

SINGLE PROGRAMMING DOCUMENT

2025 - 2027

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FOREWORD

2024 saw a significant milestone in the life of the European Union; for the tenth time since 1979, citizens across the Member States will contribute to our supranational democracy, by voting in the European Parliament elections.

The period of 2025-2027 is the time in which we will see the ideas and priorities of the new or re-elected Members of the European Parliament and the new European Commission really come to life. Some of these will do so in the form of new Commission Priorities or in a new European Council Strategic Agenda. FRA looks forward to supporting the EU's leaders, in the development of these priorities, agendas, and other relevant policies.

These changes come at a time of colliding and compounding crises; the repercussions of Russia's invasion of Ukraine, and challenges faced by Member States in implementing the Temporary Protection Directive; rising prices and inflation that are being felt keenly, and even more so by different groups in our societies. The climate crisis, which continues to deteriorate rapidly, demands an immediate response. Racism, intolerance and hate crime are rife against a number of different communities across the European Union – FRA's work can attest to this.

Positive changes are also occurring, as the EU works to meet its enlargement commitments.

The Agency for Fundamental Rights will continue to play an important role in ensuring that the protection of human rights remains a cornerstone of the EU's work, including as it implements its new priorities.

We will do this by identifying fundamental rights risks and vulnerabilities in our societies, and providing robust, reliable, and timely evidence, expertise and assistance to the EU and its Member States. We will produce rich data to assist with identifying the realities of life in the European Union for several different demographics, including LGBTI communities, the Roma community, Jews, immigrants and descendants of immigrants, and persons displaced by the war in Ukraine.

We will continue to advance the respect, protection, promotion and fulfilment of human rights by providing training materials, expertise and capacity-building exercises to judicial networks, national human rights experts, policymakers and civil society. We will work with the Council of Europe to update and develop practical handbooks, with the European Court of Human Rights on joint factsheets, and with the European Commission to provide data and information which will enhance its annual rule of law report.

In 2025, the Agency will continue to work closely with the Human Rights Communicators network, to take advantage of our combined expertise and to mutually strengthen each other's human rights communications.

Regardless of the turbulent times that are facing us, our goal remains the same; to uphold the rights enshrined by the EU Charter of Fundamental Rights – which will celebrate its 25th anniversary in 2025 - and to do all we can to ensure that their impact is felt by every person across the European Union. In the coming years, we may see a change of priorities and focus – but we will not see a change in the universal values of human dignity, freedom, equality, and solidarity which must be the starting point for all of us.

Sirpa Rautio

Director

POLICY CONTEXT

The European elections kicked-off the 2024–2029 legislative term, with new priorities for the European Union (EU) defined for that period. These priorities are reflected in the European Council’s EU Strategic Agenda 2024–2029, President von der Leyen’s Political Guidelines, the mission letters to the Commissioners-designate and, eventually, in the European Commission’s work programme. In this respect, it should be noted that according to their mission letters, the work of the Agency is directly relevant to the portfolios of 14 Commissioners.

The new priorities of the EU fall under three broad headings, as reflected in the EU Strategic Agenda. First, safeguarding a free and democratic Europe, including through upholding the values of the EU and living up to these values at global level. Second, maintaining a strong and secure Europe, including through strengthening security and defence, implementing a comprehensive approach to migration and border management, and preparing for another wave of enlargement. Third, fostering a prosperous and competitive Europe, including through delivering on just green and digital transitions.

These priorities will determine the work of the EU legislator for the years to come and have a significant impact on the Agency’s activities. Indeed, the EU’s intensified focus on security and on safeguarding democracy and the rule of law has widespread implications for fundamental rights. With its focus on flexibility and adaptability, the Agency’s Strategic Plan 2023–2028 equips it with the means to respond to such changing priorities, within the limits of its mandate and subject to the availability of adequate human and financial resources.

Next to responding to the new priorities of the EU, the Agency must also deliver in its work programme on responsibilities that flow from secondary EU law. Beyond its Founding Regulation, as of September 2024, 33 regulations, directives, decisions or recommendations require a contribution by the Agency or assign it tasks.

Several legal instruments that assign tasks to the Agency were adopted or came into force in 2024. Examples of tasks that secondary EU law recently assigned to the Agency – and that need to be integrated in the work programme – include:

- Artificial Intelligence Act: being a permanent member of the AI Advisory Forum.
- Corporate Sustainability Due Diligence Directive: contributing to guidelines to companies and Member State authorities.
- Corporate Sustainability Reporting Directive: providing opinions on the sustainability reporting standards as regards their coherence with fundamental rights.
- ETIAS Regulation: being a member of the Fundamental Rights Guidance Board.
- Schengen Evaluation Regulation: participating in the evaluation and monitoring mechanism.
- Screening Regulation: developing guidance on setting up independent border mechanisms.
- Standards for Equality Bodies Directives: developing indicators on the independent functioning and effectiveness of equality bodies.

Furthermore, the Agency actively supports the implementation of 12 sectoral EU strategies or action plans with its expertise, some of which are built on its evidence, with others likely to be extended beyond 2025:

- Action Plan on Integration and Inclusion 2021-2027.
- EU Anti-Racism Action Plan 2020-2025.
- European Pillar of Social Rights Action Plan.
- EU Roma Strategic Framework 2020-2030.
- EU Security Union Strategy.
- EU Strategy on combating antisemitism and fostering Jewish Life.
- EU Strategy on the Rights of the Child.
- EU Strategy on victims’ rights 2020-2025.
- EU Strategy to strengthen the application of the Charter.
- Gender Equality Strategy 2020-2025.
- LGBTIQ Equality Strategy 2020-2025.
- Strategy for the rights of persons with disabilities 2021-2030.

The EU also acceded to the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic

Violence. The so-called Istanbul Convention entered into force in respect of the EU on 1 October 2023. Implementation of the Convention by the EU and its participation in the Committee of the Parties, as well as the adoption of a new EU Directive on combating violence against women and domestic violence in 2024, will mean a continued need for the Agency to provide its extensive evidence and expertise in this area to relevant international, EU and national stakeholders. This will be informed by the results of the 2nd EU-wide survey on violence against women, conducted by FRA, together with Eurostat and EIGE, with results being rolled out throughout 2025.

In 2025, the work of the Agency will continue to be affected by the fall out in the EU of the ongoing war in Ukraine, and of the conflict in the Middle East. With respect to Ukraine, the extension of the Temporary Protection Directive to March 2026 means that the Agency will need to continue addressing the impact of Russia's war of aggression on fundamental rights in the EU. Furthermore, it is expected that the EU-Ukraine Association Council of March 2025 will lead to Ukraine participating in the work of the Agency as an observer, which would have a significant impact on its activities.

In fact, the war gave a new impetus to enlargement, with a wave of accessions plausible in the years to come, with Western Balkan countries, Moldova and Ukraine at the forefront. Next to candidate countries making steady progress in meeting the conditions for membership in the EU, there is the possibility for some of them to start participating in the work of the Agency as observers. The Agency will need to prepare for this possibility and be ready to provide all relevant parties with the evidence, expertise and assistance they need in this respect, in a systematic and structured way, in line with enlargement policy.

In addition, the European External Action Service is increasingly calling on the Agency to provide expert input in the context of the EU's external human rights policy. In this respect, the [Revised EU guidelines](#) on Human Rights dialogues with third countries and partners note that "engagement with specialized EU agencies and in particular the Fundamental Rights Agency (FRA) has proved crucial in a number of dialogues to explain EU challenges and policies".

Concerning the fall out in the EU of the conflict in the Middle East, the Agency will be called upon to address the impact on fundamental rights of spikes in antisemitism and anti-Muslim hatred, and of the increasing polarisation we are observing within our societies. This polarisation leads to the more open manifestation of intolerance – with an accompanying chilling effect – and is fuelled, among others, by the viral proliferation of online hatred and disinformation.

As foreseen in its Strategic Plan, the Agency will need to continue developing its cooperation and partnerships at the national level. This will entail building on networks that the Agency has established, including with Member State governments through the National Liaison Officers and the dialogue with civil society through the Fundamental Rights Platform, as well as enhancing cooperation with public bodies competent in the field of fundamental rights. In doing so, the Agency will improve its ability to provide Member States and countries that participate in its work as observers with targeted assistance and expertise.

In 2025, the Agency will also chair the Justice and Home Affairs Agencies Network (JHAAN). This will entail working closely with the eight other JHA agencies to implement agreed thematic priorities for the period 2025 –2027, and a work programme for the year 2025, with a focus on digitalisation and the use of artificial intelligence, and on the EU's internal security strategy.

The year 2025 will see the 25th anniversary of the solemn proclamation by the EU institutions of the EU Charter of Fundamental Rights as the EU's bill of rights. This is an opportunity for the EU to reinvigorate its commitment to fundamental rights, drawing on the expertise of the FRA. Amid the rise of disinformation and declining trust in democratic processes, this will include developing narratives that strengthen public support for human rights and fundamental rights. In this context, the Agency will continue to develop targeted and effective communication activities to raise awareness of fundamental rights, and of the Charter.

The Agency welcomes developments that call upon it to play an increased role and that enhance its potential to fully implement its mandate. When defining its work programme, the Agency must ensure that it retains enough flexibility to be able to respond to new challenges and tasks, as they may arise. Yet, it must be observed that the growing responsibilities and tasks that have been assigned to the Agency have not been matched with a commensurate increase in its resources. The Agency will face an ever-greater need to set priorities and focus on areas where it can best help the EU and its Member States uphold fundamental rights, at the expense of other activities it could, and probably should, conduct to fulfil its mandate. To identify priority needs and activities, this work programme has been informed by extensive input and consultation with the wide range of the Agency's stakeholders, including from EU institutions, agencies and governments, civil society, international organisations and public bodies competent for fundamental rights at the national level.



MULTI-ANNUAL
PROGRAMMING
2025-2027

SECTION II

2.1 Long-term strategy 2023-2028

The new vision, strategic priorities and objectives build on the approach adopted by FRA for the previous programming period and past achievements, ensuring continuity. Their design takes into account future fundamental rights challenges facing Europe the agency's mandate, the broader operational context and the resources available. They will ensure that FRA's strategic and operational response to future challenges maximizes coherence, synergies, efficiency and effectiveness of the Agency's delivery mechanisms. In preparing the strategy, extensive consultations were undertaken to obtain views on FRA's priorities for 2023–2028. The consultations included online surveys, focus groups and interviews. In total, around 350 people provided input to the research from many different bodies: the European institutions, other EU agencies, international organisations, national authorities, fundamental rights bodies and civil society organisations, FRA staff and others.

VISION

FRA envisions a future in which everyone in the EU is treated with dignity and is able to fully enjoy their fundamental rights and freedoms.

FRA will continue to fulfil its role as the EU's independent centre of excellence for fundamental rights, providing support to the EU institutions and Member States in developing and implementing legislation and policies in accordance with the Charter of Fundamental Rights of the European Union

FRA's strategy for 2023–2028 consists of **three** strategic priorities supported by **ten** strategic objectives.

STRATEGIC PRIORITIES



1. **Support the upholding of fundamental rights standards in the development of new EU laws and policies.**
2. **Contribute to ensuring respect, protection, and fulfilment of fundamental rights in the fields covered by existing EU laws and policies**
3. **Cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision.**

STRATEGIC PRIORITY**1. Support the upholding of fundamental rights standards in the development of new EU laws and policies**

At the core of FRA's mandate is the function of providing information, data, and analyses to assist policymakers and inform EU laws and policies. This will remain a cornerstone of its work for 2023-2028.

STRATEGIC OBJECTIVE**1.1 Produce information on fundamental rights issues and trends by collecting and analysing robust, reliable, and comparable data and evidence on the state of the respect, protection, and fulfilment of fundamental rights across the Union.**

In 2023–2028, among other core functions, FRA will continue to research fundamental rights in the EU. More precisely, it will continue to collect and analyse objective, reliable, and comparable information and data on the situation with regard to respect, protection and fulfilment of fundamental rights across the Union and emerging trends. Among other things, this will involve populating fundamental rights indicators with relevant data. Particular emphasis will be put on fieldwork research through large-scale quantitative surveys and qualitative research, especially in areas where there is limited comparable research. The research will be mainly sociolegal, encompassing legal analysis, use of secondary source material and empirical data collection. This makes it possible to analyse fundamental rights issues and trends over time and inform policymakers. FRA will adopt an intersectional approach to the research in priority thematic areas and improve the efficiency of the research processes. The agency could also seek to lower the minimum age for people to take part in its surveys (while respecting all principles of child protection), and to communicate these findings among young people.

FRA will explore – including in cooperation with other EU agencies and key partners – new areas where it is necessary to collect data about fundamental rights across EU Member States, to inform policymaking. A number of new developments and challenges were identified, including pressures on democratic principles, climate change, and challenges to fundamental rights in the economic and societal spheres, especially to the rights of people in vulnerable situations. Since emerging risks and issues are more complex, there is much to be done to develop the capacity internally and jointly with other EU agencies and partners to collect and analyse comparable data and evidence from across the EU Member States. Linked to this, there is a need for improved disaggregated data, for example by age groups and specific vulnerabilities. FRA will explore potential synergies with other EU agencies and partners to collect robust and reliable evidence. Work also needs to still be undertaken to explore the use of big data for the identification of trends. FRA has recently begun to address this.

STRATEGIC OBJECTIVE**1.2. Provide decision-makers with independent advice and opinions to support them to advance policies that fully respect fundamental rights and are effective in protecting and fulfilling human rights.**

FRA's analysis of data and evidence will also continue to support the European Commission's regular reporting to the European Parliament and the Council of the European Union on the development of EU law and policy. The data and evidence that FRA gathers could be used to support *ex post* and *ex ante* (or 'upstream') assessments of how certain courses of action will potentially affect the upholding of fundamental rights standards. Likewise, there is a role for the agency to play in providing technical assistance and capacity building as well as in advising on the application of the fundamental rights conditionality when disbursing EU funds.

FRA will enhance its capacity to respond to requests from EU institutions for independent and evidence-based expertise and opinions on fundamental rights aspects of new EU legislative proposals. This would support the upholding of high fundamental rights standards in EU policies and legal acts. The Agency has over time consolidated its role as independent actor in informing EU law, drawing on the evidence gathered through its research work and expertise. Looking ahead, FRA will issue opinions and conclusions in line with its competences as laid down in Article 3 of its founding regulation.

FRA must also be able to react to short-term developments and crises, and provide advice, information, and opinions on a short-term ad hoc basis. FRA already has considerable experience conducting fieldwork research and providing evidence-based advice in crisis situations. Recent examples, include FRA's work in highlighting the fundamental rights aspects of the COVID-19 pandemic and the consequences of the Russian war of aggression against Ukraine. This crisis response mode has become more and more important and is likely to remain so in the future.

STRATEGIC OBJECTIVE**1.3 Carry out research and foresight studies on fundamental rights issues and future challenges to help EU institutions and Member States anticipate threats to the enjoyment of fundamental rights and help them to promote fundamental rights resilience.**

In 2023–2028, FRA will further develop its strategic foresight capacity in selected areas where it is undertaking research and data collection, to support policymakers' efforts to better anticipate future developments rather than simply reacting to them. By doing so, it will help EU institutions and Member States anticipate threats to (and identify opportunities for) the enjoyment of fundamental rights and help them to promote fundamental rights resilience.

In addition to large-scale surveys, FRA has an impressive track record of qualitative research on a wide range of topical fundamental rights issues, leading to over 30 publications in 2022 alone. The outputs range from a report on the fundamental rights implications of the Russian war of aggression against Ukraine to a guide to preventing unlawful profiling. This research output provides important information to EU and national policymakers, and others working in the fundamental rights field, and is a key function that will be continued in the future.

FRA is part of existing foresight structures within the EU and has contributed to the strategic foresight processes of the European Commission in 2023. However, there is a need to develop this capacity further in the coming years. If possible, that should involve other EU agencies and partners, particularly in relation to the new challenges that are apparent in the fundamental rights field. FRA can embed elements of foresight into selected areas of its work – encompassing the seven megatrends referred to in this document - where it has developed, and is developing, a body of knowledge and expertise through its research.

STRATEGIC PRIORITY**→ 2. Contribute to ensuring respect, protection, and fulfilment of fundamental rights in the fields covered by existing EU laws and policies**

In addition to supporting the upholding of high fundamental rights standards in EU policies and legal acts, FRA will continue to have an important role in supporting the implementation of measures. In this respect, FRA is tasked in its Founding Regulation to “formulate and publish conclusions and opinions on specific thematic topics, for the Union institutions and the Member States when implementing Union law, either on its own initiative or at the request of the European Parliament, the Council or the Commission”. These activities are not confined to “implementation” in the narrow sense of the word - the FRA can also address relevant issues that arise in fields covered by EU law and policies that extend beyond mere implementation.

STRATEGIC OBJECTIVE**2.1 Support the implementation of EU laws and policies with advice, opinions, research and real-time assistance to EU institutions, Member States, and other stakeholders.**

FRA will continue to offer assistance and expertise on fundamental rights issues to EU institutions and Member States acting in fields covered by EU law. Providing independent, targeted options and assistance on fundamental rights – at the request of EU institutions or Member States – and analysing the practical implementation of laws in Member States are increasingly important tasks for FRA. By pursuing this action, it will help EU institutions and Member States ensure full compliance with fundamental rights, in line with Article 2 TEU. FRA already has considerable experience in conducting fieldwork research and providing legal analyses of fundamental rights. It will also continue to map comprehensively the practical implementation of EU law and provide legal analyses of key fundamental rights areas of competence, and on other issues at the request of EU institutions. The agency's sociolegal approach, assessing the implementation of law from the perspective of the experiences of rights holders and duty bearers, has proved instrumental in identifying key fundamental rights concerns. In 2023–2028, FRA will continue to systematically promote this approach in its work for EU institutions.

Providing targeted fundamental rights expertise to EU Member States is likely to become a more regular feature of FRA's work. This could range from direct assistance to Member States through to advisory support on fundamental rights issues in the context of sharing experience across the EU, alongside targeted support related to capacity building on monitoring and evaluation practices, and the development of practical tools. Given the agency's financial and human resources, this engagement will need to be carefully targeted to those areas where FRA's input can have most impact.

STRATEGIC OBJECTIVE

2.2 Support the integration of the fundamental rights perspective in the application of relevant laws and policies at the EU and national levels.

To respond to the identified challenges FRA will make renewed efforts to help Member States to integrate the fundamental rights perspective in national measures in the fields covered by EU laws and policies. The need to mainstream fundamental rights principles is nowhere more apparent than in relation to some of the new challenges, such as climate change, digital transformation, and the use of new technologies, as well as in socioeconomic affairs. In these areas, where deemed relevant, a priority for FRA will be to contribute to ensuring that measures taken to address new challenges include appropriate fundamental rights standards and considerations. It will also continue to support the implementation of fundamental rights requirements by providing timely and accurate information on the enjoyment of fundamental rights and the impacts of EU law and policies on fundamental rights.

In this connection it should be noted that FRA has been tasked in recent years with additional responsibilities under specific EU instruments, which sets out a duty for the Agency to provide input. FRA obviously welcomes this development, which enhances its potential to fulfil its mission. At the same time, it must be observed that the growing responsibilities have not been matched with an increase in the agency's resources. As long as this is the case, FRA faces an even greater need to set priorities. It must also ensure that it retains enough flexibility to prevent a situation in which it is unable to respond to any new task.

STRATEGIC OBJECTIVE

2.3 Assist the EU Institutions and Member States with the implementation of practical measures to address fundamental right risks and challenges that may arise in fields covered by EU laws and policies and to support rights-based approaches in EU Law and policy.

FRA's presence on the ground, including field missions to Member States, facilitates the provision of real-time advice to EU and national stakeholders concerning fundamental rights challenges. Providing regular and timely information that the agency collects can directly and immediately affect the promotion and protection of fundamental rights on the ground. FRA will promote awareness of and access to available resources (such as studies, handbooks and training materials, several of which are available in a number of EU languages) and develop new tools and training material to assist EU institutions and Member States find practical solutions to challenges. The agency will also enhance its strategic work with civil society organisations, including through the Fundamental Rights Platform, to discuss and help address the civic space challenges on the ground.

STRATEGIC PRIORITY

3. Cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision

Priority 3 is essentially cross-cutting insofar as it provides for the key elements of the delivery mechanisms that are required for the implementation of Priorities 1 and 2. Raising awareness of fundamental rights, enhancing and further developing robust research methods and methodology, effective communication by FRA with its key stakeholders and target groups, partnership working, and the shared vision for fundamental rights as a basis for collaboration with partners are all key Priority 3 actions for 2023-28.

STRATEGIC OBJECTIVE

3.1 Promote fundamental rights at the EU and Member State levels of fundamental rights by raising awareness amongst rights holders and duty bearers.

Fundamental rights are basic rights and freedoms that belong to everyone in the EU. FRA will work alongside EU institutions and Member States in promoting this message. A key focus in the next programming period will be on young people, in addition to people in vulnerable situations, Roma, minorities and other target groups of right holders already mentioned. FRA's communication strategy will be key to this action. It will further tailor its communication strategy to target audiences and raise awareness of fundamental rights issues among its stakeholders. These include policymakers, those responsible for implementing fundamental rights (national and local authorities, agencies, law enforcement organisations, etc.), multipliers (such as journalists, educators, businesspeople, and figures in sports and entertainment) and civil society. The agency will continue to plan awareness-raising and communication activities and initiatives, in close cooperation with other fundamental rights players where applicable, to improve support and understanding of fundamental rights among its stakeholders, especially young people.

STRATEGIC OBJECTIVE

3.2 Develop research methods and tools on fundamental rights, including benchmarking, assessment, due diligence tools and human rights indicators.

FRA will utilise state-of-the-art robust research methods and tools to advance research on fundamental rights issues. FRA has done much pioneering work in research methodologies and the analysis of fundamental rights data. FRA's founding regulation tasks it to 'develop methods and standards to improve the comparability, objectivity and reliability of data at European level' (Article 4 (1) (b)). 2023–2028, the agency will also further develop its work on developing and applying fundamental rights benchmarks and indicators, which are useful tools for identifying operational priorities and assessing performance. Furthermore, a key consideration during 2023–2028 will be to link FRA's work on indicators to those used in the context of EU processes – such as the Europe 2020 strategy – and the Sustainable Development Goals.

STRATEGIC OBJECTIVE

3.3 Collaborate with partners, fundamental rights actors, and multipliers in strengthening regional, national, and local fundamental rights protection systems.

In 2023–2028, FRA will step up collaboration and joint working with its EU and other partners, as this is the key to efficient and effective implementation of its strategy. It will continue to enhance its agility, flexibility and creativity in its communications and partnership working. FRA will intensify its programmes of cooperation with other actors that play a critical role in promoting and protecting human and fundamental rights. The cooperation will leverage different actors' comparative advantages and reflect their distinct and complementary roles. At the international level this includes partnerships with various offices, funds and programmes of the United Nations system. At the regional level, cooperation with the CoE remains imperative, as is reflected in the founding regulation and shaped in the agreement between the European Community and the CoE on cooperation between FRA and the CoE (15.7.2008/L186/7). FRA will also continue to work closely with the Organization for Security and Co-operation in Europe (OSCE). The relatively recent and very productive cooperation between FRA and the EEA and Norway Grants is greatly valued and will be further developed. FRA cooperates closely with the EEA and Norway Grants, which under their current financial mechanism have financed cooperation activities in a number of EU Member States that are grants' beneficiaries. Together with the CoE and the Organisation for Economic Co-operation and Development, FRA acts as an international partner of the grants, having supported the work of EU Member States' administrations and institutions, human rights institutions, equality bodies, etc. No less important are the agency's relationships with national human rights institutions, equality bodies, ombudsperson and other human rights actors. Civil society, especially as represented by organisations participating in the Fundamental Rights Platform, is an essential partner of FRA. Furthermore, FRA will continue to extend its cooperation with other bodies that play important roles in society, including faith communities, cultural practitioners, sports bodies and business organisations. The consultations for this strategy underlined the growing importance of also supporting the efforts of Member States to promote fundamental rights. FRA works closely with national liaison officers appointed by each Member State as FRA's contact points. The agency will strengthen the collaboration with national liaison officers and encourage them to actively communicate relevant fundamental rights evidence to the relevant national ministries, departments and government bodies. In addition, it could explore further cooperation with national parliaments. Another of FRA's priorities in 2023–2028 will be to identify and make better use of multipliers to disseminate the results of its projects and research on fundamental rights, developments and risks. Through this priority, the agency will strive to make the evidence it produces available and accessible to all interested parties and the public.

STRATEGIC OBJECTIVE

3.4 Promote dialogue with and among key actors to respond to fundamental rights challenges and to shape agendas with a view to enhancing collaboration and building a common vision for the future.

It is clearly important that FRA's work and that of its partners be underpinned by a shared vision of fundamental rights, the priorities in this regard and the actions required to achieve key objectives. In 2023–2028, and linked to Objective 3.2, FRA will continue to convene partners and other actors working on fundamental rights to discuss pressing fundamental rights issues, and actions to address common challenges. The agency has demonstrated its strong convening power in recent years, especially through the Fundamental Rights Forum, conferences of senior experts and other activities. The 2021 edition of the forum attracted more than 2 000 participants from all over the world. FRA will also maintain and further develop its dialogues with young people. Meanwhile, it will help national actors convene regular dialogues on the topic of the rule of law. That will follow up the pilot dialogues it is currently undertaking at the request of the European Commission.

2.2 Human and financial resource - outlook for years 2025 - 2027

Overview of the past and current situation

A) Financial Resources

In December 2020, the European Council adopted the multiannual financial framework (MFF) for the period 2021–2027 which is still the main basis for the development of FRA's subsidy during the upcoming years. In principle, the MFF foresees a steady annual increase of the subsidy of 2%.

However, due to the high inflation between 2021 and 2023 which directly impacted salary increases, title 1 (Staff expenditure) had to be increased by 16.4% in 2023 compared to 2021. To partly compensate for this extraordinary increase, an additional one-off increase of the EU subsidy amounting to €300,000 was requested in 2023, representing 1.9% of staff expenditure, to at least mitigate this increase and its negative effect on the operational budget in the respective year. Additionally, another one-off contribution of €1.4 million was received in 2024, which was specifically designated for the operational budget allocated to the costly Roma Survey in this year.

Since the subsidy increase did not fully cover risings cost sparked by higher inflation expectations, particularly noticeable in massive increases of rental and energy costs, FRA needed to implement substantial reductions across all areas of its operations.

Evolution of budget from 2021-2024

Year	2021	2022	2023	2024
Title I	€14,670,000	€14,735,000	€15,604,000	€17,321,000
Title II	€2,292,553	€2,451,000	€3,220,000	€3,828,000
Title III	€7,331,145	€7,109,170	€6,394,395	€6,020,000
Total	€24,293,698	€24,295,170	€25,218,395	€27,169,000

B) Human Resources

In terms of human resources, the Agency's establishment plan has remained frozen at the level of 72 posts since 2017, after being reduced from the 2016 level. The number of authorised contract agents remained stable until 2023 when an additional 2 posts of CAs were granted.

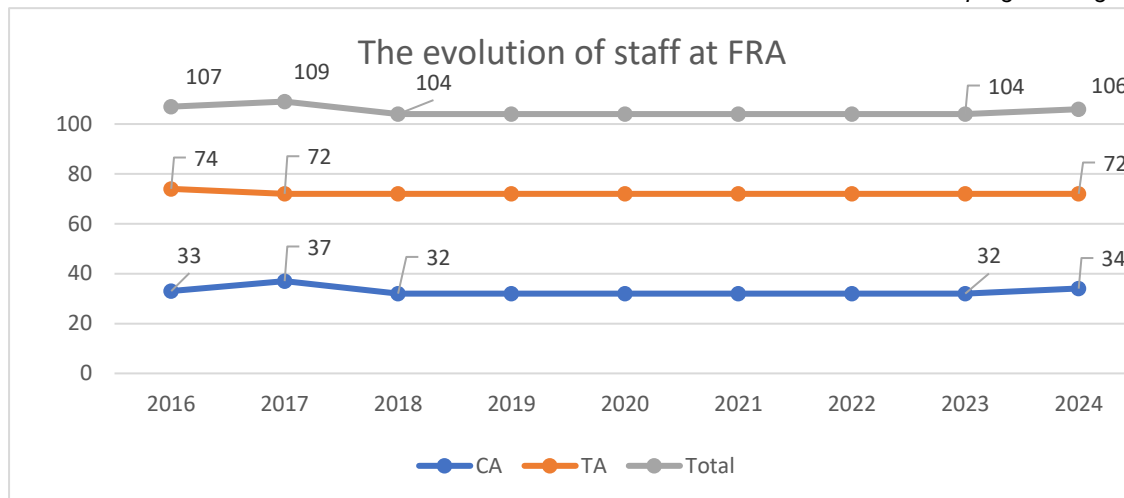
In the last years, the Agency has seen a significant growth in its tasks due to social and geopolitical developments, characterised by the big crises at the beginning of the 2020s, and the adoption of new EU law instruments, which assign new tasks to the Agency.

The expansion of the Agency's mandate through the amendment of the Founding Regulation has brought a substantial increase in workload across several key areas, like the demand for regular surveys and analysis of data, ever-increasing roles in respect of migration, borders and asylum, continued support to EU candidate countries in fulfilling the EU acquis, and further exploration of the civic space and the rule of law. In addition, the revised and new EU laws have led to increased requests from European Institutions, bodies, and agencies for the Agency's evidence-based advice in the areas of digitalisation and artificial intelligence, EU's Green Deal and police and judicial cooperation.

Neither the amendment of the Founding Regulation nor the various new legislative acts were supported by a legislative financial statement indicating the anticipated resource impact of the proposals. The Agency therefore struggles to fulfil its new tasks with the same level of human resources as in 2017.

Maintaining the establishment plan at a level set in the middle of the previous Multiannual Financial Framework (i.e. 2014-2020) has created a circumstance unparalleled among JHA Agencies which have all benefitted from additional staffing to meet additional needs. The EU has focussed on strengthening the law enforcement response and operational agencies, which have seen substantial growth in recent years. However, comparable investment has not been made as regards fundamental rights and equality (i.e. FRA and EIGE) despite the importance of these values to the Union.

FRA has evaluated its resource allocation and introduced economies in several areas. However, the Agency has reached the limits of what can be managed internally with current staffing, and as result FRA will be unable to fully execute its mandate and fulfil EU legislative tasks.



Outlook for the years 2025-2027

A) New tasks

New or revised EU laws have imposed additional tasks on the Agency, leading to increased requests from European institutions, bodies, and agencies for the Agency's evidence-based advice in the areas of digitalisation, artificial intelligence, EU Green Deal and in police and judicial cooperation

Tasks under digitalisation, artificial intelligence and fundamental rights

New legislation, such as the [Digital Services Act \(DSA\)](#) and the [Artificial Intelligence \(AI\) Act](#), has been adopted in this area. The Agency is involved in various research projects and high-level policy processes related to AI. Under the AI Act, the Agency will be one of five permanent members of the Advisory Forum. The Agency is running several projects on AI and fundamental rights, contributing to the implementation of the AI Act. Due to limited resources, the Agency is not able to contribute to all areas where input is needed.

Tasks following the adoption of legislative initiatives under the EU's Green Deal

The Agency is a member of two advisory bodies to the European Commission. One is the Platform on Sustainable Finance (PSF) under Art. 20 of [Regulation \(EU\) 2020/852](#), and the other is the [Directive \(EU\) 2022/2464](#) on corporate sustainability reporting. The Agency is also involved in the newly adopted [Directive on Corporate Sustainability Due Diligence \(CSDDD\)](#), which introduces mandatory human rights and environmental impacts due diligence across companies' chain of activities for certain large companies operating in the EU. Due to limited resources, the Agency currently lacks the capacity to fully deliver on these expectations.

Tasks following the adoption of the amending Founding Regulation.

The Agency's participation in the Fundamental Rights Guidance Boards for [ETIAS](#) and [VIS](#), which will review screening rules to identify irregular migration and internal security risks, with implications for law enforcement, has resulted in a significant workload. The Commission is seeking ad-hoc input from the Agency in police and judicial cooperation, but the Agency's limited budget and human resources constrain its ability to provide adequate input. The appointment of a Fundamental Rights Officer at Europol has led to increased engagement with Europol, and there are also increased requests from CEPOL for specific training for police across Member States. Due to limited resources, the Agency had to turn down requests for fundamental rights checks.

B) Growth of existing tasks

The Agency has seen a significant growth in its tasks due to social and geopolitical developments and new EU law instruments. The expansion of the Agency's mandate has brought a substantial increase in workload across several key areas:

Demand for regular surveys and analysis on non-discrimination and Roma inclusion

The European Commission regularly commissions large-scale quantitative surveys to collect data not captured at the national or EU level. The surveys, which include over 100,000 respondents for online surveys, require significant financial and human resources. The surveys focus on Roma, immigrants and their descendants, Jewish communities, LGBTIQ people, and women's experiences of violence. The data collected is used to support Member States' efforts, report on progress, and develop Country Specific Recommendations. Additionally, the surveys fill gaps in Eurostat's data collection and address specific issues, such as violence against women who have fled the Russian aggression in Ukraine.

Migration, borders and asylum

The Pact on Migration and Asylum assigns new tasks to the Agency. FRA is tasked to provide general guidance to Member States on fundamental rights monitoring in the context of screening and asylum border procedures. The [Asylum and Migration Management Regulation](#) refers to the Agency multiple times, requiring the agency to provide information for various processes. The Agency is also involved in the EU mechanism for preparedness and crisis management and has seen a growth in tasks due to the Russian war of aggression in Ukraine. Pursuant to Article 3 (1) and Recital (27) of the [Crisis and Force Majeure Regulation](#) the Agency will be required to provide relevant information to assess if a Member State is facing a crisis. [Regulations \(EU\)](#)

[2021/1147](#) and [\(EU\) 2021/1148](#) require the European Commission to consult the Agency on national programmes under the Asylum, Migration and Integration Fund and under the Integrated Border Management Fund, which has led to increased workload.

Supporting EU candidate countries in fulfilling the EU acquis related to the fundamental rights.

The Russian aggression against Ukraine has prompted heightened political support for the expansion of the EU. As a result, accession negotiations have been initiated with Bosnia & Herzegovina, Moldova, and Ukraine. Concurrent negotiations persist with Albania, Montenegro, North Macedonia, and Serbia^[1]. It is anticipated that from 2026 to 2028, additional candidate countries will transition into observer status within the agency's operations, as per the provisions of Article 28 of the Agency's Founding Regulation. Thoughtful consideration will be required to determine how these countries can be seamlessly integrated into the agency's activities.

Civic space and the rule of law

The Agency is committed to engaging with civil society and reporting on the civic space, as outlined in its founding Regulation. The Rule of Law Report 2022 states the Commission's intent to work with civil society at the national level, in cooperation with Commission Representations and the Fundamental Rights Agency. This collaboration involves the development of national rule of law dialogues with a multi-stakeholder composition. Upholding the rule of law across all Member States is a key priority for the Commission in its 2024 work programme.

C) Negative priorities/decrease of existing tasks

A persistent lack of resources will have detrimental effects putting the quality and extent of the Agency's work at risk and jeopardising the protection of fundamental rights across the EU. The Agency finds itself in a situation that due to the lack of resources, it will not be able to respond to the growing demand, with the following consequences:

- Survey disruptions - starting with 2025, the Agency will reduce the number of surveys by half due to budget constraints, high increase of survey costs, and insufficient qualified human resources for data analysis. As a result, surveys such as those for Roma, immigrants, the LGBTIQ community, and Jewish people in the EU, will no longer be feasible. The lack of consistent funding for surveys also inhibits long-term strategic planning and threatens sustained data collection on marginalised populations.
- De-prioritisation of projects - due to resource constraints, critical projects have been deprioritised and not implemented over the past few years, and this trend is expected to increase for projects focused on digital data access in criminal investigations, rule of law case law, and law enforcement compliance with fundamental rights.
- Limiting the Agency's national impact – the lack of resources will also hinder the Agency's capacity to provide its expertise and assistance to Member States and relevant authorities, thereby limiting Member States' ability to effectively tackle human rights issues at national level. Furthermore, a lack of resources will also restrict the Agency's ability to strengthen its engagement and bolster effective partnerships with the national human rights structures, notably National Human Rights Institutions, Equality Bodies and civil society.
- Implications on EU enlargement and fundamental rights support - without increased resources, the Agency will not be able to fulfil its expanded responsibilities, particularly in assisting EU candidate and observer countries with fundamental rights-related EU acquis. This will hinder capacity building in these countries, impacting the reinforcement of human rights infrastructures across the expanding EU.

Resource programming for the years 2025- 2027

A) Financial Resources

The planned title 3 (operational expenditure) level for 2025 is about €5.2 million, which represents 20% of budget allocation. This is a considerable decrease compared to 2021, where the operational budget allocation amounted to €7.3 million or 30% of the total budget. This negative development is caused by recurring high increases in expenditures under titles 1 and 2, which are not compensated by an increase of the subsidy and, therefore, must be balanced by reductions in title 3.

As a result, the Agency faces substantial challenges in fulfilling its mandate and responsibilities. The operational budget is estimated to further decrease for the years beyond 2025 in terms of percentage of the total budget.

To be able to sustainably implement new requirements from the amended founding regulation as well as from new EU legislative acts, the operational funds of the Agency must not fall below 30% of its total budget. To achieve this, FRA would need an increase of the Agency's total budget of approximately 15% to 20%.

CURRENT BUDGET OUTLOOK 2025-2027

Year	2025	2026	2027
Title I	€17,323,675	€17,950,000	€19,060,000
Title II	€4,100,000	€3,470,000	€3,000,000
Title III	€5,216,080	€5,343,808	€5,239,605
Total	€26,639,755	€26,763,808	€27,299,205

B) Human Resources

As highlighted above, the requests addressed to the Agency for evidence-based advice will continue to increase following the adoption of new and revised EU laws and the amendment of the Founding Regulation. With the current human resources, the Agency cannot meet these needs. It is therefore vital to ensure that the Agency is equipped with the necessary human resources to fulfil its mandate.

For the period 2025-2027, the following profiles would be required:

- 2026
 - o AD - to cover existing gaps in resources and skills to carry out current activities in the field of police cooperation and judicial cooperation in criminal matters, and uses of Artificial Intelligence, reflecting Agency's new tasks under the AI Act, digital services and business and human rights
 - o SNE – to support the integration and capacity-building efforts for observer countries. The Agency expecting to play a crucial role in supporting the EU candidate countries as they align their policies and practices with the EU's fundamental rights standard.
- 2027
 - o AD – to reinforce surveys and analysis of data, but also in sustainable finance and migration and asylum.
 - o AD – to cover Agency's needs in collecting and analysing comparable data and evidence in emerging areas, like environmental change and the impact of digitalisation on the society and the respect of fundamental rights.
 - o CA – to meet the requirements in cybersecurity and to extend the Agency's expertise in the areas of police cooperation and judicial cooperation in criminal matters, especially uses of Artificial Intelligence.

HUMAN RESOURCES OUTLOOK 2025

Year	2025
TA	72
CA	34
SNEs	9
Total	115

HUMAN RESOURCES NEEDS 2025-2027

Year	2025	2026	2027
TA	72	76	79
CA	34	34	37
SNEs	9	12	12
Total	115	122	128

Strategy for achieving 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;

To achieve increased efficiencies, the agency has undertaken initiatives in various areas, like IT, human resources, finance or accountancy.

In the area of *Human Resources* FRA makes use of the possibility to share reserve lists with other agencies, to save the time and costs involved in selection procedures.

The Agency has continued to automate and streamline HR processes to achieve further efficiencies. The implementation of SYSPER has brought efficiencies in several HR processes, recruitment and training has been further automated and HR closely follows the developments of the Commission HR Transformation programme, anticipating the future trends in the area.

FRA shares its *Accounting Officer* with the European Labour Authority and the European Institute of Innovation & Technology on a regular basis, and with the European Border and Coast Guard Agency on a temporary basis. Through this considerable knowledge has been shared and economies of scale achieved.

The implementation of ARES-HERMES-NOMCOM tool for administrative workflows and filing had a big impact for the *financial transactions* making possible to link the financial tool (ABAC) with ARES. Moreover, FRA suppliers/contractors are offered to submit and send electronic invoices and other supporting documents through the EU's application (ePRIOR) and to obtain the access to the Supplier Portal e-Invoicing module.

Furthermore, all other internal workflows previously paper-based or email based are now integrated into ARES and hence contributing to the overall digitalisation of the Agency's internal business processes.

The Agency is using the PPMT module within the EU e-tendering application for the launch of open procurement procedures.

In addition, the use of Power BI for consolidating data from different sources has automated several reports and allowed to create new ones, providing a higher reliability and saving considerable amount of time.

In parallel, the Agency has continued to join several Interinstitutional Framework Contracts, benefiting from synergies and economies of scale and saving time invested in procurement procedures.

In the area of *IT* and with the introduction of cloud services, the Agency was able to introduce technologies which provided added value with the same budget that before would require more financial resources i.e. contributing in "doing more with less" approach followed by the Agency. Finally, cloud technologies allowed the Agency to internalise the development of IT applications and hence eliminating the need of external contractors, contributing to saving of between 100,000 -150,000 EUR annually in the area of software development and maintenance.

The adoption of cloud services also contributes to the reduction of the costs of replacing costly on-premises IT hardware in the coming two 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.

The introduction of the *Project Management Plan* in 2023 has been critical in ensuring a more timely and efficient planning of all projects, the agency will be able to streamline its processes, optimize its resources, and maximize its impact towards achieving its strategic goals leading to better outcomes and benefits for the target audience and stakeholders.



ANNUAL WORK
PROGRAMME
2025

SECTION III

3.1 EXECUTIVE SUMMARY

The 2025 Annual Work Plan is based on FRA's strategic priorities and outlines areas of work of the Agency, reflecting its commitment to advancing fundamental rights in the European Union. It is a tool to ensure accountability, facilitate resource allocation and ensure impactful outcomes. By detailing the specific contributions of each unit and their associated projects, the Annual Work Plan provides a comprehensive overview of how the Agency aims to address thematic challenges effectively. The Units are the following:

- A. EQUALITY, ROMA, and SOCIAL RIGHTS
- B. JUSTICE, DIGITAL and MIGRATION
- C. INSTITUTIONAL COOPERATION and NETWORKS
- D. COMMUNICATION and EVENTS

EQUALITY, ROMA, and SOCIAL RIGHTS

FRA's large-scale survey research is a pillar of the Agency's work – both with respect to new survey research and analysis of findings from previous FRA surveys. Survey data continues to be collected by FRA in the absence of EU-wide and Member State data collection on specific groups and their experiences of fundamental rights in practice. In 2025, the Agency will present findings from the Survey on Immigrants and Descendants of Immigrants, building on insights from the 2022 Survey, while presenting its findings and conducting further analysis on integration and social inclusion. It will also continue disseminating results from the 2023 LGBTIQ survey, developing new outputs on Trans persons, health, and hate crime. Additionally, the Agency will publish and widely share results from the 2024 Roma survey, supporting the monitoring of the EU Roma strategic framework.

Furthermore, FRA will enhance its focus on corporate social responsibility and due diligence, examining legal implications through a fundamental rights lens. Continuing its 2023 efforts, FRA will address fundamental rights and environmental protection, aligning policies with the EU Green Deal to ensure coherence between climate commitments and human rights and by supporting EU institutions and Member States in implementing relevant directives and regulations. Additionally, FRA will research social protection and poverty from a fundamental rights perspective, promoting alignment with the European Pillar of Social Rights. The Agency will also assist the Commission and Member States in implementing the EU Strategy on the Rights of the Child and related initiatives.

In 2025, FRA will continue its close engagement with the EU High Level group on Non-discrimination, Equality and Diversity, supporting the work of its subgroup on Equality Data and LGBTIQ Equality. It will continue to engage with the EU High Level Group on combating hate speech and hate crime, focusing on the EU anti-racism action plan and the hate crime reporting and recording subgroup. The Agency will continue to carry out targeted national level activities to support Member States to fight hate crime, including through support to Equality Bodies.

Finally, depending on the status of EU accession to the ECHR, FRA will finalize some internal think pieces on the operational implications of accession and be poised to respond to requests relating to fundamental rights prompted by accession and to deepen and expand it in 2025. The Agency will continue the collaboration begun with the Jurisconsultate of the European Court of Human Rights on joint fact sheets covering areas where there is interplay or overlap between the jurisprudence of the ECtHR and the CJEU.

JUSTICE, DIGITAL and MIGRATION

With respect to 'Justice, Digital and Migration', the Agency's data continues to fill a knowledge gap that serves to inform key actors about the implementation of law in practice with respect to both duty bearers and rights holders. In 2025, the Agency will further its work on victims of crime, disseminating results from research on provision in practice for different groups of crime victims in the EU. FRA's research findings and expertise will continue to inform the Commission's work in this area, including in the context of the Victims' Rights Platform, as established under the EU Victims' Rights Strategy (2020-2025). To combat discrimination, and reflecting the EU Anti-racism Action Plan, FRA will follow-up and further disseminate the findings from its report on anti-racism in policing, which includes data, rules and practices on combating racial discrimination and anti-racism in policing. FRA will also disseminate the update of the Handbook on access to justice, which is undertaken together with the Council of Europe. The Agency will also continue to present results from its third survey on antisemitism that will support the implementation of the EU Strategy on combating antisemitism and fostering Jewish life (2021 – 2030).

To ensure respect of fundamental rights in the digital sphere, FRA will publish a report in 2025 guiding EU institutions and Member States about fundamental rights opportunities, risks and necessary safeguards when using digital tools in the justice system. Additionally, FRA will publish research on the Terrorist Content Online Regulation's implications at the Member State level, focusing on specific rights from the EU Charter, and will begin further research in 2025 on the fundamental rights implications of accessing digital data for criminal investigations. FRA will also contribute to the practical and fundamental rights compliant implementation of the AI Act by publishing two main reports: one on assessing high-risk AI and one on the use of remote biometric identification in the context of law enforcement. FRA will continue to disseminate findings from its work on online content moderation to inform the Digital Services Act in its implementation.

On combatting violence against women, 2025 will see the publication of a joint Eurostat-FRA-EIGE- report based on the comparative results of the second Violence against Women survey and the EU survey on gender-based violence and other forms of inter-personal violence. The results will ensure that data on violence against women is available for all EU Member States, allowing a comparison of trends between FRA's published data in 2014 and the current data. In parallel, the Agency will publish the results from its survey in three Member States on violence and human rights abuses experienced by women fleeing the Russian war of aggression in Ukraine who now reside in the EU, complementing FRA's results of its survey on displaced persons fleeing the Russian invasion of Ukraine.

FRA's work in the area of migration and asylum will support a fundamental rights compliant implementation of the Pact on Migration and Asylum. FRA will provide fundamental rights expertise to EU institutions and agencies as well as EU Member States that cover key upstream activities in Brussels and agencies' headquarters. FRA's targeted assistance will pay particular attention to border management, access to asylum, the use of large-scale IT systems, exploitation of irregular migrants, as well as to children in migration.

INSTITUTIONAL COOPERATION and NETWORKS

The Agency maintains close cooperation with stakeholders at the international, EU, national and local levels, with a view to informing the work of policy and law makers within the EU institutions and Member States. It maintains a continued dialogue with civil society, through its Fundamental Rights Platform, and works closely with national public bodies with a human rights and/or equality remit to support national human rights oversight structures. It coordinates its work closely with international organisations, in particular the Council of Europe, the United Nations and the OSCE, to ensure complementarity, synergy and coherence with the international human rights system. In 2025, the Agency will continue reinforcing its work on candidate countries participating as observers, consolidating its activities pertaining to enlargement policy in cooperation with the Directorate-General for Neighbourhood and Enlargement Negotiations, and it will contribute to international human rights dialogues organised by the European External Action Service. The Agency will in 2025 chair the network of Justice and Home Affairs Agencies, fostering synergies and cooperation between EU agencies working in the same policy areas.

To mark the 25th anniversary since the proclamation of the EU Charter of Fundamental Rights, FRA will co-organise events and activities with EU and national partners using the anniversary as an opportunity to raise awareness of fundamental rights. It will produce a sign-language version of the Charter and prepare an update of its Charterpedia tool. It will continue data collection on the use of the Charter nationally, provide expertise and targeted capacity-building in collaboration with the European Commission, the national Charter focal points designated by the Member States, and European legal professional networks. Through EU-wide research, FRA will explore the role of the Charter in national impact assessments in legislative processes, with a view to providing practical guidance on the issue.

FRA will also continue supporting civil society work to protect and promote fundamental rights, through capacity-building and awareness-raising, through the Fundamental Rights Platform, and through its work on civic space. Based on its civic space monitoring, the Agency will provide a submission to the European Commission's annual rule of law report, drawing also on rule of law relevant data in other FRA working areas. A new project will deal with the interaction of fundamental rights and the rule of law in national case law and non-judicial practice (e.g. by NHRIs). The agency will also cooperate with the European Commission in organising national rule of law dialogues, in particular with civil society and NHRIs, in follow-up to the annual rule of law report.

Lastly, FRA will continue to deliver on its tasks as member of the EU Framework required by Article 33 (2) of the Convention on the Rights of Persons with Disabilities (CRPD) and will support follow-up to the 2nd review of the EU's implementation of the CRPD by the UN Committee. FRA will also contribute to the promotion of the CRPD by mainstreaming disability within the Agency's work and by promoting the rights of persons with disabilities through its awareness-raising activities.

Based on its 2023 report on the role of independent bodies in relation to monitoring fundamental rights in the context of EU Funds, the Agency will continue providing assistance and expertise on the implementation of the horizontal enabling conditions related to the Charter and CRPD. This work is closely coordinated with the European Commission, as well as with the European networks of NHRIs and Equality Bodies ENNHRI and Equinet.

COMMUNICATION and EVENTS

In 2025, FRA will continue to promote fundamental rights across the EU and beyond. Guided by the FRA Communication Strategy 2023-2028, the Agency will seek to broaden its outreach through diverse communication channels and formats, ensuring its findings and opinions are communicated to policymakers, civil society organisations and the public in an effective and accessible way. It will also conceptualise the next edition of the Fundamental Rights Forum after engagement and consultation with relevant stakeholders

FRA will produce and disseminate major publications, including its annual Fundamental Rights Report and will carry out targeted media relations to promote its work and develop innovative social media campaigns. The Agency will collaborate with human rights communicators to align narratives, messaging and methods to reach key audiences and broaden the constituency for human rights.

The Agency will also use its convening power to create safe space for discussions about the pressing fundamental rights issues in the EU. It will support the EU Presidencies of Poland and Denmark in organising events on topics of relevance to FRA's mandate. In this activity area, the Agency will promote the values and freedoms of today's societies in the European Union. It will further establish its smart way of communicating to maximise the effect of its findings, including its recommendations. The overall goal of FRA's communications is to broaden the constituency for fundamental and human rights, and to raise awareness of the benefits of human rights to people's lives. To do so, it will draw on key FRA deliverables, as well as its vast body of evidence, which report on the fundamental rights challenges and achievements in the EU and its Member States.

Effectively communicating the fundamental rights dimensions of specific issues will remain at the core of the Agency's work through 2025 and beyond. In implementing its communication activities, FRA will follow the guiding principles of the '10 keys to effectively communicating human rights'.

3.2 Areas of Activity

The Annual Work Programme 2025 is structured according to the following areas of activity:



To ensure a flexible implementation of the Annual Work Programme, projects have been given priority according to the following model:

- **First priority** - Projects that follow-up on past work, correspond to key EU priorities and are considered essential to complete work in a specific area;
- **Second priority** - Projects which, although essential, could be postponed to next year owing to, for example, unforeseen requests by stakeholders;
- **Third priority** - Projects that can be implemented only if funds become available in the course of the financial year.

A.

EQUALITY, ROMA, AND SOCIAL RIGHTS

A.1 Anti-racism and non-discrimination

Overview of the activity

The legal basis of FRA's work in this area of work includes the EU's Racial Equality Directive 2000/43/EC and the Employment Equality Directive 2000/78/EC. In May 2024, the Council of the European Union adopted two directives aimed at strengthening the role of equality bodies across the EU: Directive (EU) 2024/1500 and Directive (EU) 2024/1499, which build on Directives 2000/43/EC and 2004/113/EC, complementing them with a strengthened and more detailed set of rules providing enhanced powers for equality bodies in discrimination cases, independence, sufficient resources, accessibility for all victims, consultation on law-making and policy-making processes and awareness-raising. The work is further guided by the EU Anti-racism Action Plan 2020-2025, the EU Action Plan on integration and inclusion 2021-2027 and the LGBTIQ Equality Strategy 2020-2025. FRA assists the European Commission in the development and implementation of its strategies and action plans on equality. The framework decision on racism and xenophobia (Council Framework Decision 2008/913/JHA) and the victims' rights directive complement the work in this area, specifically in relation to crimes committed with a bias or discriminatory motive and ensuring the fair and non-discriminatory treatment of victims of hate crime. In March 2021, the Commission published a strengthened Strategy for the Rights of Persons with Disabilities 2021-2030, which addresses the heightened risk to human rights violations in institutions. The Strategy calls on FRA to examine the situation of persons with disabilities living in institutions regarding violence, abuse and torture.

In 2025, FRA will sustain its cooperation with the EU High Level Group on Non-discrimination, Equality and Diversity and assist in the context the work on age equality and the EU High Level Group on Combating hate speech and hate crime by assisting the work of the Subgroup on equality data and supporting the work of the Subgroup on LGBTIQ+ Equality. Work in the area of anti-racism encompasses activities related to the EU Anti-racism Action Plan 2020-2025 - such as supporting the work of the Subgroup on the implementation of the national action plans against racism (NAPAR). In 2025, the Agency will continue to support the EU Commission and the Member States in their work aimed at improving national hate crime reporting, recording and data collection. Moreover, the Agency will publish and disseminate its findings on fundamental rights protection of persons with disabilities living in institutions. The Agency will continue to work closely with the EU Coordinators on Anti-Racism, Anti-Muslim hatred and Antisemitism. In the absence of EU-wide and Member State data collection on specific groups in society and their experiences of fundamental rights in practice FRA's large-scale survey data collection will continue to form a central pillar of the Agency's work in 2025 – both with respect to new survey research and analysis of findings from existing FRA surveys. FRA will continue publishing and disseminating results from its 2023 LGBTIQ survey and 2022 EU Survey on immigrants and descendants of immigrants, which will inform Commission's and Member States' assessment of the impact of EU and national anti-discrimination, integration and equality legislation and policies on the ground. The Agency will continue to populate fundamental rights indicators based on its primary data alongside other data sources. A key consideration during 2025 is linking FRA's work in this regard to the indicators used in the context of EU strategies – such as the LGBTIQ Equality Strategy, the EU anti-racism action plan, the Action Plan on Integration and inclusion, the Gender Equality Strategy, and the UN Sustainable Development Goals. In addition, the Agency will continue its work on the development and implementation of a monitoring framework to support the Commission in their regular assessments and evaluations of the Directives on Standards for Equality Bodies. In 2025, the Agency will start the collection of information and data through FRANET to inform the Commission's 2026 report on the implementation of the Equality Directives (RED and EED). Based on findings from its surveys and other research, FRA will continue to provide technical assistance upon request to EU institutions and Member States in the areas of equality and non-discrimination and combating racism and bias-motivated crime. The Agency will also, upon request, provide assistance to Member States in their efforts to collect on their own data on groups at risk of discrimination, such as immigrants and Roma, as well as different age groups. Where relevant, FRA will continue to consider the long-term implications of the COVID-19 pandemic and of the war in Ukraine on the fundamental rights and the well-being of persons in vulnerable situations, including children.

Expected results

The Agency's fundamental rights expertise and long experience in this area will support the EU and its Member States in applying existing fundamental rights standards in the area of racism and non-discrimination and respond to emerging challenges in a fundamental rights-compliant manner.

A.1.1 EU Survey on immigrants and descendants of immigrants

Area of activity: *Equality, Roma, and Social Rights* Theme: *Anti-racism and non-discrimination* Status: *on-going*

Policy relevance

FRA's 2022 EU survey on immigrants and descendants of immigrants informed the Commission's mid-term evaluation of the EU action plan on integration and inclusion 2021-2027 and the work of the Commission and discussions in the Council and the European Parliament on the proposed recast of Directive 2003/109/EC on long-term residents. The survey findings on people of African descent in 2023 and on Muslims in 2024 informed the Commission's progress report on the implementation of its first anti-racism action plan (2020-2025). The EU Action Plan on Integration and Inclusion 2021-2027 refers to the integration and inclusion of immigrants as key for the long-term well-being of European societies and the stability of their economies. FRA has a role under the Action Plan with respect to monitoring the effectiveness of policies in the longer term, and on ensuring accurate and comparable EU-wide data on the scale and nature of discrimination suffered by immigrants and descendants of immigrants.

In 2025, the Agency will publish the main results of the survey and begin work on a thematic report/focus paper on integration and inclusion of immigrants, which, along with the two thematic reports published in 2023 and 2024, will inform the final evaluation of the EU action plan on integration and inclusion and future policies by populating selected indicators on integration and social inclusion of immigrants framed under EU law. The Agency will continue to disseminate the findings of the survey, which provide timely, relevant comparable data on the impact of EU and national anti-discrimination, anti-racism and equality legislation and support the development of more targeted legal and policy responses, in respect of economic, social and cultural rights as well as civil and political rights. Data analysis and reports take into account the intersection of different grounds of discrimination with the socioeconomic situations or living conditions of the respondents, as well as particular experiences of women, different age and religious groups, and persons with disabilities among others. The survey findings will support the further development of fundamental rights indicators in the area of immigrant integration, building on previous waves of survey, relevant work on outcome indicators by Eurostat and other EU institutions, the OECD, United Nations monitoring bodies and the Council of Europe as well as the work of NHRIs, equality bodies and CSOs.

Objectives (contributing to the Strategic Objective: 1.1)

- Provide large-scale survey data on discrimination experiences, hate-motivated harassment and violence, and rights awareness relevant for regular progress assessment and reporting on the implementation of EU policies and laws in the area of equality and non-discrimination, integration, and inclusion and in combating racism and hate crime.
- Implement an intersectional approach through the disaggregation of data by relevant socio-economic characteristics and analysis of multiple and intersecting grounds of discrimination protected in EU law.
- Provide data on discrimination experiences, hate-motivated harassment and violence, and rights awareness relevant for selected SDG indicators.
- Refine survey methodologies to capture the experiences of hard-to-reach populations.
- Deliver project outputs that are useful to key stakeholders in different formats.

Activities

- Data analysis and drafting of results reports/country sheets
- Visualisation of 2022 survey data through FRA data explorer
- Continuing dissemination of survey results from the third round (2022 survey) in different formats at EU and national level
- Cooperation with stakeholders

Outputs

- Main Results Report
- Thematic report/focus paper on integration and inclusion of immigrants
- Country sheets (15)
- Data visualisation

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	50,000	-	35,000
Justice, Digital and Migration	-	-	-
Communication and Events	100,000	-	-
Institutional cooperation and networks	-	-	-
Total	150,000	-	35,000

A.1.2 – EU LGBTIQ Survey III

Area of activity: *Equality, Roma, and Social Rights* Theme: *Anti-racism and non-discrimination* Status: *on-going*

Policy relevance

In 2012, the Agency conducted the first ever EU-wide LGBT survey. This survey was repeated in 2019, and expanded to intersex persons, providing data on trends. In 2023, FRA conducted the third round of this survey to assess progress over time. Building a 'Union of Equality' where diversity is promoted and protected is one of the key priorities of the European Commission. In 2020, the European Commission adopted its first-ever LGBTIQ Equality Strategy for 2020-2025.

Agency's survey data serve to underpin efforts to ensure the protection and enjoyment of LGBTI persons' fundamental rights in the EU, as reflected in EU law and policy. Specifically, the Agency's third LGBTIQ survey provided data which is not available from other sources to inform the mid-term review of the 2020-2025 LGBTIQ Equality Strategy. Recognising multiple forms of discrimination, which impact variously on people's enjoyment of their rights in practice, the survey paid attention to the different survey respondent group with distinct intersectional profiles of sexual orientation, gender identity and sex characteristics, as well as to the particular experiences of different age groups, gender categories, socio-economic and religious groups and persons with disabilities.

Other relevant EU legislation include the EU directives on employment equality, the Victims' Rights Directive, the Qualification Directive, the Free Movement Directive, and the Family Reunification Directive. The survey was conducted in 2023 to deliver selected key indicators to the European Commission by the end of 2023 and main results report was published in 2024. In 2025, the Agency will continue to publish and disseminate selected findings from the survey in different formats and fora.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 2.1, 2.3 and 3.2)

- To provide comparable evidence on LGBTI people's experiences and opinions concerning various fundamental rights areas in the EU.
- To identify trends over time and assess progress between the different survey rounds.
- To provide EU institutions and EU Member States with evidence-based advice for their annual reporting on the implementation of the list of actions to advance LGBTI equality.
- To provide technical assistance and capacity building to CoE, EU institutions, and Member States' institutions upon request and where relevant.
- Participation in events organised by the Council of Europe, including by the Parliamentary Assembly

Activities

- Data analysis and drafting
- Dissemination of findings
- Cooperation with key stakeholders to communicate the survey results & findings

Outputs

- Survey Technical Report
- The EU LGBTIQ III Survey questionnaire
- Thematic study: Being intersex in the EU
- Focus paper: 'Conversion practices'
- Participation in events organised by the Council of Europe, including by the Parliamentary Assembly

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	40,000	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	20,000	-	-
Institutional cooperation and networks		-	-
Total	60,000	-	-

A.1.3 Fundamental rights protection of persons with disabilities living in institutions

Area of activity: *Equality, Roma, and Social Rights* Theme: *Anti-racism and non-discrimination* Status: *on-going*

Policy relevance

Persons with disabilities are at higher risk of suffering violence and abuse in their home environment and in institutions, in particular women, older persons and children with disabilities. The UN Convention on the Rights of Persons with Disabilities (CRPD), to which the EU and its Member States are parties, requires State Parties to take legislative, administrative, judicial or other measures to effectively prevent persons with disabilities from being subjected to torture, violence and abuse; to monitor facilities by independent authorities; and to ensure effective access to justice for victims.

Despite significant efforts, ten years after the CRPD entered into force, institutional care continues to persist for people with disabilities, including children and older people. At the same time, we still lack sufficient research evidence on the experiences of persons with disabilities in institutions across the EU. As a result, fundamental rights issues affecting those living in institutions remain largely undocumented and there is a lack of evidence of existing oversight, monitoring and enforcement mechanisms at the national level.

In March 2021, the Commission published the new and strengthened Strategy for the Rights of Persons with Disabilities 2021-2030, which addresses the heightened risk to human rights violations in institutions, highlighting the need for improving access to justice and protection, including by "monitoring of institutions and investigation in case violence, crimes or abuse occurs". The Strategy calls on FRA to examine the situation of persons with disabilities living in institutions in regard to violence, abuse and torture.

In 2024, FRA implemented a research project on violence against persons with disabilities in institutions, collecting information on how human rights standards and principles are applied in the development and provision of care in institutional settings. The project had two components: desk research in the 27 EU Member States and in North Macedonia, Serbia, Albania; and fieldwork research in 10 EU Member States. The data collection is carried out by FRA's research network FRANET. The objective of the expert interviews and the narrative in-depth interviews with people with disabilities in the fieldwork countries is to complement the data gathered through the national desk research and provide FRA with primary country specific data on fundamental rights implications, gaps, challenges and promising practices in the implementation of policies, programmes and related measures for the protection from and response to instances of violence and abuse of persons with disabilities in institutions.

In 2025, the Agency will publish and disseminate findings from the research.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 2.2 and 2.3)

- To communicate FRA's work to stakeholders; Identify fundamental rights aspects in legal provisions regulating institutional settings for persons with disability.
- Provide evidence of barriers to accessing complaint procedures and justice faced by persons with disabilities in institutions.
- Map existing complaints mechanisms and the mandate and scope of regulatory and independent monitoring mechanisms.
- Contribute to the proper implementation of specific relevant aspects of the EU Victims' Rights Directive.

Activities

- Data analysis and drafting
- Dissemination of findings including a launch event
- Cooperation with key stakeholders to communicate the results

Outputs

- Two comparative reports
- 30 national FRANET reports
- 10 national fieldwork reports

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	10,000	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	20,000	-	70,000
Institutional cooperation and networks	10,000	-	-
Total	40,000	-	70,000

A.1.4 – Update of FRA’s online database on anti-Muslim hatred

Area of activity: *Equality, Roma, and Social Rights* Theme: *Anti-racism and non-discrimination* Status: *on-going*

Policy relevance

Muslims represent the second largest religious group in the European Union. They comprise a distinct mix of ethnicities, religious affiliations, philosophical beliefs, political persuasions, secular tendencies, languages and cultural traditions. The arrival of migrants and asylum seekers in large numbers – predominantly from countries where the Muslim faith is practiced, combined with terrorist attacks within the EU, against the backdrop of significant established Muslim populations, has led to more open manifestations of xenophobia, racism, hate speech and hate crime targeting Muslims. This has escalated in the current geopolitical context, especially since the war in the Middle East after Hamas’ attacks on Israel on 7 October 2023. As highlighted by the Joint Statement of the Coordinators, Special Representatives, Envoy and Ambassadors on Combating Anti-Muslim hatred and Discrimination, Muslims and their representatives have become targets of physical and verbal attacks, feeling more unsafe and threatened, both online and offline. For more than 15 years, FRA research and data show that racism, intolerance and discrimination against Muslims and people perceived to be Muslims persist in European societies.

The EU Anti-racism Action Plan (2020-2025), adopted in September 2020 recognises anti-Muslim hatred as a specific form of racism. This aligns with the principles outlined in the European Commission against Racism and Intolerance (ECRI) Revised General Policy Recommendation number 5.

FRA has, since 2017, maintained an online database on anti-Muslim hatred. The database complements the Agency’s survey research (especially MIDIS) and provides information on available international, European and national case law, UN human rights body decisions, reports, findings by human rights and equality bodies and organisations concerned with hate crime. This includes database initiatives by the OSCE/ODIHR, such as the Tolerance and Non-Discrimination Information System (TANDIS) and Legislationline.org. It also provides information on victims’ support organisations.

FRA regularly updates the database, with a new dataset being introduced in autumn 2023 covering the developments up to the end of 2022.

FRA will collect data through FRANET on developments since 2022 up to the end of 2024, focusing on existing case law and update the database in Q4 2025.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2 and 3.1)

- To maintain an online database of evidence on anti-Muslim hatred in EU Member States to complement FRA survey research
- To ensure that the database contains data disaggregated by sex, age, disability, racial or ethnic origin, sexual orientation, where possible

Activities	Outputs
<ul style="list-style-type: none"> - Maintain the online database - Review of FRANET data and analysis - Stakeholder consultation to review the database - Provision of evidence-based advice to the agency’s institutional stakeholders in the area of combating anti-Muslim hatred and racism - Missions and participation in external meetings, as relevant 	<ul style="list-style-type: none"> - Functional online database – updated

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	10,000	-	
Justice, Digital and Migration		-	-
Communication and Events	10,000	-	-
Institutional cooperation and networks		-	-
Total	20,000	-	-

A.1.5 Additional activities in the area of 'Anti-racism and non-discrimination'

Area of activity: *Equality, Roma, and Social Rights* Theme: *Anti-racism and non-discrimination* Status: *on-going*

Policy relevance

This project fiche concerns additional activities related to data collection, analysis and provision of expertise which are not covered by other projects in the area of anti-racism and non-discrimination and bias-motivated hate crime. In 2025, FRA will continue its cooperation with the EU High Level Group on Non-discrimination, Equality and Diversity, in particular by assisting on age equality and the work of its Subgroup on Equality Data and its Subgroup on LGBTIQ+ Equality. In February 2023, the European Statistical System Committee acknowledged the increasing relevance of equality statistics and expressed support for further work as outlined by Eurostat including the creation of a task force. FRA will cooperate with Eurostat around improving equality statistics in the EU in the framework of the e task force and the EU Subgroup on equality data. As a member of the EU Subgroup on Equality data, FRA will cooperate with the UN Praia Group Task Team on Non-Discrimination & Equality on a Guide on the Use of Admin Data for Statistics on Non-Discrimination and Equality. In addition, FRA will continue participating in the activities of the European Network of Equality Bodies (Equinet) working group on research and data collection, and provide, upon request, its expertise. In 2025, the Agency will continue its work on the development and implementation of a monitoring framework to support the Commission in its regular assessments and evaluations in relation to the Directives on Standards for Equality Bodies. The Agency will begin collecting of information and data through FRANET to inform Commission's report on the implementation of the Equality Directives (RED and EED) in 2026. The Agency will continue to support the work of the Subgroup on the implementation of the national action plans against racism (NAPAR), in particular work started in the Subgroup in relation to the development of human rights-based indicators to support the assessment, analysis and monitoring of National action plans against racism and will also support the LGBTIQ subgroup by developing a methodology for the assessment and monitoring of national LGBTIQ strategies. In 2025, the Agency will continue to support the EU Commission and the Member States in their work on improving national hate crime reporting, recording and data collection. The Agency will continue to work closely with the EU Coordinators on Anti-Racism, Anti-Muslim hatred and Antisemitism. Work undertaken in relation to the above can encompass analysis with respect to gender, age and disability – depending on the nature of any potential specific requests for input. Particularly, upon request, FRA will continue to provide expertise to European Institutions, in particular the European Commission related to the development and roll-out of different strategies and action plans, and – where relevant - can contribute to capacity building activities at the level of the EU and selected Member States.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 2.1, 2.2, 2.3, 3.1 and 3.2)

- To conduct additional data collection and analysis activities, as required by developments in 2025;
- To provide opinions and evidence-based advice;
- To provide stakeholders with expertise upon request;
- To update past research work or publications upon request;
- To communicate FRA's work to stakeholders;

Activities

- Gather information and data through FRANET to inform Commission's report on the implementation of the Equality Directives (RED and EED)
- Support the development and implementation of a monitoring framework for Commission's regular assessments and evaluations in relation to the Directives on Standards for Equality Bodies
- Communicate outcomes of FRA's work to stakeholders
- Assist the EU High Level Group on Non-discrimination, Equality and Diversity, in particular its Subgroups on Equality Data and LGBTIQ Equality,
- Assist the EU High Level Group on combating hate speech and hate crime, in particular its Subgroup on NAPAR
- Support Commission and MS in their work on hate crime reporting, recording and data collection
- Cooperate with Eurostat and Member States around improving equality statistics in the EU in the framework of the task force on equality statistics and in the EU Subgroup on equality data.

Outputs

- Expert advice to stakeholders – drawing on FRA's empirical evidence and research expertise; namely, the work of various Commission Sub-Groups in the fields covered under the fiche
- Written input to institutional stakeholders upon request
- Participation in EU level meetings and events, as well as events organised by the Council of Europe including by the Parliamentary Assembly
- Exceptionally participation in international events
- Translation and reprinting of selected FRA publications, as required
- Diagnostic workshops carried out in Member States (with other actors), depending on Member State demand
- Country FRANET reports

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	120,000	-	350,000
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	120,000	-	350,000

A.

EQUALITY, ROMA AND SOCIAL RIGHTS

A.2 Social Rights

Overview of the activity

FRA's work on social rights is anchored in the EU Charter of Fundamental Rights and the European Pillar of Social Rights proclaimed in 2017. In 2021, the Commission published an Action Plan with a number of EU actions putting forward three EU-level targets to be achieved by 2030. The Agency remains committed to the targets of the UN's 2030 Agenda for Sustainable Development. It will continue to support the Commission with its research in the implementation of the legal and policy measures under the European Green Deal and its analytical work of such measures through a fundamental rights lens to consider the impact of such measures on rights and the potential relevance of a HRBA to the implementation of EU Green Deal. A number of secondary EU law measures also ground the work in this area, including EU Taxonomy Regulation, the Corporate Sustainability Reporting Directive and Corporate Sustainability Due Diligence Directive and the Forced Labour Regulation.

In its work on social rights the Agency places a particular focus on those in a vulnerable situation which includes older people, single parent families, children and youth, persons with a migrant or ethnic minority background, LGBTIQ+ persons, persons with disabilities etc. Moreover, the work of the Agency on social rights encompasses efforts to collect evidence, as relevant, on long-term implications of the COVID-19 pandemic. In addition, FRA examines the impact of the war in Ukraine on social rights and a specific focus on the protection of children based on data and information collected through its relevant projects.

The European Care Strategy, implementing the EU's Pillar of Social Rights focuses explicitly on children. This reflects relevant provisions of the Convention on the Rights of the Child, ratified by all EU Member States. The EU established the European Child Guarantee, adopted by Council in June 2021, aiming to prevent and combat social exclusion by guaranteeing the access of children in need to a set of key services: early childhood education and care; education (including school-based activities); healthcare; nutrition; and housing. FRA will provide expertise to the Commission and Member States, upon request, to assist them in their efforts to monitor the preparation and implementation child rights policies and legislation, and the rights of the child will continue to be mainstreamed across several areas of FRA work. Moreover, the FRA will continue its work under the COE-FRA-ENNHRI-EQUINET Collaborative Platform on Social and Economic Rights, which objective is to ensure greater use of the relevant human rights norms such as guaranteed by the EU Fundamental Rights Charter and the European Social Charter and bring out the important role of national human rights institutions and equality bodies in monitoring the respect of states' human rights commitments.

Expected results

The Agency will continue to deepen and consolidate its expertise in this area in order to support the EU and its Member States in applying existing fundamental rights standards across social and economic rights, and in the context of poverty and social protection, as well as to respond to emerging challenges in a fundamental rights compliant manner. In the area of the corporate social sustainability and due diligence, the Agency will provide tailored support and advice to the EU institutions, the European Supervisory Authorities and the Member States on a fundamental rights-compliant business conduct including use of due diligence methodologies and technical expertise in selected areas of human rights law. The Agency's research findings will contribute into development and implementation of policy initiatives and legal instruments aimed at addressing adverse effects of companies' activities on the fundamental rights. The Agency's work and stakeholder engagements will inform development of practical guidelines and other tools in this area.

A.2.1 Fundamental Rights in a Just and Green Transition

Area of activity: *Equality, Roma, and Social Rights* Theme: *Social Rights* Status: *on-going*

Policy relevance

Article 37 of the EU Charter for Fundamental Rights states that the principle that a high level of environmental protection and the improvement of the quality of the environment must be integrated into the policies of the Union and ensured in accordance with the principle of sustainable development. In 2022 the UN General Assembly (UNGA) passed a resolution recognizing the human right to a clean, healthy, and sustainable environment. In 2019, the EU proclaimed its new growth strategy, the 'green deal', aiming to "transform the EU into a fair and prosperous society, with a modern, resource-efficient and competitive economy." In its Recommendation (2022)20 on human rights and the protection of the environment, the Council of Europe calls on its 46 member States to actively consider recognising, at national level, the right to a clean, healthy and sustainable environment, as a human right. The Commission has emphasised the need for this green transition to be fair and just and set up a new social climate fund to support vulnerable people and mitigate the costs for those most exposed to fossil fuel price increases. This is in line with the UN 2030 Agenda and its Sustainable Development Goals and its principle to 'leave no one behind'. Regulation (EU) 2021/1119 of 30 June 2021, the so-called European Climate law establishes the framework for achieving climate neutrality. It stresses the need to consider the social, economic and environmental impacts. Article 5. 3 requires, Union Institutions and Member States to "focus, in particular, on the most vulnerable and impacted populations and sectors, and identify shortcomings in this regard in consultation with civil society." The impact of events caused by climate change, such as extreme heat, floods, droughts, water scarcity, sea level rise, thawing glaciers, forest fires, windthrows and agricultural losses may be disproportional to those most vulnerable in our societies. Existing inequalities will be exacerbated by environmental risks. FRA's recent data (2021) show that 23% of Roma in the EU live disproportionately more often in areas facing environmental problems such as pollution, grime, smoke, dust, unpleasant smells or polluted water compared to the general population (14%). Every fifth Roma (21%) lives in a household without tap water in the dwelling and Roma have on average a 10-year shorter life expectancy than the general population. This project will continue the agency's work on the human and fundamental rights dimensions of all aspects of the EU's green transition and relevant implementing legislation, the impact of climate change and access to a safe and healthy environment in light of the overarching principle of the United Nations Sustainable Development Agenda to leave no one behind. In 2025 the project will build on the work conducted in 2024 where FRA explored in selected Member States the impact of EU and national policies with a specific focus on energy poverty and related legal and policy measures of the EU Green Deal through a human rights lens. Research in 2025 will continue to focus on those in precarious living conditions most exposed to negative impacts of environmental changes and the green transition. FRA will analyse the research results and provide information and guidance to stakeholders to ensure fundamental rights compliance in the green transition and policies. If budget is available, follow up research will specifically focus on those groups and localities who do not benefit from mitigating measures but are most vulnerable and exposed to climate change and the impact of the green transition. FRA will consult with stakeholders to identify the most urgent fundamental rights challenges to conduct field research in selected Member States providing evidence on localities and groups and persons in vulnerable situations and who are at risk to be left behind. FRA will continue cooperation and explore synergies with key stakeholders, including the European Environment Agency, Eurofound and the relevant Commission Directorates, as well as international organisations., such as Council of Europe, ENNHRI and Equinet to raise awareness on the necessity of a human rights-based approach in the green transition.

Objectives (contributing to the Strategic Objectives: 1.1, 1.3 and 3.3)

- Identify data and vulnerable groups with respect to the social impact of the green transition and environmental risks and identify good practice in addressing the related challenges.
- Raise awareness and communicate results on fundamental and social rights compliance of policies and legal provisions regarding green transition and the impact of climate change and the energy crisis.
- Provide guidance on data collection and monitoring of a just green transition in compliance with fundamental rights.

Activities	Outputs
<ul style="list-style-type: none"> - Analysing research results and drafting a main results report. - Continuing field and desk research on the impact of climate change - Communicating fundamental rights aspects relevant for the European Green Deal and the impact of climate change - Exchange with key stakeholders on promising practice, gaps and new challenges. 	<ul style="list-style-type: none"> - 1 comparative research and 10 FRANET country reports on the just transition and fundamental rights in the EU Green Deal - Webinars and presentations of the focus paper published in 2024 on the social and fundamental rights in the EU's green transition - Participation in stakeholder events, including Commission, Council of Europe, EEA, Eurofound, EIGE

Financial resources			
	1 st priority	2 nd priority	3 rd priority
Equality, Roma and Social Rights	340,000	-	100,000
Justice, Digital and Migration	-	-	-
Communication and Events	15,000	-	-
Institutional cooperation and networks	-	-	-
Total	355,000	-	100,000

A.2.2 – Towards integrated child protections systems

Area of activity: *Equality, Roma and Social Rights*

Theme: *Social Rights*

Status: *on-going*

Policy relevance

The promotion and protection of the rights of the child is one of the objectives of the EU. According to Article 3(3) of the Treaty on European Union the EU is explicitly required to promote the protection of the rights of the child which are furthermore enshrined in Article 24 of the Charter of Fundamental Rights. In addition, all EU Member States have ratified the United Nations Convention on the Rights of the Child (UNCRC).

In March 2021, the Commission adopted the EU Strategy on the rights of the child. As one of the Strategy's priorities, the Commission is committed to combating violence against children and ensuring child protection. To this end, the Commission adopted a [Recommendation on integrated child protection systems](#) in April 2024. In preparation for this, the Commission had asked FRA to update its mapping of child protection systems in 2023. For this update, the Agency commissioned and analysed research in all 27 EU Member States. This research included a mapping of relevant national legal and policy instruments, including legislation on violence against children (for instance, regarding on- and offline physical and sexual violence, governance and inter-agency cooperation, financial and human resources capacities, care, accountability, data collection and monitoring. In addition, the research was expanded to take into account important developments, e.g. in the area of child participation and rights awareness and education on children's rights. In January 2024, FRA published the [mapping update](#) on its website. Furthermore, the Agency published a comparative report, providing guidance on integrated child protection systems and more elaborate findings from its research, as well as suggesting ways forward towards integrated child protection systems in the EU. The report also contains promising practices from Member States that have the potential to be transposed to other Member States.

In 2024, the project's outputs were further analysed and the relevant website further developed. A comparative report will have been launched referencing the key European standards and tools, including those of the Council of Europe. In 2025, FRA will support the Commission in the implementation of its Recommendation and, upon request, would also advise other EU institutions and agencies, as well as Member States, in their work on integrated child protection systems, for example, through technical assistance (e.g. in developing coordination and monitoring frameworks for integrated child protection systems) and capacity-building activities. Targeted outputs could be developed on specific aspects of integrated child protection systems, such as in the area of alternative care, raising awareness of fundamental and children rights, and training and guidance for professionals.

Objectives (contributing to the Strategic Objectives: 1.2, 2.1, 2.2, 2.3, 3.3 and 3.4)

- To promote the development towards integrated child protection systems in the EU
- Supporting the Commission in the implementation of its Recommendation on integrated child protection systems
- Strategies, and other activities by providing evidence-based advice on integrated child protection systems.

Activities

- Providing evidence-based advice to EU institutions and agencies, Member States, and international organisations, based on FRA findings
- Providing technical assistance to EU institutions and agencies, and Member States
- Carrying out capacity building activities at EU and national level
- Undertaking implementation studies in selected Member States (depending on available financial and human resources)
- Communicating the findings on and raising awareness of the need for integrated child protection systems in which children are given the chance to participate and express their views in a meaningful way.

Outputs

- Targeted outputs based on FRA's updated mapping of child protection systems in the EU and the related comparative report.
- Presentation of FRA's findings on integrated child protection systems in the EU at relevant international, EU-level, and national events, webinars, etc.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	10,000	-	120,000
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	10,000	-	120,000

A.2.3 – Youth engagement on fundamental rights in the EU– FRA's Youth Advisory Panel

Area of activity: *Equality, Roma and Social Rights*

Theme: *Social Rights*

Status: *on-going*

Policy relevance

The [European Union Youth Strategy 2019-2027](#) recognises the unique role young people have in society and specific challenges they face, such as socioeconomic and democratic exclusion or uncertainties about their future. Confronted with a current climate crisis, emerging technologies, deterioration of democratic standards, etc., the full effects on societies are yet unknown, young people not only have legitimate concerns about how the decisions taken today will affect their future but also have concrete ideas of how to address these challenges. Yet, their voices are insufficiently reflected in key decision-making processes. Concerted efforts are needed to involve and empower young people. To address some of these gaps, the EU Youth Strategy invites the Member States and the European Commission to actively engage young people, youth organisations and other organisers of youth work. The [Council Conclusions](#) adopted in November 2022 on promoting the intergenerational dimension in the youth field to foster dialogue and social cohesion reaffirm this commitment and call on all relevant actors to increase their efforts and cooperation to achieve the [youth goals](#) set out in the strategy. In recent years FRA has actively engaged young people in its work and has made it standard practice to consult children and young adults and work with youth organisations – particularly in the context of the Fundamental Rights Forum, the Fundamental Rights Dialogues, activities pertaining to communicating rights, and research projects related to the rights of the child. What is currently missing is a structured approach to the active participation of young people and youth organisations at a strategic level (rather than on a project specific one). To address this gap, FRA aims at creating a framework to ensure a meaningful, safe, and participatory engagement of young people in its work. This would allow FRA to take account of the youth perspectives more systematically and effectively with respect to fundamental rights in the EU and the specific challenges they are facing. Within the framework of this project, in 2024 FRA established a “Youth Advisory Panel on fundamental rights in the EU” (hereafter “the Panel”), which serves an advisory function to the Director and the Units for mainstreaming the views of young people into the activities of FRA. The Panel provides a platform for consultations with youth risking marginalisation based on potential sources of discrimination, such as their ethnic origin, sex, sexual orientation, disability, religion, belief or political opinion. The Panel also envisages a role for selected EU level youth organisations, drawing inter alia on the Agency's Fundamental Rights Platform of civil society organisations.

In 2025, the Panel will continue to provide its expert advice on a variety of issues related to the fundamental rights in the EU. In addition, the Agency will initiate an evaluation of the Panel with a view of further strengthening and improving its functioning and impact.

Objectives (contributing to the Strategic Objectives: 1.2, 3.3 and 3.4)

- Provide a space for a structured way of meaningful, safe, inclusive, and participatory engagement of young people on the fundamental rights in the EU
- Facilitate the integration of young people's views and perspectives into FRA's own activities
- Support EU efforts to implement the EU Rights of the Child Strategy, the EU Youth Strategy 2019-27, the new European Care Strategy, and the Child Guarantee initiative

Activities

- Organising an online and in-person consultative meetings with the Youth Advisory Panel to obtain their input on the FRA work program
- Consultations with youth on substantive policy priorities they have identified relevant to FRA activities
- Launch an evaluation of the Panel

Outputs

- Online consultative meetings with young people (2)
- In-person meeting of the Panel at FRA (1) on substantive policy priorities and FRA work program consultation notes and written recommendations

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	50,000	-	40,000
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	50,000	-	40,000

A.2.4 – Fundamental Rights aspects of social protection in the EU

Area of activity: *Equality, Roma, and Social Rights* Theme: *Social Rights* Status: **new**

Policy relevance

The Charter of Fundamental Rights of the European Union enumerates and enhances the enforceability of economic, social and cultural rights, including social security and social assistance (Art. 34), the rights of access to health care and to services of general economic interest (Arts. 35-36) as well as a high level of environmental protection (Art. 37). The action plan for the implementation of the European Pillar of Social Rights, adopted in 2021, outlines concrete actions for the implementation of the 20 principles set out in the Pillar. It also sets ambitious targets, including that the number of people at risk of poverty or social exclusion should be reduced by at least 15 million by 2030, including at least 5 million children, compared with the numbers in 2019. Furthermore, the European Child Guarantee introduced in 2021 aims to guarantee children at-risk-of poverty effective and free access to basic rights such as healthcare, quality education, childcare, healthy nutrition and adequate housing. In addition, the EU has committed to combating poverty and social exclusion. Several of the principles of the 2017 European Pillar of Social Rights, proclaimed in 2017, are directly linked to fundamental rights of vulnerable groups and relate to the Charter protected rights to social assistance and social security, access to essential services such as health and social services, transport, financial services and digital communication. In recent years the polycrisis (the COVID-19 pandemic, the Russian invasion of Ukraine, energy crisis, increase of cost-of-living prices, etc) revealed gaps in EU's and national protections of economic and social rights. The impact of climate change and the green transition present further risks particularly for those already living in vulnerable situations. Rising economic inequalities compound the risks of fundamental rights violations for persons at risk of poverty, homeless persons, children, persons with disabilities, migrants, asylum seekers, ethnic minorities, Roma and Travellers, and LGBTIQ persons. FRA has previously collected data and reported on the situation of vulnerable groups in respect to their fundamental social and economic rights but has not analysed general population socio-economic data from a human rights perspective. In 2025, this project will build on its past survey work and its work on green and just transition to identify persistent gaps in the legal and policy standards relating to poverty and social exclusion, their application, validity, specific impacts on fundamental rights (particularly for vulnerable groups) and promising practices. This project will also build on existing FRA work on the right to adequate social protection. It aims to contextualise the results of FRA's surveys with groups at risk by exploring the link between poverty and risks of fundamental rights violations. It will look at how gaps in realising the right to social security and social assistance (including housing assistance) hamper progress towards combating social exclusion and poverty. In 2025, the project will map the EU and national laws and policies in the area of social rights and social protection (particularly social security, social assistance and health care), from a fundamental rights perspective. In addition, the link between poverty and risk of fundamental rights violations will be explored by conducting qualitative research with key stakeholders and with persons at risk of poverty and social exclusion. The project will take into account gender, disability and age as relevant and depending on the availability of disaggregated data. FRA will build upon established work in the area and seek cooperation with relevant stakeholders, such as Eurofound, European Social Policy Network (ESPN), European Federation of National Organisations Working with the Homeless (FEANTSA), and the European Anti-Poverty Network (EAPN).

Objectives

- Contribute to the implementation of the European Pillar of Social Rights Action Plan and the European Child Guarantee.
- Identify fundamental rights aspects in legal provisions regulating access to social security and social assistance.
- Advance knowledge on access to the right to social security and social assistance across EU Member States, especially for vulnerable groups.
- Support policy coherence in the area of EU social protection through promoting a fundamental rights-based approach to EU social policy and soft law, with particular attention to social security and social assistance

Activities	Outputs
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- | | |
|---|---|
| <ul style="list-style-type: none"> - Expert and stakeholder consultation, project design and planning - Data collection – desk research by Franet - Qualitative research with key stakeholders and persons at risk-of-poverty and social exclusion | <ul style="list-style-type: none"> - Comparative report on MSs laws and policies governing social protection (esp. social security and social assistance) and 27 Franet reports. - Guidelines for the MSs on a rights-based approach to the implementation of the European Pillar of Social Rights - Action Plan. |
|---|---|

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	250,000
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	20,000
Institutional cooperation and networks	-	-	-
Total	-	-	270,000

A.2.5 Fundamental rights in corporate sustainability and due diligence

Area of activity: *Equality, Roma and Social Rights*

Theme: *Social Rights*

Status: *on-going*

Policy relevance

The EU is committed to environmental and social sustainability. It has also undertaken to provide an effective response to the climate crisis and enabling the transition into a green and circular economy while ensuring a respect for fundamental and social rights. Three legislative acts in this area assign direct tasks to FRA. First, the Corporate Sustainability Reporting Directive (2022/2464) requires a development of sustainability reporting standards including those related to a respect for the human rights principles established in the international law such as the International Bill of Human Rights and other core UN human rights conventions, and in the Charter of Fundamental Rights of the European Union. Pursuant to the CSRD, FRA is requested to issue opinions to the European Commission and the European Securities and Markets Authority while they develop detailed guidelines for economic operators or national supervisory authorities. Second, the EU-Taxonomy Regulation (2020/853/EU), which introduces an EU green classification system for investment purposes, requires FRA to participate in the work of the Platform on Sustainable Finance. Finally, the Corporate Sustainability Due Diligence Directive (2024/1760) adopted in 2024 contains important fundamental rights provisions and far-reaching implications for the enjoyment of fundamental rights in the EU and requires that the Commission, in consultation with, inter alia, FRA, provides support to companies and other stakeholders by issuing guidelines. Once adopted, the project's content scope will also cover the Forced Labour Regulation, given its links to due diligence and corporate sustainability.

The project will undertake a mapping and analytical work to advance an understanding of the interplay of the foregoing EU legislative measures, as well as relevant and applicable international human rights law. It will ensure that FRA can contribute meaningfully to legal and policy discussions relating to the EU-Taxonomy, the Forced Labour Regulation, the CSRD and the CSDDD and be poised to provide expert advice, opinions and guidelines when called upon to do so under it.

FRA's work in this area began in 2022 and continued to 2024 drawing from its previous research activities on sustainability reporting and human rights due diligence, such as the 2020 report on Business in Human Rights and the 2024 report on consumer protection. This project continues the work started in 2024, when FRA conducted an analysis of the legal and regulatory landscape across all EU Member States and observer countries regarding their sector-agnostic due diligence laws and, where available, sector-specific legislation. It also carried out stakeholder consultations and prepared for conducting field research in 2025.

In 2025, this project will build on past work and it will assess the practical application and validity of due diligence laws, policies and methodologies to identify persisting protection gaps and promising practices. The project will engage in: a) targeted experts and stakeholders consultations, b) desk research, and c) in-depth interview-based research with relevant practitioners in 6-8 Member States (e.g. supervisory authorities, auditors, undertakings, civil society, etc.). The geographical scope of the research will be defined in 2024 after consultations with stakeholders and taking into account budgetary aspects. This work will be carried out in a close cooperation with relevant stakeholders, including the European Commission, the European Supervisory Authorities, the European Labour Authority, the European Environment Agency, Eurofound, civil society as well as international organisations including Council of Europe, OECD and UN.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 1.3, 2.2 and 2.3)

- Provide expertise, data and guidance on fundamental and social rights aspects of policies and legal provisions relating to the green transition and the impact of climate change.
- Provide fundamental rights expertise and guidance on corporate due diligence and addressing actual and potential adverse impacts of companies' activities on human rights and the environment.
- Provide guidance on corporate sustainability reporting and compliance with human rights obligations; support the EC as it develops Guidelines under the CSDDD.

Activities

- Stakeholder and expert consultations.
- Monitoring of legal and policy developments.
- Desk research and legal analysis.
- Interview based research.
- Preparation of legal opinions.
- Mapping of relevant promising practices in selected EU countries.

Outputs

- Legal opinions under CSRD if requested by the Commission or ESMA
- Specialised inputs for guidelines / toolkits / webinars / focus papers on –human rights due diligence and fundamental rights compliance in corporate sustainability reporting.
- Symposium on Access to Justice in the CSDDD.
- Relevant FRANET country reports.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	200,000	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	75,000	-	50,000
Institutional cooperation and networks	-	-	-
Total	275,000	-	50,000

A.2.6 Additional activities under the sector 'Social rights'

Area of activity: *Equality, Roma and Social Rights*

Theme: *Social Rights*

Status: *on-going*

Policy relevance

In 2025, the Agency will continue its work on social and economic rights enshrined in the Charter of Fundamental Rights and the European Pillar of Social Rights which sets out 20 key rights and principles guiding EU action towards a strong social Europe that is fair, inclusive, and full of opportunity. In 2021, the Commission published an Action Plan with EU-level targets to be achieved by 2030 that should steer national policies and reforms. In previous years FRA collected data and reported on the situation of vulnerable groups in respect to their fundamental social and economic rights but has not analysed general population socio-economic data from a human rights perspective. This project fiche accommodates additional activities related to data collection, analysis, and provision of expertise which are not covered by other projects, in particular as regards the rights of the child and older persons. Additional activities will include targeted engagement with key stakeholders to promote FRA's evidence and feed the outcome of its work into relevant EU policy processes. This project will aim at responding to potential new requirements stemming from the new policy-cycle.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 2.1, 3.3 and 3.4)

- To undertake additional data collection and analysis, as required by developments during 2024 and in particular the new policy-cycle that will be brought by European Parliament's election and changes in the EU leadership;
- To explore and identify data and analysis gaps in aspects of social rights relevant to EU competencies;
- To disseminate outputs generated through related work.

Activities

- Additional data collection and analysis, as required by developments during 2024;
- Assisting, upon request, the European Commission and the Council of Europe Child Rights Coordinators, and the UN Committee on the Rights of the Child;
- Relevant communication and cooperation activities.

Outputs

- Written input to institutional stakeholders upon request;
- Participation in EU level meetings and events, as well as events organised by the Council of Europe, and other international organisations
- Translation and reprinting of selected FRA publications, as required.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	10,000	-	100,000
Justice, Digital and Migration	-	-	-
Communication and Events	25,000	-	100,000
Institutional cooperation and networks	-	-	-
Total	35,000	-	200,000

A.

EQUALITY, ROMA AND SOCIAL RIGHTS

A.3 Roma inclusion

Overview of the activity

The Agency will further develop the evidence base on Roma inclusion that can assist the Commission and Member States in designing targeted policies and in evaluating their impact, with respect to the EU Roma Strategic Framework for Equality, Inclusion and Participation until 2030 and the related Council Recommendation as well as the 2023 Communication reporting on the national Roma strategic frameworks (NRSFs), and the guidance to Member States provided to Member States, including the upcoming 2024 Communication reporting on the implementation by Member States of their national Roma strategic frameworks, respectively its ensuing guidance to Member States for area of improvement and areas requiring more ambitious efforts. The findings from the Roma survey 2021 and the Roma and Travellers' survey 2019 serve as a baseline against which monitoring of progress made in regard to equality and inclusion of Roma will be monitored. The Agency will generate the data necessary for mid-point (2024) and final (2028) monitoring cycles. To this end FRA will complete in 2025 the next round of its Roma survey and will publish the key results together with the microdata.

Throughout the programming period, the Agency will continue to provide, upon request, technical assistance to the Commission and Member States in the areas of data collection and the development of tools to monitor progress on Roma inclusion as well on the progress towards achieving the objectives and targets of their NRSFs, including those associated with the EU-level objectives and targets. Moreover, FRA will engage bilaterally with the Member States that have signalled interest in their submitted Questionnaire on the implementation of NRSFs, to receive technical assistance and support from FRA to enhance their capacities in the areas of target-setting and development of indicators –including a better use of the Portfolio of Indicators– data collection, monitoring, measuring progress and reporting on the implementation of NRSFs. In particular, FRA will continue to work closely with the European Commission providing support through data collection and analysis. Support to Member States will mainly consist in providing, upon request, technical assistance in the collection of data on the situation of Roma using national statistical systems and in supporting the national periodic reports in the area of Roma equality, inclusion and participation.

Expected results

The Agency's fundamental rights expertise will support the EU and its Member States in applying existing fundamental rights standards in the area of Roma inclusion and respond to newly emerging challenges in this area in a fundamental rights' compliant manner.

A.3.1 - Roma Survey

Area of activity: *Equality, Roma and Social Rights*

Theme: *Roma inclusion*

Status: on-going

Policy relevance

The Agency's past survey findings have identified Roma as among the most vulnerable populations in the EU at risk for **numerous** fundamental rights violations. FRA research has highlighted, in particular, that large numbers of Roma frequently have no access to formal employment, live in precarious circumstances, and have limited or no access to health care (amongst other services). Moreover, Roma often face xenophobic, discriminatory and racist attitudes and behaviours, and are often victims of crime (including hate crime) and/or unlawful ethnic profiling.

Over the years, FRA has collected data and evidence on the situation of Roma in the EU, improving the methodologies for data collection, and responding to demands from the European Commission and Member States in regards monitoring the results of the measures in this area. In particular:

- The 2018 Communication on the evaluation of the EU Framework relating to the Roma called for a portfolio of Roma inclusion objectives, targets and indicators - requesting FRA's support and technical assistance to develop data collection, reporting, and analysis to track progress, thus contributing to the systematisation of knowledge and policy in this area.
- The Communication of the European Commission from October 2020 requests the Agency to provide data and background information on progress towards the inclusion of the Roma population in EU Member States, which should be collected on a regular basis to provide the necessary baseline, mid-term and end-term data to measure change – FRA's Roma Surveys supply such data. Roma survey data, along with national reports, have contributed to the Commission's periodic monitoring reports.
- The 2021 Council Recommendation on Roma equality, inclusion and participation sets clear quantitative targets and has a strong focus on combatting antigypsyism and discrimination; specifically, it calls on Member States to make use of the portfolio of indicators put together jointly by FRA, the Commission and the Member States, with FRA's data being used to populate these indicators.

FRA's engagement in this area will continue with the release of data from the 2024 Roma Survey. It will cover the same ten Member States covered in the 2021 Roma survey and the 2019 Roma and Travelers Survey, plus three candidate countries. In 2025, it will provide comparable data on the actual impact on the ground of EU and national anti-discrimination, anti-racism and equality legislation policies (including policies on reduction of poverty and social inclusion). For some countries, the survey will produce data allowing for analysis of trends over time for the EU Roma Framework headline and secondary indicators. The survey findings will guide policy makers in developing more targeted legal and policy responses, including in the field of social rights, integration and social inclusion, as well as civic participation and trust in public authorities. At the Member State level, the survey results will help guide the activities of local authorities, National Roma Contact Points, NHRIs/Equality Bodies and civil society. For Member States collecting data on the situation of their Roma population (Slovakia and Croatia), FRA will provide methodological support upon demand to ensure synergies and comparability with the data collected through FRA surveys.

Objectives (contributing to the Strategic Objective: 1.1)

- Deliver data on discrimination experiences, hate motivated harassment and violence, and rights awareness, as well as on social inclusion and civic participation; including data that is relevant for selected SDG indicators - ensuring disaggregation by sex and age, and disability (where possible).
- Identify trends and assess progress over time between FRA Roma surveys.
- Further refine research methodologies for sampling and surveying hard-to-reach or elusive populations – to be shared with Member States.
- Compile examples of using proxy data in situations when ethnic /Roma specific data cannot be collected, either due to legal prohibition or other justified situations.
- Deliver project outputs of use to key stakeholders.
- Raise awareness of fundamental rights implications and disseminate project results and look for possible synergies with other actors in this area in regard to exchange of information and results.
- Populate Roma equality and inclusion indicators in close cooperation with the Commission.

Activities

- Completion of the Roma survey 2024
- Analysis of RS2024 data, calculation of headline and secondary indicators for EU Roma Framework monitoring and preparation of outputs related to RS2024
- Provision of evidence-based advice to EU institutions and Member States on the situation of Roma in the EU upon request

Outputs

- Selected results delivered to the European Commission in Q1-2025
- Main results report with summary in national languages published in Q4-2025 together
- Technical report
- Online visualisation and microdata

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	15,000	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	50,000	-	-
Institutional cooperation and networks	-	-	-
Total	65,000	-	-

A.3.2 Additional activities under the sector 'Roma inclusion'

Area of activity: *Equality, Roma and Social Rights* Theme: *Roma inclusion* Status: on-going

Policy relevance

This project fiche accommodates requests during the year for additional activities related to data collection, analysis, and provision of expertise which are not covered by other projects in the area of Roma inclusion. Since 2011, FRA has contributed to EU efforts for Roma inclusion by delivering robust and comparable data and analysis, as well as by developing and applying relevant outcome and process indicators. In 2021, the Agency supported Member States and the Commission in monitoring and reporting on Roma equality and inclusion by developing a portfolio of Roma inclusion targets and indicators in employment, health, education, housing, discrimination and antigypsyism, fighting poverty and promoting empowerment and participation, with particular focus on children, young people, and women.

In 2025, FRA will continue to support efforts to measure progress towards targets set in the 'EU Roma Strategic Framework for Equality, Inclusion and Participation' and the related Council Recommendation with a particular focus on supporting Member States in their efforts to collect data of the situation of their Roma populations and apply relevant indicators to monitor progress on the implementation of their National Frameworks for equality, inclusion and participation. The Agency will continue to provide input to the Commission for its regular Communications and other policy documents related to the implementation of the EU Framework of equality, inclusion and participation and provide assistance to national authorities, upon request, within its competencies, capacities, and mandate.

Objectives (contributing to the Strategic Objectives: 2.3 and 3.1)

- To support the European Commission and Member States in the monitoring and reporting on Roma inclusion under the EU Roma Strategic Framework for Equality, Inclusion and Participation' launched in October 2020.
- To disseminate the outputs and knowledge generated through its overall work on Roma inclusion, in particular its surveys.
- To assist key stakeholders at EU and national level in their efforts to prevent and counter discrimination, antigypsyism and social exclusion of Roma and Travellers.

Activities

- Support to the European Commission and regular participation in the National Roma Contact Points network activities including thematic sessions in NRCP meetings
- Provision of on-demand country-level support to Member States.
- Provision upon request, technical assistance, and support to Member States on Roma inclusion, in particular concerning data collection methods and the use of indicators, as well as reporting on measures implemented on Roma inclusion.
- Communication (in the form of training/workshop/other) the benefits of collecting equality and ethnic origin related data to help overcome the resistance in that regard.
- Additional data collection and analysis, as required by developments during 2025.
- Communication of Roma survey findings to key stakeholders.
- Engagement with civil society by participating in events.
- Development of targeted analysis and briefs, as required.

Outputs

- Indicators - checklists.
- Input to documents requested by the Commission.
- Participation in EU level meetings and events, as well as Council of Europe events.
- Participation in events by international organisations and civil society.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma and Social Rights	30,000	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	30,000	-	-

B.

JUSTICE, DIGITAL and MIGRATION

B.1 Justice and Security

Overview of the activity

In 2025, FRA will publish its guidance for EU institutions and Member States on how to ensure that digitalised justice processes and systems facilitate and protect fundamental rights – such as access to justice – in practice. The work will address the fundamental rights implications (both positive and negative) that arise when Member States employ digital technologies in the administration and delivery of justice, and how this can affect individuals - for example as a complainant, defendant or victim - in their interaction with justice systems. To further guide relevant key actors when it comes to emerging standards in the area of access to justice as stemming from the case law of the Court of Justice of the European Union and European Court of Human Rights, FRA will also publish an update of the FRA-ECHR [Handbook on European law relating to access to justice](#) in 2025.

In relation to victims of crime, FRA will continue to support the Commission with the actions set out in the EU's Victims' Rights Strategy (2020-2025). Building on existing work on victims' rights in different areas, the Agency will collect data on access to justice for victims of online crime. It will also continue to collect data and disseminate findings to guide the Commission, Member States and other actors in addressing the specific needs and rights of victims; including victims of hate crime, antisemitism, and gender-based violence (herein, working closely with EIGE as part of the joint FRA-EIGE survey project on violence against women – which serves to fill a gap in existing EU-wide data).

With respect to the Council Framework Decision on combating certain forms and expressions of racism and xenophobia by means of criminal law, the Agency will continue to provide data and targeted input to support Member States' work in this area, including through the working group on the implementation of the EU Strategy on combating antisemitism and fostering Jewish life. In 2025 the Agency will publish its annual update of data on antisemitism and will continue to disseminate the findings of its third survey on antisemitism, alongside the Agency's relevant survey data on crime victimisation – which is included in all FRA surveys.

In 2025, and reflecting the EU Anti-racism Action Plan, FRA will follow-up and further disseminate the findings from its report on anti-racism in policing, which includes data, rules, and practices on combating racial discrimination and anti-racism in policing.

In 2025 FRA will publish its research on the implications of the application of individual provisions of Regulation 2021/784 on addressing the dissemination of terrorist content online at the Member State level, focusing on specific rights recognised by the Charter of Fundamental Rights of the European Union. The results of this data collection will feed into the Commission's evaluation of the Regulation in line with Article 23, including the impact of its application on fundamental rights; in particular freedom of expression and information, respect for private life and protection of personal data.

Finally, FRA will continue responding to newly emerging policy priorities and supporting relevant stakeholders in the area of justice and security with respect to fundamental rights compliance, including in the field of European Internal Security. In this context, FRA will research potential fundamental rights implications of accessing digital data for criminal investigations, looking at the opportunities and limitations, as well as minimum safeguards needed. FRA will also be able to expand the areas of its work with respect to police and judicial cooperation in criminal matters in line with the amended FRA Regulation, which otherwise could not be planned for.

Expected results

The Agency's fundamental rights expertise will support the EU and its Member States in applying existing fundamental rights standards in the area of justice and security, as well as responding to ongoing and newly emerging challenges in this area in a fundamental rights compliant manner. The amended FRA Regulation allows the Agency, upon its own initiative, to undertake research and provide accompanying opinions with respect to police cooperation and judicial cooperation in criminal matters. Large-scale survey research in the fields of antisemitism and violence against women will serve to provide unique data to the EU and its Member States on specific manifestations of crime, including levels of reporting to the police and other authorities, victims' access to justice, and on trends over time.

B.1.1 Antisemitism: Annual update of data collection and technical assistance

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: on-going

Policy relevance

The EU and its Member States are firmly committed to fighting antisemitism and promoting Jewish life. In 2017, the European Parliament adopted a resolution on the matter and the Council unanimously adopted two related declarations in 2018 and 2020. The European Commission appointed a coordinator on combating antisemitism and promoting Jewish life in 2015; established a working group following up on the implementation of the Council declarations in 2018; and adopted a comprehensive EU Strategy on combating antisemitism and fostering Jewish life in 2021. Member States have all committed to endorsing the non-legally binding working definition of antisemitism developed by the International Holocaust Remembrance Alliance (IHRA working definition of antisemitism).

In that context, the European Commission requested FRA to support its activities in combating antisemitism and promoting Jewish life. This project responds to this request through a combination of data collection and technical assistance, speaking directly to the EU Strategy on combating antisemitism and fostering Jewish life (2021-2030) and the pledges FRA made at [the Malmö international Forum on Holocaust Remembrance and Combating Antisemitism in 2021](#). FRA will provide:

1. In 2025 – the Agency’s 21st annual update on the situation of data collection (official and CSO data) on antisemitism in the EU, including summary overviews of the state of play as regards national strategies to combat antisemitism and how Member States (intend to) use the IHRA working definition of antisemitism.
2. Technical assistance in the framework of the European Commission’s working group on the implementation of the EU Strategy on combating antisemitism and fostering Jewish life (‘working group on combating antisemitism’), including in relation to the implementation of the EU and national strategies on combating antisemitism. FRA will draw on the results of the Agency’s third survey on antisemitism, published in 2024, to inform this work. The project will take into account gender, disability, and age as relevant, alongside other notable findings on respondent characteristics, which depends on the availability of disaggregated data from external non-FRA sources.

Objectives (contributing to the Strategic Objectives: 1.1 and 2.1)

- The overall objective of the project is to provide the EU and its Member States with evidence-based advice and assistance to support them in implementing their strategies to combat antisemitism.

Activities

- Data collection and analysis for the annual update on antisemitism.
- Dissemination of results.
- Provision of evidence-based advice to the agency’s institutional stakeholders in the area of combating antisemitism.
- Participation in the European Commission working group on combating antisemitism.
- Targeted technical assistance with regard to the implementation of the EU and national strategies on combating antisemitism.

Outputs

- Report - Annual update on the situation of data collection on antisemitism in the EU (21st edition).
- National activities on antisemitism data collection/national strategies – maximum two Member States a year, upon request.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	11,000	-	-
Institutional cooperation and networks	-	-	-
Total	11,000	-	-

B.1.2 Violence against women II: filling the data gap

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: on-going

Policy relevance

In 2014, FRA published the results of its EU-wide survey on Violence Against Women, based on 42,000 interviews. The survey presented the first EU-wide data on the extent and nature of different forms of violence experienced by women in the EU; the results of which have been widely used by EU institutions and Member States, alongside international organisations. In the absence of alternative comparable data for the EU, Eurostat has used key indicators from the survey to populate data on violence against women for the UN SDGs. Based on the success of FRA's survey, Eurostat established a task force in 2016 for the development of a survey on gender-based violence, which FRA was invited to join (along with EIGE), to look at the feasibility of conducting a Eurostat-coordinated survey to collect comparable data on gender-based violence. 18 Member States have opted-in to undertake the survey; with some Member States also selecting to survey men in addition to women. In addition, one Member State will provide data from its national survey. Eurostat has published selected results from the survey in 18 EU Member States in 2022-23.

Given that a number of EU Member States have decided not to take part in the Eurostat survey, the Union will not have an EU-wide dataset on violence against women to update FRA's 2014 survey data. In the light of this and drawing on their respective expertise, FRA and EIGE launched a joint project which – in close cooperation with Eurostat – has undertaken survey data collection in those Member States that are not taking part in the Eurostat initiative. The survey data collection was carried out in 2022-24, followed by reporting the results in 2024-25. The main aim of the above is to ensure – a decade after the first results from FRA's EU-wide survey on violence against women were published – that the EU has an EU-wide comparable dataset of baseline indicators on violence against women. This will entail close cooperation between the joint FRA-EIGE project team and Eurostat to co-join the different datasets and publish and disseminate the results. The project will look at the feasibility of conducting a trend analysis between the 2014 FRA survey data and the latest round of survey data collection with respect to the FRA-EIGE survey and Member State survey data collection as part of the Eurostat initiative. The above will serve to underpin the EU's and individual Member States' efforts with respect to ratification and implementation of the Istanbul Convention, alongside existing EU law on gender equality and non-discrimination, with the provision of robust evidence on the extent and nature of violence as experienced by women. Underlining the high priority that the Commission has placed on combating violence against women – including the implementation of the EU gender equality strategy 2020-2025 – the Commission introduced in 2022 a legislative proposal for a Directive to prevent and combat violence against women and domestic violence, which was adopted in 2024. The Directive encourages Member States to conduct a population-based survey on violence against women at regular intervals. The results of the joint FRA-EIGE project, in close coordination with Eurostat, will support the Commission's legislative and policy work in this regard with the provision of new data to fill the on-going 'data gap'. Importantly, the results serve to underpin the EU's obligations with respect to the Istanbul Convention on preventing and combating violence against women and domestic violence.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 3.2 and 3.3)

- The project intends to fill a data gap in the on-going Eurostat data collection on violence against women, with the aim of ensuring that data on violence against women is available for all EU Member States, which – in turn – should allow for a comparison of trends between the first round of FRA's published data in 2014 and the current round in 2024-25.
- The data will serve to support EU and Member State law and policy to combat violence against women in the framework of gender equality, victims' rights, and fundamental rights.
- The project will also further enhance close cooperation between FRA and EIGE, benefitting from both Agencies' respective expertise, and the survey will involve close coordination with Eurostat.

Activities

- Analysis of survey data
- Drafting joint FRA-EIGE outputs based on the results, with the involvement of and in coordination with Eurostat
- Communicating the results to relevant stakeholders – focusing on those Member States covered by the FRA-EIGE survey

Outputs

- Joint FRA-EIGE report (together with Eurostat) based on the comparative survey results, including all other EU countries with available data (combining FRA-EIGE survey data and surveys carried out by various EU Member States).
- Advice to relevant stakeholders to inform the EU's and the Member States' implementation of the Istanbul Convention.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	78,000	-	-
Institutional cooperation and networks	-	-	-
Total	78,000	-	-

B.1.3 The impact of addressing terrorist content online on fundamental rights

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: on-going

Policy relevance

Addressing terrorist content online is an important element in combating terrorism and radicalisation. Ordering removal or blocking of content, referring content to service providers for scrutiny, or applying measures to prevent uploading of certain content all have implications for fundamental rights and require strong safeguards. In 2021, the [EU adopted Regulation \(EU\) 2021/784 on addressing the dissemination of terrorist content online](#). In 2019, FRA delivered a [legal opinion](#) on the proposal at the request of the European Parliament.

According to Article 23 of the Regulation, the European Commission shall carry out an evaluation of the Regulation, including the impact of its application on fundamental rights, in particular the freedom of expression and information, the respect for private life and the protection of personal data, by June 2024. In accordance with Article 4(1)(c) of the Agency's Founding Regulation, in September 2022 the European Commission requested the Agency to contribute to the evaluation of the Regulation's impact on fundamental rights and freedoms.

The project will collect data, mapping the implications of the application of individual provisions of the Regulation at the Member State level on specific rights recognised by the Charter of Fundamental Rights of the European Union. The findings of FRA's research will be provided to the European Commission in 2024, in order to inform the Commission's evaluation in a timely manner. The Agency will publish a report, based on the research findings in 2025.

In line with established FRA methodologies, the research will consist of fieldwork in selected Member States by means of targeted qualitative interviews with relevant stakeholders, complemented by desk research. Given the sensitivity of the subject matter, the interviews will be conducted by FRA staff. FRA has also engaged Europol with respect to the project.

Objectives (contributing to the Strategic Objectives: 2.1 and 2.2)

- Contribute to the Commission's evaluation under Article 23 of Regulation (EU) 2021/784.
- Contribute to the proper implementation of fundamental rights and secondary EU legislation at Member State level as concerns addressing terrorist content online.

Activities

- Follow up-on the published research findings – targeted dissemination and presentation of results with key stakeholders; for example – Council working parties; EP committees; Commission, Europol.

Outputs

- Report published
- Dissemination and communication of research findings

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	5,000	-	-
Institutional cooperation and networks	-	-	-
Total	5,000	-	-

B.1.4 Digitalisation of justice: fundamental rights guidance

Area of activity: *Justice, Digital and Migration*Theme: *Justice and Security*

Status: on-going

Policy relevance

On 9 June 2020, the Council adopted conclusions on “Shaping Europe’s digital future”, where it recognises that ‘the digitalisation of the justice systems of the Member States has the potential to facilitate and improve access to justice throughout the EU.’ The October 2020 Council conclusions on “Access to justice – seizing the opportunities of digitalisation” called on the Commission to take concrete action to digitalise justice. The March 2024 Council conclusions ‘on the application of the EU Charter of Fundamental Rights: promoting trust through effective legal protection and access to justice’ reemphasise the importance of implementing the objectives set out in the 2020 Council conclusions regarding the digitalisation of justice. In December 2020, the Commission adopted a Communication on the digitalisation of justice in the EU, proposing a set of measures to bring forward digitalisation at both the national and EU level. Subsequently, the Commission adopted several proposals for EU secondary law instruments in this field, including a proposal for a Regulation on the digitalisation of judicial cooperation and access to justice in cross-border civil, commercial, and criminal matters seeking to guarantee a common approach towards the use of modern technologies in cross-border judicial cooperation and access to justice. Regulation 2023/2844/EU on the digitalisation of judicial cooperation and access to justice in cross-border civil, commercial and criminal matters, was subsequently adopted and entered into force on 16 January 2024.

The Commission has also been looking into the effectiveness of national justice systems through the European Semester and the EU Justice Scoreboard. According to the 2024 EU Justice Scoreboard, while EU Member States already use digital solutions in different contexts and to varying degrees in relation to their justice systems, there is still significant room for improvement.

The use of digital technologies, including algorithm-based solutions, has the potential to make judicial systems more transparent and efficient for the benefit of all – from businesses to individuals (including both persons suspected or accused of crime, as well as victims). Digital solutions can ease the administrative burden, shortening case processing times, making communication more secure and reliable, making information more publicly accessible and partially automating case handling. At the same time, effective fundamental rights safeguards need to be put in place to ensure that the use of digital technologies in the area of justice does not undermine the right to a fair trial and effective legal remedy, including the equal opportunity for both parties to make their case (equality of arms), the right to have knowledge of/comment on all evidence and observations filed (adversarial proceedings), the right to a public hearing, as well as - in criminal proceedings - the rights of the defence, including access to a lawyer and the case file.

The project – with data collection in 2024 – sets out to provide a balanced assessment of the potential applications of digitalisation in the justice field with respect to its fundamental rights impact, looking at the opportunities and limitations, including ‘red flags and minimum safeguards needed. This should include how to ensure that digital justice is accessible for all. In line with established FRA methodologies, the research comprises a combination of desk research complemented by fieldwork in selected Member States by means of targeted qualitative interviews with relevant stakeholders. The project will take into account and build upon the existing relevant work of European and other international actors active in this field; for example, the Council of Europe’s European Commission for the efficiency of justice (CEPEJ) and the Consultative Council of European Judges (CCJE); in particular, exchanges of updated information on cyber-justice with CEPEJ’s Resource Centre on Cyberjustice and AI.

Objectives (contributing to the Strategic Objectives: 1.1, 2.1, 2.2, 2.3, 3.1 and 3.4)

- Analyse in detail the fundamental rights impact of the digitalisation of justice systems, and assess the minimum fundamental rights safeguards required
- Provide guidance to EU institutions and Member States, in particular their justice authorities, about fundamental rights opportunities as well as risks and necessary safeguards when using digital tools in the justice system

Activities

- Draft report on fundamental rights compliant ‘digital justice’
- Follow up-on the published research findings – targeted dissemination and presentation of results with key stakeholders

Outputs

- Report published

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	8,000	-	-
Institutional cooperation and networks	-	-	-
Total	8,000	-	-

B.1.5 Handbook on European law relating to access to justice

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: on-going

Policy relevance

In 2016, FRA, in close cooperation with the Council of Europe, published a Handbook on European law relating to access to justice. The Handbook synthesised European and national law and case-law in the field of access to justice, which is also an enabling right that helps individuals enforce other rights. It covered the key access to justice standards in civil, criminal and cross-border matters, including: a fair and public hearing before an independent and impartial tribunal; legal aid; the right to be advised, defended and represented; the right to an effective remedy; limitations on access to justice; as well as selected issues pertaining to persons with disabilities, victims of crime, people in prisons and pre-trial detainees, environmental law and e-justice. The Handbook proved very successful, due to its translation in all EU official languages.

Since 2016, European law relating to access to justice has evolved further, including also new relevant judgements at the EU, Council of Europe, and national levels. This evolution will be reflected in the second edition of the Handbook to ensure its future relevance. Furthermore, the new edition will enhance the coverage of certain topics including a focus on victims' rights, in particular those in vulnerable situations.

Similar to the first edition, the Handbook will highlight and summarise in a didactical way the key legal and jurisprudential principles of European law relating to access to justice, identifying promising practices where possible

By contributing to raising awareness, knowledge and understanding of the key standards among legal practitioners, it will help ensure fundamental rights compliance. The second edition of the Handbook will be developed in close co-operation with FRA key partner - the European Court of Human Rights.

Objectives (contributing to the Strategic Objectives: 2.1, 2.2 and 3.1)

- Update the 2016 Handbook on European law relating to access to justice.
- Enhance cooperation with the Council of Europe and the European Court of Human Rights.
- Contribute to raising awareness, knowledge and understanding of the legal frameworks relating to access to justice amongst lawyers, judges, prosecutors, and other legal practitioners, as well as other 'intermediaries' such as civil society organisations involved in litigation or victims' organisations at the national and European levels.
- Facilitate domestic implementation of European law and relevant international legal instruments in the field of access to justice.

Activities

- Finalisation of the Handbook draft
- Dissemination of the final Handbook (second edition) through Specific stakeholder communication and awareness raising activities.
- Participation in meetings and events.

Outputs

- Second edition of the Handbook, including possible language versions

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	150,000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	-	-	150,000

B.1.6 Fundamental rights implications of accessing digital data for criminal investigations

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: new

Policy relevance

As our lives increasingly move online, crucial evidence of criminal activities is often in a digital form. According to **Europol**, digital data is an essential component in nearly all criminal investigations. Therefore, to ensure protection of fundamental rights of all persons with respect to criminal investigations, law enforcement and the judiciary need to be provided with appropriate tools to access digital data in a rights-compliant way. In June 2023, a High-Level Expert Group on access to data for effective law enforcement was set up to explore the challenges and ways forward in this field, involving Member States, the European Commission and EU agencies – including FRA. Access to data in encrypted devices or communication has been identified as one of the chief challenges, including in the 2020 **Council Resolution on Encryption**. Encryption is also one of the priority topics of the **EU Innovation Hub for Internal Security**, established in accordance with the EU Security Union Strategy. At the same time, human rights bodies including the **UN High Commissioner for Human Rights** have underlined the vital role of encryption as an enabler of privacy and human rights, including the rights to freedom of opinion and expression. According to the **European Data Protection Supervisor**, for example, while encryption as such is not always mandatory, the GDPR expresses a clear preference for its use. Encryption impacts also on companies that rely on it when providing communication and other online services to the public who expect that their data will be protected.

Building on its relevant work in areas such as cybercrime and access to justice, and in line with its revised mandate covering police cooperation and judicial cooperation in criminal matters, FRA will research fundamental rights implications of accessing and using digital data in criminal proceedings to feed into the ongoing discussions in this area at the EU as well as national level. Among others, the project will look into the challenges posed by accessing and using data from encrypted devices and online communication to the work of law enforcement and the judiciary, the use of various tools to overcome these challenges, and the related impact on fundamental rights such as privacy and data protection, freedom of expression and information, fair trial rights, access to an effective remedy and freedom to conduct a business.

The project will map the approaches used across the EU to access and use of digital data for criminal investigations, in particular as regards encrypted information and devices. Through interviews with representatives of law enforcement and judicial authorities, as well as defence lawyers, companies, and other relevant stakeholders, such as NGOs, it will collect information about the fundamental rights risks and necessary safeguards.

Objectives (contributing to the Strategic Objectives: 2.1 and 2.2)

- Analyse in detail the fundamental rights implications of accessing and using digital data in criminal proceedings
- Provide guidance to EU institutions and Member States, including law enforcement and justice authorities, about the fundamental rights impact and necessary safeguards relating to access to and use of digital data, feeding into the ongoing discussions at EU and national levels

Activities

- FRANET desk research combined with fieldwork in selected EU Member States
- Liaison with relevant stakeholders – including Eurojust and Europol

Outputs

- (FRA report) planned for 2026

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	200,000	-	100,000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	200,000	-	100,000

B.1.7 Access to justice for victims of online crime

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: on-going

Policy relevance

With the increased shift of everyday activities to the online environment, more individuals fall victim to crimes committed online. In some EU Member States, online victimisation is currently almost equal in prevalence to offline crime victimisation. Online crime, or cybercrime, is any type of criminal offence that is committed online or with the use of a computer (or online tools) against persons (such as online violence) or against property (such as fraud). Online crime has a significant cross-border dimension. The impact of crime committed online can be significant for its victims. It can cause serious economic and reputational damage and can have a negative financial and emotional impact on individuals. The Victims' Rights Directive establishes minimum standards on the rights, support and protection of victims of all types of crime and ensures that persons who have fallen victim to crime are recognised and treated with respect. The rights of victims of online fraud are further specified in Directive 2019/713 on combating fraud and counterfeiting of non-cash means of payment. As highlighted in the first-ever EU Strategy on Victims' Rights (2020-2025), in practice, however, victims of cybercrime do not report crimes, and they often do not find relevant assistance and support to access justice and an effective remedy for the damage suffered. Given this, a call in the Strategy has been made in order to undertake further action against online fraud and identity theft, including support to victims. Furthermore, the Commission published a report in July 2023 assessing Member States' progress in complying with Directive 2019/713 on combating fraud and counterfeiting of non-cash means of payment. One of the shortcomings the Commission identified continues to relate to assistance and support for victims.

Building on the Agency's relevant work in areas such as victims of crime, cybercrime and digitalisation of justice more broadly, the project will examine the challenges and opportunities to enable victims of online fraud, and related crimes, to access justice in practice. Such online crime impacts across the general population and is relatively under-researched. FRA will examine, in selected EU Member States, whether existing legal frameworks and their practical application enable access to justice and guarantee the rights of online victims in the course of investigations and criminal proceedings. Through interviews with representatives of law enforcement and judicial authorities, as well as defence lawyers, companies, and other relevant stakeholders, such as victim support services, the project will collect information concerning promising practices and practical ways to address the challenges that victims of online fraud, and related crimes, face in practice when seeking to exercise their rights. Given the cross-border dimension of online crime, FRA will also engage Eurojust with respect to the project.

Objectives (contributing to the Strategic Objective: 1.1)

- Analyse current EU and national legislation and practice on victims' rights from the angle of protection of rights of victims of online crime.
- Provide guidance to EU institutions and Member States, in particular their law enforcement and justice authorities, about rights of victims of online crime, including presenting promising practices if identified.
- Contribute to raising awareness, knowledge and understanding of the rights of victims of online crime amongst law enforcement authorities, lawyers, judges, prosecutors, and other legal practitioners, as well as other 'intermediaries' such as civil society organisations involved in litigation or victims' organisations at the national and European levels.

Activities

- Data collection - FRANET desk research combined with fieldwork in selected EU Member States, and data analysis.
- Expert meeting.
- Liaison with relevant stakeholders – including Eurojust, European Judicial Network, EU Commission and the Council of Europe.

Outputs

- Comparative report planned for 2026

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	20.000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	-	-	20,000

B.1.8 Additional activities under the sector ‘Justice and Security’

Area of activity: *Justice, Digital and Migration*

Theme: *Justice and Security*

Status: new

Policy relevance

This fiche accommodates requests during the year for additional activities related to data collection, analysis, and provision of expertise which are not covered by specific Agency projects encompassed under the ‘Justice and Security’ area of work. Outside the ‘life cycle’ of specific Agency projects, activities under this fiche allow for the continued visibility of FRA outputs and expertise in key areas of work where it has built up a significant body of knowledge, data, and related expertise.

An area where the Agency has built up a considerable body of data and knowledge is in relation to victims of crime, which spans its FRA’s large-scale quantitative survey research with on different populations’ experiences of crime and reporting to the police, alongside its in-depth qualitative fieldwork and legal analysis. In this area, the Agency will continue to devote resources to support key policy and legislative processes files, including the implementation of the (revised) Victims’ Rights Directive and the accompanying Victims’ Rights Strategy, alongside other files relating to crime victims.

The Agency’s recognised expertise results in numerous and diverse requests for the Agency’s input and presence across a range of meetings and expert events, which this fiche can accommodate. Under the amended Regulation, the Agency has seen increased engagement with a range of actors in the field of security, policing and judicial cooperation relating to criminal law; including Europol and Eurojust, covering all the different topics - including the cross-cutting issue of innovation and digitalisation. Synergies across different FRA projects under the heading of ‘Justice and Security’ – including work on hate crime, anti-racism and policing, antisemitism, digitalisation and victims of crime – can also serve to inform the Agency’s legislative and policy responses beyond narrow areas of law.

Continued requests for the Agency to update data in areas where it has established the added-value of its outputs – including the annual antisemitism update or the criminal detention database– means that the Agency has to be responsive to key stakeholder needs throughout the year, which can be encompassed under this area. This can also involve engagement at the Member State level, including with civil society and other actors, in direct response to requests during.

Objectives (contributing to the Strategic Objectives: 1.2 and 2.1)

- To provide evidence-based advice to EU Institutions, as well as Member States - on request.
- Issue ad hoc outputs based on existing material and in-house expertise.
- Update selected publications.
- Translate in selected EU language existing FRA outputs – on request
- Make findings of FRA available to policy makers in a proactive manner.
- Relevant communication & cooperation activities with EU institutions and other relevant actors.

Activities

Outputs

- | | |
|---|---|
| <ul style="list-style-type: none"> - Communicate research findings and provide expertise to key policy makers, principally at EU level, alongside other relevant stakeholders. - Provide support to Member States and the EU institutions in relation to gathering, analysing, and reporting on how victims access the rights set out in the Victims’ Rights Directive. - Further development of project proposals under the work of the sector, in alignment with EU law and policy developments. - Develop targeted analysis and briefs. - Participation in, including presentations – meetings and events by EU level institutions, bodies, and agencies; the Council of Europe and other international organisations; and high-level civil society events. | <ul style="list-style-type: none"> - Input to documents - as requested by the Commission, other EU Institutions and bodies/Agencies, and other relevant actors. - Up to two short Agency outputs (reports or papers in print and/or online form) resulting from any additional research and analysis; alongside re-issuing of material, including translations – as required. - Follow-up and further dissemination of the findings of the in 2024 published report on anti-racism in policing |
|---|---|

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	54,000	-	-
Communication and Events	-	-	100,000
Institutional cooperation and networks	-	-	-
Total	54,000	-	100,000

B.

JUSTICE, DIGITAL and MIGRATION

B.2 Data and Digital

Overview of the activity

The context of FRA work in relation to this area builds, in 2025, on the goals set by the Commission's 2019-2024 priority "A Europe fit for the digital age", existing EU law (e.g. General Data Protection Regulation (GDPR); the Law Enforcement Directive, the Digital Services Act), as well as legislative and policy developments at the level of the CoE and other international organisations. In the EU, recently adopted legislation in the form of the Artificial Intelligence Act assigns the Agency with a specific role as one of five permanent members of the Act's Advisory Forum. Alongside these developments, the e-Evidence package and the e-privacy regulation also have wide-ranging fundamental rights implications, which FRA's research and expertise serves to address. In parallel, the work of the European Data Protection Supervisor and the European Data Protection Board are evolving to reflect new fundamental rights challenges with respect to digital developments, which the Agency's work complements from a broader fundamental rights perspective; with, in 2025, the Agency launching work for an updated FRA-CoE Handbook on data protection, with publication in 2026.

Security issues remain high on the EU agenda, in line with the EU Security Union Strategy 2020-2025, and are reflected in the work of the Europol-based EU Innovation Hub for Internal Security, which focuses on digital developments. To this end, FRA is supporting the work of the Innovation Hub through its research and expertise with respect to a fundamental rights' 'critique' of specific projects. In 2025, the Agency will publish results on Remote Biometric Identification for law enforcement purposes; the results of which will serve to inform the roll-out of the AI Act upon its implementation and will also support the work of the EU Innovation Hub and other Agencies. Given the importance of the implementation of the AI Act, FRA will publish results from its work on assessing high risk AI, which will focus on implementing guidance on fundamental rights-related assessments.

In 2025 FRA will publish the first FRA-CoE Handbook on European law relating to cybercrime and fundamental rights, which addresses an increasingly important crime area at EU and national level, with significant fundamental rights implications for victims. The Commission's continued focus on harmful online content and its moderation, including how to report and effectively combat it, will benefit from FRA's research on online content moderation with respect to harmful content against specific groups, which was published in 2023 and disseminated in 2024. To this end, FRA will look into further data collection on hate from online platforms, which will complement and enrich FRA's data collection from its surveys. In response to the continued need for analysis and data on online content moderation, FRA will kick off a project on illegal content online in 2025.

In addition, FRA will continue to disseminate its findings from its research projects related to AI, bias, and algorithms.

Expected results

The Agency's fundamental rights expertise will support the EU and its Member States in applying existing fundamental rights standards in the area of information society, including in the context of new legislation - namely the AI Act and the Digital Services Act. Specifically, the publication of FRA's research findings on high-risk AI and on RBI for law enforcement, and with respect to on-going research on online content moderation, will support the Commission & other actors with empirical evidence relating to AI and digital services. Finally, the Handbook on cybercrime and fundamental rights, together with the CoE, will contribute to this increasingly important field. To ensure the relevance of FRA's input and to continue to provide stakeholders with fresh data and analysis in a fast-moving field, FRA will continue to work on both high-risk AI and online manifestations of hate and related illegal content.

B.2.1 Remote Biometric Identification for law enforcement purposes

Area of activity: *Justice, Digital and Migration*Theme: *Data and Digital*

Status: on-going

Policy relevance

In November 2019, FRA published a [focus paper on the use of facial recognition technology \(FRT\) in the context of law enforcement](#) (FRT is a form of 'remote biometric identifier' (RBI)). The paper points to several fundamental rights risks in relation to the use of live FRT. With reference to the FRA focus paper on FRT, the European Commission outlined in [its White Paper on AI](#), in February 2020, the need for further regulation of remote biometric identification systems stating that the risks to fundamental rights depend on the purpose, context and scope of its use. Following the White Paper, the European Parliament, in a resolution from January 2021, invited the Commission to assess the consequences of a moratorium on the use of FRT systems, including by law enforcement authorities, in relation to fundamental rights-compliant use of the technology. At the same time, artificial intelligence (AI) and the use of AI related technological solutions, including biometric technologies, by law enforcement agencies became one of the priority topics of the [EU Innovation Hub for Internal Security](#), established in accordance with the EU Security Union Strategy.

In April 2021, the Commission published its legislative proposal to regulate the use of AI, including high-risk use cases of remote biometric identification systems. Other international actors, such as the [Council of Europe](#), have called for strict rules, in particular to avoid the significant risks to privacy and data protection, as well as non-discrimination and other rights, posed by the increasing use of biometric technology, including FRT. [Civil society organisations](#) have expressed concerns over the use of FRT, including potential abuse of the technology by governments and corporations for biometric mass surveillance. In the meantime, several national law enforcement agencies in the EU are looking closely into the possible uses of FRT.

The project sets out to provide a balanced assessment of the potential applications of this technology with respect to its fundamental rights impact – which, for example, can range from its use to detect crime through to the identification of potentially vulnerable victims. The project will start by mapping the use of remote biometric identifiers/FRT by law enforcement agencies in EU Member States, and the respective national legal frameworks governing the use of this technology. For selected 'use cases' from a number of EU Member States, the project will make an in-depth assessment of the purpose, context and scope of use of remote biometric identifiers/FRT through interviews with representatives of law enforcement authorities and other relevant stakeholders - such as private parties providing the technology, civil society, and possibly also rights holders who complained about being targeted by such technologies. Based on information from concrete 'use cases', the project will analyse fundamental rights risks and necessary safeguards for potential fundamental rights compliant use of remote biometric identification in general, and FRT in particular. The project will follow developments concerning the AI Act and will take into account the relevant provisions of the Act once adopted. The results will serve to inform those considering this technology about its fundamental rights compliance - in alignment with EU law - and will provide practical guidance for the law enforcement community and beyond; thus, contributing to the objectives of the EU Innovation Hub for Internal Security, and FRA's specific role therein. The project will be carried out in close cooperation with Europol, which is responsible for convening the EU Innovation Hub for Internal Security.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 1.3 and 3.1)

- Analyse in detail fundamental rights risks and necessary safeguards with respect to facial recognition technology use cases in the area of law enforcement, in line with the fundamental rights compliant implementation of the relevant provisions of the AI Act.
- Provide guidance to EU institutions and Member States, in particular their law enforcement agencies, about fundamental rights risks and necessary safeguards when regulating and/or planning to use remote biometric identification, including FRT.
- Contribute to the work of the EU Innovation Hub for Internal Security (in line with the call of the Council to the EU's Standing Committee on Operational Cooperation on Internal Security (COSI) in [its note](#) from 7 May 2020).

Activities

- Research, analysis and report drafting
- Engagement with key stakeholders – including in the field of law enforcement.

Outputs

- Report published
- Presentation of findings at (minimum two) major events

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	15,000	-	160,000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	15,000	-	160,000

B.2.2 Handbook on European law relating to cybercrime and fundamental rights

Area of activity: *Justice, Digital and Migration*

Theme: *Data and Digital*

Status: on-going

Policy relevance

The fight against cybercrime is one of the key pillars of the European Cybersecurity Strategy as well as a central component of the EU Security Union Strategy 2020-2025. The EU has adopted relevant rules linked to this form of crime, such as the e Privacy Directive (2002/58/EC), the Directive on attacks against information systems (2013/40/EU), on combating fraud and counterfeiting of non-cash means of payment (2019/719/EU), on sexual abuse and sexual exploitation of children and child pornography (2011/93/EU), and on terrorism (2017/541/EU). In October 2017, the European Parliament adopted a resolution on the fight against cybercrime, in which it requested the FRA "(75) to draw up a practical and detailed handbook providing guidelines regarding supervisory and scrutiny controls for Member States".

At the Council of Europe (CoE) level, the Budapest Convention on Cybercrime serves as the key international treaty in this area, with on a Second Additional Protocol on enhanced international co-operation and disclosure of electronic evidence which was opened for signature in 2022. The EU co-legislators continued their deliberations in 2020 and 2021 on the proposed Regulation on electronic evidence in criminal matters, which has received close scrutiny.

Technological advances, such as the use of encryption, can allow cybercriminals to hide unlawful activity and make it difficult to obtain evidence for criminal investigations. This requires special investigative techniques (used within the proper legal framework) by authorities, which may also involve remote forensics and elaborated decryption techniques. These developments raise new challenges for protecting fundamental rights.

This Handbook responds to the earlier European Parliament request. Namely, it highlights the key fundamental rights challenges posed by cybercrime, including, the positive obligations of States to safeguard the fundamental rights of victims of cybercrime; with a particular focus on victims in vulnerable situations. It also addresses fundamental rights considerations related to substantive law, procedural powers and safeguards, and international cooperation. The Handbook also sets out to identify possible promising practices to ensure fundamental rights compliance. It is prepared by the FRA, the Council of Europe and the European Court of Human Rights.

With this Handbook, FRA and the CoE provides a large audience with an accessible tool in a complex area. Besides the project partners (Council of Europe/Cybercrime Division and the ECtHR), key stakeholders include: the CoE Lanzarote Committee; the CoE HELP programme, Member States; EU Institutions and Agencies, in particular EUROJUST's European Judicial Cybercrime Network; EUROPOL's European Cybercrime Centre; EMCCDDA; the national Supervisory Authorities in the area of data protection and the European Data Protection Board; civil society; and the private sector (service providers in particular).

Objectives (contributing to the Strategic Objectives: 2.1, 2.2, 2.3 and 3.1)

- Contribute to raising awareness and assessing possible solutions to current challenges faced by national authorities in complying with fundamental rights safeguards, such as those in EU data protection law, in cybercrime and e-evidence investigations and cross-border cooperation.
- Provide accessible information that judges, prosecutors and law enforcement agents in EU Member States need to assess compliance with fundamental rights of special investigative techniques used in cybercrime and cross-border cooperation.
- Enhance cooperation with the various stakeholders specialised and/or interested in the area of cybercrime.

Activities

- Dissemination and translation of the handbook

Outputs

- Presentations of the handbook, stakeholder cooperation.
- Translated versions of the handbook.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	55,000	-	150,000
Institutional cooperation and networks	-	-	-
Total	55,000	-	150,000

B.2.3 Assessing high-risk artificial intelligence (AI)

Area of activity: *Justice, Digital and Migration*

Theme: *Data and Digital*

Status: on-going

Policy relevance

In 2024, the EU co-legislators proposed will likely adopt a regulation governing the use of artificial intelligence (the AI Act), which is currently being negotiated by the co-legislators. The AI Act specifies, among other provisions, that high-risk AI has to undergo a conformity assessment, which includes drawing up technical documentation in relation to risks for fundamental rights, such as discrimination, as well as a fundamental rights impact assessment. Given the complexity of the topic, it is already clear that there will be a need for implementing guidance of the requirements for high-risk AI. In parallel, the Council of Europe is working on an international (framework) convention on AI, which also provides a frame for requirements for human rights impact assessments, among others.

FRA's research on AI has shown that developers and users of AI are in need of clear guidance on how to carry out assessments of AI in relation to fundamental rights compliance. As fundamental rights vary according to the purpose and area of use of AI, guidance needs to consider the specificities of different use cases. For example, the use of algorithms in the area of employment for recruitment purposes is different to the use of algorithms for accessing public services or assessing students in the area of education. The data needed for assessing those systems depends on the pre-identified groups at risk and availability of data, for example on protected characteristics – such as ethnic origin, gender, or disability. The project will also address the data needs for such documentation and assessments of fundamental rights compliance, which vary considerably across high-risk use cases. Among developers and deployers of AI there is – as FRA's research has shown – a lack of knowledge on what data on protected characteristics are needed for a fundamental rights impact assessment, and how such data can be collected in a data protection compliant way.

This project will provide empirical analysis and guidance on how to implement existing EU-law in relation to assessing high-risk AI based on selected use cases.

Based on the data collected through interviews in 2024, the project will analyse the results in view of supporting the newly established governance bodies for AI (such as the AI Office) to provide guidance on conducting fundamental rights impact assessments under the new rules.

Stakeholders: European Commission, European Parliament, Council of the EU, Council of Europe, OECD, United Nations, UNESCO, civil society, public sector, private sector.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 1.3, 2.1, 2.2, 2.3 and 3.2)

- Providing guidance on how fundamental rights risks can be assessed before using (selected) high-risk artificial intelligence (AI) systems, as defined in the EU AI Act.
- Analysing data needs in relation to undertaking an assessment of fundamental rights risks of selected high-risk AI uses cases.
- Increasing the understanding of a range of fundamental rights risks attached to high-risk AI and proposing measures to mitigate these risks.

Activities

- Finalisation of research.
- Report drafting.
- Engagement with key stakeholders

Outputs

- Report published in 2025

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	15,000	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
	15,000	-	-

B.2.4 Monitoring hate online – reporting trends

Area of activity: *Justice, Digital and Migration*

Theme: *Data and Digital*

Status: on-going

Policy relevance

Online platforms have become an essential place for human interaction. This also means that hatred, discrimination, and harassment – encompassing forms of cybercrime – is part of the interaction on those platforms. While legislators, policy makers and online platforms are striving to moderate (illegal) content online, the challenge remains to understand the extent and nature of online hate – so that responses are evidence-based. Illegal online content is tackled through EU law, such as the Digital Services Act, adopted in 2022, and the regular activities and data collection under the EU Code of Conduct on countering illegal hate speech online, whereas discrimination, harassment and hate crime are generally covered under the EU equality directives, such as the Racial Equality Directive (Directive 2000/43/EC) or the Gender Goods and Services Directive (Directive 2004/113/EC). Council of Europe Recommendation CM/Rec (2022)16 on combating hate speech also provides useful guidance in this area. One of the core tasks of FRA is to collect data on people's experiences and opinions in relation to their enjoyment of fundamental rights, including discrimination, violence, and victimisation – including experience of hate crime (against the person and property). To this end, FRA carries out large-scale surveys with the general population and vulnerable groups, such as Jews, Roma, migrants, and LGBTI people, as well as with women. In 2021-2023, FRA undertook research on online content moderation with respect to hatred against selected groups, including collecting data from online platforms. This project served to inform FRA about the opportunities and limitations of collecting data on online hatred from online platforms, including social media.

The proposed project will complement the Agency's existing survey research, which also captures people's experiences of online hate, by collecting data from online platforms that can reveal trends with respect to online hatred against certain groups (reflecting those groups covered by FRA's surveys). Based on a feasibility assessment, the project will explore the most effective way in which data on hate, harassment and violence can be extracted from online platforms.

The project will draw on FRA's previous research, alongside other completed and ongoing projects and frameworks that variously engage in monitoring social media for hatred against certain groups. FRA will make use of existing tools for targeted data collection that complements available FRA data. Through online platforms, hatred and sentiments can be captured in a way that is not possible through other data sources. It allows FRA to provide additional empirical evidence on different manifestations of discrimination, harassment, and violence, with regard to online hate's impact on fundamental rights.

FRA's engagement will allow the Agency to use social media as a new source of data for monitoring fundamental rights – specifically, trends in online hate.

Stakeholders: European Commission, European Parliament, Council of the EU, Council of Europe

Objectives (contributing to the Strategic Objective: 1.1)

- Developing a methodology and tool for monitoring hatred online through regular data collection from social media to provide trends on manifestations of discrimination, harassment, and violence against selected groups.
- Collecting data to complement FRA's survey data on discrimination, harassment, and hatred against certain groups.

Activities

- Assessing opportunities and practical solutions for continuous monitoring of online platforms.
- Carrying out data collection on selected groups.

Outputs

Regular interval online reports (and potentially a dashboard) on discrimination, harassment, and violence against selected groups, such as Jews, Roma, migrants, LGBTI, and women

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	30,000	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	30,000	-	-

B.2.5 Illegal and other harmful content online – safeguarding fundamental rights and freedoms with respect to the DSA

Area of activity: *Justice, Digital and Migration*

Theme: *Data and Digital*

Status: on-going

Policy relevance

The past decades have changed the way we communicate. The availability of online services for sharing information is expanding and changing at an ever-increasing pace. While this has brought many advantages, it also comes with huge challenges with respect to regulation of online service providers. The European Union has updated its laws to tackle EU-wide challenges, including the dissemination of illegal content online. Most notably, the Digital Services Act (DSA) was adopted in 2022, which created due diligence requirements for online services, including a framework for tackling illegal content online. The DSA covers all illegal content which includes information that is not in compliance with Union law or the law of any Member State which is in compliance with Union law, irrespective of the precise subject matter or nature of that law. This includes, for example, illegal hate speech, copyright infringements, terrorist content, or child sexual abuse material, as defined in respective laws.

Beyond reacting to specific pieces of illegal content, the DSA will also require VLOPs to assess systemic risks to inter alia fundamental rights and hate speech on their services and to take mitigating measures; reflecting, for example, the Commission's December 2023 Communication 'No place for hate: a Europe united against hatred'.

There are many challenges involved in the detection, assessment, and prevention of the dissemination of illegal content, which are linked to the type of content as well as who should detect and take action, how can illegal content be detected, and when and how, after detection, action needs to be taken concerning content. The DSA clarified liabilities of intermediary services, such as online platforms. However, detection and action concerning illegal content challenges several fundamental rights - such as the right to freedom of expression and information, the right to privacy and effective remedy (among others).

This project sets out to support the implementation of the DSA including the assessment of systemic risks and mitigation measures in selected areas of illegal and other harmful content online. It will provide data on experiences, challenges, and promising practices in terms of fundamental rights safeguards in content moderation policies as well as in establishing benchmarks for systemic risks and measures that would be effective in terms of mitigating these risks. The project methodology envisages to collect data through interviews with the newly established Digital Services Coordinators in selected EU Member States and online platforms, as well as other relevant stakeholders, such as civil society organisations. The project will also assess whether systemic risks and effective fundamental rights safeguards in addressing illegal content online recognise and respond with respect to the rights of particular groups – such as children, women, and persons with disabilities, for example. Outputs from this project build on previous work of the Agency on online content moderation and may be complemented by ad hoc analysis of subjects relevant to the implementation of the DSA.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 1.3, 2.1 and 2.2)

- Mapping of challenges in detecting and taking actions on illegal content online in selected areas.
- Providing guidance on appropriate safeguards to avoid any potential fundamental rights violations when (failing to) detecting and taking action on illegal content online in selected areas.
- Providing guidance on promising practices when preventing the dissemination of illegal content online.
- Providing support to the implementation of the Digital Services Act.

Activities

- Mapping of EU and national laws that define illegal content in selected Member States.
- Carrying out interviews with relevant stakeholders, such as Digital Service Coordinators, online platforms, and other relevant stakeholders.
- Potential ad hoc analysis of legal and empirical sources.
- Support to the Commission with respect to the DSA
- Monitoring of online hate through social media tools – as required

Outputs

- Draft report for publication in 2026
- Potential short thematic outputs (max 2) in 2025

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	350,000	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	350,000	-	-

B.2.6 Handbook on European data protection law

Area of activity: *Justice, Digital and Migration*

Theme: *Data and Digital*

Status: *new*

Policy relevance

In 2014, FRA, in close cooperation with the Council of Europe, published a Handbook on European data protection law. The Handbook, which synthesised European and national law and case-law in the field of data protection, proved very successful, due to its translation in all EU official languages. In 2018, the FRA published the second edition of the Handbook. It was co-authored with the Council of Europe and the European Data Protection Supervisor. It reflects major developments in the data protection field: the adoption of the EU data protection reform (the General Data Protection Regulation (EU)2016/679 (GDPR) and the Directive for the police and criminal justice sector (EU) 2016/680 (Police Directive)) and the modernisation of the Convention for the Protection of Individuals with regard to Automatic Processing of Personal Data (CETS 223). The 2018 edition of the Handbook proved very successful and was translated in all EU languages as well as non-EU languages such as Arabic, Georgian, Korean, and Ukrainian.

Since 2018, European data protection law has evolved significantly due to the adoption of new legislation (such as the Digital Services Act, the DSA, and the e-Evidence package) and landmark judgements, both at EU and Council of Europe level. This evolution needs to be reflected in the third edition of the Handbook to ensure the relevance of this successful FRA deliverable. Furthermore, a new edition will have to take into account future legislation currently under discussion that have a significant impact on data protection. The third edition will include the newest case law of the EU and the Council of Europe as well as the Important regulatory work done by the European Data Protection Board and the Council of Europe relevant bodies.

Similarly, to previous editions, the Handbook will highlight and summarise in a didactical way the key legal and jurisprudential principles of European data protection law, including those in the field of transborder data flow. The Handbook contributes to promoting and better understanding the rights stemming from the new EU data protection rules. The third edition of the Handbook will be developed in close co-operation with FRA key partners in this field: the Council of Europe (CoE), the European Court of Human Rights and the European Data Protection Supervisor (EDPS).

Objectives (contributing to the Strategic Objectives: 2.1, 2.2, 2.3 and 3.1)

- Update the 2018 edition of the Handbook on European data protection law.
- Enhance cooperation with the Council of Europe (CoE), the European Court of Human Rights, the European Data Protection Supervisor (EDPS), the European Data Protection Board and national data protection authorities.
- Contribute to raising awareness, knowledge and understanding of the reformed data protection legal frameworks amongst lawyers, judges, and other legal practitioners and data protection authorities (DPAs), and other relevant 'intermediaries' at national and European level, as well as civil society organisations and interested individuals working at the national and European levels.
- Facilitate domestic implementation of European law and relevant international legal instruments in the field of data protection.

Activities

- Background research and mapping of relevant legal modifications to define the scope of the revised Handbook.
- Launch of the tendering procedures and selection of external contractor.
- Specific stakeholder communication and awareness raising activities.
- Participation in meetings and events.

Outputs

Third edition of the Handbook planned for publication in 2026

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	45,000	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	45,000	-	-

B.2.7 Online content moderation - supporting implementation of the Digital Services Act

Area of activity: *Justice, Digital and Migration*

Sector: *Data and Digital*

Status: on-going

Policy relevance

In 2021-2023, FRA carried out a study on online harassment, hate speech and (incitement to) violence targeted at women and selected ethnic and religious minorities to address the pervasive challenge of creating a safer online space. The project carried out an analysis of incidents of online harassment and hate speech through data collection from selected social media channels. Based on a methodology to systematically search for pre-specified terms in selected countries, the data highlighted the extent and nature of harassment and other forms of hatred on various online platforms and in different languages in the EU, focusing on the impact on specific groups.

In 2024, the Digital Services Act entered into force, upgrading the liability and safety rules for digital platforms, addressing several fundamental rights matters in its provisions (the provisions related to very large online platforms and search engines already entered into force in 2023).

The project's results will feed into the Commission's work on the implementation of policies and acts on online content moderation, such as the DSA and the code of conduct on illegal hate speech, with a view to informing the on-going development of regulatory and non-regulatory responses to online content moderation. The project focuses on risks to freedom of expression and non-discrimination associated with the design and functioning of online platforms, including content moderation and recommender systems. The project will map fundamental rights standards pertaining to these rights, and available empirical evidence on the negative effect on them with respect to how content moderation and recommender systems address hate speech and other hateful content. The results will promote a better understanding of fundamental rights violations on online platforms.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 1.3, 2.1 and 2.2)

- Collection of data on online harassment, hate speech and (incitement to) violence in selected EU member states to increase the understanding of existing online hatred.
- To better support – through the provision of empirical evidence – legislative and policy initiatives to address the fundamental rights implications of hate speech online and online platforms conduct in general.
- Contribute to the development of methodologies for online data collection on fundamental rights related topics

Activities

Outputs

- | | |
|--|---|
| <ul style="list-style-type: none"> • Continuation of in-house background research on policies and laws regulating online content. • Dissemination of research report. • Stakeholder/expert consultation. • Systematic mapping of applicable fundamental rights standards in EU law. • Systematic mapping of available empirical evidence on fundamental rights risks through online platforms' conduct. | <ul style="list-style-type: none"> • Contracted research in 2024. • Drafting of report in 2025. • Two meetings (maximum) and presentations of project findings at policy level. • FRA report in 2025. |
|--|---|

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	15,000	-	-
Institutional cooperation and networks	-	-	-
Total	15,000	-	-

B.2.8 The Data Protection Law Enforcement Directive (LED) – Experiences of the Competent Authorities

Area of activity: *Justice, Digital and Migration* Theme: *Data and Digital* Status: *new*

Policy relevance

In 2024, FRA published a report on “Data Protection Authorities (DPAs): Challenges and opportunities in implementing the General Data Protection Regulation (GDPR) after 6 years of application”. Since 2010, the Agency has undertaken projects in the field of data protection and privacy. Work on the third edition of the data protection handbook on European data protection law covering EU and Council of Europe legal frameworks, to be produced in cooperation with the Council of Europe and EDPS, will commence in 2025. Previous FRA work in the area of data protection includes a focus paper on how the GDPR affects the daily work of civil society organisations (2019), and published findings from the Fundamental Rights Survey on opinions and experiences of people in the EU linked to data protection and technology (2020). FRA has also conducted research in specific fields where interferences with the rights to data protection and privacy may occur, namely in relation to surveillance by intelligence services (with the publication of two reports in 2015 and 2017 and a partial update in 2023), unlawful profiling in the law enforcement and border management contexts (with the publication of a guide in 2018), and on artificial intelligence systems (with three focus papers and a report on 2018-2020).

In this project FRA will conduct qualitative research on the implementation and enforcement of Directive (EU) 2016/680 on the protection of natural persons with regard to the processing of personal data by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, and on the free movement of such data (Data Protection Law Enforcement Directive, LED). The project is undertaken in parallel to the European Commission’s second evaluation of the LED, which is due by mid-2026. FRA’s research findings building on qualitative research with competent authorities under the LED and national Data Protection Authorities (DPAs) will complement the Commission’s evaluation and review of the LED.

The project focuses on the experiences, including challenges and promising practices, of competent authorities (i.e. law enforcement authorities (LEAs) and judicial authorities) and DPAs with respect to specific aspects of the LED’s implementation and enforcement. FRA’s research focuses on elements not covered through the written submissions sent by relevant stakeholders to the European Commission. The qualitative fieldwork research will be based on a small number of interviews with competent authorities and DPAs in the Member States. Interviews will be undertaken by FRANET in the national language. The project will be launched in 2024, with fieldwork taking place in 2025. The project will also support FRA’s other work in relation to the protection of fundamental rights in the law enforcement context – including research on law enforcement access to data for criminal investigations; on high-risk artificial intelligence (AI); and on remote biometric identification in the field of law enforcement.

Objectives

- To collect evidence on the implementation and enforcement of the LED, which will be of benefit to the Agency concerning its own research in relation to data protection and law enforcement.
- To support the European Commission’s evaluation report on the LED with the provision of evidence that is not collected through the European Commission’s established channels.

Activities	Outputs
<ul style="list-style-type: none"> - Development of technical specifications and FRANET contracting (2024) - Field work, analysis and drafting (2025) - Drafting, editing, production and translations (2026) 	<ul style="list-style-type: none"> - Publication in 2026

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	125,000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	-	-	

B.2.9 Additional activities under the sector 'Data and Digital'

Area of activity: *Justice, Digital and Migration*Theme: *Data and Digital*

Status: on-going

Policy relevance

This fiche accommodates requests during the year for additional activities related to data collection, analysis, and provision of expertise which are not covered by specific Agency projects encompassed under the 'Data and Digital' area of work. These requests for input broadly encompass - information society, artificial intelligence (AI) and digitalisation; data interoperability; online content moderation; data protection and privacy.

Since its establishment, the Agency has variously worked in the areas of data protection and privacy and has engaged with specific fields such as data interoperability – which has focused on large-scale IT systems primarily in the field of migration and asylum. The Agency's work in these fields has encompassed in-depth research on subjects such as mass surveillance and its oversight, on the use of biometrics, and on fundamental rights compliant AI. In parallel, it has developed tools to assist both duty bearers and rights holders with respect to rights compliance and redress, including – for example – a joint Handbook with the Council of Europe on data protection (in its third edition).

Since 2017, the Agency's attention has turned to the increasingly important field of AI, which is being deployed across different areas with significant implications for fundamental rights. The Agency's series of papers on fundamental rights and AI, its appointment to the Commission's High Level Expert Group on AI, and to Council of Europe committees that are working towards the development of AI law - illustrate FRA's role as an important actor in this field. FRA is in close dialogue with the various EU institutions that are responsible for developing new areas of law and related policy, focused on the AI Act and the Digital Services Act – to name two examples. In parallel, other EU Agencies increasingly engage FRA in the area of AI and digitalisation, such as Europol through its 'Innovation Hub', alongside international organisations ranging from the UN to the OECD. Recognising the increasing demands on FRA to provide its expertise in this area, activities and outputs under this fiche serve to 'future proof' the Agency's work by allowing it to develop and communicate research ideas and findings, and to provide fundamental rights expertise to EU institutions and other actors.

Objectives (contributing to the Strategic Objectives: 1.2, 2.1, 2.3, 3.1, 3.2 and 3.3)

- To provide evidence-based advice to EU Institutions, as well as Member States - on request.
- Issue ad hoc outputs based on existing material and in-house expertise.
- Update selected publications.
- Translate in selected EU language existing FRA outputs – on request
- Make findings of FRA available to policy makers in a proactive manner.
- Relevant communication & cooperation activities with EU institutions and other relevant actors

Activities

- Communicate research findings and provide expertise to key policy makers, principally at EU level, alongside other relevant stakeholders.
- Further development of project proposals under the work of the sector, in alignment with EU law and policy developments.
- Develop targeted analysis and briefs.
- Participation in, including presentations – meetings and events by EU level institutions, bodies, and agencies; the Council of Europe and other international organisations; and high-level civil society events.

Outputs

- Input to documents - as requested by the Commission, other EU Institutions and bodies/Agencies, and other relevant actors.
- Up to two short Agency outputs (reports or papers in print and/or online form) resulting from any additional research and analysis; alongside re-issuing of material, including translations – as required.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	35,000	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	35,000	-	-

B.

JUSTICE, DIGITAL and MIGRATION

B.3 Migration and Asylum

Overview of the activity

Detailed EU law provision and extensive case law by the Court of Justice of the EU regulate this thematic area. The implementation of EU law in this policy field raises significant fundamental rights challenges. Border management, asylum and return policies may affect core fundamental rights, such as the right to life and the prohibition of torture, inhuman or degrading treatment or punishment.

Over the last decade, FRA published a large amount of material addressing fundamental rights challenges in relation to asylum, borders, and immigration. These include comparative studies, handbooks, training materials as well as other tools, several of which are available in different EU languages.

To mitigate fundamental rights risks, EU law instruments contain several safeguards. Some of these provisions also task FRA to support EU institutions and relevant Justice and Home Affairs agencies with its expertise. Project B.3.1 will enable FRA to fulfil its legal commitments flowing from EU law.

In 2024, the EU has agreed on a pact on migration and asylum. Asylum and return procedures should become faster and take place near the border. This approach entails fundamental rights risks. Safeguards embedded in EU law intend to mitigate such risks. Project B.3.2 describes FRA's activities to promote the implementation of fundamental rights safeguards in the pact, including fundamental rights monitoring.

Thematically, the situation at the EU external border remains challenging from a fundamental rights perspective. Project B.3.3 presents FRA's activities to uphold fundamental rights at borders. These will also include follow up activities to FRA's 2024 report on prompt and effective investigations of alleged rights violations.

Another important dimension relates to information technology (IT) systems. These are large-scale European systems which, taken together, will process personal data of hundreds of millions of people. Two new systems, the Entry-Exit System (EES) and the European Travel Information and Authorisation System. (ETIAS) will be operational in 2025. Under Project B.3.4, FRA will present guidance and advice for a fundamental-rights friendly implementation.

The integration of refugees from Ukraine who for different reasons will stay in the EU will remain a specific focus of FRA's work. The Project B.3.5 is devoted to violence and related abuses against women displaced from Ukraine, the results of which will be published in 2025. FRA will also continue to remain engaged with the issue of exploitation of migrant workers, working closely with other EU Agencies, such as ELA.

Finally, the last project on additional activities will enable FRA to have some capacity within its limited resources to respond to external requests for expertise and to newly emerging policy priorities.

Expected results

Through its action, in 2025 FRA expects that EU institutions, EU agencies as well as Member States will be better informed on how to deal with fundamental rights challenges, particularly when implementing the pact. FRA's engagement with the roll-out of new IT systems, which will be introduced to facilitate border management, is expected to identify fundamental rights issues at an early stage enabling immigration and border management actors to take corrective actions. The survey with women from Ukraine will help identify measures that the EU and its Member States should take under the Istanbul Convention on preventing and combating violence against women and domestic violence.

As the EU is increasingly focusing on legal migration, FRA will continue to disseminate findings relating to this topic, including on the fundamental rights situation of long-term residents in the EU.

B.3.1 Tasks assigned to FRA by EU law in the field of asylum, borders, and immigration

Area of activity: *Justice, Digital and Migration*

Theme: *Migration and Asylum*

Status: on-going

Policy relevance

Several EU law instruments in the field of asylum, borders and immigration require FRA to assist the European Commission and Member States with its fundamental rights expertise and to cooperate with other Justice and Home Affairs (JHA) agencies. Project B.3.1 will enable FRA to exercise this role effectively and at a level that is commensurate with its resources. Overall, it will support the EU and Member States to take fundamental rights issues into account when implementing EU law.

The activities covered under this project fall under three broad areas:

- Schengen Evaluations under Council Regulation (EU) 2022/922.
- EU funds: Providing fundamental rights expertise for the national programmes under the Asylum, Migration and Integration and the Integrated Border Management Fund, as per Regulations (EU) 2021/1147 and (EU) 2021/1148.
- JHA agencies: Cooperation with FRONTEX, EUAA, eu-LISA, EUROPOL, CEPOL, EUROJUST as required by their respective founding regulations and/or set out in bilateral cooperation arrangements.

A separate project (B.3.2) covers tasks assigned to FRA in the implementation of the Pact on Migration and Asylum. Project B.3.4 covers FRA's role in two fundamental rights guidance boards.

Objectives (contributing to the Strategic Objective: 2.1)

- Enable FRA to fulfil its legal commitments flowing from EU law directly or from bilateral cooperation arrangements
- Provide fundamental rights expertise to EU institutions, EU agencies and Member States

Activities

- Schengen evaluations: Collect and submit information, provide input to training and tools, accompany on-site visits.
- EU funds: Comment on national funding programmes and provide other fundamental rights expertise, as requested.
- Provide written and oral expertise to enable JHA agencies to build, strengthen and adjust their internal mechanisms to uphold and mainstream fundamental rights.
- Participate in Frontex MB meetings, and contribute with expertise to other Frontex, EUAA and eu-LISA work.
- Actively contribute to Frontex (co-chair) and EUAA Consultative Forum.
- Collect data through desk research and field missions to enable FRA to provide evidence-based input.
- Update, translate and/or re-print FRA publications required to substantiate FRA's contributions.
- Review draft documents shared by stakeholders to FRA for comments.
- Organise expert meetings and other events (in person or online), where appropriate.
- Provide selective fundamental rights training.

Outputs

- Schengen evaluations: risk analysis drafted; training delivered; comments provided to all draft tools; up to 5 on-site missions (upon request);
- Funds: comments to national programmes provided, if requested.
- Tool to mainstream fundamental rights in EU migration funds piloted.
- Fundamental rights advice provided at Frontex MB meetings and at Frontex and EUAA Consultative Fora;
- Regular meetings with fundamental rights officers in EUAA, Frontex and Europol providing input to consolidate their internal fundamental rights mechanisms.
- FRA expertise shared with Frontex, EUAA, eu-LISA and other JHA agencies on up to 20 files.
- Input to evaluation of EU law instruments, if asked.
- Training support provided, as appropriate
- At least two expert meetings held (in person/online).

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	40,000	-	170,000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	40,000	-	170,000

B.3.2 Implementing safeguards of the pact on migration and asylum

Area of activity: *Justice, Digital and Migration*Theme: *Migration and Asylum*

Status: on-going

Policy relevance

In 2024 the EU has agreed on a pact on migration and asylum. Asylum and return procedures should become faster and take place near the border. This approach entails fundamental rights risks, particularly for migrants and asylum seekers with specific needs, such as victims of violence or torture. Safeguards embedded in EU law intend to mitigate such risks.

In three areas, the pact assigns an explicit role to FRA, thus enabling the Agency to support in 2025 the EU and its Member States with its expertise in a structured manner, albeit subject to resource limitations:

- **Fundamental rights monitoring:** As required by the Screening Regulation (EU) 2024/1356 in 2024, FRA issued guidance on independent monitoring mechanism. Member States may request FRA's support. Monitoring covers the screening of new arrivals and the border asylum procedure (Asylum Procedure Regulation (EU) 2024/1348, Article 43).
- **Strategic planning on asylum and migration:** The Asylum and Migration Management Regulation (EU) 2024/1351 envisages a five-year asylum and migration management strategy, an annual asylum and migration report and sets up a solidarity forum. It envisages formal ways for FRA to feed fundamental rights information into these processes.
- **Preparedness and management of crisis:** In 2020, the Commission established the 'Blueprint Network' to enhance information sharing and facilitate a coordinated response in times of crisis. Regulation (EU) 2024/1351 strengthens FRA's space to present fundamental rights risks and gaps to Member States, the Commission and JHA agencies.

Beyond these three areas, FRA will also share its expertise to the Commission and Member States on other subjects as appropriate, including child protection (in particular, guardianship for unaccompanied children); the identification and referral of people with vulnerabilities; prevention and response to gender-based violence; safeguards when extracting migrants' data from mobile phones, questions relating to the right to liberty and other issues of policy relevance.

The pact brought significant changes to EU law. Implementing the new legal safeguards requires that practitioners are aware of these. In 2024, FRA contracted the updating of the handbook on European law relating to asylum, borders and immigration published with the European Court of Human Rights, so as to issue a new edition in 2026.

For the 'Blueprint Network' FRA will reduce the data collection to match available resources and explore further synergies with Frontex and/or the EUAA. FRA will prioritise support to Member States on fundamental rights monitoring, regularly producing overview tables on progress at national level. On other thematic issues, FRA will collect and analyse information and data and provide expert input to relevant EU and national actors. FRA will partly collect the data through FRANET and partly directly by approaching national actors and through field missions.

Objectives (contributing to the Strategic Objective: 2.1)

- Provide the EU and its Member States with fundamental rights expertise relating to the pact.
- Enable FRA to fulfil its legal commitments flowing from pact.

Activities

- Translating FRA monitoring guidance.
- Providing expertise on monitoring, including on methodologies and training to Member States.
- Collect and analyse data for the asylum and migration report and for the blueprint network and share them with the Commission and the network
- Participate in blueprint meetings and in other relevant meetings relating to the implementation of the pact
- Collect and analyse data on specific topics relating to the pact on which FRA's input is requested and draft materials
- Update the 2020 asylum handbook
Update, translate and/or re-print FRA publications, as necessary.

Outputs

- Webpage on FRA's work relating to the pact
- FRA monitoring guidance translated in 7 languages.
- FRA-ECtHR asylum handbook update (June 2026)
- FRA expertise on monitoring provided to up to 6 Member States (upon request);
- Expert meeting with NHRIs on monitoring held.
- FRA submission for the annual asylum and migration report (public)
- Weekly FRA submissions to the blueprint network
- Blueprint network meetings attended
- FRA guardianship handbook updated.
- FRA materials updated; translated and/or reprinted.
Up to five thematic inputs to COM/EUMS based on policy relevance and timeliness (e.g. vulnerability checks; guardianship; mobile phone searches; etc.).

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	255,000	-	500,000
Communication and Events	40,000	-	-
Institutional cooperation and networks	-	-	-
Total	295,000	-	500,000

B.3.3 Upholding fundamental rights at borders

Area of activity: *Justice, Digital and Migration*Theme: *Migration and Asylum*

Status: on-going

Policy relevance

Respect for fundamental rights is a core component of EU border management legislation. In practice, however, various sources – including the United Nations and the Council of Europe – report fundamental rights violations at EU borders; including of absolute rights, such as the prohibition of torture, inhuman or degrading treatment or punishment, and the principle of non-refoulement. The persistent reports about rights violations at borders, if not addressed through appropriate preventive measures and prompt and effective investigations, may pose more general threats to the rule of law.

In 2024, FRA published a report on effective investigations of rights violations at borders. The report contains guidance for Member States on how to enhance the effectiveness of investigations. In 2025, FRA will present and promote such guidance in relevant Member States, involving relevant European and national actors.

In October 2018, FRA published a first note on NGO ships involved in search and rescue in the Mediterranean. Since then, the Agency has been publishing regular updates on legal proceedings against them. In 2025, FRA will continue publishing these, as they became a point of reference providing evidence on actions targeting civil society work at sea.

In addition, in the past FRA has committed itself to supporting particularly affected Member States with fundamental rights expertise to tackle the challenges they face in border management. In 2025, FRA will scale down such support to match available resources. In Bulgaria, FRA will provide fundamental rights expertise for the implementation of the 2024 cooperation framework between the European Commission, the EU agencies and the Republic of Bulgaria. In Greece, FRA will support the fundamental rights dimension of the December 2020 Memorandum of Understanding on Lesbos and provide information and guidance for the fundamental rights impact assessment Greece is carrying out in the EU-funded centres on the islands. FRA will respond to requests for engagement in other Member States based on available resources and taking into account the most pressing needs.

Given the sensitive nature of the topic, most activities will be carried out directly by FRA staff through field missions and meetings with stakeholders.

In the implementation of this project, FRA will closely cooperate with the European Commission as well as relevant EU Agencies, including where deployed in the context of migration management support teams as per Article 40 of Regulation (EU) 2019/1896.

Objectives (contributing to the Strategic Objectives: 1.2 and 2.1)

- Promote effective investigations of alleged rights violations at borders.
- Share FRA's expertise with Member States and the EU.

Activities

- Organise or participate in selected national events
- Draft targeted input for national events
- Collect and analyse data and trends on investigations
- Attend relevant COM-EUMS coordination meetings
- Undertake missions

Outputs

- Annual SAR update
- 4 national events on investigations
- Contributions to the Commission Task Force and Steering Committee in Bulgaria and Greece and to similar support mechanisms with selected other EUMS
- Evidence-based advice provided to EU institutions, agencies, and Member States
- Updated data on national investigations.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	50,000	-	50,000
Communication and Events	-	-	-
Institutional cooperation and networks	-	-	-
Total	50,000	-	50,000

B.3.4 Fundamental rights implications of large-scale IT systems

Area of activity: *Justice, Digital and Migration*

Theme: *Migration and Asylum*

Status: on-going

Policy relevance

This project builds on FRA's past findings on the use of biometric data and on EU large-scale IT systems. It is also closely linked to FRA's work on artificial intelligence.

In 2025, the EU will continue the roll-out of new large-scale information systems (IT systems) and their interoperability. Past FRA findings have pointed to opportunities for and risks to fundamental rights. The operation of large-scale IT systems can affect a wide range of rights, such as the right to protection of personal data, the right to information, the prohibition of non-discrimination, the right to asylum, the right to an effective remedy and the rights of the child.

In 2024, FRA published an awareness-raising tool explaining the systems and their impact on fundamental rights, which it will review and, if necessary, update, at regular intervals.

Two of these systems – the European Travel Information and Authorisation System (ETIAS) under [Regulation \(EU\) 2018/1240](#) and the Visa Information System (VIS) under [Regulation \(EU\) 2021/1134](#) – set up a Fundamental Rights Guidance Board to which FRA is a member and to which it will actively contribute with its expertise.

In 2024 FRA carried out research on two systems, the ETIAS and the Entry-Exit System, which will process biometric data of each short-term visitor to the Schengen area. For ETIAS, FRA research focuses on algorithms. For the EES, it focuses on practical measures border guards can take to implement the system in a fundamental-rights friendly manner. In 2025, FRA will publish and disseminate the results of this work, including by providing input to EU initiatives developing tools and training on these two systems.

Building on the expertise FRA acquired through its long-standing work on large-scale IT systems and their interoperability, in 2025, FRA will continue to provide fundamental-rights expertise to the European Commission, Frontex, eu-LISA and other relevant actors.

Objectives (contributing to the Strategic Objective: 2.1)

- To support Member States and relevant EU agencies in implementing the fundamental rights safeguards embedded in the EES and ETIAS Regulations
- To provide EU institutions, agencies and Member States with fundamental rights expertise when operating large-scale IT systems.
- To raise civil society awareness about fundamental rights implications of EU large scale IT systems.

Activities

Outputs

- Analysing research findings and drafting of outputs.
- Active participation in the ETIAS Fundamental Rights Guidance Board.
- Providing expertise in the set-up of the VIS Fundamental Rights Guidance Board.
- Review draft tools and capacity-building materials.
- Deliver selected fundamental rights training.
- Carry out research.

- Expertise provided to ETIAS and VIS Fundamental Rights Guidance Boards and all meetings attended.
- Report on ETIAS published.
- Report on EES (including guidance) published.
- Awareness-raising tool regularly updated.
- Inputs to policy files, training and other tools (EU level and national), upon request.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	50,000	-	50,000
Communication and Events	20,000	-	-
Institutional cooperation and networks	-	-	-
Total	70,000	-	50,000

B.3.5 Violence and related human rights abuses against women fleeing the war in Ukraine

Area of activity: *Justice, Digital and Migration*

Theme: *Migration and Asylum*

Status: on-going

Policy relevance

As a result of Russia's invasion of Ukraine, millions of people – the overwhelming majority of them women and children – have been displaced, with most of those who have left the country seeking safety in the EU. Women who have arrived in the EU have not only fled the violent conflict in Ukraine but may also have been exposed to gender-based violence and other human rights abuses while in Ukraine, during their difficult journeys into the EU, and upon arrival at their new place of residence. Namely, women are at heightened risk of sexual assault and rape, sexual harassment, trafficking for sexual exploitation, as well as exploitation in relation to employment in host countries – to name some examples. In 2014, FRA published the results of its EU-wide survey on Violence Against Women; the largest, most comprehensive survey of its kind in the EU that has served as the evidential basis to inform policy and legislative developments on violence against women. As a follow-up, the survey was replicated by the OSCE in 2018 in eight countries and territories outside the EU, including Ukraine. FRA was part of the OSCE's steering committee to oversee the adaptation of FRA's survey to countries in conflict and post-conflict situations. To this end, working with FRA, the OSCE supplemented the FRA questionnaire with specific questions related to conflict situations. The OSCE survey found that conflicts contributed to more severe violence against women compared with non-conflict situations, particularly among women who had been displaced by the conflict. Long-term psychological problems were also more common among women who had experienced violence related to conflict. With respect to violence against women overall, EU Member States are now implementing a survey on gender-based violence against women, coordinated by Eurostat. FRA and EIGE are complementing this by collecting comparable, data in eight EU Member States that are not taking part in the Eurostat coordinated survey and have no other source of up-to-date survey data. However, these surveys do not contain questions specifically about conflict-related violence and related human rights abuses, nor are the survey samples designed to capture women displaced by conflict, and therefore will not capture the experiences of women who have left Ukraine and are now residing in the EU.

To address this gap and contribute to EU and international efforts to collect data on, and effectively respond to, violence and related human rights abuses experienced by women displaced from Ukraine – including the work of the ICC, Eurojust and other actors – FRA is carrying out a survey in three EU Member States that host the largest number of women who have been displaced due to the war in Ukraine. The survey collects data on these women's experiences of violence and related human rights abuses leading up to, during and after fleeing the conflict – for example with respect to experiences of sexual harassment and exploitation in host countries – and also collects data on reporting and non-reporting of incidents, alongside support received. The survey is based on a minimum number of interviews per country in order to achieve reliable results. The comparability of selected results – e.g. concerning experiences of sexual harassment or assault, adjusted for the inclusion of different perpetrators – will be ensured, where relevant and possible, with respect to Eurostat's gender-based violence against women survey and the FRA-EIGE survey. The survey data collection was launched in 2022-2023. Results – after quality controls – are expected to be published in 2025. The survey's results will serve to inform relevant EU and international efforts to address the impact of the war in Ukraine on civilian populations with respect to the experiences of women who are now living in the EU – including provision for victims under the Victims' Rights Directive and the Anti-Trafficking Directive. Importantly, the results serve to underpin the EU's obligations with respect to the Istanbul Convention.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2 and 3.2)

- Support EU and Member State policy and responses on the ground with robust and up to date data on the nature and impact of conflict-related violence and related human rights abuses against women who have been displaced due to the war in Ukraine, including their needs in terms of medium and long-term assistance.
- Inform with reliable data the development of specific measures to support women victims of conflict-related violence and related human rights abuses – including measures based on the use of EU funds to support the Member States that host women who have fled the war in Ukraine.
- Provide robust data on the extent and nature of violence and related human rights abuses experienced by women fleeing Ukraine for relevant EU actors, such as Eurojust, as well as international institutions – including, for example, the ICC, UN Women/CEDAW, CoE/GREVI and GRETA.

Activities

- Analysing data and drafting
- Communicating the survey results and related findings

Outputs

- Launch of the survey results report

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	10,000	-	-
Communication and Events	30,000	-	-
Institutional cooperation and networks	-	-	-
Total	40,000	-	-

B.3.6 Additional activities under the sector 'Migration and Asylum'

Area of activity: *Justice, Digital and Migration*Theme: *Migration and Asylum*

Status: on-going

Policy relevance

This project accommodates additional activities related to data collection, analysis, and provision of fundamental rights expertise which are not covered by specific Agency projects. Since its establishment, the Agency has variously worked in the areas of asylum and migration, which is underpinned by in-depth research on key fundamental rights issues, in areas such as asylum, border management, EU IT systems, migrant smuggling and trafficking in human beings, severe exploitation of migrant workers, return and readmission, children in migration, and the rights of migrants and refugees. In 2022, FRA added a specific focus on refugees from Ukraine. Activities under this project allow for the continued visibility of FRA outputs and expertise in key areas of work where it has built up a significant body of knowledge, data and related expertise. The Agency's recognised expertise results in numerous and diverse requests for input. This includes, for example, activities to roll out the training manual for guardians, to implement the 2018 EU Agencies Joint Statement of commitment on working together to address trafficking in human beings, and to update data on temporary protection for Ukrainian refugees. This project also accommodates requests to attend and provide tailor-made input to Council Working Parties, the European Parliament LIBE Committee hearings, expert meetings by the European Commission or EU agencies – such as ELA or ECDC with whom FRA does not have yet a formal cooperation arrangement. This project will also allow the agency to respond to carefully selected events and initiatives by other actors, for example in the framework of the United Nations, the Council of Europe or National Human Rights Institutions. This can also involve engagement at the Member State level, including with civil society and other actors, in direct response to requests during the year. The project also covers the need to update data or produce tools and other materials in areas where it has established its added value. With the Pact on Migration and Asylum, the handbook on European law relating to asylum, borders and immigration will become obsolete by mid-2026 and needs to be updated. FRA must be responsive to demands from stakeholders throughout the year, which can be encompassed under this area. This project will also enable the Agency to reprint or translate past reports and other FRA products, when needed. Finally, this project provides for the flexibility to issue additional editions of the FRA bulletin on refugees from Ukraine, if resources are available. Missions as well as editing and production costs for FRA's work in the field of migration and asylum are budgeted under this project fiche

Objectives (contributing to the Strategic Objectives: 1.2 and 2.1)

To respond to current policy needs in a given year:

- To provide evidence-based advice to EU institutions, as well as Member States – on request.
- Issue ad hoc outputs based on existing material and in-house expertise; update selected publications; and translate in selected EU language existing FRA outputs.
- Cooperate with EU and other actors.

Communicate findings and FRA expertise to EU institutions and other relevant actors in a proactive manner.

Activities

- Communicate research findings and provide expertise to key policy makers, prioritising those at EU level.
- Develop targeted analysis and briefs, tools, training materials and practical guidance.
- Attend and make tailor-made input to meetings and events by EU institutions, bodies and agencies; the Council of Europe and other international organisations; and high-level civil society events.
- Collect data through desk research and field work on emerging fundamental rights issues, either upon request of upon FRA's initiative.
- Analyse data and draft/update reports and other publications and/or update parts thereof.
- Update the FRA-ECtHR handbook on European law.
- Translate/re-print existing publications.
- Draft legal opinions if requested by EU institutions.
- Review draft documents shared by stakeholders
- Participate in the THB Contact Points JHA Agencies;

Outputs

- Tailor-made input to at least ten documents or processes, as requested by EU institutions, bodies or agencies, and other relevant actors.
- Updates on forced return monitoring produced.
- Up to two short Agency outputs resulting from any additional research and/or analysis, as necessary.
- FRA-ECtHR handbook on European law relating to asylum, borders and immigration (June 2026)
- Re-issuing or updating of various FRA materials, including translations – as required.
- (If requested by EU institutions) up to 2 legal opinions.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	80,000	-	120,000
Communication and Events	80,000	-	120,000
Institutional cooperation and networks	-	-	-
Total	160,000	-	240,000

C.

INSTITUTIONAL COOPERATION and NETWORKS

C.1 Human Rights Structures and Mechanisms

Overview of the activity

The projects under this activity consist of research and capacity-building support related to the EU Charter of Fundamental Rights and international human rights standards, foremost the UN Convention on the Rights of Persons with Disabilities (CRPD), which had been the first international human rights instrument ratified by the EU itself. In addition, research, cooperation and capacity-building activities are carried out to strengthen the resilience of national human rights structures, while working together with European networks of national bodies and dealing with issues linked to the civic space and the rule of law.

Marking the 25th anniversary of the solemn proclamation by the EU institutions of the EU Charter of Fundamental Rights, the Agency will intensify its awareness-raising and capacity-building on the Charter. It will release an upgrade of its Charterpedia tool, the Agency's case law database and information hub on the Charter. It will continue assisting the efforts of its partners in supporting national actors and legal professional networks in promoting and applying the Charter nationally, in complementarity with actions and tools carried out or supported by the European Commission and liaising with the Charter focal points designated by Member States. A particular research focus will lie on analysing data collected in 2024 on the role of the Charter in impact assessments within national law making. Moreover, the Agency will release translations of all provisions of the Charter in international sign-language. Finally, the 3rd edition of its online annual CharterXchange, which is organised in cooperation with the European Commission, will give prominence to the 25th anniversary of the Charter's proclamation. The Agency stands ready to contribute to other events at EU and national level, marking the anniversary.

The Agency will continue to collect information on the situation of public bodies with a human rights or equality remit in the EU, including by contributing to comparable indicators regarding equality bodies' human, technical and financial resources, independent functioning, accessibility and effectiveness, and also regarding developments in their mandate, powers or structure, in line with the new Directives 2024/1499 and 2024/1500 on Standards for Equality Bodies. Based on FRANET research conducted in 2023 and 2024, the results of a mapping of national structures relevant for fundamental rights within the scope of EU law will be made available online.

Capacity building will be provided to selected NHRIs and Equality Bodies based on needs and demand, by contributing to seminars and activities of their networks ENNHRI and Equinet. Drawing on the findings of a 2023 FRA report, this will also include advice and assistance in the context of monitoring the fundamental rights compliance of EU funds in line with the enabling conditions set forth in EU law. In doing so, it will cooperate closely with the European Commission, ENNHRI and Equinet.

Moreover, the Agency will continue to carry out its statutory role in the EU monitoring framework required by Article 33 (2) of the CRPD. The review by the CRPD Committee of the European Union as party to the CRPD was postponed to March 2025 and the agency will in the preparation of that review contribute with its data and expertise. It will also contribute to the promotion of the CRPD by conducting a survey amongst all EU agencies, by mainstreaming disability within the Agency's work and by promoting the rights of persons with disabilities through its awareness-raising activities.

Finally, the Agency will provide an annual update on civic space in the EU and feed relevant information in that regard into the European Commission's enlarged Rule of Law report, including also civic space data on candidate countries covered by FRA. Building on the experiences gathered in recent years, the Agency stands ready to continue cooperating with the Commission, civil society, and national authorities in holding national rule of law dialogues in interested Member States. FRA will also collect and analyse national fundamental rights cases, as well as quasi-judicial and non-judicial experiences, dealing with rule of law issues. This research will result in a comparative overview of rule of law relevant fundamental rights cases across Member States, showcasing the relevance of fundamental rights for the rule of law and vice versa.

Expected results

The Agency's activities in this area support and strengthen human rights structures and mechanisms, particularly at national level, to reinforce rights compliance in the EU and strengthen the rule of law. By providing assistance and expertise on the application of the Charter to national actors, the Agency helps widening the toolbox of those defending human rights at the national level. All these efforts in the context of the Charter, the CRPD and national human rights structures, aim at creating an environment that allows for a better implementation of fundamental rights and a strengthened resilience of the national human rights infrastructure and civil society actors.

C.1.1 EU Fundamental Rights Information System – EFRIS

Area of activity: *Institutional Cooperation and Networks* Theme: *Human Rights Structures and Mechanisms* Status: on-going

Policy relevance

The European Union Member States are bound by a number of international human rights treaties and assessed by a range of human rights monitoring mechanisms. The United Nations and the Council of Europe have altogether some 60 monitoring mechanisms with relevance for the EU Member States. Some of these mechanisms are courts, like the European Court of Human Rights, others are quasi-judicial or provide more general monitoring, such as the UN Treaty Bodies. This wealth of resources is brought together in a tool called the European Union Fundamental Rights Information System (EFRIS). EFRIS is developed by FRA in close cooperation with the United Nations and the Council of Europe. EFRIS, online since 2019, facilitates access to and provides an overview of EU Member States' commitments to human rights treaties, including detailed aspects, such as States' acceptance of individual complaints. But EFRIS is not only about commitment to but also about compliance under these international obligations given that EFRIS provides direct access to the assessments made by the monitoring mechanisms, and where feasible, offers comparison across the EU. The tool covers the EU, its Member States and those EU accession states that have observer status with FRA (Albania, North Macedonia and Serbia). EFRIS is a human rights information gateway that uses technology to bring data from existing data sources together for easy access and overview. It also enables full text search of key human rights-related data sources, including those used to create the EFRIS visualisations.

The European Commission, in its July 2019 Communication on Strengthening the rule of law within the Union (COM(2019) 343 final), highlights EFRIS and the importance to make more and better use of the existing sources that the tool brings together. EFRIS is used as a source of information for FRA's submission to the Commission's annual reporting on the rule of law.

FRA is continuously developing the tool, in terms of scope, functionalities and user-friendliness. Several additional sources of data have been added since the launch of EFRIS and efforts will continue to make the tool ever more comprehensive, taking into consideration user feedback and needs.

Objectives (contributing to the Strategic Objective: 2.3)

- Provide a continuously updated online tool, which brings together commitments to human rights obligations and assessments of compliance with these, making this data easily accessible through visualisations and search.
- Facilitate greater use of existing international human rights data within an EU context, thereby reinforcing the human rights framework in the EU and increasing transparency of and awareness about international human rights obligations.

Activities	Outputs
<ul style="list-style-type: none"> - Continuous improvements in terms of functionalities, usability, and user-friendliness, as well as additional data sources included - Presentations and dissemination of the tool - Extracts of data and manual analysis in form of thematic compilations on request - Continue increasing the user base - Technical maintenance - Increased cooperation with international human rights database owners 	<ul style="list-style-type: none"> - Enhanced online tool with greater policy relevance and inclusion of new data sources - Improved functionalities including enhanced data management and better search functionality - Thematic compilations based on extracts from EFRIS on request, including for the FRA submission to the European Commission report on rule of law - User feedback and improvements - EFRIS Advisory Group meetings with Council of Europe, OHCHR, CJEU and other international partners (online)

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	30,000	-	20,000
Total	30,000	-	20,000

C.1.2 Supporting national human rights structures

Area of activity: *Institutional Cooperation and Networks* Sector: *Human Rights Structures and Mechanisms* Status: on-going

Policy relevance

The FRA regulation requires the Agency to “cooperate with [...] governmental organisations and public bodies competent in the field of fundamental rights in the Member States, including national human rights institutions”. The Council of the EU, in its 2021 Conclusions on strengthening the application of the Charter of Fundamental Rights in the EU, recognised “that independent NHRIs and equality bodies play a crucial role in the protection and promotion of fundamental rights and in awareness-raising, and contribute to ensuring compliance of national policies with the Charter”. To achieve synergies with national fundamental rights structures and make its findings available nationally, the Agency cooperates closely with public bodies with a human rights and equality remit in the Member States, as well as their umbrella organisations, the European Network of National Human Rights Institutions (ENNHRI), the European Network of Equality Bodies (Equinet), and the International Ombudsman Institute (IOI). Under this project, the Agency will continue in 2025 with its advisory work in the context of standards regarding the mandate and independence of bodies with a human rights and equality remit. In doing so, it will support the implementation of existing standards and promising practices with regards to those bodies as developed by the Council of Europe, United Nations, OSCE's ODIHR and the European Commission in the case of Equality Bodies. Following the adoption of the two EU directives on minimum standards for equality bodies in May 2024, the Agency stands ready to provide advice on the development of comparable indicators for equality bodies' human, technical and financial resources, independent functioning, accessibility and effectiveness, as well as regarding developments in their mandate, powers or structure. In doing so, it will cooperate with the European Commission, Equinet and EIGE, participating in the dedicated Member State expert group as observer.

In 2025 the Agency will release the findings of its 2023 mapping of structures protecting and promoting fundamental rights in EU Member States (and countries participating as observers with FRA) and their interactions building the national human rights systems. The diversity that exists in the landscape of fundamental rights structures calls for mutual learning to keep improving them and their interaction given that the protection and promotion of fundamental rights is key in many EU policy areas. The information collected by FRA can help EU institutions, Member States and other stakeholders identify existing gaps, complementarities and risks of fragmentation - for example when law makers designate new functions and tasks to existing or new bodies.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 2.1 and 3.3)

- Contribute to strengthening statutory bodies with a human rights and equality remit (in coordination with their respective European networks) so that they can fully exercise their powers and mandates as defined in EU, European and international standards.
- Promote National Human Rights Institutions (NHRIs), in line with relevant UN Resolutions, Goal 16 of the global 2030 Agenda, Council of Europe Recommendation on the development and strengthening of effective, pluralist and independent human rights institutions, and the European Commission's Charter Strategy throughout the Agency's work.
- Increase awareness about relevant fundamental rights actors, including those beyond the more traditional fundamental rights bodies, by providing both generic and ad hoc information on, and mappings of, the national fundamental rights landscape and bodies operating in Member States.
- Contribute, where appropriate, to the development of comparable indicators regarding equality bodies' human, technical and financial resources, independent functioning, accessibility, and effectiveness, as well as regarding developments in their mandate, powers, or structure.

Activities

- Regular consultation, exchange, and cooperation with NHRIs, Equality Bodies, and ombuds institutions, as well as with their networks
- Collecting and analysing information on national institutions with a human rights remit, including updates on NHRIs' accreditation status and mandates in the EU and information on the role of such institutions in the legislative processes at national level (for instance in impact assessments)
- Cooperation and exchanges on the situation of bodies with a human rights and equality remit with intergovernmental organisations, EU institutions and bodies
- Provide advice on the development of comparable indicators regarding equality bodies' human, technical and financial resources, independent functioning, accessibility, and effectiveness, as well as regarding developments in their mandate, powers, or structures, in line with the two EU Directives on Equality Bodies
- Analyse FRANET data collected in 2023 on national structures relevant for fundamental rights within the scope of EU law in EU Member States and candidate countries and contribute such information to discussions on implementing relevant EU law

Outputs

- Presentations of FRA findings at national events of Equality Bodies, NHRIs, ombuds institutions and other bodies
- Expert contributions to seminars of ENNHRI and Equinet, as well as to meetings on national bodies convened by the EU Institutions, incl. in the context of transposing the EU Directives on Equality Bodies
- Annual update on accreditation status and mandates of NHRIs in the EU, building on the 2020 FRA report on NHRIs and SCA Review process (online) providing a focus section on the role of NHRIs in the legislative processes at national level (impact assessments)
- Mapping of national structures relevant for fundamental rights within the scope of EU law in EU Member States and candidate countries participating as observers in FRA's work (online tool based on FRANET reports)

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	10,000	-	-
Institutional cooperation and networks	80,000	-	90,000
Total	90,000	-	90,000

C.1.3 Providing assistance and expertise on the EU Charter of Fundamental Rights

Area of activity: *Institutional Cooperation and Networks* Theme: *Human Rights Structures and Mechanisms* Status: on-going

Policy relevance

The Charter is the Agency's main normative reference framework for its work. With this project, the Agency carries out work specifically targeting the Charter. It does so in close cooperation with the EU institutions, the European Commission in particular, and other relevant stakeholders. The Council Conclusions on the Charter of Fundamental Rights adopted in March 2021 and the European Commission's Charter Strategy (2020) encourage national actors, including at local and regional levels to make more and better use of the Charter. Both policy documents invite the Agency to work with national stakeholders, share good practices, and continue developing tools and methods relating to the Charter. Since 2013, the Agency's annual Fundamental Rights Reports (FRR) contain a chapter dedicated to the Charter, tracking the use of the Charter at national level. This chapter, together with Charterpedia, has become a unique document of reference for other actors and builds an evidence base for the European Commission's annual reports on the Charter and the Council conclusions on the Charter thereby tracking the implementation of the EU Charter strategy. The 25th anniversary of the Charter's proclamation forms the opportunity to assess whether and how the Charter is taken into account in impact assessments in the context of national law making.

The Agency carries out targeted training activities with legal professionals' networks, for the European Parliament, the Presidencies of the Council of the EU, EU agencies and other bodies. FRA's training activities and tools focus on legal professionals at EU and national level and are developed in consultation with relevant actors and the European Commission to ensure complementarity. The Agency's tools include: handbook on the applicability of the Charter at national level, Charter 'country-sheets' for all EU Member States, Charter online tool for judges and other legal practitioners, Charter trainer's manual with case studies available in 22 EU languages. Moreover, the online case-law database Charterpedia is continuously updated and expanded. Since 2023, the Agency hosts an annual Charter event, the "CharterXchange". This online event is organised in cooperation with the European Commission and aims to bring together key stakeholders for the implementation of the Charter, including Charter focal points and legal practitioners.

In 2025, the Agency will put special emphasis on communicating the added value of the Charter given that it is was 25 years ago that the Charter was solemnly proclaimed by the EU institutions as the EU's bill of rights. The anniversary will provide an opportunity to enhance the Agency's communication efforts in the context of the Charter. A special activity in that regard forms the translation of all the provisions contained in the Charter into international sign language to help increase the accessibility of Charterpedia and the Charter as such. The Agency stands ready to contribute to other events at EU and national level, marking the anniversary.

Objectives (contributing to the Strategic Objectives: 1.1 and 3.1)

- Contribute to the implementation of the European Commission's Charter Strategy within the scope of FRA's mandate.
- Support the EU and its Member States in delivering on the legal obligations of the Charter of Fundamental Rights, by providing analysis, guidance, training, and e-learning for practitioners.
- Promote the awareness about the EU Charter by making it accessible – also in sign language – on Charterpedia and help enhance its use at national and subnational levels through strengthening the capacity of National Human Rights Institutions and Equality Bodies, in cooperation with ENNHRI and Equinet, and that of other relevant (legal) target audiences to apply the Charter.

Activities

- Increasing awareness about the Charter's added value, especially amongst legal practitioners, using the 25th anniversary of the Charter as an opportunity to draw attention to the Agency's practical Charter tools
- Extensive update and facelift of Charterpedia, including by providing a translation of all Charter provisions in international sign language
- Collecting and analysing data on the use of the Charter, through FRANET, for FRA's Fundamental Rights Report
- Analysing and sharing data concerning the use of the Charter in impact assessments in the context of national law making
- Contributing with existing data to the Commission's mid-term implementation report on the 2020-2030 Charter Strategy
- Providing expertise and training on demand in cooperation with relevant training providers and legal professional networks, including with the European Judicial Training Network (EJTN), the Council of Bars and Law Societies of Europe (CCBE), the Academy of European Law (ERA), the European Law Students' Association (ELSA), the Council of Europe's HELP programme

Outputs

- Upgraded Charterpedia offering new data sources, updated national case law on the Charter, including a translation of the Charter articles in international sign language
- Chapter on the use of the Charter in FRA's Fundamental Rights Report
- Written contribution to the Commission's midterm implementation report on the Charter strategy
- Collection of promising practices on how to use the Charter in national law making (impact assessments) inviting to a process of exchange and mutual learning
- Expanded Charter training material and on-demand training (on-site, online) in cooperation with multipliers and stakeholders
- Anniversary CharterXchange event (online), in cooperation with the European Commission
- Potential joint events with other EU and national partners marking the Charter's anniversary

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	20,000	-	105,000
Institutional cooperation and networks	140,000	-	-
Total	160,000	-	105,000

C.1.4 Participating to the EU framework to promote, protect and monitor the CRPD

Area of activity: *Institutional Cooperation and Networks* Theme: *Human Rights Structures and Mechanisms* Status: on-going

Policy relevance

In addition to all the EU Member States, the EU itself is party to the UN Convention on the Rights of Persons with Disabilities (CRPD). For each party to the CRPD, there is a requirement to designate a framework, including “independent mechanisms [...] to promote, protect and monitor implementation” (Article 33 (2)). The EU’s framework is laid down in a Council document and composed of the European Parliament, the European Ombudsman, the European Disability Forum and FRA. The framework cooperates and coordinates its activities with the work of the European Commission, which is the EU’s “focal point” for the implementation of the CRPD. The Agency also cooperates closely with National Human Rights Institutions, Equality Bodies, civil society organisations and international organisations, in particular the UN CRPD Committee. FRA is an observer to the ENNHRI Working Group on the CRPD, which brings together National Human Rights Institutions that are members of their respective national CRPD monitoring framework. Similarly, FRA works with Equinet’s Disability Taskforce that brings together Equality Bodies that are members of their respective national CRPD monitoring framework.

The Agency’s mandate within the EU framework is twofold. In the area of promotion, the Council document on the framework notes that the Agency “can raise awareness of the Convention”. On monitoring, it notes that the Agency “independently collects and analyses data within the limits of its mandate. Providing such data in an independent manner will be its main task in the framework. In this context the [Agency] also develops indicators and benchmarks to support the monitoring process”.

In the context of the 2nd review of the EU’s implementation of the CRPD in 2025, the Agency will provide its own submission, as well as contribute to a joint submission by the EU framework, based on its existing data and research. It will conduct a survey, together with the European Ombudsman, amongst all EU agencies on the use of the CRPD. FRA will also continue to cooperate with the European Commission in delivering on the EU Disability Strategy 2021-2030, by providing evidence on experiences of persons with disabilities in the EU based on its available research findings and survey data, and including its most recent research on fundamental rights protection of persons with disabilities living in institutions (see project A.1.3.).

Objectives (contributing to the Strategic Objectives: 1.1, 2.1, 3.1, 3.3 and 3.4)

- Participate in the EU framework required under the UN Convention on the Rights of Persons with Disabilities to fulfil FRA’s role to promote and help monitor implementation, including in the context of the EU’s 2nd review under the CRPD to which the agency will contribute with dedicated submissions.
- Support national frameworks in developing indicators to monitor implementation of the Convention.
- Mainstream the rights of persons with disabilities into FRA’s work.

Activities

- Participation in the EU CRPD Framework meetings and other relevant meetings representing the Framework
- Contribute expertise and evidence to the 2nd review of the EU under the CRPD, including by conducting a survey amongst all EU agencies
- Presentations to national CRPD monitoring frameworks on indicators for monitoring the implementation of the CRPD
- Providing input to other projects in the Agency to ensure that persons with disabilities and their concerns are considered in data collection, communication, and other FRA activities

Outputs

- EU CRPD Framework meetings (minimum 2)
- Expert contributions to CRPD related EU and national events
- Contributions from the EU CRPD Framework, on request or need
- Submissions to the CRPD Committee in the context of the EU’s 2nd review
- Deliverables under project A.1.3. (fundamental rights protection of persons with disabilities living in institutions)

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	55,000
Institutional cooperation and networks	-	-	-
Total	-	-	55,000

C.1.5 Providing assistance on fundamental rights compliance in the context of EU funds

Area of activity: *Institutional Cooperation and Networks* Theme: *Human Rights Structures and Mechanisms* Status: on-going

Policy relevance

European Union funds contribute large amounts to issues such as cohesion, regional development, security, and migration management. The Common Provisions Regulation (CPR) for the EU budget 2021–2027 sets out 'enabling conditions' that must be fulfilled throughout the implementation period. Two of four sets of the horizontal 'enabling conditions' (Art. 11 (1) of the CPR (with details in its Annex III)) concern the respect of the Charter of Fundamental Rights and of the UN Convention on Rights of Persons with Disabilities.

The regulation refers to civil society organisations and "bodies responsible for promoting social inclusion, fundamental rights, rights of persons with disabilities, gender equality and non-discrimination" as partners and taking part in monitoring the disbursement of funds (Art. 8, Art. 39 CPR).

Based on earlier research and its 2023 report on the role of NHRIs, equality bodies and civil society organisations in the implementation of the Charter and CRPD conditions for the use of EU funds, the Agency will continue to contribute to the implementation of these 'enabling conditions' provided for EU law.

It will contribute to capacity building for NHRIs and Equality Bodies, in cooperation with ENNHRI and Equinet and with the European Commission, using its own and the Commission's dedicated training materials. It will also engage with national authorities managing funds and civil society to raise awareness of its research findings.

Objectives (contributing to the Strategic Objectives: 2.2 and 3.3)

- Support a rights-compliant implementation of the EU funds by providing assistance and expertise to 'fundamental rights bodies' in particular national statutory bodies with a human rights or equality remit so that they can further develop their capacity to contribute effectively to the new human rights conditionality introduced in the management of EU funds.
- Gather and provide relevant information to EU institutions and Member State authorities on the practical implementation of the 'enabling conditions' regarding the respect of the Charter of Fundamental Rights and of the UN Convention on Rights of Persons with Disabilities.

Activities

- Providing advice to the European Commission and national authorities on fundamental rights issues arising in the context of EU funds
- Contributing to national and transnational practice exchanges with bodies with a human rights and equality remit (NHRIs, Equality Bodies, Ombuds institutions) and relevant civil society actors on how best to contribute to the protection and promotion of fundamental rights in relation to EU funds.

Outputs

- Expert presentations at European and national events on FRA findings of its 2023 research, based on request and need
- Transnational workshops (online, one in-person meeting) with fundamental rights bodies and civil society on the protection and promotion of fundamental rights in relation to EU funds

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	5,000	-	50,000
Institutional cooperation and networks	25,000	-	20,000
Total	30,000	-	70,000

C.1.6 Civic space and national rule of law dialogues

Area of activity: *Institutional Cooperation and Networks* Theme: *Human Rights Structures and Mechanisms* Status: on-going

Policy relevance

According to the UN Guidance Note on Protection and Promotion of Civic Space, "civic space is the environment that enables people and groups – or 'civic space actors' – to participate meaningfully in the political, economic, social and cultural life in their societies". It further notes that a "vibrant civic space requires an open, secure and safe environment that is free from all acts of intimidation, harassment and reprisals, whether online or offline. Any restrictions on such a space must comply with international human rights law".

Civil society organisations (CSOs) and human rights defenders (HRDs) make a substantial contribution to human rights, democracy and the rule of law in the EU. Yet, they face diverse challenges in doing this work. The nature and extent of these challenges vary across the EU. FRA has monitored and advised on these challenges that hinder the realisation of human rights on the ground since 2017. A functioning civic space is dependent on the relevant regulatory framework, access to resources, participation in policy and decision-making, a safe environment and legal protection. On the basis of its work in this area, FRA provides EU institutions and bodies as well as Member States with advice on how to improve the environment for civil society organisations, raising also awareness and building capacities on these issues.

In its work, FRA covers particular challenges and risks for defenders who support people on the move, women human rights defenders, LGBTIQ+ rights defenders, environmental defenders and climate justice activists, and youth and child rights defenders, or anti-racism activists. Building on its 2023 report on relocating human rights defenders (HRDs) at risk, FRA also provides expertise to policy makers on how to strengthen access, stay and support for HRDs coming from third countries to the EU. FRA cooperates closely with EU bodies and international organisations dealing with HRDs and civic space in the EU through a 'Contact Group' to share information and knowledge, to ensure coordination and complementarity, and to reinforce each other's actions. FRA also shares its learnings with donors.

In 2025, FRANET will collect data on civic space which will inform the Agency's annual civic space update. A particular thematic focus will be on the participation of civil society organisations in public policy making processes, following the adoption of the 2023 European Commission Recommendation on Participation. Moreover, based on FRA's data and analysis confirming the important role of civil society organisations for the protection of the rule of law and fundamental rights, the Agency remains ready to contribute to multi-stakeholder 'national rule of law dialogues' which it has implemented together with the European Commission and in cooperation with civil society and national authorities (rule of law contact points) since 2022. These dialogues are based on the Commission's annual rule of law report and carried out in selected Member States based on interest and national context. The project will in the future also build on the findings of the project on rule of law relevant national case law in the area of fundamental rights (see project C.1.7.). Furthermore, FRA will consider the value and feasibility of dedicated 'national civic space dialogues'.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 3.1, 3.3 and 3.4)

- Support civil society organisations as defenders of fundamental rights within the European Union.
- Advise EU institutions and Member States on courses of action to create and safeguard an enabling environment for civil society in the EU.

Activities

- Data collection (through FRANET) and analysis on civic space in EU Member States and Candidate countries with FRA observer status
- Consultation of the Fundamental Rights Platform on challenges facing civil society organisations
- Continuation, depending on demand, of national rule of law dialogues with civil society in EU Member States, under the auspices of the European Commission and in cooperation with national authorities
- Explore feasibility of national civic space dialogues
- Cooperation and exchanges on the situation of civil society and HRDs with EU institutions and bodies and intergovernmental organisations
- Facilitation of support and capacity-building for civil society, including through webinars

Outputs

- 30 FRANET country research reports on civic space in EU Member States and Candidate countries
- Annual update report on civic space
- Mapping of civic space monitoring initiatives
- FRA submission to European Commission's annual rule of law report
- National rule of law dialogues in selected Member States
- (Online) meetings of the Contact Group on HRDs
- Expert contributions to events of EU institutions, international organisations or at national level, webinars with civil society on civic space related issues

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	5,000	-	30,000
Institutional cooperation and networks	145,000	-	55,000
Total	150,000	-	85,000

C.1.7 Rule of law relevant national case law in the area of fundamental rights

Area of activity: *Institutional Cooperation and Networks* Theme: *Human Rights Structures and Mechanisms* Status: *new*

Policy relevance

Since the entry into force of the EU Charter of Fundamental Rights in 2009, the Court of Justice of the EU (CJEU) has issued numerous rulings highlighting links between the rule of law and fundamental rights, especially in the context of Article 47 of the Charter. The European Court of Human Rights, in its 2022 case of *Grzeda vs. Poland*, qualified the European Convention on Human Rights as “essentially a rule-of-law instrument”. The effective protection of fundamental rights hinges on the existence of the rule of law, including judicial independence and access to a fair trial. The 2023 annual report of the European Commission on the application of the Charter therefore focused on access to justice and judicial remedies – two essential elements of the rule of law. The European Commission’s annual reports on rule of law illustrate how the rule of law and fundamental rights are closely intertwined, for example by highlighting the role of national human rights institutions, an enabling framework for civil society and the timely and full implementation of the judgements handed down by the European Court of Human Rights.

National courts play a crucial role in protecting the rule of law and have in a wide range of cases ensured that key protections, including those linked to fundamental rights, have been upheld. Relevant Charter rights include, next to Article 47, the presumption of innocence and right of defence (Article 48), the principles of legality and proportionality of criminal offences and penalties (Article 49) and the right not to be tried or punished twice in criminal proceedings for the same criminal offence (Article 50). These rights guarantee an independent, impartial and efficient judiciary as well as fair procedures – key bulwarks of the rule of law. Whereas rule of law related case law can be easily tracked at European level (the ECtHR case law through HUDOC and the CJEU case law through CURIA), national case law is far less accessible across the EU. The project will thus identify national cases where the protection of fundamental rights was instrumental for preserving the rule of law. Access to remedies, legality, legal certainty and key elements of check and balances in the national systems are relevant also beyond the judicial context. Therefore, the project also looks at quasi-judicial use of fundamental rights (for instance by National Human Rights Institutions and Equality Bodies) or non-judicial use of fundamental rights (for instance by professional associations or NGOs) to pre-empt rule of law backsliding. Fundamental rights of key relevance for such actors include the right to equality (Articles 20 and 21), the right to good administration, the freedom of expression (Article 11) or the freedom of assembly and association (Article 12).

The project will make national judicial, quasi-judicial and non-judicial experiences in protecting the rule of law more visible, thereby contributing to the knowledge base needed to ensure effective transnational cooperation and the sharing of experiences between national judiciaries and other legal practitioners in the common area of freedom, security and justice. It can inform various processes carried out by EU-level actors, including judicial training and awareness-raising, and monitoring activities by the European Commission, European Parliament, Council of the EU, and the European Economic and Social Committee. It will also be of relevance to bodies of the Council of Europe, including the Venice Commission, which is currently reviewing its rule of law checklist. Accession States will be included in the research given the relevance of this data for the enlargement process. Looking at the rule of law through the lenses of fundamental rights case law, finally, also provides an evidence base for communicating and illustrating how rule of law issues concretely impact on the lives of persons in the EU. Therefore, the results of this project will also add value for promoting public awareness on the importance of rule of law.

Objectives (contributing to the Strategic Objective: 2.1)

- Provide concrete examples how fundamental rights are operationalised for the protection of the rule of law.
- Better understand the full potential of fundamental rights for protecting the rule of law and/or pre-empting rule of law backsliding.
- Contribute to judicial training and awareness-raising by drawing attention to the link between fundamental rights and the rule of law as it emerges from the concrete examples collected in the research.

Activities

- Collection of relevant case law and examples through interviews with practitioners/experts via FRANET in EU Member States and Candidate countries with FRA observer status
- Analysis of data and findings, including through an expert review meeting that allows to improve and test the results
- Updating Charterpedia and FRA’s EU Fundamental Rights Information System (EFRIS) as relevant

Outputs

- 30 FRANET country research reports analysing rule of law related case law and examples
- Small expert meeting
- Comparative analysis to be published in 2026
- Concrete cases for use in public communication on the importance of the rule of law
- Updated Charterpedia and ‘Rule of law corner’ in EFRIS as relevant

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	20,000	-	15,000
Total	20,000	-	15,000

C.

INSTITUTIONAL COOPERATION and NETWORKS

C.2 Policy Analysis and Stakeholder Cooperation

Overview of the activity

Projects under this activity concern cooperation with and advice to the Agency's stakeholders at the international, EU, national and sub-national levels, and cooperation with civil society organisations, which are all key beneficiaries of the Agency's evidence, expertise and advice. This cooperation covers the full range of the Agency's areas of activity.

Concerning stakeholder cooperation, the Agency will organise two meetings with the National Liaison Officers (NLOs), who are the main contact points for the Agency within the governments of Member States and candidate states participating as observers in FRA. The Agency will conduct regular consultations with the NLOs, including on its Programming Document, on the Fundamental Rights Report, and on selected topics covered by FRA's activities. With regard to EU institutions, bodies and agencies, FRA cooperates systematically with the European Parliament and the Council (including its presidencies). The Agency supports them with timely evidence-based fundamental rights advice and provides expert inputs to inform their deliberations on legislative and non-legislative files. FRA also participates in networks of agencies, including the Justice and Home Affairs Agencies' Network (which it will chair in 2025) or the EU Agencies Network on Scientific Advice, for example. Following the model of other EU agencies, the Agency is considering setting up a Brussels Liaison Office to facilitate contacts and support cooperation with EU institutions, bodies and agencies, as well as with civil society organisations, international organisations and other stakeholders based in Brussels.

The Agency cooperates with international organisations – in particular the Council of Europe, the United Nations and the OSCE's Office for Democratic Institutions and Human Rights – to achieve synergies, better coordination and to reinforce each other's actions. On invitation by the EEAS and as encouraged in the relevant EU Guidelines, the Agency may also participate in the EU's Human Rights Dialogues with third countries and partners.

The Fundamental Rights Platform is the Agency's cooperation network with civil society organisations (CSOs). In 2025, FRA will organise the annual general meeting with the Platform, online and in-person roundtable meetings with organisations that participate in the Platform, and raise awareness of its work among CSOs through dedicated webinars and targeted communications. The Agency will conduct regular consultations with the Platform, including on the Programming Document, the Fundamental Rights Report, on civic space and on other topics as relevant.

Concerning policy analysis, the Agency keeps abreast of legal and policy developments relevant to fundamental rights at the EU and international levels to inform its work. It also conducts strategic foresight in the area of fundamental rights to inform the work and deliberations of EU policy and law makers. In 2025, it will release a guidance document on how to embed fundamental into foresight, to help the EU and Member States consider fundamental rights impacts in their strategic foresight work.

Finally, the budget under this activity subsumes the support to the Bodies of the Agency, namely the Management Board (MB), the Executive Board (EB) and the Scientific Committee. This includes the meetings of these bodies, and translation of documents and interpretation of meetings associated with the MB and the EB.

All FRA networks and the Bodies of the Agency include representatives from EU candidate countries participating in the Agency's work as observers (Albania, North Macedonia and Serbia at present). In 2025, the Agency will consolidate its work on enlargement, in cooperation with the European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) and other international, European and national stakeholders as relevant. The Agency's engagement with enlargement policy will be greatly impacted by the plausible participation of Ukraine in the work of FRA as an observer, with the decision on this expected to be taken at the EU-Ukraine Association Council of March 2025.

Expected results

Structured cooperation between the Agency and its stakeholders at the international, EU and (sub)national levels, and with civil society helps it better define, develop, and coordinate its priorities and activities. Combined with strategic foresight analysis, this cooperation helps increase the policy relevance of the Agency's activities and outputs, as well as their complementarity with those of its stakeholders and partners.

The cooperation with the NLOs contributes to enhancing the Agency's ability to provide Member States with evidence and expertise they need to promote and help ensure the respect of fundamental rights when implementing EU law. Cooperation with EU institutions, bodies and agencies contributes to increasing the Agency's impact on legal and policy processes at EU level. Coordination with international organisations contributes to the EU's efforts to achieve greater coherence between external policies on human rights and internal policies on fundamental rights. Activities

under the Fundamental Rights Platform contribute to creating an enabling environment for civil society and increase the Agency's visibility among stakeholders and organisations active in the field. The Agency's activities pertaining to enlargement will assist in the gradual alignment of candidate countries with the EU's acquis on fundamental rights.

C.2.1 Fundamental Rights Platform and cooperation with civil society

Area of activity: *Institutional Cooperation and Networks* Theme: *Policy Analysis and Stakeholder Cooperation* Status: on-going

Policy relevance

FRA's Founding Regulation states that the Agency "shall closely cooperate with non-governmental organisations and [...] civil society" and "establish a cooperation network (Fundamental Rights Platform)". The Platform brings together about 1,000 organisations from across the EU and EU candidate countries. These organisations range from the grassroots to the international level, and include non-governmental organisations, trade unions, employers' organisations, social and professional organisations, confessional and non-confessional organisations and academia, as foreseen in FRA's Founding Regulation.

The interaction between organisations that participate in the Platform and the Agency is multifaceted and includes providing advice to FRA's Management Board on the work programme and on the annual Fundamental Rights Report. These organisations can contribute to FRA projects, participate in thematic consultations, and help raise awareness of and disseminate FRA findings, covering all of the Agency's areas of activity. FRA informs Platform organisations of all its work and organises meetings and webinars to facilitate exchanges between FRA and CSOs, as well as between CSOs.

To deepen its cooperation with CSOs, the Agency will organise up to four national roundtable meetings between the FRA director and organisations that participate in the Platform, in addition to organising an Annual General Meeting of the Platform online. It will also organise thematic roundtable meetings for consultations with CSOs on specific areas of its work.

Objectives (contributing to the Strategic Objectives: 3.3 and 3.4)

- Facilitate the cooperation between the Agency and CSOs through the Fundamental Rights Platform.
- Enable the Agency and its stakeholders to draw on input from CSOs across all of the Agency's areas of activity.
- Provide CSOs active in the area of fundamental rights with a forum to learn from each other

Activities

- Running the Fundamental Rights Platform – enabling information exchanges and pooling knowledge from and among CSOs
- Facilitating input from CSOs into FRA's activities
- Disseminating FRA's evidence, including through regular online communication and webinars with organisations that participate in the Platform
- Consultations with the Platform on issues related to FRA's activities

Outputs

- Annual General Meeting with the Platform (online) and related meeting report
- Up to four national roundtable meetings with Platform organisations
- Quarterly digital digest on FRA's activities
- Up to eight thematic meetings and webinars on FRA's activities with CSOs
- Reports of consultations with the Platform

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	-	-	-
Institutional cooperation and networks	30,000	-	40,000
Total	30,000	-	40,000

C.2.2 Cooperation with and advice to EU institutions, Member States, and international organisations

Area of activity: *Institutional Cooperation and Networks Theme: Policy Analysis and Stakeholder Cooperation* Status: on-going

Policy relevance

The Agency's cooperation with EU institutions, bodies, offices and agencies, as well as that with Member States, national authorities and international organisations is based on specific provisions in the Agency's founding regulation. This project subsumes the cooperation with the Agency's institutional stakeholders to provide them with timely evidence, expertise and advice, cutting across all of the Agency's thematic work. This cooperation also extends to candidate countries participating in FRA's work as observers (Albania, North Macedonia, Serbia), as well as developing further FRA's work relating to enlargement policy. Under this project, the Agency engages in exchanges with and presentations to EU institutions, as well as in coordination meetings with international organisations. Following the model of other EU agencies, the Agency is considering setting up a Brussels Liaison Office to facilitate contacts and support cooperation with EU institutions, bodies and agencies, as well as with civil society organisations, international organisations and other stakeholders based in Brussels.

The Agency participates in networks that foster synergies between EU agencies that operate in related fields, such as the Justice and Home Affairs Agencies' Network (JHAAN) or the EU Agencies Network on Scientific Advice (EU-ANSA), including its Futures Cluster. In 2025, the Agency will chair the network of Justice and Home Affairs Agencies, sharing a joint Trio Presidency Priorities with the EU Drugs Agency (2026) and EIGE (2027).

FRA's regulation establishes that each Member State nominates a government official as the main contact point for the Agency at the national level – the National Liaison Officers (NLOs). The Agency maintains and fosters its cooperation with the NLOs under this project, to increase the impact of the Agency's activities at the national level and to draw on Member State government inputs when needed. The Agency communicates all its outputs to Member States, through the NLOs. The Agency has also developed a guide to support local authorities in embedding human rights into their work and maintains an annual dialogue with the EU Committee of the Regions and cooperation with the CoE's Congress of Local and Regional Authorities to promote relevant findings of its work at the sub-national level.

The Agency's cooperation with international organisations – in particular the Council of Europe, the United Nations and the OSCE's Office for Democratic Institutions and Human Rights – serves to achieve synergies, better coordination and to reinforce each other's actions. On invitation by the EEAS and as encouraged in the relevant EU Guidelines, the Agency may also participate in the EU's Human Rights Dialogues with third countries and partners.

In 2025, the Agency will consolidate its work on enlargement, in cooperation with the European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) and other international, European and national stakeholders as relevant. In 2025, Ukraine may possibly become observer to FRA, with the decision on this expected to be taken at the EU-Ukraine Association Council of March 2025.

Objectives (contributing to the Strategic Objectives: 1.1, 1.2, 2.1, 2.3 and 3.3)

- Ensure efficient coordination of activities and cooperation between the Agency and EU institutions, bodies, offices and agencies, international organisations, and national authorities.
- Provide timely evidence, advice, and expertise to the Agency's institutional stakeholders to feed fundamental rights considerations into law and policy making.

Activities

- Cooperation and coordination between the Agency and EU institutions, bodies, offices and agencies, national authorities and international organisations across all areas of FRA work
- Cooperation with the Presidencies of the Council, and with Member States and observer countries through their NLOs
- Chairing of the Justice and Home Affairs Agencies Network (JHAAN) and participation in networks of EU Agencies as relevant
- Provision of assistance and expertise to the Agency's institutional stakeholders through participation in and provision of written and oral inputs to hearings, meetings, events and other consultations
- Promotion of its work amongst local and regional authorities, including through the annual dialogue with the EU Committee of the Regions, and cooperation with the CoE Congress of Local and Regional Authorities
- Coordination with the Council of Europe, the UN and the OSCE/ODIHR

Outputs

- Oral and written contributions to EU institutions, agencies, bodies, offices and agencies, national authorities and international organisations
- Two NLO meetings (one online, one in-person) – including one combined with a thematic expert working party, if requested by the NLOs
- Information sessions (online) with NLOs and other representatives of national authorities on FRA outputs
- One annual meeting of the heads of JHA agencies (in person)
- One meeting of the working group on data protection of the JHAAN (in person) (3rd priority)
- One meeting of the working group on communications of the JHAAN (in person) (3rd priority)

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	5,000	-	-

Institutional cooperation and networks	145,000	-	85,000
Total	150,000	-	85,000

C.2.3 Bodies of the Agency

Area of activity: *Institutional Cooperation and Networks* Theme: *Policy Analysis and Stakeholder Cooperation* Status: on-going

Policy relevance

This activity concerns relations with and between the Bodies of the Agency. It includes the organisation of Management Board (MB) meetings, Executive Board (EB) meetings, Scientific Committee (SC) meetings and meetings of MB members in working groups.

The MB is the Agency's planning and oversight body while the SC is the guarantor of the scientific quality of the Agency's work. The tasks of those bodies are defined in FRA's founding regulation. As per the regulation, the MB shall meet twice per year while the SC meets four times per year (in-person or online).

In 2025, in addition to the two MB statutory meetings, it is expected that the MB Chairperson will convene a further extraordinary meeting of the MB to deal with urgent issues of programming, planning and governance. Given that in 2025 there will be a renewal of more than half of the Agency's MB (with 16 new members starting their five-year mandate in July 2025), the Chairperson may decide that the extraordinary meeting is combined with a strategic MB retreat (this is foreseen as a 3rd priority activity).

The budget for this project includes the interpretation costs associated with the MB and EB meetings.

Objectives (contributing to the Strategic Objectives: 1.1 and 2.3)

- Supporting the MB and the EB members in performing their statutory tasks as planning and oversight body
- Supporting the SC in performing its statutory tasks as guarantor of the Agency's scientific quality

Activities

- Organisation of MB and EB meetings and written procedures
- Organisation of SC meetings
- Continued communication with the Bodies
- Follow-up to MB decisions and SC opinions

Outputs

- MB meetings (3)
- EB meetings (4, partially online)
- SC meetings (4, partially online)
- MB decisions
- Director's report to the Board (3)
- SC opinions on FRA deliverables

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	5,000	-	20,000
Institutional cooperation and networks	195,000	-	80,000
Total	200,000	-	100,000

C.2.4 Strategic foresight in the area of fundamental rights

Area of activity: *Institutional Cooperation and Networks Theme: Policy Analysis and Stakeholder Cooperation Status: on-going*

Policy relevance

The Communication on Better Regulation (COM/2021/219 final) integrates strategic foresight into EU policy making. According to the Better Regulation Toolbox, “the EU must make sure that it develops policies that are robust and future proof, and that policymakers and institutions are prepared to anticipate changes to proactively shape the future according to the EU’s political priorities.” It is important that any strategic foresight exercise takes account of the EU’s horizontal obligations to respect and promote fundamental rights (as laid down in Article 6 of the TEU and Article 51 of the EU Charter of Fundamental Rights) and, in particular, on equality and equal opportunities, social protection and inclusion, health, environment and consumer protection (as set out in Articles 8, 9, 10 and 11 of the TFEU). Responding to this need to twin foresight analysis with solid fundamental rights evidence and expertise, FRA has begun developing its strategic foresight capacities in 2022. The Agency’s Strategic Plan 2023–2028 foresees that FRA carries out foresight studies on fundamental rights issues and future challenges, to help EU institutions and Member States anticipate threats to the enjoyment of fundamental rights and help them to promote fundamental rights resilience (Strategic Priority 1.3).

In 2025, the Agency will release the practical guidance it developed on embedding fundamental rights in foresight. FRA will raise awareness and encourage usage of the guidance among foresight practitioners and EU policy makers, which will be done in tandem with consolidating the network of experts it convened to pool knowledge on foresight and fundamental rights. In this respect, the Agency will hold one meeting of the network in 2025, bringing together representatives of EU institutions and bodies, international organisations, national authorities and foresight practitioners. Applying the guidance, the Agency in late 2024 commissioned a foresight study on fundamental rights under the inter-institutional framework contract on Foresight on Demand. The study will explore reference scenarios for fundamental rights and consider how different drivers of change could impact on fundamental rights in a period up until 2040, which is the standard reference period for foresight studies. The study will draw on the Agency’s expertise and use FRA evidence as baseline data where relevant. It will also build on relevant work of its national and European partners, including for example EIGE’s toolkit on fostering a gender and intersectional perspective in EU foresight.

The outcomes of FRA’s work on strategic foresight will enable the Agency to anticipate and respond better to emerging issues, trends, opportunities and risks. This will enhance FRA’s capacity to advise EU and national law- and policy makers on how to safeguard fundamental rights in a volatile geo- and socio-political environment. Thanks to the network it is gradually building up, FRA’s work on foresight also feeds into activities of the European Strategy and Policy Analysis System, the Joint Research Centre and its EU Policy Lab, and the Futures Cluster of the European Network of Scientific Advisors (ANSA) that operates under the EU Agencies Network.

Objectives (contributing to the Strategic Objectives: 1.2, 2.1, 2.3 and 3.2)

- Increase FRA’s capacity to anticipate and respond to developments that impact the EU policy cycle.
- Pool knowledge on foresight and fundamental rights to foster a human-rights based approach to foresight.
- Advise EU and national law- and policy makers on future fundamental rights challenges and opportunities and assist them to build in fundamental rights considerations in their strategic reflections.

Activities	Outputs
<ul style="list-style-type: none"> - Consolidate the network of experts pooling knowledge on foresight and fundamental rights - Convene one meeting of the network of experts - Release and disseminate practical guidance on embedding fundamental rights in foresight - Implementation of a foresight study, applying FRA’s practical guidance - Provide advice to EU and national law- and policy makers on future fundamental rights challenges and opportunities - Participate in international, European and national meetings and conferences on foresight, as relevant 	<ul style="list-style-type: none"> - Guidance on embedding fundamental rights into foresight - One meeting of the network of experts pooling knowledge on foresight and fundamental rights (incl. meeting report) - Draft foresight study on fundamental rights (to be released in 2026). - Foresight briefs on fundamental rights (resources permitting)

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	5,000	-	-
Institutional cooperation and networks	20,000	-	20,000
Total	25,000	-	20,000

D.

COMMUNICATION and EVENTS

D.1 Communicating Rights, Media, and Events

Overview of the activity

Effectively communicating fundamental rights to promote the values and freedoms of today's societies in the European Union sits at the heart of the agency's work. The overall goal of FRA's communications is to broaden the constituency for fundamental and human rights, and to raise awareness of the benefits of human rights to people's lives.

This area of activity entails developing FRA's multichannel communication activities and events, including media relations, social media outreach and the organisation of the Fundamental Rights Forum.

The activity area aims to ensure that FRA's activities and outputs are effectively communicated across the EU. This entails the dissemination and promotion of the results of the Agency's work and raising public awareness through social media campaigns, media relations and events. These specific activities aim to ensure that the Agency's work reaches audiences at the right time in the right format through the right channels.

In this area of activity, the Agency develops communication products and fundamental rights narratives, guided by the principles set out in the [FRA Communications Strategy 2023-2028](#) and the '[10 keys to effectively communicating human rights](#)'. They are also based around a thematic focus on issues, such as hate and intolerance, gender-based violence, security and digitalisation, and corporate and environmental sustainability.

FRA also develops and runs targeted communication campaigns to promote the Agency's findings and raise awareness of fundamental rights to a wide range of audiences.

This activity area also aims to intensify FRA's convening power to create a safe and inclusive space for dialogue with key actors on pressing human rights issues. This includes the organisation of events, such as the Fundamental Rights Forum, Fundamental Rights Dialogues, and dedicated EU Presidency events. Through such events, FRA will continue to bring together key human rights actors and a diverse range of voices to foster promising, rights-based communication practices among human rights actors and media across the EU.

Under this activity, FRA also works to ensure that issues and topics related to gender, children and youth, and persons with disabilities are mainstreamed in the Agency's communication activities.

Expected results

By working with different partners, stakeholders and the media, the Agency will raise awareness of fundamental rights issues across the EU, improve people's understanding of fundamental rights challenges and contribute to creating a rights-based culture across the continent.

By making its findings more accessible, the Agency will empower EU citizens, especially the young ones, to advocate for their rights and bring about a positive change.

By organising events, the Agency will bring together people who can drive change in the EU and globally. This will also contribute to raising FRA's profile.

D.1.1 Raising awareness and effectively promoting rights

Area of activity: *Communication and Events*

Theme: *Communicating Rights, Media, and Events*

Status: *on-going*

Policy relevance

The European Parliament, Council of the European Union and European Commission share a common vision for a stronger and more resilient Union. This is firmly rooted in promoting its core values and freedoms. Promoting and upholding fundamental rights is a key aspect of this endeavour. In 2025, the Agency will continue to develop a range of communication activities to support this EU-wide effort.

In this area of activity, the Agency develops communications products and narratives, guided by the principles set out in the [FRA Communications Strategy 2023-2028](#) and the '[10 keys to effectively communicating human rights](#)'. They are also based around a thematic focus on issues, such as hate and intolerance, gender-based violence, security and digitalisation, and corporate and environmental sustainability.

FRA's specific communication activities include targeted media relations and social media campaigns to promote the Agency's work and raise awareness about fundamental rights more broadly.

In 2025, the Agency will continue to diversify and modernise its communication activities. It will further develop its social media reach and appeal to younger audiences, by putting an emphasis on visual communication and harnessing the multiplying power of its networks. It will also further develop its media relations and media monitoring activities to extend its news media reach. In addition, it will explore opportunities for promoting FRA's work in global thought leadership fora.

The Agency will also continue its cooperation with communicators from national, regional and international human rights institutions, Equality Bodies and civil society organisations. In this context, FRA will organise and participate in regular meetings of human rights communicators.

In 2025, FRA will support relevant events organised by the Presidencies of the Council of the EU. The Agency will contribute to convening diverse stakeholders, including policymakers, and representatives from national human rights and civil society organisations. The events will focus on issues related to fundamental rights, which are of particular importance for the broader EU policy agenda.

Objectives (contributing to the Strategic Objectives: 3.1 and 3.4)

- Communicate timely and effectively FRA's findings and analysis to policymakers, civil society organisations, and the public.
- Continuously communicate the enduring importance of human rights, and their relevance in contemporary EU and global contexts.
- Use FRA's convening power to create a safe and inclusive space for inspiring dialogue on the pressing human rights challenges in the EU.
- Facilitate the exchange of good practice among those involved in communicating human rights issues.

Activities

- Carry out regular media relations and media monitoring activities.
- Develop dedicated social media campaigns; produce visual material to promote FRA's findings.
- Regularly engage with human rights communicators to improve the delivery of human rights messages.
- Cooperate with the Presidencies of the Council of the EU in organising joint events in line with EU Presidency priorities (Poland and Denmark).

Outputs

- Media outreach, mapping and monitoring.
- Social media communications and campaigns.
- Communication products, including audio-visual material;
- Up to 2 events organised in cooperation with the Presidencies of the Council of the EU (Poland, Denmark).

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	250,000	-	150,000
Institutional cooperation and networks	-	-	-
Total	250,000	-	150,000

D.1.2 Fundamental Rights Forum

Area of activity: *Communication and Events*

Theme: *Communicating Rights, Media, and Events*

Status: *on-going*

Policy relevance

The activities falling under the umbrella of the Fundamental Rights Forum aim to solidify and intensify FRA's convening power and its role in creating a safe and inclusive space for dialogue with key actors on pressing human rights issues in the European Union and beyond.

In 2025, the Agency intends to start developing ideas for its fifth Fundamental Rights Forum. will draw inspiration from the experiences and insights gained through the four previous editions of the event, following the recommendation of the evaluation of the 2024 Forum.

The Forum will be designed to contribute to discussions on EU policy that have an impact on fundamental rights. It will seek to address pressing fundamental rights challenges and provide tangible input to EU policy cycles and relevant discussions on the state of fundamental rights in the EU. The goal is to enhance the networking aspect of the event to leverage post-event networking opportunities of participants.

The development of this project will include collaboration with external key partners, aiming to engage them from the initial stages. To support this, the Agency plans to hold consultation meetings to explore new and ideas for networking and event formats. This approach aims to refine the Forum's structure and foster deeper cooperation within FRA, and between FRA and its various partners.

This project is part of the Agency's goal to engage with rights holders and their diverse communities, in particular youth and older people, and human rights bodies and EU institutions.

Objectives (contributing to the Strategic Objective: 3.4)

- Contributing to improve the state of human rights and empower the human rights architecture in the EU
- Inspiring innovative and solution-oriented debates among duty bearers, rights holders and others at EU, national, European and global level
- Providing a forum for networking and for sharing ideas and promising practices
- Facilitating interaction among FRA's stakeholders and explore new, innovative ways to engage with them

Activities

- Developing the next edition of the Fundamental Rights Forum
- Organising consultation meetings with various key partners

Outputs

- Expert meetings
- Concept paper for the 5th Fundamental Rights Forum

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	60,000	-	410,000
Institutional cooperation and networks	-	-	-
Total	60,000	-	410,000

D.

COMMUNICATION and EVENTS

D.2 Web, Publishing and Promotion

Overview of the activity

This activity area entails developing, producing, and disseminating FRA's multilingual print and online outputs. This includes the coordination and development of the Agency's annual Fundamental Rights Report, as well as the production of the Agency's annual Activity Report.

This activity also includes the maintenance of FRA's corporate website to ensure it meets the needs of FRA's stakeholders and to consistently improve usability and accessibility for people with disabilities. The activity also includes the maintenance of other online tools such as databases containing research findings and an e-learning platform.

The area of activity entails planning, coordination, implementation, and quality control of FRA research outputs such as reports, handbooks, e-learning courses, and information material. This includes working closely with the Publications Office of the European Union to ensure the timely delivery of all outputs. This activity also covers the publication of FRA's outputs on the corporate website and the delivery of printed copies to relevant stakeholders.

This area also entails tracking the performance of FRA outputs by monitoring specific metrics, such as number of downloads and orders of print copies from the Publications Office of the European Union. Under this area, FRA also coordinates pre-launch print orders by emailing subscribers to mailing lists owned by the Publications Office.

Expected results

The Agency's annual Fundamental Rights Report provides evidence-based information. Its opinions assist the EU and its Member States in decision-making processes. The report also includes examples of rights-based promising practices, which may be transferable from one country to another. The information is also used by the European Parliament for its own report about fundamental rights in the EU. Similarly, the European Council uses the report's findings for its conclusions on relevant fundamental rights issues.

FRA communicates its work to the public and specific target audiences through the corporate website, other online tools, and printed material. To highlight fundamental rights issues, the Agency transforms its evidence and expertise into publications and online visualisation tools. In doing so, we inform policymakers, experts and practitioners at EU and national level about a range of fundamental rights issues.

In 2025, we will continue to improve the accessibility and usability of all our outputs so that they are fully usable by people with disabilities. This includes the continued development of html publications as well as making our web files and other online content more accessible. In addition, the Agency will pilot automated translation of its website content.

D.2.1 Annual Reports

Area of activity: *Communication and Events*

Theme: *Web, Publishing and Promotion*

Status: *on-going*

Policy relevance

The set of activities falling under the umbrella of the Annual Reports are the coordination and development of the Agency's annual Fundamental Rights Report, and the production of the Agency's Consolidated Annual Activity Report.

The Consolidated Annual Activity report provides an overview of the activities and achievements of the Agency. It contains a comprehensive and thorough account of the Agency's activities in implementing its mandate and work programme. It follows the European Commission guidelines.

The Fundamental Rights Report is the Agency's annual report about the protection and fulfilment of fundamental rights in the EU and its Member States. The report reviews major developments in the field, identifying both achievements and remaining areas of concern. It is accompanied by an activity report. It is accompanied by FRA's opinions on these developments, including a synopsis of the evidence supporting these opinions.

The Fundamental Rights Report is structured around a lead chapter on fundamental rights in the EU, from which will derive three focus chapters on specific fundamental rights issues, and the implementation of the EU Charter of Fundamental Rights at national level. The three focus chapters of the report will be decided by the Management Board in May 2025. The report also identifies trends and relevant promising practices. Where relevant, it presents data disaggregated by sex and highlights the gender dimension.

The report's overall findings are used by the European Parliament in its report about fundamental rights in the EU. Relevant Council conclusions also refer to FRA's Fundamental Rights Report.

Objectives (contributing to the Strategic Objectives: 1.2, 1.3 and 3.1)

- Identify and analyse major trends in the field of fundamental rights.
- Assist the EU and its Member States in decision making by providing evidence-based opinions.
- Identify and disseminate examples of good practice.
- Improving awareness raising in the area of fundamental rights

Activities

- Data collection, analysis and drafting
- Production, translation, and dissemination
- Targeted communication activities at EU and national level

Outputs

- Fundamental Rights Report
- FRA opinions and substantiating evidence in all EU languages plus Albanian, Macedonian, and Serbian
- 30 country research reports (FRANET)
- Consolidated Annual Activity Report.

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	340,000	-	60,000
Institutional cooperation and networks	-	-	-
Total	340,000	-	60,000

D.2.2 Production and dissemination of FRA output

Area of activity: *Communication and Events*

Theme: *Web, Publishing and Promotion*

Status: *on-going*

Policy relevance

The production and dissemination of FRA output entails developing, producing, and disseminating FRA's multilingual print and online outputs. It includes planning, coordination, implementation and quality control of FRA research outputs, e-learning courses and information material. It also comprises the maintenance of FRA's corporate website and other online tools, such as databases containing research findings and the e-learning platform as well as the CRM e-mail tool for mailings to stakeholders.

FRA disseminates the results of its work and raises public awareness through a range of print and digital products. These aim to ensure that its work reaches the appropriate audiences at the right time in an accessible format through the appropriate channels. To broaden its outreach, the Agency will pilot automated translation for selected content on its corporate website.

Communication priorities set for 2025 will guide the Agency's production and dissemination tasks, ensuring a coherent approach across the wide range of activities. In its production and dissemination activities, the Agency will pay particular attention to gender, children and youth, and the needs of persons with disabilities.

Production and dissemination activities are carried out both online and offline (print). In this context, a great number of research-related deliverables are produced – as listed under the different project fiches outlined in the previous sections. In addition, the Agency will continue to produce information products and disseminate it to the Agency's stakeholders. The online activities are primarily conducted through the Agency's website, databases, e-learning tools and via the customer relationship management system. They are continuously reviewed to reflect technological developments, and their content is regularly updated.

Objectives (contributing to the Strategic Objective: 3.1)

- Communicating FRA's work to the public and specific target audiences through online, print, audio, and audio-visual means
- Informing policymakers, experts and practitioners at EU and national level through print publications, and online tools about a range of fundamental rights issues based on the Agency's evidence and expertise
- Developing state-of-the-art online tools to promote fundamental rights issues
- Improving and diversifying print production to respond to the needs of specific audiences, such as persons with disabilities.

Activities

- Develop, maintain and update FRA's website to make it more attractive, user friendly, and accessible.
- Improve the data visualisation and other online tools (e.g. Media toolkit; European Fundamental Rights Information System);
- Produce and disseminate major reports and other types of publications related to the Agency's activities.
- Produce communication material additional to major reports, such as In Briefs, infographics, and brochures.
- Disseminate relevant output to specific audiences at events and through mailing lists, provided also by the Publications Office of the European Union.
- Ensure efficient stock management of publications
- Produce translations of FRA deliverables in as many EU languages as financial resources allow.
- Further develop FRA's corporate identity and branding

Outputs

- FRA website
- Print material and publications
- HTML publications
- Data explorer (visualisation) for selected surveys
- Translated products
- Corporate visual identity and branding
- Dissemination and stock management
- E-learning platform Moodle
- CRM e-mail tool for mailings to stakeholders

Financial resources

	1 st priority	2 nd priority	3 rd priority
Equality, Roma, and Social Rights	-	-	-
Justice, Digital and Migration	-	-	-
Communication and Events	350,000	-	150,000
Institutional cooperation and networks	-	-	-
Total	350,000	-	150,000

E.

OTHER ACTIVITIES UNDER TITLE III

E.1.1 Performance Planning, Monitoring and Evaluation

Area of activity: *Other activities under Title III* Status: *on-going*

Policy relevance

According to the Article 15, co. 4f of the Agency’s founding regulation (168/2007) effective monitoring and evaluation procedures shall be implemented relating to the performance of the Agency against its objectives according to professionally recognized standards.

The requirements for conducting evaluations at FRA are set in numerous documents, requesting FRA to demonstrate its performance, achievements, and impact in the context of financial budgetary pressures and increasing demands from internal and external stakeholders for good governance, accountability and transparency, greater effectiveness, and delivery of tangible results. The performance measurement framework (PMF) sets out the practical steps needed to assess the FRA performance elaborating some important aspects (such as defining more precise quantitative and qualitative information to be collected, selecting methods and tools of collecting monitoring data) as well as providing a clear and accurate overview of the extent to which the activities contribute to the realization of FRA’s outcomes.

Monitoring is the systematic collection and analysis of information performed during the implementation of FRA’s projects. It involves carrying out regular internal data collection and analysis activity so as to identify and measure gaps between actual and planned performance at different points in time in the project life cycle. It ultimately aims to inform management decisions, notably in the introduction of timely corrective measures.

Evaluation activities focus on measurement at the level of short-term impact, long term impact and aspirational impact as defined in the PMF. These activities can be conducted at different stages of the project’s life cycle, as per ex-ante evaluations, interim or mid-term evaluations, ex-post evaluations and stakeholder review.

Objectives

- One of the major objectives of FRA performance monitoring and evaluation is to create links between the different levels of its intervention and to collect data regarding both the agency’s (1) outputs and (2) outcomes. Monitoring the performance of FRA will be carried out in accordance with a logic model (composed by outputs, immediate, intermediate, and ultimate outcomes) which includes the list of the performance measures.
- The agency has set up Performance Measurement Framework to monitor, report and evaluating on its performance as this will help FRA to manage and evaluate its usefulness, effectiveness, and relevance, as well as strengthen the alignment of the organisation’s projects with its strategic objective, main tasks, and thematic priorities

Activities	Outputs
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- | | |
|--|--|
| <ul style="list-style-type: none"> - Regarding outputs the monitoring information will be based on the collection, analysis, and interpretation of reliable and robust quantitative and qualitative data, e.g. on the projects implemented by the FRA. At the level of outputs, the main sources of information to be used include standard reporting templates and surveys of participants. - Evaluations (ex-ante, interim and ex-post) which are conducted by an independent external evaluator, include surveys, interviews and desk research data supported by focus group meetings organizes for the evaluated projects. | <ul style="list-style-type: none"> - Evaluation Reports - FRA’s Survey Review - Outcome-planning JHAAN Workshop |
|--|--|

Financial resources

	1 st priority	2 nd priority	3 rd priority
	100,000	-	170,000
	-	-	-
	-	-	-
Total	100,000	-	170,000

E.1.2 Exploring operational implications of EU accession to the ECHR for FRA's work

Area of activity: *Other activities under Title III*

Status: *on-going*

Policy relevance

Policy relevance and rationale: the EU's expected accession to the European Convention on Human Rights is one of the most consequential ongoing legal developments for the protection of fundamental rights in Europe. As the principal human rights agency of the EU which shall closely cooperate with the Council of Europe (Article 9, Regulation 168/2007), it is both necessary and appropriate that FRA develops an informed view on this development. FRA should be prepared for this legal change and understand what changes it may bring for its work in legal, policy, institutional and operational terms with due regard to Council Decision (2008/578/EC).

This project will build on work done in 2023 and 2024. The project will further examine the potential operational implications of the EU's expected accession to the ECHR for FRA's work, considering the range of substantive, jurisdictional and procedural issues it will likely entail. In particular, this project will allow FRA in 2025 to bring forward its own legal and policy "due diligence" on the expected accession. The project will engage in analysing national case law and complementarity and differences of the case law of CJEU and ECtHR in meaning and scope of fundamental rights.

The project will monitor new developments regarding questions relating to legal and policy coherence and how accession might affect the current legal basis of legal protection of fundamental rights within the EU, which is the legal and operational baseline of FRA's surveys, research and analytical work. One critical change that accession would introduce would be the possibility for individuals to bring complaints against the EU before an independent international human rights court (the ECtHR). It would also reinforce the need for consistency between rulings of the ECtHR and the CJEU on human rights matters as well as the system of remedies. The project will continue to monitor how accession might impact FRA's own responsibilities, particularly when it issues findings and opinions. Finally, the project will take account of FRA's work related to other human rights instruments such as CRPD and Istanbul Convention. The EU legal landscape governing fundamental rights has four normative sources interacting and some structured reflection is warranted as to how these should work together to ensure the highest standard of protection of fundamental rights (universal instruments adopted under the aegis of the UN); the regional HR level (ECHR); the EU (Charter) and domestic law on HR. Accession will likely impact the nature and degree of "integration" or proximity between two of the four sources of law for fundamental rights protection in the EU, namely EU law and ECHR law. This will become increasingly important in the area of civil and political rights and non-discrimination.

Objectives (contributing to the Strategic Objectives: 1.1, 1.3, 2.3, 3.1 and 3.3)

- Ensuring FRA is prepared for accession of the EU to the ECHR by drawing on existing scholarship and the inputs of legal experts (including Scientific Committee and Management Board members) and institutional stakeholders (including the EU Commission, the Council of Europe, the CJEU and the ECtHR)
- Working to establish a better understanding of what changes and operational implications accession may bring for FRA's work and develop internal guide on various substantive, jurisdictional and procedural issues related to EU accession to ECHR and its potential impact on FRA's work
- Allow FRA to contribute to developments in this area including by providing assistance and expertise where relevant, e.g. to the European Commission (Legal Service) and related EU bodies (EEAS) as well as to the Council of Europe and the European Court of Human Rights
- Informing ongoing and future cooperation and coordination on legal matters with the Council of Europe and the European Court of Human Rights. Including on joint factsheets and handbooks.

Activities

Outputs

- | | |
|---|---|
| <ul style="list-style-type: none"> - Conducting research on relevant case law of CJ EU and ECtHR in order to chart possible differences of the meaning and scope of fundamental rights which could impact established decision-making practices. - Organising a stakeholder meeting – EU agencies, e.g. EIGE, FRA, FRONTEX, ELA – to explore the potential implication of the accession to their work and evaluation of fundamental rights in their reports - Desk research to explore potential differences of national case law in relation to meaning and scope of fundamental rights, including procedural obstacles (related to non/self-executive judgements, supremacy of EU law and remedies), also in cooperation with the annual evaluation of Charter's implementation (C.1.3.) | <ul style="list-style-type: none"> - Internal mapping of the case law of CJ EU and ECHR and national case law related to the meaning and scope of fundamental rights - Inter-agency roundtable discussion exploring implications of accession to EU agencies work on fundamental rights |
|---|---|

Financial resources

	1 st priority	2 nd priority	3 rd priority
	50.000	-	-
	-	-	-
	-	-	-
Total	50,000	-	-

F. OTHER OPERATIONAL ACTIVITIES AND EXTERNAL FUNDING

F.1.1 - EEA and Norway Grants 2021-2028

Area of activity: *Other operational activities*

Status: *New*

Policy relevance

The EEA and Norway Grants are funded by Norway, Iceland and Liechtenstein. The Grants have two goals – to contribute to a more equal Europe, socially and economically and to strengthen relations between Iceland, Liechtenstein and Norway in the 15 Beneficiary States in the EU. To ensure that programmes and projects supported by the EEA and Norway Grants promote European and international standards, the donors have established partnerships with international partners, including FRA, the Council of Europe and OECD. The EEA and Norway Grants and FRA have cooperated in the past under the Financial Mechanisms of 2014-2021. Based on a shared commitment to values of respect for human dignity, freedom, democracy and equality, rule of law and respect for human rights, the Agency and EEA and Norway Grants could also cooperate under the 2021-2028 fund for capacity-building and cooperation with international partner organisations (IPOs) and institutions. This cooperation is contingent upon signing a Framework Cooperation Agreement and receiving approval from FRA's Management Board, which should allow the cooperation to be operationalised in 2025 through the definition of a first Annual Work Plan. The objective of the fund is to strengthen capacity in beneficiary states and across the EU to promote good governance, strong democracies, rule of law, and human rights. Cooperation can take various forms which are currently being discussed with the EEA and Norway Grants and will be defined in a framework agreement and subsequent annual work plans. This can include strategic advice and support on the development and implementation of programmes and/or capacity-building in beneficiary states. Other forms of cooperation can be projects and/or initiatives led by FRA itself. In addition to human rights as a cross-cutting matter, the cooperation between FRA and the EEA and Norway Grants could potentially fall into any of the Grants' programme areas that include: green transition, green business and innovation, research and innovation, education, training, youth employment, culture, local development, good governance, inclusion, Roma inclusion and empowerment, public health, disaster prevention and preparedness, domestic and gender-based violence, access to justice, correctional services, serious and organised crime, asylum, migration and integration, institutional cooperation and capacity-building. The Grants will also set up a dedicated fund to support a "vibrant and resilient civil society that protects and promotes democracy, the rule of law, and human rights", which will offer the potential for synergies and cooperation's with FRA's work on civic space. The objective of the fund is to strengthen capacity in beneficiary states and across the EU to promote good governance, strong democracies, rule of law, and human rights. Cooperation can take various forms which are currently being discussed with the EEA and Norway Grants and will be defined in a framework agreement and subsequent annual work plans. This can include strategic advice and support on the development and implementation of programmes and/or capacity-building in beneficiary states. Other forms of cooperation can be projects and/or initiatives led by FRA itself. In addition to human rights as a cross-cutting matter, the cooperation between FRA and the EEA and Norway Grants could potentially fall into any of the Grants' programme areas that include: green transition, green business and innovation, research and innovation, education, training, youth employment, culture, local development, good governance, inclusion, Roma inclusion and empowerment, public health, disaster prevention and preparedness, domestic and gender-based violence, access to justice, correctional services, serious and organised crime, asylum, migration and integration, institutional cooperation and capacity-building. The Grants will also set up a dedicated fund to support a "vibrant and resilient civil society that protects and promotes democracy, the rule of law, and human rights", which will offer the potential for synergies and cooperation's with FRA's work on civic space. As the Grants priority areas encompass key trends identified by FRA research such as threats to democratic values, deepening inequalities and digital transformation, FRA's partnership with the Grants under the next Financial Mechanisms aligns with FRA's strategic priorities and focus areas.

Objectives

- Cooperation between the EEA and Norway Grants and FRA in designated priority areas.
- Providing tailored support and interventions in the 15 EU Member States benefiting from the Grants aligned with EU standards, ensuring coherence, synergy and complementarity with EU actions.

Activities

- Strategic support and advice on capacity-building
- Strategic support and advice on the development and implementation of programmes with the aim of promoting alignment of thematic priorities in the beneficiary states with EU standards and synergy with EU action.
- FRA-led projects financed by the Grants and implemented by FRA that may take the form of regional capacity-building initiatives.
- FRA-led initiatives financed by the Grants that may take the form of conferences, studies or surveys.

Outputs

- If the cooperation is formalised and operational by 2025, the projects and outputs will be defined throughout the year and proposed to the Management Board in form of an amendment to the Programming Document.

Financial resources

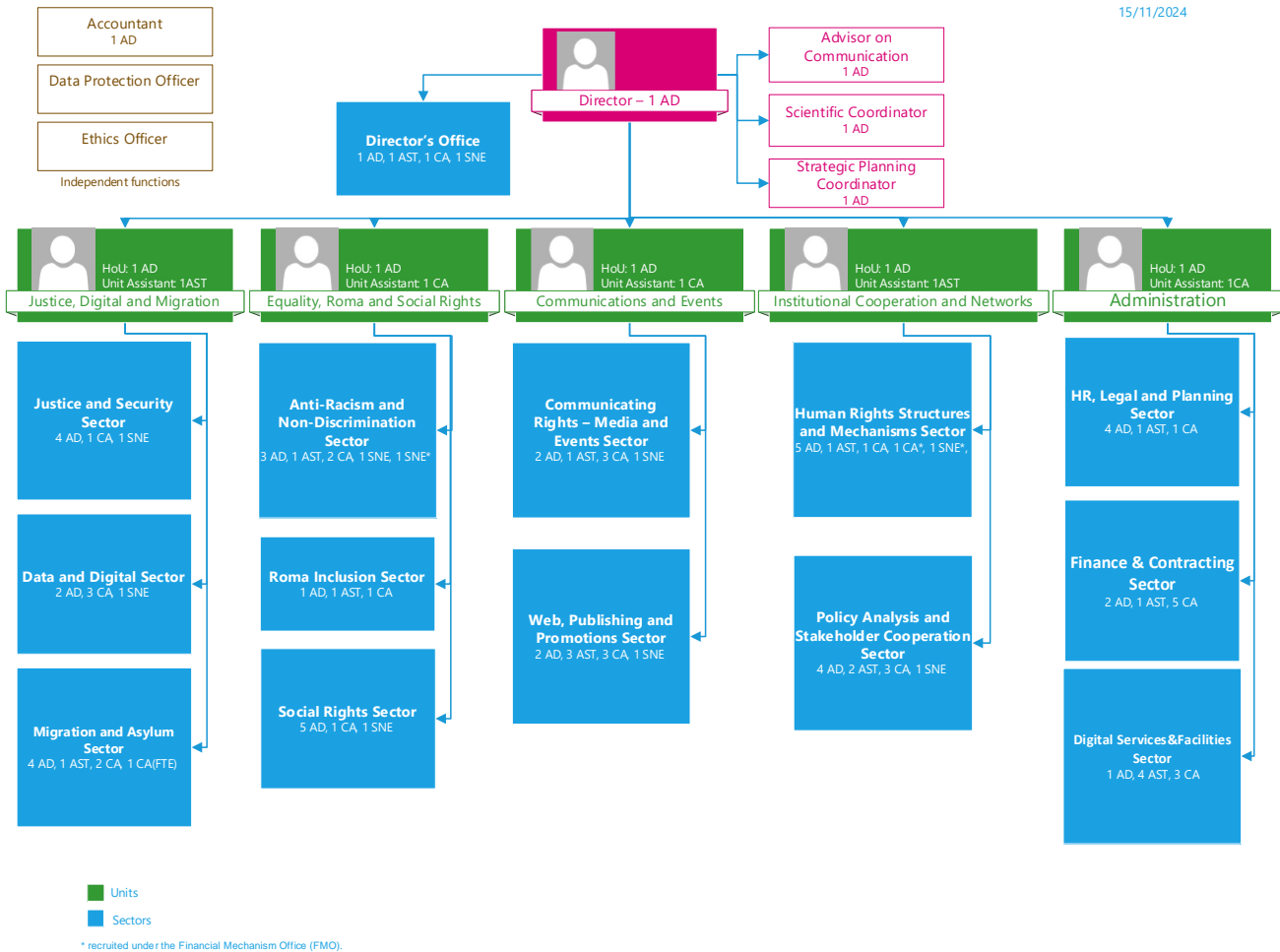
	1 st priority	2 nd priority	3 rd priority
Total	-	-	-



ANNEXES

ANNEX I: Organisational Chart

15/11/2024



ANNEX II: Resource allocation per Activity 2025

A. EQUALITY, ROMA, AND SOCIAL RIGHTS							
A.1) Anti-racism and non-discrimination							
A.1.1 - EU Survey on immigrants and descendants of immigrants (EU-MIDIS IV)	150,000	-	35,000				
A.1.2 – EU LGBTIQ Survey III	60,000	-	-				
A.1.3 - Fundamental rights protection of persons with disabilities living in institutions	40,000	-	70,000				
A.1.4 - Update of FRA's online database on anti-Muslim hatred	20,000	-	-				
A.1.5 - Additional activities in the area of 'Anti-racism and non-discrimination'	120,000	-	350,000				
<u>ACTIVITY GRAND TOTAL</u> A.1 Anti-racism and non-discrimination	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	4.5	2.5	1	8	€ 390,000	-	€ 455,000
A.2) Social Rights							
A.2.1 – Fundamental Rights in a Just and Green Transition	355,000	-	100,000				
A.2.2 – Towards integrated child protections systems	10,000	-	120,000				
A.2.3 - Youth engagement on fundamental rights in the EU – FRA's Youth Advisory Panel	50,000	-	40,000				
A.2.4 - Fundamental rights aspects of social protection in the EU	-	-	270,000				
A.2.5 - Fundamental rights in corporate sustainability and due diligence	275,000	-	50,000				
A.2.6 - Additional activities under the sector 'Social rights'	35,000	-	200,000				
<u>ACTIVITY GRAND TOTAL</u> A.2 Social Rights	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	5.5	1.5	1	8	€ 725,000	-	€ 780,000
A.3) Roma inclusion							
A.3.1 - Roma Survey	65,000	-	-				
A.3.2 - Additional activities under the sector 'Roma inclusion'	30,000	-	-				
<u>ACTIVITY GRAND TOTAL</u> A.3 Roma inclusion	Human Resources				Financial Resources		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	2	1	-	3	€ 95,000	-	-
B. JUSTICE, DIGITAL AND MIGRATION							
B.1) Justice and Security							
B.1.1 - Antisemitism: Annual update of data collection and technical assistance	11,000	-	-				
B.1.2 - Violence against women II: filling the data gap	78,000	-	-				
B.1.3 - The impact of addressing terrorist content online on fundamental rights	5,000	-	-				
B.1.4 - Digitalisation of justice: fundamental rights guidance	8,000	-	-				
B.1.5 Handbook on European law relating to access to justice	-	-	150,000				
B.1.6 Fundamental rights implications of accessing digital data for criminal investigations	200,000	-	100,000				
B.1.7 Access to justice for victims of online crime	-	-	20,000				
B.1.8 - Additional activities under the sector 'Justice and Security'	54,000	-	100,000				
<u>ACTIVITY GRAND TOTAL</u> B.1 Justice and Security	HUMAN RESOURCES				FINANCIAL RESOURCES		
	TA	CA	SNE	TOT	1 st priority		3 rd priority
	4.5	1	1	6.5	€ 356,000	-	€ 370,000
B.2) Data and Digital							
B.2.1 Remote Biometric Identification for law enforcement purposes	15,000	-	160,000				
B.2.2 Handbook on European law relating to cybercrime and fundamental rights	55,000	-	150,000				

B.2.3 Assessing high-risk artificial intelligence (AI)					15,000	-	-
B.2.4 Monitoring hate online – reporting trends					30,000	-	-
B.2.5 Illegal and other harmful content online – safeguarding fundamental rights and freedoms with respect to the DSA					350,000	-	-
B.2.6 Handbook on European data protection law					45,000	-	-
B.2.7 Online content moderation - supporting implementation of the Digital Services Act					15,000	-	-
B.2.8 The Data Protection Law Enforcement Directive (LED) – Experiences of the Competent Authorities					-	-	125,000
B.2.9 Additional activities under the sector ‘Data and Digital’					35,000	-	-
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
B.2 Data and Digital	TA	CA	SNE	TOT	1 st priority		3 rd priority
	3	3	3	9	€ 560,000	-	€ 435,000
B.3) Migration and Asylum							
B.3.1 Tasks assigned to FRA by EU law in the field of asylum, borders, and immigration					40,000	-	170,000
B.3.2 Implementing safeguards of the pact on migration and asylum					295,000	-	500,000
B.3.3 Upholding fundamental rights at borders					50,000	-	50,000
B.3.4 Fundamental rights implications of large-scale IT systems					70,000	-	50,000
B.3.5 Violence and related human rights abuses against women fleeing the war in Ukraine					40,000	-	-
B.3.6 Additional activities under the sector ‘Migration and Asylum’					160,000	-	240,000
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
B.3 Migration and Asylum	TA	CA	SNE	TOT	1 st priority		3 rd priority
	5.5	2	-	7.5	€ 655,000	-	€ 1,010,000

C. INSTITUTIONAL COOPERATION and NETWORKS							
C.1) Human Rights Structures and Mechanisms							
C.1.1 EU Fundamental Rights Information System – EFRIS					30,000	-	20,000
C.1.2 Supporting national human rights structures					90,000	-	90,000
C.1.3 Providing assistance and expertise on the EU Charter of Fundamental Rights					160,000	-	105,000
C.1.4 Participating to the EU framework to promote, protect and monitor the CRPD					-	-	55,000
C.1.5 Providing assistance on fundamental rights compliance in the context of EU funds					30,000	-	70,000
C.1.6 Civic space and national rule of law dialogues					150,000	-	85,000
C.1.7 Rule of law relevant national case law in the area of fundamental rights					20,000	-	15,000
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
C.1 Human Rights Structures and Mechanisms	TA	CA	SNE	TOT	1 st priority		3 rd priority
	7	1	0	8	€ 480,000	-	€ 440,000
C.2) Policy Analysis and Stakeholder Cooperation							
C.2.1 - Fundamental Rights Platform and cooperation with civil society					30,000	-	40,000
C.2.2 - Cooperation with and advice to EU institutions, Member States, and international organisations					150,000	-	85,000
C.2.3 - Bodies of the Agency					200,000	-	100,000
C.2.4 - Strategic foresight in the area of fundamental rights					25,000		20,000
ACTIVITY GRAND TOTAL	Human Resources				Financial Resources		
C.2 - Policy Analysis and Stakeholder Cooperation	TA	CA	SNE	TOT	1 st priority		3 rd priority
	7	3	1	11	€ 405,000	-	€ 245,000

D. COMMUNICATION AND EVENTS									
D.1) Communicating Rights, Media, and Events									
D.1.1 - Raising awareness and effectively promoting rights					250,000	-	150,000		
D.1.2 - Fundamental Rights Forum					60,000	-	410,000		
<u>ACTIVITY GRAND TOTAL</u>				Human Resources		Financial Resources			
D.1 Communicating Rights, Media, and Events				TA	CA	SNE	TOT	1 st priority	3 rd priority
				2.5	3.5	1	7	€ 310,000	€ 560,000
D.2 Web, Publishing and Promotion									
D.2.1 - Annual Reports					340,000	-	60,000		
D.2.2 - Production and dissemination of FRA outputs					350,000	-	150,000		
<u>ACTIVITY GRAND TOTAL</u>				Human Resources		Financial Resources			
D.2 Web, Publishing and Promotion				TA	CA	SNE	TOT	1 st priority	3 rd priority
				5.5	3.5	-	9	€ 690,000	€ 210,000

E. OTHER OPERATIONAL ACTIVITIES UNDER TITLE III									
E.1.1 - Performance, Monitoring and Evaluation					100,000	-	170,000		
E.1.2 - Exploring operational implications of EU accession to the ECHR for FRA's work					50,000	-	-		
<u>ACTIVITY GRAND TOTAL</u>				Human Resources		Financial Resources			
E. Other operational activities under Title III				TA	CA	SNE	TOT	1 st priority	3 rd priority
				5	-	-	5	€ 150,000	€ 170,000

F. OTHER OPERATIONAL ACTIVITIES AND EXTERNAL FUNDING									
F.1.1 EEA and Norway Grants 2021-2028					-	-	-		
<u>ACTIVITY GRAND TOTAL</u>				Human Resources		Financial Resources			
E. Other operational activities under Title III				TA	CA	SNE	TOT	1 st priority	3 rd priority
				-	-	-	-	-	-

	HUMAN RESOURCES				FINANCIAL RESOURCES		
	TA	CA	SNE	Total	1 st Priority	Overheads	Total cost
A. EQUALITY, ROMA, AND SOCIAL RIGHTS							
A.1 - Anti-racism and non-discrimination	4.5	2.5	1	8	€390,000	€1,490,343	€1,880,343
A.2 - Social Rights	5.5	1.5	1	8	€725,000	€1,490,343	€2,215,343
A.3 - Roma Inclusion	2	1	-	3	€95,000	€558,878	€653,878
B. JUSTICE, DIGITAL AND MIGRATION							
B.1 - Justice and Security	4.5	1	1	6.5	€356,000	€1,210,903	€1,566,903
B.2 - Data and Digital	3	3	3	9	€560,000	€1,676,635	€2,236,635
B.3 - Migration and Asylum	5.5	2	-	7.5	€655,000	€1,397,196	€2,052,196
C. INSTITUTIONAL COOPERATION and NETWORKS							
C.1 - Human Rights Structures and Mechanisms	7	1	-	8	€480,000	€1,490,343	€1,970,343
C.2 - Policy Analysis and Stakeholder Cooperation	7	3	1	11	€405,000	€2,049,221	€2,454,221
D. COMMUNICATION AND EVENTS							
D.1 - Communicating Rights, Media, and Events	2,5	3.5	1	7	€260,000	€1,304,050	€1,614,050
D.2 - Web, Publishing and Promotion	5.5	3.5	-	9	€830,000	€1,676,635	€2,366,635
OTHER ACTIVITIES UNDER TITLE III	5	-	-	5	€150,000	€931,464	€1,081,464
ACTIVITIES GRAND TOTAL	52	22	8	82	€4,816,000	€15,276,012	€20,092,012
Operational Reserves	-	-	-	-	€400,080	-	€400,080
TOTAL OPERATION					€5,216,080	€15,276,012	€20,492,092
Support activities	20	12	1	33	-	€6,147,663	€6,147,663
GRAND TOTAL	72	34	9	115	€5,216,080	€21,423,675	€26,639,755

ANNEX III: Financial resources outlook 2025-2027

TABLE 1 – REVENUE

Revenues	2024	2025
	Revenues estimated by the Agency	Budget Forecast
EU contribution	26,853,922	26,056,755
Other revenue	1,198,599	583,000
Total revenues	28,052,521	26,639,755

REVENUES	2023	2024	2025		VAR 2025 / 2024	Envisaged in 2026	Envisaged in 2027
	Executed Budget	Estimated by the Agency	Requested by the Agency	Budget Forecast			
1. REVENUE FROM FEES AND CHARGES	0	0	0		0%	0	0
2. EU CONTRIBUTION	24,660,395	26,853,922	26,056,755		97%	26,169,808	26,693,084
of which Administrative (Title 1 and Title 2)	18,107,252	21,693,973	22,073,000		102%	22,276,000	22,721,520
of which Operational (Title 3)	6,553,143	5,159,948	3,983,755		77%	3,893,808	3,971,564
of which assigned revenues deriving from previous years' surpluses	85,270	102,682	190,792		186%	0	0
3. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	1,132,572	938,437	583,000		62%	594,000	606,000
of which EFTA	574,572	335,437	0		0%	0	0
of which Candidate Countries	558,000	603,000	583,000		97%	594,000	606,000
4. OTHER CONTRIBUTIONS	98,063	260,162	0		0%		
of which delegation agreement, ad hoc grants	0	0	0		0%	0	0
5. ADMINISTRATIVE OPERATIONS	0	0	0		0%	0	0
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	0	0	0		0%	0	0
7. CORRECTION OF BUDGETARY IMBALANCES	0	0	0		0%	0	0
TOTAL REVENUES	25,891,031	28,052,521	26,639,755		95%	26,763,808	27,299,084

Additional EU funding: grant, contribution, and service-level agreements

REVENUES	2024	2025
	Revenues estimated by the Agency	Budget forecast
TOTAL REVENUES		

REVENUES	2023	2024	2025		VAR 2025 / 2024	Envisaged in 2026	Envisaged in 2027
	Executed	Estimated by the Agency	Agency Request	Budget forecast			
Additional EU funding stemming from grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Additional EU funding stemming from contribution agreements (FFR art.7)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Additional EU funding stemming from service level agreements (FFR art.43)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL							

TABLE 2 – EXPENDITURE

Expenditure	2024		2025	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	17,865,973	17,865,973	17,323,675	17,323,675
Title 2	3,828,000	3,828,000	4,100,000	4,100,000
Title 3	6,063,162	6,063,162	5,216,080	5,216,080
Title 4	295,386	295,386	-	-
Total expenditure	28,052,521	28,052,521	26,639,755	26,639,755

EXPENDITURE	Commitment appropriations						
	Executed budget 2023	Budget 2024	Draft Budget 2025		VAR 2025 / 2024	Envisaged in 2026	Envisaged in 2027
			Agency request	Budget forecast			
Title 1	15,687,395	17,865,973	17,323,675		97%	104%	102%
Staff Expenditure						17,950,000	18,309,000
11 Salaries & allowances	14,006,213	16,042,093	15,715,675		98%	16,341,000	16,667,820
- of which establishment plan posts	10,589,058	12,098,093	11,807,675		98%	12,287,000	12,532,740
- of which external personnel	3,417,155	3,944,000	3,908,000		99%	4,054,000	4,135,080
12 Expenditure relating to Staff recruitment	111,656	195,000	145,000		74%	73,000	74,460
13 Mission expenses	48,000	45,000	53,000		118%	60,000	61,200

14 Socio-medical infrastructure	70,642	75,000	75,000		100%	80,000	81,600
15 Training	139,303	175,000	175,000		100%	185,000	188,700
16 External Services	128,826	135,000	135,000		100%	150,000	153,000
17 Receptions and events	1,969	3,000	5,000		167%	5,000	5,100
18 Social welfare	1,158,496	1,101,000	1,020,000		93%	1,016,000	1,036,320
19 Other Staff related expenditure	22,290	94,880	0		0%	40,000	40,800
Title 2						85%	102%
Infrastructure and operating expenditure	2,439,440	3,828,000	4,100,000		107%	3,470,000	3,539,400
20 Rental of buildings and associated costs	1,731,889	2,256,000	2,458,000		109%	2,145,000	2,187,900
21 Information and communication technology	523,972	747,000	808,000		108%	779,000	794,580
22 Movable property and associated costs	12,866	247,000	253,000		102%	203,000	207,060
23 Current administrative expenditure	48,149	360,000	347,500		97%	153,000	156,060
24 Postage / Telecommunications	93,020	168,000	185,500		110%	130,000	132,600
25 Meeting expenses	5,769	14,000	10,000		71%	10,000	10,200
26 Running costs in connection with operational activities	0	0	0		0%	0	0
27 Information and publishing	1,871	2,000	2,000		100%	2,000	2,040
28 Studies	21,905	34,000	36,000		106%	48,000	48,960
Title 3						102%	102%
Operational expenditure	7,378,523	6,063,162	5,216,080		86%	5,343,808	5,450,684
30 Justice, Digital & Migration	2,900,901	1,129,110	1,571,000		139%	1,561,000	1,592,220
35 Communication & Events	1,502,292	1,181,052	1,000,000		85%	980,000	999,600
36 Equality, Roma & Social Rights	1,858,241	2,948,870	1,220,000		41%	821,000	837,420
37 Institutional Cooperation & Networks	988,352	670,000	885,000		132%	712,000	726,240
38 Horizontal Operational Activities	128,738	150,000	140,000		117%	180,000	183,600
39 Reserve for Title 3	0	13,130	400,080		3047%	1,089,808	1,111,604
Title 4						0%	102%
Other operational expenditure	1,154,787	295,386	0		0%	0	0
40 Cooperation Agreements	1,154,787	295,386	0		0%	0	0
TOTAL EXPENDITURE	26,660,145	28,052,521	26,639,755		95%	26,763,808	27,299,084

EXPENDITURE	Payment appropriations						
	Executed budget 2023	Budget 2024	Draft Budget 2025		VAR 2025 / 2024	Envisaged in 2026	Envisaged in 2027
			Agency request	Budget forecast			
Title 1	15,687,395	17,865,973	17,323,675		97%	104%	102%
Staff Expenditure						17,950,000	18,309,000
11 Salaries & allowances	14,006,213	16,042,093	15,715,675		98%	16,341,000	16,667,820
- of which establishment plan posts	10,589,058	12,098,093	11,807,675		98%	12,287,000	12,532,740
- of which external personnel	3,417,155	3,944,000	3,908,000		99%	4,054,000	4,135,080
12 Expenditure relating to Staff recruitment	111,656	195,000	145,000		74%	73,000	74,460
13 Mission expenses	48,000	45,000	53,000		118%	60,000	61,200
14 Socio-medical infrastructure	70,642	75,000	75,000		100%	80,000	81,600
15 Training	139,303	175,000	175,000		100%	185,000	188,700
16 External Services	128,826	135,000	135,000		100%	150,000	153,000
17 Receptions and events	1,969	3,000	5,000		167%	5,000	5,100
18 Social welfare	1,158,496	1,101,000	1,020,000		93%	1,016,000	1,036,320
19 Other Staff related expenditure	22,290	94,880	0		0%	40,000	40,800
Title 2	2,439,440	3,828,000	4,100,000		107%	85%	102%
Infrastructure and operating expenditure						3,470,000	3,539,400
20 Rental of buildings and associated costs	1,731,889	2,256,000	2,458,000		109%	2,145,000	2,187,900
21 Information and communication technology	523,972	747,000	808,000		108%	779,000	794,580
22 Movable property and associated costs	12,866	247,000	253,000		102%	203,000	207,060
23 Current administrative expenditure	48,149	360,000	347,500		97%	153,000	156,060
24 Postage / Telecommunications	93,020	168,000	185,500		110%	130,000	132,600
25 Meeting expenses	5,769	14,000	10,000		71%	10,000	10,200
26 Running costs in connection with operational activities	0	0	0		0%	0	0
27 Information and publishing	1,871	2,000	2,000		100%	2,000	2,040
28 Studies	21,905	34,000	36,000		106%	48,000	48,960
Title 3	7,378,523	6,063,162	5,216,080		86%	102%	102%
Operational expenditure						5,343,808	5,450,684
30 Justice, Digital & Migration	2,900,901	1,129,110	1,571,000		139%	1,561,000	1,592,220
35 Communication & Events	1,502,292	1,181,052	1,000,000		85%	980,000	999,600

36 Equality, Roma & Social Rights	1,858,241	2,949,870	1,220,000		41%	821,000	837,420
37 Institutional Cooperation & Networks	988,352	670,000	885,000		132%	712,000	726,240
38 Horizontal Operational Activities	128,738	120,000	140,000		117%	180,000	183,600
39 Reserve for Title 3	0	13,130	400,080		3047%	1,089,808	1,111,604
Title 4						0%	102%
Other operational expenditure	1,154,787	295,386	0		0%	0	0
40 Cooperation Agreements	1,154,787	295,386	0		0%	0	0
TOTAL EXPENDITURE	26,660,145	28,052,521	26,639,755		95%	26,763,808	27,299,084

TABLE 3 – BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS (2021 - 2023)

Budget outturn	2021	2022	2023
Revenue actually received (+)	24,967,635	25,754,180	26,189,261
Payments made (-)	- 17,954,380	-18,606,404	-20,860,511
Carry-over of appropriations (-)	- 7,845,822	-7,871,293	-6,755,765
Cancellation of appropriations carried over (+)	85,913	104,244	190,791
Adjustment for carryover of assigned revenue appropriations from previous year (+)	832,567	723,516	1,427,016
Exchange rate differences (+/-)	- 643	-1,562	1
Adjustment for negative balance from previous year (-)	-	-	-
Total	85,270	102,682	190,792

ANNEX IV: Human resources – quantitative

TABLE 1 – STAFF POPULATION AND ITS EVOLUTION; OVERVIEW OF ALL CATEGORIES OF STAFF

A. Statutory staff and SNE

Staff	Year 2023			Year 2024	Year 2025	Year 2026	Year 2027
Establishment plan posts	Authorised Budget	Actually, filled as of 31/12/2023	Occupancy Rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	50	47	94.00%	52	52*	52	52
Assistants (AST)	22	22	100.00%	20	20	20	20
Assistants/Secretaries (AST/SC)	-	-	-	-	-	-	-
Total establishment plan posts	72	69	95.83%	72	72	72	72
External staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2023	Execution Rate %	Headcount as of 31/12/2023	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	34	30.1*	88.53%	31*	34	34	34
Seconded National Experts (SNE)	9	5.8**	64.44%	6**	9	9	9
Total external staff	43	35.9*	87.56%	37*	43	43	43
GRAND TOTAL	115	105.9**	92.09%	109**	116**	116**	116**

*The anticipated conversion of 2 AST posts to AD in the 2025 Establishment Plan, agreed by the FRA Management Board in its December 2023 meeting in accordance with the flexibility rule under Article 38(1) of the Agency's financial rules, shall not take place as result of the change of priorities regarding the two posts.

**Including 1 additional CA FG III recruited under FTE – temporary replacement assignment.

***including 1 Cost-free SNE.

B. Additional external staff expected to be financed from grant, contribution, or service-level agreements

Human Resources	Year 2024	Year 2025	Year 2026	Year 2027
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	2*	0	0	0
Seconded National Experts (SNE)	3*	0	0	0
TOTAL	5	0	0	0

*** Two [2] CA FG IV posts and three [3] SNEs are recruited under the Financial Mechanism Office (FMO).

C. Other Human resources

Structural service providers

	Actually, in place as of 31/12/2023
Security	2
IT	0
Cleaners	3
Other (specify)	0

	Total FTEs in year 2023
Number	- 0

TABLE 2 – MULTI -ANNUAL STAFF POLICY PLAN YEAR 2025, 2026, 2027

Function group and grade	Year 2023				Year 2024			Year 2025			Year 2026		Year 2027	
	Authorised Budget		Actually filled as of 31/12/2023		Authorised budget		Modifications under flexibility rule	Authorised budget		Modifications under flexibility rule	Envisaged		Envisaged	
	Officials	TA	Officials	TA	Officials	TA	TA	Officials	TA	TA	Officials	TA	Officials	TA
AD 16	-	-	-	-	-	-		-	-		-	-	-	-
AD 15	-	1	-	-	-	-		-	-		-	-	-	1
AD 14	-	3	-	1	-	3		-	2		-	2	-	1
AD 13	-	3	-	2	-	2		-	3		-	3	-	3
AD 12	-	1	-	3	-	5		-	6		-	7	-	9
AD 11	-	6	-	4	-	7		-	8		-	9	-	10
AD 10	-	12	-	6	-	10		-	10		-	10	-	9
AD 9	-	10	-	13	-	10		-	9		-	9	-	8
AD 8	-	9	-	8	-	6		-	5		-	4	-	4
AD 7	-	1	-	6	-	2		-	2		-	3	-	3
AD 6	-	1	-	-	-	2		-	3		-	3	-	3
AD 5	-	1	-	4	-	1	+4	-	4*		-	2	-	1
Total AD	-	50	-	47	-	52	4	-	52*		-	52	-	52
AST 11	-	-	-	-	-			-	1		-	1	-	1
AST 10	-	4	-	1	-	2		-	1		-	2	-	2
AST 9	-	2	-	5	-	4	-1	-	4		-	5	-	6
AST 8	-	3	-	2	-	4		-	4		-	5	-	5
AST 7	-	6	-	6	-	5	-1	-	4*		-	4	-	4
AST 6	-	7	-	5	-	5		-	5		-	2	-	1
AST 5	-	2	-	3	-	2		-	1		-	1	-	1
AST 4	-	-	-	-	-	2	-2	-	-		-	-	-	-
AST 3	-	-	-	-	-	-		-	-		-	-	-	-
AST 2	-	-	-	-	-	-		-	-		-	-	-	-
AST 1	-	-	-	-	-	-		-	-		-	-	-	-
Total AST		22	-	22	-	24	-4	-	20*		-	20	-	20
AST/SC6	-	-	-	-	-	-		-	-		-	-	-	-
AST/SC5	-	-	-	-	-	-		-	-		-	-	-	-

AST/SC4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST/SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	72	-	69	-	72	0	-	72	0	-	72	-	72
GRAND TOTAL		72		69		72			72		72		72	

. *The anticipated conversion of 2 AST posts to AD in the 2025 Establishment Plan, agreed by the FRA Management Board in its December 2023 meeting in accordance with the flexibility rule under Article 38(1) of the Agency's financial rules, shall not take place as result of the change of priorities regarding the two posts.

External personnel

Contract Agents

Contract agents	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the foreseen budget 2025	FTE corresponding to the foreseen budget 2026	FTE corresponding to the foreseen budget 2027
Function Group IV	21	19	19	21	21	22**	22**
Function Group III	11	7.1*	8*	11	11	11	11
Function Group II	2	4	4	2	2	2	2
Function Group I	-	-	-	-	-	-	-
TOTAL	34	30.1*	31*	34	34	35	35

*Including 1 additional CA FG III recruited under FTE – temporary replacement assignment.

**FRA requests 1 additional CA FGIV for ensuring compliance with the Article 6(8) of the Regulation (EU, Euratom) 2023/2841 on Cybersecurity

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2022	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the foreseen budget 2025	FTE corresponding to the foreseen budget 2026
TOTAL	9	5.8*	6*	9	9	9	9

*Excludes 1 Cost-free SNE, whose contract is currently suspended

TABLE 3 - RECRUITMENT FORECASTS FOR YEAR 2025 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS

Job title in the Agency	Type of contract		TA/Official		CA Recruitment Function Group (I, II, III or IV)
	(Official, TA or CA)		Function group/grade of recruitment Internal (Brackets) and external (single grade) foreseen for publication		
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Head of Unit	1 TA (AD14)		1 TA (AD9-AD12)	1 TA (AD9)	
Adviser	1 TA (AD13)		1 TA (AD7-AD12)	1 TA (AD7)	

Administrator/Officer	2 TA (AD9, AD5)		2 TA (AD5-AD12)	2 AD (AD5)	
Assistant	1 AST (AST3)		1 TA (AST3-AST4)	1 AST (AST3)	
Administrative Agent					

Number of inter-agency mobility Year 2023 from and to the Agency: 1

ANNEX V: Human resources - qualitative

A. RECRUITMENT POLICY

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model decision C (2019)3016	X		
Engagement of TA	Model decision C (2015)1509	X		
Middle management	Model decision C (2018)2542	X		
Type of posts and post titles	Model Decision C (2018)8800		X	FRA applies by analogy decision C (2013)8979

The Agency employs temporary agents 2(f) with the exception of the Director, who is temporary agent 2(a), contract agents 3(a), and seconded national experts who are seconded to the Agency and remain in the employment of their seconding organisation. Detailed rules on the employment of temporary agents 2(f) are set out in the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of employment of other servants of the European Union (EB decision 2015/01 of 23 September 2015). Employment of contract agents is governed by EB decision 2019/03 of 16 May 2019. Employment of seconded national experts is governed by the rules on seconded national experts (MB decision 2017/01 of 11 April 2017) which are based on the Commission's ones adapted to the Agency's requirements. Hi Jona

FRA in order to meet its objectives has identified the following generic job profiles:

- Advisers: undertake duties such as coordination, representation, analysis, and advice, which represent a high added value for the Agency. They require special qualities of the person concerned and, in particular, special expert knowledge and special experience and the capacity to provide guidance of high added value. Typically, these posts would be filled by Temporary Agents in the bracket AD13-AD14.
- Middle Managers: provide strategic and financial management and supervise the operational management within their respective fields covering different areas of FRA activities in respect of sound financial management. Typically, these posts would be filled by Temporary Agents in the bracket AD9-AD12.
- Administrators/ Officers: play a key role in general processes, draft reports, implement policies, analyse, and advise the hierarchy in specific areas, coordinate specific areas of work, or represent FRA in external activities. Typically, these posts would be filled by Temporary Agents in the bracket AD5-AD8 and Contract Agents FGIV. Seconded National Experts also perform similar tasks.
- Assistants: provide support in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, procurement, finance, human resources, research, communication, under the supervision of a higher-level function. Typically, these posts would be filled by Temporary Agents in the bracket AST1-AST9 and by Contract Agents Function Group III.
- Administrative agents: provide secretarial and/or clerical support in operational and administrative areas. Typically, these posts would be filled by Contract Agents Function Group II.

In addition to the abovementioned generic profiles, the Agency in order to increase its efficiency and effectiveness has assigned Heads of Sectors. Their role is to co-ordinate and supervise specific activities undertaken by staff in the sector they are responsible for.

In terms of type of contract and recruitment grade for the different type of functions presented above, FRA has identified all temporary agent posts, with the exception of the Director, as posts of long-term duration.

a) Temporary agents on long term employment

Temporary agents, 2(f), are used for most roles, both managerial and operational, in the Agency, except of the role of Director and those roles that are filled by contract agents. The criteria of the Agency in the identification of the posts as being of a long-term duration are the following:

- for posts covering tasks of a permanent nature as resulting from the mandate and Work Programme of the Agency; and
- to safeguard continuous expertise in the specific areas of human rights
- Long-term temporary agents will be recruited at the levels indicated below in order to permit a long-term career development:
- AST/SC1 to AST/SC2 for the secretaries and clerks function group (AST/SC)1
- AST 1 to AST 4 for the assistant function group (AST)
- AD 5 to AD 8 for the administrator function group (AD).

The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role.

Long-term temporary agents will also be recruited at the level of AD 9 to AD11 and in exceptional cases at grade AD 12 for middle management, and grades AD 13 and AD 14 for adviser positions. Recruitment of middle managers at grades AD9-AD11, and in exceptional cases at grade AD12 shall remain within the limits of 20% of recruitments per year over a rolling period of five years for long-term employment within the Agency.

Temporary agent posts are filled through the following processes:

- internal selection
- inter-agency mobility
- open (external) selection

Internal selection procedure notices are advertised before the the open selection within the Agency, outlining the job description and the candidate requirements. If there are not sufficient qualified candidates through the internal selection process, the process moves to the inter-institutional and open stages of the selection procedure. The inter-agency procedure, which may run in parallel with the open selection, is advertised in the institutions and Agencies. Candidates are required to submit their applications through the Agency's online recruitment system.

In case it is decided to fill in a position via the inter-agency procedure, this is done by running it sequentially or in parallel with the open selections. An inter-institutional is advertised in the institutions and Agencies.

The open selection procedure is advertised through a short notice on the EPSO website, EU Agencies website and social media platforms (e.g. LinkedIn, Twitter, etc.). The full detailed vacancy notice is published on FRA's website and intranet with all necessary instructions. Candidates apply through the online recruitment system. Normally, there is a minimum three-week deadline for submission of applications. Long-term temporary agents are offered a contract of an indefinite period.

Temporary agents on short/medium term employment

The post of the Director is of a fixed period of five years and could be extended once for a period of three years (ref. Article 15 (3) of the Regulation establishing the Agency No 168/2007 of 15 February 2007) and hence is considered short term.

b) Contract agents on long term employment

Contract agents are engaged by the Agency mainly to carry out support roles and for assistance with operational activities. In deciding on the posts to be filled by contract agents on long term employment the Agency takes into consideration if there are posts available in the authorised establishment plan and whether there are needs to be fulfilled based on the Agency's working priorities, as well as new tasks requested by key stakeholders.

The criteria used to identify contract agents for long-term employment are the following:

- Reinforcement of capacities in specific areas of expertise where there is a need of additional resources.
- Reinforcement of existing capacities in support functions as necessary.

Contract agents are usually initially offered a contract of two years renewable for another limited period up to five years. A second renewal is for an indefinite contract provided the first two contracts covered a total period of five years without interruption. Renewals

¹ The Agency will consider requesting such posts progressively in the future (i.e. with departures, retirements, new recruitments)

of contract will depend on the future business needs for the function occupied, performance and budgetary availability.

The selection procedures for the recruitment of Contract Agents follow the EB Decision 2019/03. In addition, the Agency signed in 2010 a Service Level Agreement with the European Personnel Selection Office by which it may use the database of successful candidates to fulfil vacant contract agent positions.

Contract agents on short/medium term employment

The criteria used to identify contract agents for short-term employment are the following:

- to work with specific, time limited projects, and
- to cover needs such as staff going on maternity and parental leave and staff on long sick leave.
- In deciding on the posts to be filled by contract agents on short/medium term of employment, the following factors are considered:
 - there is a short- or medium-term project where the appointment of a permanent resource is not justified
 - there are staff members in long absence due to extended illness, maternity leave, unpaid leave, etc., and
 - A post is being created on a pilot basis and a contract agent is employed until the success of the new post can be assessed.
 - They are offered an initial fixed-term contract whose duration is based on the duration of the tasks to be performed. The contract may be renewed for a second fixed term should the duration of the specific project is extended. All renewals of contract will depend on the business needs for the function occupied and available budgetary provisions.

c) Seconded national experts

Seconded National Experts are staff employed by a national, regional, or local public administration or an IGO, who are seconded to FRA so that it can use their expertise in a particular field. They are selected according to an open procedure published on the FRA’s website. Before their secondment the number of SNE is authorised by the Agency and they are included in the draft estimate of the financial year concerned.

The initial period of secondment, which is specified in the exchange of letters between the Agency and the seconding organisation, may not be less than six months and more than two years. It may be renewed; however, the total secondment will not exceed four years.

Exceptionally, the Director may authorise one or more extensions of the secondment for a maximum of two more years at the end of the four-year period.

An SNE may be seconded to FRA for another time provided that a period of at least six years elapsed between the end of the previous secondment and the start of the new. In cases where the initial period lasted for less than four years, the second secondment can take place before the six years elapse. However, in such cases, the total period of the two secondments cannot exceed the four-year period.

d) External service providers

External service providers are contracted via procurement procedures. Usually this is done through an open tendering procedure. The types of services typically include ICT helpdesk, other ICT assistance, security and cleaning services, and medical doctor services, some of which are on a part-time basis.

B. APPRAISAL OF PERFORMANCE AND RECLASSIFICATION

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C (2015) 9560	x		
Reclassification of CA	Model Decision C (2015)9561	X		

The Agency's policy on performance appraisal and promotion/reclassification – short description

The FRA implements a comprehensive annual career development programme. An individual career development plan is drawn up at the beginning of the year laying down clear, meaningful, and measurable objectives with robust performance indicators in relation to the work programme. A performance appraisal in terms of efficiency, abilities and conduct is done at the beginning of the next year

based on the performance indicators in the annual development plan. The performance dialogue exercise supports the development of people and improves organisational performance.

FRA adopted by analogy in December 2013 the Commission Decision C (2013)8985 of 16 December 2013 on appraisal of the Temporary Agents, and in October 2016 the model decision of the Commission Decision C (2015)1456 of 4 March 2015 on the appraisal of Contractual Agents. These include also the changes introduced by the amended Staff Regulations that came into force on 1 January 2014 (e.g. the appraisal report should include an overall assessment on whether the jobholder's performance has been satisfactory).

FRA's policy with respect to reclassification is conveyed through the EB Decision 2016/01 of 26 February 2016 for temporary staff and in the EB Decision 2016/05 of 7 October 2016 for contract agents.

FRA continuously monitor the reclassification rates to respect as much as possible the rates indicated in Annex IB of the Staff Regulations

The outcome of the appraisal exercise also leads to the learning and development plan based on the identified needs in order to cater for career development. A learning and development plan is designed every year based on these specific needs and in line with FRA's strategic priorities and its learning and development policy. The latter integrates the policy on the financial support scheme of studies for its staff members. It is FRA's policy that all staff is given equal access to appropriate training according to the needs and budget availability. In-house, local, and external training courses take place as well as e-learning. In 2023 the average number of training days per staff was 10, including language training.

Table 1 - Reclassification of temporary staff/promotion of officials

At the time of writing, the 2024 reclassification exercise was finalised and the exercise 2025 is planned to be launch in 2025.

Grades	Average seniority in the grade among reclassified staff						
	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Actual average over 5 years	Average over 5 years (Annex IB SR) (According to decision C (2015)9560)
AD05	-	-	-	-	2.00	2.00	2.8
AD06	6.00	3.63	2.38	3.75	-	3.94	2.8
AD07	5.43	5.00	11.34	3.00	3.00	5.55	2.8
AD08	6.00	4.75	5.81	5.13	4.31	5.20	3
AD09	5.00	4.00	5.00	-	4.00	4.50	4
AD10	-	5.47	6.50	-	-	5.99	4
AD11	-	-	7.00	4.00	-	5.50	4
AD12	-	-	-	-	-	-	6.7
AD13	-	-	-	-	-	-	6.7
AD14	-	-	-	-	-	-	
AST1	-	-	-	-	-	-	
AST2	-	-	-	-	-	-	
AST3	-	-	-	-	-	-	
AST4	4.50	-	6.82	3.33	-	4.88	3
AST5	5.94	3.64	-	-	-	4.79	4
AST6	4.00	-	4.63	4.00	3.00	3.91	4
AST7	-	-	-	3.50	-	3.50	4
AST8	-	4.00	5.00	-	-	4.50	4
AST9	-	-	-	-	-	-	
AST10	-	-	-	-	-	-	

AST/SC1	-	-	-	-	-	-	
AST/SC2	-	-	-	-	-	-	
AST/SC3	-	-	-	-	-	-	
AST/SC4	-	-	-	-	-	-	
AST/SC5	-	-	-	-	-	-	

Note that FRA faces limitations in the availability of posts at the right grades in its establishment plan, which impacts on its ability to offer reclassification possibilities in line with the guiding career average. Consequently, FRA's establishment plan needs to be adjusted for ensuring alignment with the applicable implementing rules.

Table 2 - Reclassification of contract staff

The 2024 reclassification exercise was finalised by the date of the present document.

Function Group	Grade	Staff in activity at 01.01.2024	How many staff members were reclassified in 2024 ²	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to decision C (2015)9561
CA IV	17	1	-	-	Between 6 and 10 years
	16	8	1	3.21	Between 5 and 7 years
	15	5	1	2.00	Between 4 and 6 years
	14	5	2	2.50	Between 3 and 5 years
	13	-	-	-	Between 3 and 5 years
CA III	12	-	-	-	
	11	2	-	-	Between 6 and 10 years
	10	5	1	2.00	Between 5 and 7 years
	9	1	-	-	Between 4 and 6 years
	8	-	-	-	Between 3 and 5 years
	7	-	-	-	
CA II	6	1	-	-	Between 6 and 10 years
	5	3	1	3.17	Between 5 and 7 years
	4	-	-	-	Between 3 and 5 years
CA I	2	-	-	-	Between 6 and 10 years
	1	-	-	-	Between 3 and 5 years
Total		31	-	-	

HR implementing rules foreseen for adoption Year 2025

Commission Decision on prevention of and fight against sexual and psychological harassment – possibly a model decision to be drafted and adopted

Commission Decision on absences as a result of sickness or accident – adoption by analogy or opting out and adoption of a model decision in case of an ex-ante agreement

Note: the adoption of further Implementing rules depends on the decisions that may be taken by COM which are unknown by FRA when drafting the present document.

² Given the very low number of CA in each grade that can be reclassified in a given year (1 or 2), in view of the small staff population overall, the desired average duration cannot be effectively applied on an individual annual basis. FRA takes into consideration a rolling average, similar to for TA, to ensure the rate of reclassification of CA staff is appropriate.

C. MOBILITY POLICY

Following the adoption in September 2015 of the new policy on the engagement and use of temporary agents 2(f), each time the Agency decides to fill in a vacant post TA 2f, the post may be filled by internal mobility, by mobility between Union Agencies or by external selection procedure. Internal mobility includes internal publication or transfer in the interest of the service. In 2020 the Agency has not published any post internally.

Mobility among agencies (Inter-agency Job Market)

With the entry into force of the new policy on the engagement of temporary agents 2f, the inter-agency job market forms an integral part of the new policy. In 2020 FRA published zero posts through the inter-agency job market.

Mobility between the agencies and the institutions

FRA does not pro-actively pursue such mobility since it does not have any permanent posts in its Establishment Plan and therefore such mobility may not be possible. In the future by creating permanent posts the possibility for mobility in this sense will be feasible.

Traineeship

Following the revision of the Rules governing the Traineeship at FRA entered into force on 11 May 2023, FRA offers traineeships starting on 1 October and on 1 April for a period of 6 months. Trainees are awarded a monthly grant corresponding to 25% of an AD5/step 1 temporary agent salary, reflecting the policy for trainees at the European Commission. The traineeship programme is addressed mainly to recent university graduates. It aims to provide trainees with an understanding of the objectives and activities of the Agency, a practical experience and knowledge of the day-to-day work of the FRA and the possibility to put their learning into practice and contribute to the Agency's mission. In October 2024 FRA offered traineeship to 18 trainees.

As part of the general Traineeship Programme particular provisions are foreseen for candidates with ROMA background and for those with disabilities.

The selection procedure is open and transparent through the publication of a call for applications on the FRA's website. The detailed rules governing the traineeship programmes at FRA may be consulted under the following links: [Rules governing the traineeship at FRA](#).

GENDER REPRESENTATION

Table 1 - Data on 31/12/2023 /statutory staff (only officials, AT, and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	0	0%	26	38%	12	40%	38	38%
	Assistant level (AST & AST/SC)	0	0%	10	14%	7	23%	17	17%
	Total	0	0%	36	52%	19	63%	55	56%
Male	Administrator level	0	0%	21	30%	7	23%	28	28%
	Assistant level (AST & AST/SC)	0	0%	12	17%	4	13%	16	16%
	Total	0	0%	33	48%	11	37%	44	44%
Grand Total		0	0%	69	100%	30	100%	99	100%

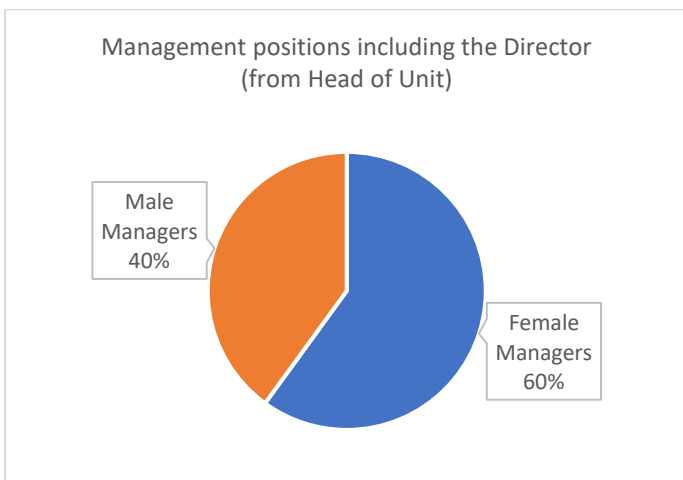
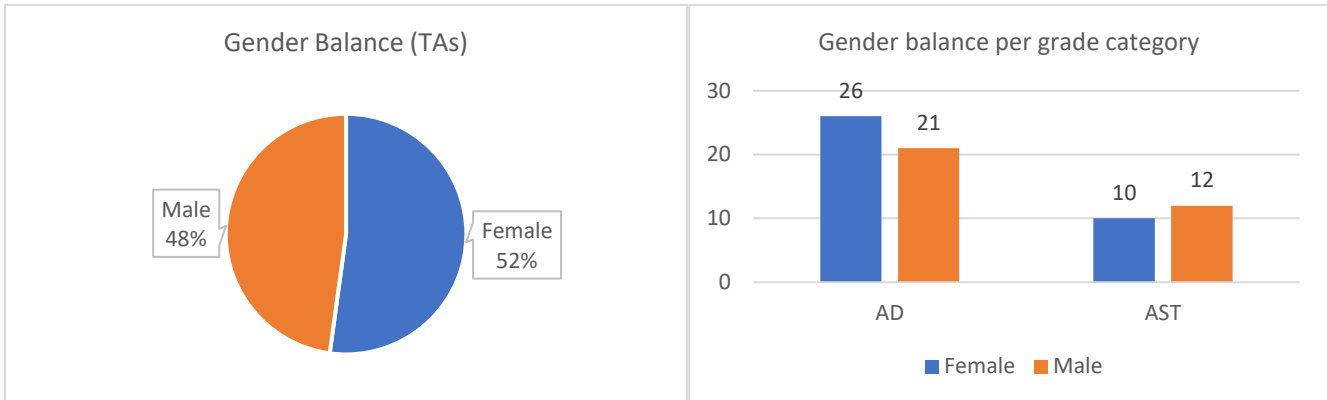
Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management

	2019		2023	
	Number	%	Number	%
Female Managers	3	50%	3	60%

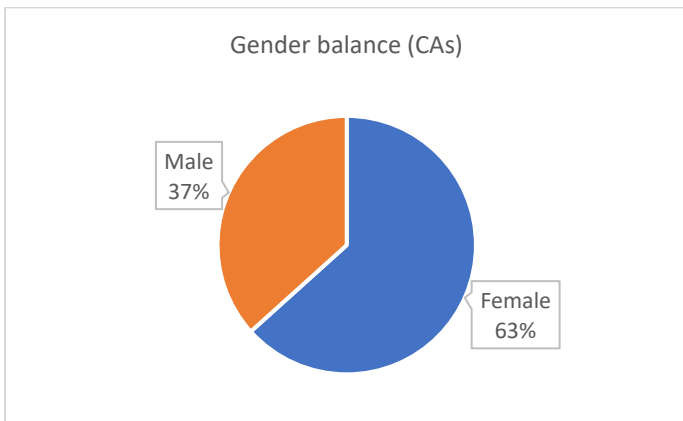
Male Managers	3	50%	2	40%
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The charts below illustrate the staff breakdown by contract type and function group and the gender balance in 2019:

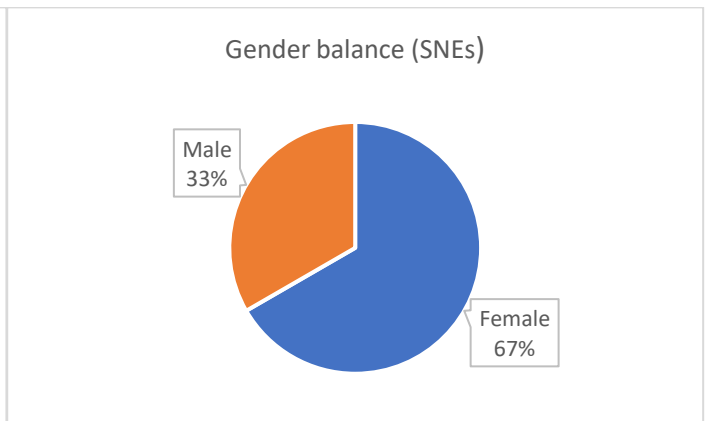
1. Temporary Agents



2. Contract Agents



3. Seconded National Experts (SNEs)



D. GEOGRAPHICAL BALANCE

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Table on 31/12/ 2023- statutory staff only (officials, AT, and AC)

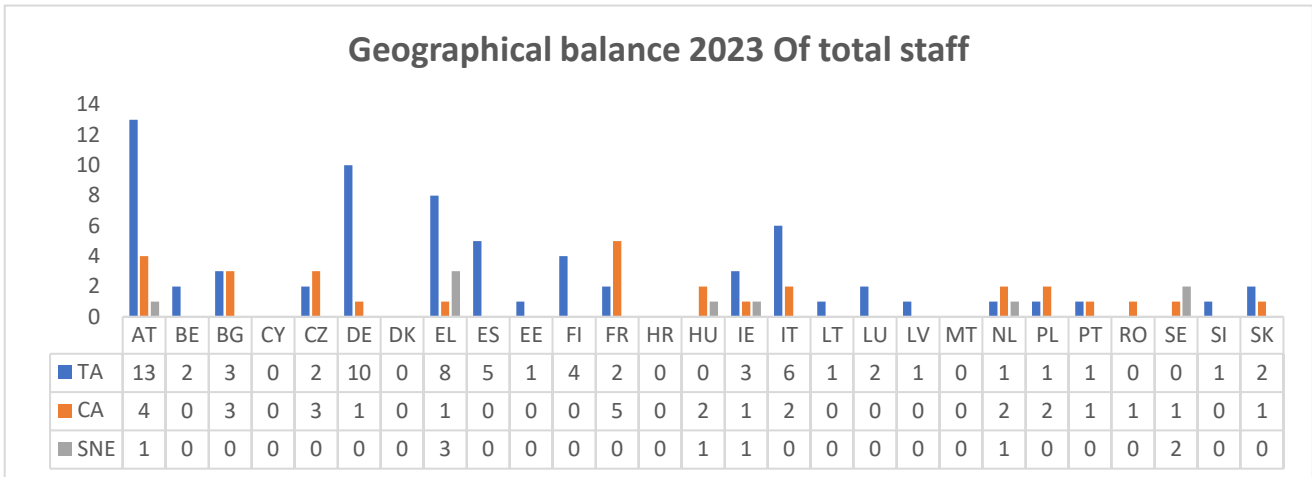
Nationality	AD + AC FG IV	AST/SC- AST + CA FG I/CA FGII/CA FGIII	TOTAL
-------------	---------------	--	-------

	Number	% of Total Staff members in AD and FG IV categories	Number	% of Total Staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	9	14%	8	24%	17	17.2%
BE	0	0%	2	6%	2	2.0%
BG	4	6%	2	6%	6	6.1%
CY	0	0%	0	0%	0	0.0%
CZ	4	6%	1	3%	5	5.1%
DE	10	15%	1	3%	11	11.1%
DK	0	0%	0	0%	0	0.0%
EL	5	8%	4	12%	9	9.1%
ES	4	6%	1	3%	5	5.1%
EE	1	2%	0	0%	1	1.0%
FI	2	3%	2	6%	4	4.0%
FR	4	6%	3	9%	7	7.1%
HR	0	0%	0	0%	0	0.0%
HU	2	3%	0	0%	2	2.0%
IE	3	5%	1	3%	4	4.0%
IT	6	9%	2	6%	8	8.1%
LT	1	2%	0	0%	1	1.0%
LU	1	2%	1	3%	2	2.0%
LV	0	0%	1	3%	1	1.0%
MT	0	0%	0	0%	0	0.0%
NL	2	3%	1	3%	3	3.0%
PL	3	5%	0	0%	3	3.0%
PT	0	0%	2	6%	2	2.0%
RO	1	2%	0	0%	1	1.0%
SE	0	0%	1	3%	1	1.0%
SI	1	2%	0	0%	1	1.0%
SK	3	5%	0	0%	3	3.0%
TOTAL	66	100%	33	100%	99	100%

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

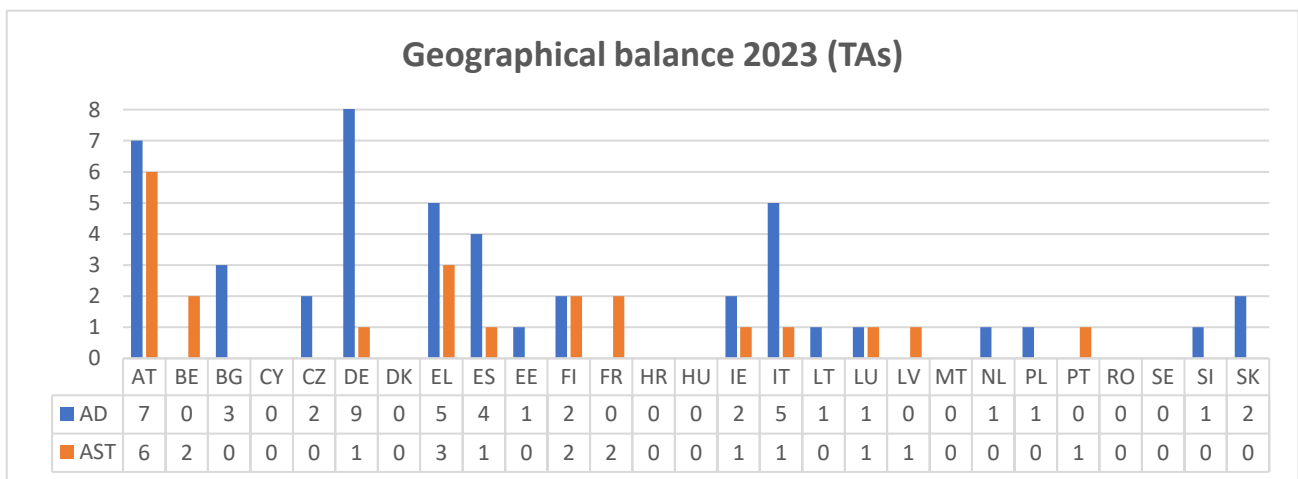
Most represented nationality	2019		2023	
	Number	%	Number	%
AT	18	17,6%	17	17.2%
Total	102	100%	99	100%

In 2023, the workforce of FRA covered 23 nationalities representing out of a total of 27 Member States. FRA will continue its effort to develop and to increase the number of nationalities. As for example, at the date when the present report was written (Q4 2024), 24 nationalities were represented at FRA.

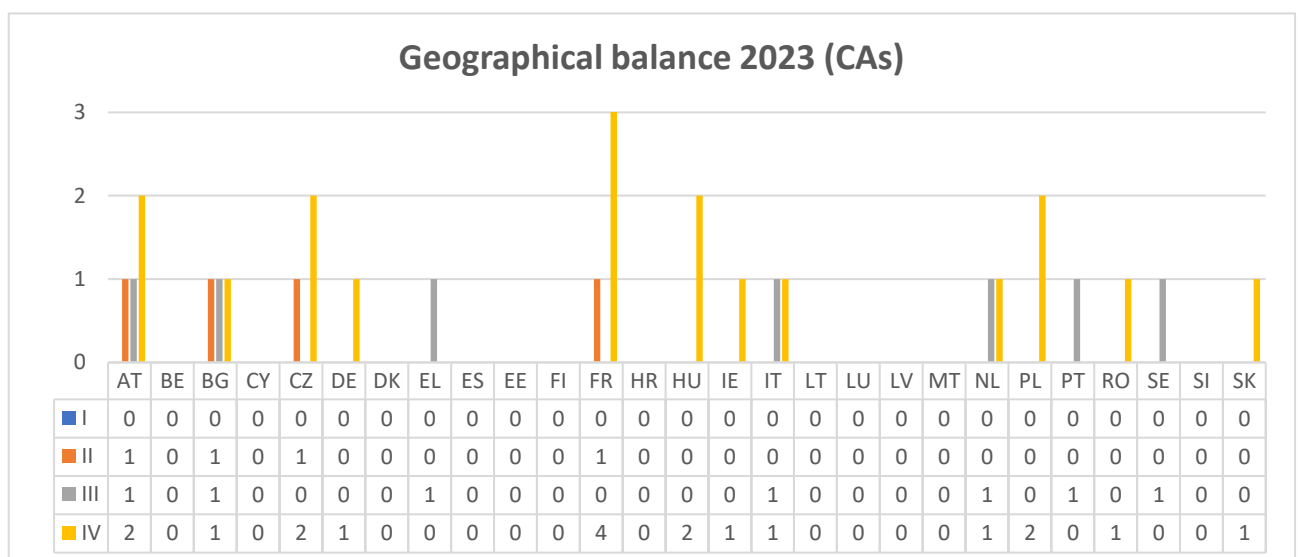


A detailed breakdown per contract type (i.e. temporary agents, contract agents and seconded national experts) and function group is presented below.

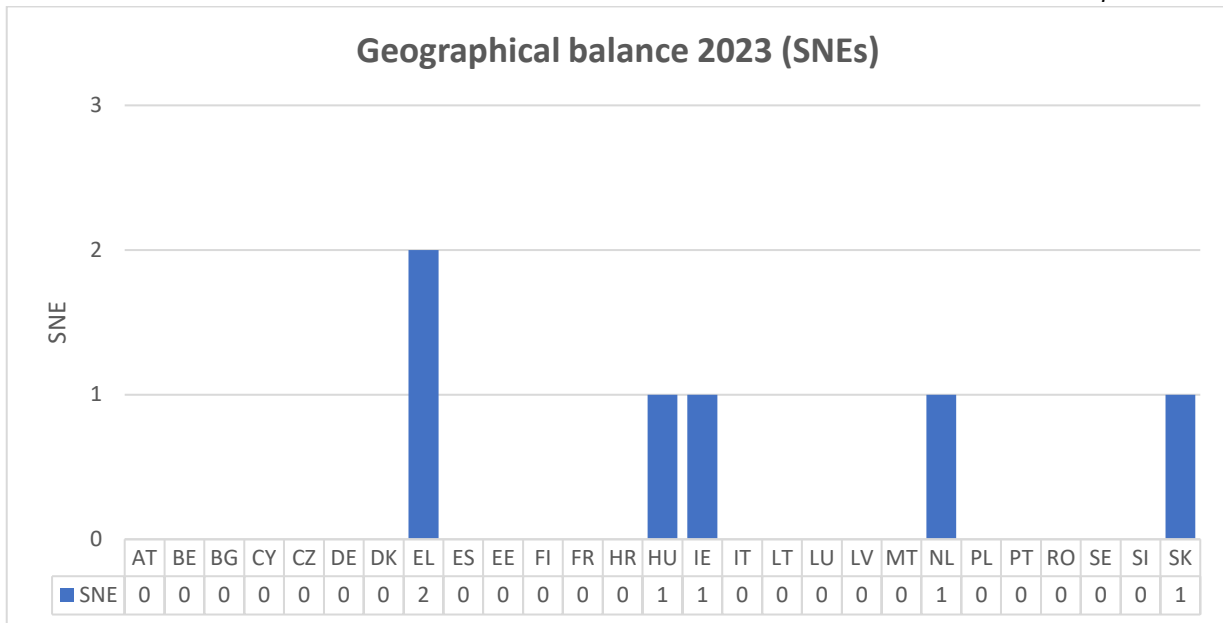
Temporary Agents: a total of 20 nationalities as shown below.



Contract Agents: a total of 15 nationalities as shown below



Seconded national experts: a total of 6 nationalities as shown below



E. SCHOOLING

Agreement in place with the European School(s) of: No European School(s) exists in AUSTRIA				
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X
Number of service contracts in place with international schools:	1			
Description of any other solutions or actions in place: Having regard to the Guidelines on Staff Policy in the European Regulatory Agencies as adopted by the European Commission on 16 December 2005 (C(2005)5304) and in particular to point 2.3.3 thereto, the European Union Agency for Fundamental Rights is implementing the MB Decision 2023/17 on the education and childcare costs of children of FRA staff.				

Schooling is a key factor in enabling FRA to attract and to retain qualified staff members. In the absence of a European School and a European Section in Austria, the Management Board of the FRA adopted a revised policy on the education and childcare costs of children of FRA staff through the decision 2023/17. This decision replaces the two previous decisions, one regarding childcare facilities costs for pre-school children of FRA staff (MB decision 2013/06) and another one on education costs for children of FRA staff in Vienna or at no greater distance (MB Decision 2013/07). The Management Board decision sets the framework for implementing the Social Measures at FRA, bringing the schooling policy closer to the Commission's approach and the needs of FRA. Staff members enjoying the benefits of these measures are not entitled to receive the education allowances provided for in Article 3 of Annex VII of the Staff Regulations since the schools are considered as a non-fee-paying ones.

F. LEARNING AND DEVELOPMENT

For FRA learning and development is an on-going process and an investment in people. In order to encourage growth and development FRA has devoted an average of 10 learning and development days to the staff and an annual budget allocated per staff member. Besides that, FRA annually organises wide range of Learning and Development activities including mandatory training (such as on the prevention of psychological and sexual harassment; unconscious bias as well as on ethics and integrity). These are complimented by various workshops and language training for integration of staff and staff partners/spouses into the host city and for the third language requirements. Additional profession training is made available in online language courses, as well as via the Commission EU Learn portal.

G. STAFF WELLBEING

FRA acknowledges that wellbeing at work contributes to a positive working environment, improved staff engagement, improved health, and productivity, increases job satisfaction, quality of life-work integration and improved overall organisational performance. Periodic, wellbeing surveys are conducted at the FRA and the annual HR action plan includes a chapter on initiatives designed to ensure wellbeing.

H. HYBRID WORKING

FRA acknowledges the need to provide a variety of working tools and solutions for its workforce and from this perspective has adopted by analogy via EB decision 2022/03 on 14 September 2022 the Commission Decision C (2022)1788 on working time and hybrid working. The new legal framework facilitates 'hybrid working', a combination of working at the office and teleworking, where both modalities are considered equivalent. The adoption of the decision is part of a modernising trend in organisations following the COVID 19 pandemic, focusing on result-based management and objective-driven performance to increase efficiency of operation.

ANNEX VI: Strategy for achieving efficiency gains

The elaboration of an efficiency gains strategy is based on the following (non-exhaustive list of) completed and ongoing initiatives:

- to further optimise current business processes through mapping and re-engineering of processes;
- to further optimise its current internal practices and further adopt cloud technologies allowing task automation – efficiencies through automation of repetitive tasks;
- introduce changes to the organisational set-up leading to a potentially better use of existing capacity;
- introduce a more systematic and continuous set-up of cooperation platforms as well as establishing shared services with other Agencies;
- to continue its participation to inter-institutional public procurement procedures of the Commission services as well of the Agencies network – efficiencies through shared procedures and resulting in increased buying power and hence resulting prices for services and goods;
- simplify the rules and procedures to be applied for financial and human resources management, this facilitating the achievement of efficiency gains – achieved also by adopting the Commission’s Hermes-Ares-Nomcom (HAN) platform which allows to perform electronic workflows, digital signatures and filing of documents more efficient
- carry out a qualitative assessment of the efforts to increase efficiency;

In relation to that, it appears that service transformation and re-design of processes are crucial to achieve both technical and allocative efficiency and to unlock transformational improvements in efficiency. To this end, the Agency has implemented a number of actions that resulted in an increase of productivity and achievement of efficiency gains. With a view of reaching further efficiencies, the Agency is currently undertaking the following initiatives in the four efficiency clusters:

Cluster I: Digital Services and Facilities

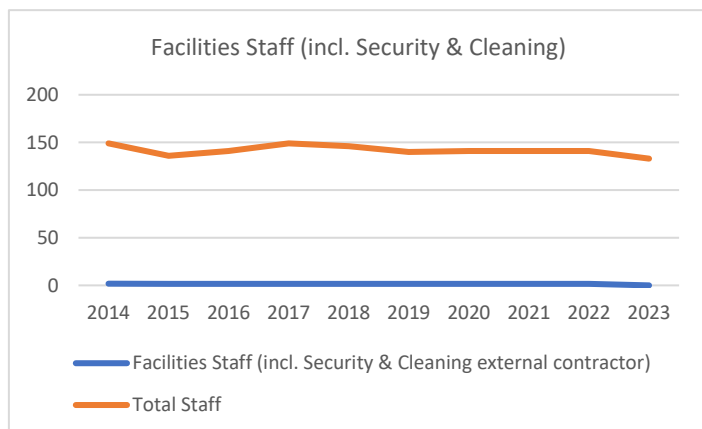
Over the past years, the Agency has rapidly modernised its Information and Communication Technologies by introducing state-of-the-art tools, common business architecture and latest IT solutions allowing for creation of full mobile workstations that enable a more collaborative digital workplace.

The Agency further optimised its resources through the adoption of cloud services in 2020 and hence it is possible to provide more services with the same resources. A hybrid cloud services was adopted and finalised in 2023 following the migration the remaining on premises applications to the cloud. The Agency already implemented cloud-based data analytics for administrative reporting needs. Furthermore, it adopted the Commission’s Hermes-Ares-Nomcom (HAN) platform replacing its on premises custom based solutions.

In Q2 2024, the Agency launched an internal Artificial Intelligence (AI) initiative with the objective to identify use cases where AI can be adopted to enhance productivity and efficiency. In line with this initiative the Agency started to use AI services offered by the Commission such as eSummary and eBriefing. An AI task force was set up to pilot specific use cases and the first results of the foreseen pilots are expected in Q1 2025. Overall, the adoption of such AI tools are expected to result in efficiency gains in the areas of administrative tasks, desk research and data analysis and visualisation.

Due to the synergies and efficiency gained, it remained possible for a small IT helpdesk to provide best service to ever-growing staff. Similarly, the Agency was able to retain a relatively low number of facilities staffs.

The staff evolution within the domain ICT helpdesk vis-à-vis an increase of the general staffing number.



Year	Facilities Staff (incl. Security & Cleaning external contractor)	Total Staff
2014	1.8	149.0
2015	1.7	136.0
2016	1.6	141.0
2017	1.6	149.0
2018	1.6	146.0
2019	1.6	140.0
2020	1.6	141.0
2021	1.6	141.0
2022	1.6	141.0
2023	1.6	133.0

The staff evolution within the domain facilities vis-à-vis an increase of the general staffing number.

The Agency continues to optimise its resources to achieve further efficiencies. The following list exemplifies the actions already taken or being in the process of implementation:

- The Agency redesigned its ICT systems to allow the IT to better utilise cloud services by setting up a hybrid infrastructure and hence reduce costs related to the management and maintenance of its on-premises datacentre infrastructure. Cloud services implementation is well advanced, and legacy applications were replaced by cloud-based solutions. While adopting the cloud services the Agency does so by respecting the related data protection regulation.
- Further utilisation of the Commission ICT systems related to Human Resources Management (Sysper) and asset management (ABAC Assets) as well as for Mission Management (MiPS). Moreover, the Agency adopted Hermes-Ares-Nomcom (HAN) Commission solution for document registration and electronic workflows offering integration with EUSign.
- Mission requests are reduced while use of video conference technologies increased. An indicator is the increased number of video and web conferencing requests over the last two years.
- Use of Interinstitutional framework contracts, e.g. ICT, Facilities, Audiovisual and other administrative services.
- Over the last years, the Agency took measures to reduce its facilities related costs by optimising internal facilities management, changed its electricity provider, and enhanced its data centre cooling system. These changes reduced facilities management costs by an overall 10% and maintained this reduced consumption throughout the last years.

Year	Facilities Staff (incl. Security & Cleaning)	Total Staff
2014	8.3	149.0
2015	8.3	136.0
2016	7.8	141.0
2017	7.8	149.0
2018	7.8	146.0
2019	7.8	140.0
2020	7.8	141.0
2021	7.8	141.0
2022	7.8	141.0
2023	7.8	133

More specifically in the area of environmental management, the Agency undertook the following actions to reduce its environmental impact:

- The Agency changed the electricity provider to one that produces electricity from renewable sources.
- Premises heating is provided by district heating system (Fernwärme) instead of electricity, gas or fossil fuelled heating.
- The datacentre cooling system is heat-exchange based system, which reduced electricity consumption to more than 60%.
- The Agency implements a recycling “waste material” programme and also ensures that any old equipment is properly donated or recycled.
- The Agency launched a procurement procedure for the identification of new premises following the approval by the European Parliament and Council budget committee. The main reason for this initiative is to move to a new building which will allow the Agency to meet the requirements of the European Green Deal by 2030 since the current premises do not meet such requirements. Given the opportunity, the Agency is looking to reduce the occupancy space by adopting a shared office environment approach similar to the one used by the Commission (8 office spaces for 10 employees). This foreseen reduction of office space is expected to reduce the related building costs such as rent, energy consumption, cleaning etc. The expected savings are foreseen to be approximately 15%. However, the overall cost reduction is subject of the local market and the outcome of the public procurement procedure which is expected to be finalised by mid-2025.

Cluster II: Finance & Contracting

- The Agency has introduced some enhancements in the reporting for financial execution, accounting, and project manager. A new version of MATRIX is in place and the use of Power BI has provided a more reliable, agile, and faster consultation system.
- With the reinforced use of online tools (namely ARES, as mentioned above), the financial circuits became better secured for validations and filing. There is also an increase of use of electronic invoices as well as accepting those in pdf sent to a specific functional email address, making the payment delays shorter.
- Treasury services are managed by DG BUDG facilitating its management.
- The use of inter-institutional framework contracts is very wide, representing important synergies and economies of scale.
- The use of e-tendering eases the planning, launch and follow-up of the procurement procedures.

Cluster III: 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. During 2024 a regular revision of procedures took place providing the opportunity for simplifying the workflows and optimising the tasks performance and the use of the internal resources. A specific re-design activity took place to frame the process of procurement, internal quality review of research projects.
- The financial circuits been simplified in payments and de-commitments with a reduction in the chain of control OVAs. This will increase the level of efficiency while maintaining the necessary level of compliance which will be periodically assessed.
- In the process for project implementation, the planning phase has been simplified with a new integrated approach. This will allow a standardised implementation of the projects and an increase of productivity via the reduction of coordination meetings replaced with the use of existing project management system.
- A process for ex post controls has been designed following a risk-based approach with the introduction of quality 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 of productivity is expected by reduction of the working hours for controls otherwise performed on samples of all the budget lines.

Cluster IV: Planning, Monitoring, Evaluation and Reporting

Efficiency gains are crucial in the public sector and require a meticulous approach that involves specific tools, methodologies, and concrete steps to boost productivity. Planning, monitoring, evaluation, and reporting of activities are essential to achieving this goal. At FRA, we have established several mechanisms to ensure that these aspects are well integrated and streamlined:

- Efficiency Through Consolidation: The Integrated Planning Approach.

By bringing all planning, monitoring, reporting, and evaluation activities into one cyclical process, IPA eliminates redundancies and ensures that every stage of programming is interconnected. This holistic strategy reduces overlaps, streamlines workflows, and optimizes resource allocation. This approach fosters synergies and coherence, both internally and with external stakeholders. Recent enhancements to the IPA reflect our organizational restructuring, emphasizing cross-unit collaboration by creating an integrated planning team. We've also simplified the process, offering clearer decision-making pathways and well-defined roles. This approach not only optimizes resource utilization but also aims to reduce workload and boost productivity.

- Efficiency Through Precision: The Performance Measurement Framework.

The Performance Measurement Framework provides a comprehensive set of indicators that allow FRA to set precise targets and measure performance against them. By offering insights on crafting and leveraging KPIs, the framework ensures that resources are directed towards initiatives that yield the highest impact, thereby maximizing return on investment. The PMF is an instrumental tool that guides the planning, monitoring, and evaluation of FRA's performance to gauge the results and milestones of FRA's interventions. The framework offers insights on crafting KPIs to evaluate our activities annually and over multiple years. An impending review of the PMF will further amplify our capability to harness KPIs, particularly in upcoming programming documents and activity reports. This focus will underscore FRA's tangible outputs, audience engagement, and contributions to broader outcomes.

- Efficiency Through Transparency: The Consolidated Annual Activity Report.

The Consolidated Annual Activity Report (CAAR) serves as a transparent account of FRA's accomplishments concerning strategic priorities, multi-annual objectives, thematic areas, and operational activities. By providing a granular perspective on performance metrics in the 'Core Business Statistics' annex, stakeholders can easily assess the effectiveness of initiatives. This transparency fosters trust, encourages stakeholder engagement, and ensures that feedback loops are short and actionable, leading to rapid improvements.

- Efficiency Through Continuous Improvement: The evaluation mechanisms.

Regular evaluations ensure that FRA's projects are always aligned with best practices and evolving needs. By identifying challenges early and rectifying them, FRA ensures that projects remain on track, resources are utilized effectively, and desired outcomes are achieved with minimal wastage. We employ ex-ante, interim, and ex-post evaluations for our projects, ensuring timely identification and rectification of challenges. These evaluations serve as learning tools, fostering accountability, and enhancing our methodologies. The insights gleaned from these

evaluations are deliberated upon internally, engaging diverse stakeholders. Summaries of these evaluations are then incorporated into the Annual Activity Report, ensuring transparency and accountability.

Cluster V: Human Resources Management

A number of initiatives have been undertaken in recent years to improve overall organisational fitness, efficiency, and productivity. The HR capacity will soon be strengthened and it has been more integrated in the overall planning and monitoring processes. An HR strategy will be developed to ensure optimal human resource management:

The Agency makes use of a number of contracts and SLAs to support key HR processes, in particular SLAs with DG HR and PMO. Deployment of further modules of SYSPER continues as they are made available by the Commission. The Agency started implementation of the HR Reporting and Analytics module, which will improve data analysis. The implementation of SYSPER has brought efficiencies in a number of HR processes linked to career and working conditions. Further benefits are expected when additional modules, such as the appraisal and promotion modules, will be rolled out in production (implementation depended on the availability of resources in DG HR). The Agency also makes use of IT tools and automation in various HR processes, including payroll, recruitment and learning and development.

Following the development of a Competency Framework in 2021, the Agency will carry out a skills mapping exercise to identify the existing in-house skills, with the aim to achieve an efficient use of its resources, plan for future or changing needs and increase motivation and engagement of staff.

The outcome of the skills mapping should feed into the further development of the competency framework. The two tools will provide a holistic approach to managing and developing talent at the Agency.

Importantly, it should be noted that, while the Agency worked towards the achievement of efficiency gains, it also managed to improve its overall performance in the implementation of its mandate. In particular, while boosting both productivity and efficiency, the Agency has prioritised its core activities and ensured the timely delivery of services and expected outputs.

However, while the Agency has obtained an extra capacity by improving several processes and generated via other efficiency initiatives, the demand for human resources has constantly increased. This is due to the need to address the ever-growing workload linked to FRA core activities, including new tasks that have been assigned to the Agency by the EU legislature.

Although FRA will continue its efforts towards further efficiency gains through the optimum use of its resources, we expect that in 2025-2027 the demands for human resources and the expected capacity increases will not be balanced with the existing resources and FRA will have to request additional workforce from the budgetary authorities or apply negative priorities as earlier presented in the document (see Section II Human and financial resource - outlook for years 2025 - 2027).

REDEPLOYMENT

Given the size of the Agency, there is a limited scope for further re-deployment. However, the Agency will continue to seek efficiency gains by inter alia conducting the skills mapping, revising its Competency Framework, and further simplifying procedures where possible.

ANNEX VII: Environmental management

1. Context of the Agency and its environmental management strategy

The Agency actively looks in its environmental management approach, which is part of its annual Facilities Management work plan. On an annual basis the Agency looks in optimising the use of existing environmental measures as well as at the possibilities to introduce new environmental management measures.

2. Overview of the agency's environmental management system

The Agency is currently in the process of prospecting the market for new premises following the approval of the budget committees of the European Parliament and the Council. In its proposal to the committees the Agency indicated that one of the main requirements is that the new premises should meet high environmental standards such as BREEAM and LEED which will allow it to meet the requirements of the EU Green Deal.

In its current premises, the Agency implemented a number of actions to reduce its environmental footprint the last years even if it is not EMAS registered. This is due to the limited resources available to it, human and financial, as well as to the condition of the building that it rents. Finally, acquiring an environmental management system certification was not considered to be a priority. Having said that the Agency took a pragmatic approach in considerably improving its environmental footprint by introducing measures at indicated under section 3. In this regard it participates in an inter-institutional framework contract which will enable the Agency to undertake an assessment and plan its future actions.

3. Environmental aspects, indicators, and targets

The list of practical measures and indicators employed in the current premises, where possible, are described below:

1. **Energy and water consumption:** The Agency changed its electricity provider to a provider that produces energy from renewable sources. Furthermore, it changed its datacentre cooling system from a purely electricity one to an environmentally friendly one, which operates based on the "heat exchange" principle. Meaning that if the outside temperature is below 25 degrees the datacentre is not cooled using electricity. This means that for about 7-8 months per year, the Agency makes use of renewable sources to operate the data center cooling system. Moreover, the Agency is in the process of replacing its light bulbs to LED technology bulbs. The Agency monitors the implementation of these measures by keeping stable or reducing the annual water and energy consumption.
2. **Waste management:** The Agency takes measures to reduce internally generated waste and to recycle the generated waste. Different recycle bins are installed allowing staff to also contribute by sorting out daily waste. Furthermore, the Agency ensures when the contractor is asked to dispose waste, it also provides certificates that it was done in an environmentally friendly manner and in accordance with the national regulations.
3. **Paper use:** The Agency is promoting the use of recycled paper for internal use. Also, all its paper publications are using recycled and environmentally friendly material. Finally, the Agency is working in digitising its internal processes to reduce use of printing paper.
4. **Building emissions to air:** Measures to reduce building emissions are linked to the heating system. It is provided by the district heating system (Fernwärme) instead of electricity, gas or fossil fuelled heating, hence reducing emissions.
5. **Professional mobility:** The Agency promotes the use of bicycle amongst its employees by offering a secure parking space inside its building. Also, it supports and promotes the use of videoconference technologies, hence eliminating the need of mission travelling. Over the last years the use of videoconference is considerably increased. This results in CO2 emissions reductions due to the reduced number of missions.
6. **Green Public Procurement (GPP):** The Agency follows the practices of the Commission Services when publishing tenders, which include provisions linked to GPP. For example, in tenders related to Facilities the use of environmentally friendly products is requested.

In the ongoing procedure for the new premises the environment requirements are present and of high standards.

4. Actions to improve and communicate environmental performance

To further improve the environmental management approach of the Agency, the Agency is planning to undertake the following actions:

1. **Donations:** For 2023 the Agency is donating electric and office equipment to charity organisations who in return are reusing equipment in their community projects. Hence, contributing to the reduction of waste disposal. The same is foreseen for 2024.
2. **Printing use:** Eliminated 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, if printing is required. The reduction of printing services is also evident from the reduction of related costs by more than 50% in comparison to the pre pandemic period.

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

Staff are encouraged to follow certain practices like switching off lights, 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, using bicycles by offering adequate parking space or avoid unnecessary printing.

In accordance with the Commission's guidance on energy consumption, the Agency took measures to reduce the electricity and heating consumption in its premises by changing its practices. In this line of development, information sessions were also organised to inform staff on the changes and to explain how they can contribute to reducing energy consumption.

ANNEX VIII: Building policy

	Name, location and type of building	Other Comment
Information to be provided per building:	Schwarzenbergplatz11, Vienna, AT-1040, Austria	Following the approval received by the EP and Council budget committees the Agency launched a procedure for the identification of new premises. This currently ongoing.
Total Surface area (in square metres)	5,546	It should be noted that the offices are accommodated in an old building which is renovated keeping its original layout and does not provide any luxurious modern amenities. In addition, the price per m2 for the net office space (i.e. 3704 m2) is on the lower end of the average prices in central Vienna areas.
Of which office space	3,704	
Of which non-office space	1,842	
Annual rent (in EUR)	1,036,670 EUR	None
Type and duration of rental contract	Lease agreement for an initial period of 10 years with the provision for an indefinite period.	
Host country grant or support	In the past based on a letter of intent the Agency received from the Austrian authorities, the host country a subsidy for the rent. Currently, there is no such commitment from the Austrian Authorities.	None
Present value of the building	N/A	None

	Building Name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT			Break out clause Y/N	Conditions attached to the breakout clause (if applicable)	Host country grant or support
			Office space	Non-office	Total	Rent (€/Year)	Duration of the contract	Type			
1	Schwarzenbergplatz 11, standalone building	Vienna, AT-1040	3704	1842	5546	1003962,4	Indefinite	Lease agreement	Y	Following the expiration of the 10 years lease agreement, the Agency the breakout clause (6 months' notice period) applies. Also, the Agency is in the process of finding new premises.	0

Building projects in planning phase:

The Agency is currently looking for new premises. The Agency submitted its request for new premises to the European Parliament and Council budget authorities and received their agreement in March 2023. The procedure for the identification of new premises is currently in progress and it is expected to be finalised within 2025.

ANNEX IX: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
The Agency is recognised as an international organisation.	The Director, the Heads of Units, the Heads of Sector and two designated senior staff members with grades AD9 or above, have been granted diplomatic status. They can claim VAT reimbursement and register tax free vehicles every two years.	In the absence of a European School and a European Sector in Austria the Agency has adopted two social measures: one regarding financial support to nursery schools and day care centres, and another one to Multilingual tuition for children of the Agency staff In Vienna.
The Agency enjoys VAT exemption.	The Agency's staff members (the remaining Temporary Agents and all Contract Agents) which are non-Austrians can register a tax-free vehicle every two years.	-
No other privileges are offered to the Agency.	The Agency has been granted access to the UN Commissary, where staff members can purchase certain tax-free items up to a limit based on their annual salary in accordance with the UN conditions. Non-Austrian staff members which are holders of diplomatic (Red) cards are also exempt from the broadcasting levy (GIS).	-

ANNEX X: Evaluation of the FRA

Consistent with past practices, FRA is committed to evaluating its work under the Single Programming Document 2025 - 2027 with the dual objective of demonstrating accountability for resource utilization and to ensure continuous organizational improvement and learning.

In line with the Better Regulation Guidelines, evaluation activities at FRA are evidence-based assessments of the extent to which an intervention:

- is *effective* in fulfilling expectations and meeting its objectives;
- is *efficient* in terms of cost-effectiveness and proportionality of actual costs to benefits;
- is *relevant* to current and emerging needs;
- is *coherent* (internally and externally with other EU interventions or international

agreements); and

- has *EU added value* — i.e. produces results beyond what would have been achieved by Member States acting alone.

Evaluations provide an independent and objective judgment, supporting decision-making and contributing to strategic planning and the design of future interventions.³ Depending on the stage of the project's life cycle during which the evaluation activities are conducted, there are different types of evaluation at FRA such as:

- Ex-ante, interim and;
- Interim/Ex-post evaluations;

According to the Financial Rules of the European Union Agency for Fundamental Rights ex-ante evaluations support the preparation of interventions and shall identify and analyse the issues to be addressed, the added value of Union involvement, objectives, expected effects of different options and monitoring and evaluation arrangements. Interim or ex-post evaluations shall assess the performance of the programme or activity, including aspects such as effectiveness, efficiency, coherence, relevance, and EU added value. They shall be undertaken periodically and in sufficient time for the findings to feed back into the planning cycle for the preparation of related programmes and activities.

In line with its Founding Regulation, FRA has an obligation to regularly evaluate its activities, prepare an action plan to follow up on the conclusions of evaluations, and report annually to the Management Board on the results of its evaluations.

The selection process for evaluations to be conducted in 2025 is based on various factors such as the expenditure scale of interventions, their strategic relevance, the likelihood of interventions to influence policy making or potential for leveraging partnerships, learning potential through innovative approaches, as well as the timeliness and feasibility of conducting an evaluation. Accordingly, FRA plans to conduct the interim assessment of the FRA Strategic Plan 2023-2028 in 2025. Additional evaluations may be incorporated throughout the year.

³ European Commission. 2021. Better Regulation Guidelines.

ANNEX XI: Strategy for the organisational management and internal control systems including their anti-fraud strategy as last updated

Internal Control systems

In 2018 the Agency revised and adopted a new Internal Control Framework (ICF) moving away from a purely compliance-based to a principle-based system, whereby the services are offered the necessary flexibility to adapt to their specific characteristics and circumstances while ensuring a robust internal control with a consistent assessment. This approach aims at helping the organisation to achieve its objectives and sustain operational and financial performance.

The Agency considers Internal control a process applicable at all levels of management and designed to provide EUAA able assurance of achieving five objectives: (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 (5) adequate management of the risks relating to the legality and regularity of the underlying transactions.

The previous framework was based on standards and mandatory requirements, while the revised version relies on principles and characteristics.

The characteristics outlined for each principle are intended to assist management in designing, implementing, and assessing internal control. They are non-mandatory and flexible, as they may be adapted to specific characteristics and circumstances. Accordingly, specific baselines are established for each principle.

Moving to a principles-based system requires increased reliance on management's assessment in each Department.

Taking into account the Agency governance structure, the roles, and responsibilities of the actors in the context of the implementation of the ICF are as follows:

Management Board

The Management Board provides continuous oversight for the internal control systems through the Consolidated Annual Activity Report and ongoing specific assessments.

Director

The Director is responsible for the functioning of the internal control system in the Agency. He must ensure that the internal control systems are in line with the Communication on the revision of the ICF and conduct an overall assessment of the presence and functioning of all internal control principles and components.

He signs a declaration of assurance annexed to the Annual Activity Report.

The Director must ensure the awareness and understanding of the ICF by all staff, in particular through training, information, and support activities. In comparison to the previous ICF, the Director has more flexibility and autonomy in establishing the indicators and corresponding baselines and in performing the assessments. This allows him to take due account of the specific environment and needs.

Units

All managers are accountable for the achievement of objectives, both operational and internal control, and report in accordance with the applicable reporting arrangements within the Agency.

Units are primarily responsible for managing risk and controls on a day-to-day basis. This means that they execute the primary controls and take overall responsibility for the achievement of operational objectives and for the sound implementation of internal control. With the support of the corporate services department, they implement and supervise the efficiency and effectiveness of the controls and are responsible for reporting to the Director. They are responsible for the design adequacy, efficiency, and effectiveness of the control system in their environment and are the main source of assurance for the Director that the internal controls function effectively.

Head of Administration Unit in charge of Risk Management and Internal Control (RMIC)

The Head of Unit in charge of RMIC supports the Director in overseeing and monitoring the implementation of internal control within the Agency. He signs a statement annexed to the Annual Activity Report taking responsibility for the completeness and reliability of management reporting.

General Principles for the assessment of the Internal Control

The Financial Regulation requires that the budget shall be implemented in compliance with effective and efficient internal control.

The Agency must be able to demonstrate not only that the controls are place but also that these controls take account of the risks involved and that they work as intended.

Internal control principle 16 states that the Agency carries out continuous and specific assessments to ascertain whether the internal control systems and their components are present and functioning.

Therefore, before assessing the internal control system, the Agency sets its own baseline for each principle, as best adapted to its specificities and risks. These baselines are a starting point of known effective internal control from which regular monitoring and specific assessments can be implemented.

The baselines are dependent on the design of the internal control system implemented and how controls put into effect the principles. They should be expressed in terms of relevant and pertinent indicators. Where possible, these indicators should be quantitative.

Antifraud strategy

Taking into account the priorities set by the European Commission within the framework of the Common Approach on EU decentralised agencies, the need to pursue the European Commission's main objectives for its implementation and the guidance provided by the European anti-Fraud Office, in December 2014 FRA adopted its first antifraud strategy and related action plan.

The last revision of the anti-fraud strategy in 2021 took into account the lessons learnt in the implementation of the strategy over the previous years, the latest trends and developments in the legislative framework and guidance received by the European Anti-Fraud Office.

The implementation of the internal control systems creates has reinforced an overall environment in which fraud is prevented by the integrated application of different measures embedded in the Agency processes. Furthermore, the permanent contribution of the Internal Audit activities (IAS) and the Court of Auditors visits provides an independent assessment on the existing level of assurance.

Aiming to keep the risk of fraud at the minimum level allowing a sound financial management of its resources, the Agency, through the revision has strengthen the areas of prevention and detection continuing to raise awareness with regard to fraud matters among staff members and contractors, facilitating detection of possible fraudulent behaviours.

The current revision considers that the preventive actions undertaken so far are still applicable and will also apply the principle of proportionality, according to which the achievement of the strategy should not require disproportionate and excessively expensive inputs and should not jeopardise the operational activities.

The Agency has launched the revision of the antifraud strategy in October 2024, the revision will take into account the new methodology communicated by OLAF in June 2024

Objectives

During the past years of implementation FRA achieved the strategic objectives to reinforce a culture of high ethical behaviour and to strengthen the existing controls in a perspective of fraud prevention.

After the successful set up of this ethics framework, taking into account the proportionality principle and the available resources the Agency is now in a position to focus on continuous follow up and improvement of the measures taken, with special attention to communication and awareness raising and a regular review of key policies and procedures.

On the basis of the above considerations within the structure of internal controls and taking into account the risk assessment, the Agency in 2021 identified the following strategic objectives.

1. Continuously reinforce an anti-fraud culture based on awareness within the organisation.
2. Focus efforts on potential fraud risk management in identified areas of the organisation.
3. Maintain an effective system for internal reporting and detection of activities detrimental to the Union's interests
4. Regular follow up and monitoring of the existing ethics framework.

The relevant action plan is being implemented and will revised upon revision of the Strategy.

ANNEX XII: Plan for grants, contributions, or service-level agreements

Non applicable.

ANNEX XIII: Risks Year 2025

In compliance with the Internal Control Standards the Agency has performed an annual risk analysis exercise.

Taking into account the existing processes the Agency has assessed its potential risks on the basis of their likelihood of occurrence and potential impact. This assessment has been presented in a risk register where the following information has been identified:

- Risk
- Type
- Possible consequence
- Likelihood of occurrence on a five-level scale is assessed as very low (1), low (2) medium (3) or high (4) very high (5)
- Potential impact (objectives, financial, reputation) on a five-level scale limited (1), moderate (2), significant (3) or severe (4), critical (5) Following the analysis of existing controls and in the cases where the residual risk still needs to be reduced, specific actions have been identified.

Risk typology

The risk types for each process are classified in the following groups

E	External
I1	Internal/Planning, processes, systems
I2	Internal/People, organisation
I3	Internal/Legality, regularity
I4	Internal/Communication information

Risk details		Assessment of the risks			Management of the risks				
Risk Type	Description of the risks	Potential impact							
		Possible consequences	Likelihood of occurrence	Objectives	Financial	Reputation	Residual risk L*I	Action owner	Action
E	<p>New EU law instruments in the field of asylum, borders and immigration (migration pact) assign specific tasks to FRA.</p> <p>In addition, cooperation with EU agencies (FRONTEX, EUAA, eu-LISA, EUROPOL) by bilateral Memoranda of Understanding (CEPOL, EUROJUST, EUROPOL) Schengen Evaluations National programmes under the Asylum, Migration and Integration and the Integrated Border Management Fund European large-scale IT systems may trigger difficulties to meet the expectations of key Stakeholders due to limited resources and expertise in new research areas.</p>	<p>Criticism from stakeholders and institutions. Excessive workload</p>	<p>High 4</p>	<p>Severe 4</p>	<p>Significant 3</p>	<p>Severe 4</p>	<p>High 16</p>	<p>ALL</p>	<p>Prioritisation of interventions Redeployment of resources Map competency and available resources to implement eventual corrective measures.</p>
E	IT / Cybersecurity	<p>Cybersecurity risks are increasing due to the cyber landscape threats. In addition, The Agency has the legal obligation to implement the Regulation on measures for a high common level of cybersecurity at the Union's institutions, bodies, and agencies</p>	<p>High 4</p>	<p>Significant 3</p>	<p>Significant 3</p>	<p>Significant 3</p>	<p>High 12</p>	<p>ALL</p>	<p>Continue cooperation with CERT-EU and following its recommendations. -Undertake cybersecurity vulnerability assessments when possible. -Raising staff awareness through frequent communication and information session. In accordance with the new Cybersecurity Regulation it assigned a Local Cybersecurity Officer (LCO). Actively participates in meetings with CERT-EU and it is in the process of drafting its Cybersecurity Framework.</p>

ANNEX XIV: Strategy for cooperation with international organisations and third countries

Cooperation with international organisations

FRA's cooperation with international organisations is based on specific provisions of [Council Regulation \(EC\) no 168/2007](#) (Founding Regulation) and of [Council Regulation \(EU\) 2022/555](#) (Amending Regulation). This cooperation is consistent with the list of actions established by the Common Roadmap on EU Agencies.⁴ The cooperation between the Agency and international organisations covers the full range of its areas of activity and serves to:

- ensure complementarity and synergy with international organisations active in the field of human rights;
- develop cooperation and coordinate activities to that effect;
- share expertise and knowledge within the international human rights system; and
- contribute to the overall effort of EU institutions and bodies to achieve greater coherence between external policies pertaining to human rights and internal policies pertaining to fundamental rights.

As required by the Founding Regulation (Art. 8 and 9), FRA cooperates systematically with the Council of Europe, the United Nations (UN), and the Organization for Security and Co-operation in Europe (OSCE), especially the Office for Democratic Institutions and Human Rights (ODIHR). The Agency engages on an ad-hoc basis with other international or regional organisations and entities active in the promotion of human rights, mainly the World Bank, the Organisation for Economic Co-operation and Development (OECD), and the International Organisation for Migration. The Agency is an International Partner Organisation with the EEA and Norway Grants.

Cooperation with the Council of Europe

The cooperation between the Agency and the Council of Europe is founded on the European Community's and the Council of Europe's agreement on cooperation between the two entities. The aim of this cooperation agreement is to avoid duplication and to ensure both complementarity and added value between the Agency and the Council of Europe and its entities, mainly: the Secretariat, the Parliamentary Assembly (PACE), the European Court of Human Rights (ECtHR), the Commissioner for Human Rights, the European Committee of Social Rights, the European Commission against Racism and Intolerance, the Special Representatives, inter-governmental committees and groups of experts, and human rights monitoring committees. The Agency and the Council of Europe jointly produce an annual report of their cooperation, which is presented and discussed in the FRA Management Board and Council of Europe's Rapporteur group on External Relations.

In 2025–2027, cooperation between the Agency and the Council of Europe will be marked by:

- participation of the independent person nominated by the Council of Europe in FRA Management and Executive Boards;
- participation of representatives of the Council of Europe Secretariat as observers in meetings of the FRA Management Board;
- consultations between FRA and the Council of Europe in the preparation of the FRA programming documents, the annual FRA Fundamental Rights Report and other FRA activities, as relevant;
- participation in each other's meetings and events to ensure coordination and sharing of expertise, including cooperation on the Agency's flagship events;
- further development and promotion of joint factsheets and joint handbooks on European law and human rights;
- an annual visit by the FRA Director to the Council of Europe and participation in exchanges of views with the Council of Europe Committee of Ministers, its Rapporteur Group on External Relations, and the Steering Committee for Human Rights. These exchanges focus on the cooperation between the two organisations;
- biennial FRA-Council of Europe senior management team meetings.

Upon invitation, the Agency will continue to participate in and contribute to inter-governmental committees and expert groups of the Council of Europe, as well as in hearings and other activities of the Parliamentary Assembly.⁵

FRA, the Council of Europe, and the ECtHR will continue developing, producing, and translating joint factsheets and joint handbooks on European law and human rights. These factsheets and handbooks are in high demand among legal professionals, and their translation fills gaps in the provision of training materials for practitioners in the official languages of the EU.

The Agency cooperates with the Council of Europe in enhancing the EU Fundamental Rights Information System (EFRIS). This online tool brings together data and information from existing human rights databases maintained by the Council of Europe and the United Nations. Relevant experts from the Council of Europe will continue participating in the EFRIS Advisory Group, as envisaged in the exchange of letters for cooperation on EFRIS signed by the FRA Director and the Council of Europe Secretary-General in 2021.

A new area of cooperation between the Agency and the Council of Europe centres on the implications for human rights of the war in Ukraine. In particular, this cooperation focuses on the targeted dissemination of respective findings and outputs on the matter.

⁴ List of Actions established by the Common Roadmap on EU Agencies, point 44: Ensure the relations with stakeholders (e.g. the United Nations and other international organisations, sister agencies in third countries and Member States' agencies) are coherent with their mandate, the institutional division of tasks in international relations, EU policies and priorities, and Commission's actions.

⁵ Agreement between the European Community and the Council of Europe on cooperation between the European Union Agency for Fundamental Rights and the Council of Europe (hereafter the EU-CoE Agreement), OJ L 186, 15.7.2008, p. 7.

The Council of Europe is also a strategic partner of the Agency's Fundamental Rights Forum, through its participation in the Forum's advisory board.

Cooperation with the United Nations

The Agency maintains an effective and structured working relationship with the UN Human Rights Office (OHCHR). This cooperation agreement establishes a general framework for strengthening coherence and synergy between the Agency and the OHCHR, to improve the protection and promotion of human rights and fundamental rights in the EU in the context of their activities, in line with their respective annual work programmes.

The Agency provides human rights monitoring mechanisms within the UN system with relevant evidence upon request, including in particular the Committee on the Elimination of Racial Discrimination and the Committee on the Rights of Persons with Disabilities. The latter draws on the Agency's participation in the EU Framework on monitoring the UN Convention on the Rights of Persons with Disabilities, which the EU is party to. The Agency engages on an ad-hoc basis with other UN bodies, funds, and specialised agencies, to provide them with its expertise, as appropriate. This chiefly includes the UN Refugee Agency (UNHCHR) and the UN Development Programme (UNDP).

Cooperation between FRA and the UN in the period 2025-2027 will include meetings between the FRA Director and senior staff with relevant counterparts at the Office of the High Commissioner for Human Rights, as relevant.

The UN is also a partner in the Agency's EFRIS tool, with OHCHR participating in the EFRIS Advisory Group. Data and information from UN monitoring mechanisms and the ILO is retrievable through EFRIS.

Cooperation with OSCE-ODIHR

The Agency cooperates with the OSCE in its [human dimension](#), where it relates to the areas of activity of the Agency. In this respect, FRA cooperates mainly with ODIHR; with the OSCE Secretariat, including the offices of the Senior Adviser on Gender Issues and of the Special Representative and of the Coordinator for Combating Trafficking in Human Beings; the OSCE High Commissioner on National Minorities; and the Representative on Freedom of the Media.

The Agency contributes to the work of the OSCE Chairmanships and their thematic Personal Representatives as relevant. It also participates in meetings and seminars of the Human Dimension Committee and those relating to Human Dimension Implementation. The Agency and ODIHR work together to help states improve their ability to record and collect hate crime data through national workshops.

Engagement with third countries

The Agency's geographical coverage is the EU, as well as candidate countries and countries with a Stabilisation and Association Agreement that have observer status in the Agency's work. Albania, North Macedonia, and Serbia currently have that status. In the period 2025–2027, other Western Balkan countries, as well as Ukraine and Moldova, may gain observer status, which would allow for the inclusion of these countries in FRA's areas of activity.

The Agency's international activities are coordinated with the European Commission and the European External Action Service (EEAS), which may request the Agency to share its findings, expertise, and methodologies with third countries or outside of the EU. Any such activities are conducted in line with an existing working arrangement to ensure coordination and coherence with the EU's overall external policy priorities.

Precedence is given to multilateral fora where the Agency can simultaneously provide its evidence and expertise to several non-EU countries. Examples of the Agency's international activities include participation in EU Human Rights Dialogues with third countries or regions, in the annual EU-OHCHR strategic dialogue, in the annual EEAS NGO Forum on human rights, or in the Western Balkans Task Force. Delegations from third countries sometimes visit the Agency. The Agency is regularly invited to participate in the EU-Israel Dialogue on combating racism, xenophobia, and antisemitism.

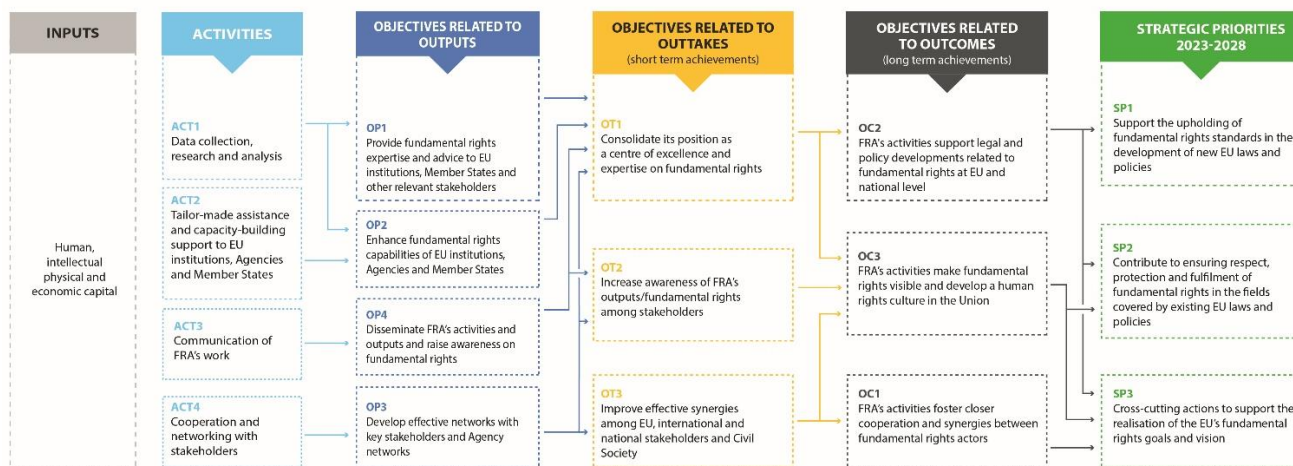
ANNEX XV: Performance Measurement Framework

FRA's Performance Framework (PMF) serves as a comprehensive system for planning, monitoring, and evaluating the Agency's performance and includes a variety of indicators that can be used to assess the results and achievements of the Agency's multi-annual strategic priorities and objectives and annual programming. Therefore, this tool communicates FRA's overarching framework for collecting and tracking performance information against its intended results.

As illustrated in the intervention logic of the PMF, there is a logical relationship between the inputs (that is, the human and financial resources committed by the FRA), the activities, the outputs, the outtakes, and the outcomes of the Agency.

A performance indicator is a quantifiable measure used to assess FRA's success in meeting objectives for performance. They are linked to:

- Outputs – the outputs and services that FRA provides to its target groups, through the implementation of its projects and activities
- Outtakes – what beneficiaries do with FRA outputs, whether they find them helpful/relevant/timely
- Outcomes – long-term results in terms of the contribution of FRA's work to policy development and implementation, raising awareness of fundamental rights, building a human rights culture etc.



As part of the performance measurement process, targets are set for each indicator included in the PMF in relation to both annual activities and multi-annual objectives. In order to assess whether targets have been achieved, various methods are used (FRA's internal project management tool, a user satisfaction survey, interviews, focus groups, an external evaluation of projects, mid-term reviews of multi-annual strategies, etc.). The Consolidated Annual Activity Report provides a comprehensive description of the results achieved every year in accordance with the reporting requirements of the European Commission.

The following pages provide a detailed description of the objectives, indicators, and targets.

Output indicators measure FRA's effectiveness in producing and delivering FRA products and services to key stakeholders. All output indicators shall be measured through a numerical value and represent the core performance of the Agency on a yearly basis. The performance measurement process for output indicators in 2025 is the following:

OUTPUTS OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2025	
Provide fundamental rights expertise and advice to EU institutions, Member States, and other relevant stakeholders	Extent to which FRA has delivered fundamental rights expertise and advice	I1 Number of publications produced	<ul style="list-style-type: none"> Fundamental Rights Report Report Paper Summary Legal opinion "In brief/Factsheet" Leaflet 	<ul style="list-style-type: none"> Flyer Handbook Guide/Manual Easy-to-read report Periodic update/Series Country sheet/fiche Case study 	35 main publications 100 other publications produced
		I2 Number of research outputs produced	<ul style="list-style-type: none"> Research Methodology Research Guideline Standard Survey/Questionnaire Set of Indicators 	<ul style="list-style-type: none"> Fieldwork research/mapping FRANET report Dataset Data analysis 	200
		I3 Number of written/ oral input delivered	<ul style="list-style-type: none"> Letter Thematic analysis Review of reporting tools Review of strategies/resolutions/ other documents 	<ul style="list-style-type: none"> Review of research tools/methods Review of training materials etc. Articles Other inputs given in the context of bilateral meetings 	320
	Extent to which FRA's stakeholders have requested the Agency's expertise and advice on fundamental rights	I4 Number of formal requests for opinions on legislative proposals	<ul style="list-style-type: none"> From the European Parliament From the European Commission From the Council 		1
		I5 Number of requests for data and evidence	<ul style="list-style-type: none"> From EU Institutions From Member States From EU Agencies 	<ul style="list-style-type: none"> From International Organisations From other stakeholders 	60
Enhance fundamental rights capabilities of EU institutions, Agencies and Member States	Extent to which FRA has delivered technical assistance and capacity building activities	I6 Number of technical assistance/ capacity building activities organised/ co-organised by FRA	<ul style="list-style-type: none"> Training Capacity building event (e.g. workshop, seminar, other) Training and capacity building events participating only as an external expert 	35	
	Extent to which FRA's stakeholders have requested the Agency's technical assistance on fundamental rights	I7 Number of requests for: <ul style="list-style-type: none"> Technical assistance Capacity building 	<ul style="list-style-type: none"> From EU Institutions From Member States From EU Agencies 	<ul style="list-style-type: none"> From International Organisations From other stakeholders 	225
	Extent to which FRA is present on the ground	I8 Number of country visits to Member States			3
Develop effective networks with key stakeholders and Agency networks	Extent to which FRA organises relevant meetings and events with its key stakeholders	I9 Number of meetings and events (<i>in-person, virtual/hybrid events</i>) organised/ co-organised by the FRA	<ul style="list-style-type: none"> Expert meeting Stakeholder meeting Consultation meeting Study visit Conference 	<ul style="list-style-type: none"> Forum Workshop Roundtable Launch event Networking event Awareness raising event 	165
	Extent to which FRA participates in external meetings and events organised by its key stakeholders	I10 Number of external meetings and events where FRA presented/ spoke/ formally intervened	<ul style="list-style-type: none"> Formal presentation to EU institutions Group meeting with EU institutions and Member states 	<ul style="list-style-type: none"> Country mission Workshop Seminar Networking event 	230

OUTPUTS OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2025	
			<ul style="list-style-type: none"> • Conference/Forum • Launch event 		
Disseminate FRA's activities and outputs and raise awareness on fundamental rights	Extent to which FRA produces communication material to maximise FRA outputs and awareness raising	I11 Number of communication material produced	<ul style="list-style-type: none"> • Video • Infographic • Q&A • Dataset • Tools • Database • News/Press release • Public Event • Flagship meeting 	<ul style="list-style-type: none"> • Social media post • Live stream • Video message for conferences • Interview • Podcast • Promotional materials • FRA website • Campaigns/website campaign • FRA newsletter 	<u>20 news items</u> <u>10 press releases</u> <u>12 social media videos/reels</u> <u>5 video messages</u> <u>20 interviews</u> <u>2 campaigns</u>
	Degree to which FRA's outputs effectively reach its stakeholders	I12 Number of FRA's outputs accessed/downloaded online ⁶	<ul style="list-style-type: none"> • Number of downloads • Number of unique visitors to FRA website • Number of unique visitors to FRA's event websites 	<ul style="list-style-type: none"> • Number of accesses to FRA databases/online tools 	1.150.000
		I13 Number of printed publication copies disseminated	<ul style="list-style-type: none"> • Publications Office of the EU • Print disseminations through other channels 		15,000
	Extent to which FRA publications have been translated into other EU languages	I14 Number of translations of FRA's publications into other EU languages	<ul style="list-style-type: none"> • Into all official languages of the EU (24) • Into at least one other language 		25

Outtake indicators measure the satisfaction of FRA customers with the work of the Agency (e.g. how stakeholders use FRA's outputs, whether they found them useful/relevant/timely, etc.) as well as the opinion of stakeholders on the Agency and its outreach activities (e.g. events, social media, etc.). Outtake indicators can be of a quantitative or qualitative nature (i.e. measured through numerical values and/or opinions).

OUTTAKES OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2025
<p>Improve effective synergies among EU, international and national stakeholders, and Civil Society</p>	<p>Extent to which FRA events are attractive to relevant stakeholders</p>	<p>I15 Number of participants in FRA's events</p>	<ul style="list-style-type: none"> • Number of participants in FRA's in-person events • Number of participants in FRA's virtual events (unique viewers) through all channels (e.g., event website, YouTube, Facebook) • Number of unique viewers of event recordings through all channels (e.g., event website, YouTube, Facebook) 	<p>2,000</p>
		<p>I16 Proportion of stakeholders attending FRA events who would attend similar FRA events in the future</p>	<ul style="list-style-type: none"> • EU stakeholders • National authorities • Local stakeholders • National Human Rights Institutions • Equality Bodies <ul style="list-style-type: none"> • Ombudspersons • Civil Society Organisations • International Organisations • Non-human rights actors 	<p>80%</p>
	<p>Extent to which FRA engagement and exchange effort contributes to stakeholders' work</p>	<p>I17 Proportion of participants registered in the Fundamental Rights Platform who consider cooperation through the Platform to be useful for their work</p>		<p>80%</p>
<p>Consolidate its position as a centre of excellence and expertise on fundamental rights</p>	<p>Extent to which FRA stakeholders have used/benefited from FRA's expertise on fundamental rights</p>	<p>I18 Number of references to FRA's work</p>	<ul style="list-style-type: none"> • In policy documents • Legislation • Case law • Infringement procedures • Impact assessments <ul style="list-style-type: none"> • Feasibility studies • Strategies • Speeches • Reports • Other types of documents 	<p>500</p>
		<p>I19 Number of participants in FRA's technical assistance/ capacity building activities</p>	<ul style="list-style-type: none"> • Number of people who took part in in-person FRA's technical assistance/capacity building activities • Number of people who attended FRA's virtual capacity building/technical assistance activities (unique viewers) through all channels • Number of unique viewers of recordings of capacity building/technical assistance activities through all channels 	<p>300</p>
		<p>I20 Proportion of stakeholders who have used FRA outputs</p>	<ul style="list-style-type: none"> • Per type of use: • Policy making (at EU / national level) • Implementation of legislation and policies (at EU / national level) • Research purposes <ul style="list-style-type: none"> • Awareness raising purposes • Advocacy purposes • Measuring the impact of a given intervention on fundamental rights • Other purposes 	<p>60%</p>
	<p>Extent to which FRA stakeholders are satisfied with FRA activities and outputs</p>	<p>I21 Extent to which FRA's outputs are considered by stakeholders to be:</p> <ul style="list-style-type: none"> • Useful • Relevant 	<ul style="list-style-type: none"> • By type of output: • Survey data • Capacity building activities • Reports • Papers <ul style="list-style-type: none"> • Handbooks • Periodic update/series • Country sheet/fiche • Online tools 	<p>Useful: 80 % Relevant: 90 % Timely: 70 % Reliable: 90 %</p>

OUTTAKES OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2025	
		<ul style="list-style-type: none"> Timely Reliable 	<ul style="list-style-type: none"> Summaries Legal opinions 	<ul style="list-style-type: none"> Expert advice/input Set of indicators 	
	Extent to which FRA is able to provide real-time expertise and advice in response to emergencies with an impact on fundamental rights	I22 Proportion of stakeholders who believe that FRA has provided relevant and reliable real-time expertise in response to an emergency			70%
	Extent to which FRA's work has been discussed in the media	I23 Number of mentions to FRA in the media	<ul style="list-style-type: none"> Number of mentions in print media (e.g., newspapers, magazines etc.) 	<ul style="list-style-type: none"> Number of mentions in internet media (e.g., social networks, websites, blogs, etc.) 	4000 mentions of FRA 1000 mentions of FRA Director
		I24 Tone of FRA's coverage (positive, neutral, and negative) in social media			70% positive
Increase awareness of FRA's outputs/fundamental rights among stakeholders	Extent to which FRA's awareness raising and communication activities have resulted in more people engaging with FRA's work	I25 FRA's presence in social media ⁷	<ul style="list-style-type: none"> Number of FRA followers Number of impressions Number of likes Number of retweets/ re-shares Average number of comments per post Engagement rate Number of social media impressions 		10% increase
		I26 Number of media enquiries (through FRA contact form)			10% increase
		I27 Rate of increase/decrease in the number of FRA's newsletter recipients	<ul style="list-style-type: none"> Monthly subscription Weekly subscription 		10% increase

Outcome indicators measure longer term changes in attitudes and behaviours directly attributable to FRA's work (e.g. contribution to policy development and implementation, visibility of fundamental rights, building a human rights culture, etc.). Outcome indicators can be of a quantitative or qualitative nature

OUTCOMES OBJECTIVES	CRITERIA	INDICATORS	ATTRIBUTES	TARGET 2025-2027
FRA's activities foster closer cooperation and synergies between fundamental rights actors	Extent to which FRA activities are effective in connecting relevant stakeholders / practitioners concerning fundamental rights	I28 Proportion of stakeholders who think that FRA is successful in promoting dialogue with key and new fundamental rights actors to respond to pressing human rights issues	<ul style="list-style-type: none"> At EU level At national level 	80% 50%

FRA's activities support legal and policy developments related to fundamental rights at EU and national level	Extent to which FRA activities contribute to the development and implementation of EU and national legislation and policies in a manner which reflects the desired impacts of the Agency	I29 Proportion of stakeholders who consider that FRA's activities contribute to the <u>development</u> of fundamental rights legislation and policies	<ul style="list-style-type: none"> • At EU level • At National level 	60% 50%
		I30 Proportion of stakeholders who consider that FRA's activities contribute to the <u>implementation</u> of fundamental rights legislation and policies	<ul style="list-style-type: none"> • At EU level • At National level 	60%
		I31 Proportion of stakeholders who believe that FRA's activities have positively contributed to EU priorities and policy agenda		80%
FRA's activities make fundamental rights visible and develop a human rights culture in the Union	Extent to which FRA activities contribute to raising awareness of fundamental rights in the EU	I32 Proportion of stakeholders who consider that FRA's activities contributed to making fundamental rights more visible	<ul style="list-style-type: none"> • At EU level • At National level 	80% 50%
	Extent to which FRA contribute to a human rights culture	I33 Proportion of stakeholders who believe that the FRA has contributed to developing a human rights culture	<ul style="list-style-type: none"> • At EU level • At National level 	80% 50%
	Extent to which FRA's presence on the ground is timely and contributes to national up-to-date expertise	I34 Proportion of stakeholders who believe that FRA's presence on the ground positively impacts the provision of up-to-date expertise on fundamental rights		60%
	Extent to which FRA activities contribute to strengthen the EU and national fundamental rights infrastructure	I35 Proportion of stakeholders who believe that the FRA has contributed to developing a fundamental rights infrastructure	<ul style="list-style-type: none"> • At EU level • At National level 	80% 50%

KEY PERFORMANCE INDICATORS FOR THE DIRECTOR

In line with the Commission Guidelines on key performance indicators (KPI) for directors of EU decentralised agency, the following objectives, indicators, and targets for the FRA's Director are identified:

OBJECTIVE	KPI	TARGET
Work programme fully implemented throughout the year and such implementation is reflected in the Annual Activity Report for such a year	Timely submission of the draft Programming document to the Management Board and to the European Commission	December N-2 January N-1 December N-1
	Timely implementation of the interim assessment of the FRA Strategy 2023-2028	December 2025
	Percentage of completion of the projects of the AWP/Programming document	90%
	Timely achievement of objectives of the multi-annual programming of the Agency	90%
	Timely submission of documents foreseen for publication in the AWP/Programming document/Annual activity report and in particular of the (annual) Fundamental Rights Report, in cooperation with the Scientific Committee	90%
Swift, timely and full use of the financial and human resources allocated by the budgetary authorities	Rate (%) of implementation of Commitment Appropriations	> 95%
	Rate (%) of cancellation of Payment Appropriations	< 5%
	Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding and fee income, where applicable, received in Year N)	> 95%
	Rate (%) of payments executed within the legal/contractual deadlines	> 80%
Timely implementation in the adequacy and effectiveness of internal control systems	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	90%
	Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December)	< 5% of total posts
	Positive review of agency publications containing Opinions through the FRA Opinions Committee	100%
	Delivery of positive opinions by the Scientific Committee on agency publications	100%
	Ex-ante and ex-post evaluations of projects are implemented based on the Annual Evaluation plan	80%
Evidence of the level of staff wellbeing	Organisation of satisfaction surveys / engagement surveys within the Agency	1 every two years
	Annual average days of short-term sick leave per staff member	< 8
	Member of staff complaining under Article 90 (2) SR per 100 staff members	< 5
External presentation of the Agency's activities and effective cooperation with the Agency's external stakeholders	Formal presentations to the European Parliament and Council (incl. its preparatory bodies)	> 4
	Council and Country visits to present the Agency's work	4
	Cooperation meetings with the Agency's networks and partners including EU institutions, bodies and agencies, National Liaison Officers, international organisations, public bodies competent for human rights in the Member States (incl. NHRIs), and civil society (incl. participants in the Fundamental Rights Platform)	> 200 bilateral meetings > 15 stakeholder meetings at FRA 1 NLO meeting > 6 visits to EU institutions, bodies, and agencies

ANNEX XVI: Procurement plan Year 2025

Budget Line	Project	Total Budget	Contract Type	Envisaged Implementation	Amount allocated for Procurement
B3-600 Anti-Racism & Non-Discrimination	A.1.1 EU Survey on immigrants and descendants of immigrants	€150,000	Specific Contract based on existing framework contract	Q1 2025	€50,000
	A.1.5 Additional activities in the area of 'Anti-racism and non-discrimination'	€120,000	Specific Contract based on existing framework contract	Q3 2025	€98,000
B3-620 Social Rights	A.2.1 Fundamental Rights in a Just and Green Transition	€355,000	Specific Contract based on existing framework contract	Q3 2025	€340,000
	A.2.5 Fundamental rights in corporate sustainability and due diligence	€275,000	Direct Contract	Q1 2025	€55,000
			Specific Contract based on existing framework contract	Q1 2025	€150,000
B3-610 Roma Inclusion	A.3.1 Roma Survey	€65,000	Specific Contract based on existing framework contract	Q3 2025	€18,000
B3-010 Justice & Security	B.1.6 Fundamental rights implications of accessing digital data for criminal investigations	€200,000	Specific Contract based on existing framework contract	Q2 2025	€180,000
B3-000 Data & Digital	B.2.4 Monitoring hate online – reporting trends	€30,000	Direct Contract	Q2 2025	€30,000
	B.2.5 Illegal and other harmful content online – safeguarding fundamental rights and freedoms	€350,000	Specific Contract based on existing framework contract	Q2 2025	€350,000
	B.2.6 Handbook on European data protection law	€45,000	Direct Contract	Q2 2025	€45,000
B3-020 Migration & Asylum	B.3.1 Tasks assigned to FRA by EU law in the field of asylum, borders, and immigration	€40,000	Specific Contract based on existing framework contract	Q1 2025	€25,000
	B.3.2 Implementing safeguards of the pact on migration and asylum	€295,000	Specific Contract based on existing framework contract	Q1 2025	€250,000
			Specific Contract based on existing framework contract	Q2 2025	€30,000
	B.3.3 Upholding fundamental rights at borders	€50,000	Specific Contract based on existing framework contract	Q1 2025	€50,000
	B.3.4 Fundamental rights implications of large-scale IT systems	€70,000	Specific Contract based on existing framework contract	Q4 2025	€25,000

Budget Line	Project	Total Budget	Contract Type	Envisaged Implementation	Amount allocated for Procurement
B3-700 Human Rights Structures & Mechanisms	C.1.2 Supporting national human rights structures	€90,000	Specific Contract based on existing framework contract	Q2 2025	€90,000
	C.1.3 Providing assistance and expertise on the EU Charter of Fundamental Rights	€160,000	Specific Contract based on existing framework contract	Q3 2025	€90,000
			Specific Contract based on existing framework contract	Q4 2025	€40,000
	C.1.6 Civic space and national rule of law dialogues	€150,000	Specific Contract based on existing framework contract	Q4 2025	€97,000
B3-710 Policy Analysis & Stakeholder Cooperation	C.2.2 Cooperation with and advice to EU institutions, Member States and international organisations	€150,000	Specific Contract based on existing framework contract	Q3 2025	€35,000
	C.2.3 Bodies of the Agency	€200,000	Specific Contract based on existing framework contract	Q3 2025	€70,000
B3-500 Communicating rights-media & events	D.1.1 Raising awareness and effectively promoting rights	€200,000	Specific Contract based on existing framework contract	Q1 2025	€175,000
	D.1.2 Fundamental Rights Forum	€60,000	Specific Contract based on existing framework contract	Q3 2025	€30,000
			Specific Contract based on existing framework contract	Q2 2025	€30,000
B3-510 Web Publishing & Promotions	D.2.1 Annual Reports	€380,000	Specific Contract based on existing framework contract	Q3 2025	€250,000
	D.2.2 Production and dissemination of FRA outputs	€450,000	Specific Contract based on existing framework contract	Q1 2025	€252,000
			Specific Contract based on existing framework contract	Q2 2025	€42,000