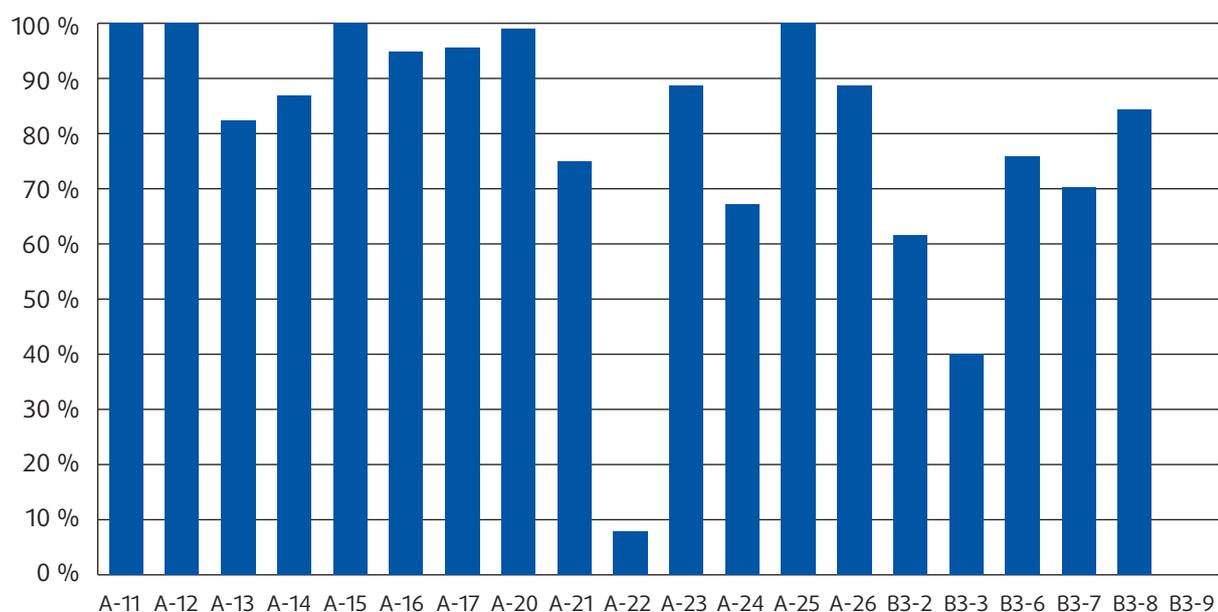
Chapter		Payment appropriations authorised*	Payments made	%
		1	2	3=2/1
TITLE A-1 STAFF EXPENDITURE				
A-11	STAFF IN ACTIVE EMPLOYMENT	9.79	9.78	99.93 %
A-12	EXPENDITURE ON STAFF RECRUITMENT	0.03	0.03	100.00 %
A-13	MISSIONS AND DUTY TRAVEL	0.26	0.22	81.98 %
A-14	SOCIOMEDICAL INFRASTRUCTURE	0.34	0.29	86.40 %
A-15	MOBILITY EXCHANGES OF CIVIL SERVANTS AND EXPERTS	0.32	0.32	100.00 %
A-16	SOCIAL WELFARE	0.63	0.60	94.74 %
A-17	ENTERTAINMENT AND REPRESENTATION	0.00	0.00	95.31 %
A-19	RESERVE FOR TITLE I	0.00	0.00	0.00 %
TOTAL A-1		11.38	11.24	98.82 %
TITLE A-2 BUILDINGS, EQUIP. & MISC. OPERATING EXPENDITURE				
A-20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	1.07	1.05	98.41 %
A-21	DATA PROCESSING	1.29	0.97	74.62 %
A-22	MOVABLE PROPERTY AND ASSOCIATED COSTS	0.16	0.01	7.22 %
A-23	CURRENT ADMINISTRATIVE EXPENDITURE	0.05	0.04	88.35 %
A-24	POSTAGE AND TELECOMMUNICATIONS	0.14	0.09	67.18 %
A-25	EXPENDITURE ON MEETINGS	0.01	0.01	100.00 %
A-26	STUDIES, SURVEYS, CONSULTATIONS	0.09	0.08	88.33 %
TOTAL A-2		2.81	2.25	80.19 %

Chapter		Payment appropriations authorised*	Payments made	%
		1	2	3=2/1
TITLE B0-3 OPERATIONAL EXPENDITURE				
B3-2	FREEDOMS	3.41	2.08	61.07 %
B3-3	EQUALITY	5.82	2.32	39.88 %
B3-6	JUSTICE	1.29	0.97	75.44 %
B3-7	HORIZONTAL OPERATIONAL ACTIVITIES	2.39	1.67	69.63 %
B3-8	BODIES OF THE AGENCY	0.48	0.41	84.44 %
B3-9	RESERVE FOR TITLE 3	0.00	-	-
TOTAL B0-3		13.39	7.45	55.62 %
TOTAL FRA		27.58	20.94	75.95 %

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

Source: FRA, 2014

FigureA8.2: Outturn on payment appropriations in 2014 (%)



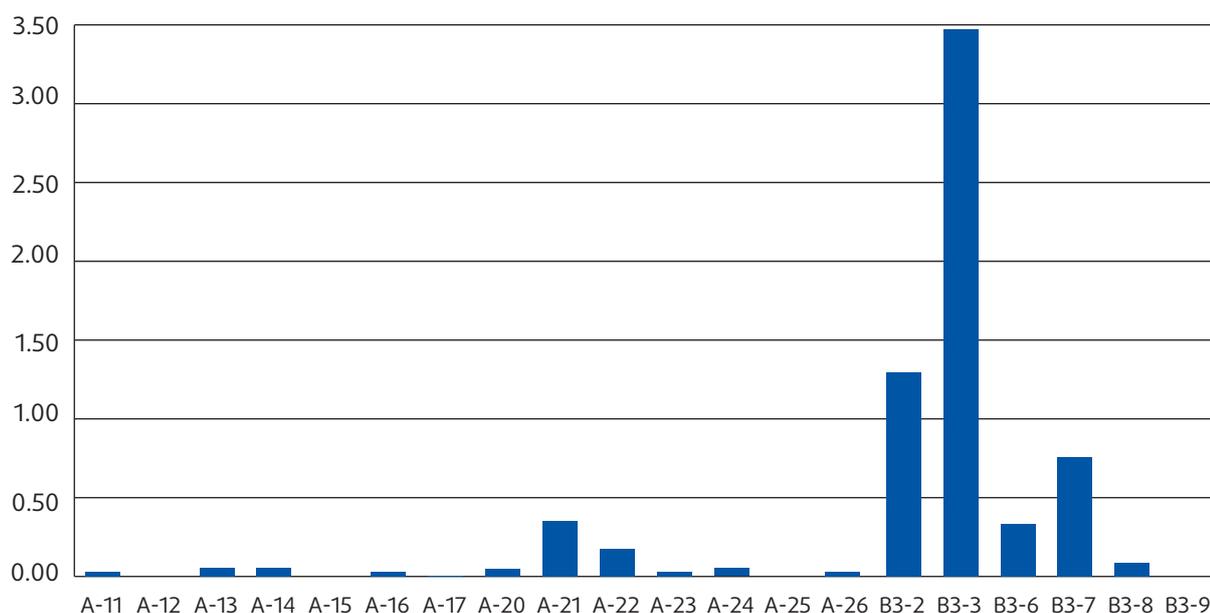
Source: FRA, 2014

Table A8.3: Breakdown of commitments to be settled at 31/12/2014

Chapter		2014 Commitments to be settled			
		Commitments	Payments	RAL	% to be settled
		1	2	3=1-2	4=3/1
Title A-1 STAFF EXPENDITURE					
A-11	STAFF IN ACTIVE EMPLOYMENT	9.78	-9.78	0.00	0.03 %
A-12	EXPENDITURE ON STAFF RECRUITMENT	0.02	-0.02	0.00	0.00 %
A-13	MISSIONS AND DUTY TRAVEL	0.20	-0.16	0.04	18.69 %
A-14	SOCIOMEDICAL INFRASTRUCTURE	0.30	-0.26	0.04	11.78 %
A-15	MOBILITY EXCHANGES OF CIVIL SERVANTS AND EXPERTS	0.32	-0.32	0.00	0.00 %
A-16	SOCIAL WELFARE	0.61	-0.60	0.01	1.62 %
A-17	ENTERTAINMENT AND REPRESENTATION	0.00	0.00	0.00	0.00 %
A-19	RESERVE FOR TITLE I	0.00	0.00	0.00	0.00 %
Total Title A-1		11.24	-11.15	0.08	0.76 %
Title A-2 BUILDINGS, EQUIP. & MISC. OPERATING EXPENDITURE					
A-20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS	1.30	-1.28	0.02	1.27 %
A-21	DATA PROCESSING	0.84	-0.52	0.33	38.76 %
A-22	MOVABLE PROPERTY AND ASSOCIATED COSTS	0.15	0.00	0.15	98.06 %
A-23	CURRENT ADMINISTRATIVE EXPENDITURE	0.05	-0.04	0.01	12.81 %
A-24	POSTAGE AND TELECOMMUNICATIONS	0.12	-0.08	0.04	36.95 %
A-25	EXPENDITURE ON MEETINGS	0.01	-0.01	0.00	0.00 %
A-26	STUDIES, SURVEYS, CONSULTATIONS	0.01	0.00	0.01	100.00 %
Total Title A-2		2.47	-1.92	0.55	22.30 %
Title Bo-3 OPERATIONAL EXPENDITURE					
B3-2	FREEDOMS	1.67	-0.38	1.29	77.53 %
B3-3	EQUALITY	3.97	-0.50	3.46	87.33 %
B3-6	JUSTICE	0.48	-0.17	0.31	64.69 %
B3-7	HORIZONTAL OPERATIONAL ACTIVITIES	1.25	-0.52	0.73	58.36 %
B3-8	BODIES OF THE AGENCY	0.44	-0.37	0.07	16.80 %
B3-9	RESERVE FOR TITLE 3	-	-	-	-
Total Title Bo-3		7.81	-1.94	5.87	75.21 %
TOTAL FRA		21.52	-15.01	6.51	30.25 %

Source: FRA, 2014

Figure A8.3: Breakdown of commitments remaining to be settled at 31/12/2014 (in Mio EUR)



Source: FRA, 2014

Table A8.4: Balance sheet

BALANCE SHEET*		
BALANCE SHEET	2014	2013
A.I. NON-CURRENT ASSETS	1,352,528.26	1,452,825.51
A.I.1. Intangible assets	149,002.28	127,416.62
A.I.2. Property, plant and equipment	1,203,525.98	1,325,408.89
A.II. CURRENT ASSETS	7,263,343.78	7,287,260.24
A.II.2. Short-term pre-financing	-	175,547.30
A.II.3. Short-term receivables	230,524.23	290,543.72
A.II.5. Cash and cash equivalents	7,032,819.55	6,821,169.22
ASSETS	8,615,872.04	8,740,085.75
P.I.2. Provisions (long term)	-	-
P.III. CURRENT LIABILITIES	1,178,623.57	2,218,986.73
P.III.2. Short-term provisions	-	24,686.35
P.III.4. Accounts payable	1,178,623.57	2,194,300.38
LIABILITIES	1,178,623.57	2,218,986.73
NET ASSETS (assets less liabilities)	7,437,248.47	6,521,099.02
P.I.2. Accumulated surplus/deficit	7,437,248.47	6,521,099.02
TOTAL NET ASSETS/LIABILITIES	7,437,248.47	6,521,099.02

Note: * The figures included in Table A8.4 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, 2014

Table A8.5: Economic outturn account*

ECONOMIC OUTTURN ACCOUNT		
ECONOMIC OUTTURN ACCOUNT	2014	2013
II.1.1. OPERATING REVENUES	21,326,202.77	21,566,100.76
II.1.1.1. Other operating revenue	21,326,202.77	21,566,100.76
II.1.2. OPERATING EXPENSES	-20,410,053.32	-20,235,835.36
II.1.2.1. Administrative expenses	-13,576,480.27	-13,454,008.95
II.1.2.2. Operating expenses	-6,833,573.05	-6,781,826.41
ECONOMIC OUTTURN FOR THE YEAR (SURPLUS)/DEFICIT	916,149.45	1,330,265.40

Note: * The figures included in Table A8.5 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, 2014

Table A8.6: Average payment times for 2014

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	2,385	1,870	78.41 %	12.02	515	21.59 %	45.56
60	2	2	100.00 %	12.05			
Total number of payments	2,387	1,872	78.42 %		515	21.58 %	
Average Payment Time	19.26			12.02			45.56

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	25	69	2.89 %	2,384	263,590.68	1.90 %	13,838,320.57

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

Note: GL: General Ledger.

Source: FRA, 2014

Table A8.7: Situation on revenue and income in 2014

Title	Description	Year of origin	Revenue and income recognised	Revenue and income cashed	Outstanding balance
20-0	European Union subsidy	2014	21,229,000.00	21,229,000.00	0.00
90-0	Miscellaneous revenue	2014	244,000.00	244,000.00	0.00
TOTAL			21,473,000.00	21,473,000.00	0.00

Source: FRA, 2014

Table A8.8: Recovery of undue payments

Income budget recovery orders issued in 2014 Year of origin (commitment)			Total qualified		Total RC (incl. non-qualified)		% qualified/total RC	
	Nbr	RO amount	Nbr	RO amount	Nbr	RO amount	Nbr	RO amount
Sub-total								

Expenses budget	Error		Irregularity		OLAF notified		TOTAL qualified		TOTAL RC (incl. non-qualified)		% qualified/total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
Income lines in invoices												
Non-eligible in cost claims												
Credit notes									8	21,946.77		
Sub-total									8	21,946.77		

GRAND TOTAL									8	21,946.77		
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Note: RC: Recovery Context; RO: Recovery Order.

Source: FRA, 2014

Table A8.9: Ageing balance of recovery orders at 31/12/2014

Year of origin	Number at 01/01/2014	Number at 31/12/2014	Evolution	Open amount (€) at 01/01/2014	Open amount (€) at 31/12/2014	Evolution
2014	0	0	0.00 %	0.00	0.00	0.00 %
Totals	0	0	0.00 %	0.00	0.00	0.00 %

Source: FRA, 2014

Table A8.10: Recovery order waivers in 2014 > €100,000

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

Note: RO: Recovery Order; LE: Legal Entity.

Source: FRA, 2014

Table A8.11: Census of negotiated procedures

Negotiated procedures – Contracts > €60.000

Count:	0
Total amount:	0

Number	Contractor(s)		Type of contract	Description	Amount (€)	Legal base
	Name	Address				
None						

Source: FRA, 2014

Table A8.12: Building contracts

Building contracts

Count:	0
Total amount:	0

Number	Contractor(s)		Type of contract	Description	Amount (€)	Legal base
	Name	Address				
N/A						

Source: FRA, 2014

Table A8.13: Contracts declared secret

The agency did not declare any contracts secret.

Source: FRA, 2014



ANNEX IX: Performance information included in evaluations

Evaluation activities at FRA aim to measure the project performance on the basis of set criteria and indicators in order to establish findings and conclusions as well as recommendations for the improvement of current projects and future programming. An evaluation can be conducted at different stages of each project's life cycle, internally or externally. There are different types of internal evaluations used at FRA at the project level, such as ex ante, interim (mid-term) and ex post evaluations.

Several evaluation exercises have been conducted for FRA projects as part of the general effort to ensure the highest performance level of FRA activities.

- An **ex ante evaluation** is conducted before the start of each project, during the elaboration of the annual work programme or immediately after the programme's adoption. The aim is to examine if the objectives of a project can be achieved using the available resources.
- An **ex post evaluation** is conducted after the implementation of a project to assess whether the project reached its objectives, what impact it had and what added value it brought.
- **Interim evaluations** examine an ongoing project, aiming to improve the relevance of the intervention and, if necessary, redirect it towards the achievement of the original objectives.

The following section gives an overview of the main findings and conclusions of the ex post evaluations carried out in 2014 of the following FRA projects:

- Survey on violence against women
- Treatment of third-country nationals at the EU's external southern sea borders
- Children and justice
- Guardianship provisions for child victims of trafficking
- Handbook on European data protection case law
- Surveying lesbian, gay, bisexual and transgender (LGBT) people and authorities

Ex post evaluation report: FRA survey on violence against women	
ABB activity:	Access to justice
Type of evaluation:	Ex post evaluation
Summary of performance-related findings and recommendations:	<p>Key evaluation findings</p> <ul style="list-style-type: none"> • The key output of the project was a publication containing the survey results, based on interviews with 42,000 women across the 28 EU Member States. • The key anticipated impact of the project is the provision of necessary evidence to develop policies and legislation to address violence against women. • The download statistics for the various outputs of the survey show that it was a very popular FRA publication, with the main report being downloaded around 25,000 times. • After the launch of the survey results, the European Parliament called attention to possible next steps to be taken by the European Commission on the subject. Furthermore, the survey has been mentioned in conclusions of the Council of the European Union and during the EU network meeting on gender violence. <p>Added value</p> <ul style="list-style-type: none"> • This survey allows FRA to establish strong thematic connections with other EU agencies, such as EIGE. Furthermore, the sensitivity of the issue ensured the most-ever press coverage for a FRA publication, with at least 1,500 news articles and broadcast reports on the survey within four days of its release. <p>Conclusions</p> <ul style="list-style-type: none"> • <i>Relevance:</i> The survey was conducted in the absence of comparable data on the extent of violence against women in the EU. Since the survey results were published at a time when the Council of Europe Istanbul Convention was entering into force, the survey can be seen as a baseline measure for monitoring the progress of EU Member States towards the full implementation of the convention. • <i>Coherence:</i> The logic of the project followed a series of well-defined methodological steps. Its results constitute a baseline for future survey exercises. • <i>Economy:</i> The project objectives have been achieved with a budget which is higher than the other large-scale surveys undertaken by FRA, but can be considered appropriate to the scope and outputs produced. • <i>Effectiveness:</i> The high number of downloads of the various outputs from the survey demonstrates the success of the project in reaching its target audiences. Although it is too early to affirm that all objectives have been met, there are some early indications of the survey having an impact at European level.



Ex post evaluation report: Treatment of third country nationals at the EU's external southern sea borders	
ABB activity:	Immigration and integration of migrants, visa and border control and asylum
Type of evaluation:	Ex post evaluation
Summary of performance-related findings and recommendations:	<p>Key evaluation findings</p> <ul style="list-style-type: none"> • The key outputs from the project include the report Fundamental rights at Europe's southern sea borders (2013) and the report EU solidarity and Frontex: fundamental rights challenges (2013). The project achieved impact by raising awareness of EU policy makers on further policy and practice developments and contribution to the development of EU legislation. The key impact detected at national level relates to raising awareness of policy makers through the project findings. • The report was disseminated and published at a time when the issue of the treatment of third-country nationals at external borders, and particularly sea borders was at a climax. <p>Added value</p> <ul style="list-style-type: none"> • The project's added value lies in providing social research and evidence on the real-life experiences of multiple stakeholders and combining a legal perspective on the applicable fundamental rights framework with practical guidance to the EU and Member States. <p>Conclusions</p> <ul style="list-style-type: none"> • <i>Relevance</i>: The project objectives were highly relevant to the issues identified by the project. There was a lack of comprehensive and balanced analysis and practical guidance on respect for fundamental rights in the management of the southern sea borders.. • <i>Coherence</i>: The logic of the project is coherent in that it follows a series of well-defined methodological steps. It concluded with an analysis of the results, publication of a series of outputs and dissemination activities with stakeholders. • <i>Economy</i>: The total cost of the project was planned to be just over €1 million. Several dissemination events were organised and the summary of the project's key findings was translated into five official EU languages. • <i>Effectiveness</i>: There were clearly identifiable impacts of the project findings at European level. The impacts at national level were more difficult to discern; however, the project findings have been referenced at national level several times.

Ex post evaluation report: Children and justice	
ABB activity:	The rights of the child
Type of evaluation:	Ex post evaluation
Summary of performance-related findings and recommendations:	<p>Key evaluation findings</p> <ul style="list-style-type: none"> The key outputs from the project include, among others, an information brochure, online information for children about their fundamental rights in relation to the UN Convention on the Rights of the Child, the EU Charter of Fundamental Rights and FRA's work, information for children about key elements of child-friendly justice and the final report on the research in a child-friendly format. <p>Added value</p> <ul style="list-style-type: none"> The project's added value lies in providing, for the first time, comparative qualitative social research on and evidence of the real-life experiences of children in the justice systems in 10 EU Member States. The project will also allow FRA to further develop methodologies for undertaking research with vulnerable groups on sensitive fundamental rights issues. <p>Conclusions</p> <ul style="list-style-type: none"> <i>Relevance:</i> The project objectives are highly relevant to the problems, needs and issues identified by the project. There is a lack of information on the practices and procedures of children's treatment in the justice systems of the EU Member States. <i>Coherence:</i> The logic of the project is coherent in that it follows a series of well-defined methodological steps. <i>Economy:</i> The total cost of the project is planned to be €1.6 million. Although such comparisons are problematic, some benchmarking with other FRA projects could be used to assess, at least partially, the extent of the economical use of resources in the project. In comparison with other FRA qualitative research projects, for example the project on LGBT people and public authorities, the children and justice project fieldwork had a higher order of costs and a lower number of respondents. <i>Effectiveness:</i> It is difficult to assess the effectiveness of the project, as the planned outputs and impacts have not yet been delivered. <i>Issues of effectiveness:</i> The project faced an expected delay in the delivery of the outputs, which was due to the deliverables of the contractor not meeting the quality criteria at first. This shows the need for close monitoring of the delivery of agreed outputs on the basis of an agreed timeframe, periodic progress meetings with researchers and regular feedback from FRA on the fieldwork progress and issues encountered.



Ex post evaluation report: Guardianship provisions for child victims of trafficking	
ABB activity:	The rights of the child
Type of evaluation:	Ex post evaluation
Summary of performance-related findings and recommendations:	<p>Key evaluation findings</p> <ul style="list-style-type: none"> The project outputs include: <ul style="list-style-type: none"> a comparative report on guardianship systems and legal representation of child victims of trafficking in the EU-28 (forthcoming in 2015); a handbook providing a good-practice model on guardianship and legal representation of child victims of trafficking (in EN, June 2014); meetings with stakeholders and other dissemination activities. However, the European Commission plans to use the handbook/good-practice model and the comparative report on guardianship in the implementation of the EU Action Plan on Unaccompanied Minors 2010-2014 (COM(2010) 213 final) and the EU Agenda for the Rights of the Child, as well as in its overall policies and actions aimed at achieving an integrated approach to child protection in the EU. <p>Added value</p> <ul style="list-style-type: none"> The project's added value is that it maps both the differences between national systems and the proposals for the establishment of common norms to be present in every system to protect child victims of trafficking. The combination of the legal descriptions and actual practical examples of national experiences can also be considered to add value. <p>Conclusions</p> <ul style="list-style-type: none"> <i>Relevance:</i> There is a lack of information on the effective practices and procedures of guardianship systems in place. The project outputs are planned to provide information on good practices in the application of guardianship systems and help to formulate further evidence-based policies and legislation in this area. <i>Coherence:</i> The logic of the project is coherent in that it follows a series of well-defined methodological steps. <i>Economy:</i> The total resources committed to the project were 130 days of FTE FRA staff time and the cost of the FRANET mapping of the situation in the EU Member States was around €220,000. <i>Effectiveness:</i> One of the key project outputs has been delivered. The final deliverables of the project are planned to be released in the first quarter of 2015.

Ex post evaluation report: Handbook on European data protection case law	
ABB activity:	Information society and, in particular, respect for private life and protection of personal data
Type of evaluation:	Ex post evaluation
Summary of performance-related findings and recommendations:	<p>Key evaluation findings</p> <ul style="list-style-type: none"> • The key output of the project is the <i>Handbook on European data protection law</i>, released in June 2014, and its translation into 21 official EU languages. • The first edition of the handbook was quickly out of print, while the online version achieved almost 17,500 downloads. The download statistics for the second edition of the handbook, launched in June 2014, show that the handbook continues to be a very popular FRA publication, reaching more than 19,000 downloads. • The key intended impact of the handbook in the short term is to provide for a better understanding of and raise awareness of data protection law and jurisprudence, as well as to make data protection case law accessible to non-specialists. The intended impact of the handbook in the long term is to improve of the implementation of data protection guarantees in the EU and its Member States. <p>Added value</p> <ul style="list-style-type: none"> • The project's added value lies in providing an overview accessible to non-specialist audiences, and also in the combination of both EU and Council of Europe legislation and case law, as well as in the combination of the legal descriptions and actual practical examples. <p>Conclusions</p> <ul style="list-style-type: none"> • <i>Relevance</i>: The evolving policy context indicates that the handbook was needed to fill an existing information gap and provide a comprehensive overview of the European law for a non-specialist audience. • <i>Coherence</i>: The logic of the project is coherent in that it follows a series of well-defined methodological steps • <i>Economy</i>: The objectives have been achieved with a budget which is higher than that of the other handbooks developed by FRA. This is because the costs covered two editions of the handbook, as well as a significantly higher than usual number of translations. • <i>Effectiveness</i>: The planned objectives of the handbook have been attained in relation to the 21 translations, involvement of almost all national data protection authorities, two editions and a high number of downloads of both editions.



Ex post evaluation report: Surveying lesbian, gay, bisexual and transgender (LGBT) people and authorities	
ABB 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
Type of evaluation:	Ex post evaluation
Summary of performance-related findings and recommendations:	<p>Key evaluation findings</p> <ul style="list-style-type: none"> • The project has achieved its key planned outputs, which are the following publications: <i>European Union lesbian, gay, bisexual and transgender survey: Results at a glance</i>; a factsheet: <i>LGBT persons' experiences of discrimination and hate crime in the EU and Croatia</i> and <i>European Union lesbian, gay, bisexual and transgender survey: Main results</i>. • The download statistics show that it has been a very successful product. • An action plan was developed, including stakeholder mapping exercise and the identification of 31 impact areas in three sections of existing rights implementation, future initiatives and cross-cutting FRA work. • The impact of the LGBT survey in relation to 14 policy files was expected and planned. <p>Added value</p> <ul style="list-style-type: none"> • The project's added value is that it provides pan-European comparable data on the experiences of discrimination and hate crime faced by LGBT persons. <p>Conclusions</p> <ul style="list-style-type: none"> • <i>Relevance</i>: A number of potential new legislative and policy developments are under discussion at European level. • <i>Coherence</i>: The logic of the project is coherent in that it follows a series of well-defined methodological steps. The survey results can constitute a baseline for future survey exercises, in particular for countries with comparable results. • <i>Economy</i>: As the costs of large-scale surveys in FRA cannot be compared because of methodological differences, the extent of economic use of resources is difficult to assess in the absence of the necessary benchmarks. • <i>Effectiveness</i>: A high number of downloads of the various outputs from the project demonstrates the success of the project in reaching its target audiences. It is too early to affirm that the impact-related objectives have been met, however, there are already emerging indications that the survey has had an impact at EU institutional level.

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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