

MB DECISION

Decision n°: 2023/02

Subject: Consolidated Annual Activity Report 2022

THE MANAGEMENT BOARD OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

HAVING REGARD to

- a) the Council Regulation (EC) No 168/2007 of 15 February 2007 establishing a European Union Agency for Fundamental Rights, as amended by Council Regulation (EU) 2022/555 and in particular article 12§6(b), and
- b) Management Board decision of 17 May 2019 on the Financial Rules applicable to the budget of the European Union Agency for Fundamental Rights, and in particular article 48.

Whereas:

The Management Board assessed the authorising officer report on the performance of his duties and concluded that:

- the implementation of the Annual Work Programme contributed towards the achievement of the operational objectives, and
- the internal controls were adequate and effective.

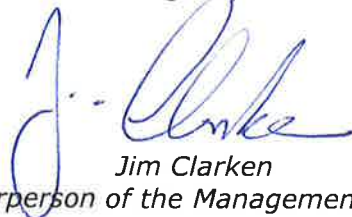
HAS DECIDED AS FOLLOWS:

Article 1

To adopt the Consolidated Annual Activity Report 2021 together with its annexes.

Done at Vienna, on 25 May 2023

For the European Union Agency for Fundamental Rights



Jim Clarken
Chairperson of the Management Board

Annex: Consolidated Annual Activity Report for 2022 including all its annexes



FRA

EUROPEAN UNION AGENCY
FOR FUNDAMENTAL RIGHTS

CONSOLIDATED ANNUAL ACTIVITY REPORT OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

—
2022

REPORT



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Consolidated Annual Activity Report of the European Union Agency for Fundamental Rights

2022

In pursuance of FR 2018/1046, FFR No 2019/715¹

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

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Management Board's analysis and assessment

The European Union Agency for Fundamental Rights' (FRA) Management Board,

Having regard to:

- Council Regulation (EC) No. 168/2007 of 15 February 2007 establishing a European Union Agency for Fundamental Rights, amended by Council Regulation (EU) 2022/555 of 5 April 2022
- the General Financial Regulation of 18 December 2018, in particular Article 48 (1)
- FRA's 2022–2024 Single Programming Document adopted by the Management Board in December 2021 and, in particular, the work programme for 2022

Acknowledges the results achieved by FRA during the year and makes the following comments:

1. This report contains a comprehensive and thorough account of the activities carried out by FRA in the implementation of its mandate and programme of work during the financial year. FRA has met its obligations under Article 48 (1), providing a detailed account of the results achieved in relation to the objectives set out in the annual work programme and the five strategic areas defined in FRA's strategic plan 2018–2022, of the financial and management information, and of the risks related to the organisational activities and measures.
2. Takes note that the director, in his capacity as authorising officer, had no reservations to report.
3. Notes with satisfaction that the key performance indicator results were positive across all activities and the targets set were achieved in all cases, despite the continuous challenges posed by the consequences of the war in Ukraine.
4. Welcomes the successful implementation of the annual work programme, resulting in a fully implemented budget with 100 % commitment appropriations. In particular, it acknowledges the agency's contributions in:
 - Providing its data and analysis to policymakers in the EU so that they can draw on FRA's work on the development of strategies on topics as diverse as the impact on fundamental rights in the EU of the war in Ukraine and victims' rights. The policy relevance of FRA's work has been repeatedly acknowledged in 2022, with FRA supporting the proceedings of many working groups and parties of the European Commission and presidencies of the Council of the EU, appearing before committees of the European Parliament, and participating in meetings of Member States and civil society. FRA gained a deep understanding of the impact of the war in Ukraine on fundamental rights in the EU, published two bulletins and an online tool tracking the implementation of the Temporary Protection Directive and carried out an online survey on the experiences of displaced persons fleeing Ukraine. At a meeting of the Working Group

on Employment Affairs at the European Parliament, FRA presented the key results from the focus chapter of the 2022 Fundamental Rights Report, entitled 'Social rights and equality in the light of the recovery from the COVID-19 pandemic'. FRA has also continued its long-standing cooperation with civil society by hosting a series of webinars for the Fundamental Rights Platform, one on the European Commission's Rule of Law mechanism and consultation, and one on the European Citizens' Initiative.

- Delivering continuous results in the area of asylum and migration, with regular overviews of migration-related fundamental rights concerns. In this regard, FRA published in October 2022 the general guidance for Member States on setting up national mechanisms to monitor fundamental rights compliance at EU external borders and ensuring their independent functioning.
- Producing a wide range of publications and running events that covered all five strategic pillars defined in the FRA strategy 2018-2022. In 2022 FRA published the 18th edition of its report on the situation of data collection on antisemitism in the EU and the main results report of its Roma Survey 2021 at the 15th Roma Platform, held under the Czech Council Presidency. The second edition of the *Handbook on European law relating to the rights of the child* was issued in April 2022. In December 2022 FRA finalised the report on bias and algorithms.
- Building a sustainable cooperation with international organisations, thus creating synergies and contributing to the external coherence of the EU's human rights policies. FRA was invited to contribute to discussions by several international organisations – including the Council of Europe (CoE), the Office of the United Nations High Commissioner for Human Rights, the Organization for Security and Co-operation in Europe (OSCE), the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund – informing them of the situation in the EU following the start of the war in Ukraine, and FRA's recommendations. In 2022 it continued numerous working-level exchanges and participation in consultations, in particular with bodies of the CoE and United Nations (across FRA's thematic programmes). FRA also continued its very fruitful cooperation with the EEA and Norway Grants in a range of activities.
- Ensuring unceasing cooperation with different agencies, creating a platform for sharing experiences and good practices. FRA continued its cooperation at the level of justice and home affairs agencies, being involved in various activities, such as participation in training courses, meetings and workshops on the Entry-Exit System, interoperability and AI in the areas of borders and security, organised by the European Border and Coast Guard Agency (Frontex), the European Union Agency for Law Enforcement Training (CEPOL) and the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA).
- Consolidating its communication methods and maintaining the distribution of information at a high level. In October 2022 FRA launched the communication campaign #OurDataYourAlly on youth rights, which contains data on youth from various surveys and reports in an easy-to-access format on its website. Through its continuous media presence, FRA steadily increased its number of media mentions throughout the year, especially following the publication of the Roma report and antisemitism update.

5. Acknowledges the continued challenges that FRA faces in terms of the efficient use of its resources and welcomes FRA's efforts to prioritise its demanding workload.

6. Welcomes the positive results that have been confirmed in ex post evaluations, concluding that the agency's work is of high quality and important for its stakeholders.

7. Considers that the main risks that threatened the achievement of the strategic and operational objectives have been properly identified and that the necessary measures have been adopted to mitigate their impact or likelihood, and that the internal control systems put in place by the agency are adequate, as confirmed by various audits carried out throughout the financial year.

8. Observes that the Director's declaration of assurance is based on a robust control system built around the Internal Control Framework introduced through a Management Board decision of 17 May 2018, which is also confirmed by the absence of significant findings from the Internal Audit Service and the European Court of Auditors.

9. Notes FRA's diligent response to findings from the European Court of Auditors and the Internal Audit Service, and supports FRA's efforts in its transparent implementation of the recommendations.

10. Considers that the information provided in the *Consolidated Annual Activity Report 2022* gives the Management Board reasonable assurance that the resources available to FRA were used for their intended purpose and in accordance with the principles of sound financial management. Furthermore, the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

In light of the above, the Management Board requests that the *Consolidated Annual Activity Report 2022* be forwarded, together with this analysis and assessment, to the European Parliament, the European Council, the Commission and the European Court of Auditors.

Vienna, 26 May 2023

Jim Clarken

Chairperson of the Management Board

Executive summary

The Consolidated Annual Activity Report (CAAR) 2022 provides an overview of the activities and achievements of the European Union Agency for Fundamental Rights (FRA) in 2022.

ACHIEVEMENTS IN 2022

Part I outlines FRA's contribution to the European Commission's priorities and sets out FRA's own strategic priorities to promote and defend fundamental rights across the European Union (EU).

1. Identifying trends: collecting and analysing comparable data and evidence

In the 2018–2022 period, the agency further enhanced its work in collection and analysis of data, especially among hard-to-reach population groups. FRA has built upon qualitative and quantitative research analysis to continue identifying fundamental rights trends in specific areas.

In 2022, FRA continued to publish comparable, robust and reliable data and evidence on fundamental rights. This was highly valued by stakeholders and was used in the implementation of legislation and policies at EU level.

- FRA published its annual update on antisemitism, providing an overview of antisemitism incidents recorded in the European Union from 2011 to 2021.
- FRA published the results of its Roma Survey 2021 at the 15th Roma Platform, held under the Czech Presidency of the Council of the European Union, to contribute to the monitoring of the EU's 10-year plan to support Roma.
- The report *Bias in algorithms – Artificial intelligence and discrimination* was praised by stakeholders for showcasing FRA's ability to research innovative and timely topics.
- FRA continued to facilitate the work of the Commission's subgroup on equality data, in particular through a draft guidance note on the collection and use of data for lesbian, gay, bisexual, trans, intersex and queer (LGBTIQ) equality.

Stakeholders surveyed as part of the 2022 stakeholder consultations largely used FRA outputs, including publications, for advocacy, awareness-raising and research purposes.¹ Of the surveyed stakeholders, 84 % used FRA's outputs for research purposes and 76 % for awareness-raising purposes.² Furthermore, a very large majority of surveyed stakeholders agreed that FRA's reports are useful, relevant, reliable and timely (86–100 % of surveyed respondents).³ A total of 86 % of surveyed stakeholders stated that FRA publications they had accessed had contributed to a higher level of understanding of relevant fundamental rights trends.

2. Contributing to better law making and implementation by providing independent advice

In the 2018–2022 period, building upon comprehensive and evidence-based opinions, the agency strengthened its position as an expert body that fulfils its mandate towards fundamental rights stakeholders in the EU. The regular incorporation of FRA's advice into EU legislative documents attests that the agency is an influential actor. FRA was particularly effective in providing

legislative and policy advice on matters relating to asylum, migration and borders.

In 2022, FRA contributed to better law making and the implementation of laws on children and migrants, and in the area of equality and migration.

- In June 2022, FRA published the findings of its research on *Children as suspects or accused persons in criminal proceedings – Procedural safeguards*. The report looked at the practical implementation of Directive (EU) 2016/800 on procedural safeguards for children who are suspects or accused persons in criminal proceedings.
- FRA finalised its research on the implementation of the Victims' Rights Directive (2012/29/EU) to support the preparatory work of the European Commission on the revision of that directive.
- FRA disseminated its research findings included in the report on *Directive (EU) 2017/541 on combating terrorism – Impact on fundamental rights and freedoms*.
- At the request of the European Commission, FRA developed guidance for the establishment of independent mechanisms to monitor fundamental rights compliance at borders.
- FRA continued its research with data protection authorities to support the European Commission's second evaluation of the General Data Protection Regulation (2016/679/EU) (GDPR).
- FRA expanded its work in the area of security, with FRA's Director invited to present at the European Police Chiefs Convention and FRA's attendance at Europol's Innovation Hub.
- FRA's expertise on artificial intelligence (AI) was recognised, with an invitation as an observer as part of the EU delegation to the CoE, which is developing a treaty on the topic.

3. Supporting rights-compliant policy responses: providing real-time assistance and expertise

In the 2018–2022 period, the agency provided key support to EU institutions, agencies and Member States through evidence-based advice, including in situations where there is an urgent need for FRA's input such as the COVID-19 pandemic, the migrant crisis and the Russian war of aggression against Ukraine. FRA has provided key deliverables and expertise, and identified risks, for EU stakeholders to achieve this priority's underpinning objectives.

In 2022, FRA reacted quickly to the Russian invasion of Ukraine and was one of the first EU agencies at the border, monitoring the situation. It produced its first report within one month of the invasion, providing first-hand evidence-based information and advice to EU institutions and international organisations, such as the European Commission's Blueprint Network. This was followed by five data collection and analysis actions:

- two bulletins examining the fundamental rights implications of the war;
- an online survey of the experiences of displaced persons fleeing Ukraine;
- interactive mapping of the work of cities in response to the crisis;
- mapping how Member States are implementing the Temporary Protection Directive (2001/55/EC);
- planning a survey on experiences of violence among women fleeing the war.

Stakeholders praised the bulletins, in particular, as evidence of FRA's timely response to emerging fundamental rights issues.

At the launch event for the CoE's new Strategy for the Rights of the Child in February 2022, FRA published its report on *Guardianship systems for unaccompanied children in the European Union: Developments since 2014*,

as well as the 2022 edition of its *Handbook on European law relating to the rights of the child*. It continued to release new tools and translations to build stakeholder capacity in relation to the EU Charter of Fundamental Rights.

FRA co-chaired the Frontex Consultative Forum and attended Frontex Management Board meetings, providing fundamental rights expertise to the European Border and Coast Guard Agency.

4. Effectively promoting rights, values and freedoms

In the 2018–2022 period, FRA engaged in activities to foster a new human rights-based narrative by developing effective communications, engaging in the development of new digital applications and tools, and bringing together human rights actors to promote European values and freedoms.

FRA organised a range of events, including the fourth Fundamental Rights Dialogue with young people, as well as other workshops and webinars. The residential Human Rights Leaders and Experts Meeting in Rust, Austria, was a particular highlight, bringing together 60 diverse stakeholders to discuss three major challenges: the climate crisis, the rise of disinformation and Russia's war of aggression against Ukraine. The report *Putting human rights at the heart of Europe's future*⁴ distils this meeting's discussions.

In the reporting year, the media published over 4,300 articles about FRA's work, with topics relating to LGBTIQ issues, antisemitism and violence against women being FRA's most referenced themes in the media. FRA's Roma survey report, the AI and discrimination report, the second bulletin on the fundamental rights impact of the Russian war of aggression against Ukraine and the agency's annual update on antisemitism generated the widest media interest in 2022. Social media promotion also centred on these reports and on relevant international days. Furthermore, the engaging 'Our data is your ally' campaign explained how FRA data and evidence can be used in a range of thematic areas. The campaign showcased FRA's capacity to tailor audio-visual content to young people, as well as raising its profile among that group.

Over two thirds (66%) of stakeholders surveyed as part of the 2022 stakeholder consultations reported that FRA's 2022 publications have directly influenced their work and ability to promote fundamental rights.

5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support

In the 2018–2022 period, FRA empowered national human rights infrastructure. This was achieved through the provision of tailored capacity building, by cooperating with and creating synergies with human rights institutions, and by developing FRA's communities of support at Member State level. For example, in the reporting year FRA carried out a mapping exercise of experts on the EU Charter of Fundamental Rights and of training options on fundamental rights across the EU, and provided an update on its overview of national human rights institutions (NHRIs) to include recent developments in NHRI accreditation status and mandates.

In 2022, FRA increased its knowledge and data on fundamental rights within the Member States. Throughout the year, it contributed to developing a human rights culture and strengthening the capacity of civil society in the Member States, primarily through its work with NHRIs and cooperation with civil society organisations (CSOs). The Fundamental Rights Platform, the agency's key interface with CSOs, this year focused on how CSOs can best contribute to strengthening the rule of law in their Member State, and on what can be done to support them in this endeavour. FRA also facilitated capacity

building and offered methodological advice on data collection and analysis to Member States.

Further areas of focus this year were supporting the national implementation of the EU action plan against racism, engaging with the Collaborative Platform on Social and Economic Rights, and supporting equal treatment of all age groups in response to Europe's changing demographic landscape, through activities such as the #OurDataYourAlly campaign, the Fundamental Rights Dialogue, attendance at the AGE Platform annual conference, and the publication of a comparative report on ageing in digital societies and social rights.

KEY CONCLUSIONS ON FINANCIAL MANAGEMENT AND INTERNAL CONTROL

In line with the Internal Control Framework, FRA has assessed its internal control systems during the reporting year and has concluded that they are effective, and the components and principles are present and functioning as intended. Please refer to Part III for further details.

In addition, FRA has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the Internal Audit Service (IAS) and the European Court of Auditors (ECA). These elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives. Please refer to Section 2.7 for further details.

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

PART I. ACHIEVEMENTS OF THE YEAR

FRA response to the Russian invasion of Ukraine

After the Russian invasion of Ukraine in February 2022, FRA was one of the first EU agencies at the border, arriving within a few days. FRA's experience in the border areas meant it could mobilise quickly, and its first report was published just one month after the invasion. FRA's practical work on the ground, notably interviewing refugees and sending pictures from the border regions, regularly informed the Blueprint network (Migration Preparedness, Crisis Blueprint, UNHCR), and it engaged in regular discussion with the European Commission and international organisations. Feedback showed that FRA's work at the border during these early days was of particular value to civil society.

During 2022, FRA implemented five major actions to monitor fundamental rights issues. These demonstrate its ability to adapt to fast-changing situations and provide timely, evidence-based information and advice.

01

FRA published **two bulletins** on the fundamental rights implications of the war in Ukraine, in May and October 2022.

Bulletin #1 examined the situation of the people fleeing Ukraine to the four neighbouring Member States, Hungary, Poland, Romania and Slovakia. It focused on the countries' activation of the Temporary Protection Directive (2001/55/EC), fundamental rights situation at the border and children's situations.

Bulletin #2 examined the situation across 20 Member States. It focused on challenges and best practices in implementing the Temporary Protection Directive, particularly access to core services and additional challenges relating to human trafficking, support for victims of gender-based violence, and xenophobic disinformation and hate crime.



02

FRA conducted an **online survey on the experiences of displaced persons fleeing Ukraine**. With nearly 15,000 respondents, it addressed a wide range of issues, including access to employment, education, housing, healthcare, language learning and other issues affecting social and economic integration. The survey covered 10 Member States: Bulgaria, Czechia, Estonia, Germany, Hungary, Italy, Poland, Romania, Slovakia and Spain. The initial results were presented to the Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP), with further outputs expected in 2023.

03

FRA published **a table on 16 Member States' implementation of the Temporary Protection Directive (2001/55/EC)** (Bulgaria, Croatia, Czechia, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Poland, Portugal, Romania, Slovakia, Spain and Sweden). Updated twice, it covers key legal and administrative provisions, such as eligibility for protection and levels of access to the labour market, education, healthcare and social housing.

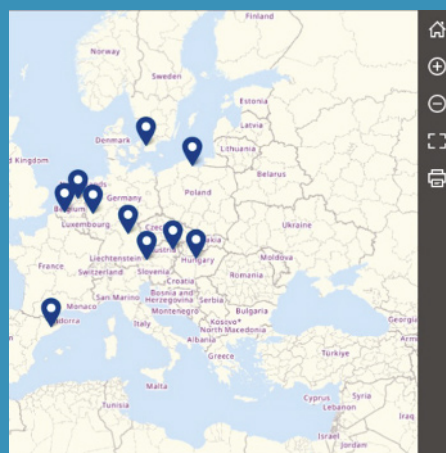
04

FRA developed an **interactive mapping tool to showcase the work of cities and local authorities in response to the Ukraine crisis**.

FRA consulted with cities that actively promote fundamental rights in the context of its work with human rights cities.

Ten cities (Barcelona, Budapest, Cologne, Ghent, Gdansk, Lund, Nuremberg, Salzburg, Utrecht and Vienna) reported their current activities to facilitate access to housing, education, healthcare, employment and social services for those fleeing Ukraine.

The research shows that these cities often offer centralised access to assistance and information. This one-stop-shop approach provides access to accommodation and housing, food, healthcare, education, employment and social supports.



05

FRA started to collect data on the **experiences of women fleeing the war in Ukraine** in relation to violence and other human rights abuses. The data will cover the extent and nature of that violence, as well as information on perpetrators, whether incidents were reported, and access to victim support services. Data will be collected in four Member States (Czechia, Germany, Poland and Slovakia) through a questionnaire and in-depth interviews. Data collection and outputs are expected in 2023.

1.1. FRA CONTRIBUTION TO THE EUROPEAN COMMISSION'S PRIORITIES

Evidence-based knowledge and greater awareness of fundamental rights issues are integral to upholding the founding principles of the EU: liberty, democracy, respect for human rights and fundamental freedoms, and the rule of law. FRA is tasked with providing evidence-based insights and expert advice on fundamental rights issues. In 2019, the Council of the European Union adopted a new strategic agenda for 2019–2024, in response to social, scientific and technological progress. Building on the Council's agenda, the European Commission identified six policy priorities for 2019–2024, which are linked to fundamental rights and FRA's work.

During 2022, FRA produced evidence and expert opinions, provided technical advice, and engaged in a range of activities (communication activities, capacity building, technical assistance, institutional cooperation, networking) that contributed to the EU priorities and policy agenda.

1.1.1. Promoting our European way of life



FRA is heavily involved in migration, border management, integration, refugee protection and asylum. In 2022, it continued to support EU institutions and the Member States in this area. FRA presented its preliminary findings on the extent to which long-term residents of EU Member States enjoy the rights deriving from EU law to the Council of the European Union and the European Parliament. It also developed and published guidance for Member States on 'Establishing national independent mechanisms to monitor fundamental rights compliance at EU external borders'.

FRA continued to deliver fundamental rights expertise for Schengen evaluations. In September 2022, FRA presented an annual risk analysis to the Schengen Committee of the Council of the EU, looking into fundamental rights issues in Member States whose implementation of the Schengen *acquis* in the fields of border management and return/readmission will be evaluated in 2023 (Estonia, Finland, Latvia and Lithuania). Other work in this area in 2022 included data collection for FRA's third EU Survey on Immigrants and Descendants of Immigrants; cooperation with the European Union Agency for Asylum (EUAA) and the European Border and Coast Guard Agency (Frontex); collaboration with the European Labour Authority (ELA) on the European Platform tackling undeclared work; and ongoing participation in the Migration Preparedness and Crisis Blueprint meetings on Afghanistan, Belarus, Ukraine and the western Balkans route, coordinated by the European Commission.

One of the European Commission's main objectives under this priority is to ensure equality for all EU citizens and to tackle discrimination based on minority status, racial or ethnic origin, sexual orientation, gender identity, age, religion or belief, and disability. In 2022, FRA contributed substantially to the rights of ethnic minorities, particularly the Roma, including supporting the Commission to prepare the *Assessment report of the Member States' national Roma strategic frameworks* and providing expertise to Member States. In late 2022, FRA published the main results report of its Roma Survey 2021 at the 15th Roma Platform, held under the Czech Council Presidency, and also presented those results to the Parliament at the European Parliament Committee on Civil Liberties, Justice and Home Affairs. The questionnaire and technical report of the survey (including methodology) were also published for use as a reference document for national-level surveys. FRA continued to support the implementation of the EU Roma Strategic Framework for Equality, Inclusion and Participation by coordinating the Roma Working Party under the Commission's network of national Roma contact points, which focuses on data



collection and monitoring of national strategic frameworks. FRA continued its ongoing support to the European Commission's work on the implementation of the EU Anti-Racism Action Plan (EU ARAP), such as facilitating the work of the Commission's Subgroup on the national implementation of the plan, which in 2022, with the support of FRA, published common guiding principles that serve as a basis for Member States and facilitate the process of developing and implementing a national anti-racism action plan, as well as facilitating the work of the Commission's Working Group on improving hate crime recording, data collection and reporting. Other activity included cooperation with the Council of Europe (CoE) on equality and non-discrimination, and the finalisation of a paper on human rights indicators to monitor the implementation of the United Nations Convention on the Rights of Persons with Disabilities (CRPD), providing guidance on indicators for independent national monitoring frameworks.

FRA provided data and evidence for use in tackling the persistent violence, hate and discrimination faced by many lesbian, gay, bisexual, trans, intersex and queer (LGBTIQ) people in the EU. More specifically, together with the Commission's Subgroup on equality data, it worked on a draft guidance note on the collection and use of data for LGBTIQ equality, aiming to support Member States' efforts to monitor LGBTIQ equality effectively. The guidance note will be published in 2023 and is complemented by an online compendium of promising practices for equality data collection, including on sexual orientation and gender identity.

Other examples of FRA's activity under this priority include finalising the findings from its desk research on how the rights of victims of crime are delivered in practice. Those findings focus on three specific areas: reporting, victim support services, and protection against secondary and repeat victimisation. FRA published the results of this research in February 2023 to feed into the preparatory work of the European Commission on the revision of the Victims' Rights Directive (2012/29/EU).

1.1.2. A new push for European democracy



FRA acted promptly in response to the human rights situation resulting from the Russian invasion of Ukraine, which saw large numbers of people seeking protection in the EU. It set up a taskforce to coordinate activities within its mandate and capacity, and was invited by the European Commission and several international organisations (including the CoE, the

Office of the United Nations High Commissioner for Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (Unicef)) to contribute to discussions and make recommendations.

One of FRA's strategic objectives for 2018–2022 was to raise awareness about, communicate and promote fundamental rights, thereby protecting and strengthening European democracy. In 2022, FRA continued to release capacity-building tools on the EU Charter of Fundamental Rights, most notably by translating e-courses on the Charter, including case studies and a trainer's manual, which were previously available in English only. It also continued to promote and disseminate its Charter expertise and FRA Charter products through a series of training activities and events, including with the Court of Justice of the European Union (CJEU), the CoE and the Committee of the Regions.

Preventing disinformation and hate crime are key areas of focus under this priority. In 2022, FRA contributed, through active participation in meetings of the EU High Level Group, to combating hate speech and hate crime (including leading the work of the Working Group on improving hate crime recording, data collection and reporting), undertaking national diagnostic workshops

and training sessions, including the second meeting of the CoE Committee of Experts on Hate Crime; a number of training courses on hate crime organised in cooperation with the European Union Agency for Law Enforcement Training (CEPOL); a training session for equality bodies and Equinet on hard-to-reach-groups; a training session on equality data and hate speech for equality bodies on behalf of the CoE; and a session on antisemitic incidents at the Forum on Antisemitism organised for civil society organisations (CSOs) by the European Commission. It presented findings from the newly published annual antisemitism update⁵ at the Council Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP), organised under the Czech Council Presidency.

Other examples of FRA's contribution to fighting hate crime in 2022 include a report on bias and algorithms, which includes computer simulations and analysis of speech detection algorithms; continued work on the third FRA survey on discrimination and hate crime against Jews; and the project on online content moderation in relation to hate speech, harassment and incitement to violence against women and ethnic minorities.

FRA's cooperation with civil society and its research on the role of civil society in the EU continued throughout 2022. The role of the Fundamental Rights Platform (FRP) was crucial, offering CSOs a forum to exchange views and good practices on urgent human rights challenges. FRA's annual consultation with the FRP focused on how CSOs can help to strengthen the rule of law in their countries, and the relevant support they may need.

FRA supported the implementation of the EU Strategy on the Rights of the Child (2021–2024) and the CoE Strategy for the Rights of the Child, as well as contributing to the implementation of the EU Child Guarantee. FRA also published practical guidance on human rights cities in the EU.

1.1.3. A Europe fit for the digital age



FRA's strategy 2018–2022 and programming document 2021–2023 state the need to explore the possibilities of artificial intelligence (AI) and its implications for fundamental rights, alongside the need to examine fundamental rights challenges stemming from the use of large-scale information technology (IT) systems in border control, asylum and migration.

One of the European Commission's main objectives under this priority is the adoption of new legislation and a coordinated plan on AI, in order to facilitate innovation while guaranteeing the protection of fundamental rights of people and businesses. In 2022, FRA engaged with the European Commission, the European Parliament, Europol and other EU agencies on AI policy. It also continued to provide fundamental rights advice in respect of new and interoperable EU IT systems in migration and security.

In September 2022, FRA participated in the plenary meeting of the CoE's Committee on AI in Strasbourg. The Director also joined the Web Summit in Lisbon, a global conference gathering thousands of companies active in the digital field, participating in a round table discussion on human rights and AI. Building on its work on the impact of AI on fundamental rights, FRA took part in meetings of the Fundamental Rights Guidance Board for the European Travel Information and Authorisation System (ETIAS).

In 2022, FRA's work also contributed to the EU priority on a fundamental-rights-compliant application of IT. For example, it participated in training courses, meetings and workshops on the Entry-Exit System (EES), interoperability and AI in the areas of borders and security, organised by Frontex, CEPOL, and the

European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA).

1.1.4. A stronger Europe in the world



As established in its founding regulation (168/2007/EC), FRA continued to deepen its cooperation with international organisations so as to contribute to the external coherence of the EU's human rights policies. In 2022, it cooperated with a wide range of United Nations (UN) bodies on the implementation of the Sustainable Development Goals (SDGs) in the EU. It also continued to strengthen its cooperation with the UN on fundamental rights, migration and asylum matters. More specifically, FRA made two submissions to the UN and OHCHR: regarding the first draft of General Recommendation No. 37 on racial discrimination and the right to health; and regarding the draft UN Declaration on the promotion, protection and full respect of the human rights of people of African descent. Alongside the UN and OHCHR, FRA cooperated with the UNHCR, the Committee on the Protection of the Rights of all Migrant Workers and Members of their Families, and the Special Rapporteur on Human Rights Defenders.

FRA and the CoE have permanent mechanisms for cooperation, with CoE representatives having a place on FRA's Management Board. At operational level, FRA cooperates with several relevant bodies and services of the Council, notably the Secretariat (the Directorate-General of Human Rights and Rule of Law, and the Directorate-General of Democracy), the Commissioner for Human Rights, the Parliamentary Assembly, the European Court of Human Rights (ECtHR), the European Committee of Social Rights, and the European Commission against Racism and Intolerance. That cooperation continued in 2022, with periodic meetings between representatives of the senior management of the two organisations. In addition, FRA's Director participated as a keynote speaker in several CoE events, and FRA contributed to the work of the Committee on Artificial Intelligence, the Committee of Experts on Hate Crime and the Working Group on Migration, the Steering Committee on Anti-Discrimination, Diversity and Inclusion (CDADI), and the Human Rights Education for Legal Professionals (HELP) programme. Furthermore, in 2022, FRA cooperated with a range of international organisations on labour rights.

1.1.5. An economy that works for people



In 2022, FRA was involved in several projects and activities in the areas of social rights, employment equality and poverty, thus contributing to the European Commission's priority 'An economy that works for people' and the Council's priority to build a fair and social Europe.

In June 2022, FRA released the focus chapter of the 2022 Fundamental Rights Report, 'Social rights and equality in the light of the recovery from the COVID-19 pandemic'.

The chapter examines the impact of the pandemic on social rights and looks at the measures in national recovery and resilience plans that address social vulnerabilities among the most vulnerable groups, such as people with disabilities, older people, Roma and people in precarious working conditions. FRA also consulted with key partners from the Commission, the CoE and legal experts, in preparing for its work on social rights in 2023.

FRA continued to be active in employment inequality and poverty throughout 2022. It worked extensively to support Roma inclusion and remained actively involved as a partner in a Bulgarian project to improve data collection on Roma and other groups at risk of poverty, social exclusion and violation of



rights. FRA remained engaged with the rights of the child, speaking about child poverty and social exclusion in Europe at an interministerial conference to discuss the Council Recommendation establishing a European Child Guarantee.

1.1.6. A European Green Deal



The European Commission's and Council's priority of building a green Europe is addressed by the FRA strategy 2018–2022, which expressly notes the agency's work in developing indicators in the context of the UN SDGs.

FRA has contributed to the EU's commitment to tackling climate change and environmental challenges, as enshrined in the European Green Deal. In 2022, FRA worked on 'Business and Human Rights: Consumer Protection and the Environment', a project exploring how consumer rights can protect the environment, empowering consumers to ensure that businesses offer more sustainable choices. It also contributed to the work of the European Financial Reporting Advisory Group and Platform on sustainable finance.

FRA's work on sustainable development and the European Green Deal was included in the report *Socioeconomics and sustainable development – the role of EU agencies*, compiled by the European Union Agencies Network on Scientific Advice (EU-ANSA).

Finally, the senior management of FRA and the CoE met to discuss strengthening cooperation and exchange views on their respective current and future priorities, including tackling inequality and discrimination from an environmental perspective.

FIGURE 1. THE EUROPEAN COMMISSION'S PRIORITIES AND EXAMPLES OF FRA'S CONTRIBUTIONS IN 2022

Promoting our European way of life	A new push for European Democracy	A Europe fit for the digital age	A stronger Europe in the world	A European Green Deal	An economy that works for people
<ul style="list-style-type: none"> Published general guidance for Member States on 'Establishing national independent mechanisms to monitor fundamental rights compliance at EU external borders' Supported the Commission in preparing the communication 'Assessment report of the Member States' national Roma strategic frameworks' and assisted Member States by providing expertise in this area Continued to support the implementation of the EU Roma strategic framework for equality, inclusion and participation by coordinating the Roma Working Party under the Commission's network of national Roma contact points Worked on a draft guidance note on the collection and use of data for LGBTIQ equality, aiming to support Member States' efforts in effectively promoting LGBTIQ 	<ul style="list-style-type: none"> Set up a taskforce to coordinate activities in view of the large number of people seeking protection in the European Union due to the human rights situation since the beginning of the Russian invasion of Ukraine Released capacity-building tools and conducted a series of training activities and events on the Charter of Fundamental Rights of the European Union Actively participated in meetings and delivered training sessions on preventing disinformation and hate crime Provided support for the implementation of the EU Strategy on the Rights of the Child (2021-2024) and the Council of Europe Strategy for the Rights of the Child Provided contributions to the implementation of the EU Child Guarantee 	<ul style="list-style-type: none"> Contributed expertise to events on the impact of AI on human rights Contributed to the debate on setting up an interoperable EU information technology (IT) systems in the areas of migration and security Delivered training sessions to CEPOL, Frontex and eu-LISA on fundamental rights and the use of IT systems in the area of borders and security Engaged with international organisations in the field of AI and human rights 	<ul style="list-style-type: none"> Cooperated with a wide range of UN bodies towards the implementation of the Sustainable Development Goals, and matters related to labour rights Strengthened cooperation with UNHCR and OHCHR on issues related to fundamental rights, as well as migration and asylum Supported the work of the CoE by participating in periodical manager meetings and events, and contributing to different CoE committees 	<ul style="list-style-type: none"> Worked on the project 'Business and Human Rights: Consumer Protection and the Environment', which explores how consumers' rights can protect the environment, empowering consumers to ensure that businesses offer more sustainable choices Contributed to the report 'Socioeconomics and sustainable development – The role of EU agencies', compiled by the European Union Agencies Network on Scientific Advice (EU-ANSA) 	<ul style="list-style-type: none"> Released the focus chapter of the 2022 Fundamental Rights Report, entitled 'Social rights and equality in the light of the recovery from the COVID-19 pandemic' Conducted consultations with key partners from the Commission and the Council of Europe and with legal experts, in preparation for its work on social rights in 2023, with a view to identify how FRA can best contribute to the European social rights agenda Remained actively involved as a partner in a Bulgarian project aiming to improve data collection on Roma and other groups at risk of poverty, social exclusion and violation of rights

1.2. FRA ACHIEVEMENTS IN 2022

The following subsections describe FRA's key achievements in 2022, by strategic priority, objective and area of activity.

Strategic priority 1: Identifying trends: collecting and analysing comparable data and evidence



FRA objectives for 2018–2022:

- Generate comparable, robust and reliable data and evidence to identify trends in the fulfilment of fundamental rights;
- Develop and use fundamental rights indicators to benchmark gaps and achievements;
- Use analyses of collected data and evidence to generate fundamental rights assessments of the implications of mainstream policies and interventions at EU and national levels.

Stakeholders consulted for the mid-term review of the FRA strategy 2018–2022 considered FRA's activities under this priority to be the most relevant, in view of the current EU policy context and fundamental rights challenges.⁶ They also identified this priority as adding most value.

Key achievements in 2022

FRA worked extensively in the areas of Roma and victims of crime, including hate crimes, and published an innovative report on bias and algorithms. FRA continued to facilitate the work of the Commission's subgroup on equality data and supported policy making in civic spaces.

FRA published a flagship report on **Roma in 10 countries in Europe**, which was launched at the 15th Roma Platform and was based on its 2021 Roma Survey. The report was extensively referenced in the media. FRA worked on a reporting tool to implement the 2021 Council Recommendation on Roma equality.

FRA published its regular and/or annual updates on antisemitic incident reporting; asylum and migration; search and rescue operations in the Mediterranean; and the forced return monitoring systems. The European Union Fundamental Rights Information System (EFRIS) continues to be appreciated by stakeholders.

Work continued in the areas of online content moderation; the third FRA survey on discrimination and hate crimes against Jewish people; the third EU Survey on Immigrants and Descendants of Immigrants in 15 EU Member States; and human rights cities.

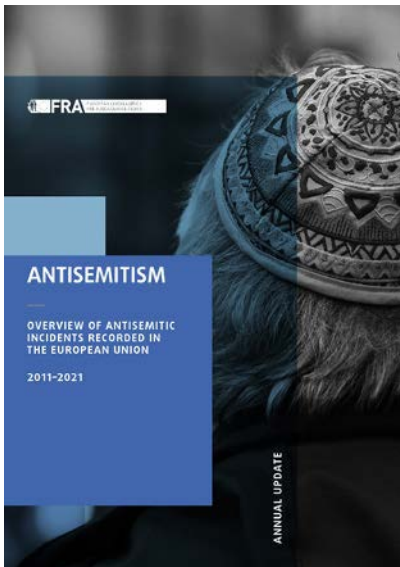
FRA's expertise on anti-racism and non-discrimination, including the collection and use of equality data and data on hard-to-reach populations, was requested by different institutions at varying levels of governance, such as the EU, the CoE, the OSCE Office for Democratic Institutions and Human Rights (ODIHR) and the Member States.

In 2022, FRA worked extensively to collect data and evidence on **hate crimes**.



It published an overview of antisemitic incidents recorded in the EU between 2011 and 2021. This 18th edition of the report was based on available data on antisemitism as recorded by official and unofficial sources in the Member States, Albania, North Macedonia and Serbia. These country-level data were supplemented with information from international

organisations.



Work continued on a project on online content moderation in relation to **hate speech, harassment and incitement of violence against women and ethnic minorities**. A collaboration between FRA and the European Institute for Gender Equality (EIGE), the project analyses forms of online hatred in four Member States (Bulgaria, Germany, Italy and Sweden), based on data collected from online platforms. It relies on manual annotation of online content to provide a more accurate analysis of the data than would be available from machine learning approaches. The project aims to increase understanding of online hatred and its fundamental rights implications, to contribute to ongoing policy developments, particularly with regard to the proposed Digital Services Act, and to develop methodologies for online data collection on fundamental rights topics. Preliminary work included background research, stakeholder interviews, an expert workshop and refinements of the methodology.

Evaluation of the Online Content Moderation Project



An interim evaluation in 2022 found that the Online Content Moderation Project:

- feeds into EU-level efforts to protect women online and provides an important source of data to help the EU to achieve its gender equality goals;
- provides fundamental rights expertise and advice to EU institutions, Member States and other relevant stakeholders;
- has the potential to increase awareness of the scale and nuances of the issue of online hatred; and
- has the potential to direct support to European Commission initiatives on online hatred, online content moderation and fundamental rights. This includes the implementation of the Digital Services Act, the development of the Code of Conduct on Countering Illegal Hate Speech and the development of the recently proposed Directive on Combating Violence against Women and Domestic Violence.

Work continued on the **third FRA survey on discrimination and hate crimes against Jewish people**, ahead of the launch of the open online survey in 2023. The survey collects comparable data from people who self-identify as Jewish in 13 Member States, with a focus on experiences of discrimination and hate crime. The project's results will enable an analysis of trends using data from different rounds of the survey, offering unique evidence that will feed directly into EU policy addressing antisemitism. In addition, the **European Commission has asked FRA to continue to lead the Working Group on improving reporting and recording of hate crime in the EU**.



Luxembourg collaborated extensively with FRA in developing its national anti-racism strategy, including replicating FRA's anti-racism study nationally.

Belgium adapted part of its coding system on hate crime, in line with FRA's work in this area.

Since September 2015, FRA has regularly collected and published data on **asylum and migration**. The latest bulletin was published in March 2022 and focused on the fundamental rights situation of people arriving in Member States and EU candidate countries from third countries during the period from 1 October to 31 December 2021. The bulletin received a high number of downloads, at 977 downloads.



In the area of **Roma** equality, inclusion and participation, FRA published the results of its Roma Survey 2021 at the 15th Roma Platform, which was attended by national Roma contact points and CSOs, among others.

The 2021 survey collected information from almost 8,500 Roma people in 10 countries: Croatia, Czechia, Greece, Hungary, Italy, Portugal, Romania, Spain, North Macedonia and Serbia. Data covered discrimination, harassment and crime, as well as income, socioeconomic status and living conditions.

ROMA REPORT

Outputs

- Main report published in October 2022. Technical report on survey published in February 2023. Included methodological details so can be used as a reference document for national-level surveys.

Events

- Roma and Travellers survey results discussed in Sweden before an audience of Roma, public authorities and the Swedish Institute for Human Rights (October 2022).
- Report findings discussed with the European Parliament Committee on Civil Liberties, Justice and Home Affairs in Brussels (November 2022).



Based on the 2021 survey, the 2022 report highlighted the improvements and gaps in Roma inclusion, guiding national efforts towards greater equality and participation. It showed that Roma across Europe continue to experience widespread deprivation: six years after FRA's last survey, Roma families continue to live in shocking conditions, with poor education and job prospects. Despite national efforts, the survey found that many countries still fall short of the targets set in the EU's 10-year plan to support Roma, the EU Roma Strategic Framework for Equality, Inclusion and Participation.



Roma in 10 European countries was referenced **346 times in the media** in 2022. This was the most of all FRA's 2022 products.

To reinforce data collection efforts across the EU, FRA began work to update a reporting tool for the European Commission and the Member States to capture their actions to implement the 2021 Council Recommendation on Roma equality. This reporting tool captures a wide range of objectives and measures and will enable cross-Member State

comparison through the first reporting cycle in 2023. This year, **FRA supported Bulgaria, Czechia and Slovakia in their national Roma data collection activities**. Support included advice on specific statistical modules, training trainers and field operators, and support with data analytics. The European Commission provided very positive feedback on developments to date.



In 2022, FRA finalised the data collection for its third EU Survey on Immigrants and Descendants of Immigrants in 15 Member States. The data collection was carried out from October 2021 to September 2022, with some 16,000 respondents. Following data analysis, the results are expected to be published in 2023. The findings of this survey will feed into the mid-term evaluation of the EU Anti-Racism Action Plan and the EU Action Plan on Integration and Inclusion.



In 2022, FRA started supporting Member States to collect their own data on Roma inclusion.

This national data collection enhances local and national stakeholders' awareness of data and Roma-related policy concerns, and enables responses tailored more closely to national contexts.

FRA published its twice-yearly update on **search and rescue operations in the Mediterranean** and fundamental rights. Launched on World Refugee Day (20 June 2022), the report showed that overall rescue capacity in the Mediterranean remains low. The update also provided a snapshot of developments, including open and closed legal proceedings, from 2016 to 10 June 2022.

Since 2014, FRA has published an annual update on the forced return monitoring systems set up by Member States under Article 8 (6) of the Return Directive (2008/115/EC). In December 2022, FRA published an overview of various indicators that can be used to assess the effectiveness of a forced return monitoring system. These include the organisation responsible for monitoring forced returns, the number of operations monitored, the phases of monitored return operations, the number of staff trained and working as monitors, and whether the monitoring body issues public reports on its monitoring.



The *Bias in algorithms - Artificial intelligence and discrimination 2022* report was referenced 83 times in the media in 2022.



FRA was the first international human rights organisation to tackle **bias in algorithms**, including computer simulations and analysis of speech detection algorithms. The report was published in December 2022 and was warmly welcomed by civil society actors, becoming 2022's most-downloaded FRA report in its first seven days after publication.

In 2022, FRA continued to facilitate work in the area of equality, including within the Commission's subgroup on **equality data**.



FRA produced a draft guidance note on the collection and use of data for LGBTIQ equality

The note **supports Member States' efforts to monitor LGBTIQ equality** effectively by highlighting promising paths to consistent collection of equality data based on sexual orientation, gender identity, gender expression and sex characteristics.

The note was accompanied by a **compendium of promising practices for equality data collection**, featuring a range of practices on different discrimination grounds, including sexual orientation and gender identity. The UN has used this as a basis for a new guide on administrative data beyond the EU.

During a **country visit to Ireland**, FRA chaired a subgroup meeting that discussed the guidance note and made further revisions and additions to the principles for the collection and use of equality data on sexual orientation, gender identity, gender expression and sex characteristics.

The European Commission invited FRA to present the draft guidance note to the members of the **subgroup on LGBTIQ equality** during its seventh meeting on 14-15 November 2022.

Further highlights of FRA's work on equality data

In October 2022, FRA joined a two-day country visit to Ireland as part of the **subgroup on equality data**, organised by the Irish Human Rights and Equality Commission with the support of the European Commission. Presentations included key developments in Ireland to strengthen the collection and use of equality data for the following strategies: First National Equality Data Strategy; Upcoming Irish National Action Plan against Racism; National Traveller and Roma Inclusion Strategy 2017-2021; National LGBTIQ+ Inclusion Strategy 2019-2021; National LGBTIQ+ Youth Strategy 2019-2020.

FRA was invited to attend **EIGE's Gender Equality Forum** on 24-25 October 2022 in Brussels, delivering a speech at the session on 'the role of data/evidence for policy making'.

FRA was asked to comment on the draft questionnaire of the upcoming **Special Eurobarometer survey** on discrimination and the draft mid-term evaluation of the EU LGBTIQ Strategy.

FRA supported the Commission's Subgroup on Equality Data to prepare a draft guidance note on the collection and use of equality data for LGBTIQ equality, which will be published in 2023.

Through the subgroup on the national implementation of the 'EU Anti-racism action plan 2020-2025', FRA prepared a draft of the 'Common guiding principles for national action plans against racism and racial discrimination' which have now been published.

In December 2022, FRA spoke at an **event on equality data organised by the Municipality of Barcelona**. The talk focused on FRA's survey methodologies and work on equality data.



In June 2022, FRA published its updated **online criminal detention database**. For the first time, the database contains information on the detention conditions of women and on prison food. It contains national standards, laws and monitoring reports on detention conditions across the EU.

At the request of the Council, it was developed further, as a useful tool for judges and criminal justice actors at Member State level. The new features of the updated database were presented to the Council's Working Party on Judicial Cooperation in Criminal Matters on 18 May 2022, and to the College of Eurojust on 7 June 2022.



FRA continued to collate data and evidence on the environment in which CSOs operate (**civic space**). In 2022, its multidisciplinary research network, FRANET, collected data and evidence for an upcoming report on civic space. During the year, a consultation took place with the FRP on civil society experiences, with the results published in the report *Protecting civic space in the EU – Key findings and FRA opinions*. The report provides an overview of the main civic space issues across the EU, focusing on five areas of concern: (1) fostering an enabling environment and supporting civil society development; (2) promoting a conducive regulatory environment; (3) accessing and using funding; (4) improving civil society participation; and (5) ensuring a safe space, free from harassment and attacks. FRA is setting the agenda on the topic of protecting civic space, and indeed this report received a high level of engagement, with 1,267 downloads across all available languages. Experts believe that it had an impact at EU level, as the Czech Council Presidency invited the FRA Director to speak on civic space, and the Commission's annual report on the implementation of the EU Charter of Fundamental Rights focused on civic space. **Throughout 2022, FRA demonstrated its ability to influence policy and legislative processes on civic space.**

Human rights cities are cities in the EU, and beyond, where local government, civil society, the private sector and other stakeholders are committed to ensuring the use and application of international human rights standards. In 2022, FRA worked with the Human Rights Cities Network to identify measures taken by cities to support displaced persons from Ukraine. Nine cities⁷ responded to the survey request and the results are now being analysed by FRA for inclusion in an upcoming bulletin and presentation to the Committee of the Regions Working Group on Ukraine and meetings of other city networks (e.g. Eurocities, Eurotowns).



Stakeholders shared that national governments value FRA's survey data for allowing comparisons with other countries. Its high-quality and reliable data have been used to develop national fundamental right indicators.

Overall, fundamental rights data collected and reviewed by FRA are available to policymakers, non-governmental organisations (NGOs) and citizens via the EU Fundamental Rights Information System (EFRIS). Stakeholders consulted during an interim evaluation of this data project stated that the external outputs of EFRIS deliver important information and insights to key target stakeholders on Member States' commitments to human rights treaties. Stakeholders also believed that the project had the potential to contribute extensively to closer cooperation and synergies between fundamental rights actors. Stakeholders see EFRIS as a unique system that brings together information from different sources and multiple organisations, adding a cross-institutional perspective. Accordingly, they believe that EFRIS has the potential to make fundamental rights more visible and to facilitate a human

rights culture in the EU.⁸ In 2022, EFRIS continued to be developed with the addition of several new data sources and an AI-enhanced search function.

Strategic priority 2: Contributing to better law-making and implementation: providing independent advice



FRA objectives for 2018–2022:

- Strengthen its role as an independent core actor in informing EU law and policy making;
- Provide, upon request by EU institutions, opinions on the compatibility of legislative proposals with fundamental rights;
- Provide fundamental rights advice to EU Member States when they are implementing EU law, drawing on its expertise and evidence.

In the mid-term review of the FRA strategy 2018–2022, stakeholders considered FRA’s contribution to better law making and implementation to be relevant to the EU policy service.⁹

Key achievements in 2022

FRA delivered work on the right to personal data protection online, on cybercrime, and on AI, in line with the European Commission’s priority, ‘A Europe Fit for a Digital Age’. In all instances, FRA collaborated closely with national partners from the Member States.

During 2022, FRA’s expertise in AI was highly sought-after by stakeholders, with FRA contributing to new treaties on AI. FRA fostered closer relationships with actors in this area including Connect and Europol.

FRA informed the European Commission’s New Pact on Migration and Asylum. It also finalised its research on the application of the Victims’ Rights Directive in practice. To ensure the online safety of Europeans, FRA continued to work on a handbook on cybercrime and fundamental rights.

Across 2022, FRA fostered synergies across EU agencies’ work. The agency participated in and coordinated a range of initiatives with the network of justice and home affairs (JHA) agencies to input FRA’s fundamental rights expertise.

FRA strengthened its role as an independent and reliable actor, informing EU policymaking throughout 2022.

Building on the **Fundamental Rights Survey 2021** (which focused on crime, safety and victims’ rights), FRA finalised its research on how the **Victims’ Rights Directive**

(2012/29/EU) is applied in practice across all EU Member States. The research focused on three specific areas: reporting, victim support services, and protection against secondary and repeat victimisation. FRA published the results of this research in February 2023, on the European Day for Victims of Crime, and will feed them into the work of the EU Victims’ Rights Platform as well as the European Commission’s preparatory work on the revision of the Victims’ Rights Directive and other files. FRA was also asked to provide verbal and written input into the discussions on the new EU directive on combating and preventing violence against women and domestic violence.



In 2022, FRA was particularly active in the area of victims’ rights, rights in the digital age and migration.

In line with the European Commission's priority 'A Europe fit for the digital age', FRA delivered work on the right to personal data protection online, cybercrime and AI. In all instances, it collaborated closely with national partners from the Member States.

For example, FRA continued working on its project '**GDPR – the experience of data protection authorities**' to support the European Commission's second evaluation of the GDPR, scheduled for 2024. The project covers all 27 Member States, with FRA staff interviewing representatives of data protection authorities in five Member States, and FRANET set to carry out interviews in the remaining 22 Member States by March 2023. In parallel, in September 2022, FRA participated in a panel at the ninth **Europol Data Protection Experts Network conference on data protection and law enforcement** in The Hague, contributing its expertise in fundamental rights trends. Increasingly, FRA is asked to attend security-related events. For example, in October 2022, FRA's Director attended the European Police Chiefs Convention and spoke on the link between policing and the protection of fundamental rights.¹⁰



FRA's expertise in the area of **AI** was highly sought after by stakeholders in 2022. The CoE and the European Commission are both negotiating new treaties on AI, with FRA a first-time observer as part of the EU delegation (CoE Committee on AI). FRA advised on the text of the treaty and participated in discussions on the development of AI legislation at EU level. FRA strengthened its ties with DG CONNECT (which holds the portfolio for the new AI treaty) through meetings between the directors and agreeing future collaborations on law making and AI. Other interventions included presentations at major conferences (Web Summit in Lisbon, Computer Privacy and Data Protection conference, RightsCon online), at events organised by the Czech Presidency of the Council of the EU on AI, and at further events with EU institutions, EU agencies and other international organisations.

The Standing Committee on Operational Cooperation on Internal Security invited FRA to provide input to the work of the new EU Innovation Hub. The hub has two priority areas – AI and encryption – set by the Standing Committee. In this context, FRA contributed to a report on 'Using AI in a transparent and accountable manner', as part of Europol's long-term research project 'Accountability Principles for Artificial Intelligence'. Europol also asked FRA for fundamental rights input into a draft report on AI.¹¹ Additionally, FRA's Director addressed the Innovation Hub's annual event in September 2022.

FRA's Handbook on Cybercrime and Fundamental Rights is relevant and timely given the recent passing of the second additional protocol to the Budapest Convention on Cybercrime – an important development in an area where legislation is limited.

To ensure that European citizens are safe online, FRA continued to work on a handbook on **cybercrime** and fundamental rights, in cooperation with the Cybercrime Programme Office of the CoE. The collaboration started on 7 November 2022 and rapidly agreed the detailed structure of the future handbook on cybercrime. FRA supported the contractor to collect case law and practices from other EU agencies, notably Eurojust. A preliminary draft is expected at the

end of 2023. In parallel, in October 2022, FRA took part in a panel at Europol's cybercrime conference in The Hague, contributing to discussions on whether criminal investigations are meeting public expectations from a victims' rights perspective.

The EU is amending the legal instrument regulating EU long-term residence status (Directive 2003/109/EC) to improve the situation of long-term residents in the EU and facilitate their access to rights. FRA conducted fieldwork in 10 Member States to explore the extent to which long-term residents effectively enjoy their rights deriving from EU law, particularly in relation to equal treatment and intra-EU mobility. Preliminary findings were presented in the relevant Council of the European Union working party on legal migration on 30 November 2022, with selected findings discussed with the European Parliament rapporteur. FRA will continue to provide support to the EU co-legislator by sharing its expertise on this file.



"FRA outputs are particularly welcome and we use them on a regular basis to support our national policy making. We mostly use FRA's reports on migration, FRA's handbooks, survey data on racism – the latter output is particularly used by the Ministry of the Interior and the Ministry of Justice to support their policy making" (national government stakeholder).

Furthermore, FRA is a member of the advisory board of the monitoring mechanism at the border of Croatia, a pilot project that commenced in 2021. As part of the advisory board, FRA has reinforced the monitoring mechanisms, for example by sharing guidance on methodology and supporting an extension of the monitoring activities to key areas not covered during the pilot. Since November, FRA has chaired the board and has presented its guidance, at the request of DG Migration and Home Affairs.

Eurofound

FRA and Eurofound collaborated on employment and social protection issues relating to displaced persons fleeing Ukraine and on AI policy. The FRA and Eurofound Directors met in April to discuss joint responses to the COVID-19 and Ukraine crises and to strengthen cooperation on surveys, AI, digitalisation and social rights.

EIGE

FRA cooperated with EIGE to prepare for fieldwork for the **Violence against Women Survey II**, which will be conducted in eight EU Member States not collecting data based on Eurostat's survey. FRA attended EIGE's first **Gender Equality Forum** and delivered a speech at the session on 'The role of data/evidence for policy making'. The forum provided a platform for high-level political decision makers, practitioners and members of civil society to share evidence and expertise on gender equality issues.

eu-LISA

As set out in its single programming document, eu-LISA continued to implement the provisions of the Working Arrangements concluded since 2013 with several Justice and Home Affairs agencies including FRA. In particular, it cooperated with FRA on IT systems operated by eu-LISA and the new interoperability architecture (see bilateral Cooperation Plan 2020-22). FRA provided fundamental rights advice, for example by participating in training courses, meetings and workshops on the Entry-Exit System, interoperability and AI in the areas of borders and security.

EUAA

FRA cooperated with EUAA **throughout its multi annual work programme**. For example, it reviewed several draft tools and materials, such as EUAA's training module on victims of gender-based violence, and jointly prepared a booklet on temporary protection for guardians of unaccompanied children.

Eurojust

FRA supported the development of the forthcoming handbook on cybercrime and fundamental rights by assisting the contractor to collect case law and practices from Eurojust (among others). Findings from FRA's research on the **impact on fundamental rights of Directive (EU) 2017/541 on combating terrorism** were presented to various stakeholders, including counter-terrorism experts at Eurojust. FRA presented new features of its updated **online criminal detention database** to the College of Eurojust.

Eurostat

In 2022, **FRA's Director met with the Director-General of Eurostat** regarding taking forward a formal cooperation agreement for the upcoming Violence against women survey II.



In 2022, FRA fostered synergies across EU agencies' work, inputting its own fundamental rights expertise.

Europol

The terms of reference of the **EU Innovation Hub for Internal Security (convened by Europol)** specific collaboration with FRA to ensure fundamental rights compliance. FRA used this opportunity to highlight findings from its research, such as the use of AI by police.

FRA took part in a panel at the **Europol Data Protection Experts Network conference** on data protection and law enforcement in The Hague and at **Europol's cybercrime conference**, speaking on whether criminal investigations meet public expectations from a victims' rights perspective. At a Europol seminar, FRA presented findings from its report *Children as suspects or accused persons in criminal proceedings – Procedural safeguards*.

CEPOL

In 2022, FRA and EIGE jointly provided training on fundamental rights and data protection. At a CEPOL residential training course on hate crime, FRA facilitated two sessions, on hate crime data and on hate crime reporting.

European Monitoring Centre for Drugs and Drug Addition (EMCDDA)

FRA is a main security partner in EMCDDA's single programming document. EMCDDA and FRA produce joint analyses (including briefing and threat assessment reports) to safeguard public health and security.

Frontex

FRA and Frontex cooperate in accordance with Article 10 of the European Border and Coast Guard (EBCG) Regulation (2019/1896/EU). FRA attended three **Frontex Management Board meetings** and co-chaired the **Frontex Consultative Forum meeting** with UNHCR to provide fundamental rights advice.

JHA Agencies Network

In 2022, FRA's Data Protection Officer (DPO) met with the network of DPOs from JHA agencies including through the third meeting of the Working Group on Data Protection, and in meetings with DPOs of the EU institutions and bodies.

Strategic priority 3: Supporting rights-compliant policy responses: providing real-time assistance and expertise



FRA objectives for 2018–2022:

- Strengthen the delivery of real-time advice, assistance and expertise to EU institutions and Member States;
- Inform EU and national authorities of fundamental rights risks in priority areas;
- Support on-the-ground responses to fundamental rights challenges.

Stakeholders consulted in the mid-term review of the FRA strategy 2018–2022 considered FRA's contribution to supporting rights-compliant policy responses to be very relevant to the EU policy context, particularly by strengthening Member States' capacity to address fundamental rights risks and challenges when implementing EU laws and policies.

Key achievements in 2022

In 2022, rapidly changing political and social contexts compelled FRA to increase its provision of real-time assistance and expertise to policymakers, NGOs and wider stakeholders. The war in Ukraine dominated activities in this area from February onwards, with work on fundamental rights protection, migration, integration and security at the forefront.



In response to the war in Ukraine, FRA (1) published two bulletins on the fundamental rights implications of the war; (2) conducted an online survey on the experiences of displaced persons fleeing Ukraine; (3) developed an interactive mapping tool to showcase the work of cities and local authorities in response to the Ukraine crisis; (4) published an interactive table on how Member States implement the Temporary Protection Directive; (5) began to collect data on the experiences of women fleeing the war in Ukraine.

FRA supported work on the rights of the child. It launched a report and comprehensive set of training materials on guardianship and released capacity-building tools on the EU Charter of Fundamental Rights to reach a wider audience. The agency also supported work on the Temporary Protection Directive and conducted field visits to several Member States at the EU external border, for example Finland, Greece and Lithuania.



In view of growing human rights risks since the beginning of the Russian invasion of Ukraine on 24 February 2022 and the large number of people seeking protection in the EU, FRA **set up a taskforce to coordinate activities** within its mandate and capacity. This included **dialogue with relevant international bodies**, capacity building and publications. In 2022, FRA was invited to contribute its expertise and recommendations to the European Commission and several international organisations, including the CoE, OHCHR, OSCE, UNHCR and UNICEF. After collecting evidence in early March

and taking account of the constantly changing situation, **FRA put in place a comprehensive plan of action, based on several principles as captured in the following graphic.**



Response to the war in Ukraine

The Russian invasion of Ukraine is the gravest threat to human rights in Europe in this generation. It has serious implications for respect for fundamental rights in the EU.

The dominant fundamental rights issues relate to the situation of the millions of people displaced into the EU, including its impact on local communities. However, FRA also engages with other fundamental rights issues, including the impact on ethnic and/or linguistic minorities in the EU, patterns of hate speech and responses thereto, and the risk of attention being deflected from existing concerns, such as respect for the rule of law. Within the limits of its competences, capacity and mandate, FRA engages meaningfully with the situation and is implementing a number of projects.



The report 'EU-Ukrainian border check points: First field observations' (2022) was referenced 42 times in the media in 2022.

Two bulletins were published to illuminate the fundamental rights implications of the war. The **first bulletin** was published in May 2022 and received 1,529 downloads in 2022. It examined the fundamental rights impact of measures taken following the war in Ukraine, and reported on all relevant developments across the Member States. It covered the rights guaranteed under the Temporary Protection Directive (2001/55/EC) in the four Member States bordering Ukraine (Hungary, Poland, Romania and Slovakia). FRANET carried out most of the data collection, with members completing a template developed by FRA based on background research and stakeholder consultations. The **second bulletin** was published on 21 October 2022 and presented to the Council Working Party on Fundamental Rights, Citizens Rights and Free Movement of Persons (FREMP) on 10 November 2022. This substantial and comprehensive report mapped the complexity and scale of the war's diverse fundamental rights implications across the EU, including in the areas of migration, integration and education. It also drew attention to the plight of vulnerable groups and identified good practices for other countries to follow.

Finally, FRA started the preparatory work for its data collection on the **experiences of women fleeing the war in Ukraine with violence** and other war-related human rights abuses. This project will cover the nature and extent of that violence, as well as gathering information on perpetrators, whether incidents were reported and access to victim support services. A questionnaire and in-depth interviews will be used to collect data in Czechia, Germany and Poland, with analysis and outputs due in 2024.

A complementary **online survey on the experiences of displaced persons fleeing Ukraine** was carried out between 23 August and 29 September 2022,

following an intensive online outreach campaign. This was the first survey undertaken by FRA using only internal resources, with a view to reducing costs and improving timing. A comprehensive questionnaire asked about displaced people's experiences in employment, education, healthcare, housing, childcare, language learning and access to other rights under the Temporary Protection Directive (2001/55/EC).



70 % of stakeholders agreed or strongly agreed that, in 2022, FRA provided relevant and reliable real-time expertise in response to a fundamental rights emergency.

It also included questions on experiences of inappropriate treatment or discrimination. Women accounted for the overwhelming majority of the 14,685 respondents (91 %), as Ukrainian men aged 18–60 were obliged to remain available for military duty. The survey covered the Member States that received the largest numbers of displaced people from Ukraine, i.e. Bulgaria, Czechia, Estonia, Germany, Hungary, Italy, Poland, Romania, Slovakia and Spain. Participants included Ukrainian nationals and EU citizens or third-country nationals aged at least 12 years who were displaced to the EU.

FRA emphasised **the rights of children** in the context of the war in Ukraine and beyond. On 15 February 2022, it published a report on *Guardianship systems for unaccompanied children in the European Union: Developments since 2014*.¹² The report received 2,025 downloads in 2022. Then, throughout the year, FRA worked on its first comprehensive set of **training materials on guardianship**, including a manual targeting trainers and an e-learning tool for guardians. The e-learning tool comprises videos, PowerPoint presentations and assessment exercises, with input from various EU institutions, international stakeholders and NGOs. At its meeting on 22 May 2022, the European Guardianship Network discussed the dissemination of the training materials, with the first training course planned for early 2023. At the 24 February 2022 launch event for the CoE's new Strategy for the Rights of the Child, FRA launched the 2022 edition of its *Handbook on European law relating to the rights of the child*.¹³ The handbook is available in English, with translations to be made available in all EU languages plus those of candidate countries and Ukrainian. In 2022, the handbook was downloaded 2,395 times.

Throughout 2022 FRA supported the office of the European Commission's Coordinator on the **EU Strategy on the Rights of the Child** and the related EU Child Guarantee. These preparations included extensive consultation with citizens, stakeholders and 10,000 children. FRA also met the European Commission's request to map different child protection systems, previously done in 2014.¹⁴



FRA continued to release **capacity-building tools to enable the EU Charter of Fundamental Rights to reach a wider audience**. These tools include a 'Charterpedia', case studies for students and practitioners, and a pan-European database on case law,¹⁵ as well as new online courses.¹⁶ Previously only available in English, the Charter e-courses were translated

into Czech, French, German, Hungarian, Italian, Polish, Romanian and Spanish, and will be published in those languages in 2023. By the end of November 2022, the Charter courses had 564 registered users and the e-media toolkit on migration had 509 registered users. In addition, the Charter e-guidance for judges is being uploaded in additional languages, and FRA published print copies of the Charter trainer's manual in Czech, Dutch, English, French, German, Hungarian, Italian, Polish, Romanian and Spanish. This work will

support the use of the tools by key judicial stakeholders at national level. In October 2022, FRA invited national legal experts dealing with the Charter to its headquarters in Vienna, where they created an informal network of Charter experts, with a view to building capacity in the longer term.



“Important results have been achieved by FRA this year, especially the selection of key and timely issues and its analysis and release of comparative results through an effective human rights-based approach throughout the EU territory” (national government stakeholder).

From September 2022, FRA engaged in **qualitative interview-based research with local authorities responsible for implementing the Temporary Protection Directive (2001/55/EC)** in selected Member States. This involved collecting information through FRANET, followed by additional interviews with selected local authorities providing employment, education, health and housing services under the directive. As part of its **cooperation with the Human Rights Cities Network**, FRA sent a questionnaire to local authorities to identify cities’ practices to support the integration of people displaced from Ukraine. Practices covered access to education, healthcare and employment, including anti-racism and non-discrimination. Target groups included Ukrainian women and children, older people and people with disabilities. Ten cities responded to the questionnaire (Barcelona, Budapest, Cologne, Gdańsk, Ghent, Lund, Nuremberg, Salzburg, Utrecht and Vienna), providing FRA with a range of practices. Using interactive mapping to showcase cities’ responses to the Ukraine crisis was a key achievement for FRA in 2022. In turn, cities appreciated the acknowledgement of their role at the forefront of welcoming displaced people from Ukraine. ‘How did cities welcome displaced people from Ukraine?’¹⁷ was published on 2 February 2023 and presented to stakeholders such as the Committee of the Regions’ Working Group on Ukraine, Eurocities and Eurotowns.

That research ultimately fed into an updated online overview of national measures to implement the Temporary Protection Directive (2001/55/EC). FRA collected data and published **an interactive table with up-to-date country-level information on the legal and administrative measures taken to implement the directive**.¹⁸ The second update covered 16 Member States (Bulgaria, Croatia, Czechia, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Poland, Portugal, Romania, Slovakia, Spain and Sweden) and was published at the end of October, accompanying the second Ukraine bulletin.



In October and November, FRA carried out field visits to the reception and pre-removal facilities on the islands of Chios, Kos, Leros and Lesbos. After the visits, FRA shared its findings with the Greek Ministry of Migration and Asylum. Furthermore, FRA developed and published general guidance for Member States on ‘Establishing national independent mechanisms to monitor fundamental rights compliance at EU external borders’.

In the digital sphere, FRA was requested by the President of the European Parliament to provide data to the Committee of Inquiry to investigate the use of Pegasus and equivalent surveillance spyware (PEGA Committee). The European Parliament asked FRA to partially update the 2017 FRA report on *Surveillance by intelligence services: Fundamental rights safeguards and remedies in the EU*. FRA quickly adapted its skills and knowledge in this area to produce evidence-based input in just six months, showing the agency’s responsiveness and ability to respond to unforeseen issues. The results will be presented to the PEGA Committee in February 2023.

FRA strengthened its cooperation under the EEA and Norway Grants in 2022.

In addition to continuing its work as an international partner organisation regarding the Grants **programmes on Roma Inclusion in Czechia and Roma Inclusion and Empowerment in Greece**, FRA strengthened its overall strategic-level advice under the administrative cooperation agreement with the Financial Mechanism Office of the Grants.

The Grants being one of the main funders of CSOs in the EU, FRA **analysed the evolving civic space in the EU**, with a focus on the Grants' contribution. FRA also provided an **overview of fundamental rights challenges and key policy responses in the EU**, drawing on its existing data in order to support the Grants' fundamental rights programming, especially regarding EU Member States that are beneficiaries of the Grants.

In addition to contributing to organising four 'capacity-building' workshops, **FRA continued to contribute to the implementation of five projects in beneficiary states as a partner of state authorities or state institutions**: (1) cooperating with the Greek Ombudsman in its project on good governance aiming to extend its fundamental rights activities across Greece; (2) supporting the Romanian Public Prosecutor's Office on protection of victims of crime in the context of judicial proceedings relating to hate crime and child-friendly justice; (3) supporting the Czech Ministry of Justice regarding raising awareness of the jurisprudence of the European Court of Human Rights and other international human rights obligations of Czechia; and (4) supporting national human rights institutions (NHRIs) in Bulgaria, Croatia, Cyprus, Latvia, Poland, Slovakia and Slovenia in monitoring fundamental rights and the fundamental rights aspects of the rule of law, aiming to strengthen their role in the application of the EU Charter of Fundamental Rights at national level, including in their implementation of EU funds, as laid down by the Common Provisions Regulation. FRA also successfully concluded its project partnership cooperation with the National Statistical Institute of Bulgaria.

Strategic priority 4: Effectively promoting rights, values and freedoms



FRA objectives for 2018 –2022:

- Raise awareness of the need to respect, protect, promote and fulfil fundamental rights in the EU;
- Create a safe and inclusive space for dialogue with key and new actors to respond to pressing human rights challenges and shape critical agendas;
- Ensure smart communications to maximise the effect of FRA outputs.

The stakeholders consulted for the 2020 mid-term strategy review considered FRA's role in promoting rights, values and freedoms to be very relevant to the current EU policy context and fundamental rights challenges. Its activities here were considered particularly relevant at a time of shrinking democratic space in some Member States, when there is a growing need to protect the role of CSOs and human rights defenders.

FRA continued its communication activities, creating a safe and inclusive space for dialogue, and promoting fundamental rights, values and freedoms. The diversity of channels used to increase engagement with fundamental rights – from training courses to social media campaigns – maximised FRA's output. In accordance with the European Year of Youth 2022, many activities focused on the rights of young people, and FRA fostered new communication avenues with younger audiences to promote a human rights culture.

Key achievements in 2022

FRA increased its communication activities across the EU to create a safe and inclusive space for dialogue, and to promote fundamental rights, values and freedoms.

FRA convened a first-of-its-kind residential Human Rights Leaders and Experts Meeting in Rust, Austria, entitled “Putting human rights at the heart of Europe’s future”.

Young people were engaged with FRA’s work this year through the Fundamental Rights Dialogue in Paris tying into the European Year of Youth, and a workshop on effectively communicating human rights at the Global Campus of Human Rights. FRA also worked to produce accessible videos on fundamental rights.

FRA continued to proactively promote and disseminate its Charter expertise and FRA Charter products through a series of training activities and events. Further, media references and FRA’s social media footprint continued to grow steadily in 2022.



On 7–8 September 2022, FRA convened a first-of-its-kind residential **Human Rights Leaders and Experts Meeting** in Rust, Austria. Sixty leaders and experts from the EU, the CoE, the OSCE, the UN, academia, civil society, business, and the arts and faith communities were invited to discuss ‘Putting human rights at the heart of Europe’s future’.¹⁹ The agenda focused on three crises: climate change, disinformation and the Russian war of aggression against Ukraine. One outcome of the event was an analysis of the interconnections between different human rights topics, with participants identifying six different practical approaches to smart human rights-based solutions to current crises and challenges. The multidisciplinary discussions generated ideas relating to socioeconomic rights and improved communication strategies to raise human rights awareness among the general public. The dialogue was summarised in the report ‘*Putting human rights at the heart of Europe’s future*’.²⁰ Building on the productive discussions held at this meeting, the Swedish Presidency of the Council of the EU organised, in cooperation with FRA, a high-level conference on institutional protection of fundamental rights in times of crises.



81 % of stakeholders who attended an event, conference or meeting organised by FRA in 2022 agreed or strongly agreed they would attend a similar event in the future.

On 7 May 2022, FRA organised the **fourth Fundamental Rights Dialogue** together with the representation of the European Commission in France, the European Parliament’s liaison office in France and the City of Paris, as part of the Europe Day 2022 activities.²¹ It was held under the French Presidency of the Council of the EU and linked to the European Year of Youth. FRA invited young people, activists and civil society to engage in meaningful discussion on human rights. More than 80 young people participated in person, engaging in a lively discussion on human rights with a panel including a member of the European Parliament, representatives of youth organisations and FRA’s Director.

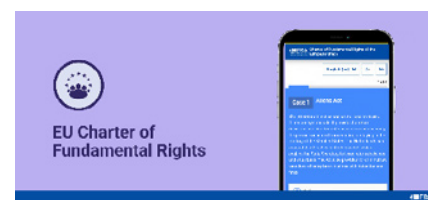
As part of the activities under the European Year of Youth, FRA launched the **#OurDataYourAlly** campaign in October 2022. The campaign accumulates and presents data on youth from various FRA surveys and reports in an

easy-to-access format. To promote the campaign, a set of **visuals, motion graphics and a video** for social media were developed.



Throughout 2022, FRA continued to promote and **disseminate its EU Charter of Fundamental Rights products through training activities and events**. These included a webinar for the Research and Documentation Unit of the **Court of Justice of the European Union**, presentations at a **CoE Programme on Human Rights Training for Legal Professionals** and a conference on the initial training of justice professionals serving the rule of law, organised by the French Council Presidency, the European Commission and the **French Judicial Training Academy**. On 19 May 2022, FRA and the Committee of the Regions organised an EU Learn online training module, ‘The EU Charter of Fundamental Rights and its relevance for EU, national and local governance’.

In 2022, FRA updated its EU Charter App, providing easy access to the text of the EU Charter of Fundamental Rights in all official languages on Android and iOS devices. The latest update also contains a quiz to test one’s knowledge about scenarios in which the Charter may or may not apply.



Making fundamental rights accessible to all

FRA’s Director produced a number of videos for general audiences, including on AI for the Web Summit in Portugal and a TEDx talk in Varese (Italy) on human rights.

The Head of FRA’s Communications and Events Unit held a **two-day workshop on communicating human rights at the Global Campus of Human Rights in Lido, Venice, Italy**, as part of its skills-building curriculum. The workshop included a presentation on FRA and the *10 keys to effectively communicating human rights*,²² followed by practical sessions to create a rights-based social media post and/or campaign. The *10 keys to effectively communicating human rights* was the most popular FRA output in 2022 for stakeholders who participated in the feedback surveys, with 71 % of stakeholders indicating that they had accessed it.²³

FRA also added two new modules to its e-media toolkit on migration, focusing on how news stories present family reunification and unaccompanied children. Through newsroom videos, journalists learn from other journalists how to create migration news stories that respect fundamental rights. FRA developed the two courses jointly with the German public broadcaster Das Erste and the Spanish newspaper *Público*.

FRA's social media footprint grew steadily in 2022 (see Figure 2). Social media promotion centred on international days and FRA publications, such as the Roma survey report, the AI and discrimination report, the second bulletin on the fundamental rights impact of the Russian war of aggression against Ukraine, and the agency's annual update on antisemitism. Other posts covered FRA recruitment and calls for tenders.

FRA increased its social media engagement in 2022

Twitter: FRA's follower count stood at 72,841 in December 2022, up 3,728 since the end of 2021.

Facebook: the FRA page has a total of 76,075 followers, consistent with 2021.

LinkedIn: FRA's profile showed an excellent level of growth with 13,821 new followers in 2022, bringing the total to 53,497.

Instagram: FRA is less active on Instagram but there was a good level of growth this year. FRA added 832 new followers in 2022, bringing the total to 4,157.

The reports referenced above were also the agency's publications that generated the widest media interest in 2022. The topics relating to LGBTIQ issues, antisemitism and violence against women remained FRA's most-referenced themes in the media. In 2022, the media published over 4,300 articles about FRA. Although there was a drop in media mentions in the first half of the year, mentions increased with the publication of the Roma report and the antisemitism update.

Between 1 January 2022 and 31 December 2022, 68,013 FRA **publications** were disseminated through various channels: direct orders through FRA (37,468); the Publications Office of the European Union website (19,947); and mailing lists (10,598). During the COVID-19 pandemic, FRA maintained first place among the organisations whose print publications are disseminated by the EU Publications Office.

Figures 2-4 show the growth in FRA's social media following (Twitter, Facebook, LinkedIn, Instagram) and data on media mentions.

FIGURE 2. TRENDS IN FRA'S SOCIAL MEDIA FOLLOWING, 2015-2022

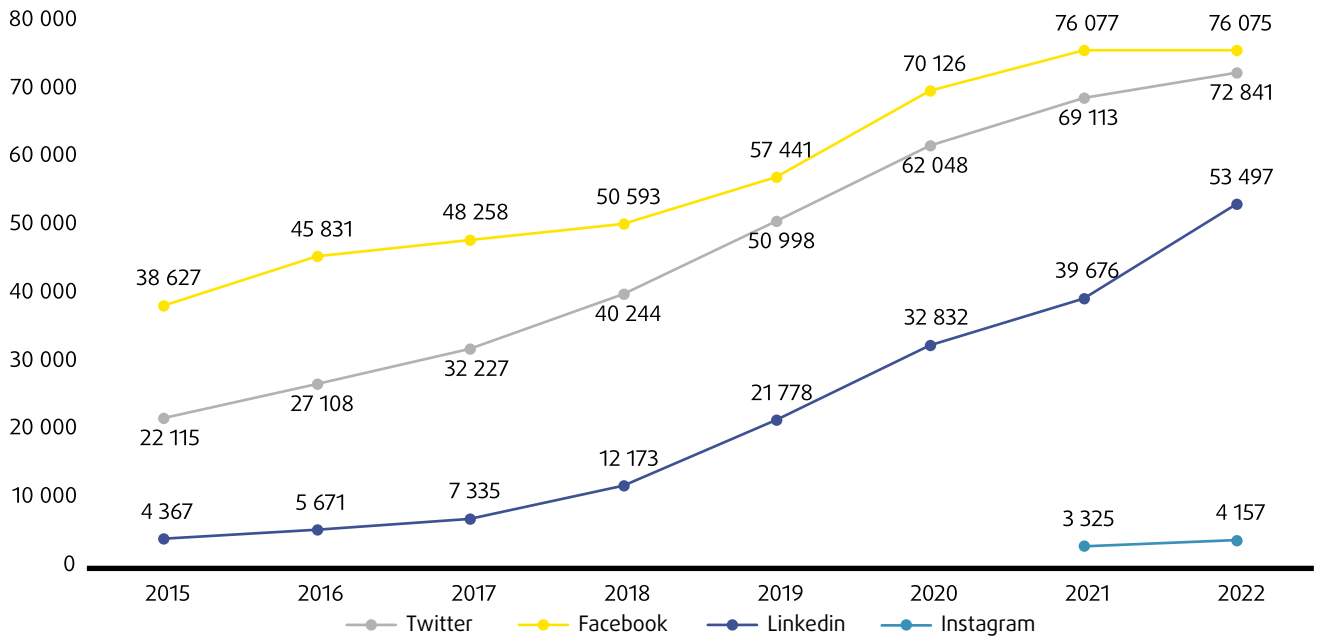


FIGURE 3. FRA MEDIA COVERAGE IN 2022

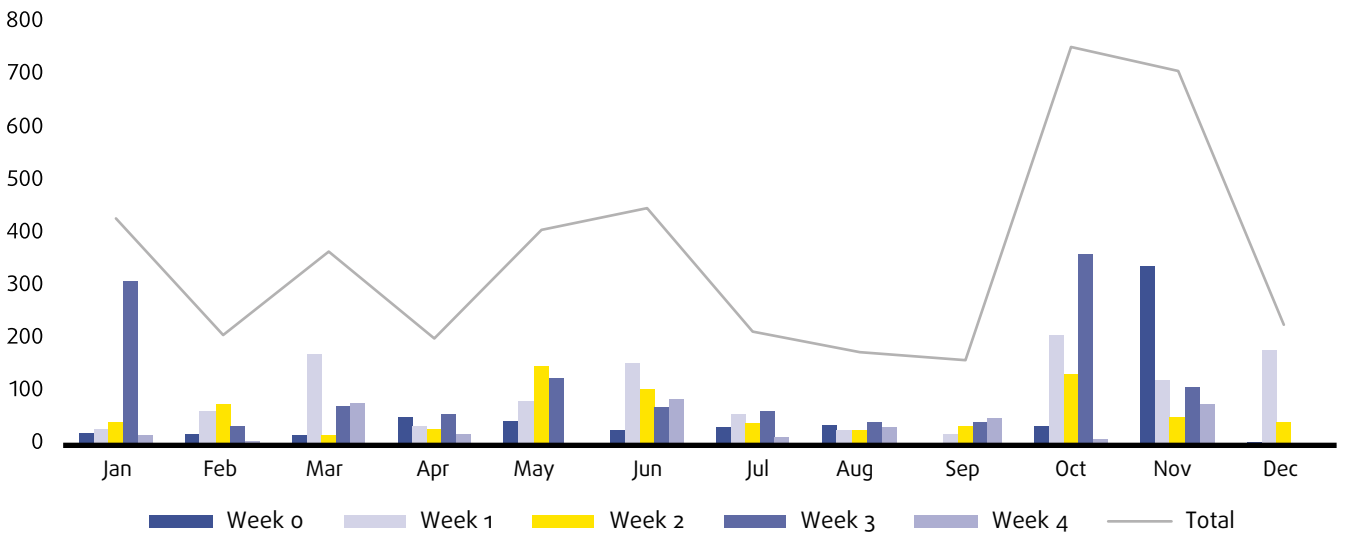
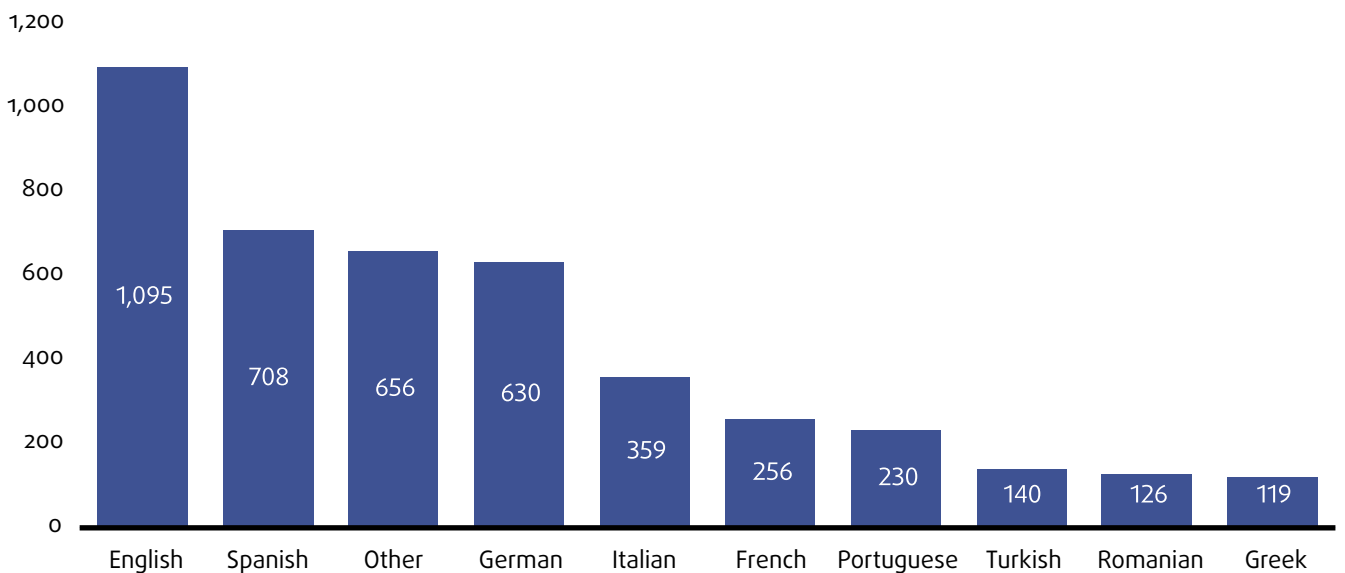


FIGURE 4. MAIN LANGUAGES OF FRA MEDIA COVERAGE, 2022



Strategic priority 5: Strengthening cooperation with national and local fundamental rights actors: working with communities of support



FRA objectives for 2018–2022:

- Enhance relevance and impact of FRA evidence and advice on fundamental rights at national and local level;
- Support strengthening the capacity of national and local human rights actors;
- Assist national authorities to develop data collection to create evidence-based approaches to rights protection and promotion across the Member States.

Stakeholders consulted for the mid-term review of the FRA strategy 2018–2022 saw FRA’s work in strengthening cooperation with national and local fundamental rights actors as very relevant to the current EU policy context and existing fundamental rights challenges.²⁴ They also considered its cooperation with national and local human rights actors to be very relevant to the realisation of fundamental rights,²⁵ as it enables the provision of peer support, exchange of good practice,²⁶ and capacity-building support.²⁷ In addition, they noted that FRA’s activities under this strategic priority were relevant to the specific needs of their own organisations.²⁸

Key achievements in 2022

Throughout 2022, FRA sought to increase its network of strategic partnerships. These collaborations aim to strengthen human rights actors at the national and subnational levels to guarantee respect for fundamental rights across the EU.

The highlight was the annual meeting of the FRP, which focused on the interconnections between civil society and the rule of law.

FRA’s activities engaged with a range of ages. During the European Year of Youth, the needs of young people were high on the agenda, led by the fourth Fundamental Rights Dialogue in Paris and the ‘Our data is your ally’ media campaign. FRA also attended conferences on ageing and finalised its comparative report on ‘Ageing in digital societies: Enablers and barriers to older persons exercising their social rights’.

FRA increased its knowledge of the European fundamental rights landscape by mapping EU Charter of Fundamental Rights experts and training options on fundamental rights across EU Member States, and an update on its overview of NHRIs. It also continued to engage with stakeholders on social rights in 2022.

The main highlight of FRA’s cooperation with civil society, however, was the **annual meeting of the Fundamental Rights Platform (FRP)** on 10 November. The FRP allows FRA to engage with key stakeholders throughout the year. The guiding theme of the meeting was ‘How can civil society help strengthen the rule of law in the European Union? And how can the rule of law help strengthen civil society?’ The meeting focused on how CSOs can best contribute to strengthening the rule of law in their countries, and on what can be done to support CSOs in this endeavour. This was in response to the European Commission’s annual Rule of Law Report, which had Member State-specific recommendations for the first time. The European Commissioner for Justice, Didier Reynders, participated in the meeting, as did the Centre for Civil Liberties, the Ukrainian co-recipient of the 2022 Nobel Peace Prize, in addition to about 200 CSOs from across the EU. More information about the event and its outcomes is available via FRA’s website.²⁹

The work of the FRP was explored through an interim evaluation of the FRP in autumn 2022. The evaluation found that “stakeholders showed good levels of satisfaction with the activities undertaken by the FRA to promote cooperation through the FRP during that year.” In particular, over 70 % of the respondents found the annual FRP meeting held in 2021 useful for their work (rated 4–5 out of 5), 78 % of the respondents considered that the event facilitated the exchange of experiences and 70 % of stakeholders found the event useful to improve their understanding of FRA’s work. The FRP meeting also helped the participating CSOs develop new ideas and inputs (according to 80 % of respondents).



84 % of FRA's stakeholders agreed or strongly agreed that they used FRA outputs in 2022 for research purposes.

Earlier in 2022, FRA completed a **mapping of EU Charter of Fundamental Rights experts** and training options across the Member States. Through its FRANET partners, it identified national experts and then contacted higher education institutions in each Member State to offer specialised courses, materials, tools and events on the Charter.

On 29 June 2022, FRA updated its **overview of NHRIs** with developments in their accreditation status and mandates. Since September 2021, two NHRIs had changed their accreditation status, one had applied for accreditation and five had new mandates. Three Member States remain without NHRIs. Covering the Member States, plus Albania, North Macedonia and Serbia, the update followed FRA’s 2020 report *Strong and effective national human rights institutions – Challenges, promising practices and opportunities*.³⁰ Using Norway Grants, FRA began to work with NHRIs in seven Member States to facilitate regular exchange and co-drafting of deliverables on topics such as Charter conditionality in EU funds.

FRA commenced a project to support national bodies involved in assessing fundamental rights compliance of EU funds. The Common Provisions Regulation (Regulation (EU) 2021/1060) governs eight EU funds whose delivery is shared with Member States and regions. Together, they represent a third of the EU budget. The regulation makes support from those funds conditional on compliance with the Charter and the Convention on the Rights of Persons with Disabilities. In 2022, FRA completed the research phase of a project that focuses on the role of national bodies with a human rights remit in implementing and monitoring that conditionality. The research covers the situation at EU level and in seven Member States (Bulgaria, Croatia, Estonia, Finland, France, Germany and Portugal). Interim results were presented at an Equinet training event in October and at a meeting with CSOs in Brussels on 1 December. The agency will produce a report analysing the results, to be published in 2023.

On 13–14 September 2022, FRA participated in the annual event of the **EU Innovation Hub for Internal Security**. As a result of FRA’s extensive work on the fundamental rights implications of using big data and digital technologies, FRA’s Director was invited to open the panel on ‘Fundamental rights-compliant use of data for internal security’. As a participant in a panel discussion on ‘Investing in sustainable and responsible use of technologies’, FRA engaged directly with a diverse audience of research and technology organisations, internal security practitioners from Member States, academic experts in the security field and representatives of EU institutions. FRA was subsequently invited to advise the European Parliament’s Subcommittee on Human Rights

on its work on business and human rights. On 10 October 2022, FRA supported the parliamentary subcommittee in preparing its official opinion on the draft directive on corporate sustainability due diligence and amending Directive (EU) 2019/1937.³¹

The importance of social rights in a changing society formed a core theme of FRA's collaborations in 2022. FRA consulted key partners from the European Commission, the CoE and legal experts to identify how best to contribute to the **European social rights agenda**. Those consultations comprised **senior management dialogue between FRA and the CoE** on 6 September, followed by the **Human Rights Leaders and Experts Meeting** on 7–8 September in Rust.



FRA was asked to support the national implementation of the EU action plan against racism. The agency developed a checklist and reporting tool for Member States, to help them write their action plans. A compilation of promising practices and the checklist will be published at a forthcoming event as part of the Swedish Presidency of the EU.

FRA continued to engage with the **Collaborative Platform on Social and Economic Rights**, which regularly brings together FRA, the CoE, Equinet and ENNHRI. The annual general meeting of the platform took place on 20 September, and focused on strengthening cooperation between NHRIs, equality bodies and CSOs working on social rights. FRA also co-organised the **Equinet** online round table on '**Equality bodies' role in implementing the European Pillar of Social Rights**' on 11 October 2022. Participants debated how equality bodies could develop concrete solutions and practices to make the European Pillar of Social Rights Action Plan a reality for all European residents. FRA was also represented at the **European Employment and Social Rights Forum** on 16–17 November 2022.



To ensure equal fundamental rights for all age groups in a changing European demographic landscape, FRA attended the **AGE Platform Europe annual conference** on 18 November 2022. Following that conference, FRA worked on the comparative report '**Ageing in digital societies: Enablers and barriers to older persons exercising their social rights**'.³²

Based on the analysis of FRANET data, the report examined how older people can fully participate in an inclusive and digitally just society for all. This research looked at how older people can enjoy their right to access digitalised public services, in the light of key EU policies such as the European Pillar of Social Rights and the European Digital Agenda.

FRA attended the closing conference of the **European Year of Youth 2022** on 5–6 December 2022. In line with the priorities expressed by young Europeans at the European Youth Forum, it followed up on recent discussions at the Climate Justice Conference on 19 October 2022.

The infographics below present findings from consultations with FRA's national liaison officers (NLOs) about their engagement with FRA in 2022.

5
main uses of FRA's
work by NLOs

- Attending NLO meetings and working groups
- Reading FRA's publications
- Using FRA's high-quality, reliable and nationally comparable survey data
- Using FRA's outputs including research, data and evidence to inform national policy-making
- Disseminating FRA's work, to colleagues, in internal meetings and on social media

Other ways that FRA has contributed to the work of NLOs in 2022

NLOs have:

- attended FRA's events;
- provided inputs to FRA's outputs and responded to requests for national information;
- received FRA's inputs to trainings and events (e.g. for national law makers);
- participated in the Fundamental Rights Platform and Forum;
- met with FRA's Director, who visited them in Member States.

Findings from interviews with NLOs from 12 Member States

How FRA's work has contributed to national legislation and policies

 <p>Data Informed national research, surveys and indicator development Filled gaps in national survey data and provided points of reference at EU level</p>	 <p>Crises Informed national approaches to crises such as the Ukraine war Allowed national actors to follow the fundamental rights situation in the Ukraine war and to analyse their response in comparison to other Member States</p>	 <p>Better policy-making Informed national interpretations of EU policies FRA's <i>Handbook on European law relating to the rights of the child</i> was used to draft a national child guarantee plan FRA's work informed national work on data protection, a proposal to amend a national law on sexual offences, national strategic frameworks on citizenship, on inclusion and against racism and xenophobia</p>	 <p>Awareness of fundamental rights Contributed to national work on the Charter <i>10 keys to effectively communicating humanrights</i> provided practical action points and helped human rights organisations to promote their work</p>	 <p>Bringing actors together FRA assisted with attempts to establish a national network of human rights cities</p>
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FRA reports most valued by NLOs in 2022

1. Fundamental Rights Report



2. FRA Handbooks



3. Roma Survey Report



4. Ukraine bulletins



5. Bias, algorithms and AI



PART II (A). MANAGEMENT

This part reports on the control results and other relevant information that supports management's assurance on the achievement of the financial management and internal control objectives. It includes the information necessary to establish that the available evidence is reliable, complete and comprehensive.

It also deals with the other aspects of a modern and efficient administration: the agency's Management Board, Human Resources (HR), Activity-Based Budgeting (ABB), efficiency gains and environmental management.

2.1. MANAGEMENT BOARD

FRA carries out an annual risk assessment exercise, which includes an evaluation of potential risks, their likelihood of occurrence and their potential impact. The results of the exercise are summarised in a risk register. An extract of the risk register is annexed to the programming document. This annex presents the risks that the agency's management team (i.e. the Director and the Heads of Unit) considers relevant to the implementation of the programming document. It also presents the corresponding preventative and mitigating actions. In 2022, no significant risks materialised that would have required a Management Board decision.

2.2. MAJOR DEVELOPMENTS

The first quarter of 2022 was initially characterised by the COVID-19 pandemic, during which the agency organised its operation as in the previous two years. The digital transformation activities continue to eliminate the use of paper-based workflows while ensuring enhanced efficiency.

The business continuity plan remained active for the first quarter of 2022, and related actions took place, such as meetings of the emergency team to review the situation, decisions on upcoming events and meetings involving external participants, inviting the medical officer to speak to staff, proceeding with remote working as per authorities' instructions, and communicating information to staff on a daily basis. In the second quarter of 2022, a number of physical meetings and events resumed, indicating transition to the previous normality. Following the recommendations of the national authorities, it was decided to resume the physical meetings of the agency's Management Board.

In 2022 staff were requested to return to the office for a minimum of two days per week. This policy aligned the agency's practices with those of the European Commission. FRA continued to accommodate teleworking needs while it further optimised its IT services, offering more possibilities through the adoption of additional cloud services. The adoption followed the Commission services' approach and ensured compliance with the related security and data protection requirements. With regard to recruitment, FRA made use of the enhanced videoconferencing technologies during the first part of the year and returned to traditional physical meetings in the latter part of the year.

2.3. BUDGETARY AND FINANCIAL MANAGEMENT

Assurance is provided on the basis of an objective examination of evidence of the effectiveness of risk management, control and governance processes.

This examination is carried out by the management, which monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. The results are explicitly documented and reported to the Director. The following reports have been considered:

- the financial management reports
- the registry of exceptions
- the results of the ex post control
- the observations and recommendations reported by the Internal Audit Service (IAS)
- the observations and the recommendations reported by the European Court of Auditors (ECA).

These reports result from a systematic analysis of the available evidence. This approach provides sufficient guarantees as to the completeness and reliability of the information reported, and results in a complete coverage of the budget.

This section covers the control results and other relevant elements that support the management's assurance.

2.3.1. Activity-Based Budgeting

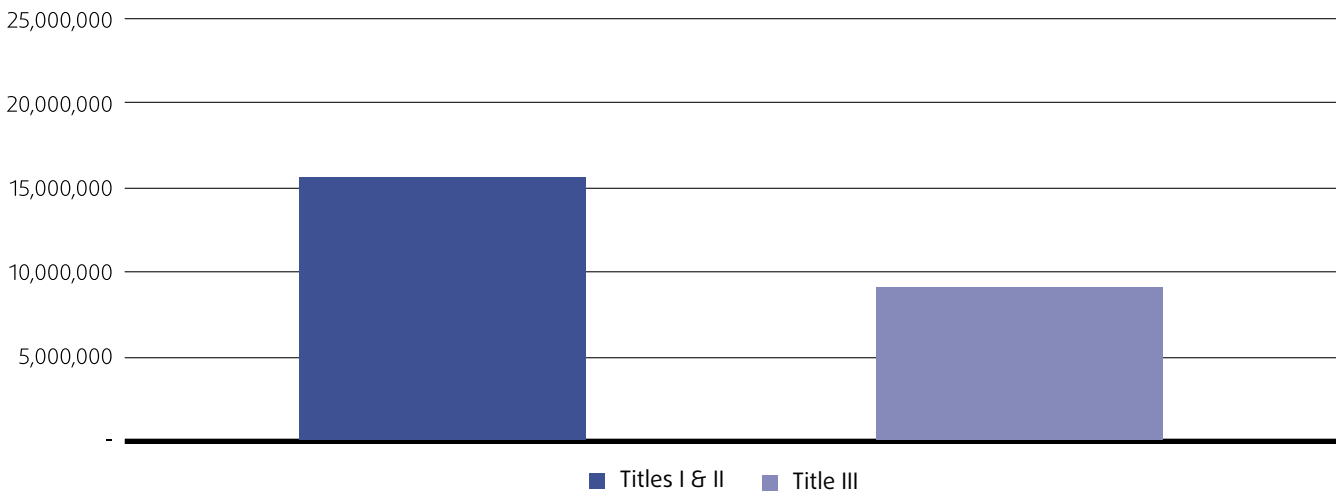
In 2022, FRA executed in commitment appropriations € 25,257,121 consisting of C1, C4, C5 and Ro funds. Based on the traditional presentation of budget execution, i.e. Titles I, II, III and IV, € 16,434,644 was spent on overheads (Titles I and II), representing 67 % of the overall expenditure. The amount of € 8,020,527 was spent on operational expenditure (Titles III and IV), representing 33 %, as shown in Figure 5.

Figure 6 presents the ABB of the budget execution. FRA's expenditure is split as follows, compared with the traditional presentation:

- 86 % for operational expenditure instead of 33 %
- 14 % for support expenditure, i.e. overheads, instead of 67 %.

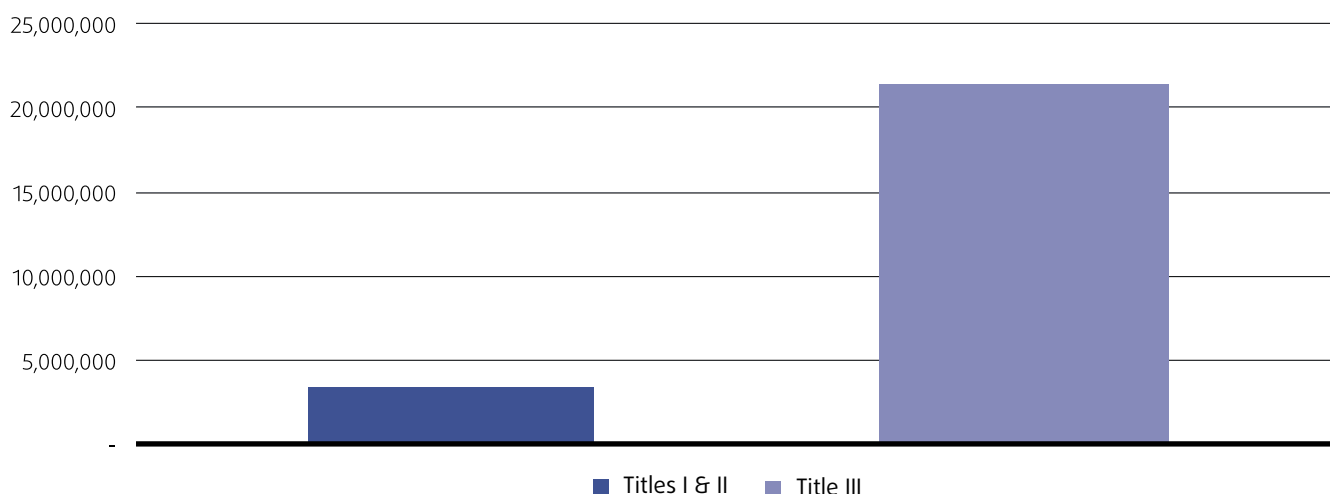
Compared with 2021, the proportion of person-days worked in support activities decreased by 1 %. Further details are provided in Annex V.

FIGURE 5. TRADITIONAL PRESENTATION OF BUDGET EXECUTION (EUR)



Source: FRA, 2022

FIGURE 6. ACTIVITY-BASED BUDGETING PRESENTATION OF BUDGET EXECUTION (EUR)



Source: FRA, 2022

2.3.2. Information transmitted currently in the report on budgetary and financial management

The EU subsidy allocated to the agency's 2022 budget amounted to € 24,295,170, which included the contributions from Albania (€ 166,000), North Macedonia (€ 187,000) and Serbia (€ 194,000).

In 2022, three budgetary amendments were adopted, increasing the Agency's budget by € 1,562,781. They refer to the funds received under the cooperation agreement with the Financial Mechanism Office of the EEA and Norway Grants (FMO), the partnership agreement with the National Statistical Institute of Bulgaria, the partnership agreement with the Greek Ombudsman, the partnership agreement with the Romanian Prosecutor's Office, the rent subsidy received from the Austrian authorities and internal assigned revenue.

In 2022, two budgetary transfers were submitted to the Management Board for adoption. In addition, the Director authorised nine budgetary transfers. The total amount transferred among titles amounted to € 899,476.

The implementation rate of C1 commitment appropriations maintained previous years' trend, remaining at 100 %. The implementation rate for payment appropriations reached 74 %; therefore, 26 % of the appropriations were carried forward from 2022 to 2023. This represents a variation of only 15 % compared with the agency's estimate as it was communicated to the European Court of Auditors in July 2022. However, 13 % relates to amounts allocated to operations through budget transfers, which were found to be in surplus during the year. Therefore, the unplanned variation remained at 2 %. The cancellation rate of C8 commitment appropriations remained low at 1.5 %.

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

Full details on the budgetary and financial data can be found in FRA's 'Report on budgetary and financial management – Financial year 2022', which has been published on the agency's website.

Concerning procurement, the agency launched 14 procurement procedures, eight open calls for tenders and six negotiated procedures. It signed 580

contracts: three direct contracts (€ 2,385,687), 483 specific contracts or order forms (€ 4,924,897), and 94 low- and medium-value contracts (€ 434,919).

In 2022 the agency paid € 480 in interest charged by suppliers for late payments.

2.3.3. Summary of the information on grant, contribution and service-level agreements

The agency does not have any grant, contribution or service-level agreements with the Commission; however, it receives non-EU contributions, which are detailed below.

In December 2017 the agency signed an agreement with the Financial Mechanism Office of the EEA and Norway Grants by which the Grants undertook to contribute up to € 1,500,000 towards FRA's expenses in carrying out activities in the role of international partner organisation. This role is articulated under three programmes, under two of which the agency has already started cooperation with Czechia ('Human Rights, Roma Inclusion and Domestic and Gender-based Violence') and Greece ('Roma Inclusion and Empowerment'). The programmes are envisaged to end on 31 December 2024. The agency receives the Grants' contribution through half-yearly disbursements.

In addition, on 11 June 2019, the agency signed a project partnership agreement with the National Statistical Institute of Bulgaria. The project runs until the end of 2022 and the amount allocated to the agency for the project is € 248,111.

On 15 November 2021, the agency signed a project partnership agreement with the Greek Ombudsman (promoter of the project 'Greek Ombudsman actions for strengthening good governance, accountability and combating maladministration in the public sector' funded under the EEA Grants 2014-2021 Programme F 'Good Governance, Accountable Institutions, Transparency'). As a project partner, FRA will contribute to building the human capacities of the Greek Ombudsman in the field of fundamental rights, including regarding the Ombudsman's cooperation with public services/authorities and civil society in regions across Greece, through advice and technical assistance; building the capacity of Ombudsman personnel, including through workshops/training; and increasing awareness about the preventive role of the Ombudsman in combating exclusion. This will be done by drawing on the work of the agency and having a particular focus on the EU dimension and relevant good practice examples from across the EU. The total maximum eligible costs of the project relating to the project partnership agreement are € 702,000, out of which FRA implements € 294,028. FRA will receive the funding in advance payments, as agreed in the project partnership agreement.

Another project is the technical assistance to the Romanian Prosecutor's Office attached to the High Court of Cassation and Justice (Romanian Public Ministry) to improve responses to cases of hate crime and hate crime victims, ensuring an effective and accessible criminal justice system for victims of crime with a specific focus on victims of hate crime and child victims. It will have a possible total financial impact of around € 800,000.

Also under this cooperation is the project of supporting NHRIs in monitoring fundamental rights and the fundamental rights aspects of the rule of law for seven Member States: Bulgaria, Croatia, Cyprus, Latvia, Poland, Slovakia and Slovenia. The total value of the project amounts to € 469,654.48.

2.3.4. Control results: costs and benefits of controls

This section reports and assesses the elements identified by the management that support the assurance on the achievement of the internal control objectives.³³ The FRA's assurance building and materiality criteria are outlined in Annex VII, which outlines the main risks together with the control processes to mitigate them, and the indicators used to measure the performance of the relevant control systems.

The resources managed by FRA are mainly the EU subsidy on the revenue side and the administrative and operating appropriations of € 25,857,951 (direct management) on the expenditure side. Table 1 is a graphical presentation of various assurance elements in FRA.

TABLE 1. OVERALL CONCLUSIONS

Activity	Value	Specific indicators
Revenue	€ 25,857,951	Residual error rate < 2 %
Administrative expenditure (direct management)	€ 16,375,676	Residual error rate < 2 %
Operating expenditure (direct management)	€ 9,248,789	Residual error rate < 2 %
Treasury (assets) and recoveries management		Positive conclusion
Internal control objectives		Residual error rate = OK, sound financial management = OK, anti-fraud strategy = OK, safeguarding of assets = OK, reliability of reporting = OK
Availability of information from auditors (IAS, ECA)		No overdue critical or very important recommendations = OK
Reservations		No

A) Effectiveness: the control results and benefits

The agency performs ex ante and ex post controls. Their effectiveness is based on their results and benefits. Ex ante controls are performed on all financial transactions including procurement and contract implementation. In order to ensure sound financial management, the agency has developed procedures based on the 'four eyes' principle, which were used to assess the compliance with the regulatory framework for all the commitments and payments as well as the procurement files.

Ex post controls at FRA are performed on a risk-based approach to reduce the costs and to focus on areas that may be subject to specific weaknesses. The ECA performs an independent ex post assessment on financial transactions as well. In the following paragraphs the effectiveness of controls is assessed from different perspectives.

Legality and regularity of the transactions

FRA uses internal control processes to ensure sound management of risks relating to the legality and regularity of the underlying transactions it is responsible for, taking into account the multiannual character of programmes and the nature of the payments concerned.

The objective of the controls is to provide reasonable assurance that the total amount of any financial operation authorised during the reporting year that would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of the authorised commitments. In the context of the protection of the EU budget, no overall amounts at risk were identified.

Summary of materiality criteria

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

The annual ex post control exercise with a focus on missions in 2022 and the use of MiPS (i.e. the Mission Processing System, provided to the EU bodies by the European Commission) started in the fourth quarter and will be finalised in the first quarter of 2023. At the end of the reporting period, the preliminary results of ex post controls did not reveal any amounts to be recovered.

Risk at payment

FRA's portfolio consists of segments with a relatively low error rate. This is thanks to the inherent risk profile of the projects and the performance of the related control systems.

The only payments that could be considered at risk, meaning expenditure operations for which the corresponding deliverables are not received in exchange to the payment, could be the pre-financing provided. This type of payment amounted to € 74,606 at the end of 2022 and was associated with four different economic operators. As the amounts were not significant in any of the cases, no bank guarantees were requested. Therefore, no risk was considered and no future problems are expected in relation to these advance payments.

Fraud prevention, detection and correction

The implementation of the internal control systems creates a reinforced overall environment in which fraud is prevented by the integrated application of different measures embedded in FRA processes. Furthermore, IAS activities and the visits from the ECA provide an independent assessment of the existing level of assurance. Aiming to minimise the risk of fraud, FRA continues to raise awareness among staff members and contractors to facilitate the detection and prevention of possible fraudulent activities. FRA has developed and implemented its own anti-fraud strategy since 2014 on the basis of the methodology provided by the European Anti-Fraud Office (OLAF). Following the adoption by the Management Board of the revised anti-fraud strategy (2021), the agency is currently implementing the action plan, which will further strengthen the monitoring of the existing legal framework, the continuation of its fraud prevention training and raising awareness of staff through the provision of information sessions, and the implementation of dedicated controls and fraud risk assessments.

All the actions are being undertaken, the fraud risk assessment has been finalised and specific actions were implemented with a special focus on the staff declarations of interest and procedural aspects of internal whistleblowing. Reporting to the management is done on a quarterly basis. On the basis of the available information, FRA has reasonable assurance that the anti-fraud measures in place are effective.

B) Efficiency and cost-effectiveness (economy)

The principle of efficiency concerns the best relationship between the resources employed and results achieved. The principle of economy requires that the resources used by FRA in the pursuit of its activities be made available in due course, in an appropriate quantity and of an appropriate 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. In 2022 five exceptions with a value greater than € 5,000 were registered and adopted in relation to formal deviation from procurement rules. None of these exceptions involved financial loss.

FRA regularly implements preventive measures together with internal awareness-raising activities, such as regular presentations and training for staff members.

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 tenders. The minutes of these controls are recorded and corrective actions are introduced where necessary. FRA has set up measures to quantify the costs of the resources and input required to carry out significant controls, and, insofar as is possible, estimate their benefits in terms of the amount of errors and irregularities prevented, detected and corrected by these controls.

Overall, in 2022, the checks that FRA carried out for the management of the budget appropriations were cost effective. In particular, for procurement procedures, an estimated amount of € 19,733, i.e., 0.11 FTE, was invested in checking 14 calls for tenders with a total value of € 22,129,361, which represents a coverage of 100 % of the calls.

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 the procurement procedures.

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

FRA does not assess the cost of the obligatory controls such as initiation and authorisation, i.e. four eyes principle. The cost of the operational verification is limited to Titles II, III and IV. It is estimated to be below 0.1 FTEs. Finally, FRA has no additional financial verification function.

Qualitative analysis of the results of the ex-post supervisory controls

In accordance with Article 46 of its Financial Rules, in 2022, FRA performed an ex-post control exercise on the use of MIPS for missions, the transactions were in accordance with the existing rules with some improvements required, the mistakes were below the materiality threshold, an estimated amount of € 3,948 was invested in checking 32 transactions worth € 42,358 representing a coverage of 14 % of the missions' costs. 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.

Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results, FRA has assessed the effectiveness, efficiency and economy of its control system and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible.

2.4. DELEGATION AND SUB-DELEGATION

The Director delegated his powers as authorising officer to the heads of the five units of FRA. In addition, the Head of Corporate Services sub-delegated part of his power to the Head of Sector Finance and Contracting.

The delegation for the Head of Corporate Services is the same as that for the Director, for all titles and for an unlimited amount. Those for the heads of units are only for Titles III and IV and are limited to € 170,000. The sub-delegation for the Head of Sector Finance and Contracting is for all titles and is limited to € 170,000. All delegations have an unlimited duration. The ECA checks the correctness of the delegations every year and no comments were made about their implementation.

2.5. HUMAN RESOURCES

The agency has seen a considerable increase in the number of recruitment procedures carried out in 2022 (nine staff and seconded national expert selections and the traineeship call were concluded). The selection for the next FRA Scientific Committee was also initiated, with a final result expected at the Management Board meeting in May 2023.

A new e-recruitment tool was launched to facilitate selections and create a more user-friendly experience for candidates and for HR. Additional modules of SYSPER have been put into operation, notably those linked to time management and personal/family data, increasingly replacing paper-based workflows and introducing more efficient processing and reporting capabilities.

Job descriptions were updated across the organisation to ensure clarity and harmonisation.

A number of actions were undertaken to enhance staff wellbeing, and initiatives to enhance internal communication were put in place. Within the framework of the agency's anti-harassment policy, a call for confidential counsellors was concluded. FRA undertook the 2022 benchmarking exercise using the methodology approved for EU agencies. The results of this exercise are shown in Annex IV.

2.6. STRATEGY FOR EFFICIENCY GAINS

FRA's efficiency gains strategy is based on the following (non-exhaustive list of) initiatives:

- map and re-engineer current business processes and make changes where needed;
- automate repetitive tasks to reduce inefficiency in systems;
- review the organisational structure in order to make better use of existing resources;
- establish cooperation platforms more systematically and continuously, as well as shared services with other agencies;
- simplify the rules and procedures applicable to the management of financial and human resources, thus increasing efficiency;
- conduct a qualitative evaluation of the efforts to increase efficiency.

In the light of this, it appears that service transformation and redesign of processes are vital components of achieving both technical and allocational efficiency and unlocking transformational improvements in efficiency. In order

to achieve increased efficiencies, the agency has undertaken the initiatives in the following efficiency clusters.

2.6.1. Digital Services and Facilities

The agency further optimised its IT infrastructure by adopting additional cloud technologies in 2022. This resulted in being able to deliver more advanced IT services to its staff. The vast majority of the digital transformation tasks were undertaken using the agency's skilled IT staff, hence reducing external consultancy costs. Furthermore, it was decided to insource the development of new IT applications, which also contributed to the reduction of IT software development costs. Moreover, this approach ensured that the know-how and expertise remains within the agency's staff, while also reducing the total cost of ownership of these new developments. The strategy to utilise in-house resources and new cloud-based technologies contributed to savings amounting to € 350,000 during the digital transformation period of the last 2.5 years.

The adoption of cloud services will also contribute to the reduction of the costs of replacing costly on-premises IT hardware in the coming two to three years, when certain data centre devices reach their end of life and will not need to be replaced. It is expected to save some € 200,000 in the coming two to three years.

In terms of IT applications, the agency's approach is also to adopt the Commission applications when possible, so in 2022 the adoption of the Commission's application for e-workflow and registration of documents was initiated.

With regard to the building management, in the second half of the year the agency took measures to reduce its energy consumption, because of the increased energy costs, and to reduce its ecological footprint. It did so by reducing the building heating temperature and by raising staff awareness of how to reduce energy and electricity consumption when in the office premises.

Finally, the agency continued to implement its programme of recycling waste material and to donate or recycle old equipment, where applicable.

2.6.2. Finance and Contracting

Most of the enhancements in the sector led to a paperless procedure, therefore saving paper as well as making savings on the postal and courier services.

The postal and courier services were reduced by 50 % in 2022 in comparison with 2021 and by 85 % in comparison with 2020.

The fact of using electronic workflows and interinstitutional framework contracts has a direct impact on saving the time of staff members. There are still some actions, for instance the use of the digital signature, that can take a bit longer than the old manual ones. However, the agency is working on deploying the Commission's system for electronic workflows and this time will also be reduced. This will contribute to additional savings in terms of working hours.

2.6.3. Quality Management System

The continuous development of the implemented Quality Management System, built on the principle of 'plan, do, check, act', offers avenues for refining the effectiveness and efficiency of the agency's internal processes. Revision of some internal processes provided the opportunity for simplifying the workflows, and optimising the performance of tasks and the use of internal resources.

During the last few years a process for ex post controls has been designed following a risk-based approach, with the introduction of quality management techniques using a robust analysis of statistical data retrieved during the budget execution. This will allow the execution of controls on a sample of selected transactions combining different dimensions of risk. A significant increase in productivity is expected by reducing the working hours for controls otherwise performed on samples of all the budget lines.

2.6.4. Human Resources

In 2022, the agency continued to automate and streamline HR processes in order to achieve further efficiencies. As the agency has seen a considerable increase in the number of recruitment procedures carried out in 2022 and planned for 2023, a new e-recruitment tool was launched to facilitate selections and create a more user-friendly experience for candidates and for HR.

The agency continues to invest in expanding the use of SYSPER, allowing for the digital management of more HR processes. The agency also introduced additional data tools to automate aspects of the payroll processing.

There is continuing interest in optimising the implementation of HR processes with the aim of providing outputs efficiently.

To enhance HR management and the optimisation of the use of resources, job descriptions were updated across the organisation and small adjustments were made to the organisational structure. Additional efforts were made to outsource services through service-level agreements with the Paymaster Office and DG Human Resources and Security to best utilise the limited internal resources.

2.6.5. Planning, Monitoring and Evaluation

FRA began developing its new multiannual strategy for promoting and protecting fundamental rights in the EU in 2022. Several fundamental rights challenges are emerging in EU Member States, as well as unprecedented changes. As a result, FRA must be able to respond effectively and efficiently to these challenges. To respond effectively and increase efficiency, it was decided to adopt an agile and collaborative approach that can adapt to changes and be responsive to them. The scenario-based strategy-making process that was initiated in 2022 will ensure that FRA, as far as possible, anticipates issues that are most likely to happen and prepares accordingly through strategic foresight exercises anticipating certain plausible scenarios, to be able to respond and get on track with the most pressing fundamental rights emergencies.

The strategic planning process is being based on an intensive engagement of staff and stakeholders. It will also foster a sense of teamwork and collective responsibility. The structured plan of priorities and objectives, which will be finalised in 2023, will increase efficiency when prioritising projects and ideas that increase operational efficiency, by determining important, practical considerations, such as outputs and resources required to accomplish set objectives.

Evaluations can also assist any organisation in operating more efficiently by providing an assessment of the outcomes achieved, the use of the results and best practices, or suggesting ways or options to maximise the effectiveness of resources. An unprecedented number of ex ante, interim and ex post evaluations were conducted by FRA in 2022 to properly assess the efficiency and effectiveness of FRA's projects and activities. As part of the evaluation process, an external contractor conducted several consultations with the project's target groups and beneficiaries. Based on the desk research conducted

by the contractor and input from stakeholders, evaluation reports have been prepared. A summary of the main conclusions and recommendations resulting from the assessment is presented in the relevant section of this Consolidated Annual Activity Report for 2022.

2.7. ASSESSMENT OF AUDIT AND EX POST EVALUATION RESULTS DURING THE REPORTING YEAR

This section sets out the observations, opinions and conclusions reported by auditors, including the limited conclusion of the internal auditor on the state of internal control. Summaries of the management measures taken in response to the audit recommendations are also included, together with an assessment of the likely material impact of the findings on the achievement of the internal control objectives, and therefore on the management's assurance. FRA is audited by both internal and external independent auditors: the IAS and the ECA.

2.7.1. Internal Audit Service

In November 2022, the IAS performed an audit on communication; the final report will be received in the first quarter of 2023. All the recommendations from previous audits have been successfully closed following the implementation of the relevant action plans.

2.7.2. European Court of Auditors

At the time of preparation of the current report, FRA had not yet received the final comments from the Court for the 2022 exercise; therefore, FRA mentions in Section 2.8(A) the comments from 2021, as well as the replies provided by FRA.

The ECA conducted its annual financial and regulatory audit of FRA's 2021 accounts and adopted its report on 20 September 2022. In the report, the ECA expressed the following audit opinions.

Opinion on the reliability of the accounts

In the Court's opinion, the accounts of the Agency for the year ended 31 December 2021 present fairly, in all material respects, the financial position of the Agency at 31 December 2021, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

Opinion on the legality and regularity of the transactions underlying the accounts

In the Court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2021 are legal and regular in all material respects.

2.8. (A) FOLLOW UP OF RECOMMENDATIONS AND ACTION PLANS FOR AUDITS AND EVALUATIONS

All past IAS recommendations have been closed.

TABLE 2. ECA RECOMMENDATIONS AND ACTION PLANS

ECA's comments	FRA's reply
<p>The FRA had carried over € 7 million (27 %) of 2021 commitment appropriations to 2022. Of that amount, € 6.7 million (96 %) related to operational activities.</p> <p>Recurrent high rates of carry-overs contradict the budgetary principle of annuality and are indicative of structural issues in the implementation of the budget.</p>	<p>The level of carry-overs mainly reflects the nature of the agency's core business including activities that span several months, possibly extending beyond the end of a year. To improve its budget planning and its implementation cycles, the agency has established a monitoring tool on planned carry-overs from one year to the next.</p> <p>The agency believes that a good budget implementation is also measured by the outturn rate (above 99.5%) and, consequently, the low level of cancelled appropriations.</p>

2.8. (B) FOLLOW-UP OF RECOMMENDATIONS ISSUED FOLLOWING INVESTIGATIONS BY OLAF

No recommendations were issued by OLAF in 2022.

2.9. FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

2.9.1. Observations regarding FRA

TABLE 3. FOLLOW-UP OF OBSERVATIONS FROM DISCHARGE AUTHORITY

Observation of the discharge authority	Response and measures taken by FRA	Status
<p>Notes that, according to the Court's report and the Agency's reply in the follow-up to the 2019 discharge, carry-overs of committed appropriations were high for Title III, which mainly reflect the nature of the Agency's core activities, which include the financing of studies and other awareness-raising activities, spanning several months, often extending beyond the end of a year; notes that the carry-overs of committed appropriations for Title III represent an increase of 23 % compared to the same appropriations in 2019; notes that a significant part of Title III carry-overs amounting to 25 % in 2021 were committed in December 2020; further notes that the Agency's Title III carry-overs in 2020 added up to 28 % of the committed carry-overs from 2019; notes that those findings are indicative of a structural issue at the Agency and calls on the Agency to resolve the problem by improving its budget planning and its implementation cycles.</p>	<p>The Agency is of the opinion that a high level of carry overs for Operational expenditure does not indicate a structural issue. According to Article 12.6 of the framework financial regulation (as well as the same article of the Agency's Financial Rules), whatever is committed in N (disregarding the moment), and it is paid during N+1, fully respects the principle of annuality.</p> <p>Following a recent consultation with DG BUDG, they shared the same understanding.</p> <p>It's also worth reminding that during the last twelve years, the outturn of the Agency has always been above 99%. The Agency works in a very specific frame that requires great flexibility; that's why its SPD is split in priorities. Moreover, other unexpected factors may require further changes in the SPD, e.g., the refugees' crises, the pandemic, the war in Ukraine.</p>	Ongoing

Observation of the discharge authority	Response and measures taken by FRA	Status
<p>Welcomes the Agency’s existing measures and its ongoing efforts in relation to securing transparency, in relation to the prevention and management of conflicts of interest and in relation to whistle-blower protection; notes that there were a number of cases of potential and perceived conflicts of interest that were assessed and mitigated and that no such cases were reported in 2020; notes with satisfaction that the CVs and declarations of interests of almost all members of the management board and senior management have been published on the Agency’s website; calls on the Agency to publish the remaining CVs and declarations of interests and welcomes the measures already taken to mitigate the risks.</p>	<p>All the available CVs and Declaration of interest of the Management Board members are published on the Agency’s website. If a Declaration of interest or CV is not public in the internet, this may be the result either of the document being under assessment or of a delay in receiving the document from its member.</p> <p>At present, the majority of the Declaration of the Management Board members are available on the Management Board members webpage.</p>	<p>Implemented</p>
<p>Notes that in 2019 the Commission’s Internal Audit Service performed an audit on the Research Project Design & Implementation, including procurement; notes that, according to the Agency, no critical risks were identified; notes, however, that the Internal Audit Service’s audit resulted in four important recommendations; notes that the Agency was expected to implement those recommendations by the end of 2021.</p>	<p>All the recommendations have been successfully closed.</p>	<p>Implemented</p>
<p>Notes that the Agency has adopted an internal control framework based on international good practice in order to ensure the achievement of its policy and management objectives; notes that in 2020 the Agency performed an internal assessment on the level of implementation of the new internal control framework and concluded that almost all components of the internal control framework are present and are functioning together in an integrated manner; notes that the Agency should undertake actions to improve the regular updating of job descriptions, should seek to achieve the timely implementation of the career development report exercise, should assess the possibility of outsourcing the establishment of an integrated internal communication policy and should strengthen budget planning and monitoring at management level using dedicated reporting tools.</p>	<p>The update of the job descriptions for all staff has been successfully completed.</p> <p>The process for outsourcing the establishment of an integrated internal communication policy will be implemented in the fourth quarter of 2022.</p> <p>With regards to the seeking to improve the timeliness of its career development reporting procedures, the Agency is taking measures to improve the timeliness and quality of the process.</p> <p>It is in the process of implementing a new overall Talent Management Strategy based on a Competency Framework. The Framework which is now at an advanced stage of implementation will form the basis for all HR processes including appraisals. It is expected to lead to improvements in the timeliness of the CDR (Career Development Report) process. Moreover, the Agency has recently implemented a number of automated Power BI reports that combine real-time data from ABAC and the in-house created project management module (MATRIX). These reports facilitate an overview of financial and project data, both for project managers and for the management.</p>	<p>Partially implemented</p>
<p>Notes with satisfaction the Agency’s achievement in ensuring a cost-effective and environmentally friendly working place and strategy and encourages the Agency to continue to employ best practices and to further improve on them.</p>	<p>The Agency will continue its efforts in enhancing its environmental footprint and to that end it foresees to undertake an assessment to identify ways on how to best achieve while considering the situation of its current premises.</p>	<p>Ongoing</p>

2.9.2. Observations regarding all EU agencies

TABLE 4. FOLLOW-UP OF OBSERVATIONS FROM DISCHARGE AUTHORITY

Observations of the discharge authority	FRA's replies and measures	Implementation
Calls for more support to staff members who move to the country where the Agency is located; suggests in this context establishing a liaison person who ensures, among other things, the connection between the staff and local authorities;	FRA provides support to staff to register with the Ministry of Foreign Affairs, apply for a national ID card, and bring a vehicle into Austria and register it. For staff with fiscal privileges, assistance is provided to obtain the relevant tax exemptions. There is a contact person responsible for host state relations. In addition, all new staff receive a welcome guide, which contains information on relocating to the headquarters, including information about housing, schooling, public transport etc.	Implemented
Calls on the EUAN [EU Agencies Network] to establish clear rules with regard to the affiliation of members of staff with the national health care system; recommends that those rules explicitly state the extent and duration of the health insurance coverage;	FRA does not enrol/affiliate staff with the national health care system. The agency provides information to staff on the possibility of obtaining complementary health insurance from a private insurer, which acts as a top-up to Joint Sickness Insurance Scheme reimbursement. The agency also has an in-house medical adviser once per week, who meets staff to advise on health-related issues and supports staff to navigate the national health system, and a psychologist, who provides psychological support to staff, a service that was contracted during the COVID-19 pandemic and will be maintained.	Implemented
Encourages the agencies to pursue the development of a long-term human resources policy framework which addresses work-life balance, lifelong guidance and career development, gender balance, teleworking, geographical balance and recruitment and integration of people with disabilities; underlines the important effect of turnover within the staff of the Union agencies, calls for the implementation of human and social policies to remedy it; Does your Agency have an HR policy addressing - Work-life balance; - Lifelong guidance and career development - Gender balance - Teleworking - Geographical balance - Recruitment and integration of people with disabilities?	- Work-life balance; The agency has a long-established and dynamic policy aimed at providing work-life balance for staff. Specific measures in place include: 1. flexible working hours and flexitime 2. teleworking 3. unpaid leave 4. maternity and paternity leave 5. special working arrangement for breastfeeding 6. parental leave, family leave and special leave 7. holiday flexibility arrangement 8. psychological support. - Lifelong guidance and career development FRA provides staff with a funded, comprehensive learning and development package. Staff learning and development is an integral part of the agency's talent management approach, which serves both the agency's as well as the individuals' interests and needs. - Gender balance The principles of non-discrimination, equality and diversity are part of the core values of the EU. They are also at the heart of the work of the agency, and it is committed to providing equality of opportunity to its entire staff and all applicants to its posts. Gender balance is one of its cardinal non-discrimination targets and retains special focus in the work of the agency's bodies, such as the Equality and Diversity Group, which works to promote gender non-discrimination in all aspects of HR processes at the agency. Gender representation is always taken into account when establishing committees and entities within the agency, including selection committees for recruitment, evaluation committees for procurement and other HR groups, as well as in various HR processes.	Implemented

- Teleworking

Following the COVID-19 pandemic outbreak, the agency introduced an adapted approach towards teleworking, ensuring business continuity. As restrictions eased and it became possible to work from the premises again, the agency adopted an interim measure in which staff work from the office two days per week and can telework for up to three days per week. The agency adopted by analogy the Commission's decision C(2022)1788 on working regime and hybrid working in November 2022, providing the opportunity to implement a modernised framework.

- Geographical balance

As part of the agency's Equal Opportunities and Non-Discrimination Strategy, the promotion of diversity including geographic balance is part of the overarching objectives throughout HR processes such as recruitment and selection. The agency currently employs staff covering 22 Member States, and as of 1 October 2022 will reach 23 Member States.

- Recruitment and integration of people with disabilities

A clear policy objective, which is also part of the agency's commitment to non-discrimination, is the commitment to recruitment and integration of persons with disabilities in the workforce. Specific policies such as the implementation of a dedicated call reserved for persons with disabilities in our traineeship programme are adopted with the aim of facilitating the recruitment and integration of people with disabilities. The agency is also preparing a disability support policy.

The framework that the agency put in place covers all the elements required above within various policies and process.

In terms of work-life balance the agency established a regular review of the staff's wellbeing.

With the agency's migration to SYSPER and further initiatives, like the implementation of a competency framework, job descriptions and a new IT recruitment tool, the aim is to ensure the development of an integrated framework for talent management.

Calls on all agencies to participate in the newly established interinstitutional agreement on a mandatory transparency register for interest representatives, signed by the Commission, the Council and the Parliament;

The agency does not have any contacts with lobbyists. Should this happen in the future, the agency will examine the possibility of participating in the register.

Not applicable

Notes that the study 'The Management Board of the Decentralised Agencies' highlights the importance of managing actual and potential conflicts of interest and its relevance for the agencies' accountability, transparency and good governance; notes that some agencies have more sophisticated policies on conflicts of interest that distinguish between different types of interest, identify responsibilities for screening of declarations of interests and provide guidance on how to follow-up when a conflict arises; notes that the study recommends the development of a code of conduct for management boards, setting out principles, procedures and specific mechanisms to deal with conflicts of interest of members; further notes the suggestion to develop a code of good governance as an overarching framework for management boards' activities;

Since 2013, FRA has rules in place for the prevention of conflict of interest concerning its Management Board and Scientific Committee members, which set out principles, procedures, and specific mechanisms to deal with conflicts of interest of members.

Implemented

On a regular basis, the Agency runs a process to assess the potential for conflict of interest for all the members of its Management Board and Scientific Committee, which takes into account their declarations, their CVs and the data related to transactions and commitments available in ABAC during the five years preceding the year of the exercise. The declarations of interest and CVs are published on the FRA website.

If any concern is raised as a result of the exercise, this is brought to the attention of the Chair of the Management Board and discussed during the Management Board meetings. If declarations have not been submitted by members of the Management Board on time, the access of those members to the documents related to Management Board proceedings is restricted.

At present, most of the declarations of the Management Board members are available on the Management Board members web page. If a declaration of conflict of interest is not made public on the internet, this may be the result either of the document being under assessment or of a delay in receiving the document from the member. Through the various existing policies and rules, the agency implements specific components of good governance for its Management Board. The activities of the Management Board are governed mainly through the rules of procedure.

2.10. ENVIRONMENTAL MANAGEMENT

In terms of its environmental management policy, because of the COVID-19 pandemic, which led to extensive mandatory teleworking, FRA's existing measures were unchanged in 2022.

The initially defined targets and indicators for reducing energy and water consumption were met as a result of the limited numbers of staff in the office during the pandemic. Owing to the increase in energy costs, the agency adapted its internal practices to reduce energy consumption by reducing heating and adjusting external building illumination.

Overall, energy and heating consumption was slightly less than the previous year, mainly because of more staff working from the office.

In terms of waste management, the existing waste disposal approach was followed throughout 2022, contributing to the recycling of as much waste material as possible.

As a result of remote teleworking and the introduction of new e-workflows, the use of paper was kept at the reduced levels of 2021. This aligns with the agency's efforts to digitise its internal procedures and replace paper-based workflows.

Overall, the use of printers and, more importantly, the use of personal printers were reduced exponentially, as paper-based workflows were replaced by e-workflows as part of the digital transformation efforts.

The task of installing light-emitting diode (LED) bulbs was also extended to 2022.

2.11. ASSESSMENT BY MANAGEMENT

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

The authorising officer performed the required assessment of the effectiveness and efficiency of the internal control system, based on the Internal Control Framework. In addition, the authorising officer systematically examined the available control results and indicators, as well as the results related to budget implementation, legality and regularity, procurement procedures, fraud prevention and the observations and recommendations issued by the IAS, the ECA and the European Parliament through the discharge procedure. These elements were assessed to determine their impact on the management's assurance with regard to the achievement of control objectives.

The assessment of the internal controls demonstrated their effectiveness but also reinforced FRA's commitment to pursue further improvements under some of the areas covered. Overall, suitable controls are in place and working as intended, risks and opportunities are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented.

No significant weaknesses that may have a potential impact on the declaration of assurance of the authorising officer were identified and reported in any of the relevant parts as set out in the present report.

PART II (B). EXTERNAL EVALUATIONS

According to FRA's renewed regulation (Council Regulation (EU) 2022/555 of 5 April 2022) by 28 April 2027, and every five years thereafter, the Commission is to commission an evaluation to assess in particular the impact, effectiveness and efficiency of the agency and its working practices. The agency should also prepare an action plan to follow up on the conclusions of retrospective evaluations assessing the performance of programmes and activities that entail significant spending, in accordance with Article 29 of Delegated Regulation (EU) 2019/715.

In 2022, based on the FRA's Single Programming Document 2022–2024, a selected group of FRA projects were evaluated, as follows.

Ex ante evaluations

- Ageing in digital societies: enablers and barriers to older persons exercising their rights
- Violence against women II: filling the data gap
- Remote biometric identification for law enforcement purposes

Interim evaluations

- Online content moderation – harassment, hate speech and violence against specific groups
- EU Fundamental Rights Information System – EFRIS
- Capacity building and technical assistance to prevent unlawful profiling and promote antiracism in policing

Ex post evaluations

- Fundamental Rights Forum 2021
- Fundamental Rights Platform and cooperation with civil society
- Fundamental Rights Survey – establishing an EU-wide survey on trends in fundamental rights

The above evaluations are performed by an external, independent evaluator selected in the context of interagency framework contract 21-3030-03 (Provision of Evaluation and Feedback Services). Details regarding the conclusions of these evaluations are included in the specific annex of this report (Annex X); however, Table 5 presents the detailed action plan that was prepared to follow up on the main recommendations.

TABLE 5. RECOMMENDATIONS AND FOLLOW-UPS ON SELECTED PROJECTS

No.	Project	Recommendations	Follow-up action(s)	Timeframe	FRA unit responsible
1	Ageing in digital societies	Consult with stakeholders during project implementation	Ongoing consultation with AGE Platform Europe and other relevant stakeholders in preparation for the report launch.	2021 to Q4 2023	Equality, Roma and Social Rights
		Justify selection of countries and budget allocation	No longer relevant, as this part of the project was cancelled to provide resources for the work on Ukraine.	N/A	
		Operationalise objectives and specify expected impacts	During the implementation phase, the objectives, the scope and the target groups have been specified to build the basis for the FRANET guidelines and the structure of the final report. The project findings will be adapted to the different target groups: policymakers in the area of ageing, digitalisation and e-government, and CSOs representing older persons.	Q1 2022 to Q1 2023	
		Reflect proposed mitigation measures throughout the project	Mitigation measures were reflected throughout the project development and implementation phase. For example, bottlenecks in HR could be mitigated through timeline adjustments or outsourcing the drafting of the final report.	Q1 2022 to Q3 2023	
		Publish report and present findings in a way that clearly addresses the target groups	The publishing of the report and, in particular, the presentation of its findings will be adapted to the target groups: policymakers, CSOs and older persons' organisations. An exchange on this with AGE Platform Europe is planned.	Q1 to Q4 2023	
		Include comparative analysis of situation in different countries	The final report examines comparatively the findings for all Member States, North Macedonia and Serbia.	Q4 2022 to Q1 2023	
2	Violence against women II	Review stakeholder feedback on challenges to the methodology	FRA discussed the survey methodology with the Group of Independent Experts on Action against Violence against Women and Domestic Violence (GREVIO, the CoE expert group responsible for monitoring the implementation of the Convention on preventing and combating violence against women and domestic violence), to gather further feedback and address concerns related to the chosen survey methodology, which is in line with the methodology defined by Eurostat for the collection of survey data on gender-based violence against women.	Q1 2023	Justice, Digital and Migration
		Assess future possibilities of FRA-EIGE collaboration on violence against women	Joint FRA-EIGE survey report and launch event are planned for 2024. Possibility of organising other joint activities, such as possible events contributing to capacity building with national statistical authorities, will be examined in the joint FRA-EIGE project team during 2023.	Q4 2022	
		Develop a reporting and dissemination strategy	Reporting and dissemination activities were discussed at the joint FRA-EIGE project kick-off meeting in January 2023 and will be further elaborated in future meetings in 2023, in parallel with the survey data collection, which will continue until the end of the year.	Q1 2023	
		Provide or encourage capacity-building support to national statistical authorities	Capacity-building activities – such as organising national events centred on the survey results – together with the national statistical institutes were discussed at the FRA-EIGE project kick-off meeting in January 2023, and more detailed plans will be developed in forthcoming meetings in 2023.	Q1 2023	
		Conduct/encourage international outreach on data collection methodologies	FRA shared details of the survey methodology at a conference organised in November 2022 by UN Women and the World Health Organization on online and technology-facilitated violence against women. Other opportunities to share the survey methodology will be explored in 2023 and 2024.	Q4 2023	

No.	Project	Recommendations	Follow-up action(s)	Timeframe	FRA unit responsible
3	Remote Biometric Identification	Strengthen the focus on analytical activities within the project plan	Ongoing consultation with Europol and other directly relevant stakeholders concerning project development with respect to activities/data collection, focusing on use cases, which will be specified in detail in the procurement technical specifications.	Q1-Q2 2023	Justice, Digital and Migration
		Further develop the approach to data collection within the project			
		Establish plan for how the project will contribute to the proposal for an AI Act	The Data and Digital Sector (in which the project sits) is directly engaged with EU institutions responsible for the AI Act, which are informed concerning the content, development and expected timeframe of the project's results.	Ongoing	
		Develop a detailed reporting and dissemination strategy	Outputs from the project are planned for the beginning of 2025. A reporting and dissemination strategy will be developed in the course of 2023-2024.	Q2 2024	
		Develop a strategy for future activities in this field	Strategy on AI and future activities related to the project – engaging the Data and Digital Sector's work and other FRA work on AI more broadly.	Q4 2023	
4	Online content moderation	Ensure the annotation and analysis methodology considers all key elements	Annotation and analysis methodology was discussed with experts in a dedicated expert workshop and closely reviewed by FRA in the framework of the contract (completed).	Q4 2023	Justice, Digital and Migration
		Ensure the methodological findings are clearly and transparently documented	FRA will work on a methodological annex for the final report, which will be annexed to the report publication.	Q4 2023	
		Engage the target stakeholders in the validation of the research conclusions and preparation of the FRA research report	A stakeholder meeting is planned to discuss the results before publication of the report.	Q4 2023	
		Review the possibilities of expanding research thematically and methodologically	FRA is discussing with other projects engaged in hate speech detection and monitoring about how these projects' tools could be used by FRA to expand the scope of the agency's work (most notably aligned with the Digital Services Act).	Q4 2023	
5	EFRIS	Showcase the functionalities to target audiences and gather more user feedback	Release a new AI-based full-text search functionality and inform target audiences about this new functionality through targeted mass mailing.	Q1 2023	Institutional Cooperation and Networks
		Increase the visibility of EFRIS outputs	Increase user-friendliness by improving data visualisations and further developing help/how to use EFRIS pages.	Q3 2023	
		Review how to develop the tool in the future in the light of available resources	Gather user feedback via online survey.	Q4 2023	
			Develop and implement targeted dissemination strategy.	Q4 2023	
6	Preventing unlawful profiling	Disseminate outputs to all stakeholders, in particular law enforcement	Launching of the report to relevant stakeholders – in particular targeting law enforcement.	Q3 2023	Justice, Digital and Migration
		Ensure some of the project outputs are practical and usable by practitioners	National round table to include law enforcement – to engage with existing tested promising practices, as outlined in the main project output.	Q4 2023	
		Consider extending future projects to include prosecutors and, potentially, judges	Future projects – dependent on demands and resources.	Q4 2023	

No.	Project	Recommendations	Follow-up action(s)	Timeframe	FRA unit responsible
7	Fundamental Rights Forum 2021	Strike a balance between in-person/online participation in future editions	The Fundamental Rights Forum 2024 will put greater emphasis on its motto: Connect.Reflect.Act.	Q1 to Q4 2023	Communications and Events
	Adopt a more strategic approach to the design of the thematic sessions	The forum's structure and session design will build on these three pillars:	Q1 to Q2 2024		
	Extend forum to allow more flexibility in planning and time for networking	<ul style="list-style-type: none"> o <i>Connect</i> at the 'Marketplace of Connection' to create and strengthen cooperation and partnerships to build shared visions of societies that respect human rights; o <i>Reflect</i> on the 'Forum stage' (panel discussions/TED talks) on the pressing human rights challenges in Europe; o <i>Act</i> at the 'Human Rights Lab' (masterclasses/workshops) determining actions to leverage the collective strength of the human rights ecosystem. 			
	Use technology to facilitate interaction and networking	The Fundamental Rights Forum 2024 will take a mixed approach of fully hybrid panel discussions and in-person masterclasses/workshops. The latter will resonate with the panel discussions of the main stage.			
	Define some key messages for the future	The 2024 forum will have a reduced number of hubs (three) and sessions (60) over two days, including an increased number of in-person participants.			
		The thematic sessions will build on FRA's human rights leaders and experts meeting of September 2022, also including the interconnected topics, such as gender, migration, racism, inequality and democratic backsliding.			
		Interaction and networking will be facilitated through the technological set-up of the forum, looking at professional platforms for such activities.			
		The goal of the forum is to draw up key messages including future relevance to those in the field, ranging from policymakers to human rights defenders and actors at grassroots level.			
8	Fundamental Rights Platform	Ensure more systematic involvement of FRP organisations in FRA's work	Use a checklist and quarterly news dispatch to systematically inform FRP organisations and include them in FRA's project work.	Q2 2023	Institutional Cooperation and Networks
		Continue to facilitate sector-specific collaboration between FRP organisations	Publish FRP database featuring the themes of activity, for improved sector-specific synergies, and promote its benefits to the FRP.	Q3 2023	
		Pilot innovative and flexible ways of engaging with 'new' CSOs	Develop an outreach strategy to cover all types of CSOs as per FRA's founding regulation and fully utilise the functionalities of the customer relationship management system.	Q1 2024	
		Building efforts to empower CSOs and create a stronger community	Establish an FRP-only online space to facilitate connecting, sharing and capacity building among FRP organisations.	Q4 2024	
		Increase collaboration with other key fundamental rights players to identify and address common threats to the civil society community (better visibility of the collaboration at international level and enhanced visibility at national/local level)	Continue to actively involve FRP organisations in existing FRA projects and initiatives to facilitate collaboration between fundamental rights actors and human rights defenders with other key stakeholders. Make the IGO contact group for human rights defenders visible to CSOs, so that organisations under threat will reach out to it.	Ongoing to Q4 2025	

No.	Project	Recommendations	Follow-up action(s)	Timeframe	FRA unit responsible
9	Fundamental Rights Survey (FRS)	Review if/how this research could be continued/repeated in the future	As the repetition of the survey is not included in the agency's draft work programmes for 2024 or 2025, the question of repeating the survey will need to be re-examined once work starts on defining the work programmes for 2026 and onwards.	Q4 2023	Justice, Digital and Migration
		Increase the visibility of the FRS outputs to specific target groups	A focus paper on survey results concerning persons with disabilities will be published in March 2023. This will allow the results to be communicated to a new group of stakeholders.	Q1 2023	
		Increase the visibility of certain FRS outputs	Publishing the focus paper on results for persons with disabilities, the survey's technical report and the survey questionnaire in 2023, and archiving the survey data set and making it available to researchers, will increase awareness of the survey and create additional opportunities to inform stakeholders about other FRS outputs.	Q1-Q4 2023	

N/A, not applicable.

**PART III. ASSESSMENT OF
THE EFFECTIVENESS OF
THE INTERNAL CONTROL
SYSTEMS**

3.1. EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS

FRA has adopted a set of internal control principles, based on those of the Commission, to ensure the achievement of its activity and management objectives. Compliance with the Internal Control Framework is a compulsory requirement.

FRA uses the organisational structure and the internal control systems suited to achieving its activity and internal control objectives in accordance with the internal control principles and has due regard to the risks associated with the environment in which it operates.

FRA conducts various activities with the purpose of assessing the level of implementation and effectiveness of the Internal Control Framework. The assessment and the consequent prioritising exercise are carried out on the basis of the following sources: internal assessment, register of exceptions, ex post control, fraud prevention, risk assessment and audit findings (IAS and ECA).

The assessment identified some actions needed to improve the timely conclusion of the CDR exercise as well as the need to improve the strategy for internal and external communication and stakeholder management. All the issues are being tackled internally with the improvement of internal processes as well as the support of external contractors. The actions are expected to be completed by 2023.

The anti-fraud strategy was last updated in December 2021. The action plan is currently being implemented. All the actions are being addressed, including a dedicated fraud risk assessment, raising staff awareness of fraud prevention and whistleblowing rules, and a timely update of the legal framework. A specific exercise was conducted to update and assess the declarations of interest from all staff.

3.2. CONCLUSIONS OF ASSESSMENT OF INTERNAL CONTROL SYSTEMS

FRA assessed its internal control systems during the reporting year and has concluded that they are effective and the components and principles are present and functioning well overall, but some improvements are needed, as minor deficiencies were identified related to principles 5, 13 and 14 in relation to the timely conclusion of CDR exercise as well as the need to improve the strategy for internal and external communication and stakeholder management.

3.3. STATEMENT OF THE MANAGER IN CHARGE OF RISK MANAGEMENT AND INTERNAL CONTROL

I, the undersigned,

Manager in charge of risk management and internal control within the European Union Agency for Fundamental Rights,

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

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

Vienna, 26 May 2023



Constantinos Manolopoulos

PART IV. MANAGEMENT ASSURANCE

This part reviews the assessment of the elements reported in Parts II and III and presents the overall conclusion supporting the declaration of assurance and whether or not it should be qualified with reservations.

4.1. REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

The information reported in Parts II and III stems from the results of the 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 complete coverage of the budget managed by FRA.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports;
- there were no critical or very important IAS recommendations, and those of lower importance are being addressed for prompt closure;
- the ECA issued a positive declaration of assurance for the financial year 2021 on the legality and regularity of the transactions;
- there are no ongoing observations from the European Parliament.

4.2. RESERVATIONS

At FRA, the weaknesses that are likely to lead to a reservation fall within the scope of the declaration of assurance, and relate to reasonable assurance on the use of resources, sound financial management, and legality and regularity of operations. To assess if a weakness is material, FRA analyses the failing in qualitative and quantitative terms.

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 FRA's control systems and repetitive errors. These involve the use of resources, sound financial management, and the legality and regularity of 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 that reduce the impact of the weakness);
- the existence of effective corrective actions to correct the weakness (action plans and financial corrections) that have had a measurable impact.

In quantitative terms, with regard to legality and regularity, a weakness is considered material in cases where the financial impact or risk of loss is greater than 2 % of FRA's authorised annual budget.

Taking the above into consideration, no weaknesses, including those covering potential reputational events, were identified related to the financial management of appropriations inside FRA, so no reservations are made in this context.

In conclusion, based on the elements reported above, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director, in his capacity as authorising officer, has signed the declaration of assurance.

PART V. DECLARATION OF ASSURANCE

I, the undersigned, Director of the European Union Agency for Fundamental Rights,

In my capacity as authorising officer,

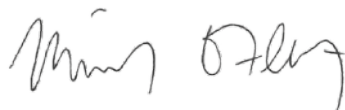
Declare that the information contained in this report gives a true and fair view.

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 work of the Internal Audit Service, and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the Agency.

Vienna, 26 May 2023

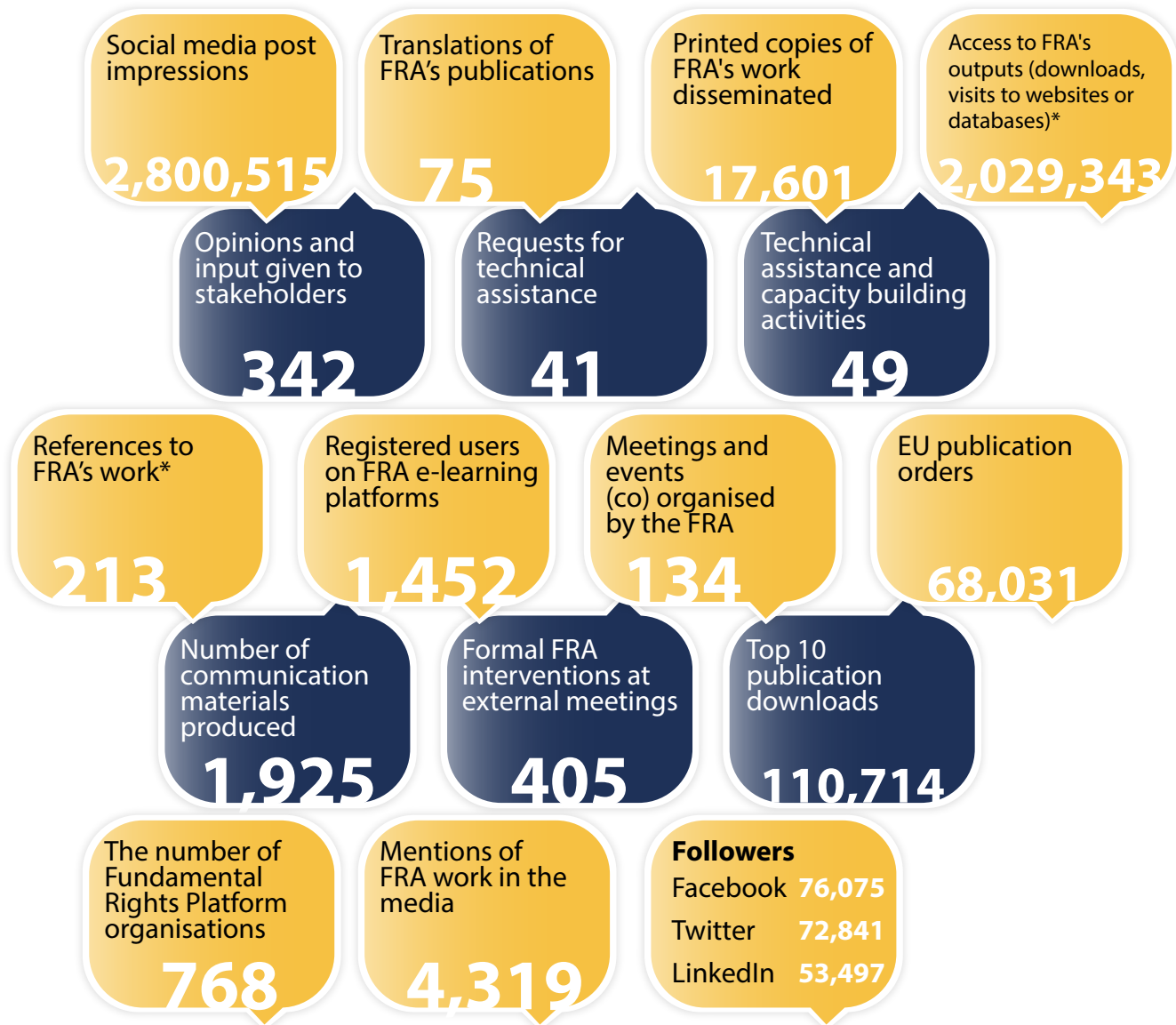
A handwritten signature in black ink, appearing to read 'Michael O'Flaherty', written in a cursive style.

Michael O'Flaherty

ANNEXES

Annex I. Core business statistics

2022 AT A GLANCE



* This includes number of FRA website page views (984,605), number of FRA website visits (471,093), number of anti-Muslim hatred/criminal detention database page views (13,005), number of anti-Muslim hatred/criminal detention database visits (4,121), number of generations of data visualisation charts (554,948) and number of video page views (1,571).

FRA'S KEY PERFORMANCE INDICATORS

In 2022, FRA largely exceeded its targets and maintained a high level of stakeholder satisfaction. Importantly, it should be noted that the performance was achieved in spite of significant reprioritisation of activities and resources – as approved by FRA's Management Board in May 2022 – in order to ensure that FRA could respond comprehensively and promptly to the war in Ukraine and the risks it poses to the EU's fundamental rights.

FRA produced a high number of outputs, including publications, written and verbal inputs, meetings, events, technical assistance and capacity building. FRA continued its efforts to ensure that outputs are accessible across the EU, translating 75 versions of its outputs into other EU languages. In addition, it delivered 342 written and verbal inputs to key stakeholders on the compliance of their activities and outputs with fundamental rights (compared with 263 in 2021). FRA supported a large number of key stakeholders through 49 technical assistance and capacity-building activities, as well as responding to 41 requests for technical assistance from stakeholders. In 2022, FRA (co-) organised 134 events and meetings. It also contributed 405 times to externally organised meetings, drawing on its expertise and research to share pertinent and evidence-based insights.

FRA reached a considerable number of stakeholders in 2022: on average, FRA social media channels had an increase in followers of 10 %, with the highest percentage increase on LinkedIn (approximately 35 %). The effectiveness of FRA's high-quality analyses was evident through the many references to FRA's work, including in 213 publications (legislative documents, academic papers, etc.) and 4,319 media mentions.

FRA's work met the needs and expectations of its key stakeholders. Most of the stakeholders who had attended a FRA event (81 %) agreed that they would attend similar events, conferences and meetings organised by FRA in the future. The majority of key stakeholders reported that FRA outputs were relevant, useful, reliable and delivered in a timely manner (76 %, 89 %, 88 % and 68 %, respectively).

Table 6 shows FRA's performance against its 2022 key performance indicators (KPIs). This primarily concerns output and outtake (short-term achievement) indicators, which are collected and reported annually. Some outcome (long-term achievement) indicators are currently populated with responses collected through the user satisfaction survey, but will later be measured through external evaluations of FRA's work.

TABLE 6. PERFORMANCE AGAINST KPIS

	Indicator	Source	Target	2022 performance
Output indicators				
I1	Number of publications produced	Core business statistics	2,615	3,090 (28 main publications + 3,062 other reports)
I2	Number of research outputs produced	Core business statistics	181	262
I3	Number of written/verbal inputs delivered	Core business statistics	83	342
I4	Number of formal requests for opinions on legislative proposals	Core business statistics	0	0
I5	Number of requests for data and evidence	Core business statistics	63	124
I6	Number of technical assistance/ capacity-building activities organised/ co-organised	Core business statistics	56	49 ^(a)
I7	Number of requests for technical assistance and capacity building	Core business statistics	19	41
I8	Number of country visits to Member States	Core business statistics	16	25
I9	Number of meetings and events organised/co-organised	Core business statistics	48	134 ^(b)
I10	Number of external meetings and events where FRA presented/spoke/ formally intervened	Core business statistics	117	405 ^(c)
I11	Number of communication materials produced	Core business statistics	1,141	1,925
I12	Number of outputs disseminated/ accessed	Core business statistics	279,938	17,601 printed copies disseminated; 2,029,343 outputs accessed (downloads, visits to websites or databases)
I13	Number of translations of publications into other EU languages	Core business statistics	28	75
I14	Number of participants in events	Core business statistics	163	1,700
Outtake indicators				
I15	Proportion of stakeholders attending events who would attend similar events in the future	User satisfaction survey 2022	70 %	81 % ^(d)
I17	Number of references to FRA's work	Web scraping Core business statistics	+ 10 %	213 ^(e) (total references)
I18	Proportion of stakeholders using outputs	User satisfaction survey 2022	70 %	81 % ^(f)
I19	Extent to which outputs are considered by stakeholders to be: · useful · relevant · timely · reliable	User satisfaction survey 2022	70 %	Useful: 89 % Relevant: 76 % Timely: 68 % Reliable: 88 %
I20	Proportion of stakeholders who believe FRA provided relevant and reliable real-time expertise in response to an emergency	User satisfaction survey 2022	70 %	70 %

	Indicator	Source	Target	2022 performance
I21	Number of mentions in the media	Outreach statistics	5,200	4,319
I23	Rate of increase/decrease in social media presence	Outreach statistics	< 10 %	9.8 % increase in followers ^(g)
I24	Number of media enquiries (through FRA contact form)	Outreach statistics	120	1,925
I25	Rate of increase/decrease in newsletter recipients	Outreach statistics	2,163 (> 20 %)	32 % increase
Other indicators				
(a)	Number of social media post impressions	Outreach statistics	N/A	2,800,515

N/A, not applicable.

(a) Certain projects or activities were postponed to 2023, in line with the adopted amendments to FRA's single programming document.

(b) Virtual/hybrid events, 127; in-person events, 7.

(c) Meetings with EU institutions (target, 112; actual value, 274), international organisations (target, 3; actual value, 3), national authorities (target, 17; actual value, 37), civil society (target, 0; actual value, 4) and others (target, 23; actual value, 87).

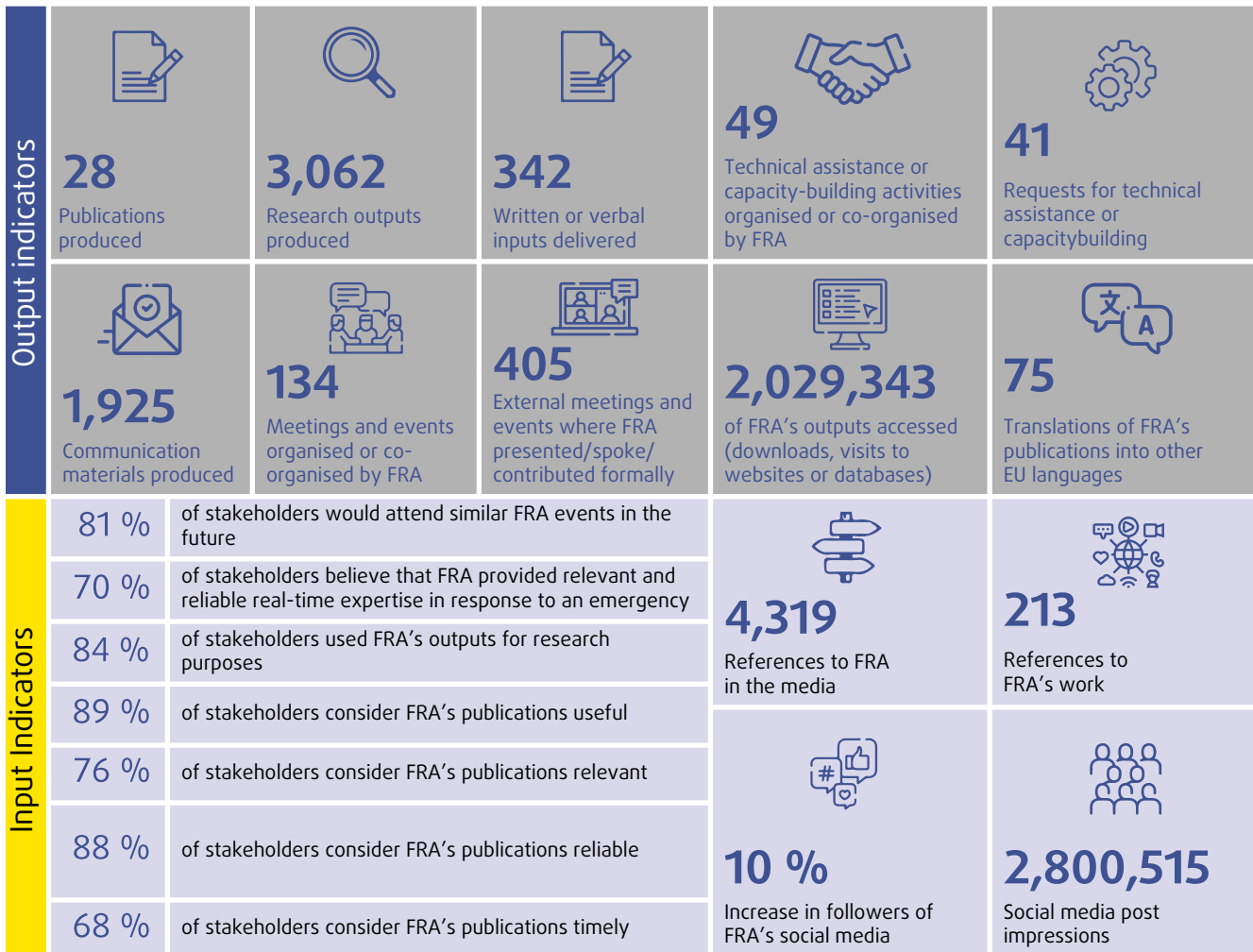
(d) This refers to 'events, conference, meeting or forum' organised by FRA.

(e) The rate change from 2021 is not possible to calculate because the method of identifying references changed. In 2021, respondents to the user satisfaction survey were asked to indicate their references to FRA products but this question was not included in the survey in 2022. This constitutes a new baseline. The full method is described below (section 'References to FRA in 2022'), including a breakdown of the total by stakeholder type.

(f) Proportion of stakeholders who agreed/strongly agreed, by type of use of FRA output: research (84 %); awareness raising (76 %); advocacy (65 %); implementation of legislation and policies at EU level (60 %); implementation of national legislation and policies (60 %); policy making at national level (54 %); policy making at EU level (43 %); measure the impact of a given intervention on fundamental rights (32 %).

(g) Average growth in followers across Facebook (-0.03 %), Twitter (5.39 %), LinkedIn (34.83 %) and Instagram (25.02 %).

FRA's achievements in 2022



Outreach: communication statistics

This section outlines key statistics regarding FRA's communication activities in 2022.

FIGURE 7. TOP 10 FRA PUBLICATIONS DOWNLOADED

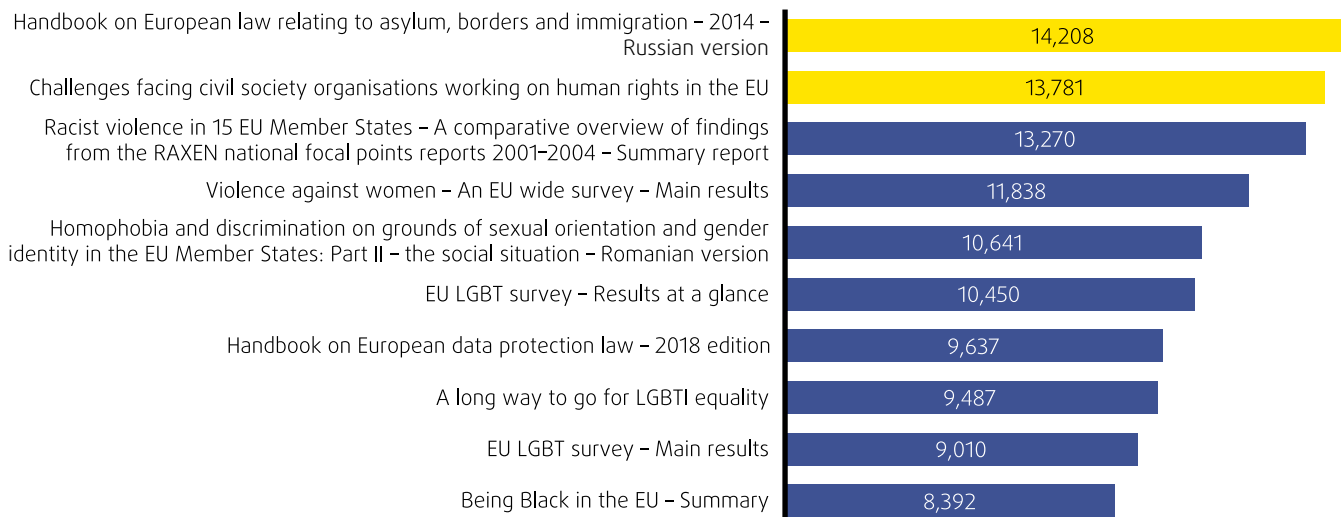


FIGURE 8. NUMBER OF FRA'S PRINT PUBLICATIONS DISSEMINATED

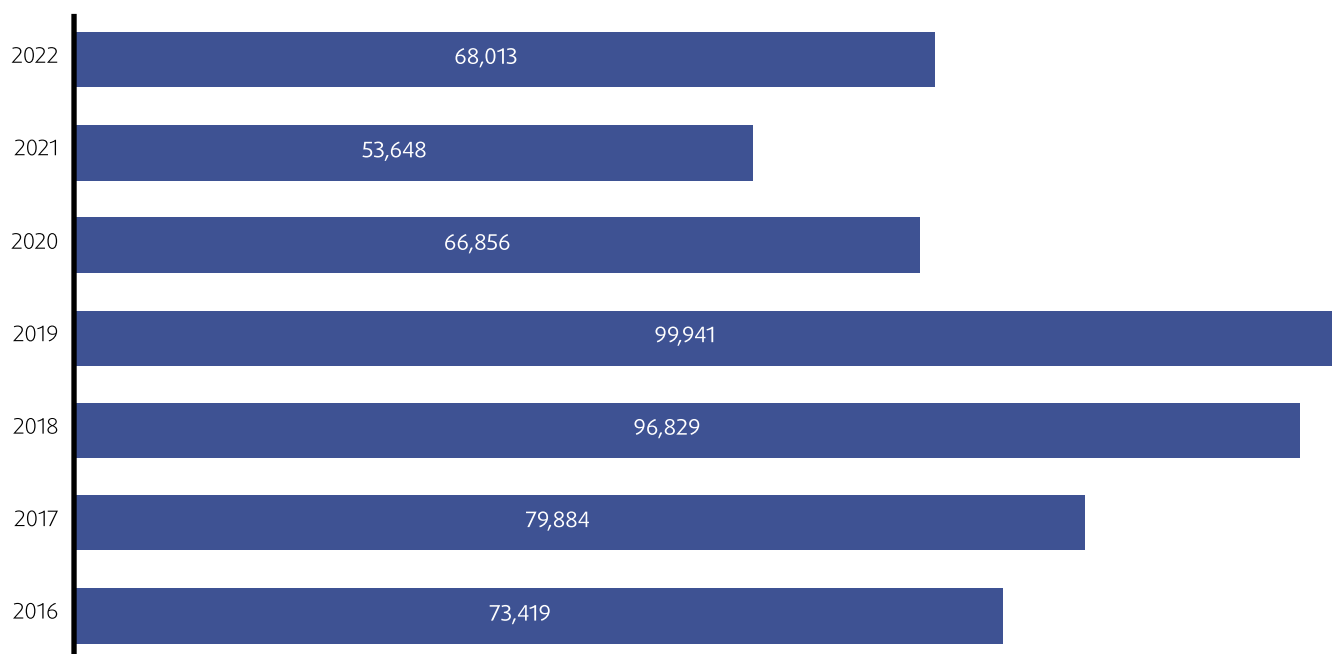


TABLE 7. FRA ON SOCIAL MEDIA

Platform	Followers	Posts	Impressions	Engagement	Video views
LinkedIn	53,497	377	989,401	10,861	46,685
Facebook	76,075	463	654,967	9,338	11,704
Twitter	72,841	566	1,046,169	25,761	21,429
Instagram	4,157	285	109,978	4,368	N/A
TOTAL	206,570	1,691	2,800,515	50,328	79,818

N/A, not applicable.

TABLE 8. WEEKLY BREAKDOWN OF FRA MEDIA COVERAGE IN 2022

Month	Week 1	Week 2	Week 3	Week 4	Week 5	Total 2022
January	24	31	43	313		411
February	40	65	78	37		220
March	28	173	19	75		295
April	88	47		68	58	261
May	67	84	151			302
June	156	156	107	72		491
July	88	35	59	42	66	290
August	54	29	29	44	66	156
September	41	23	37	44	53	198
October	37	209	135	362		743
November	353	125	54	112		644
December	85	180	43			308

FIGURE 9. FRA TOPICS COVERED IN THE MEDIA IN 2022

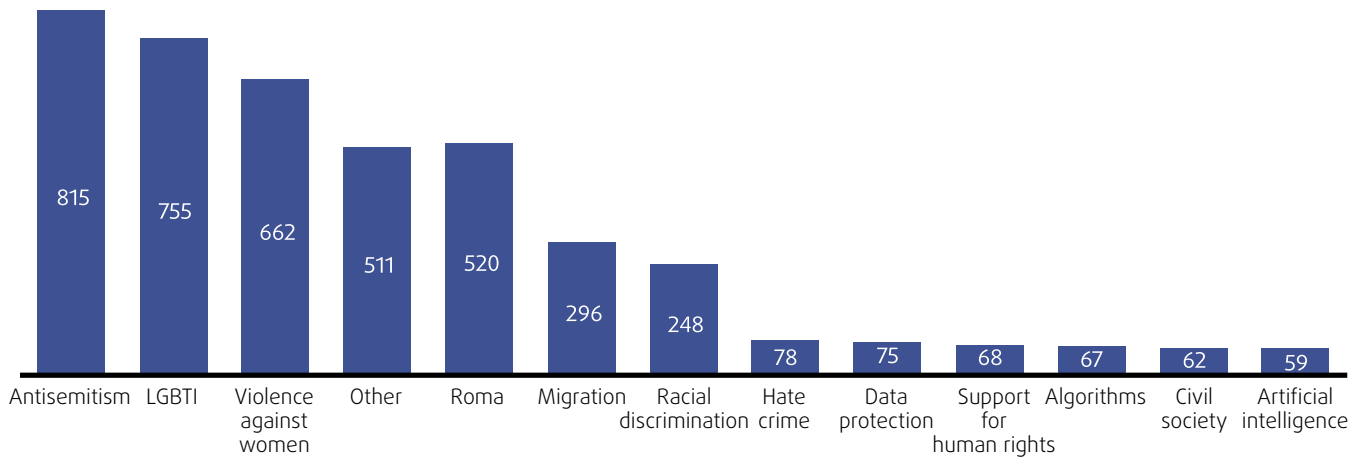
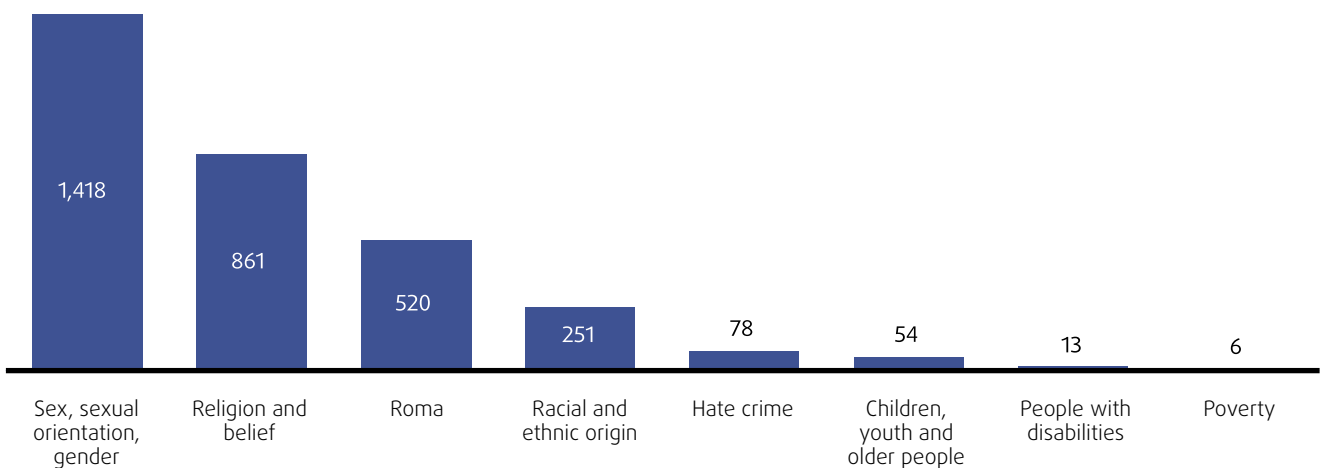
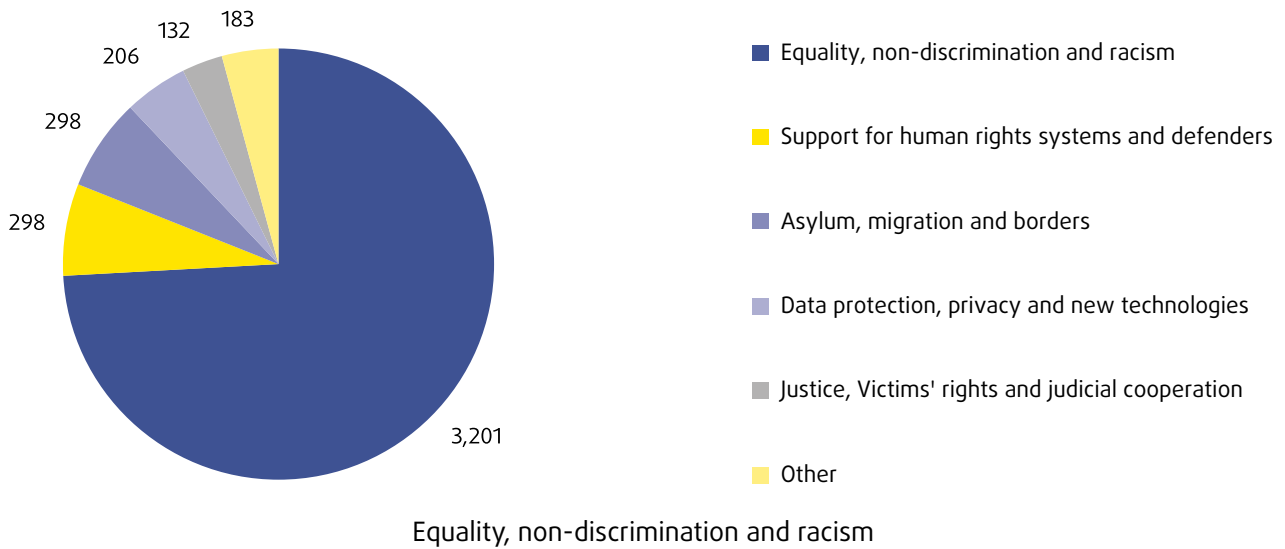
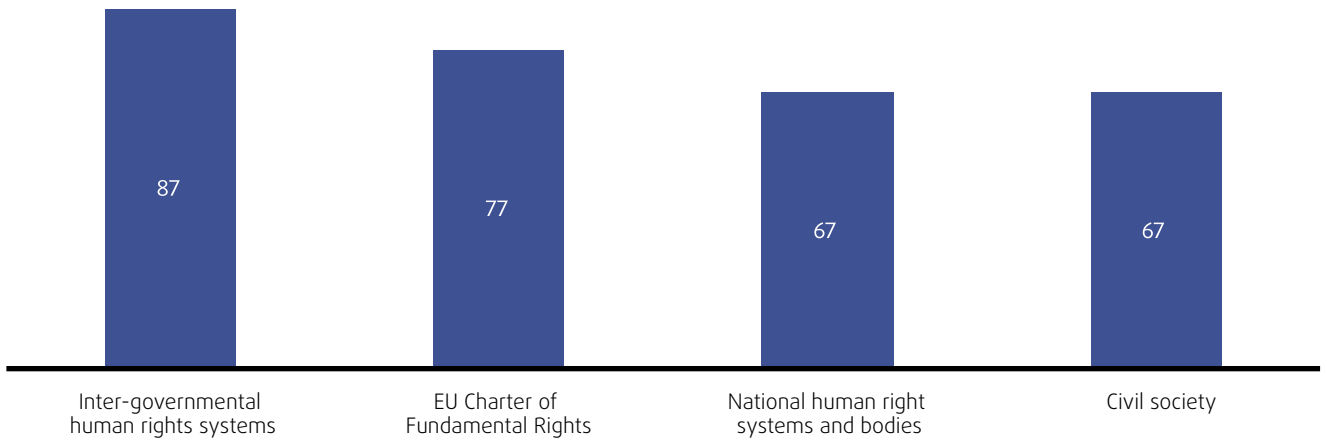


FIGURE 10. FRA AREAS OF ACTIVITY IN THE MEDIA IN 2022



Support for Human Rights Systems and Defenders



Asylum, migration and borders

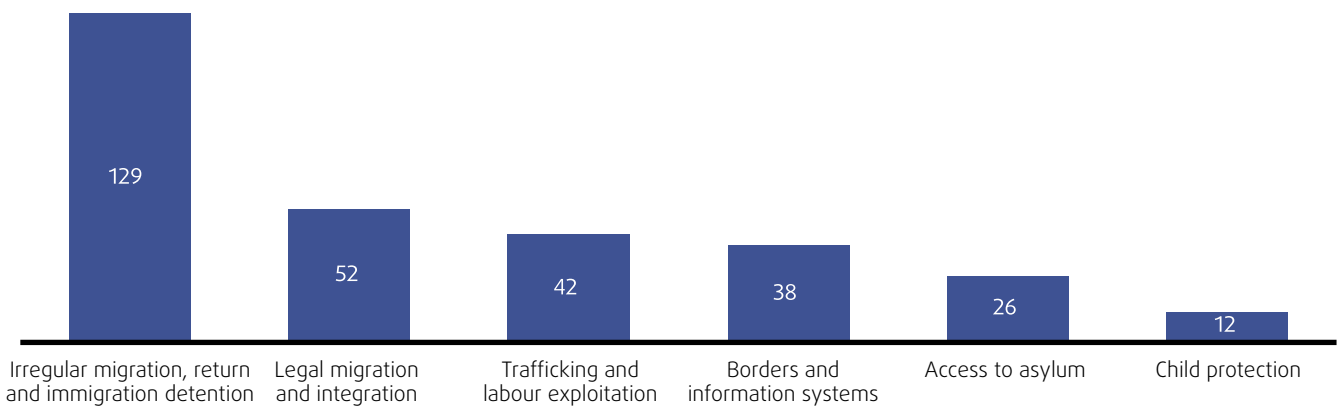


FIGURE 11. TOP 10 MEDIA OUTLETS COVERING FRA IN 2022

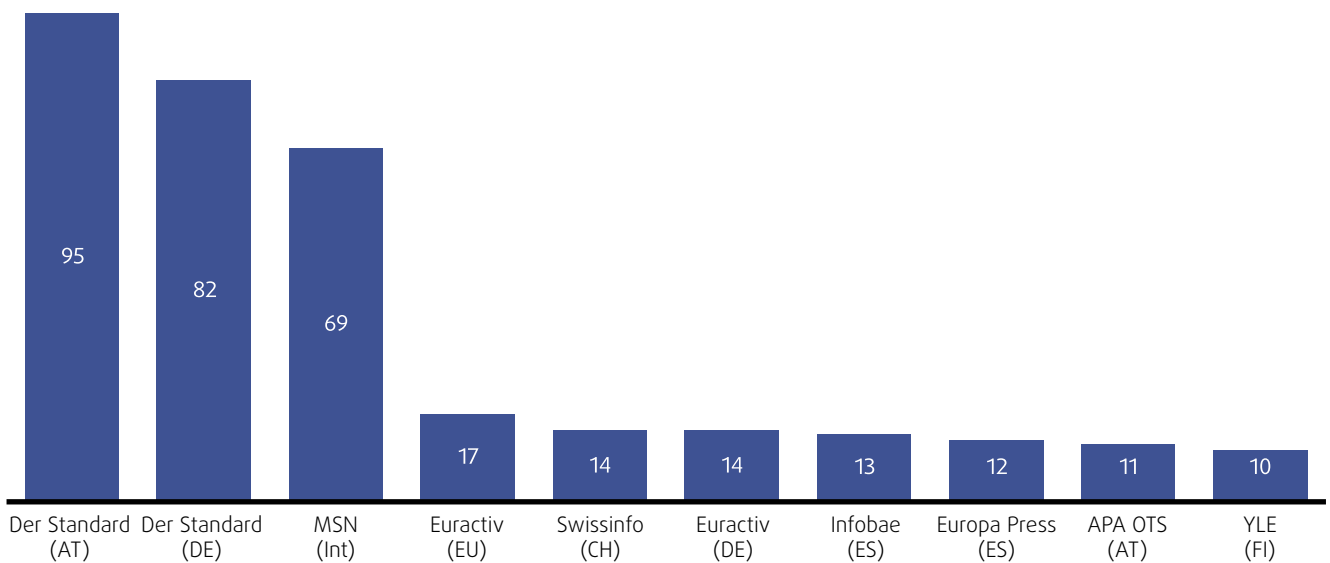


TABLE 9. TRANSLATIONS PUBLISHED IN 2022

Titles	Languages
Facial recognition technology: Fundamental rights considerations in the context of law enforcement	de, fr (2)
Handbook on European non-discrimination law – 2018 edition	da, et, lv, mt (4)
Handbook on European data protection law – 2018 edition	lv, pt, sv (3)
Border controls and fundamental rights at external land borders – Pocket edition	bg, cs, da, de, el, es, et, fi, fr, hr, hu, it, lt, lv, mt, nl, pl, pt, ro, sl, sk, sv (22)
Preventing unlawful profiling today and in the future: A guide	bg, cs, da, et, fi, hr, hu, lt, lv, pt, ro, sk, sl, sv (14)
Equality in the EU – 20 years on from the initial implementation of the equality directives – FRA opinion 1/2021	bg, cs, da, de, el, es, et, fi, hr, hu, it, lt, lv, mt, nl, pl, pt, ro, sk, sl, sv (21)
Roma and Travellers in six countries	sv (1)
Encouraging hate crime reporting – The role of law enforcement and other authorities	it (1)
Protecting civic space in the EU	fr (1)
Handbook on European law relating to asylum, borders and immigration – Edition 2020	bg, el, hr, hu, pl, sl (6)

References to FRA in 2022

This section presents references to FRA publications and activities in 2022. References were identified through manual searches of the online document repositories of the European Commission and European Parliament and Overton (the world's largest searchable index of policy documents, guidelines, think tank publications and working papers). Repositories were searched through key terms related to the name of the agency and FRA's 2022 publications. This was supplemented with information from FRA's project managers. Searches were also conducted to identify academic references to FRA 2022 publications through web scraping and manual searches of Overton.

In total, 184 references were made to FRA's work by EU and international institutions, as shown in Table 10. The European Parliament had the highest number of references to FRA's work (77), followed by the European Commission (36) and the Council of the European Union (31). EU agencies' single programming documents were also analysed, to identify synergies between the agencies. In total, six agencies were identified as mentioning FRA in their single programming documents (CEPOL, EIGE, Frontex, eu-LISA, EUAA and EMCDDA). Among other stakeholders, 10 references to FRA's work were made by CSOs, and 13 references to FRA 2022 publications were identified in academic outputs. The total references to FRA in 2022 were 213.

TABLE 10. REFERENCES TO FRA IN 2022, BY STAKEHOLDER TYPE

EU and international institutions	Number of references
European Parliament	77
European Commission	36
Council of the European Union	31
European Committee of the Regions	10
CoE	5
United Nations	3
OSCE	2
OECD	1
Other EU institutions	19
Subtotal	184
EU agencies' single programming documents	6
Subtotal	6
Other stakeholder groups	
Civil society organisations	10
Academia (reference to FRA's publications only)	13
Subtotal	23
Total	213

Stakeholder satisfaction 2022

In 2022, FRA commissioned ICF S.A. to conduct a stakeholder satisfaction survey. The survey was based on two different questionnaires: one targeting FRA general stakeholders, and one for stakeholders who ordered a publication from the Publications Office of the European Union.

The **general user feedback questionnaire** asked respondents how they had used FRA's publications, whether they found the publications useful, relevant, timely and/or reliable, their attendance at FRA-organised events and whether they would attend a similar event again, and the extent to which FRA had achieved its contributions to key objectives for 2022. A total of 68 stakeholders responded to the survey.

The **publication-specific user satisfaction survey** asked respondents about their use of FRA publications, whether they found the publication useful, relevant, timely and/or reliable, and the impact of FRA publications. A total of 84 stakeholders responded to the survey.

Both questionnaires were open for responses in February 2023. The questionnaires were developed and analysed by ICF and administered by the Publications Office of the European Union.

FIGURE 12. GEOGRAPHICAL DISTRIBUTION OF STAKEHOLDER SATISFACTION SURVEY RESPONDENTS

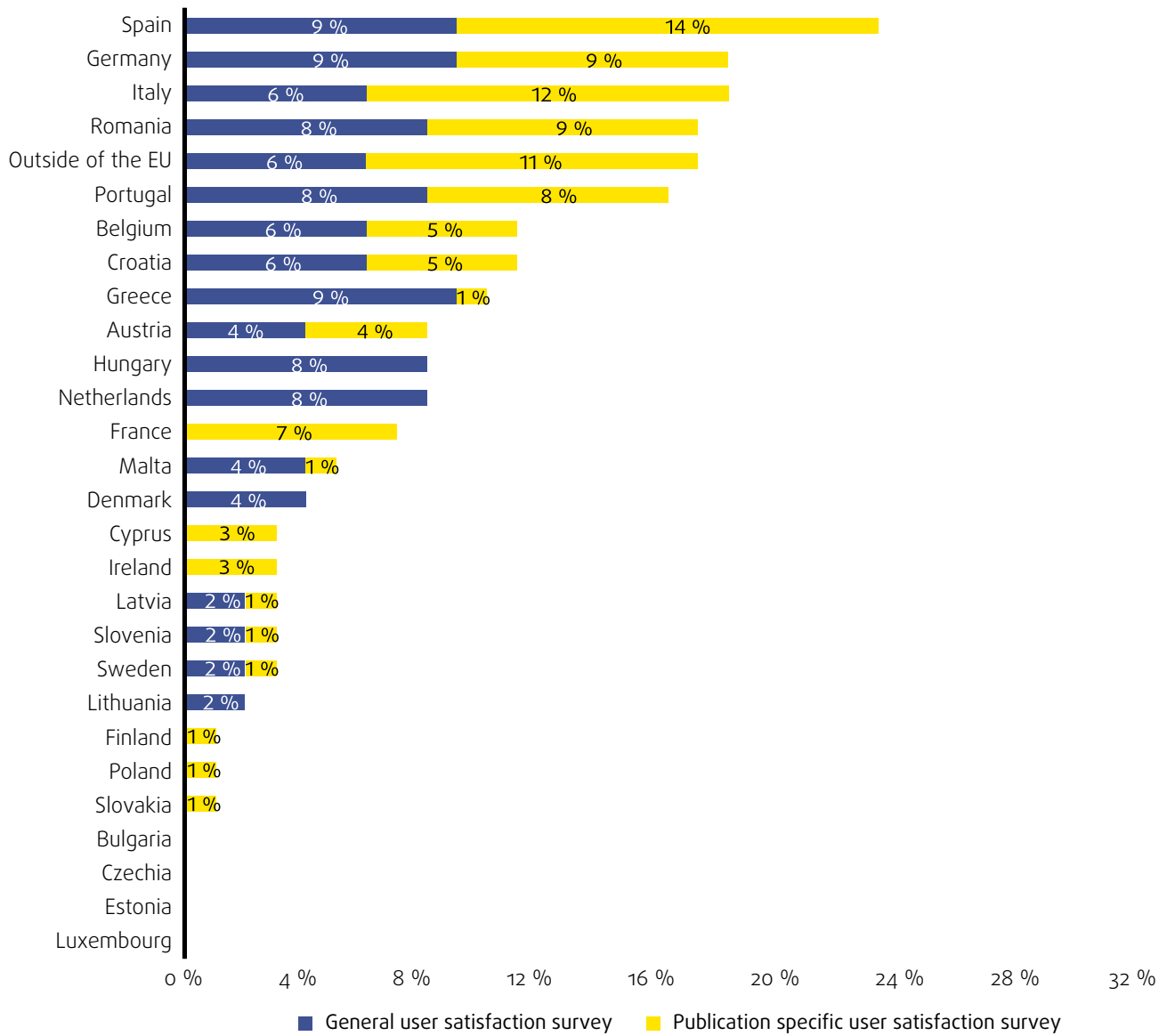


FIGURE 13. RESPONDENTS' ORGANISATIONS

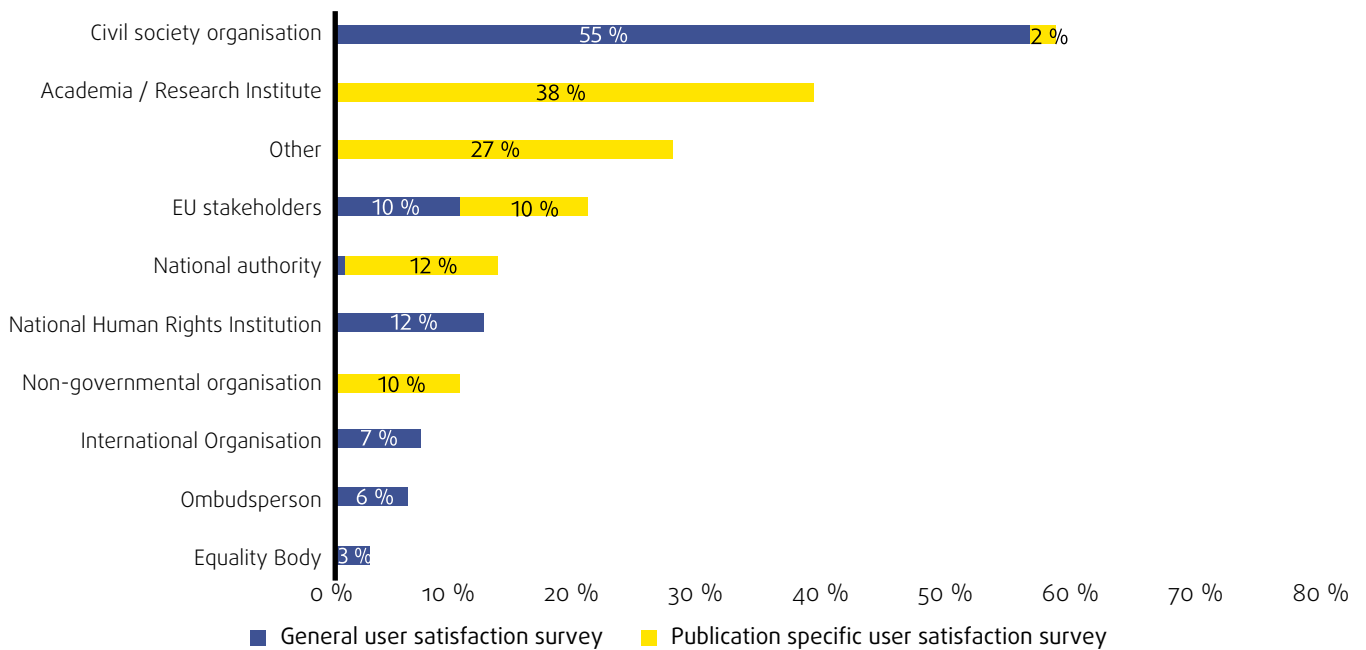
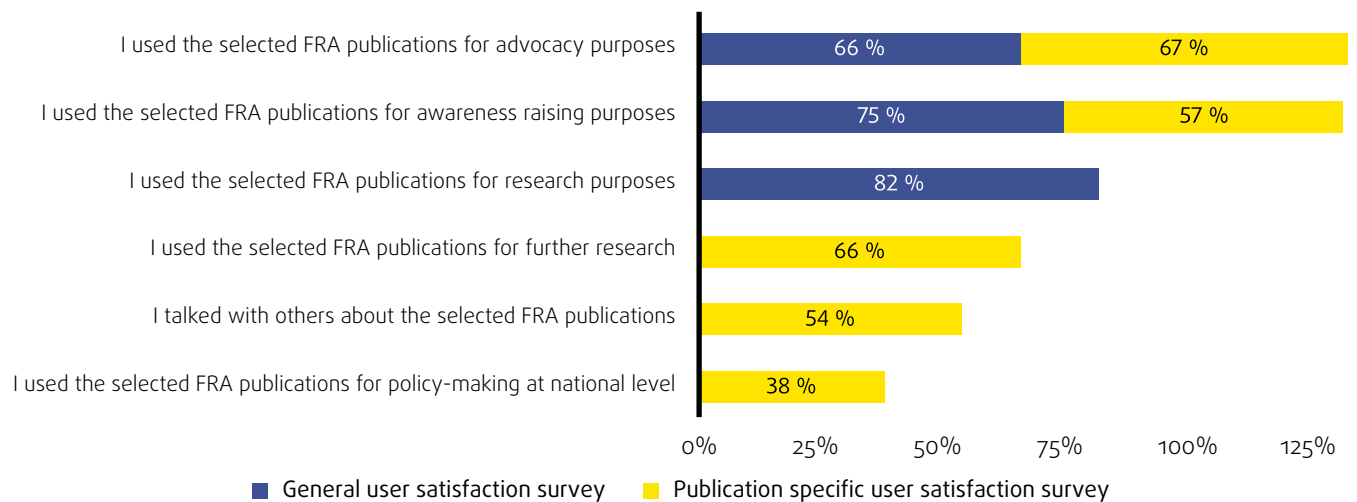


FIGURE 14. USE OF FRA 2022 PUBLICATIONS



User satisfaction survey

FIGURE 15. USE OF FRA OUTPUTS

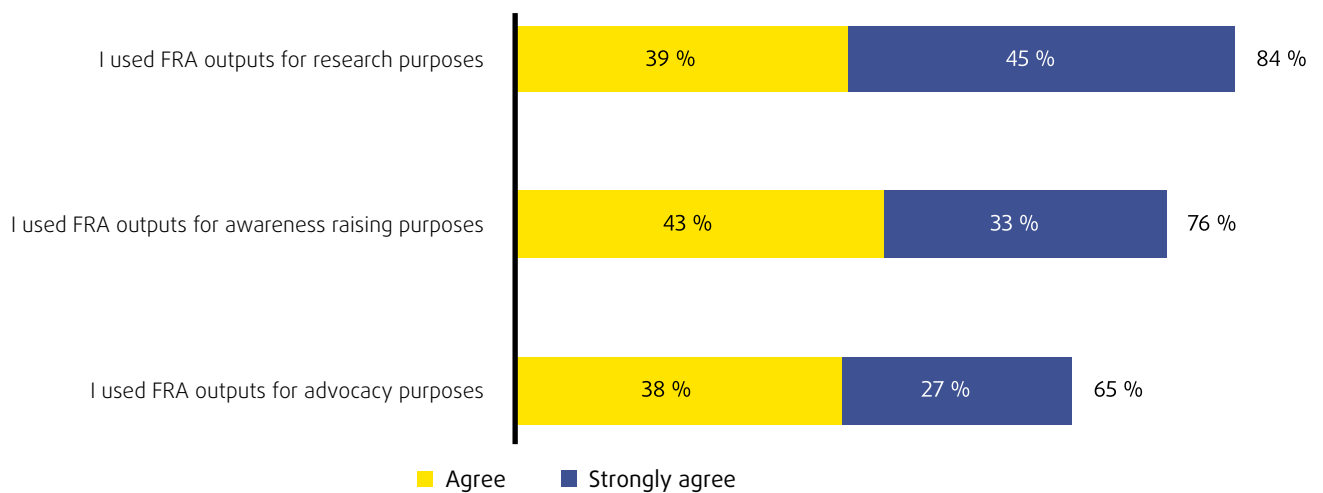


FIGURE 16. USEFULNESS, RELIABILITY, RELEVANCE AND TIMELINESS OF REPORTS

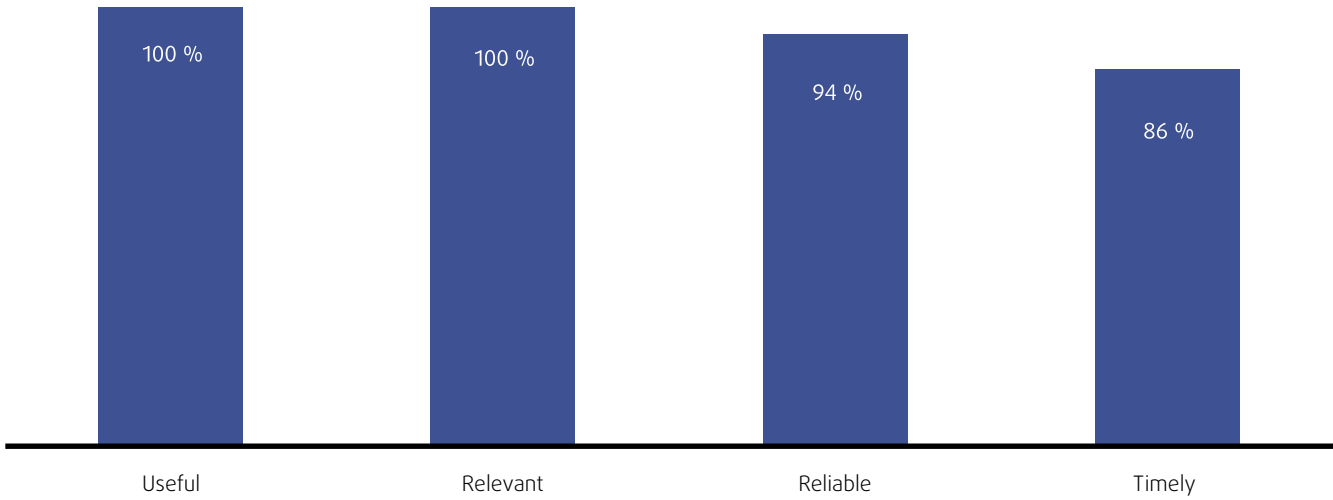
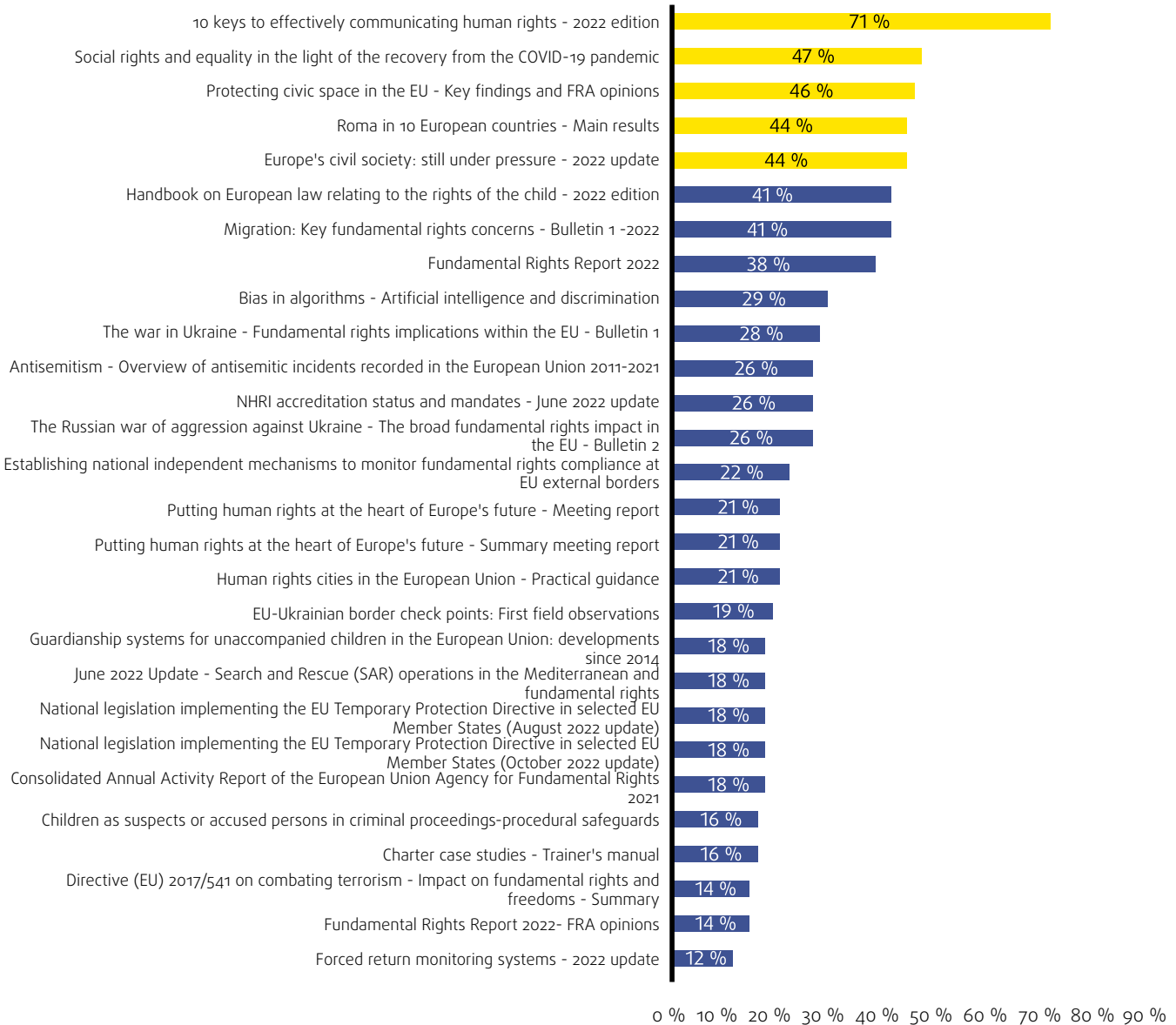


FIGURE 17. MOST POPULAR FRA OUTPUTS IN 2022



Publications survey

FIGURE 18. USEFULNESS, RELIABILITY, RELEVANCE AND TIMELINESS OF FRA 2022 PUBLICATIONS

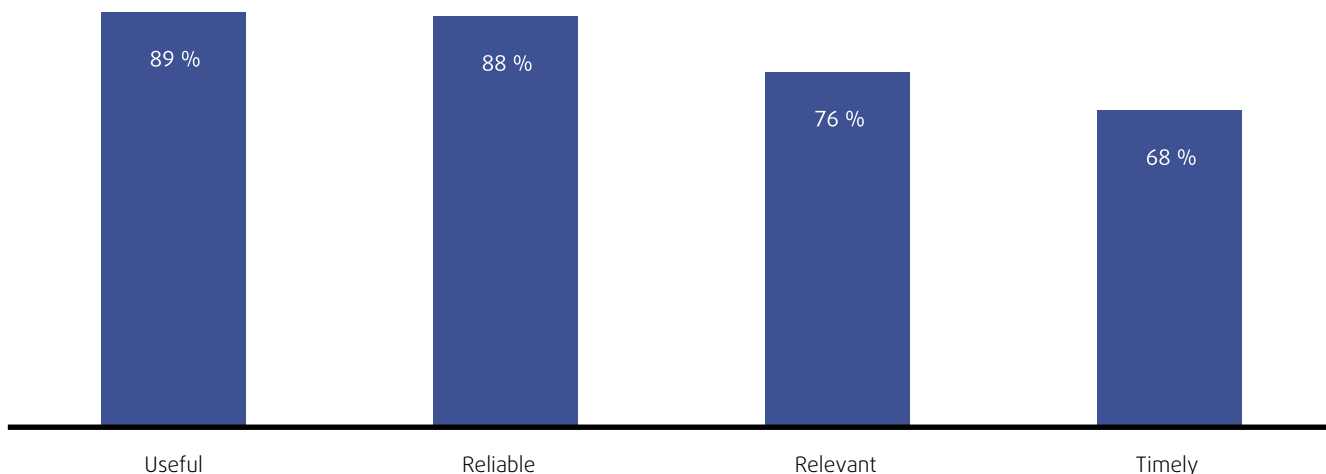
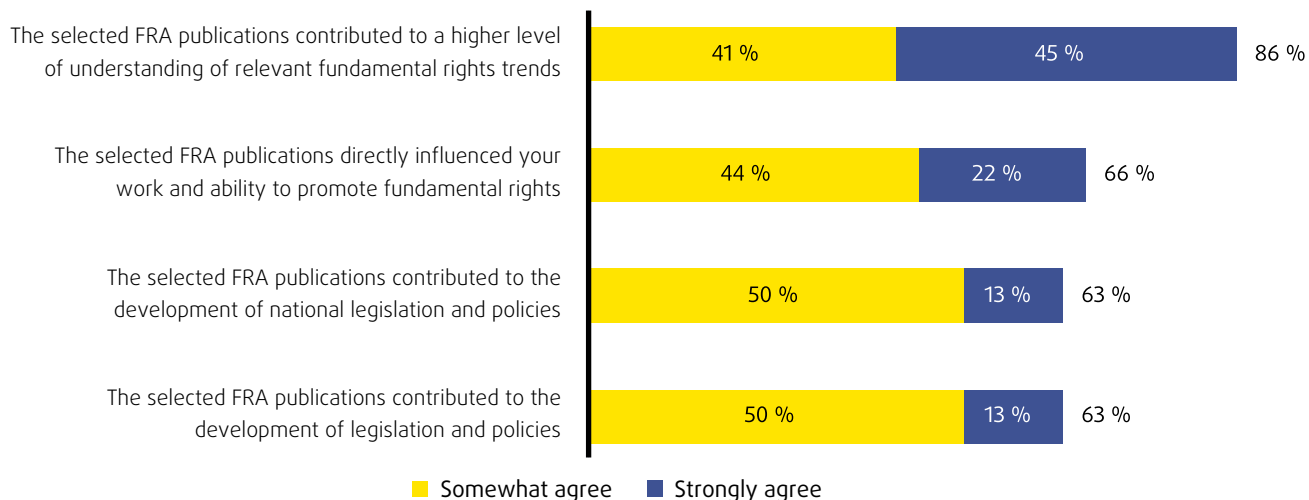


FIGURE 19. IMPACT OF FRA 2022 PUBLICATIONS



KPIs for the Director of FRA

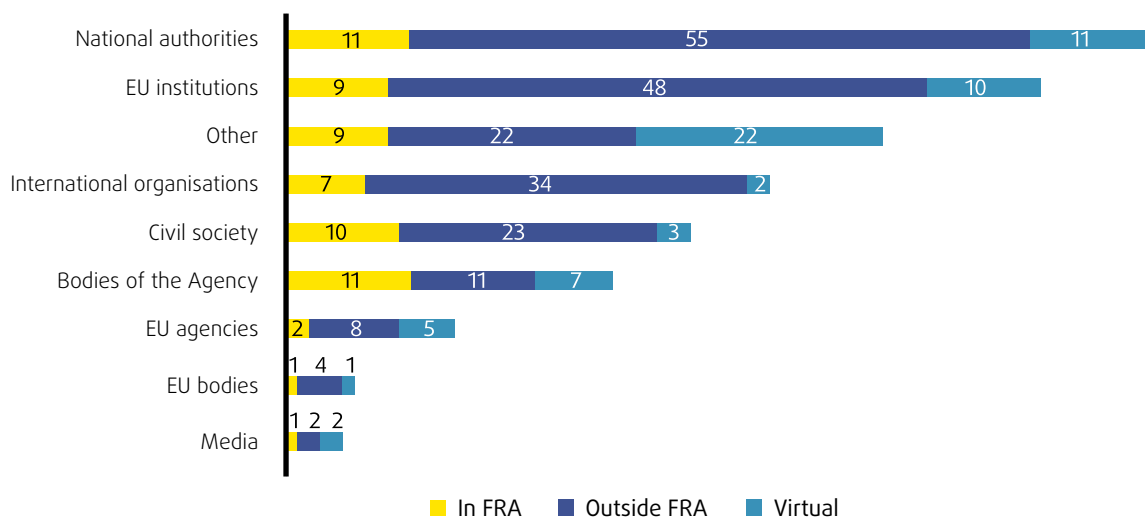
In line with the Commission’s guidelines on KPIs for directors of EU decentralised agencies, objectives, indicators and targets were identified for FRA’s Director. These are presented in Table 11.

TABLE 11. DIRECTOR'S KPIS

Objective	KPI	Target	Achieved
Work programme fully implemented throughout the year and such implementation reflected in the Annual Activity Report for that year	Timely submission of the draft programming document to the Management Board and to the European Commission	<i>December N – 2</i> <i>January N – 1</i> <i>December N – 1</i>	<i>December N – 2</i> <i>January N – 1</i> <i>December N – 1</i>
	Percentage of completion of the activities of the annual work programme/programming document	90 %	90 %
	Timely achievement of objectives of the programming document	90 %	<i>To be populated at the end of the programming period (2023)</i>
	Timely submission of documents planned for publication in the annual work programme/ programming document/annual activity report and in particular of the (annual) Fundamental Rights Report, in cooperation with the Scientific Committee	90 %	100 %
Swift, timely and full use of the financial and human resources allocated by the budgetary authorities	Rate (%) of implementation of commitment appropriations	> 95 %	100 %
	Rate (%) of cancellation of payment appropriations	< 5 %	1.5 %
	Rate (%) of outturn (total payments in year N and carry-forwards to year N + 1, as a percentage of the total EU funding and fee income, where applicable, received in year N)	> 95 %	99.6 %
	Rate (%) of payments executed within the legal/ contractual deadlines	> 80 %	85 %
Timely implementation in terms of the adequacy and effectiveness of internal control systems	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	90 %	100 %
	Average vacancy rate (percentage of authorised posts of the annual establishment plan that are vacant at the end of the year, including job offers sent before 31 December)	< 5 % of total posts	-
	Delivery of positive opinions by the Scientific Committee on agency publications	100 %	100 %
	Ex ante and ex post evaluations of projects implemented based on the annual evaluation plan	80 %	100 %
Evidence of the level of staff wellbeing	Organisation of satisfaction surveys/engagement surveys within the agency	<i>1 every 3 years</i>	-
	Annual average days of short-term sick leave per staff member	< 8	9
	Members of staff complaining under Article 90 (2) of staff regulations per 100 staff members	< 5	2

Objective	KPI	Target	Achieved
External presentation of the agency's activities and effective cooperation with the agency's external stakeholders	Formal presentations to the European Parliament and Council (including its preparatory bodies)	> 4	26 (4 at the European Parliament, 13 meetings with MEPs, 9 formal presentations at the Council)
	Country visits to present the agency's work	4	4
	Number of interviews or mentions of FRA Director in different media outlets	12 in a year	9 interviews and 628 mentions
	Cooperation meetings with the agency's networks and partners including EU institutions, bodies and agencies, NLOs, international organisations, public bodies competent for human rights in the Member States (including NHRIs), and civil society (including participants in the FRP)	> 200 bilateral meetings > 15 stakeholder meetings at FRA 1 NLO meeting > 6 visits to EU institutions, bodies and agencies	331 bilateral meetings (77 national authorities, 67 EU institutions, 43 international organisations, 36 civil society, 29 bodies of the agency, 15 EU agencies, 6 EU bodies, 5 media, 53 other) 2 NLO meetings

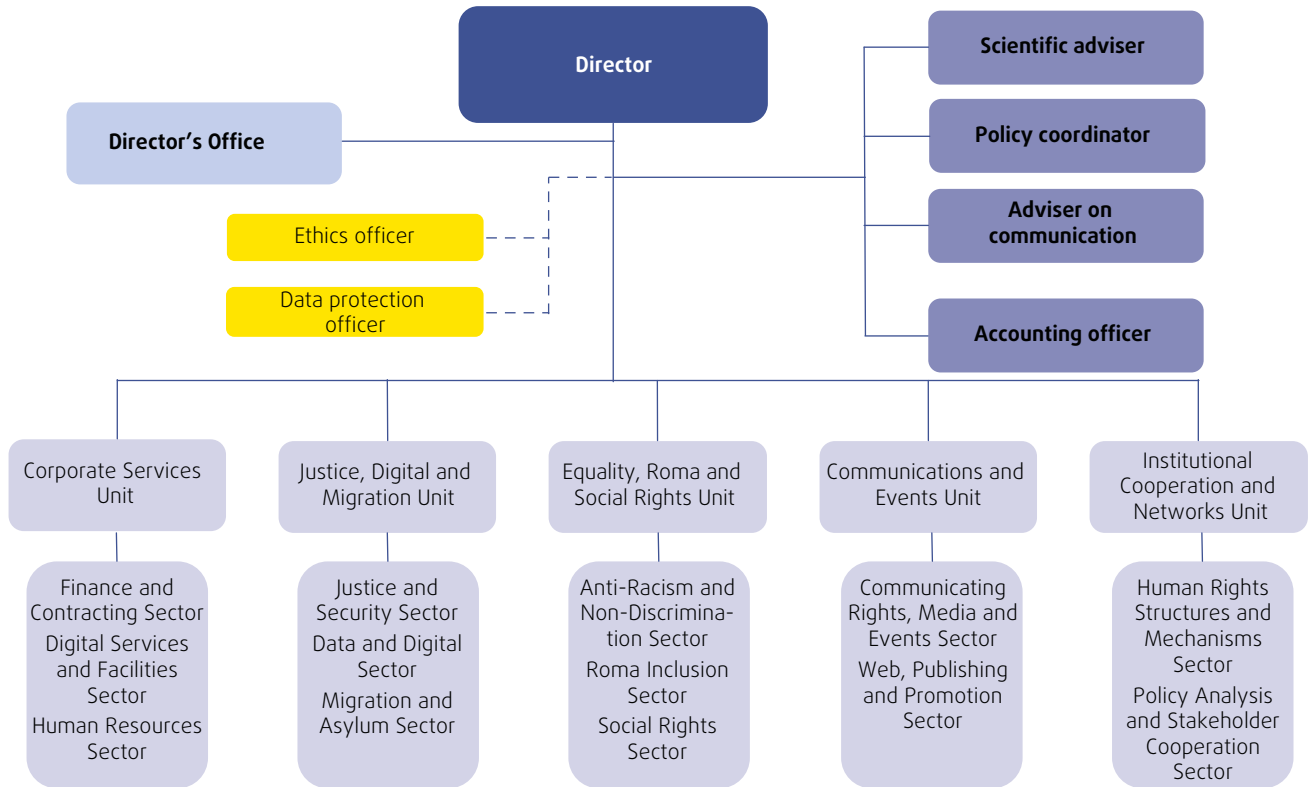
FIGURE 20. DIRECTOR'S OFFICIAL MEETINGS, 2022



Annex II. Statistics on financial management

Please refer to the *Report on Budgetary and Financial Management* available online at the [FRA web page on finance and budget](#).

Annex III. Organisational chart



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

TABLE 12. ESTABLISHMENT PLAN

Category and grade	Permanent posts		Temporary posts	
	2022 (authorised posts)	2022 (actually filled as of 31 December 2022)	2022 (authorised posts)	2022 (actually filled as of 31 December 2022)
AD 16	-	-	-	-
AD 15	-	-	1	1
AD 14	-	-	4	1
AD 13	-	-	3	2
AD 12	-	-	1	2
AD 11	-	-	6	5
AD 10	-	-	11	5
AD 9	-	-	9	9
AD 8	-	-	10	11
AD 7	-	-	3	5
AD 6	-	-	-	2
AD 5	-	-	-	2
Total AD	-	-	48	45
AST 11	-	-	-	-
AST 10	-	-	3	1
AST 9	-	-	3	5
AST 8	-	-	3	-
AST 7	-	-	5	7
AST 6	-	-	7	6
AST 5	-	-	3	3
AST 4	-	-	-	1
AST 3	-	-	-	-
AST 2	-	-	-	-
AST 1	-	-	-	-
Total AST	-	-	24	23
AST/SC 6	-	-	-	-
AST/SC 5	-	-	-	-
AST/SC 4	-	-	-	-
AST/SC 3	-	-	-	-
AST/SC 2	-	-	-	-
AST/SC 1	-	-	-	-
Total AST/SC	-	-	-	-
Total	-	-	72	68

AD, administrator; AST, assistant; AST/SC, secretaries and clerks.

Source: FRA (2022)

TABLE 13. INFORMATION ON RECRUITMENT GRADE/FUNCTION GROUP FOR EACH TYPE OF POST

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment*	Indication of whether the function is dedicated to administrative support or operations
Head of Unit	TA	AD 9 – external (internal AD 8-AD 12)	Operational
Project manager	TA	AD 5 – external (internal AD 5-AD 6)	Operational
Information and communication officer – communication specialist	TA	AD 5 – external (internal AD 5-AD 6)	Operational
Editor	CA	FGIV	Operational
Human resources assistant	CA	FGIII	Administrative support
Administrative agent	CA	FGII	Administrative support

AD, administrator; AST, assistant; CA, contract agent; FG, function group; TA, temporary agent.

Source: FRA (2022)

TABLE 14. JOB SCREENING/BENCHMARKING AGAINST PREVIOUS YEAR'S RESULTS

Job type (sub)category	Year N – 1 (%)	Year N (%)
Administrative support and coordination	16	15
Administrative support	15	14
Coordination	1	1
Operational	73	75
Top-level operational coordination	3	5
Programme management and implementation	59	55
Evaluation and impact assessment	1	1
General operational	10	14
Neutral	11	14
Finance/control	10	9
Linguistics	1	2

NB: The above figures include all different types of contracts, i.e. temporary agents, contract agents, seconded national experts, trainees, study visitors and external service providers.

Source: FRA (2022)

Annex V. Human and financial resources by activity

TABLE 15. HR BY ABB ACTIVITY

ABB activity	HR by ABB activity	
	Total person-days	%
Anti-racism and non-discrimination	1,223	6
Social rights	903	5
Roma inclusion	1,174	6
Justice and security	1,924	10
Data and digital	1,252	6
Migration and asylum	1,680	9
Human rights structures and mechanisms	2,071	10
Policy analysis and stakeholder cooperation	1,998	10
Communicating rights, media and events	1,293	7
Web, publishing and promotion	2,220	11
Total operational	15,737	80
Support activities	3,981	20
Total support activities	3,981	20
Total agency days	19,718	

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

Source: FRA (2022)

TABLE 16. FINANCIAL RESOURCES BY ABB ACTIVITY (EUR)

ABB activity	Direct expenditure	Indirect expenditure (overheads)	Total
Anti-racism and non-discrimination	1,213,589	1,018,943	2,232,532
Social rights	1,237,218	752,559	1,989,777
Roma inclusion	55,794	978,168	1,033,962
Justice and security	2,168,167	1,603,970	3,772,137
Data and digital	327,554	1,043,447	1,371,001
Migration and asylum	552,093	1,400,182	1,952,275
Human rights structures and mechanisms	746,725	1,726,368	2,473,093
Policy analysis and stakeholder cooperation	528,095	1,665,007	2,193,102
Communicating rights, media and events	237,678	1,077,621	1,315,299
Web, publishing and promotion	953,614	1,850,567	2,804,181
Total operational	8,020,527	13,116,832	21,137,359
Cooperation agreements	801,951	-	801,951
Total cooperation agreements	801,951	-	801,951
Support activities	-	3,317,811	3,317,811
Total support activities	-	3,317,811	3,317,811
Total	8,822,478	16,434,643	25,257,121

Source: FRA (2022)

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

Not applicable (please see Section 2.3).

Annex VII. 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 FRA control systems and repetitive errors. These involve use of resources, sound financial management, and legality and regularity of 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 that reduce the impact of the weakness);
- the existence of effective corrective actions to correct the weakness (action plans and financial corrections) that have had a measurable impact.

In quantitative terms, with regard to legality and regularity, 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	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Not 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	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Not applicable as no medium or high risks were identified under this phase	–	–	–

C – Selection of the offer and evaluation

Main control objectives: effectiveness, efficiency and economy; compliance (legality and regularity); fraud prevention and detection.

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Conflict of interest/unequal treatment of tenderers, for example because of biased selection criteria or partial evaluations (relating also to the MB and SC)	Formal evaluation process, governed by dedicated internal procedures: Opening Committee and Evaluation Committee including a minimum of five members on the selection panel for open calls for tenders, and three for low- and medium-value purchases, reducing the risk of unequal treatment	100 % – all calls for tenders Depth: all documents transmitted Benefits: compliance with financial rules Difference between the most onerous offer and the selected offer 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 Economy
	Providing clear rules for low-value purchases		
	Declarations of conflict of interest are signed by the members of both the Opening Committee and the Evaluation Committee	100 % of the members of the Opening Committee and the Evaluation Committee Benefits: amount of contracts for which the control prevented the risk of litigation or fraud	Estimation of costs of staff involved in the evaluation process Estimation of costs of running the website (updating, maintenance, etc.) Estimation of costs of staff involved in supervision and in StCs
	Declarations of conflicts of interest are signed by the members of the MB and SC	100 % of declarations of conflicts of interest are signed by the members of the MB and SC Benefits: potential irregularities prevented by avoiding interference in procurement procedure/contracting	
	Dedicated pages on the FRA website that ensure the transparency of the information	100 % of the information is available on the website Depth: compulsory for calls for tenders of medium value Benefits: participation in the competition of a sufficient number of bidders	
	Exclusion and selection criteria documented and transparent, by including them in technical specifications Existence of the SC Administrative supervision and approval of tender specifications by the AO	100 % of the tender specifications are scrutinised Depth: determined by the amount of the awarded contract Benefits: limiting the risk of litigation Limiting the risk of cancellation of a tender Number of proposed contracts in which the supervisory and approval processes detected a material error	

AO, authorising officer; MB, Management Board; SC, Scientific Committee; StC, Steering 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	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators	
All pre-financing, accrual adjustments and guarantees not identified Mistakes in transactions Commitments, payments and recovery orders recorded with delay Incomplete accounting systems	Use of ABAC system for all accounting records (all pre-financing payments are controlled through ABAC)	100 % of the contracts (via commitments) are entered in ABAC	Effectiveness Percentage error rate prevented Number of control failures 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 Economy Costs of licensing ABAC users Costs of training activities	
		Estimation of costs of staff involved		
		Benefits: centralised control of the payments		
		Access to information for all the participants involved		
		Amount of irregularities, errors and overpayments prevented by the controls		
		Systematic weaknesses detected and corrected		
		Guarantees controlled through ABAC		100 % of the guarantees are included in ABAC
		Training on ABAC compulsory for all nominated users		100 % of ABAC users
		Financial workflow based on the 'four eyes' principle (operational and financial checks in accordance with the financial workflow)		100 % of the transactions are controlled Depth: all the transactions are checked
		Centralised financial initiation		
Each transaction is checked by AOD in their capacity as financial verifying agent	100 % of transactions are verified Depth: riskier operations subject to in-depth controls			
Each transaction checked by the accounting officer (i.e. accrual adjustments)	100 % of the transactions are checked			
Registration and authorisation of exceptions	Reported exceptions in line with the internal procedure			
Review of exceptions reported	Depth: depending on the reporting of exceptions 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			

ABAC, accrual-based accounting 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	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Incomplete or inaccurate data in the information system related to contracts	Use of the 'four eyes' principle, including checks of the input information	100 % verification of the information uploaded to the tool for managing contracts	Effectiveness Number of errors undetected (related to irregularities and errors)
	Ex post controls	Selected transactions Depth: the control sampling is risk-based Benefits: preventing mistakes in drafting and implementing the contracts	Efficiency Costs of undetected errors Costs of the ex post controls with respect to the benefits Economy Estimation of the costs of staff involved in running the ex post controls Costs of the running of the tool for managing contracts (maintenance, updates, etc.)

Annex VIII.

Environmental management

Context of the agency's environmental management strategy

The agency actively looks at its environmental management approach, which is part of its annual facilities management work plan. On an annual basis, the agency looks at optimising the use of existing environmental measures as well as at the possibilities of introducing new environmental management measures.

Overview of the agency's environmental management system

The agency has implemented a number of actions to reduce its environmental footprint over the last few years even though it is not registered with the Eco-Management and Audit Scheme. This is because of the limited resources available to it, human and financial, and the condition of the building that it rents. Finally, acquiring environmental management system certification was not considered a priority. However, the agency took a pragmatic approach in considerably improving its environmental footprint by introducing measures as indicated in Section 2.10.

Environmental aspects, indicators and targets

The practical measures and indicators, where possible, are described below.

1. Energy and water consumption: the agency changed its electricity provider to one that produces energy from renewable sources. The agency also changed its data centre cooling system from one that uses purely electricity to an environmentally friendly one, which operates based on the heat exchange principle. This means that if the outside temperature is below 25 °C the data centre is not cooled using electricity, so for about 7–8 months per year the agency makes use of renewable sources to operate the data centre cooling system. Moreover, the agency is in the process of replacing its light bulbs with LED bulbs. The agency monitors the implementation of these measures by keeping stable, or reducing, its annual water and energy consumption.
2. Waste management: the agency takes measures to reduce and recycle internally generated waste. Different recycling bins have been installed, allowing staff to contribute too by sorting out daily waste. Furthermore, the agency ensures that, when the contractor is asked to dispose of waste, it also provides certificates to show that disposal was carried out in an environmentally friendly manner and in accordance with the national regulations.
3. Paper use: the agency promotes the use of recycled paper for internal use. In addition, all its paper publications use recycled and environmentally friendly material. Finally, the agency is working to digitise its internal processes and hence reduce the use of printing paper.
4. Building emissions to air: measures to reduce building emissions are linked to the heating system. Heating is provided by the district heating system (*Fernwärme*) instead of from electricity, gas or fossil fuels, thereby reducing emissions.

5. Professional mobility: the agency promotes cycling to work among its employees by offering a secure parking space inside its building. It also supports and promotes the use of videoconferencing technologies, eliminating the need for business travel. During the last few years the use of videoconferencing considerably increased. This reduced CO₂ emissions as a result of the reduced number of trips.
6. Green public procurement: the agency follows the practices of the Commission Services when publishing tenders, which include provisions linked to green public procurement. For example, in tenders related to facilities, the use of environmentally friendly products is required.

Actions to improve and communicate environmental performance

To further improve the agency's environmental management approach, it plans to undertake the following actions.

1. Donations: in 2023, the agency is looking to donate electric and office equipment to charity organisations that, in turn, reuse equipment in their projects. This will contribute to the reduction of waste disposal.
2. Electricity consumption: the agency is in discussions with the building owner to improve the quality of office spaces, which also includes the replacement of conventional bulbs with LED bulbs.
3. Printing: the agency plans to eliminate the use of personal printers currently assigned to a large number of its staff and prompt them to make use of the general printing facilities.

In terms of communicating the environmental objectives among its staff, the agency will continue to raise staff awareness through information sessions linked to facilities management, which also includes environmental aspects.

Staff are encouraged to follow certain practices such as switching off lights and monitors before leaving the office, and posters are placed through the building to encourage staff to actively contribute to reducing the environmental footprint of the agency by taking the stairs instead of the elevators, travelling by bicycle and using the parking space offered, or avoiding unnecessary printing.

More importantly, the agency participates in an interinstitutional procurement procedure linked to environmental management. Once that is completed, the agency will seek external services that will allow it to plan how to better implement environmental management at the agency.

Annex IX. Draft annual accounts

TABLE 17. OUTTURN ON COMMITMENT APPROPRIATIONS IN 2022 FOR FRA (MILLION EUR)

			Commitment appropriations authorised	Commitments made	%
			1	2	3 = 2/1
Title A-1 Staff expenditure					
A-1	A-11	Staff in active employment	12.58	12.58	99.97
	A-12	Expenditure on staff recruitment	0.10	0.10	100.00
	A-13	Missions and duty travel	0.04	0.04	100.00
	A-14	Sociomedical infrastructure	0.06	0.06	100.00
	A-15	Mobility exchanges of civil servants and experts	0.12	0.12	100.00
	A-16	Social welfare	0.10	0.10	100.00
	A-17	Entertainment and representation	0.00	0.00	100.00
	A-18	Social welfare	0.99	0.99	100.00
	A-19	Other staff-related expenditure	0.05	0.05	100.00
Total Title A-1			14.05	14.05	99.98
Title A-2 Buildings, equipment and miscellaneous operating expenditure					
A-2	A-20	Rental of buildings and associated costs	1.58	1.46	92.38
	A-21	Information and communications technology	0.74	0.74	100.00
	A-22	Movable property and associated costs	0.01	0.01	100.00
	A-23	Current administrative expenditure	0.05	0.05	100.00
	A-24	Postage and telecommunications	0.11	0.11	100.00
	A-25	Expenditure on meetings	0.00	0.00	100.00
	A-27	Information and publishing	0.00	0.00	100.00
	A-28	Studies, surveys and consultations	0.04	0.04	100.00
Total Title A-2			2.52	2.40	95.24
Title Bo-3 Operational expenditure					
Bo-3	B3-1	Fair and equal societies	3.06	3.06	100.00
	B3-2	Just digital and secure societies	1.94	1.94	100.00
	B3-3	Migration and asylum	0.58	0.58	99.98
	B3-4	Supporting human rights protection systems	1.27	1.27	100.00
	B3-5	Communicating rights	1.20	1.19	99.43
	B3-9	Reserve for Title 3	0.00	0.00	0.00
Total Title Bo-3			8.06	8.05	99.91

			Commitment appropriations authorised	Commitments made	%
			1	2	3 = 2/1
Title Bo-4 Other operational expenditure					
Bo-4	B4-0	Cooperation agreements	1.82	0.80	44.17
Total Title Bo-4			1.82	0.80	44.17
Total FRA			26.45	25.31	95.67

NB: 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 (2022)

FIGURE 21. OUTTURN ON COMMITMENT APPROPRIATIONS IN 2022 (PERCENTAGE BY CHAPTER)

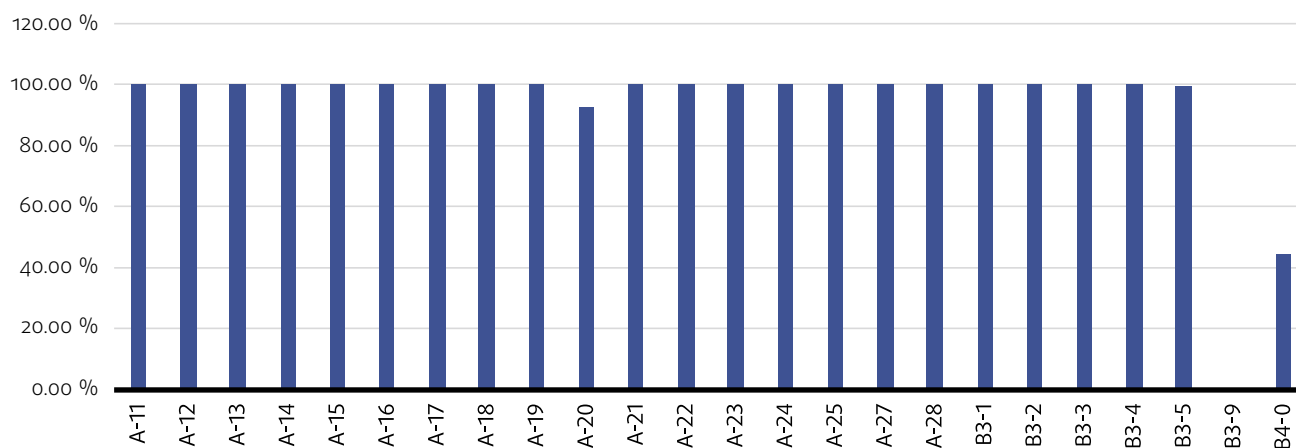


TABLE 18. OUTTURN ON PAYMENT APPROPRIATIONS IN 2022 FOR FRA (MILLION EUR)

		Payment appropriations authorised	Payments made	%	
		1	2	3 = 2/1	
Title A-1 Staff expenditure					
A-1	A-11	Staff in active employment	12.58	12.58	99.93
	A-12	Expenditure on staff recruitment	0.13	0.10	72.61
	A-13	Missions and duty travel	0.04	0.03	70.29
	A-14	Sociomedical infrastructure	0.06	0.06	99.86
	A-15	Mobility exchanges of civil servants and experts	0.27	0.22	80.18
	A-16	Social welfare	0.10	0.10	100.00
	A-17	Entertainment and representation	0.00	0.00	100.00
	A-18	Social welfare	0.99	0.99	99.52
	A-19	Other staff-related expenditure	0.06	0.05	83.72
Total Title A-1			14.24	14.12	99.13
Title A-2 Buildings, equipment and miscellaneous operating expenditure					
A-2	A-20	Rental of buildings and associated costs	1.59	1.44	90.49
	A-21	Information communication technology	0.90	0.62	68.36
	A-22	Movable property and associated costs	0.01	0.01	100.00
	A-23	Current administrative expenditure	0.05	0.05	95.79
	A-24	Postage and telecommunications	0.16	0.11	68.68
	A-25	Expenditure on meetings	0.00	0.00	100.00
	A-27	Information and publishing	0.00	0.00	100.00
	A-28	Studies, surveys and consultations	0.07	0.03	40.63
Total Title A-2			2.78	2.25	81.04
Title Bo-3 Operational expenditure					
Bo-3	B3-1	Fair and equal societies	6.31	3.74	59.30
	B3-2	Just digital and secure societies	3.00	1.33	44.43
	B3-3	Migration and asylum	1.48	1.13	76.17
	B3-4	Supporting human rights protection systems	2.18	1.47	67.36
	B3-5	Communicating rights	1.76	1.03	58.48
	B3-9	Reserve for Title 3	0.00	0.00	0.00
Total Title Bo-3			14.73	8.70	59.07
Title Bo-4 Other operational expenditure					
Bo-4	B4-0	Cooperation agreements	1.85	0.55	29.73
Total Title Bo-4			1.85	0.55	29.73
Total FRA			33.60	25.62	76.26

NB: 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 (2022)

FIGURE 22. OUTTURN ON PAYMENT APPROPRIATIONS IN 2022 (PERCENTAGE BY CHAPTER)

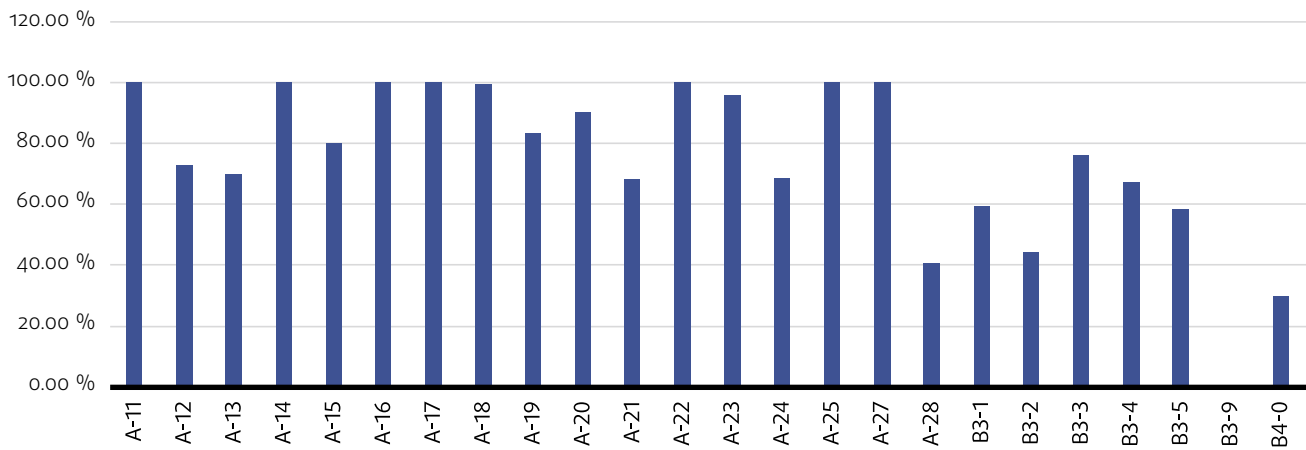


TABLE 19. BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31 DECEMBER 2022 (MILLION EUR)

Chapter		Commitments to be settled				Commitments to be settled from financial years previous to 2021	Total of commitments to be settled at end of financial year 2022	Total of commitments to be settled at end of financial year 2021	
		Commitments	Payments	RAL	% to be settled				
		1	2	3 = 1 - 2	4 = (1 - 2)/1	5	6 = 3 + 5	7	
A-1	A-11	Staff in active employment	12.58	12.58	0.01	0.04	0.00	0.01	0.00
	A-12	Expenditure on staff recruitment	0.10	0.06	0.04	35.86	0.00	0.04	0.03
	A-13	Missions and duty travel	0.04	0.03	0.01	29.71	0.00	0.01	0.00
	A-14	Sociomedical infrastructure	0.06	0.06	0.00	0.00	0.00	0.00	0.00
	A-15	Mobility exchanges of civil servants and experts	0.12	0.08	0.04	34.55	0.00	0.04	0.15
	A-16	Social welfare	0.10	0.10	0.00	0.00	0.00	0.00	0.00
	A-17	Entertainment and representation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	A-18	Social welfare	0.99	0.99	0.00	0.48	0.00	0.00	0.00
	A-19	Other staff-related expenditure	0.05	0.04	0.01	17.79	0.00	0.01	0.00
Total Title A-1			14.05	13.94	0.11	0.77	0.00	0.11	0.19
A-2	A-20	Rental of buildings and associated costs	1.46	1.43	0.03	2.01	0.00	0.03	0.02
	A-21	Information and communications technology	0.74	0.46	0.28	38.25	0.00	0.28	0.16
	A-22	Movable property and associated costs	0.01	0.01	0.00	0.00	0.00	0.00	0.00
	A-23	Current administrative expenditure	0.05	0.04	0.00	4.41	0.00	0.00	0.00
	A-24	Postage and telecommunications	0.11	0.06	0.05	41.98	0.00	0.05	0.05
	A-25	Expenditure on meetings	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	A-27	Information and publishing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	A-28	Studies, surveys and consultations	0.04	0.00	0.04	100.00	0.00	0.04	0.03
Total Title A-2			2.40	2.00	0.40	16.57	0.00	0.40	0.26
Bo-3	B3-1	Fair and equal societies	3.06	0.52	2.55	83.16	0.00	2.55	3.24
	B3-2	Just digital and secure societies	1.94	0.28	1.66	85.61	0.00	1.66	1.06
	B3-3	Migration and asylum	0.58	0.27	0.31	53.33	0.00	0.31	0.90
	B3-4	Supporting human rights protection systems	1.27	0.57	0.71	55.31	0.00	0.71	0.91
	B3-5	Communicating rights	1.19	0.48	0.72	60.12	0.00	0.72	0.56
	B3-9	Reserve for Title 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Title Bo-3			8.05	2.11	5.94	73.78	0.00	5.94	6.67

Chapter	Commitments to be settled				Commitments to be settled from financial years previous to 2021	Total of commitments to be settled at end of financial year 2022	Total of commitments to be settled at end of financial year 2021
	Commitments	Payments	RAL	% to be settled			
	1	2	3 = 1 - 2	4 = (1 - 2)/1			
Bo-4 B4-0 Cooperation agreements	0.80	0.52	0.28	34.72	0.00	0.28	0.03
Total Title Bo-4	0.80	0.52	0.28	34.72	0.00	0.28	0.03
Total	25.31	18.58	6.72	26.57	0.00	6.72	7.15

RAL, outstanding commitments.

Source: FRA (2022)

FIGURE 23. BREAKDOWN OF COMMITMENTS REMAINING TO BE SETTLED AT 31 DECEMBER 2022 (MILLION EUR)

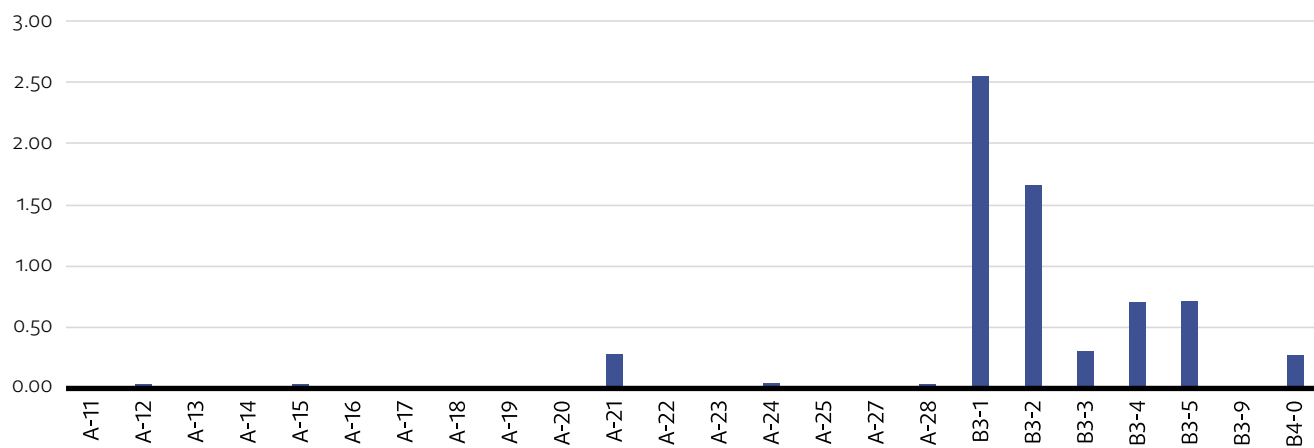


TABLE 20. BALANCE SHEET (EUR)

Balance sheet	2022	2021
A.I. Non-current assets	284,492.00	326,351.01
A.I.1. Intangible assets	8,331.00	12,846.00
A.I.2. Property, plant and equipment	276,161.00	313,505.01
A.II. Current assets	9,005,473.90	8,921,362.06
A.II.2. Current pre-financing	0.00	65,970.80
A.II.3. Curr exch receiv & non-ex recoverables	8,998,278.85	8,846,129.83
A.II.6. Cash and cash equivalents	7,195.05	9,261.43
Assets	9,289,965.90	9,247,713.07
P.II. Current liabilities	-3,194,188.61	-3,095,423.30
P.II.2. Current provisions	0.00	-99,011.16
P.II.3. Current financial liabilities	0.00	0.00
P.II.4. Current payables	-1,411,034.04	-628,876.56
P.II.5. Current accrued charges & deferred income	-1,783,154.57	-2,367,535.58
Liabilities	-3,194,188.61	-3,095,423.30
Net assets (assets less liabilities)	6,095,777.29	6,152,289.77
P.III.2. Accumulated surplus/deficit	-6,152,289.77	-6,414,669.08
Non-allocated central (surplus)/deficit	56,512.48	262,379.31
Total	0.00	0.00

NB: The figures included in this table 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 (2022)

TABLE 21. STATEMENT OF FINANCIAL PERFORMANCE (EUR)

Statement of financial performance	2022	2021
II.1. Revenues	-24,942,128.59	-25,012,274.98
II.1.1. Non-exchange revenues	-24,315,729.58	-24,544,761.21
II.1.1.8. Other non-exchange revenues	-24,315,729.58	-24,544,761.21
II.1.2. Exchange revenues	-626,399.01	-467,513.77
II.1.2.1. Financial income	0.00	0.00
II.1.2.2. Other exchange revenue	-626,399.01	-467,513.77
II.2. Expenses	24,998,641.07	25,274,654.29
II.2. Expenses	24,998,641.07	25,274,654.29
II.2.10. Other expenses	4,455,859.01	3,714,881.85
II.2.3. Exp impl by oth EU agenc&bodies (IM)	7,237,218.79	8,290,416.28
II.2.6. Staff and pension costs	13,303,016.62	13,261,516.56
II.2.8. Finance costs	2,546.65	7,839.60
Statement of financial performance	56,512.48	262,379.31

NB: The figures included in this table 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 (2022)

TABLE 22. OFF BALANCE SHEET (EUR)

Off balance	2022	2021
OB.3. Other significant disclosures	-5,519,866.53	-6,263,519.56
OB.3.2. Comm against app. not yet consumed	-4,764,911.04	-5,563,857.85
OB.3.3.7. Other contractual commitments	-251,478.57	0.00
OB.3.5. Operating lease commitments	-503,476.92	-699,661.71
OB.4. Balancing accounts	5,519,866.53	6,263,519.56
OB.4. Balancing accounts	5,519,866.53	6,263,519.56
Off balance	0.00	0.00

Source: FRA (2022)

TABLE 23. AVERAGE PAYMENT TIMES FOR 2022

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)	Late payments amount (EUR)	Percentage
30	1,647	1,394	84.64	11.18	253	15.36	46.36	666,276.00	5.4
60	65	61	93.85	27.38	4	6.15	67.75	53,624.00	4.9
90	1	1	100.00	7.00	-	-	-	0.00	0.0
Total number of payments	1,713	1,456	85.00	-	257	15.00	-	719,900.00	5.4
Average net payment time (days)	17.08	-	-	11.85	-	-	46.69	-	-
Average gross payment time (days)	17.30	-	-	12.04	-	-	47.05	-	-
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 (EUR)	% of total amount	Total paid amount (EUR)		
0	41	9	0.53	1,713	60,948.31	0.45	13,443,115.61		
Late interest paid in 2022									
EU Body	General ledger account	Description					Amount (EUR)		
FRA	65010000	Interest expense on late payment of charges					480.27		
						480.27			

NB: This table contains statistics only for payments relevant to the time period.

Source: FRA (2022)

TABLE 24. SITUATION OF REVENUE AND INCOME IN 2022 (EUR)

Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding balance
	Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total	
	1	2	3 = 1 + 2	4	5	6 = 4 + 5	
20-0 European Union subsidy	24,295,170.19	0.00	24,295,170.19	24,295,170.19	0.00	24,295,170.19	0.00
40-0 Revenue earmarked for a specific purpose	1,398,949.43	6,861.84	1,405,811.27	1,301,920.19	6,861.84	1,308,782.03	97,029.24
44-0 Amounts wrongly paid	26,986.50	0.00	26,986.50	26,986.50	0.00	26,986.50	0.00
90-0 Miscellaneous revenue	123,241.70	0.00	123,241.70	123,241.70	0.00	123,241.70	0.00
Total FRA	25,844,347.82	6,861.84	25,851,209.66	25,747,318.58	6,861.84	25,754,180.42	97,029.24

RO, recovery order.

Source: FRA (2022)

TABLE 25. FINANCIAL IMPACT OF EX ANTE AND EX POST CONTROLS

Ex ante controls	Irregularity	OLAF notified	Total undue payments recovered
	Amount	Amount	Amount
Non-eligible in cost claims	-	-	-
Credit notes	-	-	-
Recovery orders on pre-financing	-	-	-
Subtotal	-	-	-
Ex post controls	Irregularity	OLAF notified	Total undue payments recovered
	Amount	Amount	Amount
Income lines in invoices	-	-	-
Recovery orders other than on pre-financing	-	-	-
Subtotal	-	-	-
Grand total (ex ante + ex post)	-	-	-

Source: FRA (2022)

TABLE 26. AGEING BALANCE OF RECOVERY ORDERS AT 31 DECEMBER 2022

	Number at 1 January 2022	Number at 31 December 2022	Evolution	Open amount (EUR) at 1 January 2022	Open amount (EUR) at 31 December 2022	Evolution
2022	-	1	1	-	97,029.24	97,029.24
Total	-	1	1	-	97,029.24	97,029.24

Source: FRA (2022)

TABLE 27. RECOVERY ORDER (RO) WAIVERS ≥ EUR 60,000 IN 2022

Waiver central key	Linked RO central key	RO accepted amount (EUR)	Legal entity account group	Commission decision	Comments
Total FRA		-			
Number of RO waivers		-			

Source: FRA (2022)

TABLE 27. NEGOTIATED PROCEDURES

Negotiated procedures – contracts > EUR 140,000						
Count		2				
Total amount (EUR)		1,110,000				
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (EUR)	Legal basis
F-SE-22-To4-Lo1-Co1	Vrije Universiteit Brussel	Pleinlaan 2 B-1050 Brussel Belgium	FWC	FRANET – Data collection and research services on fundamental rights issues – Lot 01 – Belgium	580,000	Point 12.2 (a) of Annex I FR/point 12.4 of Annex I FR (Following unsuccessful procurement procedure according to Art. 164 (1) (a) FR)
F-SE-22-To4-Lo4-Co1	The Danish Institute for Human Rights – DIHR	Wilders Plads 8 K 1403 Copenhagen K Denmark	FWC	FRANET – Data collection and research services on fundamental rights issues – Lot 04 – Denmark	530,000	As above

FR, founding regulation.

Source: FRA (2022)

TABLE 28. BUILDING CONTRACTS

Building contracts						
Count		0				
Total amount (EUR)		0				
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (EUR)	Legal base
N/A						

N/A, not applicable.

Source: FRA (2022)

Contracts declared secret

FRA did not declare any contracts secret.

Annex X. Performance information included in evaluations

In 2022, based on FRA's Single Programming Document 2022–2024, a selected group of FRA projects and activities were evaluated according to the European Commission's better regulation requirements and based on the following criteria.

- **Relevance:** the extent to which the objectives of projects and programmes meet the needs of the stakeholders and address relevant issues and policies.
- **Effectiveness:** the outputs, results and impacts achieved by projects and compared with the initial objectives. Identification of factors that created barriers/facilitated the achievements is important.
- **Efficiency:** the extent to which the use of resources for the implementation of projects and programmes is efficient, that is, whether the outputs, results and impacts achieved are proportionate to the financial inputs. A related question is whether the same financial inputs could have achieved more and/or better results and impacts, or, conversely, whether the same results and impacts could have been achieved with fewer financial inputs.
- **Coherence:** the extent to which the objectives and components of projects and programmes are complementary, mutually supportive and non-contradictory (internal coherence).
- The extent to which the objectives and components of the projects and programmes support, complement, duplicate or contradict other EU interventions, programmes and strategies.
- **EU added value:** the extent to which the projects and programmes achieve outcomes that could not have otherwise been achieved by Member States acting on their own or bilaterally.

The evaluations are performed by an external, independent, evaluator selected in the context of inter-agency framework contract 21-3030-03 (Provision of evaluation and feedback services). Details regarding the follow-up action plan from these evaluations are included in Part II (Evaluations) of this report; however, Table 29 presents the main performance information, findings and conclusions included in the evaluations.

TABLE 29. SUMMARY OF PROJECT EVALUATIONS

Project	Ageing in digital societies: enablers and barriers to older persons exercising their social rights
Evaluation type	Ex ante
Main findings and conclusions	<p>The FRA project ‘Ageing in digital societies’ aims to better understand how the spread of digital technologies affects older people’s access to public services across Europe. It will seek to identify good practice examples across the EU Member States of measures aimed at facilitating older people’s access to digital services, and of measures providing them with analogue alternatives. The project addresses several target groups, notably older people but also other vulnerable groups.</p> <p>The evaluation confirms there is a need for the project, as comprehensive and comparable information on this topic is currently missing. The project is also found to be consistent with ongoing EU activities. The publication of the study findings will be timely and the topic is of public interest given the ageing of the European population and the rapid digital transformation of societies. Given the early stage of the project and the rather vague definition of its objectives, the assessment of the project’s impacts and effectiveness at ex ante stage can only be limited.</p>
Project	Violence against Women II survey
Evaluation type	Ex ante
Main findings and conclusions	<p>There is a clear legal basis for this project. The project objectives, as well as the planned activities and methodological approach, are strongly aligned with FRA’s mandate and founding regulation. Within this context, it is considered that the project will adequately address the needs of target groups. In line with the above, the project’s objectives adequately address the main problems and need identified. Stakeholders across all groups consulted considered the chosen methodology to be the most relevant and appropriate approach to achieving the project’s objectives and supporting the needs of target stakeholders. Furthermore, the project is consistent with important international laws and policies, as well as the developing EU legal framework, including the Victims’ Rights Directive (2012/29/EU) and the proposal for a directive on combating violence against women and domestic violence (COM/2022/105 final).</p>
Project	Remote biometric identification for law enforcement purposes (RBI)
Evaluation type	Ex ante
Main findings and conclusions	<p>The scope of the RBI project is highly relevant, as it will add to the understanding of fundamental rights issues in relation to RBI, and more specifically facial recognition technology, systems in the context of law enforcement. The ongoing legislative process surrounding the formulation and implementation of the proposed AI Act also contributes to ensuring that the project scope is highly relevant. Regarding the consistency of the project with other activities there is no evidence to suggest that the RBI project will duplicate previous or existing studies in this area. In terms of the project’s deliverables, the foreseen study report was considered appropriate and fit for purpose.</p>
Project	Online content moderation
Evaluation type	Interim
Main findings and conclusions	<p>The objectives of the online content moderation project are adequately focused on addressing the needs of the target stakeholders. Similarly, the provision of a clear framework for the types of hatred perpetrated online in different scenarios should provide important support for CSOs in their prevention, victim support and advocacy activities. It is highly likely that most (if not all) of the planned outputs, including the FRA research report, will be delivered within the planned timeframe, while the project scope and methodological approach are well justified and appropriate, considering the financial and human resources allocated. The project scope and activities are assessed positively from both the internal and external consistency perspectives. Moreover, the implementation of the project by FRA at EU level, covering multiple countries and languages, is considered to bring further value.</p>
Project	EU Fundamental Rights Information System (EFRIS)
Evaluation type	Interim
Main findings and conclusions	<p>The objectives of the EFRIS project are adequately focused on addressing the needs of the target stakeholders. Providing a single entry point that is easily accessible, in particular for researchers or policy and decision makers looking for relevant information on human rights, was seen as key to overcoming the lack of understanding of the human rights framework and providing an important baseline for regulatory and policy work conducted by international and EU-level institutions, EU agencies, national-level stakeholders, CSOs and academics. In terms of the efficiency of the project, the research findings suggest that the current scope of the project is justified and appropriate, considering the financial and human resources allocated. Regarding external coherence, the EFRIS project’s objectives and results do not create duplications or overlaps with other existing initiatives. From an EU added value perspective, the research findings show that the EFRIS project is unique in terms of its scope.</p>

Project	
Preventing unlawful profiling and promoting anti-racism in policing	
Evaluation type	Interim
Main findings and conclusions	The objectives of the project are adequately focused on addressing the needs of the target stakeholders. Improving the practical understanding of profiling and anti-racism measures at operational level is highly relevant for all stakeholder groups, but for practitioners in particular. It is highly likely that most (if not all) of the planned outputs, including the FRA research report, will be delivered within the planned timeframe, while the scope is well justified and appropriate considering the financial and human resources allocated. Furthermore, the methodology used (based on a FRANET service request and using FRA's peer-review and quality assurance mechanisms) is tried and tested and should provide robust results. There is a high level of coherence (both internally and externally) between the project and existing initiatives. The project adds value to stakeholders, and its expected outcomes would not be achieved at national level.
Project	
Fundamental Rights Forum 2021	
Evaluation type	Ex post
Main findings and conclusions	The Fundamental Rights Forum 2021 was in many ways a unique event and the largest human rights forum in Europe. It was organised in the context of the global COVID-19 pandemic, which determined a shift to the hybrid format and several organisational challenges. The hybrid format contributed to the 'democratisation' of the forum by allowing more people than ever to participate. The forum offered 145 thematic sessions and a unique space for debates, workshops and masterclasses covering different human rights issues. Overall, the organisation of the forum was efficient. The outsourcing of key tasks allowed the agency to organise the event in a cost-effective way while also drawing on the external expertise to manage the complex technical and organisational aspects. The forum generated added value for its participants and the fundamental rights community more generally. Overall, despite some organisational challenges posed by the COVID-19 restrictions and the technical complexity of the new hybrid format, the forum was a very successful and one-of-a-kind event.
Project	
EU Fundamental Rights Survey (FRS)	
Evaluation type	Ex post
Main findings and conclusions	The findings of this ex post evaluation show that the objectives of the Fundamental Rights Survey project sufficiently address the needs of the target stakeholders. The research findings suggest that the change in the project's objectives is likely to have a significant impact on stakeholder's needs. The project is delivering its planned outputs within the planned timeframe. In addition, the Fundamental Rights Survey contributed to many objectives related to outtakes and outcomes detailed in the FRA 2022 performance measurement framework. One important point to consider is the sustainability of the achieved effects of the FRS project over time in the event that the survey is not repeated. In terms of the efficiency of the FRS project, the research findings suggest that the outputs, outtakes and outcomes of the FRS were largely achieved at a reasonable cost. While the objectives and the scope of the Fundamental Rights Survey are fairly unique in comparison with other FRA activities, the project's scope and activities were assessed positively from internal and external coherence perspectives.
Project	
Fundamental Rights Platform (FRP)	
Evaluation type	Ex post
Main findings and conclusions	The FRP is the Agency's main channel for cooperation and information exchange with civil society, as set out in FRA's founding regulation. The objectives and functions of the platform are highly relevant to the agency and registered CSOs. Overall, the platform has delivered good results and achieved the objectives set in the programming documents. Above all, the platform has been effectively used by the agency to conduct structured consultations and gather thematic inputs from participating CSOs in order to inform its work. Looking at the potential impacts, FRA has managed to create bridges between the platform organisations and EU policymakers and reinforced its perceived role as an ally of FRP CSOs. The FRP has demonstrated strong EU added value to its participating organisations, the agency and other stakeholders. Overall, the platform has a strong 'convening power' to different civil society entities and the capacity to grow even further.

Notes

- (¹) General user satisfaction survey 2022: 75 % of stakeholders used FRA publications for awareness-raising purposes; 66 % for advocacy purposes; and 82 % for research purposes. Publication-specific survey 2022: 67 % used FRA publications for advocacy purposes; 66 % for further research; and 57 % for awareness-raising purposes.
- (²) General user satisfaction survey 2022: 84 % 'somewhat agreed' or 'strongly agreed' they use 'selected FRA publications for advocacy purposes'. Based on sample size of 55. 76 % 'somewhat agreed' or 'strongly agreed' they use 'selected FRA publications for research purposes'. Based on sample size of 61.
- (³) Surveyed stakeholders agreed that FRA's reports are useful, relevant (both 100%), reliable (94%) and timely (86%).
- (⁴) <https://fra.europa.eu/en/publication/2022/putting-human-rights-heart-europes-future-meeting-report#:~:text=FRA%20brought%20together%20a%20group%20of%20human%20rights%20leaders%20and,to%20seek%20constructive%20ways%20forward>
- (⁵) <https://fra.europa.eu/en/publication/2022/antisemitism-overview-2011-2021>
- (⁶) 15 external FRA stakeholders interviewed; 97 % of survey respondents as part of the mid-term review.
- (⁷) Barcelona, Budapest, Cologne, Ghent, Lund, Nuremberg, Salzburg, Utrecht and Vienna.
- (⁸) Interim evaluation of FRA's project 'EU Fundamental Rights Information System' (EFRIS) conducted in autumn of 2022. Please note that the interim nature of the evaluation prevents any concrete assessment of outcomes and the evaluation thus relies on the perceptions of target stakeholders.
- (⁹) Mid-term review: 93 % of survey respondents.
- (¹⁰) [https://www.europol.europa.eu/media-press/newsroom/news/innovation-key-issue-world-police-chiefs-meet-europol#:~:text=This%20week%2C%20Europol%20confirmed%20its,Police%20Chiefs%20Convention%20\(EPCC\)](https://www.europol.europa.eu/media-press/newsroom/news/innovation-key-issue-world-police-chiefs-meet-europol#:~:text=This%20week%2C%20Europol%20confirmed%20its,Police%20Chiefs%20Convention%20(EPCC))
- (¹¹) <https://www.europol.europa.eu/media-press/newsroom/news/new-accountability-framework-to-use-artificial-intelligence-in-transparent-and-accountable-manner>
- (¹²) <https://fra.europa.eu/en/publication/2022/guardianship-systems-children-update>
- (¹³) <https://www.coe.int/en/web/children/-/the-new-strategy-for-the-rights-of-the-child-2022-2027-adopted-by-the-committee-of-ministers>
- (¹⁴) <https://fra.europa.eu/en/news/2022/childrens-rights-experts-met-move-child-protection-and-participation-forward-eu>
- (¹⁵) <https://fra.europa.eu/en/case-law-database>
- (¹⁶) <https://e-learning.fra.europa.eu/>
- (¹⁷) <https://fra.europa.eu/en/publication/2023/how-did-cities-welcome-displaced-people-ukraine>
- (¹⁸) <https://fra.europa.eu/en/publication/2022/national-legislation-implementing-eu-temporary-protection-directive-selected-eu-o>
- (¹⁹) <https://fra.europa.eu/en/news/2022/putting-human-rights-heart-europes-future#:~:text=On%207%2D8%20September%2C%20the,and%20the%20war%20in%20Ukraine>
- (²⁰) <https://fra.europa.eu/en/publication/2022/putting-human-rights-heart-europes-future-meeting-report#:~:text=FRA%20brought%20together%20a%20group%20of%20human%20rights%20leaders%20and,to%20seek%20constructive%20ways%20forward>
- (²¹) <https://fra.europa.eu/en/event/2022/have-your-say-join-fundamental-rights-dialogue-paris>
- (²²) <https://fra.europa.eu/en/video/2021/revamped-10-keys-effectively-communicating-human-rights>
- (²³) General user satisfaction survey 2022. Sample size of 68.
- (²⁴) Mid-term review: 92 % of the stakeholders consulted through the survey ($N = 108$).
- (²⁵) Mid-term review: 11 survey respondents ($N = 48$).
- (²⁶) Mid-term review: 5 survey respondents ($N = 48$).
- (²⁷) Mid-term review: 7 survey respondents ($N = 48$).
- (²⁸) Mid-term review: 85 % of the stakeholders consulted through the survey ($N = 107$).
- (²⁹) <https://fra.europa.eu/en/event/2022/fundamental-rights-platform-annual-meeting-2022#:~:text=About%20the%20Fundamental%20Rights%20Platform&text=The%20Platform's%20annual%20meetings%20are,national%2C%20European%20and%20international%20levels>
- (³⁰) <https://fra.europa.eu/en/publication/2020/strong-effective-nhris>
- (³¹) https://www.europarl.europa.eu/doceo/document/DR01-OJ-2022-10-10-1_EN.html
- (³²) <https://fra.europa.eu/en/project/2022/ageing-digital-societies-enablers-and-barriers-older-persons-exercising-their-social>
- (³³) (1) Effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities; and (5) 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's Founding Regulation, Art. 30 (2)). The second and/or third internal control objective(s) only when applicable, given FRA's activities.

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