

**ANNUAL ACTIVITY  
REPORT 2016**

# Annual activity report 2016



EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS



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# Consolidated Annual Activity Report of the European Union Agency for Fundamental Rights 2016

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# Executive summary

This Consolidated Annual Activity Report (CAAR) provides an overview of the activities and achievements of the European Union Agency for Fundamental Rights (FRA) in 2016. It follows the guidelines of the European Union (EU) Agencies Network.

## Key conclusions

In 2016, FRA strongly focused on fundamental rights challenges arising due to the significant increase in refugees and migrants coming to the EU. In response, FRA rearranged its priorities and stepped up its activities in the area of "Immigration and integration of migrants, visa and border control and asylum". In 2016, FRA continued to provide monthly overviews of migration-related fundamental rights concerns in the EU Member States most affected by the increased number of people seeking international protection and asylum, focusing on particularly vulnerable groups such as children and families. Other research sectors also put a greater focus on issues related to migration, for example rights of migrant children or safeguarding fundamental rights in the context of security and migration.

In line with its mandate and its objective to provide assistance as well as to formulate evidence-based advice in the form of opinions to the EU institutions and Member States, FRA offered its expertise at 484 presentations and hearings at EU and Member State levels, as well as at events that other international organisations organised during the year. The agency itself organised 124 events, bringing together its key partners and stakeholders to discuss fundamental rights issues in various thematic areas.

FRA maintained its efforts to present its findings in an accessible and user-friendly manner. It consistently provided information on fundamental rights challenges and promoted fundamental rights safeguards throughout the year. To reach a wider audience, the agency increased its use of different social media platforms. For publications, FRA was the highest-ranking EU agency in terms of EU Bookshop orders in 2016. In total, FRA published its research findings in 306 publications, including reports, papers, handbooks, online publications, fact sheets etc., which its stakeholders received well and used widely. Overall, the agency disseminated some 73,419 print publications to interested stakeholders in 2016.

Several FRA findings fed into the work of EU institutions and Member States, including references in several European Parliament resolutions and different Council

of the EU documents. The highlights of 2016 include the following: FRA chaired the network of EU Justice and Home Affairs (JHA) agencies; it submitted six legal opinions to assist the European Parliament in the development of its positions on legislative files or policies; the European Commission's directive that aims to enhance the existing European Criminal Records Information System (ECRIS) took into account some of the safeguards that FRA suggested in its opinion of December 2015; based on FRA's Fundamental Rights Report, in June the Council adopted conclusions on the application of the Charter of Fundamental Rights and the European Parliament adopted a resolution on the situation of fundamental rights in the European Union in 2015, which contains 20 references to the findings and work of FRA. During 2016, the agency has seen a 600 % increase in official requests by EU institutions for legal opinions<sup>1</sup> to be drafted by the agency concerning key files in the field of asylum, migration and border control.

Furthermore, FRA closely cooperated with the European Commission services – for example, by providing an overview of fundamental rights challenges relating to border management, returns and readmissions in Member States, providing fundamental rights expertise at quarterly meetings on the implementation of the EU Action Plan, setting up a subgroup on methodologies for recording and collecting data on hate crime or providing capacity-building workshops on equality indicators. Since April 2016, the agency has deployed staff on extended missions to Greece, looking particularly at child protection issues, identification of vulnerable people, and respect of procedural safeguards in asylum, detention and return proceedings. The success of the agency's input has led to increased demands for its presence in Greece. FRA recently signed a memorandum of understanding with the Greek authorities envisaging a number of activities for 2017 and beyond.

## Financial management and internal control

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

The agency has adopted a set of internal control standards, based on international good practice, aimed at achieving policy and operational objectives. The

<sup>1</sup> EU institutions may formally request that FRA formulate opinions on specific thematic topics, or deliver a legal analysis of legislation or of a legislative proposal from a fundamental rights perspective; see Art. 13 of its Founding Regulation.

Agency's financial rules require that the organisational structure and the internal control systems used for the implementation of the budget be set up in accordance with these standards. FRA has assessed the internal control systems during the reporting year and has concluded that the internal control standards are implemented and function as intended. Please refer to Section 2.5 for further details.

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





# Introduction

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

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

The agency fulfils its tasks by implementing activities within the thematic areas of its five-year Multi-annual Framework (MAF), which fall under the Charter of Fundamental Rights of the European Union, to strengthen the protection of fundamental rights in the EU in light of societal changes and progress, and scientific and technological developments.

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

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

FRA maintains particularly close links with:

- the European Commission, the European Parliament

and the Council of the European Union;

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

The agency's structure on 31 December 2016 comprised the Director's office and four departments, namely Corporate Services, Equality and Citizens' Rights, Freedoms and Justice, and Fundamental Rights Promotion. Each Head of Department is delegated Authorising Officer (AOD) rights. The Head of Finance and Budgeting Sector is sub-delegated Authorising Officer (AOD) rights. FRA designs and implements its projects based on an integrated cross-departmental approach.

In 2015, before the arrival of the new Director, the Head of Administration (HoA) was the Interim Director. During 2016, the Head of Sector Finance and Procurement was the acting HoA. To ensure business continuity, similar to the HoA, the acting Head was delegated authorisation for an unlimited amount.

In 2016, following the arrival of the new Director, the acting HoA was assigned the position of acting Head of Human Resources and Legal (HoHRL) department. Similar to the previous Head of Department, the acting Head was delegated authorisation for limited amounts as follows:

- Title I up to €500,000;
- Title III up to €100,000.

This delegation expired at the end of 2016 when the two departments were merged.

## The year in brief

In 2016, FRA operated within the following nine thematic work areas as defined in its MAF, adopted by the Council of the European Union on proposal of the European Commission, for the period 2013–2017:

- immigration and integration of migrants, visa and border control and asylum;

- information society and, in particular, respect for private life and protection of personal data;
- racism, xenophobia and related intolerance;
- discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation;
- Roma integration;
- rights of the child;
- access to justice;
- victims of crime;
- cross-cutting activities.

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

In line with its main objective in the area of “Immigration and integration of migrants, visa and border control and asylum” – *to effectively promote fundamental rights safeguards* – the agency submitted four legal opinions relating to asylum policies, requested by the European Parliament. Additionally, FRA submitted to the European Commission an overview of fundamental rights challenges relating to border management, returns and readmissions in the Member States that are to be evaluated in 2017. Furthermore, the agency assisted the Commission in assessing the implementation of the EU facilitation *acquis* and provided fundamental rights expertise at quarterly meetings on the implementation of the EU Action Plan. In 2016 it also continued to issue regular overviews of migration-related fundamental rights concerns in the form of monthly reports covering a variety of pressing issues. Another main area of work is the monitoring of forced return; FRA updated its online overview of monitoring bodies and trained return monitors. Research on the topic ‘Biometric data in large EU IT-systems in the areas of borders, visa and asylum – fundamental rights implications’ was successfully completed and findings have already been influencing the development of EU policies, for example the revised smart borders proposal of the European Commission or the High Level Expert Group on Information Systems and Interoperability, which FRA was asked to participate in and which addresses the shortcomings and gaps caused by the complexity and fragmentation of EU information systems. To assist other EU institutions and agencies as well as Member States in the field of border

management, at the end of November 2016, FRA published 10 practical tips to prevent violations of the principle of *non-refoulement* when carrying out border management activities together with, or inside, third countries (non-Member States). The agency supported the European Asylum Support Office (EASO) to develop tools and guidance documents and signed a cooperation agreement with the European Agency for the operational management of Large-Scale IT Systems in the area of freedom, security and justice (eu-LISA), clearing the way for deeper bilateral cooperation. Since April 2016, FRA has deployed staff on extended missions to Greece, looking particularly at child protection issues, identification of vulnerable people, and respect of procedural safeguards in asylum, detention and return proceedings. The success of the agency’s input has led to increased demands for its presence in Greece; FRA recently signed a memorandum of understanding with the Greek authorities envisaging a number of activities for 2017 and beyond. Overall, the agency has seen a 600 % increase in official requests by EU institutions for FRA to draft legal opinions concerning key files in the field of asylum, migration and border control, such as ECRIS in relation to third-country nationals; the Dublin recast; and Eurodac.

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

FRA continues its work in the area of “Information society and, in particular, respect for private life and protection of personal data” to reach the objective of *establishing the agency* “as a relevant player in the field of information society, privacy and data protection”. The report on *Surveillance by intelligence services: fundamental rights safeguards and remedies in the EU* was very positively received and presented at a variety of fora at the international, European and national levels. A summary of the report was published in all EU language versions and findings were complemented by research conducted in seven Member States on how laws are being implemented. FRA also continued to report on fundamental rights issues related to the implementation of national Passenger Name Records and electronic communications data retention legislation. Advice was given to the European Parliament rapporteur and shadow rapporteurs in the context of developing the Parliament’s position on the draft Directive on combating terrorism, one of the key legislative initiatives under the European Agenda on Security.

## Racism, xenophobia and related intolerance

FRA set the objective to “serve as an observatory/data warehouse on phenomena of racism, xenophobia and



related intolerance including hate crime and extremism, as well as on racial and ethnic discrimination". To do so, the agency released its annual overview of data on antisemitism available in Member States, launched its compendium of practices to combat hate crime and published a report on *Ensuring justice for hate crime victims: professional perspectives*. Additionally, FRA set up a subgroup on methodologies for recording and collecting data on hate crime, in response to Commissioner Věra Jourová's call to "develop, under the guidance of the Fundamental Rights Agency, a common methodology to record incidents and collect comparable data on hate crimes".

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

FRA's main objective in this thematic area is to "provide robust, policy relevant and timely evidence-based advice on equality and non-discrimination fundamental rights challenges to EU institutions and Member States as well as other stakeholders." To do so, FRA launched a new report entitled *Professionally speaking: challenges to achieving equality for LGBT people*. Furthermore, the agency contributed to the European Commission's annual colloquium on fundamental rights by releasing two papers providing a snapshot of the types of threats and pressures faced by journalists and of how incitement to discrimination, hatred or violence can manifest itself in media content and political discourse in EU Member States. In the area of 'rights of persons with disabilities', FRA delivered an opinion on requirements for full compliance of the EU monitoring framework with the Convention on the Rights of Persons with Disabilities (CRPD), developed human rights indicators on living independently and being included in the community, and took on the role of chair and secretariat of the EU monitoring framework.

### **Roma integration**

"To contribute to the achievement of the goals set by the EU Framework on Roma integration and the EU 2020 Strategy by providing timely evidence-based advice on the situation of Roma in all EU Member States and by assisting the EU institutions in monitoring the implementation of the EU framework", FRA released, in the framework of the Local Engagement for Roma Inclusion (LERI) project, final case study reports for the 21 localities participating in the project. Additionally a new pilot project called the Municipal Barometer aims to establish a local level online monitoring tool. The report *EU*

*MIDIS II: selected results (Roma)* fed into the country progress reporting in the context of the European Semester. Furthermore, FRA provided advice and/or capacity-building workshops to various stakeholders such as the Directorate-General for Regional and Urban Policy of the European Commission (DG REGIO), the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), the National Roma Contact Point in Slovakia, the Croatian National Roma Platform, the Italian National Roma Contact Point and national stakeholders in Bulgaria.

### **Rights of the child**

In line with its objective to "provide robust, relevant and timely evidence-based advice on the protection, respect and promotion of the rights of the child", in March, June, September and December FRA's monthly reports on the migration situation specifically focused on children and issues such as gender-based violence and family. Together with the European Commission, FRA continued to make efforts to establish standardised guardianship procedures, as part of an integrated child protection system across EU Member States. In the justice field, FRA provided input to the Council of the EU and the European Parliament regarding the Directive on procedural safeguards (based on results of the child-friendly justice research) that was adopted in 2016. The Council of Europe (CoE) also involved FRA in drafting the renewed Strategy for the Rights of the Child 2016–2021. Furthermore, FRA became a member of the Global Network of Research and Development Institutions to contribute to the development of indicators by the UN Committee on the Rights of the Child and now works closely with the United Nations International Children's Emergency Fund (UNICEF) and the United Nations Office on Drugs and Crime (UNODC) in the area of mapping minimum age requirements.

### **Access to justice**

"To contribute to the EU's efforts to enhance mechanisms for ensuring access to justice through judicial as well as non-judicial mechanisms", FRA published two reports analysing the implementation of specific EU secondary law in the area of criminal justice: one examines the right of suspects to information and translation, and to interpretation; the other examines issues of criminal detention and alternatives in cross-border transfers and related aspects of fundamental rights. In addition, FRA, together with the European Court of Human Rights (ECtHR), launched a handbook on European law relating to access to justice. To promote exchange and raise awareness, FRA organised, together with the Slovak Presidency of the Council of the EU, a high-level conference on 'Ensuring cross-border justice for all in the EU: sharing practices and experiences from the ground' on 9–10 November 2016 and also

finalised the transfer to Commission of its online tool Complaints, Legal Assistance and Rights Information Tool for You (Clarity).

## Victims of crime

In line with the objective “to make visible the often invisible victims of, in particular, gender-based violence and hate crime”, FRA launched a report on victims of hate crime and their access to justice. FRA also provided expertise to the European Union Agency for Law Enforcement Training (CEPOL) in this area by helping develop the content of an online training module on hate crime, for national law enforcement officers. The agency further continues to promote the findings on severe labour exploitation, which fed prominently into EU policy and debate. As chair of the network of Justice and Home Affairs (JHA) agencies in 2016, FRA invited experts from seven JHA agencies and the Commission to Vienna, to discuss issues related to victims of serious, organised crime (in particular hate crime), crimes against children and the exploitation of migrant workers.

## Cross-cutting activities

One of the most prominent cross-cutting projects, the Fundamental Rights Report, continues to feed into relevant work of the three main EU institutions and national stakeholders. The first Fundamental Rights Forum had the title ‘Rights, respect, reality: the Europe of values in today’s world’ and took place on 20–23 June 2016. Its objective was to create a unique forum to discuss emerging fundamental rights issues in the EU, and, as part of FRA’s mission, to protect and promote fundamental rights in the EU. With around 700 participants, 30 workshops and six panel debates organised, it was a great success and marks the starting point of a periodic process of bringing together key fundamental rights actors. The agency is also working on the second European Union Minorities and Discrimination Survey (EU-MIDIS II) and the Fundamental Rights Survey. Furthermore, FRA is maintaining its cooperation with important stakeholders such as the CoE, the UN (in particular the UN High Commissioner for Human Rights and the UN High Commissioner for Refugees, UNHCR) and the OSCE (in particular the OSCE High Commissioner on National Minorities and the OSCE Office for Democratic Institutions and Human Rights).



# 1

## Achievements of the year



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

### 1.1. Achievements by strategic priorities and objectives

#### 1.1.1. Enhancing FRA's contribution to processes at EU level

##### FRA's objectives 2013–2017:

- enhance FRA's relevance for legal and policy processes at EU level;
- respond to requests for opinions and advice in a timely and competent manner;
- enhance FRA's coordination with the European Commission, the European Parliament and the Council of the European Union;
- cooperate efficiently with other EU agencies and civil society.

In 2016, FRA submitted six legal opinions to assist the European Parliament in the development of its positions on legislative files or policies, and the Dutch Presidency requested, through Council Conclusions, that it prepare an opinion on business and human rights. Four of the

opinions submitted concerned ongoing reviews of the EU Common European Asylum System. More specifically, the legal opinions covered the Commission's proposal on an EU common list of safe countries of origin,<sup>2</sup> the proposed revisions of the Dublin<sup>3</sup> and Eurodac<sup>4</sup> Regulations, and fundamental rights at hotspots.<sup>5</sup> One opinion was requested to support the preparation of European Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE)'s legislative own-initiative report "on the establishment of an EU mechanism on democracy, the rule of law and fundamental rights".<sup>6</sup> The final opinion concerned the requirements for full compliance of the EU monitoring framework, as regards its status and effective functioning, with the UN Convention on Rights of Persons with Disabilities.<sup>7</sup>

In December 2016, the European Parliament adopted a resolution on the situation of fundamental rights in the European Union in 2015, which contains 20 references to the findings and work of FRA.

The European Commission's directive that aims to enhance the existing European Criminal Records Information System (ECRIS), to allow information on criminal sentences of third-country nationals to be exchanged, took into account some of the safeguards that FRA suggested in its opinion of December 2015.

<sup>2</sup> <http://fra.europa.eu/en/opinion/2016/fra-opinion-concerning-eu-common-list-safe-countries-origin>  
<sup>3</sup> <http://fra.europa.eu/en/opinion/2016/fra-opinion-impact-children-proposal-revised-dublin-regulation>  
<sup>4</sup> <http://fra.europa.eu/en/opinion/2017/impact-proposal-revised-eurodac-regulation-fundamental-rights>  
<sup>5</sup> <http://fra.europa.eu/en/opinion/2016/fra-opinion-fundamental-rights-hotspots-set-greece-and-italy>  
<sup>6</sup> <http://fra.europa.eu/en/opinion/2016/fra-opinion-eu-shared-values-tool>  
<sup>7</sup> <http://fra.europa.eu/en/opinion/2016/fra-opinion-concerning-requirements-under-article-33-2-un-convention-rights-persons>

Based on FRA's Fundamental Rights Report, in June 2016 the Council adopted conclusions on the application of the Charter of Fundamental Rights. The conclusions contain many references to FRA's work, including the exchange of promising practices, the reporting of hate crime and hate speech, internal and external cohesion, training, practical toolkits such as the Charterpedia, the Charter chapter of the Fundamental Rights Report and the role of FRA in providing opinions on upcoming EU legislation. Similarly, the [Council Conclusions on migrant smuggling](#) underline the important role played by EU agencies, including FRA, in upholding human rights and fighting against smuggling.

The Director established cooperation between FRA and the Working Party on Fundamental Rights, Citizens' Rights and Free Movement of Persons (FREMP). He also spoke at the high-level seminar that the Dutch Presidency organised on EU fundamental values, immigration and integration in February 2016 in Strasbourg.

FRA began to chair the network of EU JHA agencies in January 2016. FRA's Director presented priorities for 2016 to LIBE, in particular the importance of cross-agency advice to support the EU institutions and Member States in finding solutions to the current refugee crisis. In April, FRA hosted an expert workshop on victims of serious and organised crime. Seven agencies and the Commission learned from each other's expertise on victims' rights and looked into ways to improve synergy and the impact of each agency's work. In December, FRA presented the annual report of the EU JHA agencies' cooperation to the Council's Standing Committee on Operational Cooperation on Internal Security (COSI). It included key conclusions from the high-level meeting of heads of JHA agencies, held at FRA in November. In the context of FRA's increased engagement on asylum, migration and border issues, FRA continued to provide fundamental rights expertise to Frontex, EASO and the EU Agency for Large-Scale IT Systems in the area of freedom, security and justice (eu-LISA) complementing upstream activities at the headquarters level with practical support on the ground in Greece.

In November 2016, FRA released two papers on media pluralism that it had prepared at the request of the European Commission for its second annual colloquium on fundamental rights.

## 1.1.2. Enhancing FRA's contribution to processes at the national level

### FRA's objectives 2013–2017:

- FRA increases the uptake of its work for national-level stakeholders;
- FRA increases its cooperation with National Liaison Officers (NLOs) and key national-level stakeholders and multipliers;
- FRA ensures its products are also useful for national policy and opinion makers.

FRA is actively following up on the results of the large meeting that it held with national stakeholders in November 2015. As a one-time initiative, FRA brought together its network of national stakeholders and FRA bodies in Vienna to identify more opportunities for cooperation and greater synergy. The FRA NLOs and the National Parliamentary Focal Points identified the need for national-level training on the applicability of the EU Charter of Fundamental Rights, to support a counter-narrative to hate speech, as well as greater fundamental rights awareness at the EU and national levels. The Director undertook numerous country visits to continue strengthening collaboration with national stakeholders such as government officials, NHRIs, civil society, the media and FRA focal points in governments in Member States. The aim was to raise awareness of the agency's work at national (sometimes also subnational) level, and to engage directly in dialogue with stakeholders in the Member States. FRA has also further increased its cooperation with national parliaments. For example, members of the Romanian, Croatian and Dutch parliaments referred to FRA's work on discriminatory ethnic profiling, child-friendly justice and the fundamental rights of lesbian, gay, bisexual, trans or intersex (LGBTI) people. Furthermore, FRA's findings on promising practices from European cities on disabilities, and on Roma and third-country national integration, will be part of a guide prepared by the Dutch Association of Municipalities on local human rights dilemmas.

In March 2016, FRA held its regular meeting with NLOs. In addition to providing an update on FRA's work, the meeting discussed ways to strengthen cooperation with FRA.

FRA presented its findings on the use of the Charter at the national level on several occasions: during a capacity-building workshop organised by the European Network of National Human Rights Institutions (ENNHRI) (February, Vienna); during a training course organised by the European Inter-University Centre for Human Rights and Democratisation (April, Venice); and during a capacity-building event for practitioners (April, Malta).



It is important for FRA to increase the uptake of its work by national-level stakeholders, including academics. Proof of the importance of the work FRA is undertaking are requests from several academic institutions; for example, Stanford University asked FRA to deposit the publication *Fundamental rights: challenges and achievement in 2014* in its library.

FRA participated as an observer in the Schengen evaluations in the field of return in six Member States, including Greece and Italy. FRA advised members of the evaluation team on relevant fundamental rights issues, such as detention conditions or the treatment of children. To ensure future progress in this area, FRA also trained new Schengen evaluators (jointly with the Commission and Frontex) and took part in the first training of European Return Liaison Officers.

### 1.1.3. Identifying trends over time and measuring progress in EU Member States

#### FRA's objectives 2013–2017:

- With respect to key areas, FRA identifies trends over time and monitors progress across the EU;
- FRA establishes different methodologies for identifying trends;
- FRA regularly disseminates analyses based on trends.

FRA continues to observe and assess trends in fundamental rights through its Fundamental Rights Report as well as a number of other activities. FRA began implementing the Fundamental Rights Survey project in 2016. It is designed to collect data on people's experiences and opinions across a number of areas of FRA's work, such as discrimination, data protection and access to justice. The results of a feasibility assessment and a pre-test study carried out in six EU Member States (Bulgaria, Czech Republic, Greece, Ireland, Latvia and Sweden) were assessed to inform the development of guidelines and tools for full-scale data collection, and a contract for piloting the survey in the 28 EU Member States (EU-28) was signed in December 2016.

FRA's EU-MIDIS II follows up on the findings of the first EU-MIDIS and the Roma pilot survey of 2011, enabling FRA to assess changes over time with respect to experiences of migrants, descendants of migrants and ethnic minorities. Some 25,200 respondents were interviewed for EU-MIDIS II across the EU-28 and survey data collection finished in 2016. The first results – selected findings on Roma experiences in nine EU Member States – were launched in November 2016 at the meeting of the European Roma Platform in Brussels, and

present a selection of indicators based on the priority areas of the EU Framework for National Roma Integration Strategies.

The results of FRA's violence against women survey continued to be widely used in 2016, and the European Commission referred to the results as a basis for EU action, for example in the Commission proposal for a Council Decision concerning the EU accession to the CoE Convention on preventing and combating violence against women and domestic violence (Istanbul Convention). Furthermore, the Organization for Security and Co-operation in Europe (OSCE) set out to replicate FRA's survey in 10 non-EU countries.

Every year, FRA compiles data on antisemitic incidents collected by international, governmental and non-governmental sources available in all 28 EU Member States. The latest overview of available statistics was published in December 2016. This enables the identification of trends that underlie annual changes in the number of recorded incidents in the EU.

### 1.1.4. Developing timely and targeted responses to fundamental rights emergencies

#### FRA's objectives 2013–2017:

- FRA provides robust data, data analysis and advice on fundamental rights emergencies;
- FRA develops the necessary flexibility to respond to fundamental rights emergencies;
- FRA addresses emergency situations in a timely and adequate manner;
- FRA plays a complementary role vis-à-vis other international organisations.

The main fundamental rights challenge in 2016 related to the management of arrival of refugees and migrants by sea. FRA responded to the fundamental rights challenges caused by the asylum and migration situation with two specific actions.

First, it collected monthly data on the situation in the most affected Member States, namely Austria, Bulgaria, Croatia, Germany, Greece, Hungary, Italy, Slovenia and Sweden (the list of Member States was increased to 14 towards the end of 2016). It published monthly reports, complemented by thematic focus reports, such as on child protection, gender-based violence and family reunification. Various partners, including the European Commission, expressed appreciation for FRA's monthly overviews of fundamental rights concerns in the Member States most affected by the arrival of asylum seekers. FRA also uses the monthly reports to

contribute to the restricted weekly Integrated Situational Awareness and Analysis (ISAA) reports that the European Commission prepares to update Member States on the asylum and migration situation in Europe.

Second, FRA temporarily deployed expert staff to Greece, to assist EU and local actors on the ground with fundamental rights expertise. From the beginning of April 2016 onwards, deployed FRA staff worked in hotspots in close cooperation with the European Commission, Frontex, EASO and national and local authorities. The rotating presence of FRA staff on the Greek islands continued until the beginning of September 2016. During its presence in Greece, FRA regularly updated the European Commission, Frontex and EASO, sharing its observations on the situation in the Greek hotspots, for example on child protection, sexual and gender-based violence, or the need to put in place standard operating procedures clarifying the division of tasks and responsibilities. Feedback on FRA's experience was provided to participants at a local level, for example in a workshop organised in Chios on 1 September 2016. On 30 November 2016, FRA signed a memorandum of understanding with the Greek Minister for Migration Policy, outlining the modalities of FRA's hotspot-related work in Greece. Following up the memorandum, FRA and the UNHCR jointly organised four workshops for Hellenic social workers and reception staff on the Greek islands.

In September 2016, FRA undertook two missions to hotspots in Italy to understand the protection challenges and assess whether or not FRA could assist. Following discussion with the Italian authorities and the European Commission, targeted actions by FRA were agreed upon, including, for example, a workshop in the Taranto hotspot to increase awareness of the specific needs of vulnerable people.

### 1.1.5. Improving the impact of FRA's communication and awareness raising

#### FRA's objectives 2013–2017:

- FRA improves the impact of its communication and awareness-raising activities;
- FRA increases its impact on decision-making processes;
- FRA makes effective use of 'multipliers', in particular to better understand and reach the national level;
- FRA's partners support the agency's communication efforts.

During the reporting period the agency organised its largest ever event, gathering over 700 participants for four days of profoundly rich and stimulating discussions during FRA's Fundamental Rights Forum in Vienna on 20–23 June 2016. The numerous useful suggestions, promising practices and innovative approaches shared by participants framed the Chair's Statement, which contains more than 100 proposals and commitments.

FRA's publications are a valuable medium to raise awareness and disseminate information. In 2016, the agency not only doubled the number of disseminated publications compared with 2015, but was also the European Union agency with the highest number of orders: a staggering 13,152 copies of printed FRA publications were ordered in 2016. From January 2016 to May 2016 alone, the number of orders of FRA publications via the EU Bookshop exceeded the total for 2015, showing the increasing popularity of and demand for FRA publications. Many organisations praise them as useful tools for seminars and training. For example, *The handbook on European law relating to the rights of the child* was used during seminars for judges on the issue of child protection, organised by UNHCR Belgrade in association with the Judicial Academy of Serbia. The European Law Academy has used the first child-friendly justice report on professionals' perspectives as learning material for a series of seminars on child-friendly justice for judges, lawyers and prosecutors.

Furthermore, downloads from FRA's website continue at a high level. FRA's report *Professionally speaking: challenges to achieving equality for LGBT people* was downloaded nearly 3,000 times during the first 28 days after it was made available. The handbooks on European case law, developed with the ECtHR, remain the most popular product of FRA. There had been 224,648 downloads from the FRA website of the five handbooks, which it produced together with the ECtHR, by the end of October 2016. Downloads from the CoE's website (where the handbooks are also available) are equally high. Other popular publications include the *Fundamental rights report 2016*, which has been downloaded more than 5,200 times in the first six months – a new record; and the main results of the Violence against women survey, downloaded 10,960 times in a period of only four months (January 2016 to 11 April 2016).

FRA continued its efforts to communicate its work to stakeholders in a more accessible, user-friendly and timely fashion. For this purpose it successfully developed several innovative tools and products. FRA increased its presence on Facebook, Twitter, YouTube, LinkedIn and Instagram. Additionally, FRA re-launched its Charter app and produced a series of infographics in the area of LGBTI rights, and an online compendium of promising practices for combating hate crime (including video) is now available. Finally, all interested



stakeholders welcomed the Fundamental Rights Forum website and trailers on Forum themes.

To raise awareness, FRA conducted a dedicated workshop with the European Network of NHRIs on strengthening the contribution of NHRIs to the implementation of the EU Charter of Fundamental Rights at national level. FRA also contributed to webinars of the European Union Agency for Law Enforcement Training, including on hate crime and child-friendly justice, and organised a workshop devoted to developing tools to raise media awareness of fundamental rights, bringing together media and diversity trainers and broadcast journalists as well as representatives of associations of journalists and viewers.

With the creation of the new Fundamental Rights Promotion Department (FRPD), FRA stepped up its awareness-raising and promotion portfolio. While implementing the 2016 awareness-raising project and the Fundamental Rights Forum 2016, FRA is developing a multiannual strategy on fundamental rights promotion and awareness raising for 2017–2018. The key aim is to more systematically strengthen the protection and promotion capacities in Member States by creating interdisciplinary alliances.

Awareness-raising activities in 2016 aimed to build skills of selected professional groups and reach out to multipliers. FRA hosted a meeting of training coordinators of the JHA agencies to increase cooperation and coordination of training initiatives in the area of freedom, security and justice. The meeting particularly served to assess how emerging training needs in the context of the current migration situation could best be met. To strengthen rights awareness and human rights reporting by media professionals, FRA held its first consultation meeting with media experts to consider an update of its Diversity Toolkit for the media (published in 2008). The FRA annual work programme 2017 includes the development of an updated online media toolkit, including practical tips and information sources for journalists covering news in different media genres related to a range of fundamental rights issues.

FRA continued to reach out to local and regional policy makers, such as the Committee of the Regions, the Congress of Local and Regional Authorities and the Intercultural Cities Programme, to encourage the implementation and promotion of rights locally. FRA's focal points in national parliaments and parliamentary representatives to the EU came together with FRA and the European Commission for a workshop on the national application of the Charter. FRA and the European Federation of Psychologists Associations (EFPA) held an expert meeting on human rights education for psychologists. FRA also participated in the European Commission working group on Promoting citizenship

and the common values of freedom, tolerance and non-discrimination. The working group brings together experts, EU institutions, FRA, governmental representatives and other key participants. As a permanent international partner of the International Holocaust Remembrance Alliance, FRA has carried out a series of capacity-building workshops in relation to bridging human rights education with learning from history. Finally, FRA discussed its awareness-raising work with its NLOs at a dedicated meeting in October 2016 to consult with them on cooperation with multipliers and stakeholders at the Member State level.

In the light of the agency's cooperation with civil society, FRA met in September 2016 with key civil society organisations in Brussels, including, inter alia, 15 faith-based organisations, the European Humanist Federation, and European networks representing employers and trade unions (European Trade Union Confederation, Business Europe, Corporate Social Responsibility Europe). The meetings served to strengthen cooperation with Brussels-based civil society networks and professional groups. FRA has also initiated a more systematic and structured exchange with judicial and legal training networks such as the European Judicial Training Network, the European Law Academy and the CoE's Human Rights Education for Legal Professionals (HELP) programme.

FRA is adjusting its Fundamental Rights Platform (FRP) to increase the focus and strategic cooperation of the agency with civil society. Firstly, FRA will increase outreach to all six groups that are expected to participate in the platform as per FRA's Regulation. Secondly, the FRP will transform into a space for dialogue and for thematic cooperation along FRA's main thematic working areas. Thirdly, FRA's work with civil society will focus even more on awareness raising and further strengthen cooperation between FRA and international- and EU-level umbrella civil society organisations. Finally, and in the light of increasing concerns by civil society organisations about a 'shrinking space' to carry out their work, FRA will explore how to support civil society to function safely as part of the overall fundamental rights landscape in the EU.

### 1.1.6. Planning FRA's work and evaluating its impact

#### FRA's objectives 2013–2017:

- FRA effectively prioritises its work and evaluates its impact;
- evaluation activities are planned in the first phases of a project;
- new performance measurement framework is applied to all projects;
- emerging best practices are shared throughout the agency.

Striving to enhance the agency's performance, accountability and learning, FRA's planning section manages planning activities through the design and implementation of strategic and operational processes, in accordance with EU policy development and stakeholders' needs. To ensure the smooth progress from planning through the implementation of activities and eventually to monitoring, review and evaluation as well as to ensure transparency, FRA employs a number of instruments. Based on the information available in FRA's project management tool MATRIX and FRA weekly updates, the Monitoring and implementation report was developed as a new tool for planning, monitoring and reporting purposes for each of the FRA thematic areas. The report has the potential to replace already existing tools and reports such as the implementation plan (planning), MATRIX reports (monitoring) and stock take reports (reporting), and aims to provide a periodical overview of the Annual Work Programme (AWP) implementation.

A working group representing all departments of the agency was set up to look into ways of improving the management of long-term planning perspectives alongside short-term project management needs. This also includes efforts to improve stakeholder engagement in programming FRA's work as well as the streamlining of the diverse set of monitoring processes and reporting tools in place at the different levels.

As a result, the FRA Project Planning Evaluation (FRAPPE) process was further embedded in the planning cycle and is now part of a revised integrated planning and project management approach. This will enable FRA to streamline its planning workflow and will improve the monitoring of and systematic reporting on both the AWP and projects' implementation.

Performance indicators are at the heart of the planning, monitoring, evaluation and reporting activities of FRA. The indicators set in the Performance Measurement Framework (PMF) are used to measure FRA's

performance. The PMF contains project-level indicators describing the planned output of each project and short-term, long-term and aspirational indicators, most of which can only be measured after the completion of project activities. The PMF is linked to both the Strategic Plan and AWP. FRA's PMF is organised in a way that supports the analysis of performance at different levels of the agency, i.e. project, activity, thematic area and at strategic levels.

Activities and projects carried out by FRA are developed based on a five-year Strategic Plan as well as the AWP prepared two years in advance, taking into consideration key performance indicators and information gained through stakeholder consultations. FRA submitted the Programming Document 2017–2019 to the European Commission for its opinion. The Programming Document is a new reporting instrument streamlined for all EU agencies, including the AWP and multiannual planning on strategic and thematic levels. The Management Board adopted the final version of the Programming Document 2017–2019 at its meeting in December 2016. In addition, the Management Board has endorsed FRA's Draft Programming Document 2018–2020.

Based on the European Commission's Better Regulation Guidelines, the agency carries out regular evaluation and performance-monitoring activities to strengthen accountability and transparency. Within this context, five *ex-ante* evaluations of new projects are being implemented through a forward-looking assessment of project objectives, activities and allocation of resources. Four *ex-post* evaluations are also under way to assess the extent to which the goals of a project have been achieved as intended.

Following the Management Board decision to conduct FRA's second external evaluation in 2017 (five years after the first), the Management Board endorsed the Terms of References (ToR) at its May 2016 meeting. In the second half of 2016 a contractor was selected through a public call for tenders. The contract for the external evaluation of the agency was signed and a kick-off meeting was held in December 2016.

## 1.2. Achievements by thematic areas and objectives

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

#### FRA's main objective:

- To promote effective fundamental rights safeguards in developing and implementing EU policies in the field of immigration and integration of migrants, visa and border control and asylum.

The proposed overhaul of EU asylum policies and the protection challenges in Member States of first arrival triggered an increased demand for FRA's expertise in this field. The European Parliament asked FRA to submit four legal opinions relating to asylum policies, two of which were also orally presented to the European Parliament's LIBE Committee on 5 December 2016.

On a European Commission request pursuant to Article 8 of Regulation (EU) No. 1053/2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen *acquis*, in August 2016 FRA submitted to the Commission an overview of fundamental rights challenges relating to border management, returns and readmissions in the Member States that are to be evaluated in 2017. FRA's submission was presented to Member States in the Schengen Committee, consolidating the practice of including fundamental rights considerations in the planning of Schengen evaluations.

The implementation of the EU Action Plan against migrant smuggling and of the related March 2016 Council Conclusions (both of which expressly refer to FRA) remains a priority for the EU and its Member States. Upon request, FRA has assisted the European Commission in assessing the implementation of the EU facilitation *acquis* and provided fundamental rights expertise at quarterly meetings on the implementation of the EU Action Plan. At the end of June, the agency also supported CEPOL in mapping the capacity-building needs of people involved in combating migrant smuggling at the national level.

Another main area of work is the monitoring of forced return. FRA updated its online overview of monitoring bodies with indicators on their effectiveness. FRA is an active member of the steering committee of the EU-funded project on forced return monitoring, which the

International Centre for Migration Policy Development leads. The project sets up a pool of European return monitors, which Frontex will ultimately administer. FRA trained return monitors in cooperation with Frontex, the CoE's Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment and the International Centre for Migration Policy Development.

FRA supported EASO in developing tools and guidance documents. In particular, FRA contributed to the draft EASO tool on 'Best interest assessment for the purpose of relocation of unaccompanied children' and supported the development of the EASO 'Guidance and indicators on Reception Conditions Directive'.

To support EU institutions and agencies as well as Member States in the field of border management, at the end of November FRA published 10 practical tips to prevent violations of the principle of non-*refoulement* when carrying out border management activities together with or inside third countries. It developed the guidance through consultations with experts, based on the FRA publication 'Scope of the principle of non-*refoulement* in contemporary border management: evolving areas of law'.

Field research for FRA's project 'Biometric data in large EU IT-systems in the areas of borders, visa and asylum – fundamental rights implications' was successfully completed. The research touches upon asylum, border management, return and visa processes, and involves duty bearers as well as rights holders. It included interviews within Member States, at the border and in consulates. FRA engaged with the European Commission on developing the revised smart borders proposal, and the memorandum presenting the proposal refers to it. Although the fieldwork was completed only in November 2016, FRA has already been approached to contribute heavily to policy discussions in this area. Most notably, the European Commission requested that FRA take part in the High Level Expert Group on Information Systems and Interoperability set up together with senior Member State experts to address the shortcomings and gaps caused by the complexity and fragmentation of EU information systems.

On 29 June, FRA signed a cooperation agreement with eu-LISA, the EU agency responsible for large-scale IT systems, opening the way for deeper bilateral cooperation. The agreement identifies areas of cooperation such as information exchange about relevant research; IT-related matters; and building capacity in Member States and EU agencies for users of border management IT systems. Under the agreement, the agencies have established contact points to coordinate cooperation activities and to exchange strategic and technical information.

### 1.2.2. Achievements in the thematic area 'information society and, in particular, respect for private life and protection of personal data'

#### FRA's main objective:

- To establish FRA as a relevant player in the field of information society, privacy and data protection.

FRA's work on mass surveillance, implemented following a formal request by the European Parliament in 2014, was followed up. The report on 'Surveillance by intelligence services: fundamental rights safeguards and remedies in the EU' was received very positively by stakeholders. FRA presented the findings in a variety of fora at both Europe-wide and EU levels (e.g. European Data Protection Authorities Spring Conference; Article 29 Working Party – gathering all national data protection authorities in the EU; the European Parliament's LIBE Committee; the Council Working Party on Terrorism), international level (UN International Intelligence Oversight Forum) and national level (First symposium on the intelligence law, Berlin; Seminar on intelligence law, Paris). The findings were also used in many other contexts including in the discussion on the reform of Safe Harbour – now called Privacy Shield on EU-US data transfer. A summary of the report was published in all EU languages to make findings more accessible. To complement the legal mapping, FRA did field research to assess how laws are being implemented. FRA staff conducted more than 70 face-to-face interviews with representatives of government officials, parliamentary committees, expert bodies, data protection authorities, governments, non-governmental organisations and journalists in seven Member States (Belgium, France, Germany, Italy, the Netherlands, Sweden and the United Kingdom).

FRA also continued to report on fundamental rights issues related to implementing national legislation on Passenger Name Records and electronic communications data retention. FRA has released findings on the national data retention schemes on its website and the agency provided advice to the European Parliament Rapporteur and Shadow Rapporteurs in the context of developing the Parliament's position on the draft Directive on combating terrorism.

The heads of JHA agencies discussed FRA's work in the context of the implementation of the European Agenda on Security and Migration, during their annual meeting. That took place in FRA's premises in the presence of Sir Julian King, Commissioner for the Security Union. Given

FRA's role as coordinator of the JHA agencies' network in 2016, FRA's Director chaired the meeting, which brought together directors of all JHA agencies as well as senior representatives from the European Commission, European Parliament, European External Action Service and EU Council Presidencies. The pivotal role of safeguarding fundamental rights in the context of the Security Union was highlighted during the meeting.

### 1.2.3. Achievements in the thematic area 'racism, xenophobia and related intolerance'

#### FRA's main objective:

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

FRA launched its compendium of practices to combat hate crime, as well as its report on 'Ensuring justice for hate crime victims: professional perspectives', at the last meeting of the Working Party on Hate Crime in April 2016.

In June 2016, the European Commission launched the EU High Level Group (HLG) on combating racism, xenophobia and other forms of intolerance. Commissioner Věra Jourová called on the HLG to "develop, under the guidance of the Fundamental Rights Agency, a common methodology to record incidents and collect comparable data on hate crimes". In response, FRA set up a subgroup on methodologies for recording and collecting data on hate crime, which had its first meeting in October 2016. This subgroup brings together representatives of 27 Member States, the European Commission, the European Commission against Racism and Intolerance and the Office for Democratic Institutions and Human Rights.

Parliamentarians from the International Parliamentary Conference on Combating Antisemitism (ICCA) and from the Parliamentary Assembly of the Council of Europe (PACE) benefited from FRA's expertise on addressing antisemitism. Furthermore, FRA's Director gave an important speech at the high-level ICCA conference in Berlin, stressing the need to increase rights awareness, to strengthen education initiatives and to acknowledge that addressing the phenomenon effectively calls for shared responsibility.

FRA released its annual overview on data on antisemitism available in Member States at the EU-Israel



seminar on combating racism, xenophobia and antisemitism.

#### 1.2.4. Achievements in the thematic area 'Roma integration'

##### FRA's main objective:

- To contribute to the achievement of the goals set by the EU Framework on Roma integration and the EU 2020 Strategy by providing timely evidence-based advice on the situation of Roma in all EU Member States and by assisting the EU institutions in monitoring the implementation of the EU framework.

The fieldwork for the Local Engagement for Roma Inclusion (LERI) project (initiated in 2013) continued with the implementation of tailored interventions in all participating localities and the collection of evidence at the local level on Roma integration. Final case-study reports and other supporting materials were delivered in September and October 2016 for the 22 localities<sup>8</sup> participating in the project. The case studies outline the identified local needs, the local project plan design and implementation, and the various local-level interventions and their outcomes. In addition, audio-visual materials were produced and submitted to FRA, including photographs and video clips, that will be used for the dissemination of results at the local, national and European levels.

A new pilot project called Municipal Barometer aims to establish a local-level online monitoring tool, generating data on process in the area of Roma integration at municipal level as reported by local administrations. FRA hosted the first meeting of the Expert Advisory Group in March 2016.

The report *EU-MIDIS II: selected results (Roma)* was launched at the European Roma Platform on 29 November 2016. It was also presented during the LIBE Committee hearing on 8 December 2016. FRA provided the European Commission with preliminary results from the Roma sample of EU-MIDIS II. This ensured that the data could be used for reporting progress on the EU's long-term strategy for jobs and growth, the Europe 2020 strategy, which is implemented and monitored in the context of the European Semester. The FRA data fed into the country progress reporting, in particular informing the update of the Roma-related country-specific

recommendations for five EU Member States. Furthermore, the new report from the European Commission entitled *The state of European cities 2016: cities leading the way to a better future* includes some of FRA's findings on Roma.

FRA's results on Roma integration sparked interest from other international stakeholders. FRA shared its work, especially the indicators framework, with the CoE Special Representative for Roma Issues, the Ad-Hoc Committee of Experts on Roma and Travellers issues (CAHROM), the Office for Democratic Institutions and Human Rights (ODIHR) Contact Point on Roma and Sinti, the OHCHR Regional Office for Europe and civil society organisations. Upon request, FRA contributed to the drafting of Council Conclusions on accelerating the process of Roma integration and to Council Conclusions on the European Court of Auditors' special report on EU policy initiatives and financial support for Roma integration.

FRA provided two capacity-building workshops to the Directorate-General for Regional and Urban Policy of the European Commission (DG REGIO) on equality indicators and their possible application in monitoring the outcomes of the European Regional Development Fund. Given their success, the Commission requested follow-up training for other country desks.

Upon a request from the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), FRA has started to provide expert advice to the United Nations Development Programme (UNDP) and World Bank teams preparing the regional Roma survey in the Western Balkans and Turkey to make it comparable with FRA's EU-MIDIS II. The Roma Integration 2020 project, funded by DG NEAR, has also approached FRA to provide expert advice on the reporting template for accession countries. This template draws on the EU's reporting template on implementation of the Council recommendation on the national Roma integration strategies.

The agency has also supported stakeholders at the national level; for example, the agency provided support to the National Roma Contact Point in Slovakia in preparing and implementing the Roma file during Slovakia's EU Council Presidency. FRA also assisted the Slovak Presidency in the preparation of its high-level conference on Roma youth empowerment, which took place in October 2016. Furthermore, FRA's Director spoke at a panel on 'Access to social rights: education and employment'. The agency continued to support the Slovak National Roma Contact Point in developing the necessary infrastructure for the monitoring and evaluation of the national Roma integration strategy. FRA has contributed to drafting of two Council Conclusions covering Roma under the Slovak Presidency. FRA has

<sup>8</sup> Bulgaria: Pavlikeni, Stara Zagora; Czech Republic: Brno, Sokolov; Finland: Helsinki, Jyväskylä; France: Lezennes and Lille Metropolitan Area, Strasbourg; Greece: Aghia Varvara, Megara; Hungary: Besence, Mátraverebély; Italy: Bologna, Mantova; Romania: Aiud, Cluj-Napoca; Slovakia: Rakytník, Hrabušice; Spain: Córdoba, Madrid; United Kingdom: Glasgow, Medway.

provided expert advice on data collection methods as well as monitoring and evaluation instruments. This resulted in a national project on monitoring and evaluation in Slovakia, funded by the European Structural and Investment Funds.

The Croatian National Roma Platform has also asked FRA to provide support on equality indicators and on monitoring and evaluation. Upon request, FRA has also provided expert advice to the Italian National Roma Contact Point (UNAR) in developing the National Task Force on Statistical Data Collection on Roma. Finally, FRA held capacity-building workshops on equality indicators for national stakeholders in Bulgaria.

FRA participated in the third meeting of the Operational Platform for Roma Equality (OPRE) in June 2016, bringing together the CoE, FRA, the European Network of Equality Bodies (Equinet) and ENNHRI. The Greek National Commission for Human Rights hosted the meeting. Representatives from the European Commission, the OSCE's ODIHR and the OHCHR also participated. Participants discussed the challenges faced by Roma communities across Europe. They also explored potential joint responses that could ensure a positive impact on the enjoyment of fundamental rights for Roma. A specific emphasis was placed on the issue of housing rights and evictions.

The OPRE platform issued a joint statement on the evictions of Roma and Travellers in Europe on 29 June 2016, which was published on the OPRE website and on the websites of ENNHRI, Equinet and the CoE Special Representative of the Secretary General on Roma.

**1.2.5. Achievements in the thematic area 'discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation'**

**FRA's main objective:**

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

FRA took on the role of chair and secretariat of the EU monitoring framework following the concluding

observations on the EU by the Committee on the Rights of Persons with Disabilities. The agency chaired the 2016 high-level meeting of the framework, linked to a debate at the European Parliament's Committee on Employment and Social Affairs on the implementation of the Convention on the Rights of Persons with Disabilities (CRPD).

Additionally, after a request from the Parliament, FRA delivered an opinion on requirements for full compliance of the EU monitoring framework with the CRPD in May. This opinion aims to clarify the requirements of an EU framework, in the light of the monitoring practice and jurisprudence of the CRPD committee and of its interpretation of the Paris Principles in the establishment of an NHRI.

FRA's project on the right to independent living for persons with disabilities enabled the development of human rights indicators on living independently and being included in the community, which it shared with the CRPD Committee in April 2016. The work in this area is ongoing. A second part will consist of in-depth case studies in five selected localities in select Member States; the fieldwork began in December 2016. The findings of this project will give relevant participants the opportunity to identify the drivers of and barriers to the transition from institutional to community-based support, and highlight what could be done to ensure that the transition is successfully achieved.

An ECtHR judgment extensively referred to FRA's 2012 report on involuntary placement and treatment of persons with disabilities (case of *MS v. Croatia*). In addition, a report by the Committee on Social Affairs, Health and Sustainable Development of the PACE highlights FRA's analysis of the CoE standards. The report also draws on FRA's input to the public consultation on a draft additional protocol to the CoE Convention on Human Rights and Biomedicine, concerning involuntary placement and treatment. Finally, in 2016 the Committee on Equality and Non-discrimination prepared a report on political participation of persons with disabilities, drawing on FRA's work regarding indicators on the right of persons with disabilities to participate politically.

FRA contributed to the European Commission's annual colloquium on fundamental rights in Brussels, which took place on 17–18 November and focused on media pluralism and democracy. Acting on a request from the European Commission, the agency released two papers on the occasion of the colloquium, which were distributed to participants. Taken together, these papers provide a snapshot of the types of threats and pressures faced by journalists and other media actors in EU Member States and of how incitement to discrimination, hatred or violence can manifest itself in media content and political discourse in EU Member States.



FRA launched a new report entitled *Professionally speaking: challenges to achieving equality for LGBT people*, which was presented in the European Parliament's LIBE Committee and at a hearing organised by the Intergroup on LGBTI Rights. For the first time, data are available on the perspective of practitioners in the fields of education, healthcare and law enforcement, thanks to the agency's persistent efforts.

The fieldwork for EU-MIDIS II was completed and analysis of data is ongoing. The first set of survey results on Roma was released in November. Other outputs are planned to be released throughout 2017 and 2018, including on Muslim immigrants and their descendants; immigrants and their descendants; and profiling.

Preparations to publish an update of the *Handbook of European non-discrimination law* are ongoing. A final draft of the handbook will be delivered to the agency in April 2017. The project on 'Living in another Member State: barriers to EU citizens' full enjoyment of their rights' was launched successfully in November 2016, with first findings expected in spring 2017.

### 1.2.6. Achievements in the thematic area 'the rights of the child'

#### FRA's main objective:

- To mainstream child rights issues throughout the agency's work, in line with the need for a holistic approach, and thus provide robust, relevant and timely evidence-based advice on the protection, respect and promotion of the rights of the child to EU institutions and Member States.

FRA provided expertise to institutional stakeholders to assist them in fulfilling child rights across different areas. In response to fundamental rights emergencies, FRA has prioritised its work on children in migration and worked closely with the European Commission and EU agencies. The monthly reports on the migration situation in March, June, September and December specifically focused on children and issues that affect children strongly, such as gender-based violence and family reunification. The October report outlined persistent key issues that have emerged since September 2015, one of which was unaccompanied children. Furthermore, a report on migrant children in detention will be published in the first half of 2017.

FRA continued to support other JHA agencies, the European Asylum Office and Frontex with expertise on the rights of the child. Among other tasks, FRA is currently supporting the development of a new Frontex handbook on treatment of children at land borders.

Together with the European Commission, FRA continued to make efforts to establish standardised guardianship procedures, as part of an integrated child protection system across EU Member States. In this regard, FRA supported the preparations of the European Forum on Rights of the Child on 29–30 November, which focused on children in the context of migration. FRA's Director gave a keynote speech at the forum and FRA also co-chaired a side event on guardianship systems. FRA presented its work on guardianship to the Joint Contact Committee for the Reception Conditions and Asylum Procedures Directives on unaccompanied children as well as the LIBE Committee on missing children. Additionally, the Commission is funding activities to further promote the FRA *Handbook on guardians* and the FRA report on guardianship in the framework of its Rights, Equality and Citizenship Programme.

In the justice field, FRA provided input to the Council of the EU and the European Parliament regarding the Directive on procedural safeguards (based on results of research into child-friendly justice) that was adopted in 2016. The agency has been involved in several activities relating to child-friendly justice at the international, European and national levels, such as a workshop on child-friendly justice at the European Law Academy for judges and prosecutors and a CEPOL webinar for police officers. The second child-friendly justice report, based on interviews with children, and a summary report with opinions based on experiences and perspectives of professionals and children, will be published in February 2017.

In February 2016, FRA presented its report on violence against children with disabilities at the European Parliament, at the first event co-hosted by both the Disability and the Child Rights Intergroups.

The CoE involved FRA in drafting its renewed Strategy for the Rights of the Child 2016–2021. The strategy was launched, with the participation of FRA's Director, at the high-level conference in Sofia in April 2016. FRA also participated in the first meeting of the Ad hoc Committee for the Rights of the Child (CAHENF) in Strasbourg, which oversees the implementation of the Strategy for the Rights of the Child 2016–2021. FRA is also a member of the CoE's expert group drafting standards on age assessment and guardianship for children in the context of migration. Furthermore, a high-level experts' meeting on protecting children from violence invited FRA to contribute and asked it in particular to lead the discussion on next steps for effective strategies on data-collection activities involving children.

The *Handbook on European law relating to the rights of the child*, produced by FRA together with the ECtHR, is now available in 17 languages. The respective

translations of the handbook have been presented at events in Austria, Latvia and Portugal.

In September 2016, FRA presented child-specific data at the European Network of Ombudspersons for Children's 20th Annual Conference 'Equal opportunities for children in education', also building upon the outcomes of a dedicated workshop on inclusive education at the Fundamental Rights Forum. Furthermore, in October 2016, the agency participated in the round table 'Special protection of the child – Best practices in the EU', hosted at the European Parliament together with Romanian members of the European Parliament and the Romanian Parliament. The agency also spoke in Malta at the Second National Conference on Child Well-being, 'Access to justice for vulnerable children', on child-friendly justice from the child's perspective, and chaired a workshop on access to justice for asylum-seeking children.

In the context of its work on mapping national child protection systems in EU Member States, FRA contributed to two international conferences on alternative care in October and November. The first was devoted to the implementation of UN Alternative Care Guidelines and organised by the Centre for Children's Rights Studies of the University of Geneva and the International Institute of the Rights of the Child. The second conference was organised by SOS children's villages and the French authorities.

FRA became a member of the Global Network of Research and Development Institutions to contribute to the development of indicators by the UN Committee on the Rights of the Child. Furthermore, FRA joined the High Time Movement as part of the Global Partnership to End Violence against Children as enshrined in the Sustainable Development Goals (SDGs) for 2030. The agency also worked closely with the United Nations International Children's Emergency Fund (UNICEF) in the context of the work of both organisations on mapping minimum age requirements in the area of the rights of the child. In cooperation with UNICEF, the United Nations Office on Drugs and Crime (UNODC) and the Swedish ombudsperson's office, FRA organised a side event on procedural safeguards for children in criminal proceedings at the annual meeting of the UN Commission on Crime Prevention and Criminal Justice in May 2016. FRA also contributed to the 33rd International Federation of Educative Communities (FICE) Congress and second Child and Youth Care (CYC) World Conference 'Together towards a Better World for Children, Adolescents and Families', in Vienna. In addition, FRA hosted a side event presenting the socio-legal situation of LGBTI children from a fundamental rights perspective at the OSCE Human Dimension Implementation Meeting in Warsaw in September. Together with UNODC, UNICEF Geneva and the Swedish ombudsperson, FRA organised a side

event on child-friendly justice at the annual meeting of the Commission of Crime Prevention and Criminal Justice. At the national level, FRA engaged with Sweden at a high-level conference on the implementation of the UN Convention on the Rights of the Child in national law.

Internally, FRA is mainstreaming child rights issues across its work, as appropriate and feasible. This includes input to planning projects, drafting reports and promoting child rights, particularly in relation to access to justice, victim support, violence against women, persons with disabilities, the Fundamental Rights Survey, migration and asylum, and LGBTI issues. Furthermore, the Fundamental Rights Forum in June included a child rights perspective.

### 1.2.7. Achievements in the thematic area 'access to justice'

#### FRA's main objective:

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

FRA conducted a comparative survey to assist Member States in the implementation of specific EU secondary-law in the area of criminal justice in responding to two thematic requests by the European Commission. In November, FRA published two reports on the basis of this research: one report examines the right to information and translation, and the right to interpretation of suspects and the accused, and the other report examines issues of criminal detention and alternatives in cross-border transfers, and related aspects of fundamental rights. The findings have fed into the work of the European Commission and were presented at different policy events (e.g. roundtable on criminal detention and alternatives). The results were also shared with national legal practitioners in the field of criminal justice (e.g. the Council of Bars and Law Societies of Europe, the European Criminal Bar Association, the European Judicial Training Network and the European Legal Interpreters and Translators Association).

FRA further finalised the transfer to the Commission of its online tool Clarity, which allows users to easily access information on non-judicial bodies dealing with their particular fundamental rights issue(s) in a given EU Member State. The tool was integrated into the European Commission's e-Justice portal (a one-stop-shop in the area of justice). Clarity is now available in all 23 official EU languages and will be expanded to other EU





Member States that decide to join in the coming months.

On 22 June 2016, FRA together with the ECtHR launched a handbook on European law relating to access to justice, which is now available in different official EU languages. It is a comprehensive and practical guide to European law in this area. It seeks to raise awareness and improve knowledge among legal practitioners of relevant standards set by the European Union and the CoE, particularly through the case law of the Court of Justice of the European Union and the ECtHR.

Furthermore, FRA, together with the Slovak Presidency of the Council of the EU, organised a high-level conference on 'Ensuring cross-border justice for all in the EU: sharing practices and experiences from the ground' on 9–10 November 2016. The Norway Grants supported the conference financially. It brought together over 100 representatives from international and EU institutions, national governments, judges and other legal professionals, NHRIs and civil society actors. The conference created a useful platform for the exchange of experience and promising practices as well as for gathering concrete evidence to develop practical suggestions on how to strengthen cross-border access to justice. These concrete and practical suggestions became a part of the conference report, which was presented to two working parties of the Council of the European Union: the Working Party on Cooperation in Criminal Matters (COPEN) and the Working Party on FREMP.

To establish a regular exchange among peers about rule-of-law challenges and promising practices, the Rule-of-Law dialogue was established in December 2014. It complements the Commission's rule-of-law framework, established in 2013, as well as discussions in the European Parliament.

The General Affairs Council meeting on 15 November 2016 decided to continue this new practice and further improve it before deciding in 2019 whether or not to develop it into a fully fledged review exercise. FRA is considered a relevant source of objective information to base such exchanges on.

On 25 October, the European Parliament adopted a resolution calling for an EU mechanism on democracy, rule of law and fundamental rights to monitor the situation of these principles in EU Member States on an annual basis and in an evidence-based, objective and non-discriminatory way. The resolution includes many references to FRA and its work.

## 1.2.8. Achievements in the thematic area 'victims of crime'

### FRA's main objective:

- To become a main participant in the promotion of the fundamental rights of crime victims; in particular regarding the right of victims to have access to justice, and to make visible the often invisible victims of, in particular, gender-based violence and hate crime.

FRA collected crucial data for its new project on access to justice of victims of crime. The project serves to assess whether or not the Victims' Rights Directive and its implementation at the national level effectively encourage and enable victims to participate in criminal proceedings. Initial and preliminary results from the first phase of the project were presented on 21 November at the meeting of the European Network on Victims' Rights (ENVR) and on 22 November at the annual Plenary Meeting of the European Judicial Network.

Building on its victim support services report, FRA launched a report on victims of hate crime and their access to justice in April. The report adds the views of practitioners to what FRA has consistently found by surveying victims. It draws attention to the institutional dimension of discrimination within the police and criminal justice systems. The report directly fed into the work of the Hate Crime Working Party, set up on the basis of the Council's Conclusions on combating hate crime in the EU.

FRA's findings on severe labour exploitation continued to feed into EU policy and debate. A Presidency manual on best practices and projects concerned with tackling labour exploitation in the EU detailed FRA's work; the manual was also transformed into a website ([www.teamwork-against-trafficking-for-labour-exploitation.eu](http://www.teamwork-against-trafficking-for-labour-exploitation.eu)). On 8 November, FRA's Director presented the agency's work on severe forms of labour exploitation to the European Parliament Committee on Employment and Social Affairs. Members of the European Parliament (MEPs) expressed strong interest in the agency's work and stressed that Member States should be more active in tackling labour exploitation through transnational cooperation. They emphasised the role of trade unions and more generally highlighted the importance of putting social and economic rights on the EU agenda.

As chair of the network of JHA agencies in 2016, FRA invited experts from seven JHA agencies and the Commission to Vienna in April to discuss issues related to victims of serious, organised crime (in particular hate crime), crimes against children and the exploitation of migrant workers. The experts identified possible

synergies between agencies' activities with regard to increasing the impact of their work and supporting Member States to help victims to access justice and support in practice.

FRA became a member of the CEPOL working group to provide its advice and expertise in the development of the content of an online training module for national law enforcement officers on hate crime. With this tool, CEPOL aimed to support national law enforcement agencies in their efforts to counter hate crime in their everyday work. Work on the content of the training tool was concluded in October.

### 1.2.9. Achievements in the thematic area 'cross-cutting activities'

The first Fundamental Rights Forum, convened on 20–23 June 2016, marks the starting point of a periodic process of bringing together key fundamental rights participants from across the EU and international organisations to debate and develop proposals on how to strengthen fundamental rights in Europe. The title of the first forum was 'Rights, respect, Reality: the Europe of values in today's world'. The forum provided space for dialogue, debate and sharing knowledge on issues of inclusion, refugee protection and fundamental rights in the digital age. Around 700 participants used this opportunity in 30 workshops and six panel debates. The Chair's statement following the forum put forward more than 100 practical ideas and policy proposals emerging from the forum.

The annual Fundamental Rights Report continues to feed prominently into relevant work of the three main EU institutions.

On 30 May 2016, the Chair of FRA's Management Board and FRA's Director presented the key findings of the Fundamental Rights Report 2016 at the European Parliament's LIBE.

On 9–10 June 2016, the European JHA Council adopted conclusions on the application of the EU Charter of Fundamental Rights, taking note of the Fundamental Rights Report 2016 as well as the 2015 European Commission report on the application of the EU Charter of Fundamental Rights. The findings of the Fundamental Rights Report with regard to the use of the Charter by national courts are also reflected in the European Commission report on the application of Charter.

Finally, the findings and opinions in the Fundamental Rights Report are reflected in the European Parliament's Report on the situation of fundamental rights in 2015, which the Parliament adopted on 13 December 2016.

An increasing number of FRA national stakeholders have organised national events for the launch of FRA's Fundamental Rights Report 2016 with the participation of FRA Management Board members, NLOs, Franet contractors and civil society. FRA's Director presented key findings in Italy and in France on 4 July and 19 September, respectively. The Chair and the Danish Member of the Management Board presented the report on 5 October in Denmark. In October, November and early December, the report was presented in Finland, Romania, Slovenia and Greece with the kind support and participation of the respective Members of the Management Board and other FRA partners. These launches significantly raised the visibility and awareness of the Fundamental Rights Report at the national level.

The excellent cooperation between FRA and the CoE continued in 2016. FRA's Director visited the CoE in Strasbourg in October. He met with the Secretary General, Thorbjørn Jagland, and addressed the Rapporteur Group on External Relations of the Committee of Ministers. During other high-level meetings, he presented current findings on various areas of common interest, such as migration, refugees and Roma issues. FRA's Director addressed the European Commission for Democracy through Law (the Venice Commission) on 14 October in Venice and presented the agency's work to that expert body. The *Handbook on European law relating to access to justice*, published in June 2016, is the fifth in the series of FRA/CoE/ECTHR handbooks. FRA and the CoE are currently working on the updates of the Handbook on European non-discrimination law and the Handbook on European data protection law.

FRA continued its interaction with the UN human rights system in 2016. FRA submitted country-specific compilations on all five EU Member States under review during the year, reaching a total of 23 reviews since this process started in 2013. Similarly, FRA submitted 24 compilations or provided input to the UN Treaty Bodies, Special Procedures and the OHCHR in 2016, bringing the total to 30 contributions since the process commenced in 2015.

FRA's Director met with the UN High Commissioner for Human Rights, Zeid Ra'ad Al Hussein, in Geneva in June. This exchange followed up on the High Commissioners' visit to FRA in April 2016. This coordination is important to reinforce the standards and the work of the UN in the EU and to align activities such as methodological development. Close cooperation with the OHCHR is needed to showcase FRA's work, such as on indicators, through UN-channels. Additional meetings in Geneva took place to ensure mutual exchange and coordination, including with the newly appointed High Commissioner for Refugees, Filippo Grandi. FRA has continued to provide a compilation of relevant extracts to the Universal Periodic Review as well as to some of the Human Rights



Treaty Bodies. FRA is also exploring how mandate holders, such as UN Special Rapporteurs, can be supported in similar and more systematic ways. With both the UN and the CoE, the Director initiated discussions on how data and information from these levels could usefully be brought together with FRA data to create an EU Fundamental Rights Information System (a project planned in FRA's annual work programme for 2017).

Meetings took place between FRA's Director and the OSCE High Commissioner on National Minorities (HCNM), Astrid Thors, and with the Director of the OSCE ODIHR, Michael Link, to intensify working relations between OSCE and FRA in common areas of work. Both the Director of ODIHR and the OSCE HCNM participated in FRA's Fundamental Rights Forum. FRA's Director also had an introductory meeting with the OSCE Secretary General and addressed the EU Member States' Permanent Representatives to the OSCE in Vienna, presenting key aspects of the agency's work of interest to the EU Member States acting in the OSCE framework. An operational meeting between ODIHR and FRA's management in July, aimed to identify synergies in the work programmes of both institutions and agree on areas of cooperation. Also in July, FRA participated in the OSCE high-level conference on 'Combating violence against women in the OSCE region – bringing security home'. FRA provides support to the Gender Equality section of the OSCE Secretary General's Office, which surveys violence against women within the OSCE area using FRA's survey methodology. In October, an OSCE field operation organised a visit to FRA for the first time, as the OSCE mission to Serbia coordinated a study visit by government representatives and other public officials of the Republic of Serbia. Additionally, in October FRA's Director addressed the OSCE Supplementary Human Dimension Meeting on Freedom of Expression and Freedom of the Media, at the invitation of the OSCE Representative on Freedom of the Media. FRA also participated in the OSCE Human Dimension Committee Meeting devoted to the Right to Freedom of Opinion and Expression in Vienna. Furthermore, ODIHR invited FRA to participate in its Expert Group on the rights of persons with disabilities.

### 1.3. Economy and efficiency of spending and non-spending activities

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

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

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

FRA installed a new datacentre cooling system, which operates under the heat exchange principle and hence requires less electricity, in December 2015. In 2016, the agency was able to confirm that the expected cost of electricity for the cooling system had fallen.

Furthermore, as in 2015, the agency continued to utilise modern video-conferencing systems to reduce travel-related costs.



# 2

## Management



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

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

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

- effectiveness, efficiency and economy of operations;

- reliability of reporting;
- safeguarding of assets and information;
- prevention, detection, correction and follow-up of fraud and irregularities;
- adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FRA Financial Rules, Article 32).

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

### 2.1. Management Board

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

In 2016, no significant risks materialised that would have required a Management Board decision.

## 2.2. Major events

A few months following the arrival of the new Director, FRA's impact and overall organisational effectiveness was reinforced by a structural adjustment that took effect at the end of March 2016. In December 2016, following the Budget Authority's decision to make further staff cuts in 2017, the agency revised its organisational structure to introduce synergies that would optimise the use of its resources while sustaining its operational capabilities. Thus the two support departments were integrated and the new Corporate Services department was created.

### Staff cuts

FRA has fully complied with Article 27 of the Interinstitutional Agreement of 2 December 2013 (2013/C 373/01) and fully implemented the agreed 5 % staff reduction. In addition, it had to further reduce its staffing level by four additional posts for the 'redemption pool', reaching an overall 10 % staff cut in 2017.

In 2016, FRA's establishment plan was increased by one temporary agent post as a result of the addition of two new posts – in the areas of migration, integration and refugee protection (two administrators (AD)) – and the deletion of one post (one assistant (AST)) under the 5 % staff cuts. In addition, the agency increased its contract agent positions by four.

## 2.3. Compliance regarding transparency, accountability and integrity

EU institutions, bodies and Member States hold the agencies politically, financially and judicially accountable for their activities. These include the European Commission, Council and Parliament, as well as the European Court of Justice, the ECA, the IAS, the European Anti-Fraud Office (OLAF) and the European Ombudsman.

The European Commission, the Parliament and the Council agreed the agency's governance structure in its founding act.

Three European Parliamentary Committees regularly assess the work of FRA and oversee its general development. These are the LIBE Committee, the Committee on Budgets and the Budgetary Control Committee. They determine FRA's annual budget, and scrutinise how the agency has spent the money, before deciding if the budget can be discharged. In short, parliamentary oversight over the EU agencies may include questions,

inquiries, hearings, budget discharge, visits and committee contact.

The specialised European Parliamentary committee (LIBE) follows FRA's work. The committee prepares the legislative framework, negotiates with the Council of the European Union, and follows up on evaluations, enquiries from EU citizens and reports from the Court of Auditors. It also issues an opinion on budgetary requests of the agency and discharging the budget.

Stakeholders also work very closely with FRA, providing valuable input to the tasks being carried out (e.g. research projects). This includes helping to steer preliminary preparations, providing feedback on interim and final results and aiding in the dissemination and uptake of findings. In addition, the agency has established consultative fora to engage with civil society organisations.

Furthermore, FRA is forging ever-closer ties to Member States through focal points in national administrations, national parliaments and corresponding national bodies. Such vital mechanisms ensure that there is a constant dialogue as the basis of a strong working partnership, which guarantees that information is shared and national needs are recognised and addressed.

FRA is overseen by a Management Board composed of independent representatives from each Member State as well as the European Commission and the CoE, which meets at least twice per year. The minutes from the Management Board meetings are published on the agency's website.

The functions of the Management Board, Executive Board and Scientific Committee are described within a unique document, the Rules of procedure, which is published on FRA's website.

The Director's reports addressed to the Management Board provide it with a fair and balanced assessment of FRA's activities. The Director releases a report before every Management Board meeting, ensuring transparency and accountability of the executive function (i.e. FRA Director) towards the board of the agency.

The independent review of the agency is subject to internal audits carried out by the IAS, which oversees FRA's compliance with the provisions of the ICS of the European Commission. The ECA reviews the legality and regularity of the transactions, and gives assurance on the truth and fairness of the financial statements. In response to these, FRA developed an internal mechanism to ensure good cooperation with the auditing bodies, and to ensure that further developments of the system consider the results of the audits without exception.



FRA continues to implement and further enhance its Activity-Based Management. Moreover, the agency's budget nomenclature follows the principles of activity-based budgeting (ABB). It complies with the principles of specification, transparency and sound financial management, providing the clarity and transparency necessary for the budgetary process, facilitating the identification of the main objectives as reflected in its PD, making possible choices on political priorities, and enabling efficient and effective implementation.

In its PD, FRA follows a results-based allocation of resources based on priorities. It also includes an annex on risk management, which helps to identify the potential risks and how to respond to mitigate them. In addition, it provides performance indicators that facilitate an effective evaluation. These aspects facilitate the assessment of whether or not FRA is achieving its objectives and increase accountability, transparency and openness.

In accordance with its financial rules, FRA conducts *ex ante* and *ex post* evaluations of its projects. Also, a carefully selected evaluator conducts an independent external evaluation of FRA. Evaluation is the main tool that FRA uses to assess the extent to which its activities reach the set objectives and how their performance can be improved in the future. Among others, the results of evaluations may have an impact on increasing the transparency and accountability of EU expenditure.

Through the Consolidated Annual Activity Report (CAAR) and the Report on Budgetary and Financial Management (RBFM), FRA reports on its performance in managing its budget. These reports outline the achievements for the year and the resources used, with the primary aim of increasing the accountability and transparency of the agency. The CAAR is the tool used to monitor and report on the implementation of the agency's activities and serves as a mirror image of the PD.

FRA's communication strategy and its presence on social media increase openness and transparency.

FRA has placed emphasis on developing a culture of integrity, loyalty and trust. It achieves this through the instruments it put in place to ensure ethical behaviour. FRA avoids situations that might impair its independence or impartiality, through its comprehensive rules on prevention and management of conflict of interest for its Management Board and Scientific Committee. In addition to the Staff Regulations, FRA has introduced for its staff a code of good administrative behaviour as well as a practical guide on management and prevention of conflict of interests, which offer comprehensive information and advice on a variety of issues, ranging from behavioural tips to compliance with legal

obligations. FRA provides compulsory training for staff on ethics and integrity, and publishes the CVs and declarations of interests of all active members of the Management Board, the Scientific Committee and the management team. FRA has specific procedures in place for outside activities, publications and speeches, gifts, missions and relations with interest groups. The agency organises regular training on preventing wrongdoing and has adopted the Commission's decision on whistleblowers.

FRA implemented its anti-fraud strategy, which was based on a risk assessment exercise, taking into account the OLAF guidelines and in consultation with OLAF. It achieved a significant result in terms of awareness raising by preparing and delivering internal training on fraud prevention according to materials provided by OLAF.

FRA has developed a culture of integrity in which related risks are identified, assessed and addressed. Compliance with rules and maintaining a high level of ethical standards is a shared responsibility of agency staff, creating an environment of trust, loyalty, responsibility and respect in the workplace. To this end, FRA has in place a number of tools for protection of staff in general and whistleblowers in particular. It applies by analogy, *inter alia*, the Commission's whistleblowing guidelines as per Executive Board Decision No. 2012/04, which can be found on FRA's website.

FRA applies Regulation 1049/2001 on public access to documents and has in place a register of the documents on its website, where the public may consult and scrutinise not only operational but also administrative documents of importance to its governance. In addition, to increase further its transparency, FRA has in place an online tool where EU citizens may request access to documents related to the work of the agency.

## 2.4. Budgetary and financial management

The implementation rate of C1 credits maintained last year's trend and remained at 100 %. Similarly, the cancellation rate of C8 committed appropriations remained low at 3.3 %.

The implementation rate of C1 payment appropriations under Title III was 32 %. This is in line with FRA's planning for automatic carrying forward (i.e. C8s), as estimated during the first quarter of 2016, and evolved during the financial year. In total, 27 % of the appropriations were automatically carried forward from 2016 to 2017.

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

In 2016, one budgetary transfer was submitted to the Management Board for approval. In addition, the Director authorised eight budgetary transfers. The total amount transferred among titles amounted to €313,347.

The Report on Budgetary and Financial Management (RBFM) provides further information.

### Activity-based budgeting

In 2016, FRA executed in commitment appropriations €21,359,000 consisting of C1 and Ro funds. Based on the traditional presentation of budget execution (i.e. Titles I, II and III), €13,961,653 was spent on overheads (Titles I and II), representing 65 % of overall expenditure. The amount of €7,641,347 was spent on operational expenditure, representing 36 %, 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:

- 82 % for operational expenditure instead of 36 % for Title III;
- 18 % for support expenditure (i.e. overheads) instead of 65 % for Titles I and II.

Compared with 2015, the proportion of person days worked in support activities decreased by 8 % in 2016. This difference is mainly due to three staff members who worked in support activities having left the Agency.

Further details are provided in Annex V.

## 2.5. Human resources management

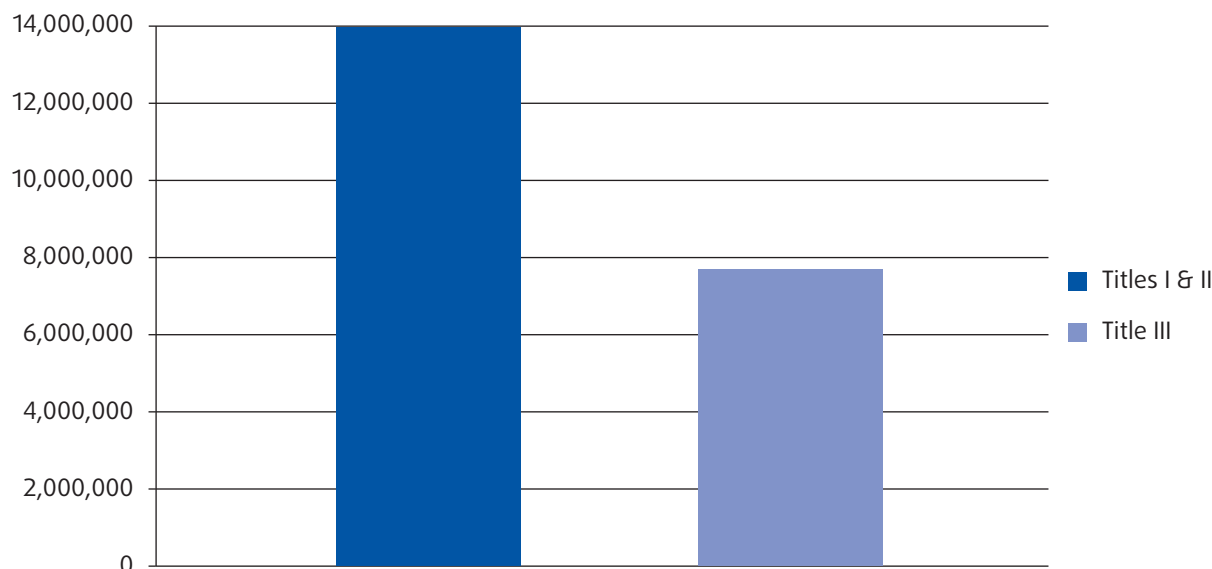
Two new AD posts were added to the establishment plan – in the areas of migration, integration and refugee protection – and one AST post was removed because of the 5 % staff reduction required.

Two support departments were integrated in a reorganisation towards the end of 2016. In the light of the staff reduction, it was necessary to reinforce the agency’s impact and overall organisational effectiveness by introducing synergies that would optimise the use of FRA’s resources while sustaining its operational capabilities.

In its continuous effort to reinforce ethical standards for its staff, FRA revised its code of good administrative behaviour in 2015 and in 2016 put in place a practical guide for external publications by FRA staff.

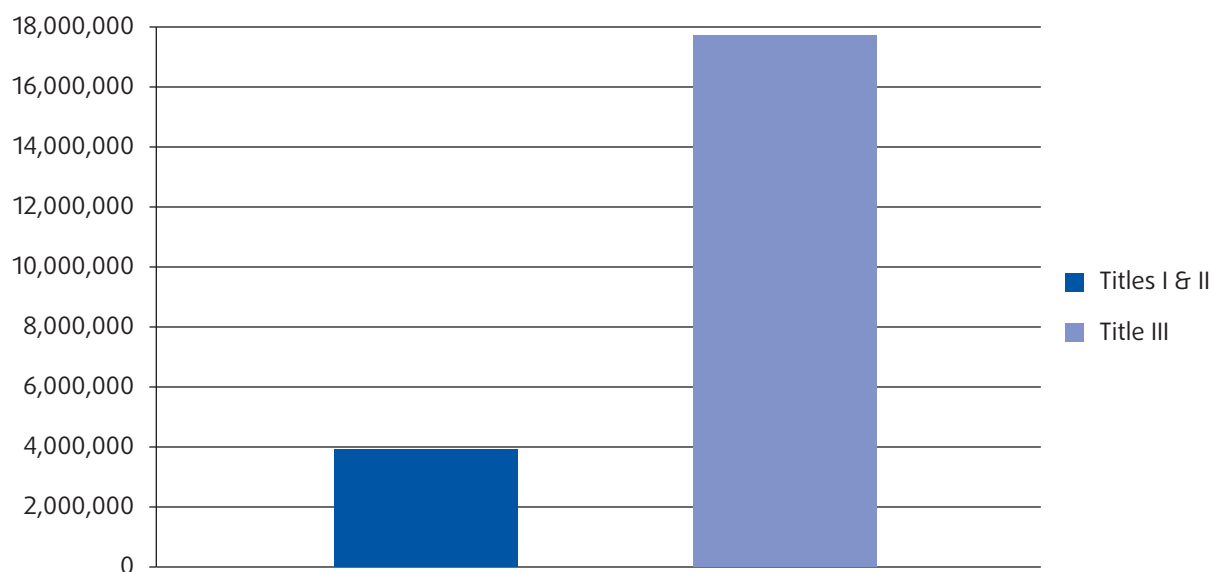
FRA released the final progress activity report of the Equal Opportunities and Diversity Action Programme 2013–2015 in 2016. This was the first action programme that FRA undertook to foster its commitment to equal opportunity and diversity. The second action plan,

Figure 1: Traditional presentation of budget execution (€)



Source: FRA, 2016



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

Source: FRA, 2016

which covers the period 2016–2020, was also first implemented in 2016. As part of its implementation, FRA established an equality and diversity group. The aim of the group is to foster and mainstream equality and diversity within FRA.

Moreover, FRA adopted two new policies for the reclassification of temporary and contract agents pursuant to Article 110 of the Staff Regulations. These policies were developed for all of the EU's decentralised agencies and joint undertakings to take into account their specificities and harmonise important human resources policies among these bodies.

FRA undertook the 2016 benchmarking exercise using the methodology approved for EU agencies. The results of this exercise are shown in Annex IV.

## 2.6. Assessment by management

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

### 2.6.1. Control effectiveness as regards legality and regularity

FRA has set up internal control processes intended to ensure the adequate management of risks relating to

the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned. The control objective is to ensure that FRA has reasonable assurance that the total amount of any financial operation authorised during the reporting year which would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of the authorised commitments.

### Summary of materiality criteria

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

### Recoveries resulting from *ex post* controls

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

### 2.6.2. Control efficiency and cost-effectiveness

The principle of efficiency concerns the best relationship between resources employed and results achieved. The principle of economy requires that the resources used by the agency in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price. This subsection

outlines the indicators used to monitor the efficiency of the control systems, including an overall assessment of the costs and benefits of controls.

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

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

The annual analysis of the level of compliance with the ICS includes qualitative analysis and recommendations for improvement which are communicated to the Management.

FRA implements regularly preventative measures together with internal awareness raising activities, such as regular presentations to and training of staff members.

One of the 2016 exceptions had a value greater than €5,000. The total amount involved in this exception was €15,000. It related to deviation from the financial rules, in particular an increase of commitment that was done *a posteriori*. The exception was duly justified to minimise reputational risk for FRA and reduce payment of interests.

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

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

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

Overall, in 2016 the checks that FRA carried out for the management of the budget appropriations were cost effective, as the estimated quantifiable benefits exceeded the cost.

In particular, for procurements, an estimated amount of €5,179 was invested in checking 11 procurement

procedures for tenders with a total value of €8,810,304. Thus, 0.01 % of the total estimated contract value was spent on checking and each procurement procedure cost an estimated average of €471.

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

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

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

### **Qualitative analysis of the results of the *ex post* supervisory controls**

In accordance with Article 46 of its Financial Rules, in 2016 the agency performed an *ex post* control exercise to verify the communication and awareness raising expenditure.

A total of 18 transactions, 12 commitments amounting to a total of €440,896 and six payments amounting to a total of €265,162 were subject to a supervisory desk review.

The overall conclusion of the *ex post* controls was that the transactions were done respecting the existent regulatory system, and the *ex ante* controls in place assuring their conformity.

Taking into consideration that no ineligible costs had been paid, the detected error rate in the sample of the transactions is 0 %. Therefore, the residual error rate in the entire population is estimated to be 0 %.

There was no amount at risk to the value of the relevant payments authorised. Therefore, the estimating financial exposure is €0.

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

For supervisory measures an estimated amount of €2,188 was invested in checking 18 financial transactions worth €706,059. Thus, 0.3 % of the total value of transactions checked *ex post* was dedicated to control.



Each transaction or procedure checked *ex post* cost an estimated €122.

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

### 2.6.3. Fraud prevention and detection

FRA has developed an anti-fraud strategy, evaluating the introduction of new controls, if necessary, after a dedicated risk assessment. The Management Board adopted the strategy during its December 2014 meeting, together with a related action plan, which was implemented during 2015 and 2016.

In principle, the controls aimed at preventing and detecting fraud are not unlike those intended to ensure the legality and regularity of transactions (unintentional errors). Still, FRA screens the population of transactions, contracts, projects and beneficiaries to identify those at a higher risk of fraud and subjects the latter to more in-depth monitoring controls. During the reporting year, no cases were transmitted either to the OLAF or to the Commission Investigating and Disciplinary Office (IDOC) for investigation. During the reporting year, no new cases were referred to either OLAF or the Commission Investigating and Disciplinary Office (IDOC) for investigation. However, FRA was part of an ongoing investigation conducted by OLAF, which was closed by the end of the year.

## 2.7. Budget implementation tasks entrusted to other services and entities

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

## 2.8. Assessment of audit results during the reporting year

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

FRA is audited by both internal and external independent auditors: (1) the IAS and (2) the ECA.

### Internal Audit Service (IAS)

During the reference period, the IAS closed the last open recommendation raised during the audit on human resources management.

### European Court of Auditors (ECA)

The ECA observations did not include previously undisclosed issues related to transactions, control systems or the management representations in the CAAR. The agency agreed to the observations and responded by stressing the low level of cancellations it has every year, which implies a final out-turn higher than 99 % and can be considered a very good indicator of proper budget implementation.

As a result of the assessment of the risks underlying the auditors' observations together with the management measures taken in response, the agency believes that the recommendations issued do not raise any assurance implications and are being implemented as part of the continuous efforts in terms of further improvements.

## 2.9. Follow up of audit plans, audits and recommendations

### IAS

In 2016 no IAS audits were carried out. All previous audits concluded that the ICS in place provides reasonable assurance regarding the achievement of the business objectives set up for the process examined, and all the relevant recommendations were closed.

### ECA

For the implementation of recommendations issued in previous years, FRA has implemented the relevant action plans as planned. In 2015, the ECA had a comment on FRA's annual accounts report, concerning the high level of carry-overs for Title III. The ECA declared, however, that this mainly results from the nature of the agency's activities, which involve procuring studies that span many months, often beyond year-end.

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

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

## 2.10 Follow up of observations from the Discharge Authority

This section presents a summary of the observations and comments by the Discharge Authority (DA) on the implementation of the 2014 budget, as per Article 110 (2) of the Financial Rules, and the measures taken by FRA. It focuses on the most relevant ones, or on those that are ongoing.

### Observations regarding FRA

Observation of DA	FRA's reply and measures	Implemented
To raise awareness of the conflict-of-interest policy among its staff, alongside ongoing awareness-raising activities and the inclusion of integrity and transparency as an obligatory item to be discussed during recruitment procedures and performance reviews	The agency introduced a practical guide on management and prevention of conflict of interests for its staff. It also provides compulsory training for staff on ethics and integrity, and publishes the CVs and declarations of interests of all active members of the Management Board, the Scientific Committee and the management team. During recruitment procedures FRA examines any potential conflict of interest prior to offering a job.	Ongoing
To pay special attention to the protection of whistleblowers in the context of the soon-to-be-adopted Directive of the European Parliament and of the Council on the protection of undisclosed know-how and business information (trade secrets) against their unlawful acquisition, use and disclosure	FRA applies by analogy the Commission's whistleblowing guidelines. As soon as the new Directive is adopted, FRA will consider how to apply it internally.	Ongoing

### Main observations regarding all EU agencies

Observation of DA	FRA's reply and measures	Implemented
None applicable to FRA		



# 3

## Assessment of the effectiveness of the internal control systems



FRA has adopted a set of internal control standards, based on international good practice, to ensure that it achieves its policy and operational objectives. In addition, as regards financial management, compliance with these standards is a compulsory requirement.

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

### 3.1. Risk management

The general risk environment in which the agency operates and the inherent risks of the agency's processes is annually assessed with an exercise involving all members of the management team.

Key risks are identified and assessed in a risk register on the basis of the effectiveness of existing controls; whenever a risk is not considered to be at an acceptable level, specific preventative actions are agreed on and implemented.

During the financial year, no risks materialised.

In the context of the anti-fraud strategy, a specific fraud risk assessment was implemented, resulting in an action plan that was fully implemented and is continuously monitored.

### 3.2. Compliance and effectiveness of Internal Control Standards (ICS)

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

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

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

#### Corrective actions already implemented in 2016

The agency had foreseen a number of measures to improve the effective implementation of ICS No 5 "Objectives, performance indicators", ICS No 11 "Document management", and the ICS on "Business continuity". By the end of the reporting year, these measures were undertaken and progressively implemented.



## Internal gap analysis

In December 2016, an internal gap analysis (based on desk analysis of existing documentation, interviews and auditing bodies' recommendations) was performed, aiming to provide a detailed assessment of the compliance level of the ICSs. The resulting report gives the overview of the percentage implementation of each standard and summarises a set of recommendations classified per priority.

As a result, FRA identified a level of implementation close to full compliance. Additional measures are expected to be fully implemented by the end of 2017.

It has to be considered that the change in the ICS expected for 2017 will require a further review of the current state of implementation with specific reference to new elements that might be introduced.

## Exceptions

In addition to the gap analysis and following the provisions of ICS No 8 "Processes and procedures", FRA has in place a process for the registration and authorisation of exceptions, the register being centrally maintained and regularly provided to the external auditing bodies (i.e. IAS, ECA).

The period under evaluation reveals that the ICS based on strong *ex ante* controls is able to detect the most significant deviations from the financial regulation leading to the registration of the exceptions and allowing appropriate decision making.

It has to be noted that the preventative measures agreed on in the past together with improved communication have contributed to an increased awareness of the staff on the specific topic of budgetary and legal commitments and to better clarity of the contents in the procedures.

## *Ex post* controls

An *ex post* control exercise is implemented on an annual basis; the risk-based identification of target areas allows efficient use of resources and the clear identification of areas with a need for control.

In 2016, based on a specific risk assessment, an exercise was completed on specific budget lines, without identification of criticalities.

## Conclusion

The agency annually assesses the effectiveness of its key ICSs, relying on a number of monitoring measures and sources of information. The assessment concludes that the ICSs are effectively implemented.



# 4

## Management assurance



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

### 4.1. Review of the elements supporting assurance and possible reservations

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

In conclusion:

- there were no reservations listed on the previous years' annual activity reports;
- all IAS recommendations were considered adequately implemented and have been closed;
- the ECA issued a positive declaration of assurance for the financial year 2015 on legality and regularity of the transactions;
- there are two ongoing observations from the European Parliament, which are expected to be implemented shortly.

### 4.2. Reservations

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

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

This section reviews the assessment of the elements reported above and draws conclusions supporting the declaration of assurance and whether or not it should be qualified with reservations.

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





# 5

## Declaration of assurance



I, the undersigned,

Director of the European Union Agency for Fundamental Rights

In my capacity as authorising officer

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

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

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

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

Vienna, 18 May 2017

Michael O'Flaherty



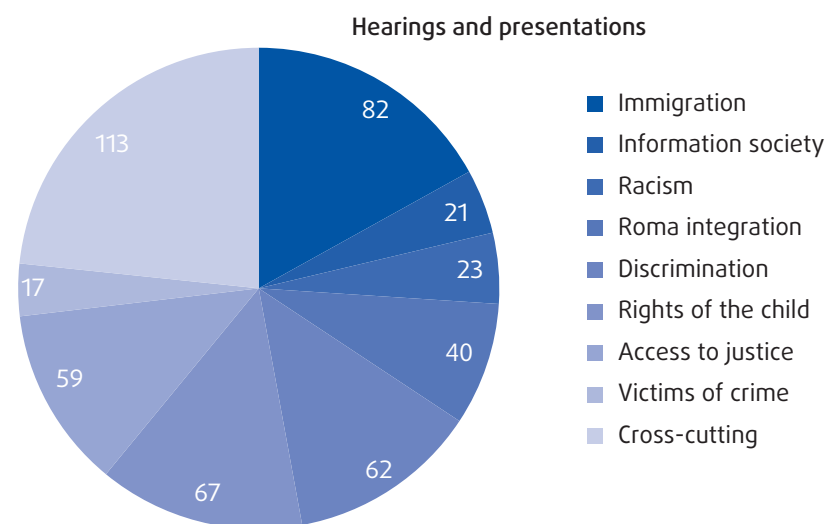
# Annex I: Core business statistics

The main activities of FRA can be clustered in the following four groups:

- provide assistance and expertise to EU institutions and Member States;
- collect data and conduct research and analysis on fundamental rights trends and challenges;
- cooperate and network with Member States, Union institutions, research centres, national bodies, and non-governmental organisations;
- raise public awareness of fundamental rights and actively disseminate information about its work.

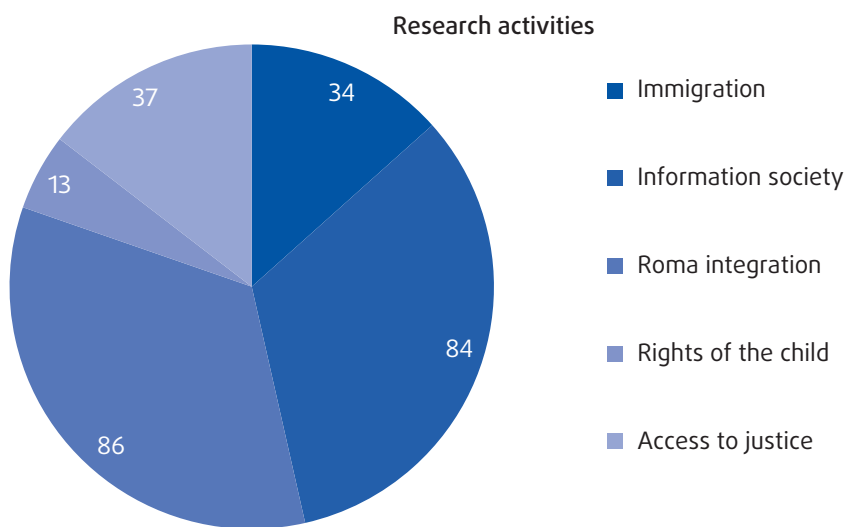
To better monitor and evaluate the performance of the agency and the impact made, based on the activities undertaken, FRA has established a Performance Management Framework (PMF). The PMF consists of intervention logic and indicators framework. Below are charts linked to some of the key performance indicators (KPIs) reflecting FRA’s performance in 2016.

**Objective: Provide assistance and expertise to EU institutions and Member States**  
 Indicator: Number of hearings or presentations to institutional stakeholders across levels of governance



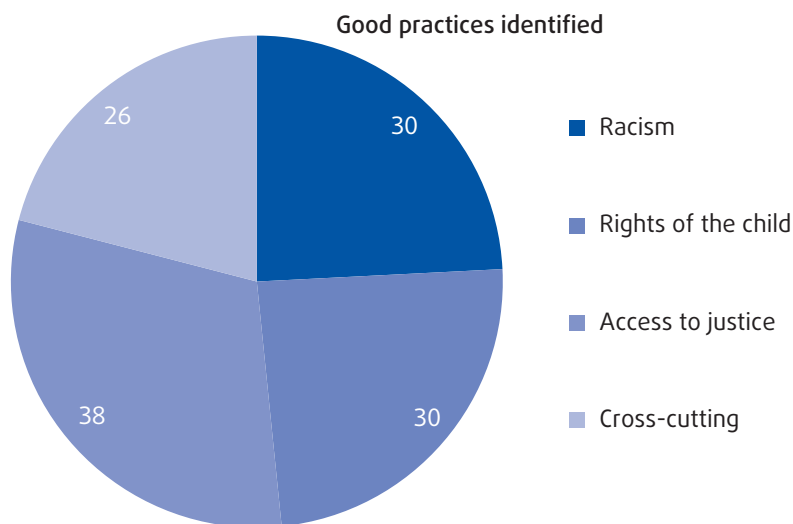
The chart shows the number of FRA presentations and hearings at Member State- and EU-level events, as well as at events organised by other international organisations, by thematic area. The high figure for the **Immigration** area is due to the numerous presentations of the findings from the **Severe forms of labour exploitation** project, as well as to the great interest in the area of migration and the ongoing refugee and migrant crisis.

**Objective: Develop research analysis and surveys and identify good practices**  
 Indicator: Number of research activities  
 Indicator: Number of good practices identified



In 2016 FRA undertook **254 research activities**. The high figure for the thematic area of Roma integration is due to the numerous research activities in the project ‘Roma multi-annual programme’. In ‘Information society’, FRA undertook a great amount of research for the project ‘National intelligence authorities and surveillance in the EU: fundamental rights safeguards and remedies’.

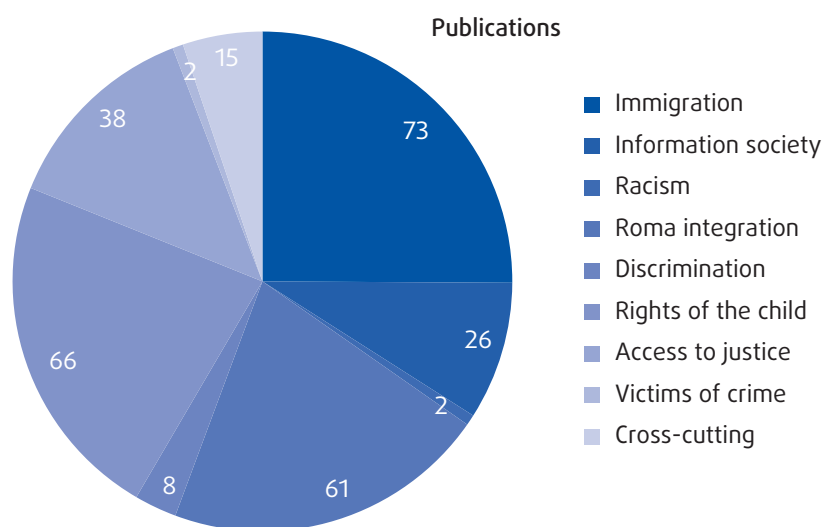
The numbers vary greatly between the different thematic areas, as the amount of research activities depends on the type of project and the stage at which the project is.



Once FRA has undertaken field and desk research, it can analyse the data and identify good practices. In 2016 FRA identified **124 good practices**.



**Objective: Publish thematic reports and handbooks**  
 Indicator: Number of publications produced



FRA issued a total of 306 publications (including handbooks, reports, summaries, legal opinions guidance documents; promotional material and online publications) in 2016. The chart reflects the distribution of the publications issued in 2016 by thematic area.

Many of the publications, although belonging to one thematic area, cover also issues relevant to other areas, such as the publications from the thematic area of Immigration and Racism, which also cover issues relevant to the thematic area of the Rights of the Child.

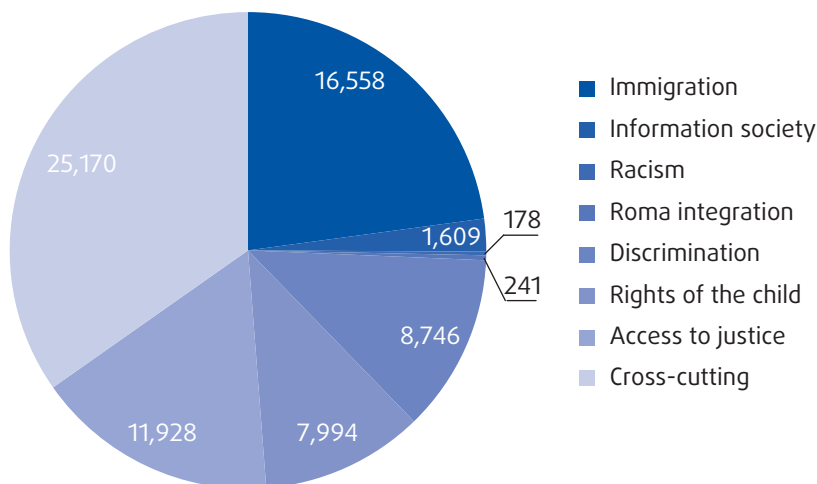
**Objective: Disseminate targeted information to the right stakeholders at the right time**  
 Indicator: Number of relevant stakeholders receiving FRA information  
 Indicator: Number of stakeholders receiving a copy of the publications



**73,419**

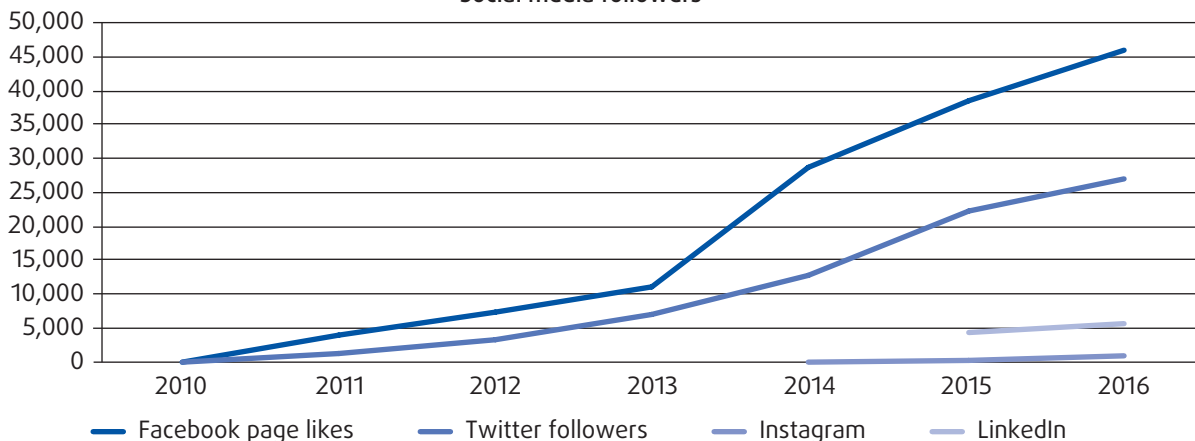
Printed publications disseminated in 2016

Publications 2016 - Number of downloads



FRA’s publications were downloaded thousands of times in 2016. The high number of downloads in the thematic area Cross-cutting is due to the ongoing popularity of the [Fundamental Rights Reports](#) that FRA produces each year. The [monthly reports, opinions](#) and findings from the [Severe forms of labour exploitation](#) project, which FRA published in the thematic area of Immigration, are also very popular. The [Handbook on European law relating to access to justice](#) also achieved a high number of downloads, and was translated into 22 languages.

Social media followers

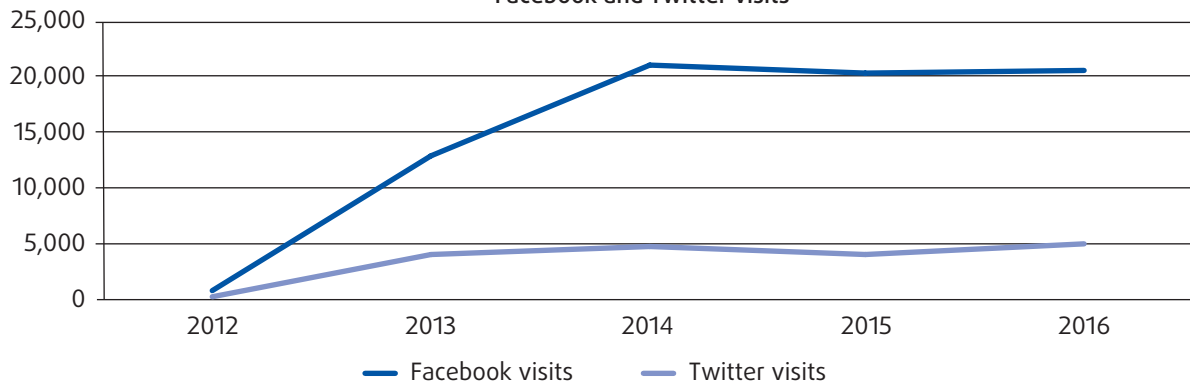


The agency uses different channels to disseminate FRA information to its stakeholders and the general public.

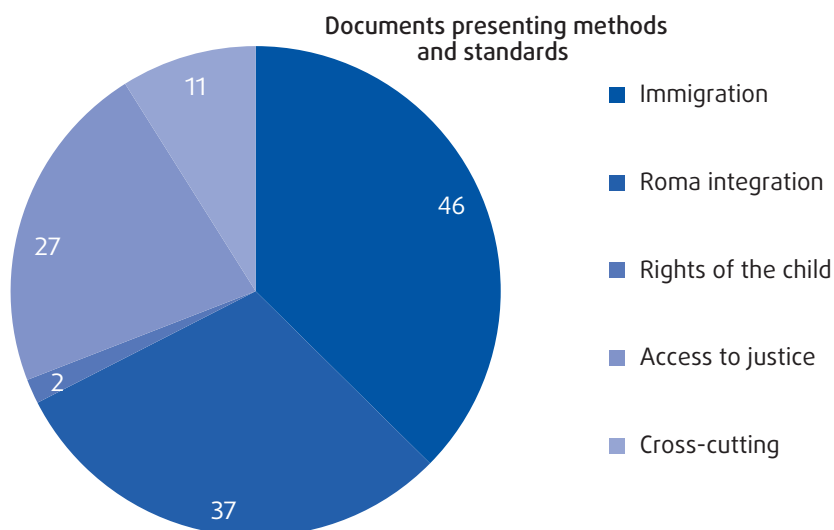
In 2016, FRA continued to use social media to share FRA information and reach the general public. The agency is consolidating its audience and making its presence more targeted and more professional. The social media fan base is constantly increasing and now numbers 46,100 Facebook fans and 27,194 Twitter followers.

Visits to FRA website from social media

Facebook and Twitter visits



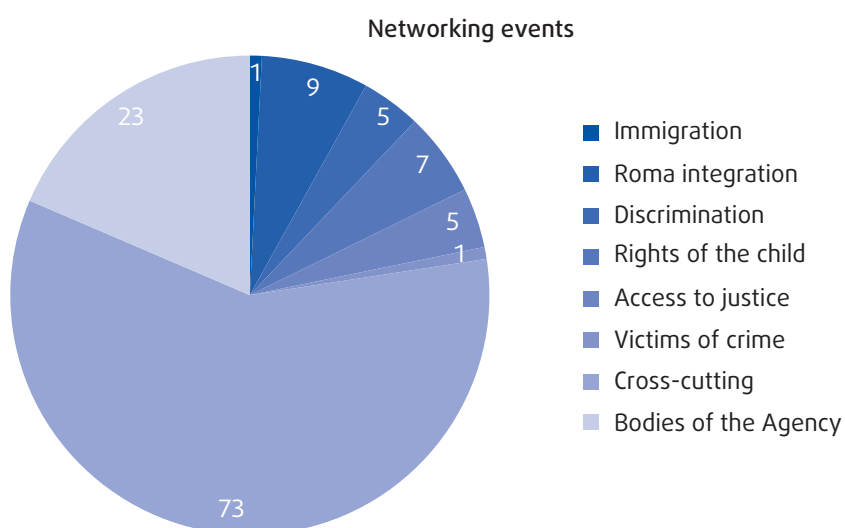
**Objective: Develop relevant methods and standards**  
 Indicator: Number of documents produced whose purpose is to present methods and standards



In 2016, FRA published a total of **123 documents presenting methods and standards**.

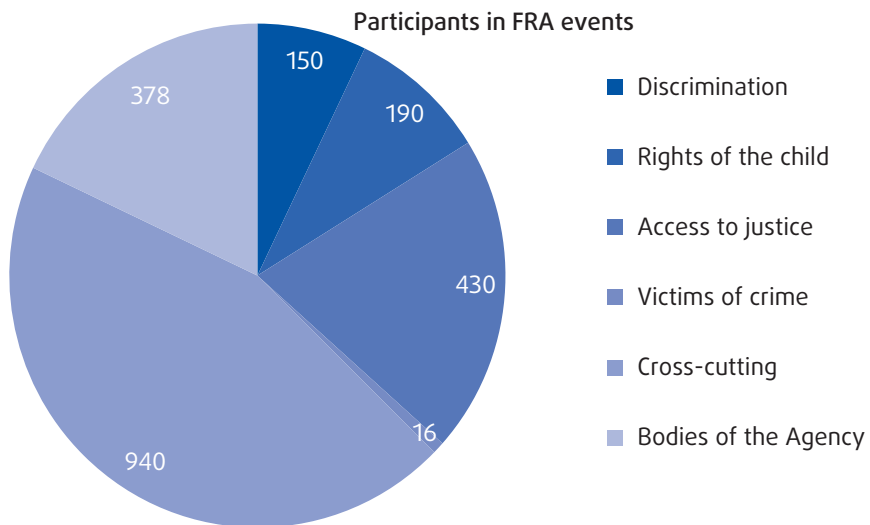
The high figure for the Immigration area is due to the great interest in the area of migration and the ongoing refugee and migrant crisis. FRA increased its efforts to provide Member States and EU institutions with crucial research findings in 2016.

**Objective: Develop effective networks with key partners and agency networks**  
 Indicator: Number of networking events organised  
 Indicator: Number of participants in FRA events



FRA was active in organising a total of **124 events in 2016**. Most of them, as expected, belong to the Cross-cutting thematic area and were an opportunity for FRA and its stakeholders to discuss fundamental rights issues belonging to various thematic areas.

In addition, thematic area-based events and expert meetings were organised to discuss specific thematic issues.



FRA organised the first [Fundamental Rights Forum](#) on 20–23 June 2016, bringing together over 700 participants and creating a unique opportunity to discuss emerging fundamental rights issues in the European Union. The [Fundamental Rights Platform](#) is a platform for discussion among leading experts, policy makers and practitioners from all walks of life. The project’s main aim is to foster cooperation between different stakeholders. Both projects belong to the Cross-cutting thematic area, which explains the high level of attendance at events organised in this thematic area.



# Annex II: Statistics on financial management

Please refer to the RBFM available online:

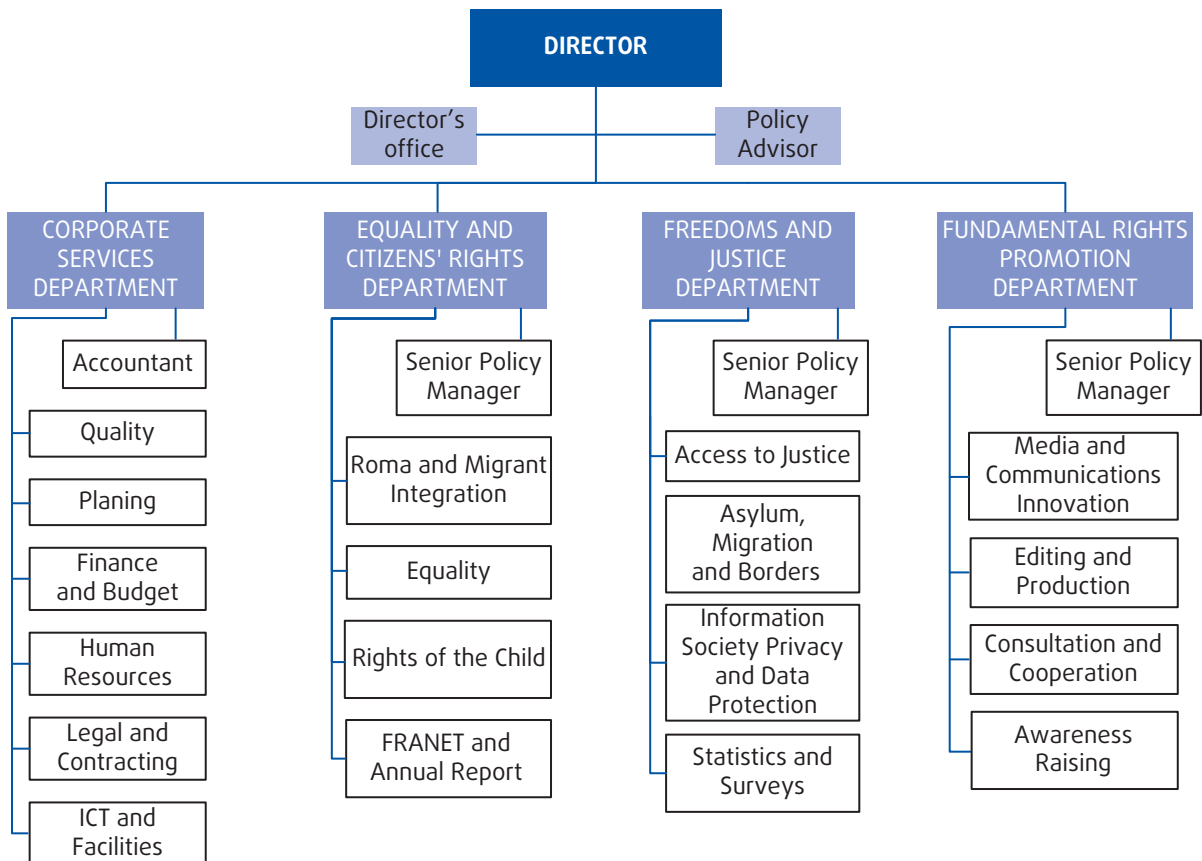
<http://fra.europa.eu/en/about-fra/finance-and-budget/financial-documents>



# Annex III: Organisational chart

FRA's structure on 16 December 2016, following a reorganisation, comprised the Director's office and four departments as shown in Figure A3.1.

Figure A3.1: Organisational chart





# Annex IV: Establishment plan

Table A4.1: Establishment plan

Category and grade	Permanent posts		Temporary posts	
	2016 (authorised posts)	2016 (actually filled as of 31/12/2016)	2016 (authorised posts)	2016 (actually filled as of 31/12/2016)
AD 16	-	-	-	-
AD 15	-	-	1	-
AD 14	-	-	1	1
AD 13	-	-	2	1
AD 12	-	-	10	-
AD 11	-	-	-	5
AD 10	-	-	14	2
AD 9	-	-	11	7
AD 8	-	-	1	8
AD 7	-	-	5	15
AD 6	-	-	3	6
AD 5	-	-	-	-
Total AD	-	-	48	45
AST 11	-	-	-	-
AST 10	-	-	1	-
AST 9	-	-	3	-
AST 8	-	-	3	3
AST 7	-	-	6	3
AST 6	-	-	12	3
AST 5	-	-	-	7
AST 4	-	-	1	8
AST 3	-	-	-	1
AST 2	-	-	-	-
AST 1	-	-	-	-
Total AST	-	-	26	25
AST/SC 6	-	-	-	-
AST/SC 5	-	-	-	-
AST/SC 4	-	-	-	-
AST/SC 3	-	-	-	-
AST/SC 2	-	-	-	-
AST/SC 1	-	-	-	-
Total AST/SC	-	-	-	-
<b>Total</b>	-	-	<b>74</b>	<b>70</b>

Note: AST/SC: Secretaries and clerks.

**Table A4.2: Benchmarking against previous year results**

Job type (sub)category	Year N - 1 (%)	Year N (%)
<b>Administrative support and coordination</b>	<b>25</b>	<b>22</b>
Administrative Support	23	22
Coordination	2	-
<b>Operational</b>	<b>107</b>	<b>109</b>
General operational activities	14	11
Programme management and implementation	89	93
Top operational coordination	4	5
Evaluation and impact assessment	-	-
<b>Neutral</b>	<b>21</b>	<b>19</b>
Accounting, finance, non-operational procurement, contract management and quality management, internal audit and control	15	14
Linguistic activities	6	5

Note: The above figures comprise all different type of contracts, i.e. temporary agents, contract agents, seconded national experts, interns, study visitors and external service providers. NB: The figures for the year N - 1 published in the 2015 Annual Activity Report comprised only temporary and contract agents.



# Annex V: Human and financial resources by activity

**Table A5.1: Human resources by ABB activity**

ABB Activity	Human Resources by ABB activity	
	Total person days	Percentage
Access to justice	1,142	6%
Victims of crime	276	1%
Information society	483	3%
Roma integration	579	3%
Rights of the child	422	2%
Discrimination	1,553	8%
Immigration and integration of migrants, visa and border control and asylum	1,698	9%
Racism, xenophobia and related intolerance	276	1%
Communication and awareness-raising	4,427	23%
Cross-cutting activities	1,828	9%
Consultation and cooperation mechanism	290	1%
Research and stakeholder cooperation	909	5%
<b>Total operational</b>	<b>13,884</b>	<b>72%</b>
Support activities	5,478	28%
<b>Total support activities</b>	<b>5,478</b>	<b>28%</b>
<b>Total agency days</b>	<b>19,362</b>	

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

Source: FRA, 2016

**Table A5.2: Financial resources by ABB activity**

ABB Activity	Direct expenditure	Indirect expenditure (overheads)	Total
Access to justice	1,355,201	823,484	2,178,685
Victims of crime	564,429	199,021	763,450
Information society	481,991	348,430	830,421
Roma integration	91,501	417,799	509,300
Rights of the child	184,074	304,372	488,445
Discrimination	1,275,972	1,119,995	2,395,967
Immigration and integration of migrants, visa and border control and asylum	1,684,281	1,224,193	2,908,474
Racism, xenophobia and related intolerance	80,819	199,237	280,056
Communication and awarenessraising	1,187,470	3,192,261	4,379,731
Cross-cutting activities	184,429	1,318,151	1,502,580
Consultation and cooperation mechanism	133,407	209,116	342,523
Research and stakeholder cooperation	417,773	655,181	1,072,955
<b>Total operational</b>			
Support activities	-	3,950,414	3,950,414
<b>Total support activities</b>			
<b>Total</b>	<b>7,641,347</b>	<b>13,961,653</b>	<b>21,603,000</b>

Source: FRA, 2016





# Annex VI: Specific annexes related to Part II

## A. Materiality criteria

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

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

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

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

## B. Internal control template(s) for budget implementation

### Stage 1 – Procurement

#### A – Planning

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, fre- quency and depth	How to estimate the costs and benefits of controls	Control indicators
Non-applicable, as no medium or high risks were identified under this phase.	-	-	-	-

#### B – Needs assessment and definition of needs

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

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Non-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	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Conflict of interest/unequal treatment of tenderers; for example, via biased selection criteria or partial evaluations (relating also to MB and SC)	Formal evaluation process, governed by dedicated internal procedures: Opening committee and Evaluation committee  Including a minimum number of five members in the selection panel for tenders above €60,000, and three in case of those below €60,000, reducing the risk of unequal treatment  Providing clear rules for purchases up to €15,000	100 % – all calls for tenders <b>Depth:</b> all documents transmitted	<b>Costs:</b> estimation of cost of staff involved <b>Benefits:</b> compliance with Financial Rules  Difference between the most onerous offer and the selected one  Preventing the unequal treatment of tenderers, and therefore the potential complaints or litigation that may occur	<b>Effectiveness:</b> numbers of complaints or litigation cases filed  Number of requests for clarification regarding the tender  <b>Efficiency:</b> average cost of a tendering procedure  Costs for closing a complaint/litigation
	Declarations of conflict of interest are signed by the members of both the opening and evaluation panels	100 % of the members of the Opening committee and the Evaluation committee	<b>Costs:</b> estimation of cost of staff involved <b>Benefits:</b> amounts of contracts for which the control prevented the risk of litigation or fraud	
	Declarations of conflict of interest are signed by the members of MB and SC	100 % of declarations of conflict of interest are signed by the members of MB and SC	<b>Costs:</b> estimation of cost of staff involved in the preparation, publication and archiving of declarations signed <b>Benefits:</b> potential irregularities prevented by avoiding the interference in procurement procedure/contracting	
	Dedicated pages on the FRA website that assure the transparency of the information	100 % of the information is available on the website <b>Depth:</b> compulsory for calls for tenders above €15,000	<b>Costs:</b> estimation of costs for running the website (updating, maintenance, etc.) <b>Benefits:</b> potential complaints that may be received from bidders concerning the access to information  Participation in competition of a sufficient amount of bidders	
	Exclusion and selection criteria documented and transparent, by including them in technical specifications  Existence of the SC  Admin supervision and AO approval of tender specifications	100 % of the tender specifications are scrutinised <b>Depth:</b> determined by the amount of the awarded contract	<b>Costs:</b> estimation of cost of staff involved <b>Benefits:</b> limiting the risk of litigation  Limiting the risk of cancellation of a tender  Amount of proposed contracts for which the supervisory and approval detected material error	

Note: AO: Authorising Officer; MB: Management Board; SC: Steering Committee.

## Stage 2 – Financial transactions

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

Main risks It may happen (again) that...	Mitigating controls	How to determine cover- age, frequency and depth	How to estimate the costs and benefits of controls	Control 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 the accounting records (all pre-financing payments are controlled via ABAC)	100 % of the contracts (via commitments) are entered in ABAC	<b>Costs:</b> costs for licencing of ABAC users Estimation of costs of staff involved Costs of training activities <b>Benefits:</b> centralised control of the payments Access to information for all the participants involved Amount of irregularities, errors, and overpayments prevented by the controls Systematic weaknesses detected and corrected	<b>Effectiveness:</b> % error rate prevented Number of control failures Number/amount of liquidated damages, if any Number of actions for improvement implemented <b>Efficiency:</b> 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 via ABAC	100 % of the guarantees are included in ABAC		
	Training on ABAC compulsory for all nominated users	100 % ABAC users		
	Financial workflow based on "four eyes" principles (operational and financial checks in accordance with the financial workflow)	100 % of the transactions are controlled <b>Depth:</b> all the transactions checked		
	Centralised financial initiation			
	Each transaction is checked by AOD in its capacity as financial verifying agent	100 % of transactions are verified <b>Depth:</b> riskier operations subject to in-depth controls		
	Each transaction checked by the accounting officer (i.e. accrual adjustments)	100 % of the transactions are checked		
Registration and authorisation of exceptions Review of exceptions reported	Reported exceptions in line with the internal procedure <b>Depth:</b> depending on the reporting of exception. 100 % once a year <b>Depth:</b> look for the weakness in the procedures related to the reported exceptions			
<i>Ex post</i> controls	Selected transactions <b>Depth:</b> the control sampling is risk based			

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

## Stage 3 – Supervisory measures

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

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

Note: TCM: Tender Contract Maker.



# Annex VII: Specific annexes related to Part III

There are no specific annexes related to Part III.



# Annex VIII: Draft annual accounts

Table A8.1: Outturn on C1 commitment appropriations in 2016 (in million €)

Chapter		Commitment appropriations authorised *	Commitments made	%
		1	2	3 = 2/1
<b>Title A-1 STAFF EXPENDITURE</b>				
A01100	Basic salaries	5.65	5.65	100.00 %
A01101	Family allowances	0.73	0.73	100.00 %
A01102	Expatriation and foreign-residence allowances	0.82	0.82	100.00 %
A01103	Secretarial allowances	0.01	0.01	100.00 %
A01113	Trainees	0.41	0.41	100.00 %
A01115	Contract agents	1.61	1.61	100.00 %
A01130	Insurance against sickness	0.20	0.20	100.00 %
A01131	Insurance against accidents & occupational disease	0.03	0.03	100.00 %
A01132	Insurance against unemployment	0.08	0.08	100.00 %
A01140	Childbirth and death grants	0.00	0.00	100.00 %
A01141	Travel expenses for annual leave	0.11	0.11	100.00 %
A01175	Interim services	0.00	0.00	0.00 %
A01178	External services	0.07	0.07	100.00 %
A01190	Salary weightings	0.34	0.34	100.00 %
A01200	Recruitment expenses	0.00	0.00	100.00 %
A01201	Travel expenses	0.00	0.00	0.00 %
A01202	Installation resettlement and transfer allowances	0.03	0.03	100.00 %
A01203	Removal expenses	0.01	0.01	100.00 %
A01204	Temporary daily subsistence allowances	0.00	0.00	100.00 %
A01300	Mission expenses, duty travel expenses and other ancillary expenditure	0.07	0.07	100.00 %
A01410	Medical service	0.03	0.03	100.00 %
A01420	Professional training of staff	0.11	0.11	100.00 %
A01430	Legal services	0.07	0.07	100.00 %
A01520	Staff exchanges	0.43	0.43	100.00 %
A01610	Social contacts between staff	0.01	0.01	100.00 %
A01620	Other welfare expenditure	0.62	0.62	100.00 %
A01630	Early childhood centres and crèches	0.18	0.18	100.00 %
A01700	Entertainment and representation expenses	0.00	0.00	100.00 %
<b>Total Title A-1</b>		<b>11.62</b>	<b>11.62</b>	<b>100.00 %</b>

<b>Title A-2 BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>				
A02000	Rent	0.57	0.57	100.00 %
A02010	Insurance	0.01	0.01	100.00 %
A02020	Water, gas, electricity and heating	0.07	0.07	100.00 %
A02030	Cleaning and maintenance	0.29	0.29	100.00 %
A02040	Fitting-out of premises	0.07	0.07	100.00 %
A02050	Security and surveillance of buildings	0.13	0.13	100.00 %
A02100	Data-processing equipment	0.48	0.48	100.00 %
A02101	Software development	0.27	0.27	100.00 %
A02102	Other external services for data processing	0.03	0.03	100.00 %
A02200	New purchases of equipment and installations	0.01	0.01	100.00 %
A02203	Maintenance, use and repair of technical equipment and installation	0.00	0.00	0.00 %
A02210	Furniture	0.00	0.00	0.00 %
A02230	Hire of vehicles	0.00	0.00	0.00 %
A02250	Library stocks purchase of books	0.00	0.00	0.00 %
A02300	Stationery and office supplies	0.01	0.01	100.00 %
A02320	Bank charges	0.00	0.00	0.00 %
A02353	Departmental removals and associated handling	0.02	0.02	100.00 %
A02355	Publications and reproduction of documents	0.00	0.00	100.00 %
A02400	Postage and delivery charges	0.01	0.01	100.00 %
A02410	Telecommunications charges	0.07	0.07	100.00 %
A02411	Telecommunications equipment	0.01	0.01	100.00 %
A02550	Miscellaneous expenditure for meetings	0.01	0.01	100.00 %
A02601	Studies surveys consultations	0.02	0.02	100.00 %
<b>Total Title A-2</b>		<b>2.08</b>	<b>2.08</b>	<b>100.00 %</b>
<b>Title Bo-3 OPERATIONAL EXPENDITURE</b>				
B03211	Information society and, in particular, respect for private life and protection of personal data	0.48	0.48	100.00 %
B03230	Immigration and integration of migrants	1.68	1.68	100.00 %
B03311	Racism, xenophobia and related intolerance	0.08	0.08	100.00 %
B03321	Discrimination	1.28	1.28	100.00 %
B03340	Roma integration	0.09	0.09	100.00 %
B03350	Rights of the child	0.18	0.18	100.00 %
B03620	Access to justice	1.36	1.36	100.00 %
B03630	Victims of crime, including compensation to victims of crime	0.56	0.56	100.00 %
B03700	Annual Report	0.42	0.42	100.00 %
B03711	Communication and awareness-raising	1.19	1.19	100.00 %
B03801	Bodies of the agency	0.18	0.18	100.00 %
B03802	Consultation mechanisms	0.13	0.13	100.00 %
B03900	Reserve for Title III	0.00	0.00	0.00 %
<b>Total Title Bo-3</b>		<b>7.63</b>	<b>7.63</b>	<b>100.00 %</b>
<b>TOTAL FRA</b>		<b>21.33</b>	<b>21.33</b>	<b>100.00 %</b>

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

Source: FRA, 2016





Figure A8.1: Out-turn on C1 commitment appropriations in 2016 (% by chapter)

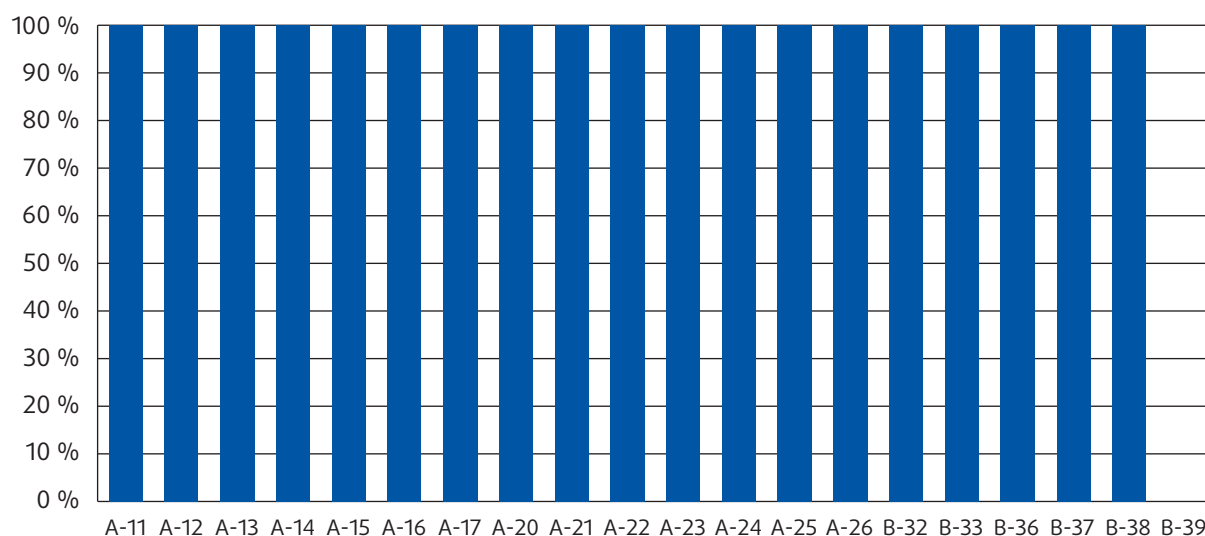


Table A8.2: Out-turn on payment appropriations in 2016 (in million €)

Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3 = 2/1
<b>Title A-1 STAFF EXPENDITURE</b>				
A01100	Basic salaries	5.65	5.65	100.00 %
A01101	Family allowances	0.73	0.73	100.00 %
A01102	Expatriation and foreign-residence allowances	0.82	0.82	100.00 %
A01103	Secretarial allowances	0.01	0.01	100.00 %
A01113	Trainees	0.42	0.41	97.61 %
A01115	Contract agents	1.61	1.61	100.00 %
A01130	Insurance against sickness	0.20	0.20	100.00 %
A01131	Insurance against accidents & occupational disease	0.03	0.03	100.00 %
A01132	Insurance against unemployment	0.08	0.08	100.00 %
A01140	Childbirth and death grants	0.00	0.00	100.00 %
A01141	Travel expenses for annual leave	0.11	0.11	100.00 %
A01175	Interim services	0.00	0.00	0.00 %
A01178	External services	0.07	0.06	85.71 %
A01190	Salary weightings	0.34	0.34	100.00 %
A01200	Recruitment expenses	0.01	0.01	100.00 %
A01201	Travel expenses	0.00	0.00	0.00 %
A01202	Installation resettlement and transfer allowances	0.03	0.03	100.00 %
A01203	Removal expenses	0.02	0.01	50.00 %
A01204	Temporary daily subsistence allowances	0.00	0.00	100.00 %
A01300	Mission expenses, duty travel expenses and other ancillary expenditure	0.08	0.07	87.5 %
A01410	Medical service	0.05	0.03	60.00 %
A01420	Professional training of staff	0.15	0.12	80.00 %
A01430	Legal services	0.08	0.08	100.00 %
A01520	Staff exchanges	0.43	0.43	100.00 %
A01610	Social contacts between staff	0.01	0.01	100.00 %

Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3 = 2/1
A01620	Other welfare expenditure	0.62	0.62	100.00 %
A01630	Early childhood centres and crèches	0.18	0.18	100.00 %
A01700	Entertainment and representation expenses	0.00	0.00	0.00 %
<b>Total A-1</b>		<b>11.73</b>	<b>11.64</b>	<b>99.23 %</b>
<b>Title A-2 BUILDINGS, EQUIPMENT &amp; MISCELLANEOUS OPERATING EXPENDITURE</b>				
A02000	Rent	0.57	0.57	100.00 %
A02010	Insurance	0.01	0.01	100.00 %
A02020	Water, gas, electricity and heating	0.07	0.07	100.00 %
A02030	Cleaning and maintenance	0.30	0.29	96.67 %
A02040	Fitting-out of premises	0.07	0.04	57.14 %
A02050	Security and surveillance of buildings	0.14	0.12	85.71 %
A02100	Hardware and software	0.68	0.43	63.24 %
A02101	Software development	0.30	0.19	63.33 %
A02102	Other external services for data processing	0.03	0.03	100.00 %
A02200	New purchases of equipment and installations	0.04	0.03	75.00 %
A02203	Maintenance, use and repair of technical equipment and installations	0.00	0.00	0.00 %
A02210	Furniture	0.00	0.00	0.00 %
A02230	Hire of vehicles	0.00	0.00	0.00 %
A02250	Library stocks purchase of books	0.00	0.00	0.00 %
A02300	Stationery and office supplies	0.02	0.02	100.00 %
A02320	Bank charges	0.00	0.00	0.00 %
A02353	Departmental removals and associated handling	0.02	0.02	100.00 %
A02355	Publications and reproduction of documents	0.00	0.00	0.00 %
A02400	Postage and delivery charges	0.01	0.01	100.00 %
A02410	Telecommunications charges	0.11	0.08	72.73 %
A02411	Telecommunications equipment	0.01	0.00	0.00 %
A02550	Miscellaneous expenditure for meetings	0.01	0.01	100.00 %
A02601	Studies surveys consultations	0.04	0.01	25.00 %
<b>Total A-2</b>		<b>2.43</b>	<b>1.93</b>	<b>79.42 %</b>
<b>Title Bo-3 OPERATIONAL EXPENDITURE</b>				
B03211	Information society and, in particular, respect for private life and protection of personal data	0.69	0.51	73.91 %
B03230	Immigration and integration of migrants	2.67	1.46	54.68 %
B03311	Racism, xenophobia and related intolerance	0.13	0.12	92.31 %
B03321	Discrimination	2.90	2.09	72.08 %
B03340	Roma integration	0.60	0.49	81.67 %
B03350	Rights of the child	0.93	0.77	82.80 %
B03620	Access to justice	2.06	0.75	36.41 %
B03630	Victims of crime & comp.	0.57	0.20	35.09 %
B03700	Annual Report	0.42	0.12	28.57 %
B03701	Research and data collection	0.25	0.25	100.00 %
B03711	Communication and awareness-raising	1.62	0.89	54.97 %



Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3 = 2/1
B03801	Bodies of the agency	0.30	0.23	76.67 %
B03802	Consultation mechanisms	0.23	0.15	65.22 %
B03900	Reserve for Title III	0.00	0.00	0.00 %
<b>Total Bo-3</b>		<b>13.37</b>	<b>8.03</b>	<b>60.12 %</b>
<b>TOTAL FRA</b>		<b>27.53</b>	<b>21.6</b>	<b>78.48 %</b>

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

Source: FRA, 2016

Figure A8.2: Out-turn on payment appropriations in 2016 (% by chapter)

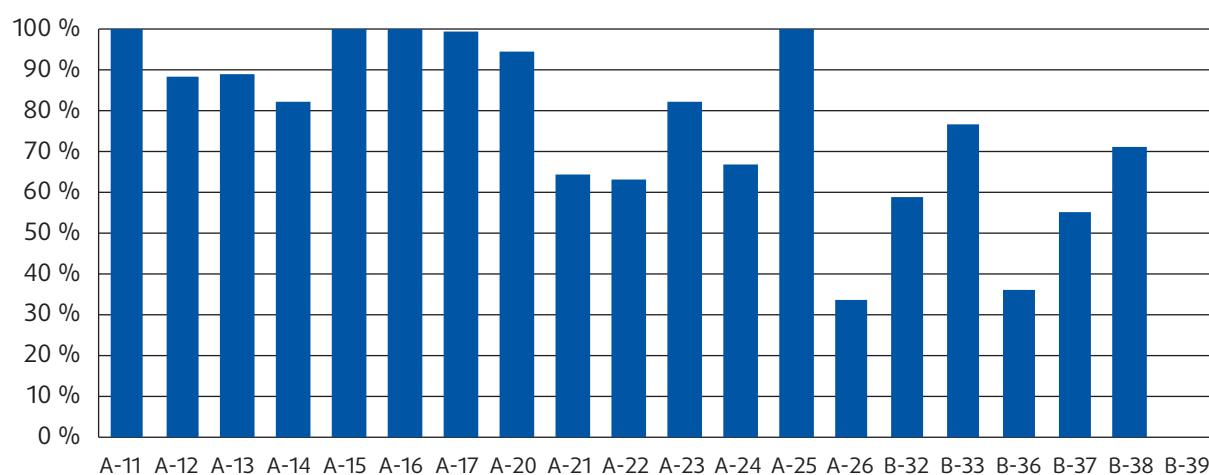


Table A8.3: Breakdown of commitments to be settled at 31 December 2016

Chapter		2016 Commitments to be settled			
		Commitments 2016	Payments 2016	RAL 2016	% to be settled
		1	2	3 = 1 - 2	4 = (3/1)*100
<b>Title A-1 STAFF EXPENDITURE</b>					
A01100	Basic salaries	5.65	-5.65	0.00	0.00 %
A01101	Family allowances	0.73	-0.73	0.00	0.00 %
A01102	Expatriation and foreign-residence allowances	0.82	-0.82	0.00	0.00 %
A01103	Secretarial allowances	0.01	-0.01	0.00	0.00 %
A01113	Trainees	0.41	-0.41	0.00	0.00 %
A01115	Contract agents	1.61	-1.61	0.00	0.00 %
A01130	Insurance against sickness	0.20	-0.20	0.00	0.00 %
A01131	Insurance against accidents & occupational disease	0.03	-0.03	0.00	0.00 %
A01132	Insurance against unemployment	0.08	-0.08	0.00	0.00 %
A01140	Childbirth and death grants	0.00	0.00	0.00	0.00 %
A01141	Travel expenses for annual leave	0.11	-0.11	0.00	0.00 %
A01178	External services	0.07	-0.06	0.01	14.29 %

Chapter		2016 Commitments to be settled			
		Commitments 2016	Payments 2016	RAL 2016	% to be settled
		1	2	3 = 1 - 2	4 = (3/1)*100
A01190	Salary weightings	0.34	-0.34	0.00	0.00 %
A01200	Recruitment expenses	0.00	0.00	0.00	0.00 %
A01201	Travel expenses	0.00	0.00	0.00	0.00 %
A01202	Installation resettlement and transfer allowances	0.03	-0.03	0.00	0.00 %
A01203	Removal expenses	0.01	-0.01	0.00	0.00 %
A01204	Temporary daily subsistence allowances	0.00	0.00	0.00	0.00 %
A01300	Mission expenses and duty travel expenses and other ancillary expenditure	0.07	-0.06	0.01	14.29 %
A01410	Medical service	0.03	-0.03	0.00	0.00 %
A01420	Professional training of staff	0.11	-0.08	0.03	27.27 %
A01430	Legal services	0.07	-0.07	0.00	0.00 %
A01520	Staff exchanges	0.43	-0.43	0.00	0.00 %
A01610	Social contacts between staff	0.01	-0.01	0.00	0.00 %
A01620	Other welfare expenditure	0.62	-0.62	0.00	0.00 %
A01630	Early childhood centres and crèches	0.18	-0.18	0.00	0.00 %
A01700	Entertainment and representation expenses	0.00	0.00	0.00	0.00 %
<b>Total A-1</b>		<b>11.62</b>	<b>-11.57</b>	<b>0.05</b>	<b>0.43 %</b>
<b>Title A-2 BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>					
A02000	Rent	0.82	-0.82	0.00	0.00 %
A02010	Insurance	0.01	-0.01	0.00	0.00 %
A02020	Water, gas, electricity and heating	0.07	-0.07	0.00	0.00 %
A02030	Cleaning and maintenance	0.29	-0.28	0.01	3.45 %
A02040	Fitting-out of premises	0.07	-0.04	0.03	42.85 %
A02050	Security and surveillance of buildings	0.13	-0.11	0.02	15.38 %
A02100	Hardware and software	0.48	-0.23	0.25	52.08 %
A02101	Software development	0.27	-0.16	0.11	40.74 %
A02102	Other external services for data processing	0.03	-0.03	0.00	0.00 %
A02200	New purchases of equipment and installations	0.01	0.00	0.01	100.00 %
A02230	Hire of vehicles	0.00	0.00	0.00	0.00 %
A02300	Stationery and office supplies	0.01	-0.01	0.00	0.00 %
A02320	Bank charges	0.00	0.00	0.00	0.00 %
A02353	Departmental removals and associated handling	0.02	-0.01	0.01	50.00 %
A02355	Publications and reproduction of documents	0.00	0.00	0.00	0.00 %
A02400	Postage and delivery charges	0.01	-0.01	0.00	0.00 %
A02410	Telecommunications charges	0.07	-0.05	0.02	28.57 %
A02411	Telecommunications equipment	0.01	0.00	0.01	100.00 %
A02550	Miscellaneous expenditure for meetings	0.01	-0.01	0.00	0.00 %
A02601	Studies surveys consultations	0.02	0.00	0.02	100.00 %
<b>Total A-2</b>		<b>2.33</b>	<b>-1.84</b>	<b>0.49</b>	<b>21.37 %</b>



Chapter		2016 Commitments to be settled			
		Commitments 2016	Payments 2016	RAL 2016	% to be settled
		1	2	3 = 1 - 2	4 = (3/1)*100
<b>Title Bo-3 OPERATIONAL EXPENDITURE</b>					
Bo3211	Information society and, in particular, respect for private life and protection of personal data	0.48	-0.31	0.17	35.42 %
Bo3230	Immigration and integration of migrants	1.68	-0.48	1.20	71.43 %
Bo3311	Racism, xenophobia and related intolerance	0.08	-0.08	0.00	0.00 %
Bo3321	Discrimination	1.28	-0.47	0.81	63.28 %
Bo3340	Roma integration	0.09	-0.05	0.04	44.44 %
Bo3350	Rights of the child	0.18	-0.04	0.14	77.77 %
Bo3620	Access to justice	1.36	-0.05	1.31	96.32 %
Bo3630	Victims of crime & comp.	0.56	-0.19	0.37	66.07 %
Bo3700	Annual Report	0.42	-0.12	0.30	71.43 %
Bo3701	Research and data collection	1.19	-0.50	0.69	57.98 %
Bo3711	Communication and awareness-raising	0.18	-0.11	0.07	38.89 %
Bo3801	Bodies of the agency	0.13	-0.07	0.06	46.15 %
Bo3802	Consultation mechanisms	0.48	-0.31	0.17	35.42 %
<b>Total Bo-3</b>		<b>8.11</b>	<b>-2.78</b>	<b>5.33</b>	<b>65.72 %</b>
<b>TOTAL FRA</b>		<b>22.06</b>	<b>-16.19</b>	<b>5.89</b>	<b>26.70 %</b>

Source: FRA, 2016

Figure A8.3: Breakdown of commitments remaining to be settled at 31 December 2016 (in Mio €)

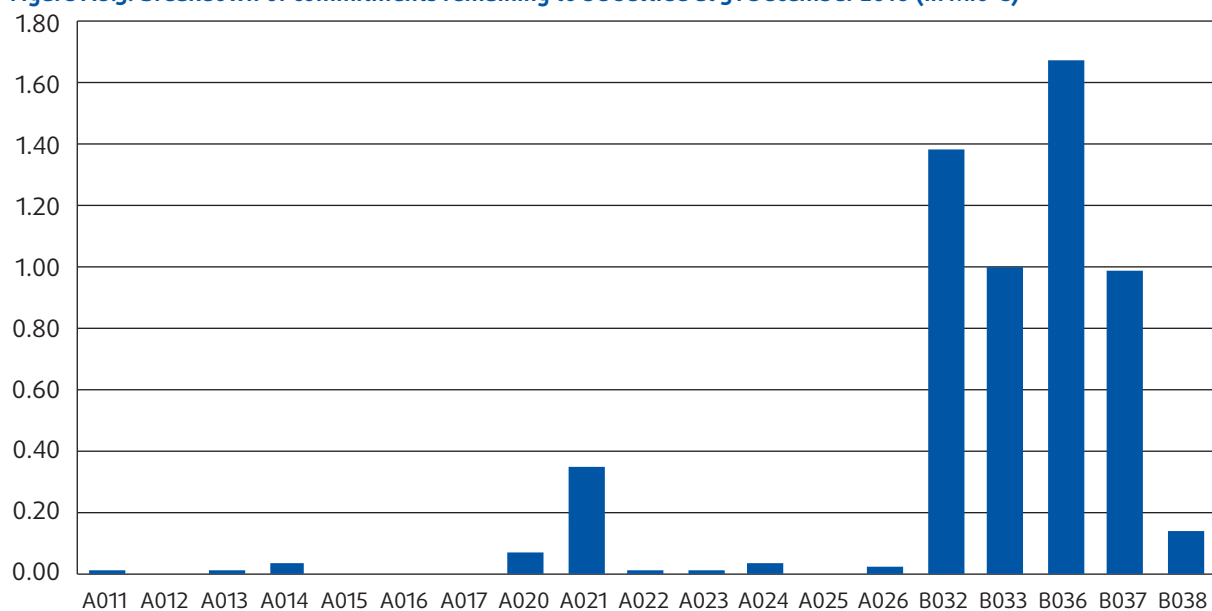


Table A8.4: Draft Balance Sheet as at 31 December 2016

BALANCE SHEET*			
	Note	31 December 2016 (€)	31 December 2015 (€)
<b>A. NON CURRENT ASSETS</b>		<b>1,061,129</b>	<b>1,270,179</b>
Intangible assets		72,408	93,299
Property, plant and equipment		988,721	1,176,880
Financial assets		-	-
Long-term pre-financing		-	-
Long-term receivables and recoverables		-	-
<b>B. CURRENT ASSETS</b>		<b>6,495,122</b>	<b>7,142,494</b>
Inventories		-	-
Pre-financing		-	310,675
Receivables and recoverables		242,623	208,767
Financial assets		-	-
Cash and cash equivalents		6,252,499	6,623,052
<b>TOTAL ASSETS</b>		<b>7,556,251</b>	<b>8,412,673</b>
<b>C. NON-CURRENT LIABILITIES</b>		-	-
Pension and other employee benefits		-	-
Provisions for risks and liabilities		-	-
Financial liabilities		-	-
Long-term liabilities to consolidated entities		-	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		-	-
<b>D. CURRENT LIABILITIES</b>		<b>1,633,423</b>	<b>1,607,987</b>
Employee benefits		-	-
Provisions for risks and liabilities		-	-
Financial liabilities		-	-
Payables		1,633,423	1,607,987
<b>TOTAL LIABILITIES</b>		<b>1,633,423</b>	<b>1,607,987</b>
<b>E. NET ASSETS/LIABILITIES</b>		<b>5,922,828</b>	<b>6,804,686</b>
<b>Reserves</b>		-	-
Accumulated result		5,922,828	6,804,686
<b>B. Minority interest</b>		-	-
<b>TOTAL NET ASSETS/LIABILITIES</b>		<b>5,922,828</b>	<b>6,804,686</b>

Note \* The figures included in Table A8.4 are provisional, since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Source: FRA, 2016



Table A8.5: Draft 2016 Statement of Financial Performance:

STATEMENT OF FINANCIAL PERFORMANCE*		
	2016 €	2015 €
GNI based resources	-	-
VAT resources	-	-
Traditional Own Resources	-	-
Funds transferred from the Commission to other Institutions	-	-
Contributions of EFTA countries belonging to the EEA	-	-
Fines	-	-
Recovery of expenses	-	-
European Union contribution	21,156,262	21,257,526
Other operating revenue	245,621	247,568
<b>TOTAL OPERATING REVENUE</b>	<b>21,401,883</b>	<b>21,505,094</b>
Administrative expenses	-13,857,794	-13,993,477
Staff expenses	-11,089,686	-10,814,808
Fixed asset related expenses	-485,251	-479,074
Pensions	-	-
Other administrative expenses	-2,282,857	-2,699,595
<b>Operating expenses</b>	<b>-8,425,947</b>	<b>-8,144,179</b>
Centralised Direct Management	-	-
Centralised Indirect Management	-	-
Decentralised Management	-	-
Shared Management	-	-
Joint Management	-	-
Other operating expenses	-8,425,947	-8,144,179
<b>TOTAL ADMINISTRATIVE AND OPERATING EXPENSES</b>	<b>-22,283,741</b>	<b>-22,137,656</b>
<b>SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES</b>	<b>-881,858</b>	<b>-632,562</b>
Financial revenues	-	-
Financial expenses	-	-
Share of net surpluses or deficits of associates and joint ventures accounted for using the equity method	-	-
<b>SURPLUS/(DEFICIT) FROM NON OPERATING ACTIVITIES</b>	<b>-881,858</b>	<b>-632,562</b>
<b>SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES</b>		
Minority interest	-	-
Extraordinary gains (+)	-	-
Extraordinary losses (-)	-	-
<b>SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS</b>	<b>-</b>	<b>-</b>
<b>ECONOMIC RESULT OF THE YEAR</b>	<b>-881,858</b>	<b>-632,562</b>

Note \* The figures included in Table A8.4 are provisional, since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Source: FRA, 2016

Table A8.6: Average payment times for 2016

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 late payments	Average payment time (days)
30	2,155	1,992	92.44 %	10.31	163	7.56 %	43.09
45	1	1	100.00 %	43	-	-	-
60	196	193	98.47 %	25.24	3	1.53 %	67
<b>Total number of payments</b>	<b>2,352</b>	<b>2,186</b>	<b>92.94 %</b>	-	<b>166</b>	<b>7.06 %</b>	-
<b>Average net payment time</b>	<b>13.89</b>	-	-	<b>11.64</b>	-	-	<b>43.52</b>
<b>Average gross payment time</b>	<b>14.76</b>	-	-	<b>12.36</b>	-	-	<b>46.33</b>

Suspensions							
Average report approval suspension days	Average payment suspension days	Number of suspended payments	% of total number	Total number of payments	Amount of suspended payments (€)	% of total amount	Total paid amount
0	53	39	1.66 %	2,351	788,190.05	5.40 %	14,584,130.28

Late interest paid in 2016			
Agency	GL Account	Description	Amount (€)
-	-	-	0

Note: GL: General Ledger.

Source: FRA, 2016

Table A8.7: Situation on revenue and income in 2016

Title	Description	Year of origin	Revenue and income recognised	Revenue and income cashed	Outstanding balance
2000	European Union subsidy	2016	21,359,000.00	21,359,000.00	0.00
9000	Miscellaneous revenue	2016	244,000.00	244,000.00	0.00
<b>TOTAL FRA</b>			<b>21,603,000.00</b>	<b>21,603,000.00</b>	<b>0.00</b>

Source: FRA, 2016



Table A8.8: recovery of undue payments

Income budget recovery orders issued in 2016	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% qualified/total RC	
	Nbr	RO amount	Nbr	RO amount	Nbr	RO amount
Year of origin (commitment)						
<b>Sub-total</b>	0	0.00	0	0.00	0	0.00

Expenses budget	Error		Irregularity		OLAF notified		Total undue payments recovered		Total transactions in RC (incl. non-qualified)		% qualified/total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
Income lines in invoices	-	-	-	-	-	-	-	-	-	-	-	-
Non-eligible in cost claims	-	-	-	-	-	-	-	-	-	-	-	-
Credit notes	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-	-	-	-	-

<b>GRAND TOTAL</b>	-	-	-	-	-	-	-	-	-	-	-	-
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Note: RC: Recovery Context; RO: Recovery Order.

Source: FRA, 2016

Table A8.9: Ageing balance of recovery orders at 31 December 2016

Year of origin	Number at 1 January 2016	Number at 31 December 2016	Evolution	Open amount (€) at 1 January 2016	Open amount (€) at 31 December 2016	Evolution
2016	0	0	0.00 %	0.00	0.00	0.00 %
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0.00 %</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 %</b>

Source: FRA, 2016

Table A8.10: Recovery-order waivers in 2016 &gt; €100,000

Waiver central key	Linked RO central Key	RO accepted amount (€)	LE account group	Commission decision	Comments
<b>Total FRA</b>		<b>0.00</b>	-	-	-
<b>Number of RO waivers</b>		<b>0</b>	-	-	-

Justifications: N/A

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

Source: FRA, 2016

**Table A8.11: Census of negotiated procedures**

Negotiated procedures – Contracts > €60.000						
		Count:	0			
		Total amount:	0			
Contractor(s)						
Number	Name	Address	Type of contract	Description	Amount (€)	Legal base
None	-	-	-	-	-	-

Source: FRA, 2016

**Table A8.12: Building contracts**

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

Source: FRA, 2016

**Table A8.13: Contracts declared secret**

The agency did not declare any contracts secret.

Source: FRA, 2016



# Annex IX: Performance information included in evaluations

**Evaluation activities** at FRA aim to measure the project performance on the basis of set criteria and indicators, with a view to establishing findings and conclusions as well as recommendations for future programming or improvements to the current projects. An evaluation can be conducted at different stages of each project's life cycle, internally or externally to the organisation. FRA uses different types of internal evaluations at project level, such as *ex ante* and *ex post* evaluations. In 2016, five evaluation exercises were conducted for FRA projects as part of a general effort to ensure the highest impact of its activities.

For the following FRA projects, evaluation activities were conducted in 2016:

*Ex ante*:

- Social Inclusion and Migrant Participation in Society
- Severe labour exploitation – migrant workers' perspectives (SELEX II)
- Rights of crime victims to have access to justice – a comparative analysis
- Fundamental Rights Promotion through awareness raising and cooperation with stakeholders in EU Member States.

*Ex post*:

- Severe forms of labour exploitation (SELEX)
- FRA Fundamental Rights Forum
- Victim support services in the EU: an overview and assessment of victims' rights in practice.

The main findings and conclusions of the abovementioned *ex ante* and *ex post* evaluation activities are in the following pages.

<b>Ex ante evaluation report: Social Inclusion and Migrant Participation in Society</b>	
<b>Thematic area:</b>	Immigration and integration of migrants, visa and border control and asylum
<b>Type of evaluation:</b>	<i>Ex ante</i>
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>The project aims to provide a unique comparative overview of legislation policies in the areas of integration and discrimination with regard to social inclusion, social cohesion and migrant participation in all 28 EU Member States. To provide evidence-based advice on the cross-cutting policy challenges, the project will develop and populate rights-based indicators, publish country-based reports and facts sheets, and use innovative communication tools to disseminate results and raise awareness.</li> </ul> <p><b>Objectives and expected impact</b></p> <ul style="list-style-type: none"> <li>The project aims to provide robust evidence and data on social inclusion, social cohesion and participation policies in the EU to identify and analyse major trends in the field of fundamental rights concerning social inclusion, social cohesion and participation legislation policies.</li> <li>One main objective is to assist the EU and its Member States in decision making by providing high-quality and relevant data, facts and opinions on social inclusion and integration policies, and good practices identified across all EU Member States.</li> <li>Furthermore, the project tries to develop, review and refine fundamental rights-based indicators on specific aspects of migrant integration in the areas of active participation, non-discrimination and social cohesion, to complement existing EU migrant integration indicators.</li> <li>Additionally, timely and targeted responses to fundamental rights emergencies related to inclusion and integration of migrants and refugees in EU societies should be developed and an overview of the situation on the ground will be provided.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>The project is expected to generate new evidence and a unique comparative overview of the situation in the EU-28 concerning social inclusion, social cohesion and integration policies, with a particular initial focus on the major groups marked by ethnic diversity in the EU, migrants and their descendants. Thus, it will provide important input for current debates and policy challenges, accentuated by migrant and refugee inflows and the need to tackle emerging and alarming phenomena of extremism, intolerance and fear among the population, and the different social and ethnic groups in the EU.</li> </ul>



<b>Ex ante evaluation report: Severe labour exploitation – migrant workers’ perspectives (SELEX II)</b>	
<b>Thematic area:</b>	Immigration and integration of migrants, visa and border control and asylum
<b>Type of evaluation:</b>	<i>Ex ante</i>
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>The project follows on from FRA’s project ‘Severe labour exploitation’ (SELEX I), which was carried out from 2013 to 2015. SELEX II will directly interview groups that are vulnerable to severe labour exploitation, including individuals who have experienced exploitation. The research aims to fill a gap in existing knowledge regarding the experiences of, and responses to, severe labour exploitation of workers who move within or into the EU. In SELEX II, FRA will explore the views of rights holders, interviewing workers who are at risk of experiencing or have experienced severe forms of labour exploitation in nine Member States.</li> </ul> <p><b>Objectives and expected impact</b></p> <ul style="list-style-type: none"> <li>The project aims to collect information on the experiences of foreign workers (both EU workers and third-country nationals) within selected EU Member States in the last few years.</li> <li>FRA aims to fill a significant gap in the research literature on the subject, as previous studies have focused primarily on the views of professional groups and not the experiences and concerns of the workers themselves.</li> <li>The intention is to provide legislators, policy makers and those responsible for combating labour exploitation (at the EU and national levels) with evidence about the experiences of foreign workers to better understand their needs; key to further developing effective measures to counter severe labour exploitation (e.g. designing an effective risk assessment framework based on an analysis of risk factors and experiences of exploited persons), as well as realising the right of victims of crime to have access to justice.</li> <li>The key expected impact of the project is to provide evidence towards an understanding of effective methods regarding policies and practices to prevent and respond to labour exploitation in the EU from the victims’ perspective.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>SELEX II complements SELEX I by extending the scope of the research beyond professional groups that deal with labour exploitation to cover interviews with foreign workers themselves concerning their experiences. This will allow consolidation of data through evidence provided by both duty bearers and rights holders. SELEX II will further develop FRA’s evidence base from the rights holder’s perspective and will thus help to fill a significant gap in knowledge about the actual experiences of foreign workers whose situation comes to the attention of a third party.</li> </ul>

<b>Ex ante evaluation report: Rights of crime victims to have access to justice – a comparative analysis</b>	
<b>Thematic area:</b>	Victims of crime including compensation to victims of crime
<b>Type of evaluation:</b>	<i>Ex ante</i>
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>Following the incorporation of the Victims' Directive into national law, the project aims to collect evidence from selected Member States and prepare an in-depth comparative report on the situation of victims at legal, institutional and practical levels. The objective is to investigate and analyse – from a rights-based perspective – how the criminal justice process includes victims of crime and in this regard the type and forms of support they receive from Member States' justice systems. In parallel, FRA's work should feed into the policy and legislative process of the EU, with the agency becoming a key provider of robust, relevant and timely evidence-based advice on fundamental rights in the area of victims of crime.</li> </ul> <p><b>Objectives and expected impact</b></p> <ul style="list-style-type: none"> <li>Working closely with key stakeholders, FRA intends to provide fundamental rights-centred evidence-based advice concerning the situation on the ground with respect to selected areas of EU policy, legislation and practice related to victims of crime.</li> <li>In parallel, FRA's work should feed into the policy and legislative process of the EU, with the agency becoming a key provider of robust, relevant and timely evidence-based advice on fundamental rights in the area of victims of crime.</li> <li>Building on FRA's previous research, the focus will remain on victims' effective access to criminal justice and participation in proceedings, the identification of factors that enhance or impede victims' access to justice and the development of fundamental rights indicators that can be used as a measure when comparing the situation in various Member States.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>Following the incorporation of the Victims' Directive into national law to establish minimum standards on rights, support and protection of victims of crime, the project will provide evidence, where there is a knowledge gap, on the situation and practices in the selected EU Member States related to the situation of victims. Victims' access to criminal justice systems differs widely among Member States and the project will provide a comparative overview.</li> </ul>



<b>Ex ante evaluation report: Fundamental Rights Promotion through awareness raising and cooperation with stakeholders in EU Member States</b>	
<b>Thematic area:</b>	Cross-cutting projects or activities covering all MAF areas
<b>Type of evaluation:</b>	<i>Ex ante</i>
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>FRA's programme aims to raise awareness of fundamental rights in a targeted, tailored and timely way. Fundamental rights are at the centre of the two main challenges facing the EU – asylum and security – and are at risk of being compromised. This requires informed responses and activities in regard to promoting and protecting fundamental rights. FRA's Strategic Plan for 2013–2017 identifies the need to raise its stakeholders' awareness of fundamental rights on a range of thematic areas, and to review and expand FRA's awareness-raising strategy, detailing its approach to awareness raising for each specific target audience as well as reaching out to the general public.</li> </ul> <p><b>Objectives and expected impact</b></p> <ul style="list-style-type: none"> <li>First, the project has the objective of providing (policy) advice to EU institutions and Member States on promoting fundamental rights and raising awareness.</li> <li>Second, the project aims to raise awareness of the Charter of Fundamental Rights and the rights and responsibilities therein.</li> <li>Third, the project tries to empower duty bearers, professional groups and rights holders, and to build their capacity at all levels to uphold fundamental rights effectively in their daily work and practice.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>FRA's added value relates to its ability to offer a unique methodological expertise, backed up with funding to implement the activities, having the pan-EU focus and having established links with other stakeholders and partners, which gives it a wider network for dissemination and data collection. FRA, as part of its mandate, is in a unique position to raise awareness of fundamental rights.</li> </ul>

<b>Ex post evaluation report: Severe forms of labour exploitation</b>	
<b>Thematic area:</b>	Immigration and integration of migrants, visa and border control and asylum
<b>Type of evaluation:</b>	<i>Ex post</i>
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>The project aimed to provide a comparative overview of the situation of victims of severe forms of labour exploitation in the 28 EU Member States. The three key objectives were to collect information in EU Member States from those working in professions that can encounter severe forms of labour exploitation and victims thereof, to map legal and policy response to extreme forms of labour exploitation and to develop a tool assessing fundamental rights in anti-trafficking policy.</li> </ul> <p><b>Key evaluation findings</b></p> <ul style="list-style-type: none"> <li>The project has a clear link to at least three out of FRA's six strategic priorities for 2013–2017: <ul style="list-style-type: none"> <li>Successful dissemination of project results at the national level can be expected to contribute to better awareness of severe forms of labour exploitation.</li> <li>FRA identifies trends over time and measures progress by providing a clear picture of severe forms of labour exploitation.</li> <li>Wide dissemination and acceptance of the findings of the report will support increasing FRA's impact by reaching the target audience groups in a timely, targeted and relevant way.</li> </ul> </li> <li>The report of the project came out in June 2015 and several presentations took place to disseminate the key findings, which most EU Member States picked up: media reports in 16 EU countries have been recorded and the key messages and findings were uniform across the media, without any criticism of FRA's research or results.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>This project is the first to assess, from the perspective of the rights of victims of crime, the implementation at Member State level of the Employers' Sanctions Directive regarding the obligation of Member States to criminalise labour conducted under particularly exploitative working conditions, the exploitation of victims of trafficking and child labour. The project is innovative because of its focus on victims with respect to labour exploitation rather than sex trafficking, and with respect to its focus on victims' access to justice.</li> </ul> <p><b>Conclusions</b></p> <ul style="list-style-type: none"> <li><b>Relevance:</b> The project touched on two relevant issues, namely (1) the question of victims' access to justice and (2) migration policies and how they relate to fundamental rights.</li> <li><b>Coherence:</b> The logic of the project is coherent in that it follows a series of well-defined methodological steps. It concludes with an analysis of the results, publication of a series of outputs and dissemination activities with stakeholders.</li> <li><b>Effectiveness:</b> The planned objectives of the project have been attained through the publication of the study and its summary, launch of the results and a number of dissemination activities undertaken.</li> <li><b>Sustainability:</b> It is as yet difficult to assess the sustainability of the project. Continuing close engagement with key multipliers, especially at the European level, will be critical to ensure sustainability.</li> <li><b>Acceptability:</b> The reactions of stakeholders to the report were very positive. There is room for improvement in the dissemination of the report.</li> </ul>





<b>Ex post evaluation report: FRA Fundamental Rights Forum</b> <b>Topics: 'Migration &amp; refugee protection', 'Inclusion' and 'Humans in the digital age'</b>	
<b>Thematic area:</b>	Cross-cutting projects or activities covering all MAF areas
<b>Type of evaluation:</b>	Two <i>ex post</i> evaluations took place: one internal and one external. This table presents the results from the external evaluation.
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>On 20–23 June 2016 FRA organised the first of its biennial fora on fundamental rights in Vienna, with the objective of creating a unique forum to discuss emerging fundamental rights issues in the EU, and to protect and promote fundamental rights in the EU.</li> </ul> <p><b>Key evaluation findings</b></p> <ul style="list-style-type: none"> <li>The Fundamental Rights Forum (FRF) initiated real discussions between the different stakeholder groups about the key challenges and courses of action.</li> <li>One of the keys to success was the active participation by stakeholders and the dissemination of the results and key messages.</li> <li>Participants had a positive view on the utilisation of the website as well as social media before and during the forum. However, to assess the impact fully, we need more information.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>The forum brought together the various groups of stakeholders working on diverse fundamental rights issues at the European and national levels in one event. Hence, the FRF filled a clear gap in the current situation: the need to bring together various groups of stakeholders who do not interact with each other on a regular basis.</li> </ul> <p><b>Conclusions</b></p> <ul style="list-style-type: none"> <li><b>Relevance:</b> A large majority of the participants considered the forum relevant and that it contributed to their understanding of the key trends and challenges in the field of fundamental rights. However, the FRF was quite complex, and it would have achieved more in-depth focus on the different issues under discussion if it had addressed a limited number of more homogeneous themes.</li> <li><b>Coherence:</b> The FRF contributes to implementing the principles of FRA's awareness-raising strategy – the FRF extends its outreach to new actors. It aims to increase awareness by making the fundamental rights platform a sustainable process that fosters a culture of fundamental rights, facilitates interaction with key stakeholders and multipliers, and continues to engage them in innovative ways. The FRF also contributes to FRA's Strategic Plan 2013–2017 by increasing the impact of FRA's activities, developing timely and targeted responses to fundamental rights emergencies, planning FRA's work and evaluating its impact.</li> <li><b>Effectiveness:</b> The FRF was a positive experience for participants. They considered the FRF a useful tool for their future work. Points of improvement relate to the programme, which consisted of too many topics, and the quality of the working groups, which were considered heterogeneous.</li> <li><b>Sustainability:</b> Conditions to ensure the sustainability of the FRF and its results have been set up. However, a visibility strategy is also required to disseminate information.</li> <li><b>Acceptability:</b> The number and variety of participants greatly exceeded the expected target. The outputs produced and disseminated were considered useful and the broader communication outreach was effectively implemented.</li> </ul>

<b>Ex post evaluation report: Victim support services in the EU – an overview and assessment of victims' rights in practice</b>	
<b>Thematic area:</b>	Victims of crime including compensation to victims of crime
<b>Type of evaluation:</b>	<i>Ex post</i>
<b>Summary of performance-related findings and recommendations:</b>	<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>The project aimed to provide a comparative overview of the situation of victims of severe forms of labour exploitation in the 28 EU Member States. The three key objectives were to collect information in EU Member States from those working in professions that can encounter severe forms of labour exploitation and victims thereof, to map legal and policy response to extreme forms of labour exploitation in Member States and to develop a tool assessing fundamental rights in anti-trafficking policy and related actions.</li> </ul> <p><b>Key evaluation findings</b></p> <ul style="list-style-type: none"> <li>The project outputs include a main report, published in January 2015, entitled <i>Victims of crime in the EU: the extent and nature of support for victims</i>; a summary report published in 23 EU languages, entitled <i>Victims of crime in the EU: the extent and nature of support for victims – Summary</i>; and meetings with stakeholders and other dissemination activities.</li> <li>The project aimed to contribute to processes at the European and national levels by providing focused legal and policy analysis, identifying and promoting 'good practices' and identifying gaps in implementation of non-discrimination legislation and policies at both EU and Member State levels. Furthermore, FRA tries to identify trends over time by monitoring the impact and implementation of EU legal instruments to combat discrimination, racism, xenophobia and related intolerances, including hate crimes. Additionally, FRA tries to raise awareness by ensuring that different participants are aware of their responsibilities towards crime victims in diverse fields.</li> </ul> <p><b>Added value</b></p> <ul style="list-style-type: none"> <li>FRA is providing a comparative overview of victim support services. The project was most useful in terms of fundamental rights and EU law developments. It was also topical, with the main report coming out a year before the deadline for incorporating the relevant EU directive into national law.</li> </ul> <p><b>Conclusions</b></p> <ul style="list-style-type: none"> <li><b>Relevance:</b> FRA produced the first independent overview of victim support services in the EU. It reviewed current practices and gaps at the national and regional levels. It gathered an overview of different models of victim support from which 'promising practices' can be highlighted as a basis for further development and enhancement of victim support.</li> <li><b>Coherence:</b> The logic of the project is coherent in that it follows a series of well-defined methodological steps. It concludes with an analysis of the results, publication of a series of outputs and dissemination activities with stakeholders.</li> <li><b>Effectiveness:</b> The planned objectives of the project have been fully achieved through the publication of the report and its related activities. The impact of the project strongly corresponds to its objectives, as FRA has been able to influence the implementation efforts of EU Member States as well as EU-level activities in the area of victims' rights, but also in other areas.</li> <li><b>Sustainability:</b> The extent of the sustainability of the project can be shown through the report, which is still very useful and relevant. However, FRA will need to increase its efforts to disseminate the results of the report and ensure that the relevant policy-making discussions mainstream the recommendations made in the report.</li> <li><b>Acceptability:</b> The reactions of stakeholders to the report were very positive. In particular, they appreciated the comprehensive scope of the study. With regard to suggestions for future improvements, stakeholders mentioned that analysis in greater depth on the extent and quality of services would have been helpful.</li> </ul>



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

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