

MB DECISION

Decision n°: 2024/02

Subject: Consolidated Annual Activity Report 2023

THE MANAGEMENT BOARD OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

HAVING REGARD to

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

Whereas:

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

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

HAS DECIDED AS FOLLOWS:

Article 1

To adopt the Consolidated Annual Activity Report 2023 together with its annexes.

Done at Vienna, on 23 May 2024

For the European Union Agency for Fundamental Rights



Jim Clarken
Chairperson of the Management Board

Annex: Consolidated Annual Activity Report for 2023 including all its annexes

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

—
2023

REPORT



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Luxembourg: Publications Office of the European Union, 2024

PDF ISBN 978-92-9489-383-3 ISSN 1977-5326 doi:10.2811/423918 TK-AI-24-001-EN-N

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

2023

In pursuance of FR 2018/1046, FFR No 2019/715⁽¹⁾

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

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Abbreviations

ABAC	accrual-based accounting
ABB	activity-based budgeting
AI	artificial intelligence
ARES	advanced record system
CEPOL	European Union Agency for Law Enforcement Training
CoE	Council of Europe
CSO	civil-society organisation
DG	Directorate-General
ECA	European Court of Auditors
EEA	European Economic Area
EFRIS	EU Fundamental Rights Information System
EIGE	European Institute for Gender Equality
ENNHRI	European Network of National Human Rights Institutions
ETIAS	European Travel Information and Authorisation System
EU	European Union
EUAA	European Union Asylum Agency
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUROPOL	European Union Agency for Law Enforcement Cooperation
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
FTE	full-time equivalent
GPP	green public procurement
GREVIO	Group of Experts on Action against Violence against Women and Domestic Violence
HR	human resources
IAS	Internal Audit Service
JHA	justice and home affairs
LGBTIQ	lesbian, gay, bisexual, transgender, intersex and queer (or questioning)
NHRI	national human rights institution
NLO	national liaison officer
NomCom	Nomenclature Commune
OLAF	European Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
RBI	remote biometric identification
TCO regulation	terrorist content online regulation
UN	United Nations

Management Board's analysis and assessment

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

Having regard to:

- Council Regulation (EC) No. 168/2007 of 15 February 2007 establishing a European Union Agency for Fundamental Rights as amended by Council Regulation (EU) 2022/555 of 5 April 2022
- the General Financial Regulation of 18 December 2018, in particular Article 48 (1)
- FRA's 2023–2025 Single Programming Document adopted by the Management Board in December 2022 and, in particular, the work programme for the financial year 2023

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

1. This report contains a comprehensive and thorough account of the activities carried out by FRA in the implementation of its mandate and programme of work during the financial year. FRA has met its obligations under Article 48 (1), providing a detailed account of the results achieved in relation to the objectives set out in the Annual Work Programme and the five strategic areas defined in the newly adopted FRA Strategic Plan 2023–2028, of the financial and management information, and of the risks related to the organisational activities and measures.
2. Takes note that the Director, in her capacity as authorising officer, had no reservations to report.
3. Notes with satisfaction that the key performance indicator results were positive across all activities and the targets set were achieved in all cases, despite the continuous challenges posed by the consequences of the war in Ukraine.
4. Welcomes the successful implementation of the Annual Work Programme, resulting in a fully implemented budget with 100 % commitment appropriations. In particular, it acknowledges the agency's contributions in:
 - Providing its data and analysis to policymakers in the EU so that they can draw on FRA's work on the development of strategies on topics as diverse as the impact on fundamental rights in the EU of the war in Ukraine and victims' rights. The policy relevance of FRA's work has been repeatedly acknowledged in 2023, with FRA continuing to support the proceedings of many working groups and parties of the European Commission and presidencies of the Council of the EU, appearing before committees of the European Parliament, and participating in meetings of Member States and civil society. In 2023 FRA was active in providing support to policymakers in the adoption of policies responding to the continuation of the Russian war of aggression in Ukraine. FRA issued the results of the 'Online survey on the experiences of displaced persons fleeing Ukraine' and two publications relating to the fundamental rights of displaced people from Ukraine, namely the third bulletin 'The Russian aggression against Ukraine', examining the situation of children displaced from Ukraine in the EU, and the research findings of the 'Report on local efforts for persons

displaced from Ukraine', a project on local efforts to ensure access to rights by temporary protection beneficiaries. Through the launch of the second edition of the report 'Being Black in the EU – Experiences of people of African descent', FRA provided relevant input to the European Commission's EU Anti-Racism Action plan 2020-2025 Progress report. The key findings of the comparative report 'Underpinning victim's rights: support services, reporting and protection' were presented to the Commission, Council and the European Parliament, resulting in the acknowledgement of FRA's role in the revised proposal of Victim's Rights Directive. FRA has also continued its long-standing cooperation with civil society by hosting a series of webinars for the Fundamental Rights Platform, focusing on the rights of persons with disabilities, equal access of older persons to public services in the digital era and on the rule of law mechanism.

- Delivering continuous results in the area of asylum and migration, with regular overviews of migration-related fundamental rights concerns. In this regard, following the major shipwreck incident off the Peloponnese coast in July 2023, FRA demonstrated remarkable preparedness and adaptability, showcased by the prompt publication of the report on 'Preventing and responding to deaths at sea: what the European Union can do'. Moreover, in October 2023 FRA provided updates on the note on measures taken against civil society vessels. Together with the EU Asylum Office, it published two practical tools for guardians – one on international protection and one on the asylum procedure. Moreover, FRA published its contribution to the evaluation of the European Border and Coast Guard Regulation, for which the European Commission referenced FRA's input.
- Producing a wide range of publications and running events that covered all three strategic objectives defined in the FRA Strategic Plan 2023-2028. In 2023 FRA published the 19th edition of its report on the overview of antisemitic incidents recorded. A key highlight was the publication of FRA's annual Fundamental Rights Report 2023, which provides a comprehensive analysis and assessment of the state of fundamental rights across the European Union. The results of the report 'Bias in algorithms – artificial intelligence and discrimination', published at the end of 2022, were presented in different contexts, including at 21 events. One highlight is that FRA co-organised with the Swedish Presidency of the Council of the EU the High-level Conference on Institutional Protection of Fundamental Rights in Times of Crises.
- Building sustainable cooperation with international organisations, thus creating synergies and contributing to the external coherence of the EU's human rights policies. FRA was invited to contribute to discussions by several international organisations – including the Council of Europe (CoE), the Office of the United Nations High Commissioner for Human Rights, the Organization for Security and Co-operation in Europe (OSCE), the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund – informing them of the situation in EU following the war in Ukraine, and FRA's recommendations. In 2023 it continued numerous working-level exchanges and participation in consultations, in particular with bodies of the CoE and United Nations (across FRA's thematic programmes). Additionally, FRA contributed with its evidence to the work of the CoE's Committee on Artificial Intelligence (CAI) and to the Group of Experts on Action against Violence against Women and Domestic Violence. FRA also cooperated with the UN in various contexts, with its work being referenced in the 2023 Report of the United Nations High Commissioner for Human Rights. FRA also strengthened its very fruitful cooperation with the EEA and Norway Grants in a range of activities, taking into consideration the end of the financial cycle at the end of 2024.
- Ensuring continued cooperation with various agencies, creating a platform for sharing experiences and good practices. Specifically, FRA provided its expertise to support DG JUST in collecting inputs for the European

Commission's forthcoming Communication on Roma inclusion. Additionally, jointly with the European Institute for Gender Equality (EIGE), FRA is implementing the Violence against Women Survey II in eight EU Member States. Moreover, as part of its cooperation with the EU Agency for Asylum and Frontex, FRA continued to support the work of their consultative forums. In 2023 FRA delivered presentations and training to Europol staff, enhancing awareness and understanding of fundamental rights considerations in relevant operational context, and focusing on human trafficking, child protection and the prevention of unlawful profiling.

— Consolidating its communication methods and maintaining the distribution of information at a high level. The launch of the second report 'Being Black in the EU: Experiences of people of African descent' generated one of the highest levels of media interest to date. The EU-wide large-scale campaign 'Let's get loud – Time for change' on the participation of LGBTIQ people in the 3rd wave of the LGBTIQ survey proved its effectiveness by attracting more than 100,000 respondents. There was also an increase in media requests of 66% and in online engagement, with 20 % more page views of the FRA website and 86 % more video page views in 2023, compared to 2022.

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

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

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

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

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

10. Considers that the information provided in the Consolidated Annual Activity Report 2023 gives the Management Board reasonable assurance that the resources available to FRA were used for their intended purpose and in accordance with the principles of sound financial management. Furthermore, the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

In light of the above, the Management Board requests that the Consolidated Annual Activity Report 2023 be forwarded, together with this analysis and assessment, to the European Parliament, the European Council, the Commission and the European Court of Auditors.

Vienna, 24 May 2024

Jim Clarken

Chairperson of the Management Board

Executive summary

The 2023 Consolidated Annual Activity Report provides an overview of the activities and achievements of the European Union Agency for Fundamental Rights (FRA) in 2023.

Strategic priority 1: support the upholding of fundamental rights standards in the development of new EU laws and policies

In 2023, FRA fulfilled its key role in informing and supporting policymakers in the development of new EU laws and policies. It did so by producing information on fundamental rights issues that is largely based on robust, reliable and useful data on the respect of fundamental rights across the EU. The agency provided advice and opinions based on research and analysis of the main current and future challenges in the field of fundamental rights.

Stakeholders highly valued this work and recognised the reliability and usefulness of FRA research, as well as the agency's role in promoting a human rights culture across the EU. Indeed, 89 % of stakeholders responding to FRA's publication survey said that the publications are useful and relevant to their work, and 91 % said that they are reliable.

In 2023, FRA carried out a number of projects and published different reports and data on fundamental rights, including the following.

- The second edition of the report ***Being Black in the EU – Experiences of people of African descent***. This flagship report publicised key results of FRA's third large-scale EU survey on immigrants and descendants of immigrants. It was among the publications that received the most attention from stakeholders and media. The report provided relevant input to the European Commission's 2020–2025 EU anti-racism action plan progress report.
- The comparative report ***Promoting migrant integration – Strengthening EU law on long-term residence*** explored the main challenges in implementing the EU's long-term residence directive. FRA presented the study to the European Parliament and the Council of the European Union, and it was referenced in the European Commission's impact assessment accompanying the proposal for the recast directive.
- The comparative report ***Underpinning Victims' Rights: Support services, reporting and protection*** explored the main challenges in implementing the victims' rights directive in practice. The key findings and opinions were presented to the European Commission, the Council and the European Parliament in the context of the ongoing revision of the directive. That resulted in, among other things, the proposed revision explicitly acknowledging FRA's role in data collection.
- The report ***Protecting human rights defenders at risk: EU entry, stay and support***, in which FRA, responding to a European Parliament request, outlined how human rights defenders can enter and stay in the EU, when in need of protection. The report received a great deal of attention. The upcoming revision of the Visa Code Handbook will incorporate language addressing some of the shortcomings that FRA identified.

Strategic priority 2: contribute to ensuring respect, protection and fulfilment of fundamental rights in the fields covered by existing EU laws and policies

In 2023, FRA conducted in-depth research and provided advice, opinions and real-time assistance to support EU policymakers in implementing existing EU laws and policies. The agency strengthened its role as a key reliable partner for stakeholders in integrating a human rights perspective into the application of laws and policies. This was confirmed by the majority of stakeholders responding to the survey. Indeed, 90 % of them agreed or strongly agreed that FRA contributed to making fundamental rights more visible at the EU level, and 90 % that the agency contributed to developing a human rights culture at the EU level.

FRA was active in providing support to policymakers in the adoption of policies responding to the continuation of the Russian war of aggression against Ukraine. For instance, the agency provided real-time assistance to stakeholders, while working on some key publications such as the reports ***Fleeing Ukraine: Displaced People's Experiences in the EU*** and ***Fleeing Ukraine: Implementing Temporary Protection at Local Level***. Both studies explored best practices, and the challenges that people fleeing Ukraine face when arriving in the EU.

Following the large shipwreck incident off the Peloponnese coast, in July 2023 FRA published a report on ***Preventing and responding to deaths at Sea: What the European Union can do***. It lists actions that the EU and its Member States can take to reduce fatalities at sea.

Importantly, the work on data collection to support policymaking was also carried out through updating the online compendium of practices for equality data collection. That helped support Member States and other stakeholders in collecting and analysing equality data. FRA supported the European Commission in collecting information on the implementation of national Roma strategic frameworks in the Member States and analysing the achievements reported through this data collection instrument. The results are reflected in the annual communication on Roma inclusion that will be published in 2024.

FRA also supported the European Commission by providing input to the mid-term review of the 2020–2025 lesbian, gay, bisexual, transgender, intersex and queer (or questioning) (LGBTIQ) equality strategy, based on the findings emerging from the third FRA LGBTIQ Survey. Moreover, the agency updated the anti-Muslim hatred database, which provides information on hate speech and discrimination against Muslims.

In addition, FRA advised on the implementation of the novel horizontal enabling conditions related to fundamental rights for the use of EU funds. It issued a report that suggested a more systematic involvement of national fundamental rights bodies and civil society.

Among its key activities, FRA supported the EU lawmakers in the ongoing revision of the victims' rights directive, in particular by publishing the report ***Underpinning Victims' Rights: Support services, reporting and protection***. In the report, FRA highlighted the issues that are key to the effective implementation of victims' rights in practice and hence warrant further attention in revising the directive. To further support relevant EU actors in the proposed revision, FRA provided evidence-based advice by presenting key findings in this area at various meetings, including the Council's Working Party on Judicial Cooperation in Criminal Matters and the European Parliament's Committee on Civil Liberties, Justice and Home Affairs. In addition, FRA actively contributed to the work of the Commission's Victims' Rights Platform and

other activities in the context of the implementation of the EU strategy on victims' rights (2020–2025).

To support policymaking, FRA worked with a number of institutional stakeholders, including the European Commission, the European Parliament, the Council of the European Union and other justice and home affairs agencies, as well as international organisations such as the Council of Europe (CoE) and the UN.

Strategic priority 3: engage in cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision

In 2023, FRA implemented cross-cutting initiatives to support the realisation of the EU's overarching objectives and vision for fundamental rights. These included creating research instruments and methodologies, raising awareness of fundamental rights, collaborating with important stakeholders and encouraging communication among them, at all levels and in all sectors.

In the field of technical assistance, FRA was particularly active in the area of migration and asylum, by responding to 80 requests for assistance and capacity building by EU, international and national authorities.

Among the key activities on awareness raising, FRA continued its work on promoting and disseminating its expertise and evidence on the Charter of Fundamental Rights of the European Union, by organising events and contributing to the training of legal professionals in cooperation with relevant networks and partners.

FRA worked on developing several research instruments and databases. Among them was the Roma Survey, confirmed as one of the agency's flagship activities. FRA published the methodology of the 2021 Roma Survey and made the whole dataset available, while preparing to launch the new round of the survey, the 2024 Roma Survey. This activity contributed a great deal to keeping the debate on promoting Roma inclusion on the policy agenda.

Throughout 2023, FRA conducted several activities in partnership with other institutions and organisations. The CoE remained one of the key stakeholders, with the shared objective of promoting and protecting human rights in Europe. For instance, FRA contributed its evidence, through the EU delegation, to the negotiations on the future CoE Convention on Artificial Intelligence; cooperated with the Group of Experts on Action against Violence against Women and Domestic Violence, tasked with monitoring the implementation of the Istanbul Convention; and published the joint note **'Children in migration: Fundamental rights at European borders'**.

FRA also continued its cooperation with the UN, for instance by supporting and working with the UN High Commissioner for Human Rights and with the Organization for Security and Co-operation in Europe (OSCE). For example, FRA's Director delivered the keynote speech at the 2023 OSCE Human Dimension Conference.

To support the realisation of the EU's fundamental rights vision, the work was conducted in close cooperation with the EU's institutions, bodies and agencies.

FRA worked extensively on the communication of its activities, being active on the main social networks, responding to media requests, delivering speeches, participating in events and publishing reports, data and studies. The number of followers on social media grew in 2023, as did the numbers of media requests, FRA website page views and visits, and the number of data visualisation charts generated. More subscribers than in 2022 also registered for FRA's

newsletter and on the e-learning platform. In 2023, FRA was second only to the European Commission in the number of publications ordered via the Publications Office of the EU. FRA publications accounted for 91 % of the total EU agency publications ordered via the Publications Office.

ACHIEVEMENTS IN 2023

Part 1 outlines FRA's contribution to the European Commission's priorities and sets out FRA's own strategic priorities to promote and defend fundamental rights across the EU.

FRA's contribution to the European Commission's priorities

In 2019, the European Commission defined six policy priorities for 2019–2024, aimed at responding to social, scientific, and technological progress and challenges. Each of these priorities has implications for and links to fundamental rights and FRA's work. To ensure that the implementation of such policies upholds and complies with fundamental rights, FRA has supported the policymaking process by collecting and analysing comparable, objective and reliable data and evidence. In addition, FRA has cooperated with various stakeholder groups and has offered impartial advice to policymakers, based on evidence collected. This report presents FRA's contribution to individual priorities and zooms in on the agency's major achievements.

PROMOTING OUR EUROPEAN WAY OF LIFE



In 2023, the EU continued to prioritise promoting the **European way of life**. That entails upholding the principles of the rule of law, standing up for justice and the EU's core values, including equality, non-discrimination, integration and social fairness for all. To achieve this, the EU focused on migration, border management, asylum and integration. FRA played a crucial role in addressing fundamental rights concerns related to these areas.

FRA published several reports and engaged in various activities to address these concerns. In its report ***Asylum and Migration: Progress Achieved and Remaining Challenges***, FRA presented its results from collecting data on asylum and migration. It highlighted the progress achieved and remaining challenges. The report covers the developments in migration-related approaches in the EU during the past 8 years and suggests measures for improving the integration of good practices on fundamental rights in migration management.

FRA also published the report *Fleeing Ukraine: Displaced People's Experiences in the EU*, based on the survey on displaced persons fleeing the war in Ukraine. The agency also conducted a project called 'Local efforts to integrate displaced persons fleeing the Russian invasion of Ukraine', which mapped measures to ensure access to social services in cities and regions across the EU.

Ex-Post Evaluation of the FRA's work to address fundamental rights challenges resulting from the Russian War of Aggression against Ukraine



The FRA's agile response to the outbreak of the full-scale war in Ukraine, including the rapid establishment of the Ukraine Task Force, demonstrated remarkable preparedness and adaptability of the Agency, emphasising its ability to quickly adjust its operations to effectively meet new challenges.

Through its response to the Russian war of aggression in Ukraine FRA has effectively met its objective of supporting EU institutions and Member States in upholding fundamental rights. Demonstrating prompt adaptability and a commitment to collecting, analysing, and disseminating critical information on the challenges faced by displaced population, FRA has underscored its role as a vital, independent human rights reference within the EU.

In addition to publishing reports, FRA engaged in several activities related to the fundamental rights situation at the EU's external borders. It carried out country visits to Member States, where it engaged with national authorities and other stakeholders to share expertise on how to address migration and asylum challenges in a fundamental-rights-compatible manner. Moreover, FRA's Director and staff delivered speeches, participated in events and meetings, and cooperated with other relevant agencies in the area of migration.

The agency supported the implementation of new systems, such as the European Travel Information and Authorisation System and Entry/Exit System, promoting a fundamental-rights-compliant roll-out. FRA also engaged in activities in the area of migration, including cooperation with the European Union Asylum Agency, the European Border and Coast Guard Agency and the European Union Agency for Law Enforcement Cooperation. At the request of the European Commission, FRA published its contribution to the evaluation of the European Border and Coast Guard regulation.

Finally, the integration and social inclusion of migrants and international protection beneficiaries remained a crucial priority. FRA's report on *Promoting migrant integration – Strengthening EU law on long-term residence* explored why certain provisions of the long-term residence directive remain underutilised. FRA presented the findings to the European Parliament and the Council of the European Union. The European Commission's impact assessment accompanying the proposal for a recast of the directive also referenced those findings.

A NEW PUSH FOR EUROPEAN DEMOCRACY



One of the core priorities of the European Union is to **strengthen its democratic values**, including the commitment to uphold fundamental rights, safeguard the freedom and independence of the press, ensure the rule of law and promote equality regardless of gender, rural or urban background, age or sexual orientation. FRA contributed substantially to this priority, with some key activities.

FRA's dissemination of equality data provided inputs to the European Commission on the **2020–2025 EU anti-racism action plan progress report**. The third large-scale **EU survey on immigrants and descendants of immigrants** fed into the flagship report ***Being Black in the EU – Experiences of people of African descent***. The report has received extensive media coverage. It provided a solid snapshot of discrimination and social exclusion experiences that black communities in the EU face.

Moreover, FRA analysed the results of the **third LGBTIQ Survey**, to which 100 577 LGBTIQ respondents contributed, sharing their experiences, needs and challenges in today's society. It revealed that achieving equality for LGBTIQ individuals in Europe is still a major challenge, as the community still experiences significant discrimination and violence. The findings contributed to the development of the European Commission's 2020–2025 LGBTIQ equality strategy, therefore informing and supporting the policy process in this area.

Ensuring the protection of the rights of the child is another key objective under this priority. FRA updated the **mapping of child protection systems in the EU**, following comprehensive data collection and in-depth legal analysis of child protection systems in the EU Member States. In addition, FRA provided evidence-based advice to stakeholders, including in the context of the **EU Network for Children's Rights** and in the **Advisory Board meeting of the EU Children's Participation Platform**. Moreover, FRA continued to engage in training and capacity-building activities on the topic. In 2023 it also contributed to the achievement of this priority by setting up a **Youth Advisory Panel**, which aims to increase youth engagement on fundamental rights matters.

The promotion of the rule of law at the intersection with fundamental rights is also one of the objectives under this priority. FRA contributed to the Annual Rule of Law Report of the European Commission, in which it highlighted the lack of access to justice at EU's borders as a potentially emerging rule of law issue. The project '**Civic space and national rule of law dialogues**' fed into the publication of the annual report on civic space, ***Protecting Civil Society – Update 2023***. FRA also supported the European Commission in holding national rule-of-law dialogues in several Member States, convening key stakeholders to discuss the findings and follow the recommendations of the Annual Rule of Law Report.

A EUROPE FIT FOR THE DIGITAL AGE



Throughout 2023, FRA was committed to shaping a digital future that prioritises respect for fundamental rights. It carried out various initiatives in the area of data and digital, aligning with the European Commission's priority 'A Europe fit for the digital age'.

While technologies are used to enhance the security of our societies, they can potentially pose risks to people's fundamental and privacy rights. One example is the remote biometric identification system, which identifies individuals by comparing their biometrics against a database. While having evident advantages for bolstering counterterrorism and countering organised crime, RBI systems bring risks for individuals' fundamental rights. In 2023, FRA started its multiannual project '**Remote biometric identification for law enforcement purposes**' to evaluate such risks, through the analysis of selected use cases. The project focuses on the use of such technologies by law enforcement agencies and its implications for fundamental rights, to propose safeguards that law enforcement authorities should put in place when deploying such technologies to uphold citizens' fundamental rights. Upon

a European Parliament formal request, FRA also partially updated the 2017 report on **Surveillance by Intelligence Services: Safeguards and remedies in the European Union**, which critically examined recent developments in surveillance technologies, emphasising the importance of using strong oversight to safeguard fundamental rights in the evolving digital landscapes.

Another core priority under the Commission's digital strategy is to mitigate the risk of discrimination associated with some uses of artificial intelligence (AI) technologies. In this respect, the Commission has designed new rules to enhance the societal benefits of AI solutions while reducing harmful biases. FRA played a key role in informing stakeholders of the challenges posed by AI, through extensive research presented in the report **Bias in Algorithms – Artificial Intelligence and Discrimination**. Active participation in discussions at the EU and international levels, including negotiations for the CoE Convention on Artificial Intelligence, highlighted FRA's commitment to advancing responsible AI governance concerning fundamental rights principles.

In the context of data protection, FRA's work aimed to enhance the understanding and enforcement of data protection legislation and policies while equipping stakeholders with the necessary tools to address emerging cyber threats effectively. In particular, FRA worked on the project '**GDPR – experience of data protection authorities**' and developed a **Handbook on European law relating to cybercrime and fundamental rights**.

FRA continued its efforts towards improved content moderation practices to combat hate speech online. The proliferation of online hate content has been flagged as a significant issue in FRA's **Online content moderation – Current challenges in detecting hate speech**, which reports that women, people of colour, Jews and Roma are frequently targets of hateful speech. The report actively engages with the challenges of identifying online hate speech and its implications for fundamental rights in a digital environment.

A STRONGER EUROPE IN THE WORLD



FRA continued to deepen cooperation with international organisations, and to promote a human rights culture, including in the policymaking process. Of particular importance in 2023 was the continued and reinforced cooperation with the CoE, to enhance human rights protection. This combination of efforts aimed to achieve important results, while avoiding duplication and fostering synergies across their activities. Regular meetings and information exchanges facilitated the integration of the CoE's priorities into FRA's work programmes.

For example, the agency contributed evidence to the work of the CoE's Committee on Artificial Intelligence and to the Group of Experts on Action against Violence against Women and Domestic Violence, which is tasked with monitoring the implementation of the Istanbul Convention on preventing and combating violence against women and domestic violence.



90% of stakeholders agreed or strongly agreed that fra contributed to making fundamental rights more visible at international-level, and 79% that the agency contributed to developing a human rights culture at the international level

FRA also cooperated with the UN in various contexts. Its work was referenced in the 2023 **report of the United Nations High Commissioner for Human Rights**. It participated in the 2023 UN High-Level Political Forum (including in a side event on voluntary national reviews and human rights, and through its contribution to the EU's first voluntary review), and as a member of the framework for the monitoring of the EU's implementation of the UN Convention on the Rights of Persons with Disabilities.

During 2023, FRA continued its project on the operational implications of EU accession to the European Convention on Human Rights. It deepened its research, refined the project outputs and undertook preliminary consultations with the European Court of Human Rights.

AN ECONOMY THAT WORKS FOR PEOPLE



In 2023 FRA continued to engage in various activities in the area of social rights and equality, contributing to the European Commission's priority 'An economy that works for people'.

The agency was active in projects that promoted vulnerable groups' access to employment. For instance, building on the results of the FRA online survey among people displaced from Ukraine, carried out in 2022, and analysed by Eurofound, FRA published the paper ***Barriers to Employment of Displaced Ukrainians***, which highlights the main barriers Ukrainians face when accessing employment and suggest ways to facilitate their inclusion.

FRA continued to support the inclusion of minorities, including the Roma community. It published the methodology of the 2021 Roma Survey, delivered training to stakeholders on how to collect and analyse data on the Roma community and started the preparatory work for the new round of the survey: the 2024 Roma Survey. It did so in cooperation with EU institutions, in particular the European Commission, and international organisations, such as the CoE.

A EUROPEAN GREEN DEAL



In line with the priority 'A European Green Deal', FRA was engaged in identifying the key social and fundamental rights impacts of the EU's transition to a greener economy, alongside analysing relevant implementing legislation. FRA's work stressed the importance of upholding fundamental rights while advancing the European Green Deal. Through two ongoing projects, FRA focused on intersections between environmental protection, consumer rights, sustainable development, and corporate sustainability, aiming to inform policymaking and enforcement efforts while mitigating emerging risks.

Consumers' rights can play a significant role in ensuring that businesses offer more sustainable options and are held accountable for the impacts of their activities on the environment. With the project '**Business and human rights: Consumer protection and the environment**', FRA carried out a comprehensive examination of national approaches to consumer and environmental protection. For this project, FRA conducted in-depth country studies, engaged in expert consultations and disseminated preliminary findings to stakeholders through various events, fostering dialogue and raising awareness of the need for effective regulation. This project contributes to strengthening the EU's consumer policies and to disseminate knowledge about the environmental record of products and services.

Another project in this area was **'Ensuring the right to environmental protection'**. It identifies the most pressing social and fundamental rights implications of the EU's green transition, particularly in the context of climate change and the UN's sustainable development goal to leave no one behind.

In 2023, FRA started preparing a focus paper on **'Fundamental rights and the just transition of the EU's Green Deal'**, planned to be published in 2024. To this end, FRA organised an expert meeting to discuss its potential contribution to policymaking in the context of the European Green Deal, considering ensuring fundamental rights in the EU's plan for a just transition.

KEY CONCLUSIONS ON FINANCIAL MANAGEMENT AND INTERNAL CONTROL

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

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

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated. The Director, in her capacity as authorising officer, has signed the declaration of assurance.



Promoting our European way of life

- FRA produced numerous outputs on the challenges faced by Ukrainians fleeing their country, including the Report 'Fleeing Ukraine: Displaced people's experiences in the EU' and the results of the project 'Local efforts to integrate displaced persons fleeing the Russian invasion of Ukraine'
- FRA carried out country visits, delivered speeches and participated in events to promote a fundamental rights culture in addressing migration challenges
- FRA continued to support the Schengen evaluations
- FRA published the '2023-Update Forced return monitoring system'
- FRA supported policy-making with the publication of the report on strengthening EU law on long-term residence
- FRA supported the rights of ethnic minorities, including Roma, by collecting and analysing data



A new push for European Democracy

- FRA disseminated equality data and provided inputs to numerous Commission's initiatives, including the 'EU Anti-racism Action Plan 2020-2025 progress report'
- FRA published the flagship report 'Being Black in the EU – Experiences of people of African descent' providing information on discrimination and social exclusion faced by black communities in the EU
- FRA contributed to the EU LGBTIQ Equality Strategy 2020-2025 with the analysis of the third FRA LGBTIQ Survey
- FRA carried out numerous activities in the protection of the rights of the child, such as the updating of the mapping of child protection systems in the EU
- FRA set up the Youth Advisory Panel
- FRA contributed to the Commission's priority to promote the rule of law, for instance by providing inputs to the Annual Rule of Law Report



A Europe fit for the digital age

- FRA published a report on the potential challenges to fundamental rights posed by the use of Remote Biometric Technologies for law enforcement purposes
- FRA updated the 2017 report on 'Surveillance by Intelligence Services: Safeguards and Remedies in the European Union'
- FRA engaged in different activities related to AI, and in particular was member of the negotiation team of the Council of Europe Convention on AI
- FRA engaged on projects combating hate speech online, including 'Online content moderation – Challenges in detecting hate speech'



A stronger Europe in the world

- FRA actively engaged with International Organisations including the Council of Europe. For instance, it cooperated with the Council of Europe GREVIO Committee
- FRA cooperated with different UN Agencies, including the UNHCHR
- FRA supported the development of the EU framework for the UN Convention on the rights of persons with disabilities



An economy that works for people

- FRA supported the inclusion of minorities by cooperating with other EU Institutions and International Organisations
- FRA analysed the results of the Roma Survey 2021 and carried out the preparatory work for the Roma Survey 2024
- FRA published the paper 'Barriers to employment of displaced Ukrainians' exploring the main barriers Ukrainians face when accessing employment



A European Green Deal

- FRA worked on the link between consumer protection and the environment, carrying out in-depth country studies and consultations with stakeholders
- FRA worked on the identification of the main social and fundamental rights implications of the EU's green transition with the project 'Ensuring the Right to Environmental Protection', and starting to prepare a focus paper on 'Fundamental rights and the just transition of the EU's Green Deal'

PART I. FRA'S ACHIEVEMENTS IN 2023

In 2023, FRA adopted its multi-annual Strategic Plan for 2023–2028. FRA’s strategic priorities and objectives are based on the agency’s role and mission as defined in its amended founding regulation. The Strategic Plan contains three 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. Engage in cross-cutting actions to support the realisation of the EU’s fundamental rights goals and vision.

The following subsections describe FRA’s key operational achievements of 2023, by strategic priority.

Strategic priority 1: support the upholding of fundamental rights standards in the development of new EU laws and policies



FRA objectives for Strategic Priority 1 for 2023 – 2028:

- 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 respect, protection and fulfilment of fundamental rights across the Union.
- 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 fundamental rights.
- 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 promote fundamental rights resilience.

During 2023, FRA continued to fulfil its role as a reliable actor, providing policymakers with independent advice and opinions to inform the development of new EU laws and policies.

Key achievements in 2023

FRA worked extensively to support the upholding of fundamental rights in policymaking based on the information the Agency collected on the state of fundamental rights protection across the Union, highlighting key areas to be further addressed. A flagship activity was the work it carried out for the second edition of the report **‘Being Black in the EU – Experiences of people of African descent’**. Work continued in the areas of anti-racism and non-discrimination, hate crimes against Jews, victims’ rights and social rights.



For migration and asylum, FRA published regular updates, such as the bulletin **‘Asylum and migration: progress achieved and remaining challenges – Overview 2015 - March 2023’**, and the report **‘Promoting migrant integration – Strengthening EU law on long-term residence’**.

The use of data and digital technologies was a central area of work with FRA starting an innovative multiannual project **‘Remote Biometric Identification for law enforcement purposes’** and updating the 2017 report on **‘Surveillance by Intelligence Services: Safeguards and Remedies in the European Union’**.

2023 was a key year for FRA to bring attention to research and foresight studies on fundamental rights issues and challenges.

2023 was a key year for FRA. The agency continued to produce high-quality information through activities related to data collection, analysis and provision of expertise, carried out in cooperation with all stakeholders, for the development of new EU law and policies.

In the area of anti-racism and anti-discrimination, FRA released the second edition of the report ***Being Black in the EU – Experiences of people of African descent***¹ as part of its commitment to address issues of racial equality. Based on first-hand accounts, statistical data and analysis, the report offers valuable insights into issues of discrimination, inequality and social exclusion faced by black communities across the EU. It presents suggestions to tackle racism and discrimination effectively and promote action on equality and inclusion.

In the first 2 days after the report launch on 25 October the media published **543 articles** about it. One month after launch, it had been **downloaded 1,687 times**. This flagship publication has been presented in **three conferences and other forums**, and in **one meeting** with the Secretariat of the Working Party on Fundamental Rights, Citizens' Rights and Free Movement of Persons and the Spanish Presidency of the Council of the EU.

The report builds on the results of FRA's third large-scale **EU survey on immigrants and descendants of immigrants**². In 2023, FRA analysed the survey data, which were collected in 2022 from almost 6,800 people of sub-Saharan African descent in 13 EU countries. Based on the findings of the survey, FRA supported policymakers, including by contributing to the European Commission's 2020–2025 EU anti-racism action plan progress report. To disseminate its work on this topic, FRA participated in at least six events, split between conferences, forums, thematic meetings and virtual events.

In the area of non-discrimination, FRA provided input to a forthcoming study on intersex people in the EU, contributing valuable insights and expertise to inform research and policy development in this area.

The agency also responded to a request to support the EU disability strategy. It started preparing research on protecting the fundamental rights of persons with disabilities living in institutions. The aim is to identify gaps in protection and promote inclusive policies. This research has two components: desk research in the 27 EU Member States and Albania, North Macedonia and Serbia; and fieldwork research in 10 EU Member States.

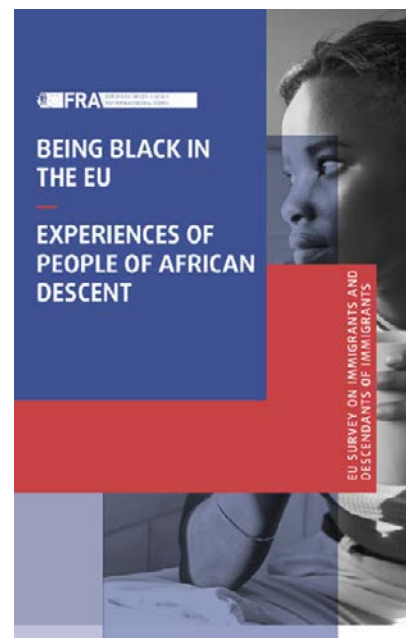


75% of stakeholders believe that FRA contributed to a large extent or to a very large extent to support the upholding of fundamental rights standards in the development of new EU laws and policies



Work on social rights continued throughout 2023. **Environmental protection** was one of the key areas of FRA's work on social rights. FRA worked on the preparation of a comparative report, to be published in 2024, based on the results of the research project **'Business and human rights: Consumer protection and the environment'**³. The project

explores the intersection of consumer and environmental protection in national laws, with a particular focus on access to reliable information about the sustainability of products and services and addressing greenwashing. The report aims to inform EU policymaking, support enforcement efforts and highlight emerging risks related to greenwashing. It provides insights, examples and guidance to support the effective regulation of misleading environmental claims and to protect consumer rights. For this project, in



2023, FRA carried out 10 country studies and consultations with experts, and disseminated preliminary research findings to stakeholders. Evidence from the project was presented and discussed at at least four events.



On the environment and climate change, FRA began preparing a focus paper on **'Fundamental rights and the just transition of the EU's Green Deal'**⁴, which it plans to publish in 2024. To that end, the agency organised an expert meeting to discuss its potential contribution to policymaking in the context of the European Green Deal, with a view to ensuring fundamental rights in the EU's plan for a just transition.



In the area of security and justice, FRA contributed to producing and disseminating research outputs useful for policymaking. A key example of FRA's contribution to fighting hate crime was the launch of the third survey on **discrimination and hate crime against Jews**⁵, to collect comparable data from people who self-identify as Jewish, on their experiences of online or in-person anti-Semitism, discrimination and hate crime. The survey, the findings of which are due to be published in 2024, offers evidence to feed into EU policy addressing anti-Semitism.

FRA engaged in a number of dissemination activities, including presenting the survey and other research findings on multiple occasions to stakeholders at the national and international levels, disseminating the research data in response to requests from both EU institutions and other stakeholders, and participating in meetings with EU and national authorities.



90% of stakeholders agreed or strongly agreed that FRA contributed to making fundamental rights more visible at EU level, and 90% that the Agency contributed to developing a human rights culture at the EU level

In 2023, FRA collected information on key areas for the implementation of the victims' rights directive, to provide evidence-based advice to support relevant EU actors in the proposed revision of the directive. Key findings in this area were presented at various meetings, including the Council's Working Party on Judicial Cooperation in Criminal Matters and the European Parliament's Committee on Civil Liberties, Justice and Home Affairs. In addition, FRA actively contributed to the work of the Commission's Victims' Rights Platform and participated in discussions at the informal meeting of ministers for equality on combating violence against women.



In the digital sphere, in 2023 FRA worked extensively to strengthen respect for fundamental rights when new technologies are deployed. FRA began work on the multiannual project **'Remote biometric identification for law enforcement purposes'**⁶, on the use of remote biometric identification (RBI) technologies by law enforcement agencies in EU Member States. This initiative seeks to assess the impact of RBI on data protection principles and provide advice for decision-makers on the use of such technologies. The project, with the support of the European Union Agency for Law Enforcement Cooperation (Europol), enabled the circulation of data collection materials at the Member State level. FRA also spoke at **five events** where it presented the project and engaged with stakeholders. Details were also published on the FRA website.



Promising practice in the area of 'Data and digital'

In the first half of 2023, FRA published, following a request from the European Parliament Inquiry Committee on Pegasus, a partial update of FRA's 2017 report on **'Surveillance by Intelligence Services: Safeguards and Remedies in the European Union'**. This update examined recent developments in surveillance practices and legal frameworks, assessing their compatibility with fundamental rights standards.

It focused on the question of the oversight of intelligence services. The European Parliament referred to it in the Recommendation following the investigation of alleged contraventions and maladministration in the application of Union law concerning the use of Pegasus and equivalent surveillance spyware.

2023 was marked by extensive work on artificial intelligence (AI), at the EU and international levels. Notably, FRA worked to provide guidance on how to assess high-risk AI in relation to fundamental rights. It published the report ***Bias in Algorithms – Artificial Intelligence and Discrimination***⁷, providing empirical evidence, based on computer modelling, on how algorithms can become biased, and how policymaking needs to address this. The results of this study were presented in various contexts, including at **21 events**.

The inputs and presentations mainly concerned recent developments in EU legislation on AI, the Commission's proposal for a regulation (AI Act) (COM(2021) 206 final), and of the Council of Europe (CoE) Committee on Artificial Intelligence. In this context, FRA actively participated in discussions related to AI policymaking at various levels.

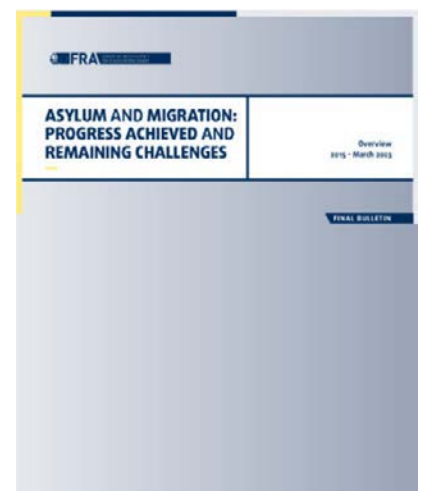


In the area of migration and asylum, FRA undertook a diverse array of projects and initiatives in its commitment to uphold fundamental rights.

Building on its reporting on migration, in the bulletin ***Asylum and Migration: Progress achieved and remaining challenges – Overview 2015–March 2023***⁸ FRA reported on concerns and improvements regarding the fundamental rights of migrants, asylum seekers and refugees. The bulletin explored the EU Member States' legal and practical responses and emphasised key trends, promising practices, long-standing and emerging patterns, and persistent concerns.

One of the main results of 2023 was the publication of the comparative report ***Promoting migrant integration – Strengthening EU law on long-term residence***⁹. It examines the implementation of current legal frameworks in EU Member States and proposes recommendations to enhance integration policies and practices. The findings of the project were presented on various occasions to the European Parliament rapporteur of the Recast Directive 2003/109/EC concerning the status of third-country nationals who are long-term residents and to the Council of the EU. Moreover, the Commission staff working document containing the impact assessment accompanying the proposal for a

Of particular relevance in 2023 was the participation in the negotiation team of the Council of Europe's Convention on Artificial Intelligence, being testimony of the serious and scientifically robust work FRA carries out on AI.



directive concerning the status of third-country nationals who are long-term residents in the EU (recast) refers to the findings of FRA's project.



Stakeholders shared to value FRA's high quality and reliable advice. In particular, one stakeholder highlighted the key input provided by FRA on new legislative developments, including for the New Pact on Migration and Asylum.

FRA also collaborated with the European Commission, submitting a contribution to the Annual Rule of Law Report, providing data on civic space, among other topics, and promoting national stakeholder dialogues on the report in Member States.



In 2023, FRA continued its work on civic space with the project '**Civic space and national rule of law dialogues**' by carrying out data collection for the publication of its annual report on civic space **Protecting Civil Society – Update 2023**¹⁰, which is in its 6th edition. This edition presents 'spotlight' sections on specific areas of concern, including challenges for migrant rights defenders. The agency undertook several civil society consultations on various topics and **participated in three thematic Commission seminars and the concluding high-level conference on civic space.**

The agency, in response to a request from the European Parliament, published in July 2023 a report on **Protecting human rights defenders at risk: EU entry, stay and support**¹¹, which outlines how human rights defenders can enter and stay in the EU when they need protection. It suggests how EU institutions and EU Member States could use the flexibility in existing legal provisions and provide shelter for defenders who seek protection. The visibility of the topic of how EU Member States can provide visas to human rights defenders who are under threat outside the EU was greatly enhanced. It was debated on various occasions, including at a dedicated seminar organised by the Spanish Presidency of the Council of the EU and at a **webinar organised by FRA** on how human rights defenders at risk in non-EU countries can enter and stay in the EU, in which **65 stakeholders** participated.



To embed future insights into EU policymaking, planning and preparedness, FRA initiated a number of initiatives in the area of strategic foresight.



Promising practice in the area of 'Policy analysis and stake holder cooperation'

2023 was a key year for FRA to set the ground for carrying out activities on strategic foresight. The Agency started to work with foresight experts on building attention to the importance of including fundamental rights considerations in strategic foresight activities.

The **Foresight workshop** organised by FRA in November 2023 looked at climate change and environmental protection, their impacts on fundamental rights, and on the learnings for fundamental rights policies and initiatives that systematically promote the right to environmental protection. Participants included representatives of EU institutions, Member States authorities, civil society organisations working on various rights related topics, and independent experts with expertise in fundamental rights and/or environmental policy.

The workshop used trend analysis as one of the key methodologies within foresight, to identify change in the external environment and to understand what it might mean for a specific issue. From this analysis, trends, opportunities and challenges were identified. Selected trends from the European Commission's Joint Research Centre published via its Megatrends Hub relevant for the future of Europe were used as a starting point.

Within the **EU Agencies Network on Scientific Advice**, FRA participated throughout the year in the activities of the '**futures cluster**'. The cluster is made up of representatives from some 10 EU agencies, who engage in regular discussions and exchange of knowledge and experiences on foresight and futures studies.

In November 2023, FRA held a **foresight workshop on fundamental rights and environmental protection**¹². A group of experts with diverse backgrounds discussed trends and developments in climate change and environmental protection, and considered how these could affect fundamental rights in the EU up to 2040, both positively and negatively. The workshop highlighted that future developments in climate change and environmental degradation are likely to put further pressure on the EU and its Member States, with certain population groups expected to suffer the worst consequences. The experts identified six critical issues and opportunities for future developments at the intersection of climate change and fundamental rights.

Given the importance of this work, strategic foresight has become the focus of a new and independent project in FRA's work for 2024, seeking to provide advice to EU and national policymakers on future scenarios for fundamental rights.



Also with a forward-looking approach, FRA initiated a project to assess the **potential implications of the EU's accession to the European Convention on Human Rights (ECHR)** and for the agency to be prepared, given the wide range of substantive, jurisdictional and procedural issues that this accession would entail. This project will ensure that FRA undertakes its own legal due diligence with regard to accession and that it develops a common understanding of the actual and potential impacts of accession.

Strategic priority 2: contribute to ensuring respect, protection and fulfilment of fundamental rights in the fields covered by existing EU laws and policies



FRA objectives for Strategic Priority 2 for 2023 – 2028:

- 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.
- 2.2 Support the integration of the fundamental rights perspective in the application of relevant laws and policies at the EU and national levels.
- 2.3 Assist the EU institutions and Member States with the implementation of practical measures to address fundamental rights 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.

Throughout 2023, FRA made significant efforts to support stakeholders in the implementation of existing EU laws and policies in a fundamental-rights-compliant manner.

Key achievements in 2023

FRA delivered high-quality work to ensure the protection of fundamental rights in the implementation of existing EU laws and policies and remained responsive to requests for input from key stakeholders.

The continuation of the war in Ukraine required FRA to provide real-time assistance and expertise to policymakers and other stakeholders. FRA's work resulted in the reports '**Fleeing Ukraine: Displaced people's experiences in the EU**' and report '**Fleeing Ukraine: Implementing temporary protection at local levels**'.

To reinforce data collection efforts across the EU, FRA updated the '**Online compendium of practices for equality data collection**' to support EU Member States in enhancing equality data collection.

In the area of justice and security, FRA continued its work on victims' rights and produced the report '**Underpinning victims' rights: support services, reporting and protection**' which focuses on key areas for the effective implementation of the Victim's Rights Directive in practice.

Across 2023, FRA worked on improving the understanding and implementation of the EU Charter of Fundamental Rights, including by co-organising the '**CharterXchange**' event, which is a joint initiative of FRA and the European Commission.



In the field of anti-racism anti-discrimination, FRA ensured the protection of fundamental rights by providing support to key stakeholders in the areas of existing EU laws and policies.

FRA continued to work extensively on responding to the consequences of the Russian war of aggression against Ukraine. Building on the results of the **online survey on displaced persons fleeing the war in Ukraine**¹³, FRA published the report **Fleeing Ukraine: Displaced People's Experiences in the EU**¹⁴, which explored Ukrainians' experiences when arriving in the EU. The report had 758 downloads and 1,037 website views in the first month after its publication. Results of the survey and the publication were presented at more than 10 meetings and workshops.

FRA also published the research findings of the project **‘Local efforts to integrate displaced persons fleeing the Russian invasion of Ukraine: Challenges and promising practices’**, in the report ***Fleeing Ukraine: Implementing Temporary Protection at Local Levels***¹⁵. The findings map measures to ensure access to housing, education, employment and healthcare in 26 cities and regional authorities across 12 EU Member States. For this project, FRA carried out interviews and highlighted initiatives, best practices and challenges faced at the local level in implementing the temporary protection directive.

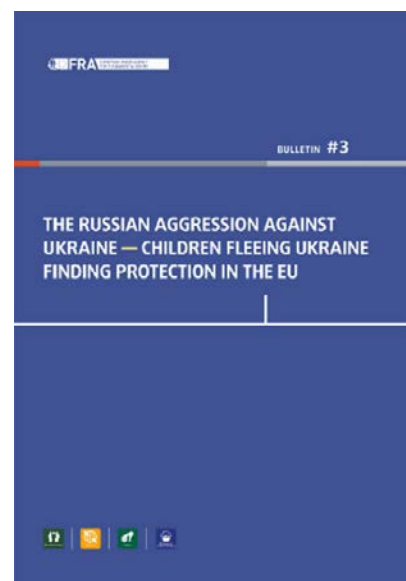
FRA consulted selected cities in the EU and produced a short publication titled **‘How did cities welcome displaced people from Ukraine?’**¹⁶, providing a snapshot of cities’ initiatives to address this humanitarian crisis.

Complementing its work on the consequences of the war in Ukraine, FRA explored the challenges of protecting the rights of children in this context, and the respect, protection and fulfilment of the fundamental rights of around 1.3 million displaced children, in the third bulletin, ***The Russian Aggression against Ukraine – Displaced children finding protection in the EU***¹⁷. FRA highlighted cases where, despite the responses from national and local authorities, the needs of children were not met and their rights were not fully respected.

An ongoing external evaluation of FRA’s work on the Ukraine crisis found that the agency’s agile response to the outbreak of the full-scale war in Ukraine, including the rapid establishment of the Ukraine Task Force, demonstrated remarkable preparedness and adaptability on the part of the agency, emphasising its ability to quickly adjust its operations to effectively meet new challenges. Through its response, FRA effectively met its objective of supporting EU institutions and Member States in upholding fundamental rights. Demonstrating prompt adaptability and a commitment to collecting, analysing and disseminating critical information on the challenges faced by the displaced population, FRA has underlined its role as a vital, independent human rights reference point within the EU.

To support the integration of the fundamental rights perspective into existing policies and legislation, FRA published the guide ***Implementing the UN Convention on the Rights of Persons with Disabilities: Human rights indicators***¹⁸. In particular, it helps national monitoring frameworks to fulfil their monitoring tasks as established under the Convention.

Building on the agency’s work to stop discrimination and ethnic profiling in Europe, work is being carried out on the project **‘Addressing racism in policing’** in line with the 2020–2025 EU anti-racism action plan, with a final report scheduled to be published in 2024¹⁹.





Promising practice in the area of 'Anti-racism and non-discrimination'

FRA updated the '**Online compendium of practices for equality data collection**', with 26 new inputs. The Compendium is one of the products of the Subgroup on Equality Data mandated by the EU High-level Group on non-discrimination, diversity and equality, under the European Commission (DG JUST). FRA facilitates the work of this Subgroup, which produces non-binding outputs on how to collect and use equality data.

The Compendium of practices on Equality Data aims to provide inspiration to EU Member States when they are implementing the sets of guidelines on improving the collection and use of equality data. It collates Member States' practices regarding equality data, providing information on the background and rationale underlying the practices, the way they were implemented, the main outputs, technical information, and contact addresses for further information.

The guidelines of the compendium have been updated to include selected guidelines from the guidance note on the collection and use of equality data based on racial or ethnic origin, and the upcoming guidance note on the collection and use of data for LGBTIQ equality. The fruitful cooperation of key stakeholders, including FRA, brought success at the national level, as well, such as the support provided to Irish authorities in the adoption of Ireland's National Equality Data Strategy.

For the third FRA LGBTIQ survey, the Agency gathered valuable insights from 100,577 LGBTIQ respondents in the 27 Member States and Albania, North Macedonia and Serbia, into the experiences, needs, and challenges faced by them.

Continuing with its commitment to support EU strategies that aim to foster equality, integration, and inclusion while combating all forms of racism and hate crime, FRA was actively engaged in various initiatives. Among these, FRA supported the European Commission by providing valuable inputs to the Commission's mid-term progress review of the 2020–2025 LGBTIQ equality strategy, based on the findings from the **third FRA LGBTIQ Survey**²⁰. This involved providing information on indicators for monitoring progress towards fostering equality, integration and inclusion at both the national and EU levels.

FRA received 34 requests for data and evidence from EU institutions, Member States and other stakeholders, such as researchers. The results were presented at three conferences and forums. The survey was the most accessed data visualisation in 2023.

In its ongoing efforts to combat discrimination, FRA updated its **anti-Muslim hatred database**²¹, which provides information on hate crime, hate speech and discrimination against Muslims. The database equips stakeholders with valuable insights to combat anti-Muslim hatred effectively. In addition, FRA worked on an update of the case-law on hate crime and hate speech, although this was not published in 2023.

To draw attention to the gaps in the recording of anti-Semitism across countries, FRA published **Antisemitism in 2022 – Overview of antisemitic incidents recorded in the EU**²². This is the 19th edition of FRA's reporting on this topic. It covers incidents reported in the EU Member States and from Albania, North Macedonia and Serbia.

Among its key activities in 2023, FRA contributed written and oral input and relevant expertise to the activities of several stakeholders. In particular, it provided input to the European Commission's 2020–2025 EU anti-racism action plan and expert support to the subgroup on the national implementation of the EU anti-racism action plan. This included presenting the final draft of the monitoring checklist and a reporting tool, and providing support for monitoring and evaluating progress in combating racism and promoting equality across the EU. At the same time, FRA collaborated closely with the EU coordinators

on anti-racism, anti-Muslim hatred and anti-Semitism. During the year, it also provided input to the Inter-Service Group on integration and social inclusion of immigrants, coordinated by the Directorate-General for Migration and Home Affairs of the European Commission, particularly for the monitoring table on the implementation of the EU action plan on integration and inclusion.



In addition, FRA provided input to the European Commission against Racism and Intolerance general policy recommendation No 17 on preventing and combating intolerance and discrimination against LGBTI persons, and to the CoE Committee of Experts on Hate Crime.

Moreover, FRA sent a written input to the International Independent Mechanism to Advance Racial Justice and Equality in the Context of Law Enforcement, for its second report, ***Reimagining policing – Report of the international Independent Expert Mechanism to Advance Racial Justice and Equality in Law Enforcement***.

FRA provided comments to the two draft outputs of the United Nations Praia Group on Governance Statistics: **a module on discrimination for cognitive pre-testing** and the **draft text of the 'Guide on the use of administrative data for statistics on non-discrimination & equality'**.

Regarding cooperation with the UN, FRA contributed to the preparation of the 2023 report of the U N High Commissioner for Human Rights. Through this contribution, FRA provided valuable insights into and perspectives on human rights issues within the EU, supporting the UN's efforts to promote and protect human rights globally.



In the area of social rights, FRA was very active throughout 2023 in upholding respect for fundamental rights in the implementation of current legislation and policies.

On child protection, the agency updated the **mapping of child protection systems in the EU**²³. This initiative, in preparation for a forthcoming comparative report to be published in 2024, aims to assess the implementation of child protection measures throughout the EU Member States and to define means of improvement. To do so, FRA engaged in data collection and in-depth legal and policy analysis on child protection systems in the 27 EU Member States. It produced one survey, 27 national reports, one comparative report and one research guideline. In total, 19 written and oral inputs on the results of the research have been provided to the EU institutions to inform policymaking.

Building on 29 national reports (covering EU Member States and candidate countries) on the efforts to protect the right of older persons to access public services in digital societies, FRA published the comparative report ***Fundamental rights of older persons: Ensuring access to public services in digital societies***²⁴. The report explores the legal and policy context of ensuring equal access to public services undergoing digital transformations, for older persons. This key publication was launched with a press release and presented at least 13 meetings and events, including capacity-building workshops and study visits.

Drawing from a 2022 FRA survey, FRA worked on the paper ***Barriers to Employment of Displaced Ukrainians***²⁵. It identifies the main challenges encountered by displaced individuals in 10 EU Member States and proposes strategies and measures to facilitate their inclusion.

FRA continued to respond to requests from EU institutions and international and national stakeholders for data and evidence on several areas of expertise in social rights. This included providing updates and insights from FRA surveys and other research findings, and expert contributions to the European Commission's Directorates-General (DGs) for Migration and Home Affairs and for Justice and Consumers. In particular, FRA shared its expertise for the development and implementation of strategies and action plans under its Union of equality framework, and for the implementation of the EU action plan on integration and inclusion and of the EU strategy on the rights of the child.

FRA provided evidence-based advice at meetings and events, notably in the context of the EU Network for Children's Rights and at the meeting of the EU Children's Participation Platform Advisory Board. Moreover, during visits by high-level representatives from the UN and CoE, FRA produced five inputs to the bilateral meetings. Notably, it contributed to the development of the EU framework for the United Nations Convention on the Rights of Persons with Disabilities, providing expertise and input to ensure the framework reflects the rights and needs of persons with disabilities.



93% of stakeholders agreed or strongly agreed that the consultable outputs they used are based on the collection and analysis of robust, reliable and comparable data on the state of respect, protection and fulfilment of fundamental rights

In addition, FRA continued to engage in capacity-building activities on social rights by contributing to webinars and visits, including those to make justice in the EU more child-friendly.



Promising practice in the area of 'Social rights'

The 2023 work of the Agency on social rights included outputs and activities related to child rights, youth's rights, ageing and digitalisation, and rights of persons with disabilities.

In the comparative report '**Fundamental rights of older people: ensuring access to public services in digital societies**', FRA stressed that current legislation does not acknowledge sufficiently the risk of digital exclusion, nor does it address the barriers older people may face.

During the year, FRA produced ad hoc outputs and carried out projects in this area, which gathered extensive interest from stakeholders, including EU and national institutions, and civil society organisations.



In the area of Roma equality, inclusion and participation, FRA actively engaged in providing technical assistance to the European Commission. Specifically, FRA provided its expertise to support DG Justice and Consumers in collecting inputs for the European Commission's forthcoming communication on Roma inclusion, to be released in 2024. With this work, FRA aims to ensure that the communication is informed by comprehensive data, insights and best practices. That will facilitate more effective and targeted strategies to address the challenges that Roma populations face.



Based on its expertise in justice and security, FRA undertook a number of initiatives in 2023 to ensure respect for and integration of fundamental rights. FRA worked on updating and extending the online **database on conditions of criminal detention**²⁶ in EU Member States through an online tool. It aims to ensure that the database remains up to date and comprehensive, providing national standards, laws and monitoring reports on detention conditions across the EU. This completion of the update is scheduled for the first quarter of 2024.

The agency started preparing two surveys on the topic of violence against women: **'Violence against women II: Filling the data gap'**²⁷ and the survey for the project **'Violence and related human rights abuses against women fleeing the war in Ukraine'**²⁸.

For the first survey, FRA and the European Institute for Gender Equality (EIGE) jointly developed a research methodology, including the survey questionnaires. The data collection is currently ongoing in eight EU Member States.

For the second survey, FRA prepared the entire research methodology and the fieldwork documents required for quantitative and qualitative data collection activities in 2023. FRA established a steering committee to cooperate closely with the key selected EU and international stakeholders from the field, including EIGE, Eurojust and the United Nations Office on Drugs and Crime, when developing and rolling out this survey. This project aims to gather data to identify the challenges and vulnerabilities faced by women displaced by war. The results will be published in 2025.

Both surveys aim to assist key stakeholders by providing valuable insights into the implementation of relevant policies and measures.



Promising practice in the area of 'Justice and security'

The work on the two surveys **'Violence against women II: filling the data gap'** and **'Violence and related human rights abuses against women fleeing the war in Ukraine'** represent a key example of how FRA worked in synergies both with other EU Agencies and internally.

The first survey was developed in partnership with EIGE ensuring that both Agencies could put together in an efficient way resources and expertise.

The second survey represents a good example of synergies between sectors within FRA. This allowed to leverage the different expertise available in the Agency. For the development and the roll-out of the survey, FRA established the Steering Committee to gather key expertise from EU and international actors, including EIGE, Eurojust, UNODC and other expert organisations.

To feed into the ongoing revision of the Victims' Rights Directive, FRA produced the report ***Underpinning Victims' Rights: Support services, reporting and protection***²⁹. It focuses on the issues that are key to the effective implementation of the victims' rights in practice and hence warrant further attention in the context of revising the directive. This report is based on evidence gathered through data collection (2017–2019) in all EU Member States.

In 2023, FRA made progress with the research project on **'Procedural safeguards in European Arrest Warrant Proceedings'**³⁰. This initiative seeks to collect data to enhance understanding and awareness of the rights afforded to individuals subject to European Arrest Warrant proceedings, contributing to fair and effective judicial cooperation within the European Union. The results will become available in 2024.

In the area of justice and security, FRA's expertise was requested by various institutions at different levels of governance. During the year, FRA assisted EU and international stakeholders by responding to five requests for evidence-based advice based on FRA's expertise in the fields of criminal justice and security.

In the context of cooperation with stakeholders, FRA experts contributed their expertise to the work of the European Commission's Victims' Rights Platform.

Notably, FRA supported the European Commission in the evaluation of national proposals under the first partnership agreement set up to enhance national efforts to combat hate crime under the EU High-Level Group on combating hate speech and hate crime.

At the national level, FRA also provided support to two initiatives, funded by the EU, on improving hate crime recording in Germany, and on campaigning and raising awareness of hate crime in Austria.



At the international level, FRA engaged with the CoE with contributions to legal education materials, seminars and guidance notes focusing on human-rights-compliant procedures and protections for vulnerable groups. FRA also had an exchange with Grevio, the CoE expert committee tasked with monitoring the implementation of the Istanbul Convention on preventing and combating violence against women and domestic violence.



In the area of data and digital policy, FRA actively engaged in various projects and initiatives aimed at safeguarding fundamental rights.

FRA worked on a report to be published in 2024 as part of its work on the project **'GDPR – The experience of data protection authorities'**³¹. In the context of the project, FRA carried out interviews with data protection authorities to identify key trends, challenges and good practices in the implementation of relevant legislation. The report aims to analyse the implementation and enforcement of the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) by data protection authorities, offering critical analysis and recommendations. FRA's findings will support the European Commission's 2024 evaluation of the GDPR. FRA also participated in a European Union Agency for Law Enforcement Training (CEPOL) webinar on data protection in law enforcement, delivered jointly with Europol.

In response to the evolving landscape of cybercrime, FRA started working on a **handbook on European law relating to cybercrime and fundamental rights**³². The handbook will aim to equip policymakers, law enforcement agencies and civil society with the expertise and tools to address cyber threats while upholding fundamental rights principles.

Work continued to fight the proliferation of hate speech online. The agency published the report **Online content moderation – Current challenges in detecting hate speech**³³. The report aims to inform stakeholders of the challenges in identifying and detecting online hate in the digital environment, and the implications for fundamental rights. It also calls for more transparency and guidance for a safer online space for all. FRA published a press release to maximise the visibility of the report.

During 2023, FRA actively participated in discussions, meetings and presentations related to AI policymaking at various levels. By engaging with stakeholders, FRA contributed to the development and implementation of AI policies that uphold fundamental rights principles.



In the area of migration and asylum, FRA undertook a diverse range of projects and initiatives to uphold and advance fundamental rights.

On search and rescue operations at sea, FRA delivered its June 2023 update **'Search and rescue operations in the Mediterranean and fundamental rights'**³⁴ to provide information on the non-governmental organisation ships involved in search and rescue operations in the Mediterranean, along with a snapshot of the status of legal proceedings against them. On the same topic, the agency produced the short report **Preventing and responding to deaths at sea: What the European Union can do**³⁵, indicating a series of measures that EU Member States should take to improve search and rescue efforts and provide legal pathways to safety.

FRA also published the annual update of **'Forced return monitoring systems'**³⁶. It provides an overview of the functioning of the forced return monitoring mechanisms set up in EU Member States – except Ireland – under Article 8(6) of the Return Directive (Directive 2008/115/EC). This update assesses the effectiveness of the national monitoring systems and identifies the main challenges for effective forced return monitoring.

Concerning border management, FRA developed, in collaboration with the CoE, the joint note **'Children in migration: Fundamental rights at European borders'**³⁷. It presents key safeguards of European law that apply to children, as a vulnerable category, in the context of migration controls at the EU's external borders, considering that CoE standards apply to the borders of CoE and EU Member States. This is part of their joint commitment to enhance human rights protection.

During 2023, **FRA collaborated with the European Union Asylum Agency (EUAA) to release a series of booklets** aimed at enhancing the understanding of guardians and legal representatives assisting unaccompanied children seeking international protection within the EU. Two practical tools for guardians were published in 2023: **Practical Tool for Guardians – Introduction to international protection**³⁸ and **Practical Tool for Guardians – The asylum procedure**³⁹. These aim to support guardians in their roles of safeguarding the rights and well-being of unaccompanied children.



69% of stakeholders believe that FRA contributed to a large extent or to a very large extent to ensuring respect, protection and fulfilment of fundamental rights in the fields covered by existing EU laws and policies

FRA also conducted country visits to gather first-hand insights and data on the ground where the agency engaged directly with stakeholders, facilitating a deeper understanding of prevailing challenges at the national and local levels.

Another key practical tool developed in 2023 was FRA's ***Guardianship for unaccompanied children – A manual for trainers of guardians***⁴⁰. It is intended to help institutions, organisations and individuals to train guardians of unaccompanied children or to deliver 'train the trainers' courses.

In addition, FRA started developing a **training manual on safeguards under EU law for working third-country nationals**⁴¹. It will provide guidance and resources for workplace inspectors to ensure the protection of the rights and well-being of migrant workers. Moreover, FRA conducted research on access to justice, gathering information on national disciplinary and judicial investigations, as well as complaints lodged with national human rights institutions (NHRIs). This research aims to identify current barriers to accessing justice for migrants and refugees, and to propose measures to address these challenges.

FRA cooperated effectively with various stakeholders, providing valuable support and expertise in response to requests for input and expert contributions in the fields covered by existing EU law and policies.



Stakeholders interviews stressed that, in the area of migration and asylum, FRA's input is instrumental in identifying both legal and operational challenges and, in case of gaps, is complemented via collaborative efforts that FRA makes with other EU agencies and actors.

For example, FRA offered expertise to countries such as Bulgaria, Greece, Croatia, Cyprus and Finland on fundamental rights issues relating to border, asylum and migration management.

Furthermore, FRA provided its fundamental rights expertise to the European Commission for Schengen evaluations, sharing information, supplying a resource person in two training courses, and participating as an observer in 10 on-site country missions.

FRA invested significant resources to support the Commission's network, the Migration Preparedness and Crisis Blueprint, which aims to strengthen migration governance mechanisms and crisis response frameworks.



Promising practice in the area of 'Migration and asylum'

The **EU Migration Preparedness and Crisis Blueprint** is a mechanism established by the European Commission to monitor migration movements and contribute to decision-making in EU asylum and migration laws and policies.

FRA has cooperated with numerous stakeholders in this work and contributed to preparing documents providing an overview of key issues in the migration area. FRA has attended 47 meetings in relation to the Blueprint and sent 67 written contributions, most of which were included in the European Commission's reports.

The network has produced 165 reports concerning Ukraine, to most of which FRA has contributed, and has contributed to the activation and prolongation of temporary protection and contingency planning of displaced people from Ukraine.

Work also continued on other activities assigned to FRA by EU law in the field of asylum, borders and immigration. FRA provided fundamental rights analysis and expertise to the support activities and work of other EU justice and home affairs (JHA) agencies, including the EUAA, the European Border and Coast Guard Agency (Frontex), the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), Europol and CEPOL. FRA contributed to the activities of the JHA agencies' network, including its report on progress and achievements. With CEPOL, work included developing and delivering fundamental rights training for law enforcement officers in different fields.

In the digital sphere, FRA directed its efforts to cooperate with the European Union Agency for Cybersecurity towards safeguarding privacy and data protection throughout the development and implementation of cybersecurity initiatives, and with eu-LISA on guaranteeing that the design and use of IT systems adhered to fundamental rights standards.

FRA provided expertise to support the implementation of new IT systems, in particular the European Travel Information and Authorisation System (ETIAS) and the Entry/Exit System, promoting compliance with fundamental rights principles and non-discrimination principles. In the area of asylum, FRA cooperated with the EUAA Consultative Forum on Fundamental Rights, providing its expertise and participating in its meetings. FRA also contributed fundamental rights guidance to Frontex and the Member States through its membership of the Fundamental Rights Guidance Board for ETIAS.

FRA participated in Frontex Management Board meetings and co-chaired the Frontex Consultative Forum on Fundamental Rights. Of particular importance was the cooperation with the Fundamental Rights Office at Frontex. FRA continued to liaise with and provide input to the Fundamental Rights Office at the operational (e.g. in identifying challenges on the ground during monitoring missions at the national level) and strategic (e.g. by providing a comprehensive overview of the border management policies and legislation) levels.

A key activity to enhance the respect of fundamental rights in the area of migration and asylum was FRA's 2023 contribution to the evaluation of the European Border and Coast Guard regulation (Regulation (EU) 2019/1896). FRA's report *The European Border and Coast Guard and fundamental rights*⁴² analysed how border management activities may affect fundamental rights. It identified six key areas where legislative changes might be the most appropriate solution to address identified fundamental rights gaps.





A stakeholder highlighted that FRA's inputs are key in informing the decision-making process and, in particular, the contribution to the evaluation of the EBCG Regulation was instrumental in providing valuable insights on the implementation of the Regulation by Frontex and Member States.

FRA's contribution to the evaluation of the EBCG Regulation

Article 121 of the EBCG Regulation requires the European Commission to seek input from FRA, which responded to the request and found that:

- virtually all activities by Member States and Frontex in the context of the European integrated border management may impact fundamental rights;
- based on previous FRA's reports, core fundamental rights protected by the Charter of Fundamental Rights of the EU are at risk at the EU's external borders
- six priority areas where FRA identified fundamental rights gaps (safeguards at EU and national levels, Frontex's internal fundamental rights mechanisms, processing of personal data, European Border Surveillance System (Eurosur), Vulnerability Assessment and multiannual strategy, and monitoring during return operations).
- these gaps would require being addressed by legislative adjustments to enable Frontex and its Member States to fully live up to the obligations stemming from the Charter.



In 2023, FRA continued its efforts to strengthen human rights structures and mechanisms. In this context, FRA worked on capacity-building activities, disseminated practical guidance and cooperated with relevant stakeholders.



Promising practice in the area of 'Human rights structures and mechanisms'

FRA prepared the Chapter '**EU Charter of Fundamental Rights**' of the '**Fundamental Rights Report 2023**', and offered six Charter capacity-building events (including a seminar with the European Judicial Training Network, EJTN, training with the National Human Rights Institutions, NHRIs, and training with the Greek Ombudsman) and trainers' manuals (available in different languages) to promote the implementation of the Charter, empowering stakeholders with the knowledge and tools to safeguard fundamental rights effectively.

To support stakeholders' understanding of the Charter, FRA held, together with the European Commission, the '**CharterXchange**' event, which brought together over 600 participants to explore current and potential applications of the Charter and its role in driving positive changes for fundamental rights. On the Charter, FRA also assisted the European Commission by contributing, with data on access to justice, to the 2023 Annual Report on the application of the EU Charter of Fundamental Rights. These activities contributed to **consolidating the partnership with the Commission** on the work concerning the Charter of Fundamental Rights.

To increase focus on local actions, FRA worked with the Human Rights Cities Network to provide practical guidance during seminars to share expertise and facilitate discussions on promoting human rights at the local level. It also worked with the NHRIs on a project monitoring fundamental rights and the rule of law, strengthening their capacity to promote and protect human rights at the national level.



67% of stakeholders believe that FRA's publications in 2023 contributed to raising awareness of fundamental rights in the EU

FRA shared its expertise with the European Commission to develop a concept for national rule-of-law dialogues (to implement the recommendations contained in the Commission's Annual Rule of Law Report at the national level) and to contribute to the Commission's 2023 Rule of Law Report (assessing the rule-of-law situation in Member States). FRA also confirmed its support for carrying out national rule-of-law dialogues by participating in three webinars with a total of more than 50 participants, held in the context of the consultation activities, and five national dialogues.

In its efforts to ensure that EU funds are spent in a way that respects fundamental rights, FRA produced the report **EU Funds: Ensuring Compliance with Fundamental Rights**⁴³. This report provides guidance and recommendations to integrate fundamental rights considerations into the implementation of the EU funds that are governed by the Common Provisions Regulation (Regulation (EU) 2021/1060), which strengthened the rules on complying with fundamental rights. To share the results of its work, FRA participated in four conferences to provide advice on how to ensure fundamental rights compliance when using EU funds.

In addition, to support respect for fundamental rights in the implementation of EU laws and policies, FRA collected extensive data, including from various CoE and UN monitoring bodies. Such data are available to stakeholders via a single online entry point, the EU Fundamental Rights Information System (EFRIS). FRA updated EFRIS in 2023, incorporating a machine-learning-powered pilot full-text search function to improve accessibility and usability for users seeking information. To present EFRIS and the new functionality, FRA organised an EFRIS Advisory Group meeting with international partners and presented the tool at a digital human rights database expert round table and four webinars.

External Evaluation of the EU Fundamental Rights Information System (EFRIS)



EFRIS is adequately addressing the needs of the target stakeholders. The tool provides a single-entry point that is easily accessible, in particular for researchers or policy and decision makers looking for relevant information on human rights, and this is seen by stakeholders as key to overcoming the lack of understanding of the human rights framework and providing an important baseline for regulatory and policy work conducted by international and EU-level institutions, EU Agencies, national-level stakeholders, civil society organisations and academics.

The evaluation findings suggest that EFRIS contributes to consolidating FRA's position as a centre for excellence and expertise on fundamental rights.

Strategic priority 3: Engage in cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision



FRA objectives for Strategic Priority 3 for 2023 – 2028:

- 3.1 Promote fundamental rights at the EU and Member State levels by raising awareness among rights holders and duty bearers.
- 3.2 Develop research methods and tools on fundamental rights, including benchmarking, assessment, due diligence tools and fundamental rights indicators.
- 3.3 Collaborate with partners, fundamental rights actors and multipliers in strengthening regional, national and local fundamental rights protection systems.
- 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.

In 2023, FRA put in place cross-cutting actions to support the overarching goals and vision for fundamental rights by developing research methods and tools, raising awareness of fundamental rights, cooperating with key actors and promoting dialogue among relevant stakeholders across various sectors and levels.

Key achievements in 2023

Across 2023, FRA continued to raise awareness of fundamental rights among key stakeholders. To this end, FRA continued to proactively promote and disseminate its Charter expertise and conducted a series of training activities and events.

A flagship activity was the extensive preparatory work that the Agency conducted to develop the Roma survey 2024.

Throughout the year, FRA fostered constructive dialogue with key stakeholders, in particular in the area of migration and asylum, promptly responding to 80 requests for technical assistance and capacity building from EU, international, and national entities.



To fight racism and discrimination, FRA played a key role in facilitating the work of the European Commission's Subgroup on Equality Data, fostering collaboration and exchange of expertise. This included **fruitful cooperation with Eurostat** within the framework of the subgroup, underlining FRA's commitment to promoting data-driven strategies for achieving equality and combating discrimination.



For social rights, 2023 was an important year for the work on youth, in particular in the context of the **establishment of FRA's Youth Advisory Panel**, which will become operational in 2024. The panel aims to improve youth engagement in fundamental rights within the EU, in line with the EU's youth strategy and its strategy on rights of the child. Activities focused on planning the different steps needed to set up the panel and on starting targeted consultation. To develop the initiative, FRA held a meeting with the CoE Youth Department.

On the topic of Roma, FRA continued to work extensively to support Roma equality, inclusion and participation. Notably, FRA actively engaged in supporting the European Commission's Roma team in collecting inputs for the Commission's 2024 communication on Roma inclusion.

The detailed methodology of the **2021 Roma Survey**⁴⁴ was published, and the whole dataset was made available online, making it accessible to experts and the general public. The results of the survey were presented in several forums including meetings with the European Economic and Social Committee, the European Network of Equality Bodies and the annual conference of European Survey Research Association (ESRA).



Promising practice in the area of 'Roma inclusion'

One of the successes in the work on the **promotion of Roma inclusion** in the EU related to the extensive preparatory work that the Agency conducted to develop the **Roma survey 2024**.

Efficiencies were gained in the work, building on past experience, having more external companies participating in the request for service, and above all by standardising different components of the activity, such as the methodology and the desk research.

FRA also participated in the regular meeting of national Roma contact points, focusing on national-level data collection for monitoring progress in Roma inclusion. Furthermore, FRA initiated the procurement procedure for the next round of the Roma Survey.

The agency was involved in the delivery of training on the collection of data on Roma, through the sample survey. In particular, it delivered one training course to the EEA [European Economic Area] and Norway Grants representatives and one to the authorities from selected Member States.



In the area of justice and security, FRA conducted cross-cutting initiatives, designed to foster collaboration with key stakeholders.

On hate crime, FRA continued to lead and facilitate, at the request of the European Commission, the **EU Working Group on hate crime reporting**, recording and data collection, and organised two national workshops on improving hate crime recording, in cooperation with the Organization for Security and Co-operation in Europe (OSCE) Office for Democratic Institutions and Human Rights.

FRA also spoke at the informal meeting of EU equality ministers, focusing on data collection on violence against women and cyber-violence against women, further underlining its commitment to addressing gender-based violence through comprehensive research and advocacy efforts.



Throughout 2023, FRA continued to work on the fundamental rights implications of using **big data and digital technologies**, and maintained its active involvement in discussions surrounding law enforcement and the judiciary's access to data. As a member of the newly established **High-Level Group on access to data for effective law enforcement**, set up by the European Commission, FRA contributed insights and expertise on key topics in this area. It also contributed to the EU Innovation Hub for Internal Security by participating in its meetings and annual event and providing input.

On the digitalisation of justice, FRA engaged extensively in a number of initiatives. This included participation in an expert meeting related to a project, starting in 2024, on the digitalisation of justice and its implications for fundamental rights.



In the area of migration and asylum, the agency delivered continuous results to promote fundamental rights at the EU and Member State levels.

FRA developed an **online tool** aimed at raising awareness among civil society of fundamental rights risks and opportunities associated with the operation of EU large-scale IT systems in the fields of home affairs and internal security. This tool, currently in its first draft, is designed to support the management of visas, borders, asylum, migration policies and internal security.

The war in Ukraine continued to be a key topic of FRA's work. Building on its 2022 work, FRA followed the development of the war in Ukraine. The focus chapter of its 2023 Fundamental Rights Report mapped and analysed the impact and consequences of the war. It provided first-hand evidence-based information and recommendations on how EU Member States can better ensure effective protection, especially for women and children who fled the conflict and need targeted support.

FRA continued to cooperate and promote dialogue with key stakeholders in the area of migration and asylum. To strengthen relations with other stakeholders, FRA organised three interagency meetings, and actively participated in presentations and spoke at 30 external meetings and events, including three European Commission meetings on the interoperability of information systems.

To share the results of its 2023 work with key stakeholders, FRA was very active in disseminating information and data, and providing assistance in a number of events and meetings. In 2023, FRA attended **47 meetings concerning the Migration Preparedness and Crisis Blueprint** and sent **67 written contributions**, most of which the European Commission included in weekly or monthly reports.

Moreover, **FRA responded to 80 requests by EU, international and national stakeholders for technical assistance and capacity building**. Among these, FRA delivered presentations and training to Europol staff, enhancing awareness and understanding of fundamental rights considerations in relevant operational contexts. These include training for officers to be deployed to Member States (Bulgaria, Greece, Cyprus, Italy, Lithuania, Hungary, Romania and Slovakia), which focused on human trafficking, child protection and the prevention of unlawful profiling.

As part of its cooperation efforts, FRA contributed inputs to training programmes for administrative law judges. Moreover, it shared its expertise with the ETIAS national units and presented the methodology for ETIAS screening rules in a workshop with Member States and Frontex.



FRA remained committed to providing comprehensive support and valuable resources to promote fundamental rights through relevant human rights structures and mechanisms.

Throughout the year, FRA developed a range of capacity-building activities, including training and seminars (e.g. **'train the trainer' seminars**), to provide guidance for **judges and other legal practitioners** (e.g. during the European Judicial Training Network study visit to FRA and in several online training

sessions) and for NHRI staff on how to address key fundamental rights challenges.

Key capacity-building tools included the Charter of Fundamental Rights of the European Union and **Charter e-courses**, case studies and a trainers' manual, which aim to enhance the understanding and implementation of fundamental rights principles.

FRA is widely recognised as a knowledge hub regarding the use of the Charter of Fundamental Rights of the European Union in the EU's and Member States' legal systems, and stakeholders at various levels and in various sectors use the data collected in the Charter project. The project's data collection responds to stakeholder needs and ties into activities of EU institutions, agencies, networks, academia, civil-society organisations (CSOs), national governments, NHRIs and equality bodies. The information on relevant EU and national case-law and other Charter-related developments, as well as good practices potentially applicable across the EU, provided significant added value.

Through seminars, webinars, study visits and other technical assistance / capacity-building tools and events, FRA shared expertise on the Charter with diverse stakeholders, fostering its practical application.

Ex-post evaluation of 'Providing assistance and expertise on the EU Charter of Fundamental Rights'



The project responds to the needs outlined in the strategic framework, in particular the 2020 European Commission Charter Strategy. The project activities have also been developed in a needs-responsive manner. They are considered highly relevant, and are widely appreciated by different stakeholders.

FRA outputs are generally considered to be useful and relevant by the EU policy- and decision-makers, as well as relevant Member State actors. At the outcome level, EU actors exhibit a growing understanding of the Charter and a sense of empowerment to apply its principles.

The knowledge and use of the Charter by Member States actors is generally growing, in particular in the context of EU funds. Despite encouraging results, fostering further use and knowledge increase is essential to achieve the Charter project's objectives.

Moreover, FRA carried out initiatives to enhance dialogue and cooperation on the rule of law, including by co-organising **national round tables** with the European Commission and participating in **panel debates** at the EU level with key stakeholders.

Among the ongoing initiatives, FRA worked with the European Network of National Human Rights Institutions (ENNHRI) and the European Network of Equality Bodies. For example, FRA had published indicators on voting rights and political participation of persons with disabilities in 2014, and it consulted those networks on the update of the indicators in preparation for the European Parliament elections in June 2024.

During 2023, FRA cooperated with a variety of actors in cross-cutting actions and participated in meetings and events, presenting the results of its work on fundamental rights to key stakeholders.

FRA participated in discussions with the European Parliament on issues related to Russia's war against Ukraine, migration, and disinformation, contributing insights to inform policy discussions and decision-making processes.

At the EU level, FRA worked closely with the European Parliament, **exchanging views with several committees of the Parliament**, including the Committee on Civil Liberties, Justice and Home Affairs, the Committee on Employment and Social Affairs and the Subcommittee on Human Rights, and informing the Parliament's rapporteurs' work on various legislative files and non-legislative initiatives, such as in the context of the Parliament's report on the situation of fundamental rights in the EU.

FRA also collaborated with **the 2023 presidencies of the Council of the EU – Sweden and Spain** – to ensure respect for fundamental rights in the implementation of existing legislation and policies and to provide support to the presidencies' efforts to advance fundamental rights priorities during their terms.

The Swedish Presidency of the Council of the EU cooperated with FRA to co-organise the High-Level Conference on Institutional Protection of Fundamental Rights in times of crises.

With the Swedish Presidency, FRA worked closely in the areas of LGBTIQ equality, racism and anti-Semitism, child protection, rule of law and access to data by law enforcement agencies, and participated in presidency events, formal and informal meetings of JHA Council meetings.

Moreover, FRA actively engaged with the Spanish Presidency, providing it with expertise in the areas of anti-racism, LGBTIQ equality, hate crime and hate speech, violence against women and human rights defenders, whether at the Presidency's events or in the context of the work of Council preparatory bodies. A key highlight was FRA's support of the Presidency's **conference on 'Anti-racism in the EU: People of African descent: Recognition, justice and development'**⁴⁵.

EU-level cooperation included participating in high-level meetings and events with the European Commission on a variety of topics.

In 2023, FRA cooperated with the other JHA agencies to strengthen the synergies between their work. The cooperation covered key common challenges, including internal security, organised crime, migration, asylum and the management of borders. FRA provided fundamental rights expertise to joint activities of the agencies across various domains. Notably, it contributed to **22 activities related to migration, asylum and border management** and **18 activities concerning internal security and serious organised crime**. It also participated in **eight capacity-building activities** and provided **training** through its involvement in several CEPOL webinars and online sessions. Moreover, FRA took part in the pilot JHA agencies' network staff exchange programme initiated by the EUAA to foster cooperation and bonds between the JHA agencies. FRA hosted six staff members from other agencies, and six FRA staff members visited other agencies.

Throughout the year, the JHA agencies concentrated their cooperation efforts on five areas: digitalisation, the European Green Deal, information provision in mixed migration scenarios, cybersecurity, and communication within the JHA agencies' network.

In view of increasing concerns about the war in Ukraine, FRA continued to work closely with the other agencies. A key result of such collaborative efforts was the **joint paper on agencies' contribution to EU solidarity with Ukraine**⁴⁶ on how they provided support to the EU and its Member States in responding to pressing challenges and helping people affected and displaced by the war.

Cepol

In 2023, FRA worked with Cepol to develop and deliver fundamental rights training for law enforcement officers in different fields.

EUAA

As part of their cooperation, FRA worked with EUAA on several initiatives, including developing booklets for guardians and legal representatives assisting unaccompanied children seeking protection within the EU and two practical tools for guardians. Additionally, FRA contributed to develop indicators for reception and asylum procedures for vulnerable asylum applicants. Additionally, FRA engaged in the work of the Consultative Forum and Fundamental Rights Officer at EUAA.

EIGE

FRA cooperated with EIGE for the survey 'Violence against women II: filling the data gap' and took part in the steering committee for FRA's Ukraine survey on experiences of violence of women fleeing war (in the context of the project 'Violence and related human rights abuses against women fleeing the war in Ukraine').

ENISA

FRA continued to work with ENISA towards safeguarding privacy and data protection throughout the development and execution of cybersecurity initiatives.

eu-LISA

Cooperation between FRA and eu-LISA included providing expertise and advice to guarantee that the design and use of IT systems operated by eu-LISA adhere to fundamental rights standards.

Eurofound

In 2023, cooperation included work on the survey 'Fleeing Ukraine: Displaced people's experiences' and on the analysis of data on employment and social protection.



In 2023, FRA fostered synergies across EU agencies' work, providing key fundamental rights expertise.

Europol

FRA worked with Europol to deliver presentations and training to Europol staff, enhancing awareness and understanding of fundamental rights considerations in relevant operational contexts. These include the training for the officers to be deployed to Member States focusing on human trafficking, child protection and prevention of unlawful profiling.

Eurostat

Work with Eurostat took place within the framework of the Subgroup on Equality Data, underscoring FRA's commitment to promoting data-driven strategies for achieving equality and combating discrimination.

Frontex

FRA worked with Frontex to provide fundamental rights-based advice. Notably, FRA attended Frontex Management Board meetings and provided input to the Fundamental Rights Guidance Board for ETIAS. Also, FRA continued to co-chair the Consultative Forum at Frontex. Of particular importance was the cooperation with the Fundamental Rights Office at Frontex, which included regular exchanges, analysis of EU and national legislative frameworks and insights on operational challenges.

JHAAN

A key result of collaborative efforts was the 'Joint Paper on Agencies' contribution to EU Solidarity with Ukraine' on how they provided support to the EU and its Member States in responding to pressing challenges caused by the war. Collaboration also included support for the annual exchange of JHA agency practices on the implementation of the Charter, participation in the 'CharterXchange' event, engagement in the EU Innovation Hub for Internal Security, and the pilot JHAAN staff exchange program.

At the national level, FRA continued to work with national liaison officers (NLOs) by convening NLO meetings and providing inputs to national events. It also organised several online information sessions for representatives of national authorities on FRA's outputs and tools. In addition, FRA exchanged views with national authorities during many country visits.

At the local level, FRA enhanced the relevance and impact of its evidence and advice, and strengthened the capacity of local actors, by **cooperating with cities** to raise their awareness of fundamental rights, including through presenting the framework for human rights cities in webinars and organising a workshop on the long-term integration of migrants, as well as holding an annual dialogue on fundamental rights with the European Committee of the Regions.



In the framework of the joint project '**Protecting victims of crime**'⁴⁷, funded by the EEA and Norway Grants, FRA continued its cooperation with the Romanian Prosecutor's Office in the area of hate crime and children as victims of crime. In 2023, FRA developed legal and policy analyses of the criminal justice system's response to hate crime and crimes against children, and mappings of the available data and information on such crimes. Based on these products, FRA developed and tested guides for identifying, investigating and prosecuting hate crimes and crimes against children. After a series of stakeholder consultations, FRA developed the training packages for trainers and practitioners. After a series of 3-day training courses (two for trainers and nine for practitioners, to be completed by the end of April 2024), 40 prosecutors will be certified as trainers and 140 will have the knowledge and practical skills to effectively address cases of hate crime and crimes against children.

FRA played a significant role in convening and facilitating collaborative efforts with **civil society** through its Fundamental Rights Platform (FRP). This included hosting the **2023 annual general meeting of the platform**⁴⁸ and organising webinars tailored to CSOs, offering resources and fostering dialogue on key fundamental rights issues. Complementing these efforts, FRA actively engaged with the platform through consultations, such as seeking input on access to justice in preparation for a European Commission report on the topic. Moreover, FRA facilitated round-table discussions, bringing together representatives from CSOs to exchange perspectives, share expertise and collaborate on advancing fundamental rights agendas.



Evaluation of the FRA Fundamental Rights Platform

The Fundamental Rights Platform (FRP) is the Agency's main channel for cooperation and information exchange with civil society. The objectives and functions of the Platform are highly relevant to the Agency and registered Civil Society Organisations (CSOs). FRA has managed to create bridges between the Platform organisations and EU policymakers and reinforced its perceived role as 'ally' of FRP CSOs. The FRP has demonstrated strong EU-added value to its participating organisations and the Agency and other stakeholders. Overall, the Platform has a strong 'convening power' to different civil society entities and the capacity to grow even further.



At the international level, FRA continued its collaborative efforts with key **international organisations** to advance fundamental rights protection. This included exchanges with the CoE entities on both strategic planning and operational activities, the UN High Commissioner for Human Rights, the UN High-Level Political Forum on Sustainable Development and the Organization of American States, facilitating dialogue and coordination on fundamental rights issues at the international level. Moreover, FRA cooperated with the OSCE and delivered a keynote speech at the 2023 OSCE Human Dimension Conference.

FRA strengthened its cooperation activities under the **EEA and Norway Grants** in 2023. In addition to continuing its work as an international partner organisation for the grants programmes '**Roma inclusion in Czechia**' and '**Roma inclusion and empowerment in Greece**', FRA prepared two papers entitled '**The civic space situation in the grants' beneficiary states**' and '**Measures to support civil society and human rights defenders under pressure**'. In this context, it also contributed expertise to workshops on the fundamental rights

implications of AI, the use of indicators, enabling conditions in the use of EU funds and Roma data collection.

With the support of the EEA and Norway Grants, FRA also led a major **regional cooperation project with seven NHRIs and ENNHRI** to strengthen the use of the Charter of Fundamental Rights of the European Union nationally and help NHRIs contribute their own reports (through ENNHRI) to the Commission's Annual Rule of Law Report.

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



Promising practice in the area of 'Communicating rights, media and events'

The **FRA Communication Strategy 2023-2028** defines the principal objectives and overall approach that will underpin the communication activities of the Agency over the next five years, in support of the implementation of the FRA Strategic Plan 2023-2028. The Communication Strategy defines FRA's key target audiences and the communication channels that the Agency will exploit to reach them in pursuit of its objectives. It provides guidance for the Agency's annual communication planning cycle and priorities, and a framework for ensuring that the Agency's communication is timely, relevant, and impactful.

The FRA's Communication Strategy for 2023-2028 aims to achieve four objectives: timely and effective communication of FRA's analysis, emphasizing the importance of human rights, creating an inclusive space for dialogue, and promoting FRA's credibility. These objectives aim to help FRA deliver on its mandate, increase its brand identity and credibility, and contribute to building public support for human rights.

The agency welcomed **23 visits to its premises totalling over 500 visitors**. The groups were very varied, including participants from EU and international organisations, national authorities (e.g. the judiciary), academia and CSOs.

To maximise the visibility of its outputs and activities, FRA used diverse communication channels to increase engagement with stakeholders, through **campaigns, media engagement, including 388 news and press releases, and events**.



The following share of stakeholders would or would likely attend these types of event in the future:

- 94% networking event
- 96% awareness raising event
- 95% workshops
- 98% fora
- 98% conferences
- 82% study visits
- 98% seminars
- 96% expert meetings

90 % of stakeholders said that they used the reports, papers and summaries that FRA produces. FRA launched and promoted **35 major publications**, including the report *Being Black in the EU – Experiences of people of African descent*, which generated one of the highest levels of media interest.

To raise awareness of fundamental rights, FRA launched the **'#OurDataYourAlly'**⁴⁹ social media campaign on youth rights, and the EU-wide campaign **'Let's get loud – Time for change'**⁵⁰ on the participation of LGBTIQ people in the third wave of the LGBTIQ Survey. As part of the campaign, a number of communication materials were created and made available to stakeholders, including a short video and several social media clips and images. The promotional campaign proved highly effective; more than **100,000 LGBTIQ respondents** took part in the survey.

In January to September 2023, FRA received **83 media requests, which represents an increase of 66 % compared with the whole of 2022, when there had been 50 media requests**. The media continued to refer to FRA's outputs and activities. Between January and September 2023, the media published **3,066 articles about FRA, 87.6 articles per week on average**. Moreover, **543 articles** on the report "Being Black in the EU – Experiences of people of African descent" were published. The Director gave **six interviews** and had **three opinion pieces** published in the media.

FRA's engagement in social media in 2023

X: (formerly Twitter): FRA's follower count reached a total of 74,641 followers.

Facebook: FRA's page has a total of 77,896 followers.

LinkedIn: FRA's profile reached a total of 68,337 followers.

Instagram: FRA is less active on this platform, and reached a total of 6,249 followers.

FRA continued to grow its social media engagement and reach by publishing social media posts across all of its platforms on a daily basis to promote the activities of the agency and those of partner agencies, organisations and institutions. The number of followers of the agency's accounts increased in 2023, in particular on LinkedIn, with 33 % more followers than in 2022.

On Facebook, FRA's posts gathered 508,852 impressions and 7,606 engagements. Stories on Instagram had 71,210 impressions and 1,297 shares, whereas the posts reached 253,325 impressions and 10,770 engagements. On LinkedIn, FRA's posts collected 1,793,863 impressions and 26,042 engagements. Finally, on X, FRA's posts had 1,312,057 impressions and 33,635 engagements.



Making fundamental rights accessible to all

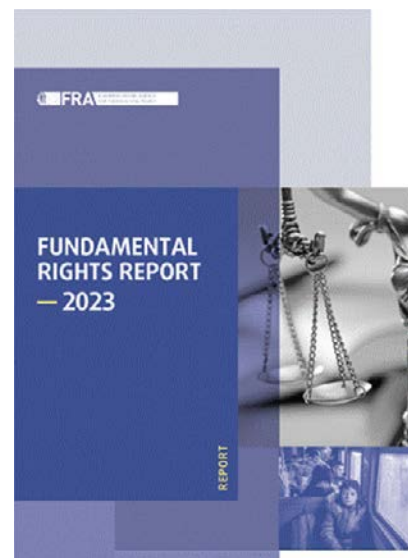
FRA's Director produced a number of videos for general audiences, covering artificial intelligence and fundamental rights, defending the rule of law in Europe, the role of civil society in the promotion and protection of tolerance and non-discrimination, and the EU support for protecting Ukrainian children. FRA also provided two livestreams of the Council Presidency's Conferences.

Concerning the Fundamental Rights Forum, FRA's work included preparation for the **launch of the dedicated website**, the **dissemination of save-the-date messages** to potential participants and invitations to key stakeholders, and the publication of **three social media posts** to announce the launch.

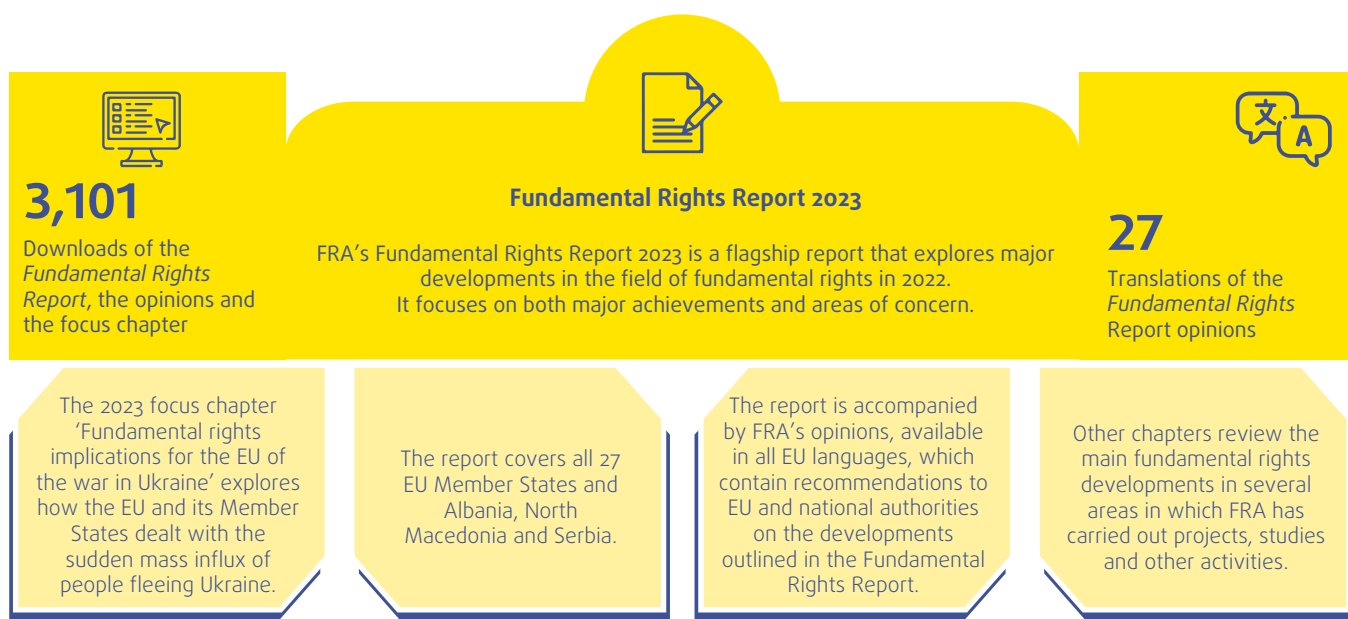
Throughout 2023, FRA continued to publish outputs addressing various topics, disseminating research findings, legal analyses, policy recommendations and practical guidance to inform stakeholders. It proactively promoted its expertise, expanded its online publication database and engaged in targeted dissemination efforts.



84% of stakeholders shared that the FRA's publications they consulted contributed to a higher level of understanding of relevant fundamental rights trends, and 73% that publications have directly influenced their work and ability to promote fundamental rights



A key highlight was the publication of the **Fundamental Rights Report 2023⁵¹**, which provided a comprehensive analysis and assessment of the state of fundamental rights across the EU. In addition, the agency started preparing for the **2024 Fundamental Rights Report**.



To maximise its outreach, FRA made key publications and e-learning courses available, including in languages other than English. In 2023, there were 52 translations of FRA products, 22,034 downloads of PDF reports and 5,536 page views of HTML publications.



89% of stakeholders responding to the publications survey agreed or strongly agreed that FRA's publication were useful and relevant to their work.
91% of stakeholder said that the publications were reliable.
69% of stakeholders believed that the publications were produced in a timely manner.

To provide easy access to its outputs, FRA continued to maintain its corporate website and other online tools, such as databases containing research findings and the e-learning platform.

In 2023, FRA websites reached 1,177,670 page views (20 % more than in 2022) and 546,161 visits (16 % more than in 2022).

The number of data visualisation charts generated increased by 4 % compared with 2022, reaching 577,965. The number of video page views also increased in 2023, to 2,924 views – 86 % more than in 2022.

Finally, in 2023 the number of subscribers to both the FRA newsletter and the e-learning platform increased. There were 4,100 subscribers to the newsletter in 2023 – 44% more than 2022 – and 1,869 enrolments to the e-learning platform – 29% more than 2022.



Promising practice in the area of 'Web, publishing and promotion'

Between 1 January 2023 and 31 December 2023, FRA publications were disseminated through various channels. 30,138 were direct orders from FRA and 3,886 via the Publications Office of the European Union (EUPO) website, accounting for a total number of 34,024 print copies disseminated.

The value of FRA's publication was reflected in the fact that different publications remained in the spotlight on the EU Publication Office website for several months. This is a testament to the quality of the research FRA produces, as well as the good relation between the EUPO and the Agency.

PART II (A). MANAGEMENT

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

It also deals with the other aspects of a modern and efficient administration: the agency's Management Board, human resources (HR), activity-based budgeting (ABB), efficiency gains and environmental management.

2.1. MANAGEMENT BOARD

FRA carries out an annual risk assessment exercise, which includes an evaluation of potential risks, their likelihood of occurrence and their potential impact. The results of the exercise are summarised in a risk register. An extract of the risk register is annexed to the programming document. This annex presents the risks that the agency's management team (i.e. the Director and the Heads of Unit) considers relevant to the implementation of the programming document. It also presents the corresponding preventative and mitigating actions. In 2023, no significant risks materialised that would have required a Management Board decision.

2.2. MAJOR DEVELOPMENTS

In December 2023 the mandate of the former FRA Director terminated, and the Management Board appointed a new Director following a complex selection procedure.

In 2023 the agency started implementing the new ways of working, embracing a hybrid working regime. To ensure contacts between staff and provide a space for collaboration, all staff were required to return to the office for a minimum of 3 days per week. This policy aligned the agency's practices with those of the European Commission. FRA continued to accommodate teleworking needs while it further optimised its IT services, offering more opportunities for teleworking through the adoption of additional cloud services. The adoption followed the Commission services' approach and ensured compliance with the related security and data protection requirements.

The digital transformation activities have continued with the aim of eliminating the use of paper-based workflows while ensuring enhanced efficiency. FRA implemented the Commission's integrated systems Hermes (central document repository), the advanced record system (ARES) and Nomenclature Commune (NomCom) with the aim of facilitating efficient document management. FRA also implemented new modules in Sysper, such as the ethics module and the one on unpaid leave, helping the agency to make increasing use of digital technology.

The use of videoconferencing technologies in recruitment, combined with physical interviews when required, became the new norm, giving the opportunity to reduce costs significantly.

2.3. BUDGETARY AND FINANCIAL MANAGEMENT

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

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

- the financial management reports,
- the registry of exceptions,
- the results of the *ex post* control,
- the observations and recommendations reported by the Internal Audit Service (IAS),

— the observations and recommendations reported by the European Court of Auditors (ECA).

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

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

2.3.1. Activity-based budgeting

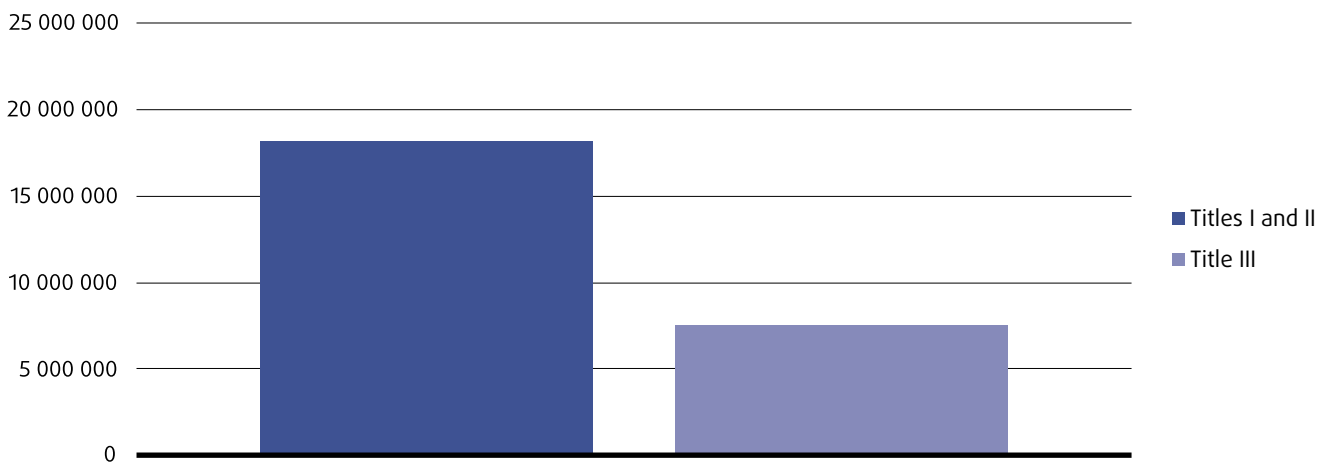
In 2023, FRA executed in commitment appropriations EUR 25,660,456 consisting of C1, C4, C5 and Ro funds. Based on the traditional presentation of budget execution, namely Titles I, II and III, EUR 18,143,083 was spent on overheads (Titles I and II), representing 71 % of the overall expenditure. The amount of EUR 7,517,373 was spent on operational expenditure (Title III), representing 29 %, as shown in Figure 1.

Figure 2 presents the ABB of the budget execution. FRA's expenditure is split as follows, compared with the traditional presentation:

- 85 % for operational expenditure instead of 29 %,
- 15 % for support expenditure, that is, overheads, instead of 71 %.

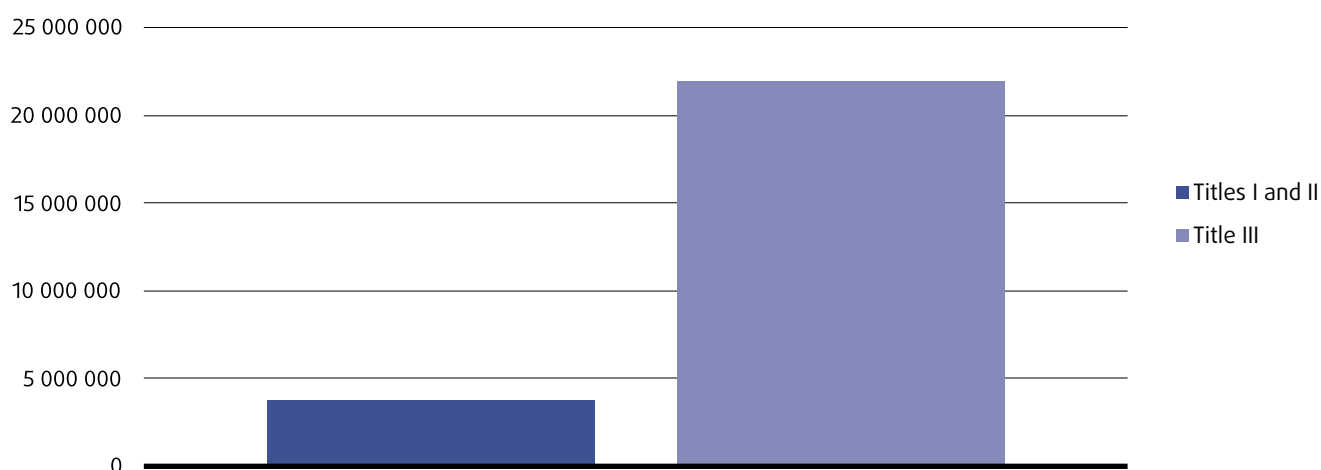
Further details are provided in Annex V.

FIGURE 1. TRADITIONAL PRESENTATION OF BUDGET EXECUTION (EUR)



Source: FRA, 2023.

FIGURE 2. ACTIVITY-BASED BUDGETING PRESENTATION OF BUDGET EXECUTION (EUR)



Source: FRA, 2023.

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

The EU subsidy allocated to the agency's 2023 budget amounted to EUR 25,218,395, which included the contributions from Albania (EUR 169,000), North Macedonia (EUR 191,000) and Serbia (EUR 198,000).

In 2023, three budgetary amendments were adopted, increasing the agency's budget by EUR 972,636. They refer to the funds received under the cooperation agreement with the Financial Mechanism Office of the EEA and Norway Grants, a complementary EU subsidy to cover the increase in salaries and the country coefficient, the partnership agreement with the Greek Ombudsman, the rent subsidy received from the Austrian authorities and internal assigned revenue.

In 2023, three budgetary transfers were submitted to the Management Board for adoption. In addition, the Director authorised six budgetary transfers. The total amount transferred among titles amounted to EUR 1,122,740.

The implementation rate of C1 commitment appropriations maintained previous years' trend, remaining at 100 %. The implementation rate for payment appropriations reached 77 %; therefore, 23 % of the appropriations were carried forward from 2023 to 2024. This represents a variation of 21 % from the agency's estimate as it was communicated to the ECA in April 2023. However, 18 % relates to amounts allocated to operations through budget transfers, which were found to be in surplus during the year, as well as the complementary EU subsidy. Therefore, the unplanned variation remained at 3 %. The cancellation rate of C8 commitment appropriations remained low at 3 %.

It should be noted that most of FRA's operational projects have an implementation period of at least 1 year. In these cases, FRA is compelled to automatically carry forward a high level of outstanding amounts at the end of the financial year.

Full details on the budgetary and financial data can be found in FRA's 'Report on budgetary and financial management – Financial year 2023'⁵², which has been published on the agency's website.

Concerning procurement, the agency launched 12 procurement procedures, 5 open calls for tenders and 7 negotiated procedures. It signed 619 contracts: 8 direct contracts (EUR 1,666,953), 537 specific contracts or order forms (EUR 9,117,636) and 77 low- and medium-value contracts (EUR 536,442).

In 2023, delayed payments automatically generated EUR 468 interest, which the supplier waived.

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

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

In December 2017 the agency signed an agreement with the Financial Mechanism Office of the EEA and Norway Grants by which the grants undertook to contribute up to EUR 1,500,000 towards FRA's expenses in carrying out activities as international partner organisation. FRA receives the grants' contribution through half-yearly disbursements. The programme will end on 31 December 2024.

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

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

Also under this cooperation is the project of supporting NHRIs in monitoring fundamental rights and the fundamental rights aspects of the rule of law in seven Member States: Bulgaria, Croatia, Cyprus, Latvia, Poland, Slovenia and Slovakia. The total value of the project amounts to EUR 469,655.

2.3.4. Control results: costs and benefits of controls

This section reports and assesses the elements identified by the management that support the assurance on the achievement of the internal control objectives: (1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities; and (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (Council Regulation (EC) No 168/2007, Article 30 (2)). It deals with the second and third objectives only when applicable, given FRA's activities.

FRA's assurance-building and materiality criteria are outlined in Annex VII, which gives the main risks together with the control processes to mitigate them, and the indicators used to measure the performance of the relevant control systems.

The resources that FRA manages are mainly the EU subsidy on the revenue side and the administrative and operating appropriations (including funds from non-EU contributions under Title IV) of EUR 26,850,768 (direct management) on the expenditure side. Table 1 is a graphical presentation of various assurance elements in FRA.

TABLE 1. OVERALL CONCLUSIONS

Activity	Value	Specific indicators
Revenue	EUR 26,850,768	Residual error rate < 2 %
Administrative expenditure (direct management)	EUR 18,143,083	Residual error rate < 2 %
Operating expenditure (direct management)	EUR 8,707,685	Residual error rate < 2 %
Treasury (assets) and recoveries management	Positive conclusion	
Internal control objectives	Residual error rate = OK, sound financial management = OK, anti-fraud strategy = OK, safeguarding of assets = OK, reliability of reporting = OK	
Availability of information from auditors (IAS, ECA)	No overdue critical or very important recommendations = OK	
Reservations	No	

Effectiveness: the control results and benefits

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

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

Legality and regularity of the transactions

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

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

Summary of materiality criteria

Regarding the legality and regularity of the underlying transactions, the objective is to ensure that the estimated residual risk of error is less than 2 % at the end of the financial year. The residual risk of error is estimated by the residual error rate obtained from an examination of a representative sample of transactions less any corrections made resulting from the supervisory and control systems in place.

Recoveries resulting from ex post controls

The annual *ex post* control exercise with a focus on the application missions in 2022 and the use of the mission processing system, provided to the EU bodies by the European Commission, was finalised in the first quarter of 2023. The results of *ex post* controls did not reveal any amounts to be recovered.

An additional exercise was launched in the fourth quarter to verify the compliance with Executive Board decision 2022/03 'Application by analogy of the Commission Decision C(2022)1788 on working time and hybrid working'. The exercise is expected to finish in the first quarter of 2024.

Finally, a full-scale check on accrual-based accounting (ABAC) access rights was finalised without highlighting specific financial issues.

Risk at payment

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

The only payments that could be considered at risk, meaning expenditure operations for which the corresponding deliverables are not received in exchange for the payment, could be the pre-financing provided. This type of payment amounted to EUR 90,440 at the end of 2023 and was associated with five different economic operators. As the amounts were not significant in any of the cases, no bank guarantees were requested. Therefore, no risk was considered and no future problems are expected in relation to these advance payments.

Fraud prevention, detection and correction

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

All the actions are being undertaken, the fraud risk assessment has been finalised and specific actions were implemented with a special focus on the staff declarations of interest, outside activities and procedural aspects for the implementation of Article 16 (revolving doors) of the staff regulations (Regulation No 31 (EEC), 11 (EAEC)) for all staff, including senior management. Reporting to the management is done on a quarterly basis. Based on the available information, FRA has reasonable assurance that the anti-fraud measures in place are effective.

Efficiency and cost-effectiveness (economy)

The principle of efficiency concerns the best relationship between the resources employed and results achieved. The principle of economy requires that the resources used by FRA in the pursuit of its activities be made available in due course, in an appropriate quantity and of an appropriate quality, and at the best price. This subsection outlines the indicators used to monitor the

efficiency of the control systems, including an overall assessment of the costs and benefits of controls.

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

The exceptions registered are analysed to identify specific areas of concern and actions for improvement, assisting the decision-making process. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way. In 2023 two exceptions with a value greater than EUR 5,000 were registered and adopted in relation to partial deviation from financial rules.

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

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

All procurement procedures were subject to a supervisory review before the launch of the call for tenders. The minutes of these reviews are recorded, and corrective actions are introduced where necessary. FRA has set up measures to quantify the costs of the resources and input required to carry out significant controls, and insofar possible, estimate their benefits in terms of the number of errors and irregularities prevented, detected and corrected by these controls.

Overall, in 2023, the checks that FRA carried out for the management of the budget appropriations were cost-effective. In particular, for procurement procedures an estimated amount of EUR 19,347 (0.11 full-time equivalents (FTEs)) was invested in checking 12 calls for tenders with a total value of EUR 4,996,853, which represents a coverage of 100 % of the calls.

The corrective actions included modification of the tender specifications, mainly in terms of the selection and award criteria. This improved the quality of the tenders and, as a result, the efficiency of the procurement procedures.

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

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

Qualitative analysis of the results of the ex post supervisory controls

In accordance with Article 46 of its financial rules⁵³, in 2023, FRA finalised an *ex post* control exercise on the use of the mission processing system for business trips. The transactions were in accordance with the existing rules, with some improvements required; the mistakes were below the materiality threshold; and 0.03 FTEs were invested in checking 32 transactions worth EUR 42,358, representing a coverage of 14 % of the trips' costs. In addition, there are a number of non-quantifiable benefits resulting from the controls aimed at ensuring that the financed projects contributed to the achievement of objectives, and from the deterrent effect of *ex post* controls.

A full-scale analysis of ABAC access rights was finalised. The results did not highlight specific financial issues; nevertheless, a number of corrective measures were implemented to fix some minor discrepancies, and some other proposals for improvement were suggested.

Conclusion on the cost-effectiveness of controls

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

2.4. DELEGATION AND SUB-DELEGATION

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

The delegation for the Head of Corporate Services is the same as that for the Director, for all titles and for an unlimited amount. Those for the Heads of Unit are only for Titles III and IV and are limited to EUR 170,000. The sub-delegation for the Head of Sector Finance and Contracting is for all titles and is limited to EUR 170,000. All delegations have an unlimited duration.

2.5. HUMAN RESOURCES

The agency continued to have more recruitment procedures than in previous years, with 10 staff selection procedures and one call for seconded national experts launched in 2023, as well as two traineeship calls. The selection procedure for the agency's next Director, launched by the Commission, was also concluded at the FRA Management Board meeting of 14 December 2023.

Continuous steps were taken to digitalise processes. A further five modules of Sysper were put into production and the agency is currently in the testing phase of the next ones. Unfortunately, progress on the key modules linked to HR reporting and performance appraisal has been delayed by limited availability in the relevant teams of the European Commission, but these modules are expected to be deployed in 2024. A new application was developed internally for staff to apply for learning and development activities, which also brings enhanced monitoring and easier management of requests for HR.

The agency launched a review of its internal communications activities, with the support of an external contractor, and drew up an action plan to further enhance communication internally with the aim of increasing knowledge sharing and making communications more efficient. In the areas of well-being and of equality and diversity, several awareness sessions were organised on topics such as managing stress, disability awareness and anti-harassment. The agency provided financial aid to staff under social support schemes for sports activities and expenses connected to a recognised disability. As a result of the efforts in the area of disability, FRA won the 2023 EU Agencies Network Diversity and Inclusion Award for projects related to persons with disabilities, recognising the agency's work to enhance accessibility in recruitment procedures and increase diversity in the selection process.

In 2023 the agency also participated in the JHA agencies' network staff exchange pilot. Six staff members from FRA were selected for an exchange in one of the other JHA agencies, and FRA in turn received six staff. The success of the pilot programme will be evaluated by the network after the end of the year.

FRA undertook the 2023 benchmarking exercise using the methodology approved for EU agencies. The results of this exercise are shown in Annex IV.

2.6. STRATEGY FOR EFFICIENCY GAINS

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

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

In the light of this, it appears that service transformation and redesign of processes are vital components of achieving both technical and allocational efficiency and unlocking transformational improvements in efficiency. In order to achieve increased efficiencies, the agency has undertaken the following initiatives in five efficiency clusters.

2.6.1. Digital services and facilities

The agency further optimised its IT infrastructure by adopting additional cloud technologies in 2023. This resulted in being able to deliver more advanced IT services to its staff. The vast majority of the digital transformation tasks were undertaken using the agency's skilled IT staff, hence reducing external consultancy costs. Furthermore, it was decided to insource the development of new IT applications, which also contributed to the reduction of IT software development costs. Moreover, this approach ensured that the know-how and expertise remain within the agency's staff while also reducing the total cost of ownership of these new developments. The strategy to utilise in-house resources and new cloud-based technologies contributed to additional savings amounting to EUR 400,000 during the digital transformation period of the last 3 years.

The adoption of cloud services will also contribute in the reduction of costs of replacing costly on-premises IT hardware in the coming 2–3 years, when certain data centre devices reach their end of life and will not need to be replaced. It is expected to save some EUR 200,000 in the coming 2–3 years.

In terms of IT applications, the agency's approach is also to adopt the Commission applications when possible. In 2023 the adoption of the Commission's application for electronic workflows, electronic signatures, and document registration and filing, known as ARES-Hermes-NomCom, was completed and operationalised.

With regard to the building management, the agency maintained its previous practices of reduced heating temperature, waste recycling and an environmentally friendly data centre cooling solution. Furthermore, it initiated the procedure to identify new premises. The premises sought are expected to meet the highest environmental standards in accordance with European Green Deal requirements for buildings. Finally, the new premises will utilise less office space, given hybrid working, and hence contribute to a reduction in maintenance and running costs.

Finally, the agency continued to implement its recycling waste material programme and to donate or recycle old equipment. In 2023, the agency donated electronic equipment such as laptops and monitors to a charity that supports school children and families in need.

2.6.2. Finance and contracting

Most of the enhancements in this sector lead to automation and paperless procedures, therefore saving time and paper as well as making economies on postal and courier services.

As from September 2023, the agency implemented the ARES-Hermes-NomCom tool for administrative workflows and filing. It had a big impact on financial transactions (commitments and payments), making it possible to link the financial tool (ABAC) with ARES, using hyperlinks in both applications and dispensing with any use of physical paper. The system will bring even more added value as soon as more beneficiaries start using qualified electronic signatures, when procedures will take less time. Moreover, FRA suppliers/contractors are invited to submit and send electronic invoices (as well as credit notes and other supporting documents) through the EU's application (e-PRIOR) and to obtain access to the Supplier Portal's e-invoicing module. Many successful submissions have already been received. Those suppliers/contractors that have not yet joined e-PRIOR can now send their invoices to a functional mailbox, without the need to send paper versions.

The agency also started using the public procurement management tool (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 made it possible to create new ones, providing greater reliability and saving a 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.

2.6.3. Quality management system

The continuous development of the implemented quality management system, built on the principle of 'plan, do, check, act', offers avenues for refining the effectiveness and efficiency of the agency's internal processes. Revision of some financial processes provided the opportunity to simplify the workflows and optimise the performance of tasks and the use of the internal resources.

As from September 2023, the agency implemented the ARES-Hermes-NomCom tool for administrative workflows and filing. This has facilitated the reduction of paper files and approval times.

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

2.6.4. Human resources

In 2023 the agency continued to automate and streamline HR processes to achieve further efficiencies. As it saw a considerable increase in the number of recruitment procedures carried out in 2023, a new e-recruitment tool was launched at the end of 2022 to facilitate selections and create a more user-friendly experience for candidates and selection panels, and ultimately for HR. In addition, by using its own resources, the agency has deployed a tool for the management of staff training requests, which was launched into production at the end of 2023.

in 2023 the agency continued implementing Sysper by launching new modules such as ethics, continuation of career beyond maximum retirement age, career break and probation. The implementation of Sysper has brought efficiencies in several HR processes linked to career progression and working conditions, increasingly replacing paper-based workflows and introducing more efficient processing and reporting capabilities. Further benefits are expected when additional modules are onboarded, such as ad interim, resignation, or HR analytics and reporting, whose implementation is expected to start in 2024. The agency also introduced additional data tools to automate aspects of payroll accountancy processing.

To reduce the multiplication and dissemination of data on FRA staff across different sources, but also to facilitate the follow-up of the state of play of the various files, HR created an agency staff list. It includes extensive information on personal situation, contract status and career. This list has helped with providing faster responses to enquiries and requests.

There is continuous work on the compilation of guidelines for the internal use of HR, to share knowledge and ensure the consistency of working methods. Likewise, to increase this sharing of knowledge with FRA at large and its staff members, the intranet has been undergoing extensive restructuring on the various topics dealt with by HR, for easier and quicker access to the information needed, thus reducing the need for personal and direct enquiries to HR on various matters.

There is continuing interest in optimising the implementation of HR processes with the aim of providing outputs efficiently and in line with the regulatory framework, for example the management of data related to HR or the improvement of internal procedures (e.g. the recruitment procedure).

To enhance HR management, and optimisation of the use of resources, job descriptions were updated across the organisation and small adjustments were made to the organisational structure.

The agency continued its efforts to outsource services through service-level agreements with the Office for the Administration and Payment of Individual Entitlements and with DG Human Resources and Security to best utilise the limited internal resources.

While the agency has obtained extra capacity by improving several processes and through other efficiency initiatives, the demand for human resources has constantly increased. This is due to the need to face the complexity of our work and the ever-growing workload linked to FRA core activities.

2.6.5. Planning, monitoring and evaluation

In 2023 FRA developed its new multiannual strategy for promoting and protecting fundamental rights in the EU in 2023–2028. Several fundamental rights challenges are emerging in EU Member States, as well as unprecedented changes. As a result, FRA must be able to respond effectively and efficiently to these challenges. To do so, it was decided to adopt an agile and collaborative approach that can adapt to changes and be responsive to them.

The introduction of the project management plan in 2023 has been critical in ensuring more timely and efficient planning of all projects. The plan provides comprehensive information on each project's contribution to the strategy, main outputs, indicators, procurement and financial management. This plan ensures that all projects are well planned, coordinated and executed in a timely and efficient manner. With this project management plan in place, the agency will be able to streamline its processes, optimise its resources and

maximise its impact towards achieving its strategic goals, leading to better outcomes and benefits for the target audience and stakeholders.

Evaluations are important for assessing the effectiveness of an organisation's resources and options. They provide insights into how to improve outcomes and optimise available resources. In 2023 the agency conducted several evaluations, including *ex ante*, interim and *ex post* evaluations. These were aimed at assessing the efficiency and effectiveness of FRA's projects and activities.

Ex ante evaluations were conducted before starting the projects, to identify risks and opportunities. Interim evaluations were conducted during the implementation phase, to identify any issues or roadblocks. *Ex post* evaluations were conducted after the projects were completed, to assess the outcomes and overall impact of the projects. By conducting these evaluations, FRA gained a better understanding of its operations and identified areas for improvement. This helped the agency make data-driven decisions, optimise its resources, and become more efficient and effective.

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

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

2.7.1. Internal Audit Service

In November 2022, the IAS performed an audit on 'Communication and dissemination of project results in FRA'; the final report was received in the first quarter of 2023. Three 'important' recommendations were raised, and the agency accepted them. The agency defined an action plan, which was accepted by the IAS. All the actions were undertaken by the end of 2023, and relevant evidence submitted to the auditors. All the recommendations have been closed.

2.7.2. European Court of Auditors

At the time of preparation of the current report, FRA had not yet received the final comments from the ECA for the 2023 exercise; therefore, FRA mentions in Section 2.8(A) the comments from 2022, and the replies provided by FRA.

The ECA conducted its annual financial and regulatory audit of FRA's 2022 accounts and adopted its report on 19 September 2023. In the report, the ECA expressed the following audit opinions.

Opinion on the reliability of the accounts

In the Court's opinion, the accounts of the agency for the year ended 31 December 2022 present fairly, in all material respects, the financial position of the agency at 31 December 2022, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

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

In the Court's opinion, revenue and payments underlying the accounts for the year ended 31 December 2022 are legal and regular in all material respects.

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

All the recommendations raised by the IAS audit on 'Communication and dissemination of project results in FRA' were implemented and, following submission of evidence to the IAS, successfully closed.

All the recommendations from previous audits have been successfully closed following the implementation of the relevant action plans.

TABLE 2. ECA RECOMMENDATIONS AND ACTION PLANS

ECA's comments	FRA's reply
<p>The FRA had carried over € 6.4 million (26 %) of available 2022 commitment appropriations to 2023. This included € 5.9 million (or 74 %) of appropriations under Title III, related to operational expenditure (74 % in 2021).</p> <p>Recurrent high rates of carry-overs contradict the budgetary principle of annuality and are indicative of structural issues in the budget process and implementation cycle.</p>	<p>The specific frame in which the Agency works, makes it difficult to commit Operational expenditure (T3) much earlier in the year. Some efforts have been deployed, such as closer monitoring and an early estimation of the carry-overs for next year (C8), both thanks to an enhancement to the used IT tool (MATRIX). Other initiatives will be assessed in the coming future.</p> <p>Nevertheless, the Agency has a very good budget implementation: outturn higher than 99 % in the last ten years (i.e. less than 1 % of cancelled appropriations).</p>

2.8. (B) FOLLOW-UP OF RECOMMENDATIONS ISSUED FOLLOWING INVESTIGATIONS BY THE EUROPEAN ANTI-FRAUD OFFICE (OLAF)

No recommendations were issued by OLAF in 2023.

2.9. FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

2.9.1. Observations regarding FRA

TABLE 3. FOLLOW-UP OF OBSERVATIONS FROM DISCHARGE AUTHORITY

Observation of the discharge authority	Response and measures taken by FRA	Status
<p>Point 2. Notes that, according to the Court's report, the Agency carried over EUR 7 million (27 %) of 2021 commitment appropriations to 2022, 96 % of which related to operational activities; highlights the Court's renewed opinion that the high level of carry overs is indicative of structural issues in the Agency's implementation of the budget and contradict the budgetary principle of annuality; notes that this is a recurring issue; acknowledges the Agency's reply that the high carry overs mainly reflect the nature of the Agency's core business, which includes activities that span several months or even extend beyond the end of year and that the level of the Agency's outturn is above 99 %; welcomes the Agency's efforts to improve its budget planning by establishing a monitoring tool on planned carry overs from one year to the next; calls on the Agency to keep monitoring its level of carry overs and improve its implementation cycles.</p>	<p>Some enhancements in the IT tool MATRIX have been implemented to have a closer monitoring of the budget execution as well as an early estimation of the carry overs for next year (C8). Other initiatives are being assessed to possibly be implemented in the coming future.</p> <p>Nevertheless, the Agency insists that the budget implementation should be judged with the final outturn (i.e. higher than 99 % in the last ten years) and should not be considered as contradicting the principle of annuality.</p>	Ongoing
<p>Point 3. Regrets that the Agency's establishment plan has not been increased since 2017 and that the budget increase mainly reflected the indexation with the inflation rate and it was not commensurate with the increased workload and requests, particularly after the entry into force of Regulation (EU) 2022/555(2), which amended Regulation (EC) No 168/2007(3) (the 'Founding Regulation') to introduce new activities in the areas of justice and police cooperation; highlights the fact that, without adequate financial and staff resources, the Agency will not be able to carry out all the tasks assigned to it and fully implement its new mandate, creating a situation that could affect the quality of work that the Agency provides.</p>	<p>FRA continues to make justified requests to the Budgetary Authorities for the resources needed to carry out the activities assigned to and requested from the Agency. Regrettably, FRA's establishment plan remains at the same level and the Agency must look to deprioritising or discontinuing certain activities.</p>	Ongoing
<p>Point 16. Notes with appreciation that the CVs and declarations of interest of almost all management board members and scientific committee members have been published on the Agency's website; notes, however, that the Agency has not published the CVs of the management team members and in-house experts; notes nevertheless that the Agency publishes a short biographic description of the management team members and in-house experts; calls on the Agency to publish the remaining CVs and declarations of interests and welcomes the measures already taken to mitigate the risks.</p>	<p>The Agency has published all the relevant CVs and declarations of interest of the Management Team.</p> <p>Following a management decision, the in-house experts are no longer on the Agency's website.</p>	Implemented
<p>Point 18. Notes that the Agency performed in 2021 an assessment of the level of implementation of its new internal control framework; notes the Agency's conclusion that all components of the system are present and functioning, with some improvements needed to principles 3, 4, 5 and 14; notes, regarding principles 3 and 5, that the update of the job descriptions for all staff was successfully completed in 2022, with their alignment to the Commission's SYSPER template; notes, regarding principle 4, that the competency framework is under implementation and calls on the Agency to accelerate its actions in order to finalise the outsourcing of an integrated internal communication policy (principle 14);</p>	<p>The outsourcing for the establishment of an integrated internal communication policy has been finalised and the implementation of the relevant provisions is expected by the end of 2023.</p> <p>The competency framework has been finalised. Additional measures for the implementation of the framework and further improvement actions are foreseen.</p>	Implemented

Observation of the discharge authority	Response and measures taken by FRA	Status
Point 21. Notes that the Agency adopted cloud services (linked to telephony, video and web conferencing, online collaboration and document management) between 2020 and 2021, thereby digitising the internal financial and other workflows; commends the adoption of the Mission Processing System (MiPS), which contributes to the digitalisation efforts of the Agency and the optimisation of human and financial resources, including by replacing paper-based workflows while offering better reporting capabilities to its staff and its human resources function; further commends the Agency's ongoing actions to ensure cyber security, as well as the new measures implemented in 2021, such as the use of two-factor authentication, geolocation connection monitoring, and installing latest product updates; encourages the Agency to work in close cooperation with ENISA (European Union Agency for Cybersecurity) and CERT-EU (Computer Emergency Response Team for the Union Institutions, bodies and agencies) and to carry out regular risk assessments of its IT infrastructure and to ensure regular audits and tests are carried out on its cyber defences;	The Agency continued its digitalisation efforts and in 2023 it completed the adoption of the Commission's electronic archiving and records management system, namely ARES. This development amongst others resulted into seamlessly integrate the EU Sign solution offering qualified electronic signatures (QES). Moreover, it adopted additional functionalities offered by the Commission's human resources system, Sysper. With regards to cybersecurity, the Agency closely cooperates with the CERT-EU services and follows its recommendations. In 2023 the Agency was selected by CERT-EU to be part of a study to proactively assess and further optimise its cybersecurity standing.	Ongoing
Point 23. Notes that during 2021 the Agency performed a specific risk assessment on all 2021 projects, taking into account the risks related to the COVID-19 pandemic; commends the Agency in that context for having identified mitigating actions the implementation of which prevented major impacts on the finalisation of the planned project activities; underlines that the 2021 Fundamental Rights Forum, as the flagship event on the state of fundamental rights within the Union, was organised in a hybrid format; encourages the Agency to put the lessons learned from the COVID-19 pandemic into practice in order to better organise meetings, events and interviews that could be carried out more efficiently remotely than in-person in the future.	During the pandemic the Agency invested in audiovisual equipment allowing it to better organise online or hybrid meetings and events including selection procedure interviews. In addition, the Agency organised several online events and meetings replacing physical meetings. Furthermore, Agency's staff opted to participate in a number of meetings and events remotely instead of travelling. This is seen in the reduced number of missions for the related period.	Ongoing

2.9.2. Observations regarding all EU agencies

TABLE 4. FOLLOW-UP OF OBSERVATIONS FROM DISCHARGE AUTHORITY

Observations of the discharge authority	FRA's replies and measures	Implementation
Notes that all agencies have put in place for all their staff a policy and measures to prevent and fight against harassment, with some of the agencies having specific measures (e.g. training courses, awareness or coaching sessions) in place for senior and middle management; further notes that the agencies reported to have 24 ongoing or closed harassment cases in 2021; observes that in some agencies (e.g. EUAA), for staff related procedures (e.g. harassment cases), support from external law firms specialised in Union Civil service law (Union Staff Regulations) is sought, even when the agencies have their own legal services unit; calls on the agencies, where applicable, to report to the discharge authority on all the staff related cases where the support of such firms was received in the years 2017 to 2022;	In 2021 there were 0 harassment cases.	Implemented
Notes that, with the exception of one agency, all agencies have a policy for prevention and management of conflicts of interest in place; insists on the need to put in place or regularly update systematic sets of rules on transparency, incompatibilities, conflicts of interest and 'revolving door' situations, and illegal lobbying, as well as anti-fraud strategies; calls furthermore on all agencies to develop an internal anticorruption strategy; calls on the agencies to keep reporting to the discharge authority on the progress made in these matters;	The Agency does not currently plan to adopt an internal anticorruption strategy, considering the measures introduced for identifying conflict of interest and the actions for preventing any fraudulent actions. Since 2013 FRA has in place rules for prevention of conflict of interest concerning its Management Board and Scientific Committee. In addition to the Staff Regulations, since 2014 FRA has also introduced a practical guide on management and prevention of conflict of interests for staff, which offers wide-ranging information and advice on a variety of issues, ranging from behavioural tips to compliance with legal obligations. The guide has been revised in 2021 considering the recent developments in the legal framework.	Implemented through other existent actions

Observations of the discharge authority	FRA's replies and measures	Implementation
<p>Notes that, with the exception of one agency, all agencies have a policy for prevention and management of conflicts of interest in place; insists on the need to put in place or regularly update systematic sets of rules on transparency, incompatibilities, conflicts of interest and 'revolving door' situations, and illegal lobbying, as well as anti-fraud strategies; calls furthermore on all agencies to develop an internal anticorruption strategy; calls on the agencies to keep reporting to the discharge authority on the progress made in these matters;</p>	<p>Declarations of interest of staff are regularly provided upon recruitment, procurement, and recruitment selection panels. At the beginning of 2022, an exercise to update the declarations of all staff was also carried out.</p> <p>FRA provides compulsory training for staff on ethics and integrity and provides guidance and a process for the assessment of outside activities.</p> <p>FRA developed, and its Management Board adopted in December 2021, an updated version of the Anti-fraud Strategy. The document was developed based on a specific risk assessment.</p> <p>On another note, the Agency has not developed any contact with lobbyists. The Agency has developed contacts with influencers, bloggers and vloggers inviting them to participate in its events, which are public and communicated on social media and the FRA website under 'Events'. Furthermore, the Director's Agenda is publicly available internally and regularly communicated via email.</p> <p>Most external engagements, in particular those of the Director, are also widely communicated via social media, a weekly newsletter to stakeholders and/or FRA's website. The Director also reports comprehensively on the Agency's meetings with external stakeholders to the FRA Management Board, orally and through a written report.</p> <p>As regards government officials ('National Liaison Officers'), with whom the Agency liaises, their names and affiliations is publicly available on the Agency's website. Civil society organisations, with which the Agency is regularly in contact, are registered in its Fundamental Rights Platform database.</p>	<p>Implemented through other existing actions</p>
<p>Notes that, at the end of 2021, all agencies reported that they had implemented the revised, COSO (The Committee of Sponsoring Organizations of the Treadway Commission)-based, internal control framework (ICF) and that they had performed the annual assessment of the ICF; calls on all agencies to provide as a minimum the results of the assessment at component level, encourages the agencies however to report on a more detailed level, such as per internal control principle;</p>	<p>Following the assessment against the established indicators in the first quarter 2023 it was concluded that the system overall includes all the components of the internal control framework which are present and functioning together in an integrated manner.</p> <p>At the level of principles, it was concluded that all principles are present and functioning well with some minor improvements/adjustments needed in principles 5, 14 and 15.</p> <p>Improvement measures are already being undertaken in the areas of appraisal, internal communication and external communication.</p>	<p>Implemented</p>
<p>Notes that 6 agencies are EMAS (Eco-Management and Audit Scheme)-certified, 19 agencies are not EMAS-certified, while for 7 agencies the process for EMAS certification is ongoing; notes that most agencies have not implemented Green Public Procurement (GPP) or are gradually introducing green (clear and verifiable environmental) criteria in their public procurement processes; calls on all agencies to speed-up the adoption and implementation of GPP in full; calls on the agencies to keep reporting to the discharge authority on the progress made in these matters;</p>	<p>The Agency is in the process of moving to a new office building. In March 2023, [it] sought and received approval by the European Parliament budget committee. In its proposal the Agency indicated that the new office building should adhere to the European Green Deal requirements. In this regard, no additional investments are made with respect to align[ing] the current premises to the Green Deal requirements. EMAS certification is foreseen once the Agency relocates to its new premises.</p>	<p>Ongoing</p>

Observations of the discharge authority	FRA's replies and measures	Implementation
<p>Notes that 6 agencies are EMAS (Eco-Management and Audit Scheme)-certified, 19 agencies are not EMAS-certified, while for 7 agencies the process for EMAS certification is ongoing; notes that most agencies have not implemented Green Public Procurement (GPP) or are gradually introducing green (clear and verifiable environmental) criteria in their public procurement processes; calls on all agencies to speed-up the adoption and implementation of GPP in full; calls on the agencies to keep reporting to the discharge authority on the progress made in these matters;</p>	<p>Concerning the introduction in the Agency's public procurement of green criteria, FRA includes, whenever possible and cost-effective, environmental and social requirements in the Technical Specifications (in the form of Eco-labels or other standards, when possible), selection criteria (i.e. environmental certifications) and award criteria. In accordance with the provisions of the Financial Regulation and the EUCJ (Court of Justice of the European Union) case-law, GPP requirements are justified provided that they are linked to the subject matter of the contract, non-discriminatory and accessible to all economic operators. Considering that FRA procures mostly services, the room for introducing GPP aspects meeting such requirements is sometimes limited.</p> <p>Moreover, the Agency participates to the interinstitutional framework contracts launched by European Commission (in particular, supply contracts for the purchase of IT and other equipment), where the Commission included GPP requirements for the award of the contract, like life cycle costing (LCC) and other aspects of circular procurement.</p>	Ongoing
<p>Welcomes the steps taken by the agencies to disclose and publish the results of their work through various channels, including their websites and social media; urges the agencies to step up their efforts and report relevant performance information to the Union citizens and the general public in clear and accessible language to ensure greater transparency and public accountability by better-utilising media and social media channels; expects the agencies to report to the discharge authority in this regard;</p>	<p>The Agency has been using its social media channels, website and media outreach activities to inform EU citizens about its work. Using attractive visuals and videos, FRA has strived to communicate the findings of its research in a simple and accessible manner on its Twitter (now X), LinkedIn, Facebook, Instagram and YouTube channels. In particular, LinkedIn and Twitter have shown high levels of engagement and follower growth.</p> <p>By the end of December 2022, the Agency had over 53 000 followers on LinkedIn (14 000 more than in December 2021) and 72 000 followers on Twitter (almost 4 000 more than in 2021).</p> <p>In 2022, the Agency also developed a social media campaign 'Our Data, Your Ally' to inform young people about the youth data they can use in their advocacy work. FRA reports and other publications are always accompanied by a news item or a press release, summarising the research findings and recommendations in a more accessible language. These are then used for media outreach, ensuring information about FRA research reaches as many people as possible. FRA's findings have been featured in media across the EU (over 4 000 media mentions), focusing especially on such topics as violence against women, LGBTI issues, antisemitism and racism.</p>	Implemented

2.10. ENVIRONMENTAL MANAGEMENT

In terms of its environmental management policy, owing to the Agency's decision to look for new premises that will be closer to the prerequisites of the European Green Deal, FRA's existing measures were unchanged in 2023. One of the main prerequisites of the procedure in identifying new premises is that that the proposed building should address high environmental standards, such as Leadership in Energy and Environmental Design or Building Research Establishment Environmental Assessment Method, contributing to the reduction of the agency's ecological footprint.

Owing to the increase in energy costs, the agency adapted its internal practices to reduce energy consumption by reducing heating and adjusting external building illumination. In addition, thanks to the continuing hybrid working regime, the related water and electricity consumption remained unchanged from the previous year.

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

In terms of waste management, the existing waste disposal approach was followed throughout 2023, contributing to the recycling of as much waste material as possible.

As a result of teleworking and the introduction of new e-workflows, the use of paper was kept at the reduced levels of 2022. This aligns with the agency's efforts to digitise its internal procedures and replace paper-based workflows.

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

Furthermore, the agency donated a number of electronic devices such as PCs, laptops and monitors to a non-governmental organisation that supports initiatives at the local and European levels. That action resulted in minimising the environmental footprint of the agency through the reuse of declassified items that are not in use by the agency but are adequate for children to use for educational purposes.

2.11. ASSESSMENT BY MANAGEMENT

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

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

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

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

PART II (B). EXTERNAL EVALUATIONS

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

In 2023, based on FRA's 2023–2025 single programming document, a selected group of FRA projects were evaluated, as follows.

Ex ante evaluations:

- 'Ensuring the right to environmental protection'
- 'The impact of addressing terrorist content online on fundamental rights'

Interim and *ex post* evaluations:

- FRA's work to address fundamental rights challenges resulting from the Russian war of aggression against Ukraine, including the following projects:
 - 'FRA survey on displaced persons fleeing the war in Ukraine'
 - 'Local efforts to integrate displaced persons fleeing the Russian invasion of Ukraine: Challenges and promising practices'
 - 'Violence and related human rights abuses against women fleeing the war in Ukraine'
 - 'Periodic bulletins: Key fundamental rights considerations in the EU Member States regarding the war in Ukraine'
- providing assistance and expertise on the Charter of Fundamental Rights of the European Union

The above evaluations were performed by an external, independent evaluator selected under interagency framework contract 21-3030-03 (Provision of evaluation and feedback services). Key findings and conclusions of these evaluations and the status of follow-up actions in response to recommendations from previous evaluations are included in the relevant annex of this report (Annex X).

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

3.1. EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS

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

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

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

The assessment identified some actions needed to improve the timely conclusion of CDP/CDR (Career Development Plan/Career Development Review) exercises, to revise the recruitment procedures and relevant workflows and to improve the quarterly monitoring of budget implementation. All the issues are being tackled internally by improving internal processes and with the support of external contractors. The actions are expected to be completed within 2024.

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

3.2. CONCLUSIONS OF ASSESSMENT OF INTERNAL CONTROL SYSTEMS

FRA assessed its internal control systems during the reporting year and has concluded that they are effective and the components and principles are present and functioning well overall, but some improvements are needed, as moderate deficiencies were identified related to principles 4, 5 and 6 in relation to the timely conclusion of CDP/CDR exercises, the revision of the recruitment procedures and relevant workflows, and the need to improve the quarterly monitoring of budget implementation.

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

I, the undersigned,

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

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

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

Vienna, 24 May 2024

Constantinos Manolopoulos

PART IV. MANAGEMENT ASSURANCE

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

4.1. REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

The information reported in Parts II and III stems from the results of the management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported, and results in complete coverage of the budget managed by FRA.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports;
- there were no critical or very important IAS recommendations, and those of lower importance were closed;
- the ECA issued a positive declaration of assurance for the 2022 financial year on the legality and regularity of the transactions;
- there are no observations from the European Parliament that have not been addressed.

4.2. RESERVATIONS

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

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

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

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

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

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

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

PART V. DECLARATION OF ASSURANCE

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

In my capacity as authorising officer,

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

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

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

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

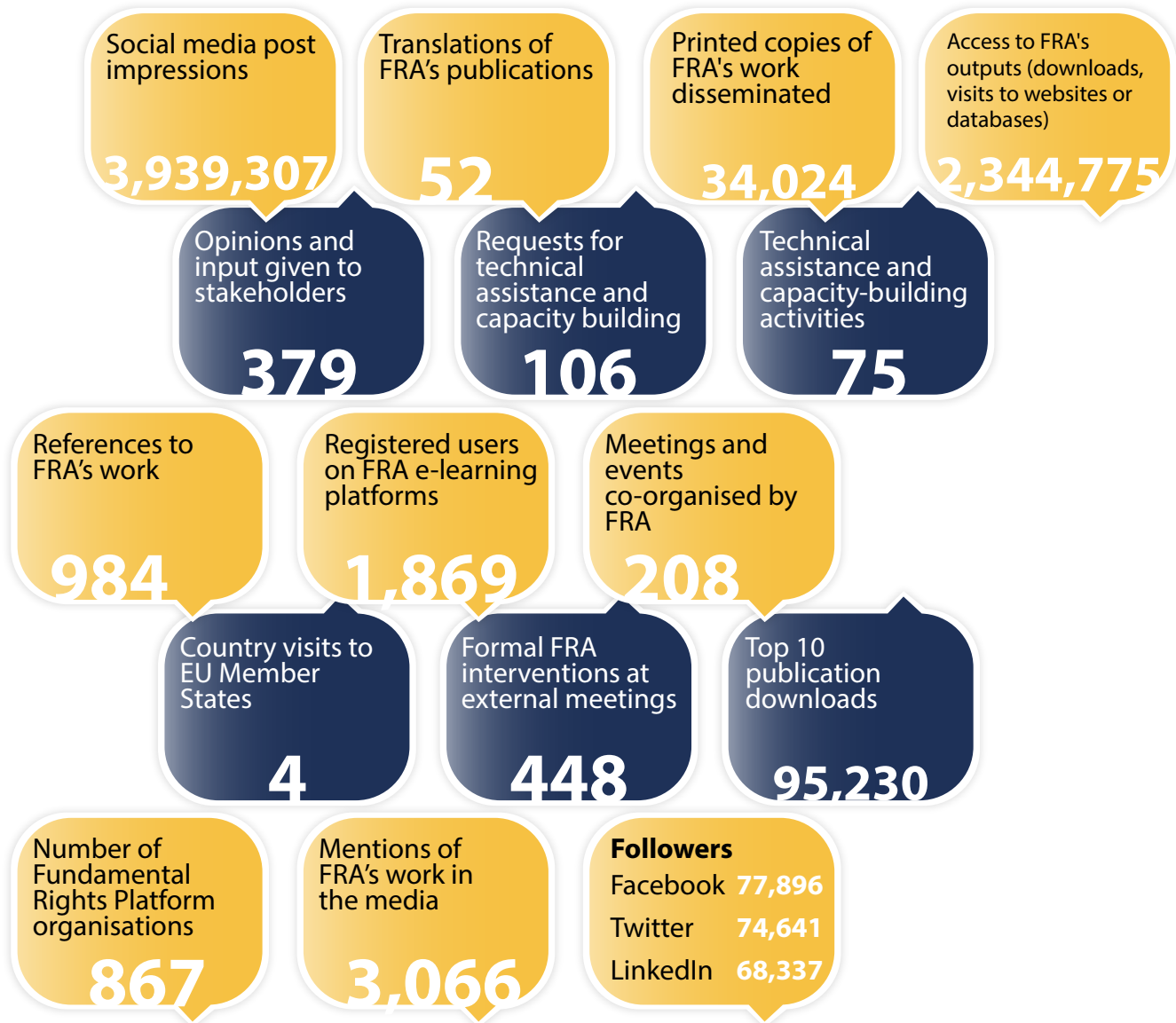
Vienna, 24 May 2024

Sirpa Rautio

ANNEXES

Annex I. Core business statistics

2023 AT A GLANCE



FRA'S KEY PERFORMANCE INDICATORS

In 2023, FRA exceeded its targets, in most cases, contributing greatly to its mission of promoting and protecting fundamental rights in the EU.

FRA produced a large number of outputs, including publications, research, written and verbal inputs, technical assistance and capacity building, and events. Numerous outputs have also been made accessible to the wider public across the EU through 52 translations of FRA's outputs into other EU languages. FRA delivered 379 written and verbal inputs and supported stakeholders with 75 technical assistance and capacity-building activities. In the cases both of inputs and of technical assistance and capacity building, the number of contributions increased from 2022. Similarly, the number of events (co-)organised by FRA also increased, since the agency was involved in the organisation of 208 events in 2023, whereas in 2022 the number of events organised had been 134. FRA also contributed to 448 external meetings, where it shared its expertise on fundamental-rights-related issues.

The number of stakeholders reached in 2023 emphasises the engagement of the agency in promoting fundamental rights on different platforms, including social media. The number of followers on the main social media accounts increased on average by 10.5 % compared with 2022, with a major increase in LinkedIn followers in particular (33 %). The recognised importance and relevance of FRA's work also emerged from the number of references to FRA outputs in 2023, 984, much exceeding those in 2022, which numbered 213.

Most of the stakeholders who have used FRA's publications said that these were useful (89 %), relevant (89 %), timely (69 %) and reliable (91 %). This level of satisfaction represents a testament to the quality of the agency's work.

Table 5 shows FRA's performance against its 2023 key performance indicators (KPIs). This primarily concerns output and outtake (short-term achievement) indicators, which are collected and reported annually. Some outcome (long-term achievement) indicators are currently populated with responses collected through the user satisfaction survey.

TABLE 5. 2003 KPIS

Indicator	Source	Target	2022 performance
Output indicator			
Number of publications produced	Core business statistics	50	241 (35 main publications + 206 other publications)
Number of research outputs produced	Core business statistics	250	256
Number of written/verbal inputs delivered	Core business statistics	150	379
Number of formal requests for opinions on legislative proposals	Core business statistics	0	0
Number of requests for data and evidence	Core business statistics	50	134
Number of technical assistance / capacity-building activities organised/co-organised	Core business statistics	25	75
Number of requests for: · technical assistance · capacity building	Core business statistics	15	106
Number of country visits to Member States	Core business statistics	4	4
Number of meetings and events organised/co-organised	Core business statistics	100	208
Number of external meetings and events where FRA presented/spoke / formally intervened	Core business statistics	120	448
Number of communication materials produced	Core business statistics	500	627
Number of FRA's outputs accessed/downloaded online	Core business statistics	10 % increase	2 344 775 outputs accessed ^(a) – 16 % increase on 2022 (2 029 343 outputs accessed)
Number of printed publication copies disseminated	Core business statistics	15,000	34 024 printed copies disseminated – 93 % increase on 2022 (17 601 printed copies disseminated)
Number of translations of publications into other EU languages	Core business statistics	70	52
Number of participants in events	Core business statistics	925 10 % increase	2 783 – 64 % increase on 2022 (1 700 participants in events in 2022)
Outtake indicators			
Proportion of stakeholders attending events who would attend similar events in the future	User satisfaction survey 2023	80 %	63.4 % ^(b)
Number of references to FRA's work	Web scraping Core business statistics	200	984
Proportion of stakeholders using outputs	User satisfaction survey 2023	60 %	100 % used at least 1 output and 21 % used at least 5 outputs ^(c)
Extent to which publications are considered by stakeholders to be: umber of requests for: · useful; · relevant; · timely; · reliable.	Publications Office satisfaction survey 2023	Useful: 80 % Relevant: 80 % Timely: 80 % Reliable: 80 %	Useful: 89 % Relevant: 89 % Timely: 69 % Reliable: 91 %

Indicator	Source	Target	2022 performance
Output indicator			
Proportion of stakeholders who believe FRA provided relevant and reliable real-time expertise in response to an emergency	User satisfaction survey 2023	70 %	68 %
Number of mentions in the media	Outreach statistics	4,000	3 066 media articles about FRA in January–September 2023 ^(d)
Rate of increase/decrease in social media presence	Outreach statistics	10 % increase	10.5 % increase in followers ^(e)
Number of media enquiries (through FRA contact form)	Outreach statistics	10 % increase	82 media enquiries (50 in 2022)
Rate of increase/decrease in newsletter recipients	Outreach statistics	10 % increase	+ 44 % compared with 2022
Other indicators			
Number of social media post impressions	Outreach statistics	N/A	3 939 307

N/A, not applicable.

^(a) This number includes number of FRA websites page views, 1 177 670; number of FRA website visits, 546 161; number of anti-Muslim hatred / criminal detention database page views, 9 090; number of anti-Muslim hatred / criminal detention database visits, 3,395; number of times data visualisation charts generated, 577 965; video page views, 2 924; downloads of PDF reports, 22 034; page views of HTML publications, 5 536.

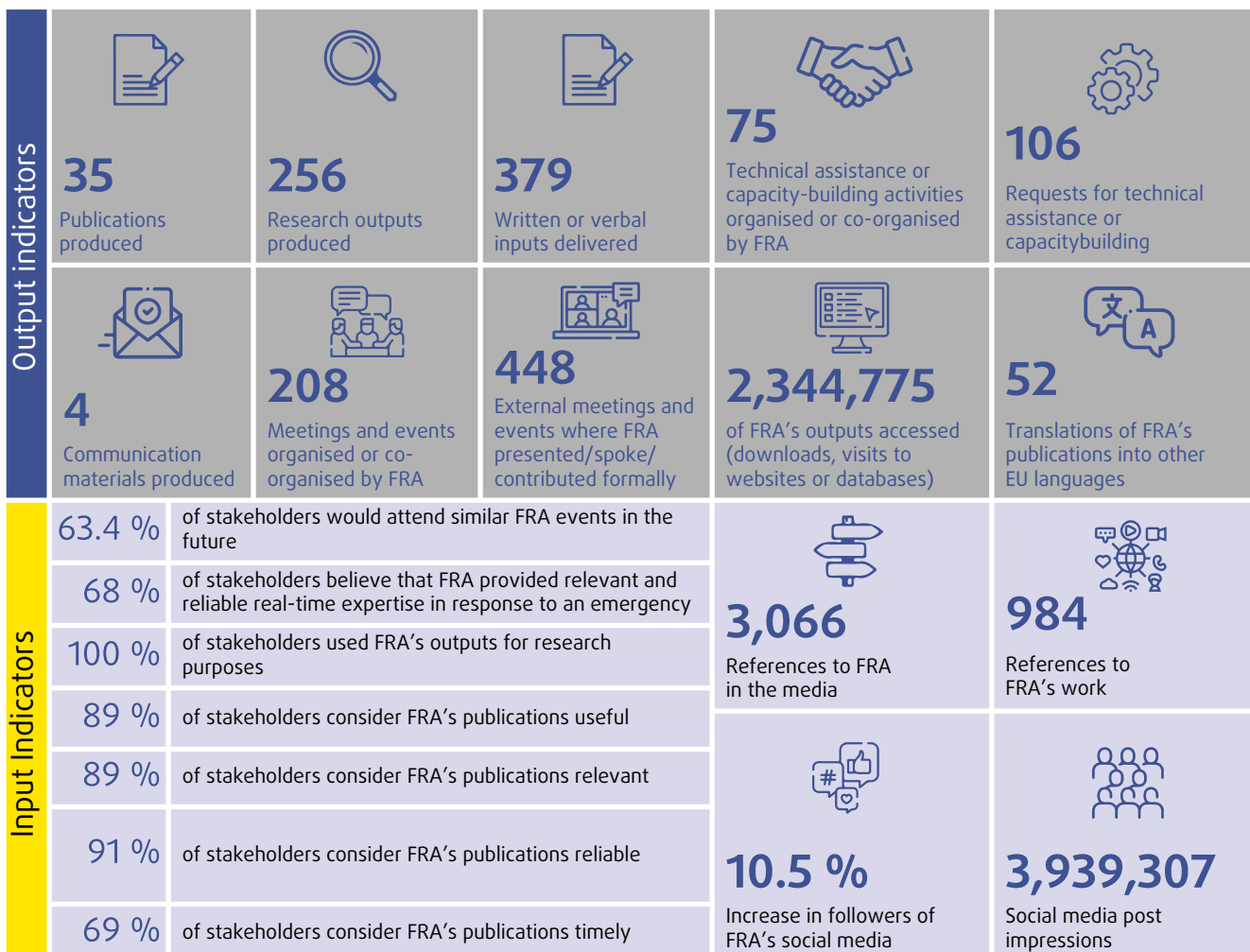
^(b) Average of stakeholders replying that they would, or would be likely to, attend the following list of events in the future: formal presentation to EU institutions, group meeting with EU institutions and Member States, country mission, expert meeting, stakeholder meeting, consultation meeting, seminar, study visit, conference, forum, workshop, round table, launch event, networking event, awareness-raising event.

^(c) Information collected through the FRA User Satisfaction Survey; number of respondents to the question (N) = 71.

^(d) The information covering October–December 2023 will be included in the count when the media monitoring report for 2023 is completed.

^(e) Average growth in followers across Facebook (around 3 %), X (around 3 %), LinkedIn (33 %) and Instagram (around 3 %).

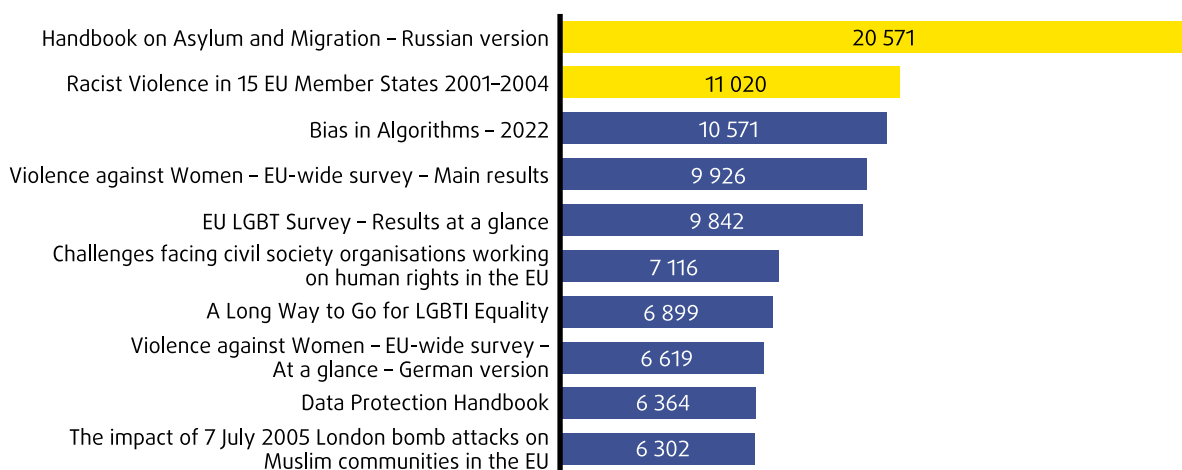
FRA's achievements in 2023



Outreach: communication statistics

This section outlines key statistics regarding FRA's communication activities in 2023. The information will be updated once the media monitoring report for 2023 is completed. The current information on media monitoring covers the period from January to September 2023.

FIGURE 3. TOP 10 FRA PUBLICATION FILES DOWNLOADED



The total number of publications of all the EU agencies ordered through the Publications Office of the EU in 2023 reached 4 250. Of these, 3 888 were FRA publications, thus accounting for 91 % of all the EU agency publications ordered through the Publications Office. In 2023, FRA was second only to the European Commission in the number of publications ordered through the Publications Office.

FRA on social media

Platform	Followers	Impressions	Engagements
Facebook	77 896	508 852	7 606
Linkedin	68 337	1 793 863	26 042
Instagram	6 249	324 535	10 770
X	74 641	1 312 057	33 635
Total	227 123	3 939 307	78 053

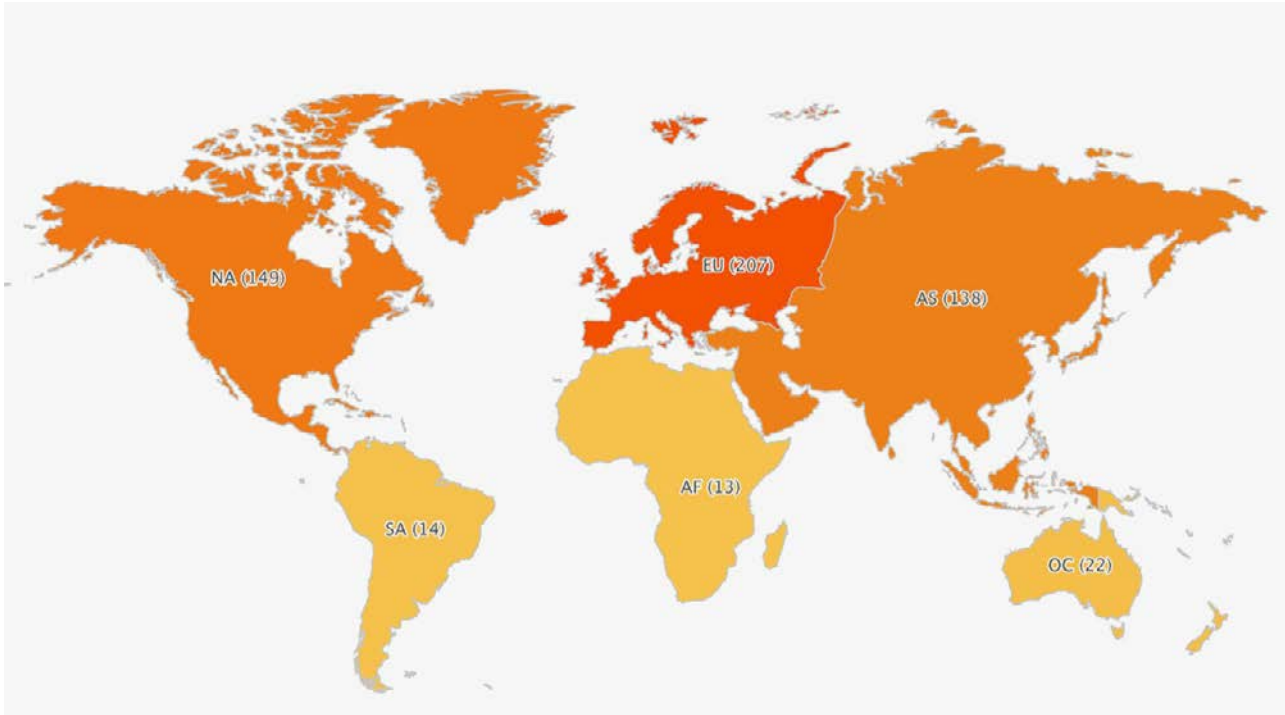
Weekly breakdown of FRA media coverage in 2023

Month	Week 1	Week 2	Week 3	Week 4	Week 5	Total 2023
January	9	76	42	49		176
February	35	34	65	30		164
March	430	56	77	41	19	623
April		229	85	51		365
May	40	39		126		205
June	35	291	109	75	69	579
July	205	204	50	82		541
August		109		65		174
September	58	50	49	37	45	239

Unprecedented media attention to the report *Being Black in the EU – Experiences of people of African descent*

The flagship FRA report *Being Black in the EU – Experiences of people of African descent* was launched on 25 October 2023, and already in the first 2 days after its publication had generated significant media coverage. Between 25 and 27 October 2023, **543 articles** about the report were published. The report generated media coverage not only in all EU Member States, excluding Denmark, but also outside the EU, as shown in the figure below, mostly because of the impact of multiplier media networks.

Geographical distribution of media coverage of *Being Black in the EU – Experiences of people of African descent* (number of articles published)



In 2023, FRA produced 35 publications, 7 of which were translated into EU languages other than English. In total, there were 52 translations of FRA publications in 2023, as shown in Table 6.

TABLE 6. OVERVIEW OF FRA PUBLICATIONS AND TRANSLATIONS IN 2023

Titles	Languages
Establishing national independent mechanisms to monitor fundamental rights compliance at EU external borders	el, es, fi, hr, hu, it, pl
Fundamental Rights Report 2023 – FRA opinions	bg, cs, da, de, el, es, et, fi, fr, ga, hr, hu, it, lt, lv, mk, mt, nl, pl, pt, ro, sr, sk, sl, sq, sv
Fundamental rights implications for the EU of the war in Ukraine	fr
Human Rights Cities in the European Union – Practical guidance	ca, cs, de, es, fr, hu, it, pl, sv
Charter Case Studies – Trainer’s manual	bg, el, hr, lv, sk, sl
Guardianship for Unaccompanied Children – A manual for trainers of guardians	el
Handbook on European law relating to the rights of the child – 2022 edition	fr, it

References to FRA in 2023

The following section presents references made to FRA outputs in 2023. References were identified through manual searches of the online document repositories of the EU institutions and other international organisations and through web scraping. Repositories were searched through key terms related to the name of the agency and FRA’s 2023 publications. This was

supplemented with information from FRA’s project managers. Searches also used web scraping to identify academic references to FRA 2023 publications.

In total, 232 references were made to FRA’s work by EU and international institutions – an increase of 26 % on 2022. The European Parliament produced the highest number of references (95), followed by the European Commission (56). As testament to the mutual trust built over the years between FRA and the CoE, the CoE made 29 references to FRA’s work, the highest number among international organisations. A high number of references – 752 – were made by non-institutional stakeholders, including CSOs and academia, a significant increase on 2022, when the number of references was 23.

References to FRA in 2023, by stakeholder type

Stakeholder	Number of references
European Parliament	95
European Commission	56
Council of the EU	4
European Committee of the Regions	24
Council of Europe	29
OSCE	9
United Nations	1
OECD	4
Other EU institutions and agencies	10
Civil society organisations and academia	752
Total	984

Stakeholder satisfaction 2023

In 2023, FRA commissioned ICF S.A. to carry out two stakeholder satisfaction surveys, one targeting FRA’s general stakeholders – the FRA user survey – and one targeting stakeholders who accessed a publication from the Publications Office of the EU – the FRA Publications Office survey.

The FRA user survey asked for feedback on **all FRA’s outputs**, including how they have been used, the level of satisfaction with these outputs, the likelihood of reusing these outputs, and the extent to which they contribute to achieving both FRA’s and the European Commission’s priorities.

The FRA Publications Office survey focused on stakeholders’ **satisfaction with FRA’s publications**, asking questions on the perceived level of usefulness, timeliness, reliability and relevance of these publications. It also aimed to explore how much FRA’s publications in 2023 contributed to raising awareness of fundamental rights in the EU.

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

FRA user survey

FIGURE 4. GEOGRAPHICAL DISTRIBUTION OF STAKEHOLDER SATISFACTION SURVEY RESPONDENTS (%) – FRA USER SURVEY

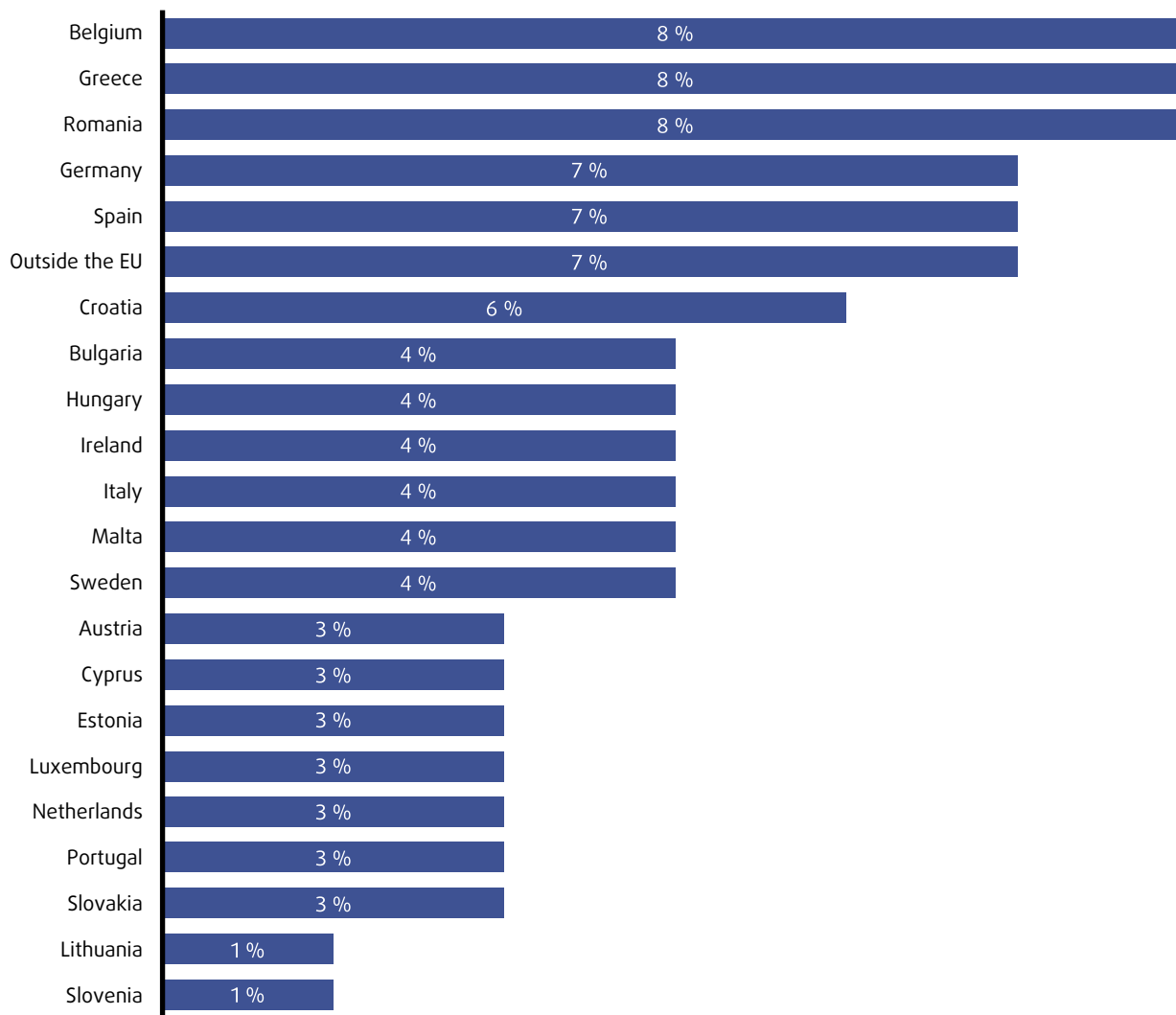


FIGURE 5. RESPONDENTS' ORGANISATIONS (%) – FRA USER SURVEY

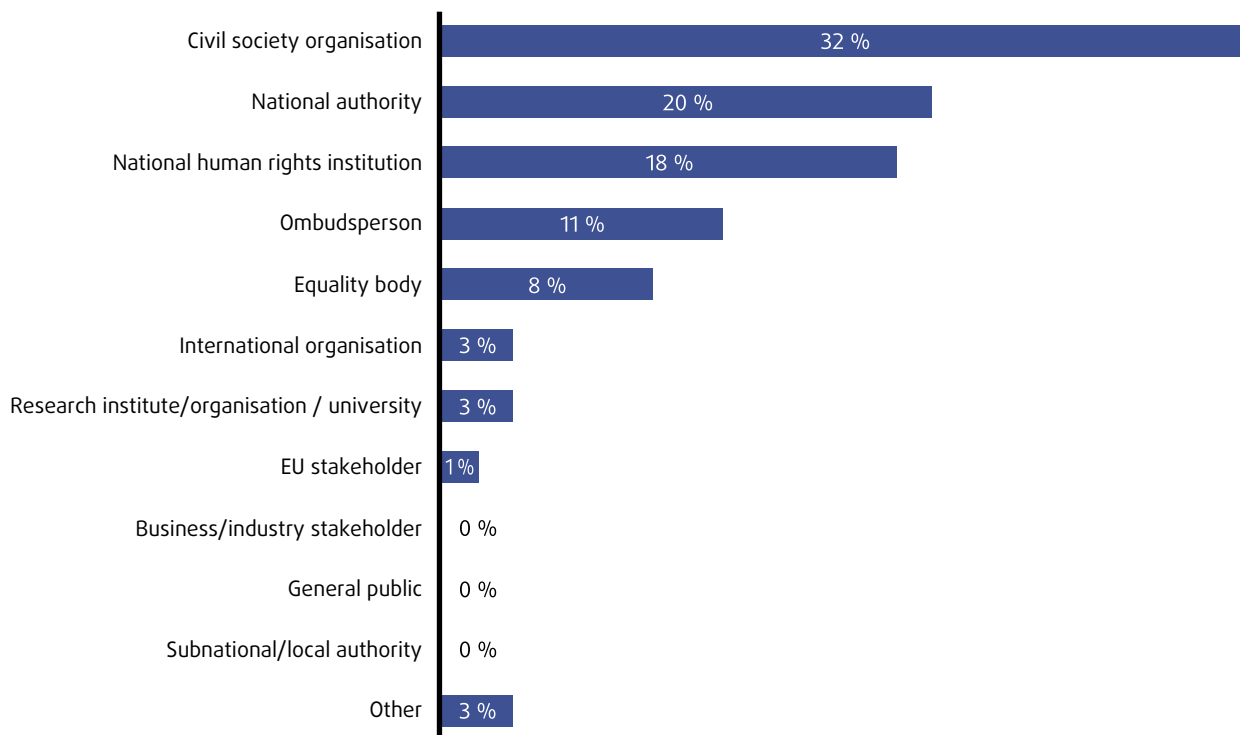


FIGURE 6. OUTPUTS USED BY STAKEHOLDERS IN 2023 (%) – FRA USER SURVEY



FIGURE 7. EXTENT OF STAKEHOLDERS' AGREEMENT ON ROBUSTNESS, RELIABILITY AND COMPARABILITY OF DATA AND EVIDENCE OF DATA USED FOR FRA'S CONSULTABLE OUTPUTS (%) – FRA USER SURVEY



FIGURE 8. EXTENT OF STAKEHOLDERS AGREEING FRA PROVIDED RELEVANT AND RELIABLE REAL-TIME EXPERTISE IN RESPONSE TO A FUNDAMENTAL RIGHTS EMERGENCY, 2023 (%) – FRA USER SURVEY

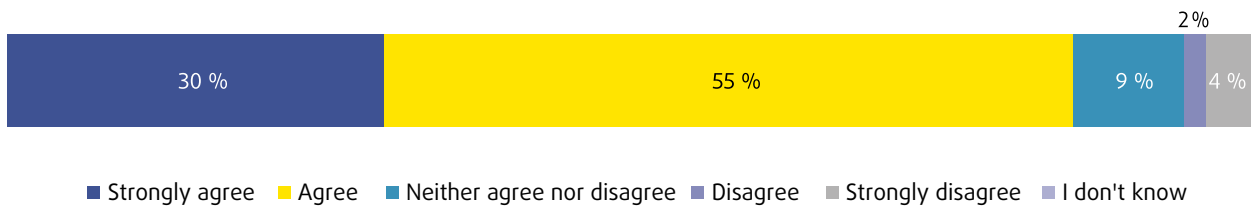


FIGURE 9. STAKEHOLDERS AGREEING THAT FRA CONTRIBUTED TO MAKING FUNDAMENTAL RIGHTS VISIBLE AT THE NATIONAL, EU AND INTERNATIONAL LEVELS (%) – FRA USER SURVEY

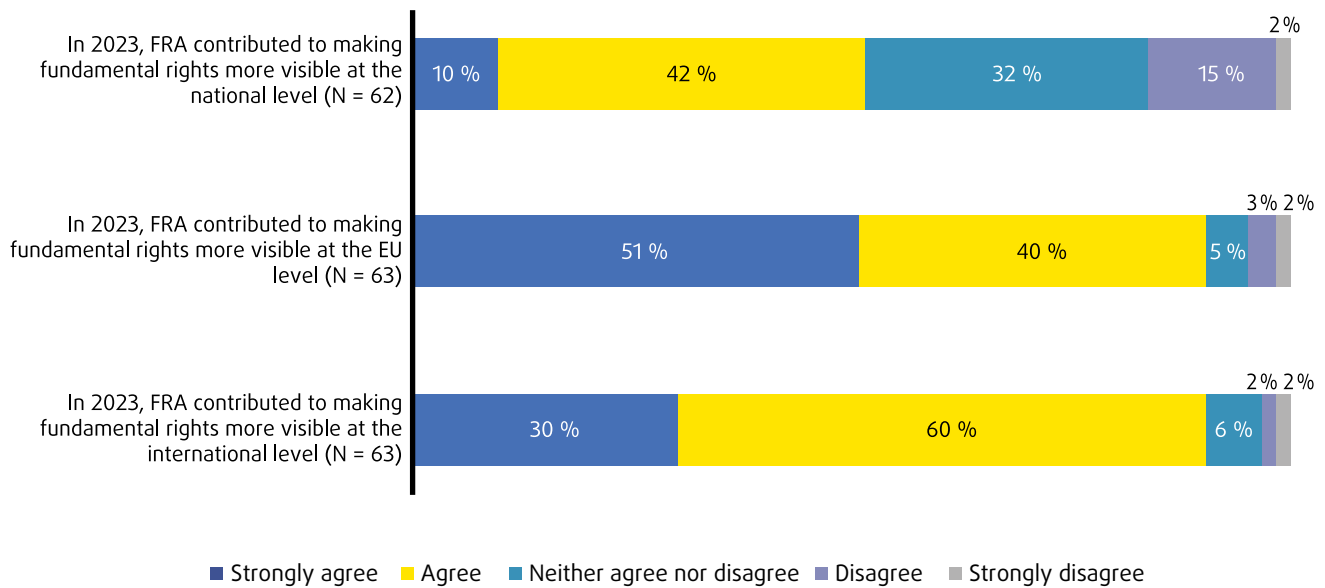


FIGURE 10. USE OF FRA OUTPUTS – FRA USER SURVEY

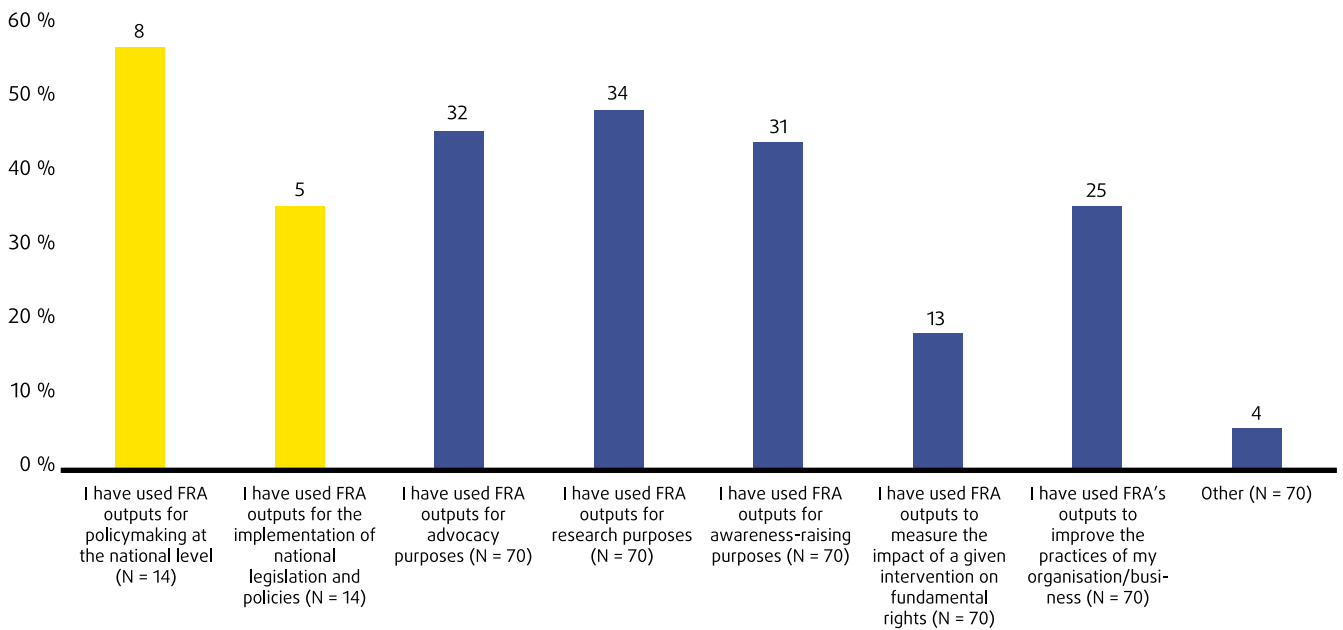


FIGURE 11. LIKELIHOOD OF PARTICIPATING IN FRA'S EVENTS IN THE FUTURE (%) – FRA USER SURVEY

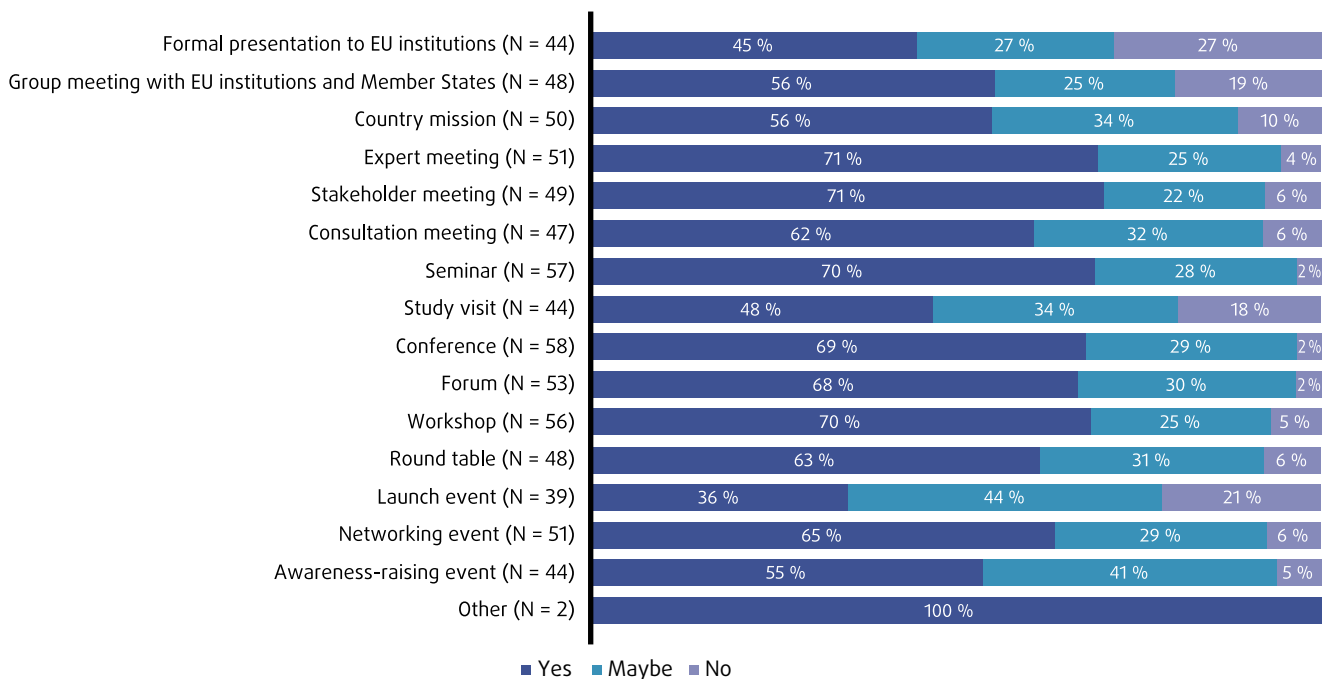
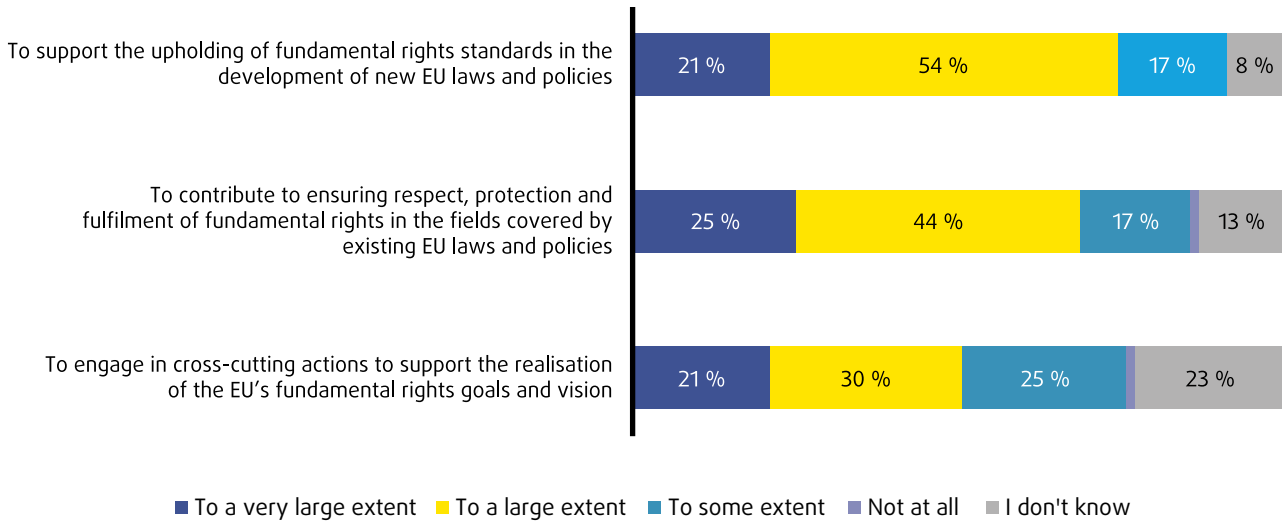


FIGURE 12. EXTENT TO WHICH FRA CONTRIBUTED TO FRA'S STRATEGIC PRIORITIES (%) – FRA USER SURVEY



FRA Publications Office survey

FIGURE 13. GEOGRAPHICAL DISTRIBUTION OF STAKEHOLDER SATISFACTION SURVEY RESPONDENTS – FRA PUBLICATIONS OFFICE SURVEY

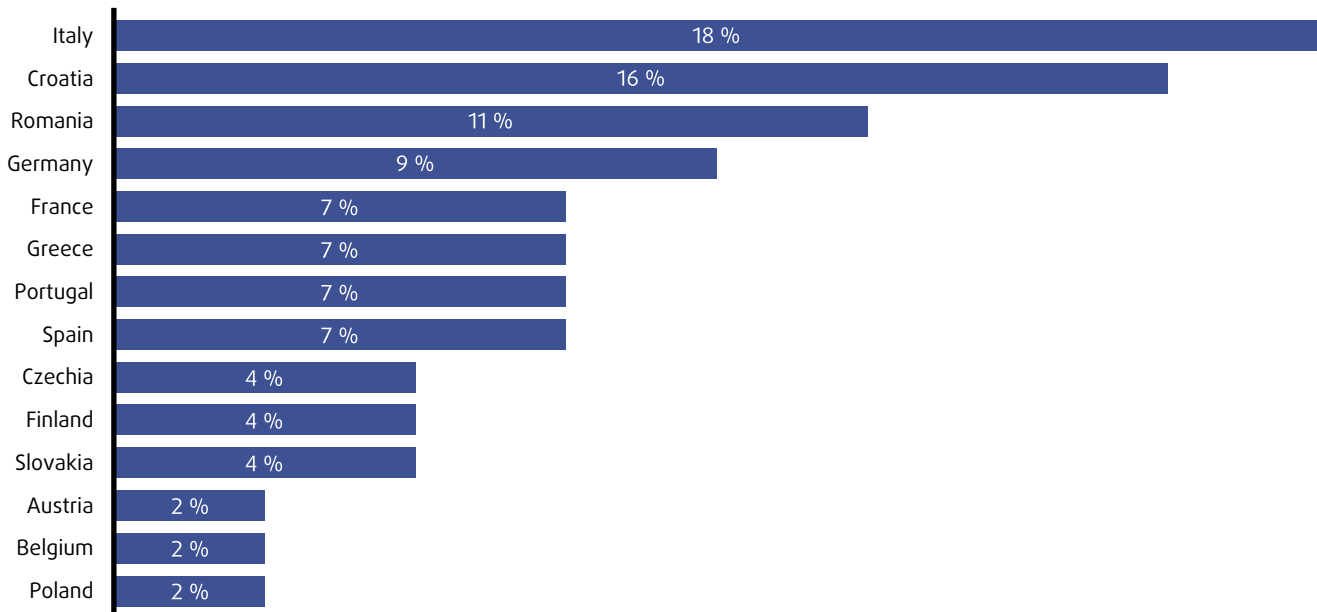


FIGURE 14. RESPONDENTS' ORGANISATIONS – FRA PUBLICATIONS OFFICE SURVEY

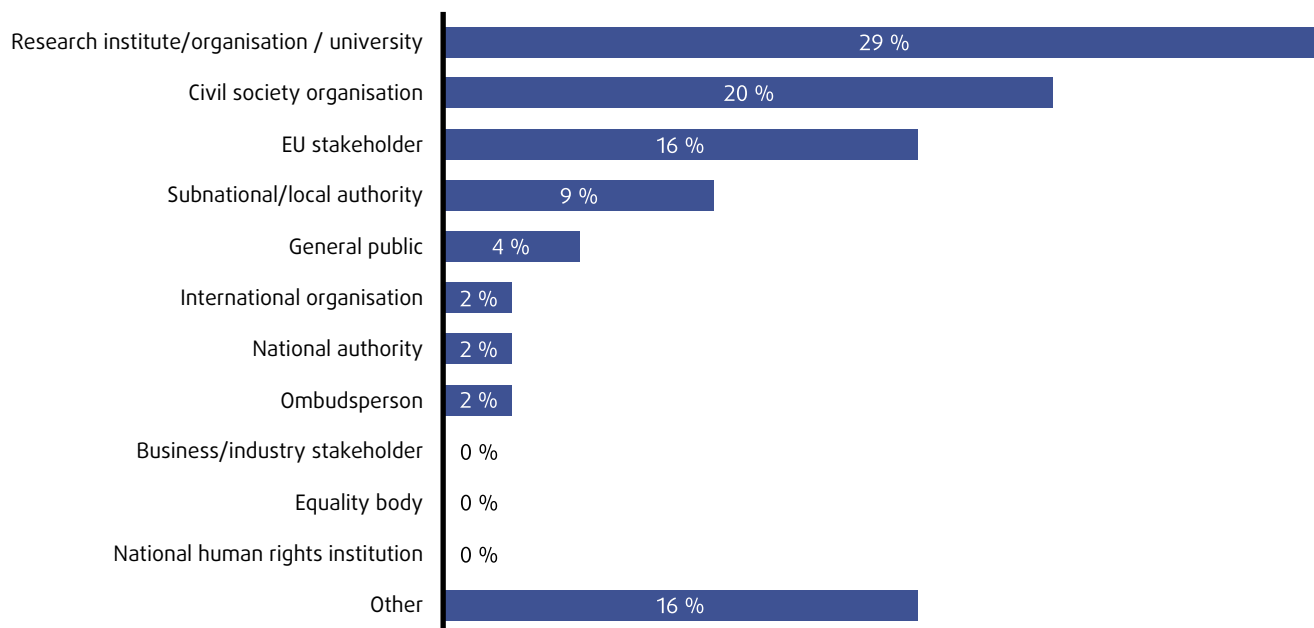


FIGURE 15. PUBLICATIONS USED/CONSULTED IN 2023 – FRA PUBLICATIONS OFFICE SURVEY

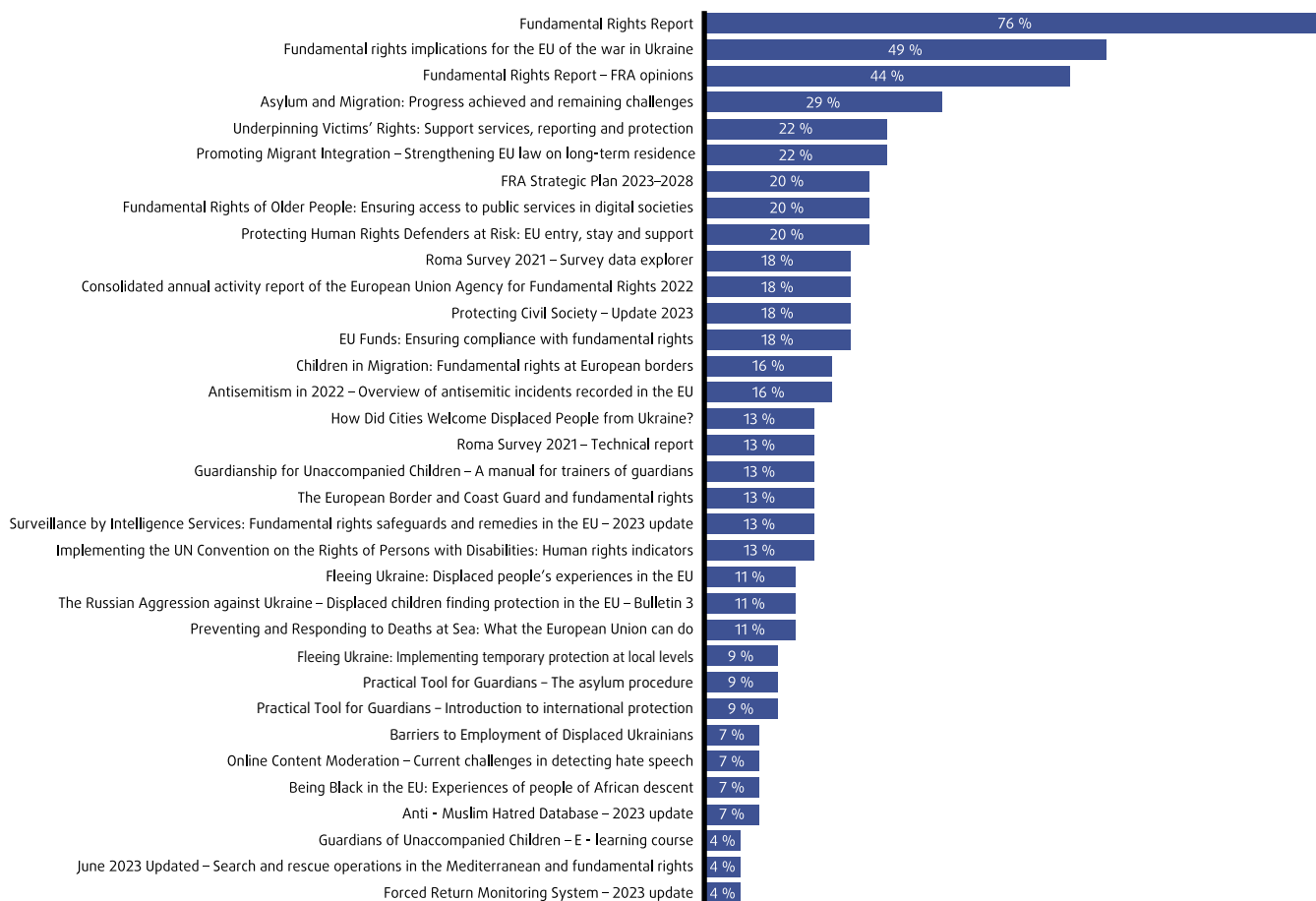


FIGURE 16. USE OF FRA'S PUBLICATIONS – FRA PUBLICATIONS OFFICE SURVEY

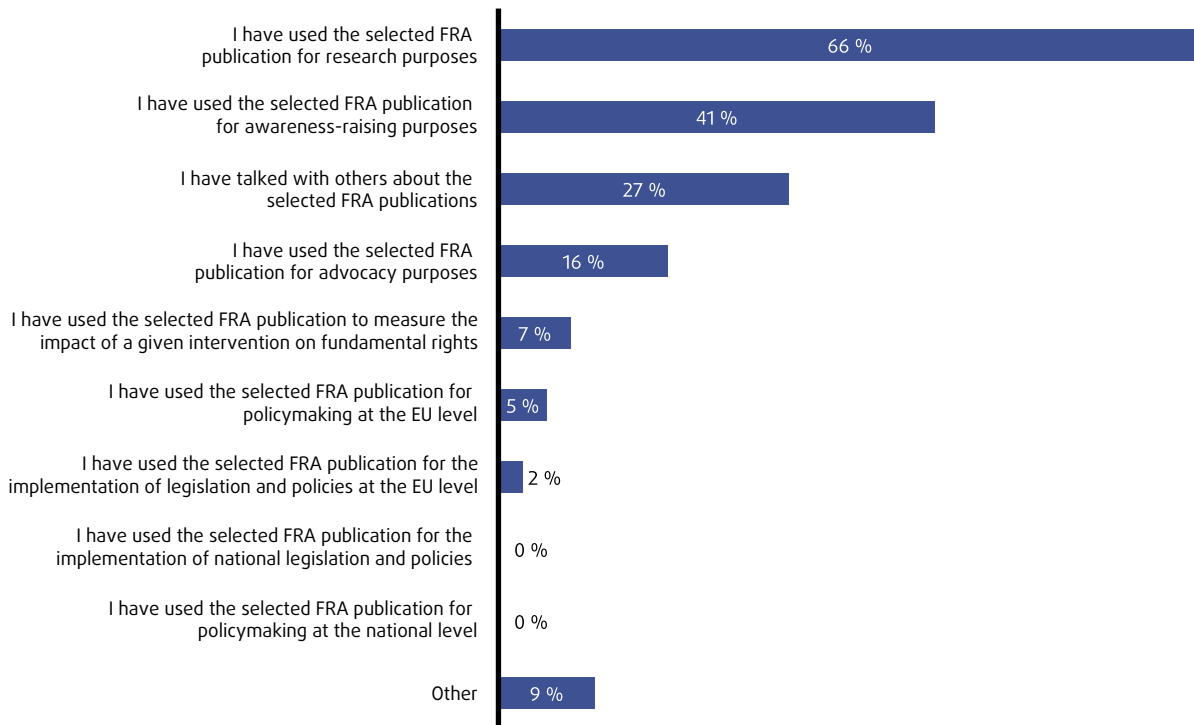


FIGURE 17. USEFULNESS, RELEVANCE, TIMELINESS AND RELIABILITY OF FRA PUBLICATIONS – FRA PUBLICATIONS OFFICE SURVEY

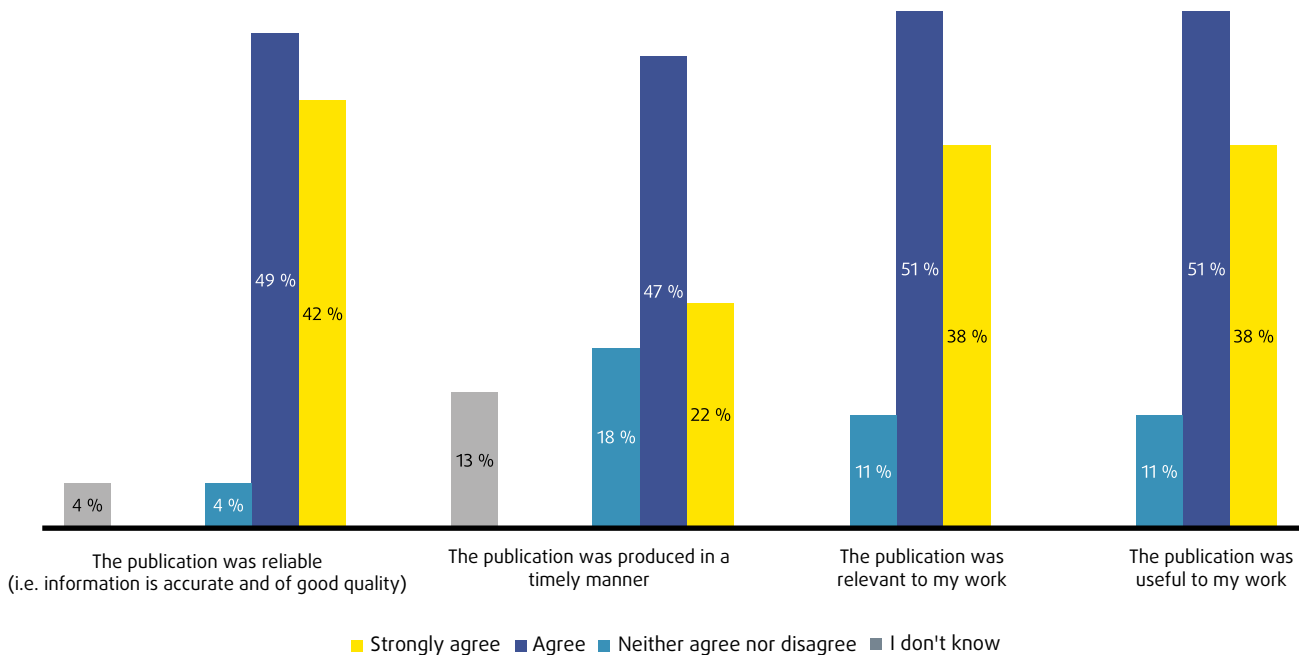


FIGURE 18. EXTENT OF FRA PUBLICATIONS' CONTRIBUTION TO RAISING AWARENESS OF FUNDAMENTAL RIGHTS IN THE EU – FRA PUBLICATIONS OFFICE SURVEY

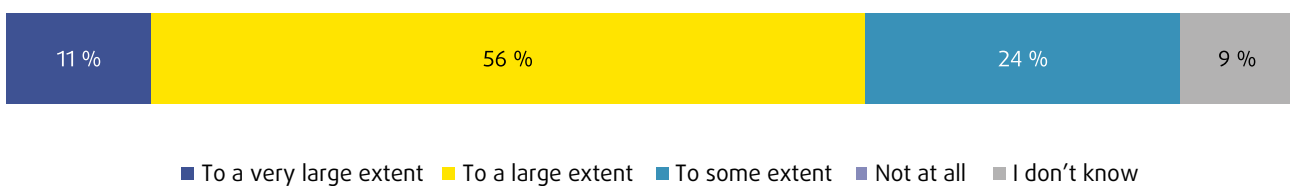
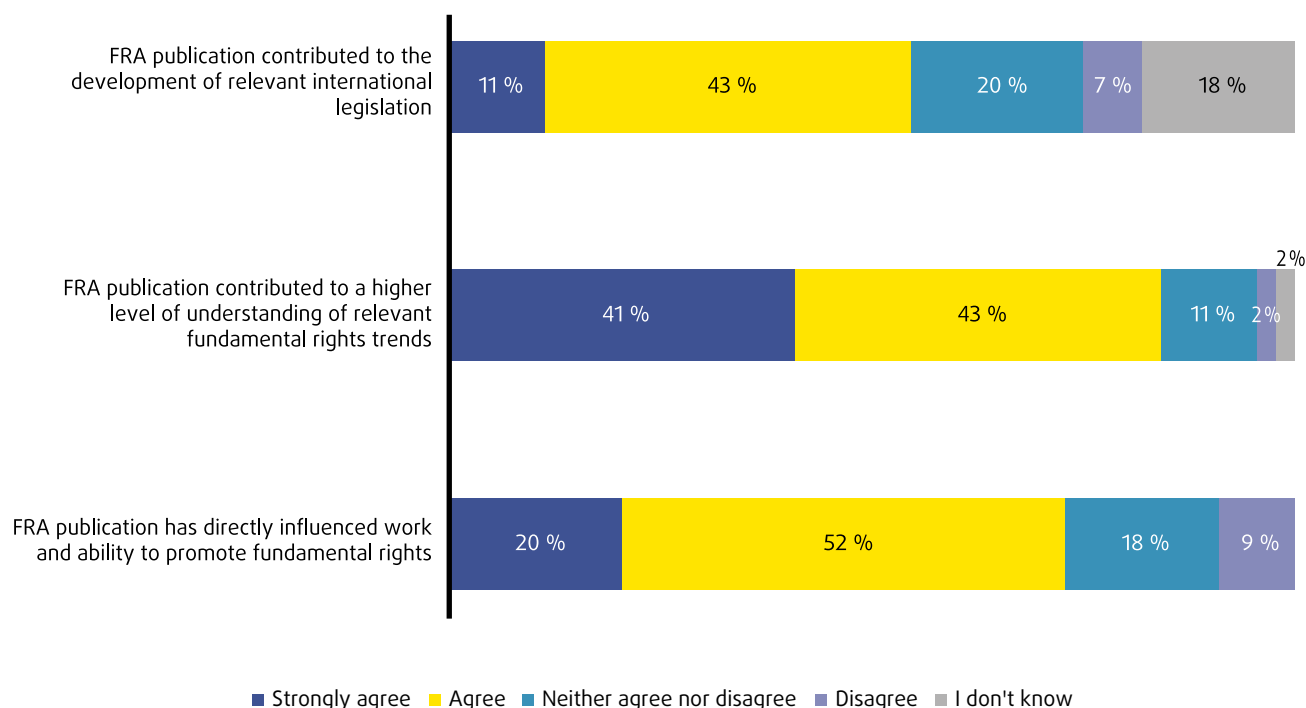


FIGURE 19. CONTRIBUTION AND INFLUENCE OF FRA PUBLICATIONS – FRA PUBLICATIONS OFFICE SURVEY



Key performance indicators for the Director

In line with the Commission guidelines on KPIs for directors of EU decentralised agencies, the objectives, indicators and targets for FRA’s Director in Table 7 were identified.

TABLE 7. DIRECTOR’S KPIS

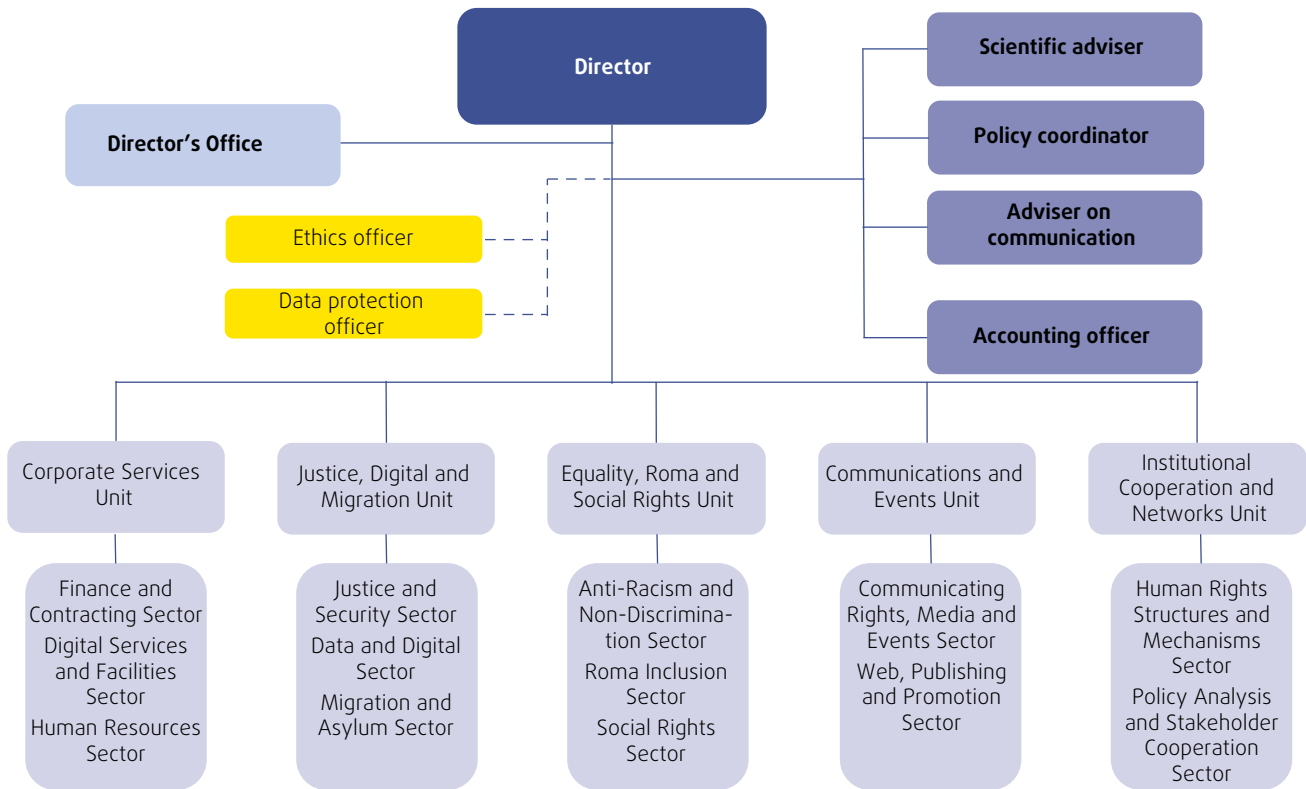
Objective	KPI	Target	Achieved
Work programme fully implemented throughout the year and such implementation reflected in the Annual Activity Report for such a year	Timely submission of the draft programming document to the Management Board and to the European Commission	December N – 2 January N – 1 December N – 1	December N – 2 January N – 1 December N – 1
	Percentage of completion of the projects included in the annual work programme / programming document	90 %	97 %
	Timely achievement of multiannual objectives of the programming document	90 %	Will be assessed in 2025
	Timely submission of documents planned for publication in the annual work programme / programming document / Annual Activity Report and in particular of the (annual) Fundamental Rights Report, in cooperation with the Scientific Committee	90 %	100 %
Swift, timely and full use of the financial and human resources allocated by the budgetary authorities	Rate (%) of implementation of commitment appropriations	> 95 %	100 %
	Rate (%) of cancellation of payment appropriations	< 5 %	3.0 %
	Rate (%) of outturn (total payments in year N and carry-forwards to year N + 1, as a percentage of the total EU funding and fee income, where applicable, received in year N)	> 95 %	99.2 %
	Rate (%) of payments executed within the legal/ contractual deadlines	> 80 %	88 %

Objective	KPI	Target	Achieved
Timely implementation in terms of the adequacy and effectiveness of internal control systems	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	90 %	100 %
	Average vacancy rate (percentage of authorised posts of the annual establishment plan that are vacant at the end of the year, including job offers sent before 31 December)	< 5 % of total posts	4 %
	Delivery of positive opinions by the Scientific Committee on agency publications	100 %	100 %
	Ex ante and ex post evaluations of projects implemented based on the annual evaluation plan	80 %	100 %
Evidence of the level of staff well-being	Organisation of satisfaction surveys / engagement surveys within the agency	1 every 2 years	Planned in 2024
	Annual average days of short-term sick leave per staff member	< 8	8.58
	Members of staff complaining under Article 90 (2) of the staff regulations per 100 staff members	< 5	0
External presentation of the agency's activities and effective cooperation with the agency's external stakeholders	Formal presentations to the European Parliament and Council (including its preparatory bodies)	> 4	51
	Country-level presentations of the agency's work nationally	4	4
	Number of interviews or mentions of FRA's Director in different media outlets	12 in a year	6 interviews and 3 op-eds
	Cooperation meetings with the agency's networks and partners including EU institutions, bodies and agencies, NLOs, international organisations, public bodies competent for human rights in the Member States (including NHRIs) and civil society (including participants in the Fundamental Rights Platform)	> 200 bilateral meetings 2 NLO meeting 1 Fundamental Rights Platform meeting > 6 visits to EU institutions, bodies and agencies	192 bilateral meetings 2 NLO meetings 1 Fundamental Rights Platform meeting

Annex II. Statistics on financial management

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

Annex III. Organisational chart



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

TABLE 8. ESTABLISHMENT PLAN

Category and grade	Permanent posts		Temporary posts	
	2023 (authorised posts)	2023 (actually filled as of 31 December 2023)	2023 (authorised posts)	2023 (actually filled as of 31 December 2023)
AD 16	-	-	-	-
AD 15	-	-	1	-
AD 14	-	-	3	1
AD 13	-	-	3	2
AD 12	-	-	1	3
AD 11	-	-	6	4
AD 10	-	-	12	6
AD 9	-	-	10	13
AD 8	-	-	9	8
AD 7	-	-	1	6
AD 6	-	-	1	-
AD 5	-	-	3	4
Total AD	-	-	50	47
AST 11	-	-	-	-
AST 10	-	-	4	1
AST 9	-	-	2	5
AST 8	-	-	3	-
AST 7	-	-	6	7
AST 6	-	-	6	6
AST 5	-	-	1	3
AST 4	-	-	-	-
AST 3	-	-	-	-
AST 2	-	-	-	-
AST 1	-	-	-	-
Total AST	-	-	22	22
AST/SC 6	-	-	-	-
AST/SC 5	-	-	-	-
AST/SC 4	-	-	-	-
AST/SC 3	-	-	-	-
AST/SC 2	-	-	-	-
AST/SC 1	-	-	-	-
Total AST/SC	-	-	-	-
Total	-	-	72	69
Total AST/SC	-	-	-	-
Total	-	-	72	68

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

Source: FRA, 2023.

TABLE 9. INFORMATION ON RECRUITMENT GRADE / FUNCTION GROUP FOR EACH TYPE OF POST

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

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

Source: FRA, 2023.

TABLE 10. JOB SCREENING/BENCHMARKING AGAINST PREVIOUS YEAR'S RESULTS

Job type (sub)category	Year N – 1 (%)	Year N (%)
Administrative support and coordination	18	17
Administrative support	17	16
Coordination	1	1
Operational	76	77
Top-level operational coordination	2	4
Programme management and implementation	61	57
Evaluation and impact assessment	2	2
General operational	11	14
Neutral	11	12
Finance/control	10	10
Linguistics	1	2

NB: The above figures include all different types of contracts: temporary agents, contract agents and seconded national experts.

Source: FRA, 2023.

Annex V. Human and financial resources by activity

TABLE 11. HR BY ABB ACTIVITY

ABB activity	HR by ABB activity	
	Total person-days	%
Anti-racism and non-discrimination	1 422	7
Social rights	1 804	8
Roma inclusion	713	4
Justice and security	1 694	9
Data and digital	1 136	6
Migration and asylum	1 397	7
Human rights structures and mechanisms	1 857	9
Policy analysis and stakeholder cooperation	2 411	12
Communicating rights, media and events	1 322	7
Web, publishing and promotion	1 802	9
Other activities under Title III	228	1
Total operational	15 785	79
Support activities	4 132	21
Total support activities	4 132	21
Total agency days	19 917	100

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

Source: FRA, 2023.

TABLE 12. FINANCIAL RESOURCES BY ABB ACTIVITY (EUR)

ABB activity	Direct expenditure	Indirect expenditure (overheads)	Total
Anti-racism and non-discrimination	625 986	1 295 371	1 921 358
Social rights	947 420	1 643 263	2 590 683
Roma inclusion	307 708	649 234	956 942
Justice and security	404 829	1 543 022	1 947 851
Data and digital	603 340	1 035 204	1 638 543
Migration and asylum	1 921 940	1 272 597	3 194 538
Human rights structures and mechanisms	586 506	1 691 361	2 277 867
Policy analysis and stakeholder cooperation	409 456	2 196 118	2 605 575
Communicating rights, media and events	914 481	1 203 821	2 118 302
Web, publishing and promotion	666 969	1 641 532	2 308 501
Other activities under Title III	128 738	207 697	336 434
Total operational	7 517 373	14 379 220	21 896 593
Cooperation agreements	1 190 312	-	1 190 312
Total cooperation agreements	1 190 312	-	1 190 312
Support activities	-	3 763 864	3 763 864
Total support activities	-	3 763 864	3 763 864
Total	8 707 685	18 143 083	26 850 768

Source: FRA, 2023.

Annex VI. Contribution, grant and service-level agreements: financial framework partnership agreements

Not applicable (please see Section 2.3).

Annex VII. Specific annexes related to Part II

A. Materiality criteria

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

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

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

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

B. Internal control template(s) for budget implementation

Stage 1 – procurement

A – Planning

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

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators
Not applicable as no medium or high risks were identified under this phase	–	–	–

B – Needs assessment and definition of needs

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

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators (three Es)
Not applicable as no medium or high risks were identified under this phase	–	–	–

C – Selection of the offer and evaluation

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

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

MB, Management Board; SC, Scientific Committee.

Stage 2 – financial transactions

Main control objective: ensuring that the implementation of the contract is in compliance with the signed contract.

Main risks It may happen (again) that ...	Mitigating controls	Coverage, frequency, depth of controls and benefits	Cost-effectiveness indicators	
All pre-financing, accrual adjustments and guarantees not identified Mistakes in transactions Commitments, payments and recovery orders recorded with delay Incomplete accounting systems	Use of ABAC system for all accounting records (all pre-financing payments are controlled through ABAC)	100 % of the contracts (via commitments) entered in ABAC Estimation of costs of staff involved Benefits: centralised control of the payments; access to information for all the participants involved; number of irregularities, errors and overpayments prevented by the controls; systematic weaknesses detected and corrected	Effectiveness Percentage error rate prevented Number of control failures Number/amount of liquidated damages, if any Number of actions for improvement implemented Efficiency Late interest payment Amount of damages paid Costs of the <i>ex post</i> controls with respect to the benefits Average cost of an <i>ex post</i> control	
		Guarantees controlled through ABAC	100 % of the guarantees included in ABAC	Costs of the <i>ex post</i> control
		Training on ABAC compulsory for all nominated users	100 % of ABAC users	Average cost of an <i>ex post</i> control
		Financial workflow based on the four eyes principle (operational and financial checks in accordance with the financial workflow)	100 % of the transactions controlled Depth: all the transactions checked	Economy Costs of licensing ABAC users Costs of training activities
		Centralised financial initiation		
		Each transaction checked by the authorising officer by delegation in their capacity as financial verifying agent	100 % of transactions verified Depth: riskier operations subject to in-depth controls	
		Each transaction checked by the accounting officer (i.e. accrual adjustments)	100 % of the transactions checked	
		Registration and authorisation of exceptions	Reported exceptions in line with the internal procedure Depth: depending on the reporting of exceptions	
		Review of exceptions reported	100 % once a year Depth: looking for the weakness in the procedures related to the reported exceptions	
		<i>Ex post</i> controls	Selected transactions Depth: control sampling risk-based	

Stage 3 – supervisory measures

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

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

Annex VIII.

Environmental management

Context of the agency's environmental management strategy

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

In 2022 the agency initiated the procedure to identify new premises. The main reason for this initiative was to ensure that the agency meets the environmental standards until 2030. In March 2023 the agency received the approval of the European Parliament and Council budget committees to search for new premises. A key prerequisite is that the new premises meet high environmental standards. Considering this development, no additional efforts are being made on the current premises except for maintaining the present status quo.

Overview of the agency's environmental management system

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

Environmental aspects, indicators and targets

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

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

- **Building emissions to air.** Measures to reduce building emissions are linked to the heating system. Heating is provided by the district heating system (*Fernwärme*) instead of from electricity, gas or fossil fuels, thereby reducing emissions.
- **Professional mobility.** The agency promotes cycling to work among its employees by offering a secure parking space inside its building. It also supports and promotes the use of videoconferencing technologies, eliminating the need for business travel. During the last few years, the use of videoconferencing considerably increased. This reduced CO₂ emissions because of the reduced number of trips.
- **Green public procurement.** The agency follows the practices of the Commission Services when publishing tenders, which include provisions linked to green public procurement. For example, in tenders related to facilities, the use of environmentally friendly products is required.

Actions to improve and communicate environmental performance

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

- **Donations.** In 2023, the agency donated electric and office equipment to a charity organisation that, in turn, reused the equipment in its projects. This will contribute to the reduction of waste disposal and extend the useful lifetime of such items.
- **Printing.** The agency eliminated the use of personal printers currently assigned to several of its staff and prompted them to make use of the general printing facilities or avoid printing.

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

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

More importantly, the agency is prospecting the market for new premises. One of the main criteria is to identify premises that will meet high environmental standards such as Leadership in Energy and Environmental Design or Building Research Establishment Environmental Assessment Method and in compliance with the Commission services standards. In addition, considering the implementation of the new hybrid working approach, the agency is looking to downsize its office space, also resulting in a reduced environmental footprint.

Annex IX. Draft annual accounts

TABLE 13. OUTTURN ON COMMITMENT APPROPRIATIONS IN 2023 FOR FRA (MILLION EUR)

			Commitment appropriations authorised	Commitments made	%
			1	2	3 = 2/1
Title A-1 Staff expenditure					
A-1	A-11	Staff in active employment	14.02	14.01	99.88
	A-12	Expenditure on staff recruitment	0.11	0.11	100.00
	A-13	Missions and duty travel	0.05	0.05	100.00
	A-14	Sociomedical infrastructure	0.07	0.07	100.00
	A-15	Mobility exchanges of civil servants and experts	0.14	0.14	100.00
	A-16	Social welfare	0.13	0.13	100.00
	A-17	Entertainment and representation	0.00	0.00	100.00
	A-18	Social welfare	1.16	1.16	100.00
	A-19	Other staff-related expenditure	0.02	0.02	100.00
Total Title A-1			15.71	15.69	99.89
Title A-2 Buildings, equipment and miscellaneous operating expenditure					
A-2	A-20	Rental of buildings and associated costs	1.79	1.73	96.66
	A-21	Information and communications technology	0.52	0.52	100.00
	A-22	Movable property and associated costs	0.01	0.01	100.00
	A-23	Current administrative expenditure	0.05	0.05	100.00
	A-24	Postage and telecommunications	0.10	0.09	97.67
	A-25	Expenditure on meetings	0.01	0.01	100.00
	A-27	Information and publishing	0.00	0.00	100.00
	A-28	Studies, surveys and consultations	0.03	0.03	100.00
Total Title A-2			2.52	2.45	97.53
Title B0-3 Operational expenditure					
B0-3	B3-0	Data and digital	2.93	2.93	99.95
	B3-1	Fair and equal societies	0.00	0.00	0.00
	B3-2	Just, digital and secure societies	0.00	0.00	0.00
	B3-3	Migration and asylum	0.00	0.00	100.00
	B3-4	Supporting human rights protection systems	0.00	0.00	0.00
	B3-5	Communication and events	1.59	1.58	99.57
	B3-6	Equality, Roma and social rights	1.88	1.88	100.00

			Commitment appropriations authorised	Commitments made	%
			1	2	3 = 2/1
	B3-7	Institutional cooperation and networks	1.00	1.00	100.00
	B3-8	Horizontal operational activities	0.13	0.13	100.00
Total Title Bo-3			7.53	7.52	99.89
Title Bo-4 Other operational expenditure					
Bo-4	B4-0	Cooperation agreements	1.59	1.19	75.02
Total Title Bo-4			1.59	1.19	75.02
Total FRA			27.34	26.85	98.23

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

Source: FRA, 2023.

FIGURE 20. OUTTURN ON COMMITMENT APPROPRIATIONS BY CHAPTER, 2023 (%)

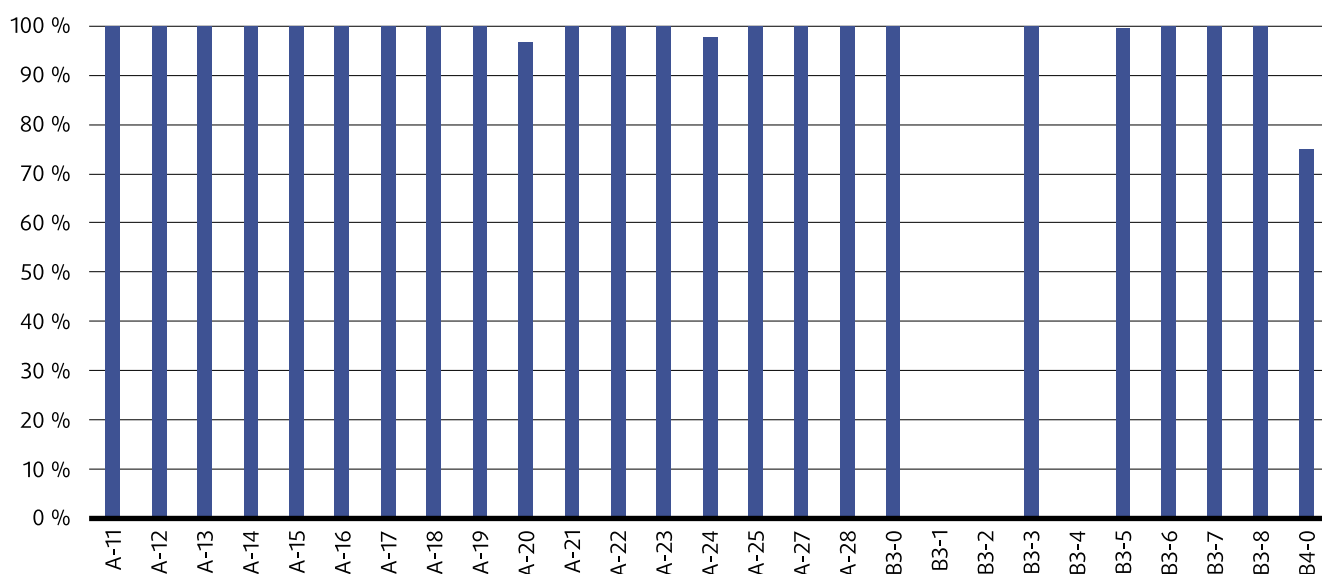


TABLE 14. OUTTURN ON PAYMENT APPROPRIATIONS IN 2023 FOR FRA (MILLION EUR)

			Payment appropriations authorised	Payments made	%
			1	2	3 = 2/1
Title A-1 Staff expenditure					
A-1	A-11	Staff in active employment	14.03	14.01	99.88
	A-12	Expenditure on staff recruitment	0.15	0.10	70.42
	A-13	Missions and duty travel	0.06	0.06	98.64
	A-14	Sociomedical infrastructure	0.07	0.06	80.51
	A-15	Mobility exchanges of civil servants and experts	0.18	0.17	91.31
	A-16	Social welfare	0.13	0.13	100.00

	Payment appropriations authorised	Payments made	%
	1	2	3 = 2/1
A-17 Entertainment and representation	0.00	0.00	100.00
A-18 Social welfare	1.16	1.14	98.31
A-19 Other staff-related expenditure	0.03	0.02	78.31
Total Title A-1	15.81	15.70	99.26
Title A-2 Buildings, equipment and miscellaneous operating expenditure			
A-2 A-20 Rental of buildings and associated costs	1.82	1.74	95.56
A-21 Information and communications technology	0.81	0.79	97.46
A-22 Movable property and associated costs	0.01	0.01	100.00
A-23 Current administrative expenditure	0.05	0.05	90.19
A-24 Postage and telecommunications	0.14	0.09	66.51
A-25 Expenditure on meetings	0.01	0.01	100.00
A-27 Information and publishing	0.00	0.00	100.00
A-28 Studies, surveys and consultations	0.07	0.04	49.01
Total Title A-2	2.92	2.72	93.45
Title Bo-3 Operational expenditure			
Bo-3 B3-0 Data and digital	2.93	0.45	15.27
B3-1 Fair and equal societies	2.55	2.55	99.94
B3-2 Just, digital and secure societies	1.66	1.53	92.12
B3-3 Migration and asylum	0.31	0.30	97.54
B3-4 Supporting human rights protection systems	0.71	0.70	99.01
B3-5 Communication and events	2.31	1.09	47.37
B3-6 Equality, Roma and social rights	1.88	0.58	30.69
B3-7 Institutional cooperation and networks	1.00	0.35	34.96
B3-8 Horizontal operational activities	0.13	0.00	0.00
Total Title Bo-3	13.46	7.54	56.00
Title Bo-4 Other operational expenditure			
Bo-4 B4-0 Cooperation agreements	1.87	1.15	61.82
Total Title Bo-4	1.87	1.15	61.82
Total FRA	34.06	27.11	79.61

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

Source: FRA, 2023.

FIGURE 21. OUTTURN ON PAYMENT APPROPRIATIONS BY CHAPTER, 2023 (%)

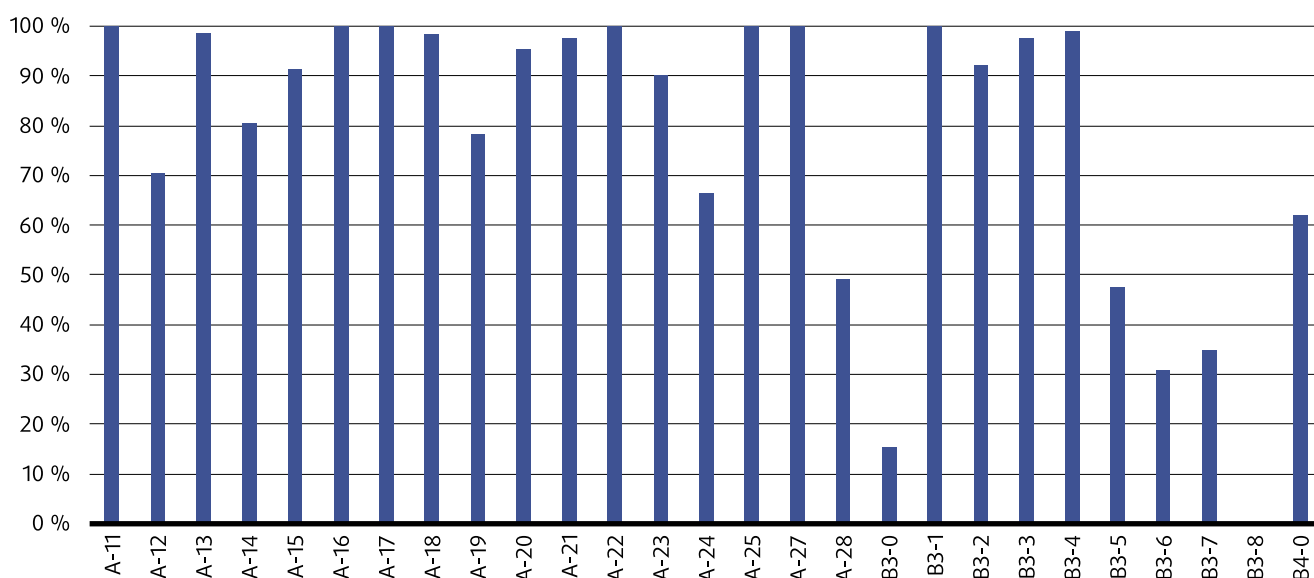


TABLE 15. BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31 DECEMBER 2023 (MILLION EUR)

Chapter	Commitments to be settled				Commitments to be settled from financial years previous to 2022	Total of commitments to be settled at end of 2023 financial year	Total of commitments to be settled at end of 2022 financial year
	Commitments	Payments	RAL	% to be settled			
	1	2	3 = 1 - 2	4 = (1 - 2)/1	5	6 = 3 + 5	7
A-1 A-11 Staff in active employment	14.01	14.01	0.00	0.00	0.00	0.00	0.01
A-12 Expenditure on staff recruitment	0.11	0.07	0.04	38.21	0.00	0.04	0.04
A-13 Missions and duty travel	0.05	0.05	0.00	1.67	0.00	0.00	0.01
A-14 Sociomedical infrastructure	0.07	0.06	0.01	19.49	0.00	0.01	0.00
A-15 Mobility exchanges of civil servants and experts	0.14	0.13	0.01	8.30	0.00	0.01	0.04
A-16 Social welfare	0.13	0.13	0.00	0.00	0.00	0.00	0.00
A-17 Entertainment and representation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-18 Social welfare	1.16	1.14	0.02	1.29	0.00	0.02	0.00
A-19 Other staff-related expenditure	0.02	0.02	0.01	27.64	0.00	0.01	0.01
Total Title A-1	15.69	15.60	0.09	0.57	0.00	0.09	0.11
A-2 A-20 Rental of buildings and associated costs	1.73	1.71	0.02	1.15	0.00	0.02	0.03
A-21 Information and communications technology	0.52	0.51	0.02	3.41	0.00	0.02	0.28
A-22 Movable property and associated costs	0.01	0.01	0.00	0.00	0.00	0.00	0.00
A-23 Current administrative expenditure	0.05	0.04	0.00	10.23	0.00	0.00	0.00
A-24 Postage and telecommunications	0.09	0.05	0.04	46.41	0.00	0.04	0.05
A-25 Expenditure on meetings	0.01	0.01	0.00	0.00	0.00	0.00	0.00

Chapter	Commitments to be settled				Commitments to be settled from financial years previous to 2022	Total of commitments to be settled at end of 2023 financial year	Total of commitments to be settled at end of 2022 financial year
	Commitments	Payments	RAL	% to be settled			
	1	2	3 = 1 - 2	4 = (1 - 2)/1			
A-27 Information and publishing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-28 Studies, surveys and consultations	0.03	0.00	0.03	100.00	0.00	0.03	0.04
Total Title A-2	2.45	2.33	0.12	4.90	0.00	0.12	0.40
Bo-3 B3-0 Data and digital	2.93	0.45	2.48	84.72	0.00	2.48	0.00
B3-1 Fair and equal societies	0.00	0.00	0.00	0.00	0.00	0.00	2.55
B3-2 Just digital and secure societies	0.00	0.00	0.00	0.00	0.00	0.00	1.66
B3-3 Migration and asylum	0.00	0.00	0.00	100.00	0.00	0.00	0.31
B3-4 Supporting human rights protection systems	0.00	0.00	0.00	0.00	0.00	0.00	0.71
B3-5 Communication and events	1.58	0.40	1.18	74.70	0.00	1.18	0.72
B3-6 Equality, Roma and social rights	1.88	0.58	1.30	69.31	0.00	1.30	0.00
B3-7 Institutional cooperation and networks	1.00	0.35	0.65	65.04	0.00	0.65	0.00
B3-8 Horizontal operational activities	0.13	0.00	0.13	100.00	0.00	0.13	0.00
Total Title Bo-3	7.52	1.77	5.74	76.41	0.00	5.74	5.94
Bo-4 B4-0 Cooperation agreements	1.19	0.89	0.31	25.82	0.01	0.32	0.28
Total Title Bo-4	1.19	0.89	0.31	25.82	0.01	0.32	0.28
Total	26.85	20.59	6.26	23.32	0.01	6.27	6.72

RAL, outstanding commitments.

Source: FRA, 2023.

FIGURE 22. BREAKDOWN OF COMMITMENTS REMAINING TO BE SETTLED AT 31 DECEMBER 2023 (MILLION EUR)

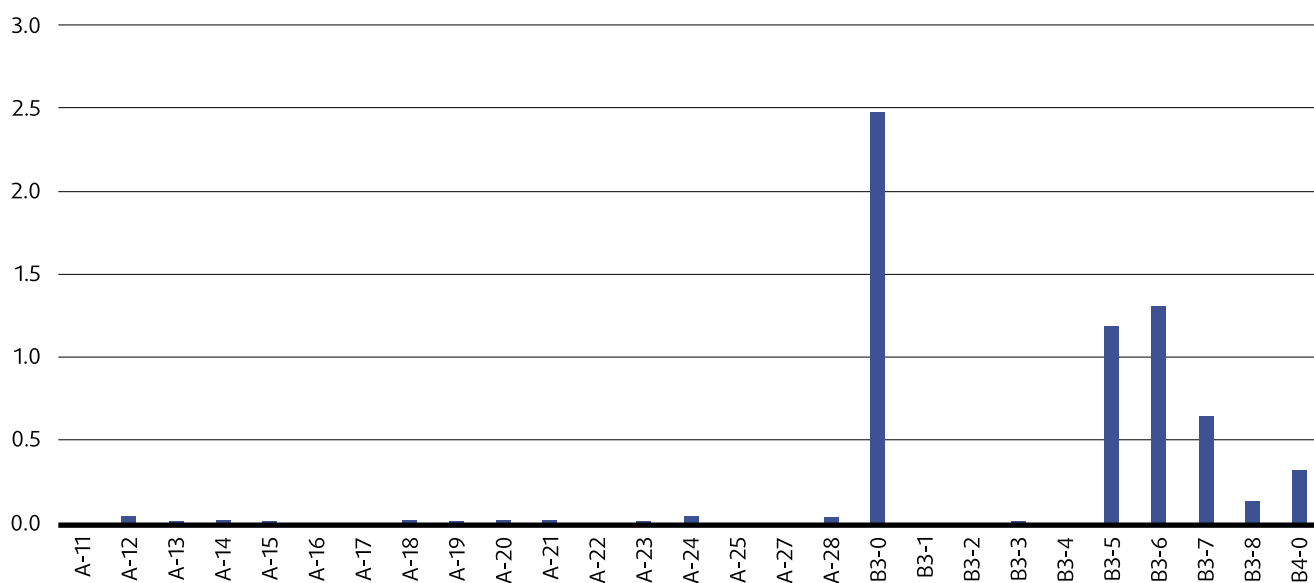


TABLE 16. BALANCE SHEET (EUR)

Balance sheet	2023	2022
A.I. Non-current assets	239 953.00	284 492.00
A.I.1. Intangible assets	2 431.00	8 331.00
A.I.2. Property, plant and equipment	237 522.00	276 161.00
A.II. Current assets	8 141 870.48	9 005 473.90
A.II.2. Current pre-financing	37 140.59	0.00
A.II.3. Curr exch receiv & non-ex recoverables	8 099 668.44	8 998 278.85
A.II.6. Cash and cash equivalents	5 061.45	7 195.05
Assets	8 381 823.48	9 289 965.90
P.II. Current liabilities	- 2 825 804.46	- 3 194 188.61
P.II.2. Current provisions	0.00	0.00
P.II.3. Current financial liabilities		0.00
P.II.4. Current payables	- 1 011 127.02	- 1 411 034.04
P.II.5. Current accrued charges & deferred income	- 1 814 677.44	- 1 783 154.57
Liabilities	- 2 825 804.46	- 3 194 188.61
Net assets (assets less liabilities)	5 556 019.02	6 095 777.29
P.III.2. Accumulated surplus/deficit	- 6 095 777.29	- 6 152 289.77
Non-allocated central (surplus)/deficit	539 758.27	56 512.48
Total	0.00	0.00

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

Source: FRA, 2023.

TABLE 17. STATEMENT OF FINANCIAL PERFORMANCE

Statement of financial performance	2023	2022
II.1. Revenues	- 26 485 052.59	- 24 942 128.59
II.1.1. Non-exchange revenues	- 25 387 602.73	- 24 315 729.58
II.1.1.8. Other non-exchange revenues	- 25 387 602.73	- 24 315 729.58
II.1.2. Exchange revenues	- 1 097 449.86	- 626 399.01
II.1.2.2. Other exchange revenue	- 1 097 449.86	- 626 399.01
II.2. Expenses	27 024 810.86	24 998 641.07
II.2. Expenses	27 024 810.86	24 998 641.07
II.2.10. Other expenses	5 257 322.52	4 455 859.01
II.2.3. Exp impl by oth EU agencies & bodies (IM)	6 662 328.15	7 237 218.79
II.2.6. Staff and pension costs	15 103 027.44	13 303 016.62
II.2.8. Finance costs	2 132.75	2 546.65
Statement of financial performance	539 758.27	56 512.48

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

Source: FRA, 2023.

TABLE 18. OFF BALANCE SHEET

Off balance	2023	2022
OB.2. Contingent liabilities	-1 000 000.00	
OB.2.6. CL other	-1 000 000.00	
OB.3. Other significant disclosures	-5 879 614.65	-5 519 866.53
OB.3.2. Comm against app. not yet consumed	-4 897 296.93	-4 764 911.04
OB.3.3.7. Other contractual commitments	-450 646.08	-251 478.57
OB.3.5. Operating lease commitments	-531 671.64	-503 476.92
OB.4. Balancing accounts	6 879 614.65	5 519 866.53
OB.4. Balancing accounts	6 879 614.65	5 519 866.53
Off balance	0.00	0.00

TABLE 19. AVERAGE PAYMENT TIMES FOR 2023

Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Legal times					
				Average payment times (days)	Number of late payments	Percentage	Average payment times (days)	Late payments amount (EUR)	Percentage
30	1 584	1 386	87.50	12.66	198	12.50	46.40	710 985.56	6.1
60	37	34	91.89	21.47	3	8.11	81.33	21 542.00	1.4
Total number of payments	1 621	1 420	87.60	-	201	12.40	-	732 527.56	5.6

Legal times									
Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)	Late payments amount (EUR)	Percentage
Average net payment time (days)	17.09	-	-	12.87	-	-	46.93	-	-
Average gross payment time (days)	17.12	-	-	12.89	-	-	46.99	-	-
Suspensions									
Average report approval suspension days	Average payment suspension days	Number of suspended payments	% of total number	Total number of payments	Amount of suspended payments (EUR)	% of total amount	Total paid amount (EUR)		
0	12	4	0.25	1 621	41 260.80	0.32	13 078 073.65		
Late interest paid in 2023									
EU body	General ledger account	Description					Amount (EUR)		
FRA									

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

Source: FRA, 2023.

TABLE 20. SITUATION ON REVENUE AND INCOME IN 2023 (EUR)

Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding
	Current year RO	Carried over RO	Total	Current year RO	Carried over RO	Total	
	1	2	3 = 1 + 2	4	5	6 = 4 + 5	
20-0 European Union subsidy	25 518 395.00	0.00	25 518 395.00	25 518 395.00	0.00	25 518 395.00	0.00
40-0 Revenue earmarked for a specific purpose	474 145.79	97 029.24	571 175.03	474 145.79	97 029.24	571 175.03	0.00
44-0 Amounts wrongly paid	155.62	0.00	155.62	155.62	0.00	155.62	0.00
90-0 Miscellaneous revenue	99 535.38	0.00	99 535.38	99 535.38	0.00	99 535.38	0.00
Total FRA	26 092 231.79	97 029.24	26 189 261.03	26 092 231.79	97 029.24	26 189 261.03	0.00

RO, recovery order.

Source: FRA, 2023.

TABLE 21. FINANCIAL IMPACT OF EX ANTE AND EX POST CONTROLS

Ex ante controls	Irregularity	OLAF notified	Total undue payments recovered
	Amount	Amount	Amount
Non-eligible in cost claims	-	-	-
Credit notes	-	-	-
Recovery orders on pre-financing	-	-	-
Subtotal	-	-	-

<i>Ex ante</i> controls	Irregularity	OLAF notified	Total undue payments recovered
	Amount	Amount	Amount
Income lines in invoices	-	-	-
Recovery orders other than on pre-financing	-	-	-
Subtotal	-	-	-
Grand total (<i>ex ante</i> + <i>ex post</i>)	-	-	-

Source: FRA, 2023.

TABLE 22. AGEING BALANCE OF RECOVERY ORDERS AT 31 DECEMBER 2023

	Number at 1 January 2023	Number at 31 December 2023	Change (%)	Open amount (EUR) at 1 January 2023	Open amount (EUR) at 31 December 2023	Change (%)
2022	1	0	- 100.00	97 029.24	0	- 100.00
Total	1	0	- 100.00	97 029.24	0	- 100.00

Source: FRA, 2023.

TABLE 23. RECOVERY ORDER (RO) WAIVERS ≥ EUR 60,000 IN 2023

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

NB: There are no waivers below EUR 60,000.

Source: FRA, 2023.

TABLE 24. NEGOTIATED PROCEDURES

Negotiated procedures – contracts > EUR 140,000						
Count		1				
Total amount (EUR)		349 353				
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (EUR)	Legal basis
D-SE-23-T11-Co1	AWO BELGIUM BV	Onze-Lieve-Vrouwstraat 41, 2180 Ekeren, Belgium	Direct service	Remote biometric identification for law enforcement purposes: selected use-cases	349 353	Point 11.1 (a) of Annex 1 of FRA's founding regulation

Source: FRA, 2023.

TABLE 25. BUILDING CONTRACTS

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

N/A, not applicable.

Source: FRA, 2023.

Contracts declared secret

FRA did not declare any contracts secret.

Annex X. Performance information included in evaluations

In 2023, based on FRA's 2023–2025 Single Programming Document, a selected group of FRA projects and activities were evaluated in line with the European Commission's 'Better regulation' requirements and based on the following criteria.

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

The evaluations are performed by an external, independent, evaluator selected in the context of inter-agency framework contract 21-3030-03 (Provision of evaluation and feedback services). Table 26 presents key findings and conclusion included in the evaluations.

The status of follow-up actions in response to recommendations from 2022 evaluations is presented in Table 27.

TABLE 26. SUMMARY OF 2023 PROJECT EVALUATIONS

Project	Ensuring the right to environmental protection
Evaluation type	<i>Ex ante</i>
Main findings and conclusions	<p>The FRA project ‘Ensuring the right to environmental protection’ will map the fundamental and social rights implications of relevant EU legal provisions to address the impact of climate change and ensure access to a safe and healthy environment and sustainable energy, as required under Article 37 of the Charter of Fundamental Rights of the European Union (the Charter). The evaluation found the project to be highly relevant, aligning with FRA’s 2023–2028 strategic plan and the EU’s priorities. It addresses stakeholders’ needs for data on the impact of climate change and the green transition on fundamental rights. While the planned activities are clear and consistent, the project scope would benefit from being narrowed for more meaningful results with the available resources.</p> <p>The evaluation finds intersectional vulnerability to be crucial in identifying people whose fundamental rights are most likely to be affected. Project effectiveness is expected to benefit from an explicit intervention logic and a clear monitoring framework, and from carefully managing identified project risks throughout implementation. The project is consistent with previous research and projects on the broader topic of the environment and fundamental rights, and holds clear EU added value, contributing to the understanding of green transition implications for citizens’ rights and advocating safeguarding measures at the EU and national levels. Actively disseminating project findings can help achieve the project’s overall objective of raising awareness of the fundamental rights aspects of the green transition. In this regard, the evaluation identified a need to expand the audience using communication channels appropriate for national-level outreach and dissemination of research results among the general public.</p>
Project	The impact of addressing terrorist content online on fundamental rights
Evaluation type	<i>Ex ante</i>
Main findings and conclusions	<p>In line with the Commission’s request, FRA has planned its project ‘The impact of addressing terrorist content online on fundamental rights’ to contribute to the Commission’s evaluation under Article 23 of the terrorist content online (TCO) regulation and to the proper implementation of fundamental rights and secondary EU legislation at the Member State level as concerns addressing terrorist content online. Given limited progress in Member States since the regulation’s implementation, the evaluation of the TCO regulation is postponed until 2025. The provisional start date of the project is 2Q24.</p> <p>The evaluation found that the project addresses current societal needs and aligns with FRA’s regulatory frameworks and the EU’s priorities. It aims to contribute to the evaluation of the TCO regulation and to provide a comprehensive analysis of the potential risks of violating fundamental rights when addressing terrorist content online. Expected project beneficiaries include the European Commission, Member States, the European Parliament and civil society. According to the evaluation, the project objectives are clear and speak to the identified needs. Considering the limited information on the implementation of the TCO regulation in Member States and particularly on how measures to safeguard fundamental rights have been applied, further methodological fine-tuning might still be needed after the desk research of the project is completed. The evaluation further points out that communication activities will be critical to support the achievement of project objectives. Staff and budget allocations are deemed reasonable, although additional resources may be needed for fieldwork and dissemination in 2025. The project monitoring indicators are deemed appropriate to measure project achievements, but monitoring activities are yet to be established. The evaluation reiterated the risks identified by the project team and proposed additional risks to be monitored during project implementation.</p>
Project	<p>FRA’s work to address fundamental rights challenges resulting from the Russian war of aggression against Ukraine, including the following projects:</p> <ul style="list-style-type: none"> Σ ‘FRA survey on displaced persons fleeing the war in Ukraine’, Σ ‘Local efforts to integrate displaced persons fleeing the Russian invasion of Ukraine: Challenges and promising practices’, Σ ‘Violence and related human rights abuses against women fleeing the war in Ukraine’, Σ ‘Periodic Bulletins: Key fundamental rights considerations in the EU Member States regarding the war in Ukraine’
Evaluation type	<i>Ex post</i>

<p>Main findings and conclusions</p>	<p>FRA's thematic work addressing fundamental rights challenges arising from the Russian war of aggression against Ukraine collectively strives to provide a real-time, comprehensive perspective on the crisis. FRA projects aim to provide a nuanced understanding of the impact of the war, ensuring that the response from the EU and Member States is robust and responsive to the varied experiences of beneficiaries of temporary protection.</p> <p>The evaluation findings highlight the effectiveness of FRA's response to the Russian war of aggression against Ukraine, showcasing its agility in gathering and disseminating critical data for EU policy formulation. FRA's agile response to the outbreak of the full-scale war in Ukraine, including the rapid establishment of the Ukraine Task Force, demonstrated remarkable preparedness and adaptability on the part of the agency, emphasising its ability to quickly adjust its operations to effectively meet new challenges.</p> <p>FRA aligned its initiatives very well with the EU's need for data on beneficiaries of temporary protection from Ukraine, and notably shaped the EU's response to the war by influencing the implementation of the temporary protection directive and framing relevant debates on fundamental rights principles. Nevertheless, the impact of FRA's projects on policies at both the national and local levels, and on the activities of CSOs serving displaced populations in a rapidly developing context, is less pronounced. An explicit project intervention logic could have helped to clearly demonstrate how activities should address the needs of various beneficiary groups.</p> <p>FRA effectively executed planned activities and achieved all the main project outputs, including six major publications, although certain methodological adjustments were necessary because of resource constraints. FRA's project publications were highly regarded and widely discussed within relevant EU institutions and networks, and effectively complemented EU and international actions focused on protecting vulnerable populations. The agency's experts proactively collaborated with relevant bodies; however, stronger coordination, particularly with those at the forefront of supporting displaced populations from Ukraine, could further ensure that FRA insights effectively reach areas where they are highly needed.</p> <p>Within the scope of the evaluated projects, FRA effectively mainstreamed gender, particularly addressing the crisis's impact on women and children through gender-sensitive research, collaboration with gender-focused organisations, and methodologies that emphasise ensuring the safety and comfort of research participants.</p>
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<p>Project</p>	<p>Providing assistance and expertise on the EU Charter of Fundamental Rights</p>
<p>Evaluation type</p>	<p><i>Ex post / interim</i></p>
<p>Main findings and conclusions</p>	<p>The project 'Providing assistance and expertise on the EU Charter of Fundamental Rights' aims at increasing awareness and use of the Charter and at consolidating FRA's position as an expertise holder in this domain. It supports the EU and its Member States in delivering on the legal obligations of the Charter of Fundamental Rights, in particular by providing analysis, guidance, training and e-learning for practitioners, and promotes the Charter and its use at the national and subnational levels.</p> <p>Overall, the evaluation found the Charter project to be highly relevant and responsive to changing needs, consistent with other FRA initiatives and those of external actors, effective in achieving results and efficient given the assigned resources. Gender mainstreaming is evident throughout the project, in particular in its inclusion of gender-related considerations in the products and activities. Recognising these strengths, the evaluation advocates continuing the project, with some adjustments to meet changing needs and contextual changes.</p> <p>Insights from the evaluation underline FRA's widespread recognition as a knowledge hub regarding the use of the Charter in the EU's and Member States' legal systems. Data collected under the Charter project on relevant EU and national case-law, best practices applicable across the EU and other Charter developments respond to stakeholder needs at various levels and sectors and provide significant added value unattainable at the Member State level.</p> <p>Legal research and analysis pertaining to the Charter's applicability have been, and can be expected to remain, a highly relevant and effective aspect of the Charter project. While justice practitioners, legal professionals and academics will continue to be important target audiences for training and capacity building, evaluation evidence shows a growing need to operationalise the theoretical debates and develop practical guidance and material addressed to other target groups. One specific area where guidance will be needed is the application of the Charter in the context of EU funding and the Charter horizontal enabling conditions.</p> <p>The Charter project activities align with other FRA initiatives, and the Charter materials are used in the context of some other areas of FRA activity, yet there is a perception that materials are primarily directed at legal practitioners, potentially constraining their broader utilisation across FRA activities.</p> <p>While FRA outputs are well regarded at the EU level, and Charter awareness is generally recognised as increasing, opportunities exist to enhance awareness and engagement at the national and local levels. Challenges identified by the evaluation include differing legal frameworks and misconceptions about the Charter's scope. Conversely, factors conducive to achieving project objectives include the Charter's growing recognition through its wide scope of protection and efficient system of remedies, developments constraining national protection (e.g. the COVID-19 pandemic) and changes regarding fundamental rights aspects in EU funding conditions. In addition, FRA's engagement with and expertise on Charter-related matters significantly contributed to the achievement of project results.</p>

TABLE 27. STATUS OF FOLLOW-UP ACTIONS IN RESPONSE TO RECOMMENDATIONS FROM 2022 EVALUATIONS

No	Evaluation title	Recommendations	Follow-up action plan	Implementation time frame	Implementation status	Extended timeline	Unit responsible
1	Ageing in digital societies	<ul style="list-style-type: none"> Consult with stakeholders during project implementation Justify selection of countries and budget allocation Operationalise objectives and specify expected impacts 	<ul style="list-style-type: none"> Consultations with AGE Platform Europe and other relevant stakeholders are ongoing in preparation for the report launch This is no longer relevant, as this part of the project was cancelled to provide resources for the work on Ukraine During the implementation phase, the objectives, the scope and the target groups were specified to construct the basis for the Franet guidelines and the structure of the final report. The project findings will be adapted to the different target groups: policymakers in the area of ageing, digitalisation and e-government, and CSOs representing older people 	2021 to 4Q23	Implemented	—	Equality, Roma and Social Rights
		<ul style="list-style-type: none"> Reflect proposed mitigation measures throughout the project 	<ul style="list-style-type: none"> Mitigation measures were reflected throughout the project development and implementation phases. For example, bottlenecks in human resources could be mitigated through timeline adjustments or by outsourcing the drafting of the final report 	1Q22 to 3Q23	Implemented	—	
		<ul style="list-style-type: none"> Publish report and present findings in ways that clearly address the target groups 	<ul style="list-style-type: none"> The publishing of the report and, in particular, the presentation of its findings will be adapted to the target groups: policymakers, CSOs and older people's organisations. An exchange on this with AGE Platform Europe is planned 	1Q23 to 4Q23	Implemented	—	
		<ul style="list-style-type: none"> Include comparative analysis of situations in different countries 	<ul style="list-style-type: none"> The final report compares the findings for all Member States, North Macedonia and Serbia 	4Q22 to 1Q23	Implemented	—	

No	Evaluation title	Recommendations	Follow-up action plan	Implementation time frame	Implementation status	Extended timeline	Unit responsible
2	Violence against women II	<ul style="list-style-type: none"> Review stakeholder feedback on challenges to the methodology 	<ul style="list-style-type: none"> FRA discussed the survey methodology with Grevio (the CoE expert group responsible for monitoring the implementation of the Convention on Preventing and Combating Violence against Women and Domestic Violence), to gather further feedback and address concerns related to the chosen survey methodology, which is in line with the methodology defined by Eurostat for the collection of survey data on gender-based violence against women 	1Q23	Implemented	–	Justice, Digital and Migration
		<ul style="list-style-type: none"> Assess future possibilities for FRA-EIGE collaboration on violence against women 	<ul style="list-style-type: none"> A joint FRA-EIGE survey report and launch event are planned for 2024. The possibility of organising other joint activities, such as possible events contributing to building the capacity of national statistical authorities, will be examined in the joint FRA-EIGE project team during 2023 	4Q22	Implemented	–	
		<ul style="list-style-type: none"> Develop a reporting and dissemination strategy 	<ul style="list-style-type: none"> Reporting and dissemination activities were discussed at the joint FRA-EIGE project kick-off meeting in January 2023 and will be further elaborated in future meetings in 2023, in parallel to the survey data collection, which will continue until the end of the year 	1Q23	Ongoing	2Q24	
		<ul style="list-style-type: none"> Provide or encourage capacity-building support to national statistical authorities 	<ul style="list-style-type: none"> Capacity-building activities – such as organising national events centred on the survey results – together with the national statistical institutes were discussed at the FRA-EIGE project kick-off meeting in January 2023 and more detailed plans will be developed in forthcoming meetings in 2023 	1Q23	Ongoing	2Q24	
		<ul style="list-style-type: none"> Conduct/encourage international outreach on data collection methodologies 	<ul style="list-style-type: none"> FRA shared details of the survey methodology in a conference organised in November 2022 by UN Women and the World Health Organization on online and technology-facilitated violence against women. Other opportunities to share the survey methodology will be explored in 2023 and 2024 	4Q23	Implemented	–	
3	Remote biometric identification	<ul style="list-style-type: none"> Strengthen the focus on analytical activities within the project fiche Further develop the approach to data collection within the project Establish a plan for how the RBI project will contribute to the proposal for an AI Act Develop a detailed reporting and dissemination strategy Develop a strategy for future activities in this field 	<ul style="list-style-type: none"> Consultation is ongoing with Europol and other directly relevant stakeholders concerning project development with respect to activities / data collection, focusing on use cases – which will be specified in detail in the procurement technical specifications The Data and Digital Sector (in which the project sits) is directly engaged with EU institutions responsible for the AI Act, which are informed concerning the content and development of the project and the expected time frame of its results Outputs from the project are planned for the beginning of 2025. A reporting and dissemination strategy will be developed in 2023–2024 Strategy on AI and future activities related to the project – engaging with the Data and Digital Sector’s work and other agency work on AI more broadly 	1Q23 to 2Q23	Implemented	–	Justice, Digital and Migration
				Ongoing	Implemented	–	
				2Q24	Ongoing	–	
				4Q23	Implemented	–	

No	Evaluation title	Recommendations	Follow-up action plan	Implementation time frame	Implementation status	Extended timeline	Unit responsible
4	Online content moderation	<ul style="list-style-type: none"> Ensure the annotation and analysis methodology considers all key elements Ensure the methodological findings are clearly and transparently documented Engage the target stakeholders in validating the research conclusions and preparing the FRA research report Review the possibilities for expanding the research thematically and methodologically 	<ul style="list-style-type: none"> The annotation and analysis methodology was discussed with experts in a dedicated expert workshop and closely reviewed by FRA in the framework of the contract (completed) FRA will work on a methodological annex for the final report, which will be annexed to the report publication A stakeholder meeting is planned to discuss the results before the publication of the report FRA is discussing with other projects engaged in hate speech detection, and is monitoring how these projects' tools could be used by FRA to expand the scope of the agency's work (most notably aligned with the Digital Services Act) 	<ul style="list-style-type: none"> 4Q23 4Q23 before 4Q23 4Q23 	<ul style="list-style-type: none"> Implemented Implemented Closed without implementation Implemented 	<ul style="list-style-type: none"> – – – – 	<ul style="list-style-type: none"> Justice, Digital and Migration
5	EFRIS	<ul style="list-style-type: none"> Showcase the functionalities to target audiences and gather more user feedback Increase the visibility of EFRIS outputs Review how to develop the tool in the future in the light of available resources 	<ul style="list-style-type: none"> Release a new AI-based full text search functionality and target audiences and gather information about this new functionality through targeted mass mailing Increase user-friendliness by improving data visualisations and further developing help / how to use EFRIS pages Gather user feedback via online survey Develop and implement targeted dissemination strategy 	<ul style="list-style-type: none"> 1Q23 3Q23 4Q23 4Q23 	<ul style="list-style-type: none"> Implemented Implemented Ongoing Ongoing 	<ul style="list-style-type: none"> – – 4Q24 4Q24 	<ul style="list-style-type: none"> Institutional Cooperation and Networks
6	Preventing unlawful profiling	<ul style="list-style-type: none"> Disseminate outputs to include all stakeholders, in particular law enforcement Ensure some of the project outputs are practical and usable by practitioners Consider extending future projects to include prosecutors and, potentially, judges 	<ul style="list-style-type: none"> Launching of the report to relevant stakeholders – in particular targeting law enforcement National round table to include law enforcement – to engage with existing tested promising practices, as outlined in the main project output Future projects are dependent on demands and resources 	<ul style="list-style-type: none"> 3Q23 4Q23 4Q23 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> 1Q24 1Q24 – 	<ul style="list-style-type: none"> Justice, Digital and Migration

No	Evaluation title	Recommendations	Follow-up action plan	Implementation time frame	Implementation status	Extended timeline	Unit responsible
7	Fundamental Rights Forum 2021	<ul style="list-style-type: none"> · Strike a balance between in-person and online participation in future editions · Adopt a more strategic approach to the design of the thematic sessions 	<ul style="list-style-type: none"> · The Fundamental Rights Forum 2024 will put greater emphasis on its motto: 'Connect.Reflect.Act' · The forum's structure and session design will build on these three pillars: <ul style="list-style-type: none"> - connect at the 'marketplace of connection' to create and strengthen cooperation and partnerships to build shared visions of how to protect human rights in our societies; - reflect on the 'forum stage' in panel discussions and CRA (Connect.Reflect.Act) talks (like TED talks) on the pressing human rights challenges in Europe; - act at the 'human rights lab' in masterclasses/workshops and podcasts to facilitate transfer of knowledge, skills and promising practices to strengthen the human rights ecosystem · The Fundamental Rights Forum 2024 will take a mixed approach of fully hybrid panel discussions and in-person masterclasses/workshops. The latter will resonate with the panel discussions on the main stage · The 2024 forum will have a reduced number of hubs (up to three) and sessions (up to 60) over 2 days, including an increased number of in-person participants · The thematic sessions will build on FRA's human rights leaders and experts meeting of September 2022, also including interconnected topics, such as gender, migration, racism, inequality and democratic backsliding 	1Q24 to 1Q24	Ongoing	—	Communication and Events
		<ul style="list-style-type: none"> · Extend the forum to allow more flexibility in planning and time for networking · Use technology to facilitate interaction and networking 	<ul style="list-style-type: none"> · Interaction and networking will be facilitated through the technological set-up of the forum, looking at professional platforms for such activities 	1Q24 to 2Q24	Ongoing	—	
		<ul style="list-style-type: none"> · Define some key messages for the future 	<ul style="list-style-type: none"> · One of the forum's goals is to draw up key messages, including future relevance, for actors in the field, ranging from leading global and European voices from politics, international and regional intergovernmental organisations, and national and local policy- and lawmakers, to business, CSOs, faith communities and artists 	1Q24 to 2Q24	Ongoing	—	

No	Evaluation title	Recommendations	Follow-up action plan	Implementation time frame	Implementation status	Extended timeline	Unit responsible
8	Fundamental Rights Platform	<ul style="list-style-type: none"> · Ensure more systematic involvement of FRP organisations in FRA's work · Continue to facilitate sector-specific collaboration between improved sector-specific synergies and promote its benefits to FRP organisations · Pilot innovative and flexible ways of engaging with 'new' CSOs · Build efforts to empower CSOs and create a stronger community · Increase collaboration with other key fundamental rights players to identify and address human rights defenders collaborate with other key stakeholders. Make the intergovernmental organisation contact group for human rights defenders visible to FRP organisations, so that the organisations under threat will reach out to it at the international level and enhanced visibility at the national/local level). 	<ul style="list-style-type: none"> · Use a checklist and quarterly news dispatch to systematically inform FRP organisations and include them in FRA's project work · Publish a FRP database featuring the themes of activity for the FRP · Develop an outreach strategy to cover all types of CSOs as per 2Q24 the CRM system · Establish an FRP-only online space to facilitate connecting, sharing and capacity building among FRP organisations · Continue to actively involve FRP organisations in existing FRA projects and initiatives to help fundamental rights actors collaborate with other key stakeholders. 	<ul style="list-style-type: none"> 4Q23 4Q23 4Q24 4Q25 	<ul style="list-style-type: none"> Implemented Ongoing Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> – 1Q24 – – – 	<ul style="list-style-type: none"> Institutional Cooperation and Networks
9	Fundamental Rights Survey	<ul style="list-style-type: none"> · Review if/how this research could be continued/repeated in the future · Increase the visibility of FRS outputs to specific target groups · Increase the visibility of certain FRS outputs 	<ul style="list-style-type: none"> · As the repetition of the survey is not included in the agency's draft work programme for 2024 or 2025, the question of repeating the survey will need to be re-examined once work starts on defining the work programmes for 2026 and onwards · A focus paper on survey results concerning people with disabilities will be published in March 2023. This will allow the results to be communicated to a new group of stakeholders · Publishing the focus paper on results for persons with disabilities, the survey's technical report and the survey questionnaire in 2023, and archiving the survey dataset and making it available to researchers, will increase awareness of the survey and create additional opportunities to inform stakeholders about other FRS outputs 	<ul style="list-style-type: none"> 4Q23 1Q23 1Q23 to 4Q23 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> 4Q24 1Q24 4Q24 	<ul style="list-style-type: none"> Justice, Digital and Migration

FRP, Fundamental Rights Platform; FRS, Fundamental Rights Survey.

Notes

- (¹) FRA, *Being Black in the EU – Experiences of people of African descent*, Publications Office of the European Union, Luxembourg, 2023 (<https://fra.europa.eu/en/publication/2023/being-black-eu>).
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- (³) FRA, 'Business and human rights: Consumer protection and the environment' (<https://fra.europa.eu/en/project/2022/business-and-human-rights-consumer-protection-and-environment>).
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