

FRA
PROGRAMMING
DOCUMENT

2019-2021

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List of Acronyms

CEPOL The European Union Agency for Law Enforcement Training

CJEU Court of Justice of the European Union

CoE Council of Europe

Convention 108 Convention for the Protection of Individuals with regard to automatic Processing of Personal Data

CRC Convention on the Rights of the Child

CRPD Convention on the Rights of Persons with Disabilities

CVW Convention on Preventing and Combating Violence against Women and Domestic Violence ('Istanbul Convention')

EASO European Asylum Support Office

ECDC European Centre for Disease Prevention and Control

ECHR (as amended by Protocol 14) European Convention of Human Rights (Convention for the Protection of Human Rights and Fundamental Freedoms)

ECRI European Commission against Racism and Intolerance

ESC (1996) *European Social Charter (1996 revised)*

EctHR European Court of Human Rights

EDPS European Data Protection Supervisor

EEA European Economic Area

EESC European Economic and Social Committee

EFTA European Free Trade Association

EIGE European Institute for Gender Equality

EIO European Investigation Order

EIT European Institute of Innovation and Technology

EJNC European Judicial Cybercrime Network

ELI European Law Institute

ENISA European Union Agency for Network and Information Security

ENNHRI European Network of national Human Rights Institutions

ENO European Network of Ombudsmen

EQUINET European Network of Equality Bodies

EU European Union

EU-LISA European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice

EUROPOL European Police Office

ESIF European Structural and Investment Funds

FMO Financial Mechanism Office

FRA European Union Agency for Fundamental Rights

FRANET FRA research network

FRONTEX European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union

GDPR General Data Protection Regulation

ICCPR International Covenant on Civil and Political Rights

IGF Internet Governance Forum

ILO International labour Organization

INED National Institute for Demographic Studies

IPO International Partner Organisation

JHA Justice and Home Affairs

LIBE The European Parliament Committee on Civil Liberties, Justice and Home Affairs

NGO Non-Governmental Organisation

NHRIs National Human Rights Institutions

NLOs National Liaison Officers

ODIHR Office for Democratic Institutions and Human Rights

OECD Organisation for Economic Co-operation and Development

OHCHR Office of the United Nations High Commissioner for Human Rights

OSCE Organization for Security and Co-operation in Europe

PNR Passenger Name Record

TCN Third-country nationals

TEU Treaty on European Union

TFEU Treaty on the Functioning of the European Union

UN United Nations

SECTION 1

GENERAL CONTEXT

Introduction

Fundamental rights are a prominent part of the EU's founding values as listed in Article 2 of the TEU. Like the global set of international human rights, they are minimum standards to which the EU and its Member States are held accountable. For states to "respect, protect and fulfil" fundamental rights – stemming from the 1993 Vienna Declaration and Programme of Action – they must abstain from any action that may infringe on these rights, ensuring that rights violations are prevented and remedied, but also drawing attention to them and providing resources.

Human rights were traditionally emphasised in the EU's relations with third countries, and especially vis-à-vis states seeking EU membership. There is an increasing call on the European Union to increase efforts to protect and promote human rights – fundamental rights – within the EU system itself. From the early case law of the Court of Justice of the European Union (CJEU) in the 1960s, through the Amsterdam Treaty of 1999, which explicitly placed human rights at the core of EU values, to the Lisbon Treaty becoming law in 2009, the EU steadily expanded its commitment to protect fundamental rights within the EU.

With the Lisbon Treaty, the Charter of Fundamental Rights of the European Union became legally binding as primary law – with the same legal value as the EU treaties – and applicable to EU institutions and EU Member States when implementing EU law. It includes not only civil and political rights, but also economic and social rights, thus spanning the full spectrum and putting all rights on an equal footing in the EU system.

With the EU institutions increasingly committed to promoting a culture of fundamental rights in both their internal and external actions, the EU Charter of Fundamental Rights has become an essential element in the normative core of all EU action.

Strengthening the European Union's evidence base on fundamental rights helps to identify how these rights are respected and promoted, not only 'on paper' but also 'on the ground'. Collecting evidence on fundamental rights' issues in the Member States can help turning words into action, especially if linked to relevant indicators. FRA is therefore developing, in collaboration with the European Commission and the Member States, rights-based indicators in certain areas, such as for the rights of the child, Roma integration and the rights of persons with disabilities in an effort to assess progress made to implement policy goals.

Using these rights-based indicators to assess whether specific actions or measures have reached their targets could facilitate a better understanding of drivers and barriers in policy implementation. From a fundamental rights perspective, this will allow for better law making and render policymaking more transparent while also holding policymakers accountable for their actions. In the long run, this will strengthen democratic legitimacy and entrench a fundamental rights culture in the EU.

FRA'S VISION

“ FRA delivers on its responsibility as the acknowledged, unique and independent centre of reference and excellence for the promotion and protection of the human rights of everyone in the European Union. ”

FRA'S MANDATE

The European Union Agency for Fundamental Rights (FRA) was set up to provide independent evidence-based assistance and expertise relating to fundamental rights, in the domain of European Union law. It supports EU institutions and bodies, as well as Member States (as far as they are acting within the scope of EU law). In this way, the Agency is delivering on its overall objective to support the EU and its Member States when they “take measures or formulate courses of action within their respective spheres of competence” so that they can “fully respect fundamental rights”. To achieve this objective, FRA collects and analyses comparable, objective and reliable information and data. The Agency situates its work in the wider context of the Charter of Fundamental Rights of the European Union, which with the entry into force of the Lisbon treaty became a legally binding ‘bill of rights’ for the EU, when implementing Union law.

FRA’s activities are organised around three main tasks:

- 1 Data collection, research and analysis
- 2 Providing independent evidence-based advice to policymakers, cooperating and networking with stakeholders
- 3 Communicating the results of its work and raising awareness of fundamental rights

FRA has the capacity to carry out scientific research and comparative analysis, follow cross-cutting trends, raise public awareness, and provide advice and guidance to national governments as well as to legislators at EU level. The Agency disposes over various networks of national liaison officers, parliamentary officers, civil society organisations, human rights bodies and research institutions, allowing it to reach out to the various relevant contexts. Against this background, the Agency has developed into an independent centre of excellence across all areas of its work supporting the work of the European Parliament, the Council of the EU, the European Commission, other EU bodies and the EU Member States alike. It carries out its tasks in complete independence.

FRA’s Management Board is composed of independent persons appointed by each of the 28 EU Member States and the Council of Europe, and two representatives of the European Commission. Each member may be assisted by an alternate member who is selected according to the same procedure. The Scientific Committee which plays a statutory role guarantees the scientific quality and rigour of the Agency’s work.

A five-year Multiannual Framework, which the Council of the European Union adopts after consultation with the European Parliament, determines FRA's thematic areas of work. Bearing in mind the objectives of the Agency's foundation and with due regard to its financial resources, the Agency shall carry out its tasks within the following thematic areas (according to the draft Council Decision establishing a Multiannual Framework for the European Union Agency for Fundamental Rights for 2018–2022):

- a) Victims of crime and access to justice;
- b) Equality and discrimination based on any ground such as 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, or on the grounds of nationality;
- c) Information society and, in particular, respect for private life and protection of personal data;
- d) Judicial cooperation, except in criminal matters;
- e) Migration, borders, asylum and integration of refugees and migrants;
- f) Racism, xenophobia and related intolerance;
- g) Rights of the child;
- h) Integration and social inclusion of Roma.

When requested by an EU institution, the Agency can also work outside these thematic areas.

In addition to the above, based on its founding regulation, the Agency develops activities in the field of promotion of fundamental rights and capacity building.

SECTION 2

 MULTI-ANNUAL
PROGRAMMING
2019-2021

The Agency's multi-annual programming is based on **FRA's 2018-2022 Multiannual Framework¹ (MAF)** and it is divided into a **multi-annual** and an **annual** component.

The multi-annual component is based on the **FRA Strategy 2018 – 2022** that was prepared by FRA operational services and discussed and adopted by the Management Board of the Agency in 2017. The document is characterised by the following multi-annual priorities that mark the activities on which the Agency will primarily focus:

STRATEGIC PILLARS

- Identifying trends: collecting and analysing comparable data and evidence
- Contributing to better law making and implementation: providing independent advice
- Supporting rights-compliant policy responses: providing a real-time assistance and expertise
- Effectively promoting rights, values and freedoms
- Strengthening cooperation with national and local fundamental rights actors: working with communities of support

The multi-annual programme consists in different strategic areas of operation which describe the actions and steps to be taken in order to achieve the Agency's objectives. Such strategic areas of operation are internally referred to as 'policy clusters' and they have been created without prejudice to the areas of activity determined by the MAF 2018-2022.

Within these clusters, FRA areas of activity will be described in line with the current MAF.

STRATEGIC AREAS OF OPERATION

- Justice
- Privacy
- Equality
- Migration
- Racism
- Commitment

¹At its session on 7-8 December, the Council of the European Union adopted its [Decision](#) establishing a multiannual framework for the EU Agency for Fundamental Rights for 2018-2022 .

1 PILLAR

STRATEGIC PILLARS

IDENTIFYING TRENDS: COLLECTING AND ANALYSING COMPARABLE DATA AND EVIDENCE

The Agency's founding regulation tasks it to "develop methods and standards to improve the comparability, objectivity and reliability of data at European level" (Article 4.1.b). To this end, the Agency will further enhance its work in collecting and analysing data on the experiences of various population groups and in specific fundamental rights areas, which are often not the subject of data collection at EU and Member State level. In this regard, the Agency is often a unique source of comparable data for the EU. It will continue to build on its established reputation in qualitative and quantitative research with a particular emphasis on large-scale quantitative survey research, which allows for the analysis of trends over time. The Agency will also explore new areas for data analysis in the fundamental rights field, including the use of 'big data' for the identification of trends. Its annual Fundamental Rights Report on the situation of fundamental rights in the EU will be developed further to underscore the identification of trends in specific areas.

OBJECTIVES

Generating comparable, robust and reliable data and evidence to identify trends in the fulfilment of fundamental rights

FRA's data collection will continue as a cornerstone of its work. Its data collection ranges from desk research (collecting and analysing existing material, ranging from national statistical data to case law, governmental and non-governmental reports, and academic studies) to the generation of 'primary' data through quantitative and qualitative fieldwork research. The Agency's EU-wide surveys that are planned, together with work by its research network

FRANET, and other multi-annual research projects will be the main vehicles to collect robust and reliable evidence. This will enable the Agency to identify trends in the fulfilment of fundamental rights.

Developing and using fundamental rights indicators to benchmark gaps and achievements

By developing and applying fundamental rights indicators, when appropriate, FRA will fine-tune its data collection efforts to suit evolving policy needs. The Agency populates fundamental rights indicators with its primary data alongside other data sources. A key consideration during 2018-2022 will be to link the

Agency's work on indicators to indicators used in the context of EU processes – such as 'Europe 2020' – and the UN Sustainable Development Goals. Data analysed by the Agency can play an important role in the assessment of compliance to fundamental rights

Using analysis of data and evidence collected to generate fundamental rights assessments on the implications of mainstreamed policies and interventions at EU and national level

FRA's analysis of data and evidence seeks to support the European Commission's regular reporting to the European Parliament and the Council of the EU on the implementation of Union law. It could be used for specific purposes, such as the provision of evidence on compliance with fundamental rights obligations in the context of the European Semester, including assessing

fundamental rights compliance in the disbursement of European Structural and Investment Funds (ESIF). The Agency's data analysis could be used for ex-post and ex-ante assessments of how certain courses of action will affect upholding fundamental rights assessments of how certain courses of action will affect upholding fundamental rights

The focus of FRA work will be on:

- Quantitative surveys – providing EU-wide, comparable data disaggregated, including by gender and age, and involving population groups not normally covered by EU statistical instruments
- Supporting EU Member States in developing sound methodologies for collecting comparable and disaggregated data
- Qualitative research undertaken mainly by the agency's research network FRANET
- Analysing existing data at EU level – exploiting new material for reporting on fundamental rights
- Exploring methods of testing discrimination to provide comparable, robust experimental evidence
- Exploring the possibilities of 'big data' analysis and implications for fundamental rights
- Cooperating with the Council of Europe and the United Nations concerning their repositories of relevant information, which FRA can use further to report on the fundamental rights situation in the EU
- Applying, populating and, further developing fundamental rights-based indicators, in the context of relevant EU processes and the UN Sustainable Development Goals
- Reporting more consistently on fundamental rights trends in key areas of the agency's work

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STRATEGIC PILLARS

CONTRIBUTING TO BETTER LAW MAKING AND IMPLEMENTATION: PROVIDING INDEPENDENT ADVICE

FRA's analysis of the practical implementation of law at Member State level, covering its Multiannual Framework areas, as well as in other areas at the specific request of EU institutions, is a cornerstone of its work. The production of targeted, comprehensive opinions – at the request of EU institutions – on proposed EU law is an increasingly important component of the agency's work and contributes directly to better law making.

Building on the Agency's overall objective to support the EU institutions and Member States to "fully respect fundamental rights", and in line with Article 16 of the Agency's founding regulation, this priority will further strengthen the Agency's position as an expert body that fulfils its tasks – contributing to better law making and its implementation in the EU – in complete independence.

OBJECTIVES

Strengthening FRA's role as an independent core actor in informing EU law and policymaking

To provide support to EU institutions, the Agency will continue to map comprehensively the practical implementation of EU law and provide legal analyses of key fundamental rights areas covered by its Multiannual Framework, as well as on other areas upon request by EU institutions. The Agency's socio-

legal approach, whereby the implementation of law is assessed through the experiences of rights holders and duty bearers in practice, has proved instrumental in identifying key fundamental rights concerns. The Agency will systematically promote this approach in its work with EU institutions.

Providing, upon request by EU institutions, opinions on the compatibility of legislative proposals with fundamental rights

Following the model of the European Data Protection Supervisor, who regularly issues opinions on legislation relevant to data protection, FRA can

encourage EU institutions to request more regularly independent expertise on the fundamental rights compliance of legislative proposals.

Providing fundamental rights advice to EU Member States when they are implementing EU law drawing on FRA expertise and evidence

The provision of fundamental rights expertise to EU Member States could become a more regular feature of the Agency's work. This could range from direct assistance to Member States, through to general expertise on fundamental rights issues in the

context of EU experience-sharing, alongside targeted support related to capacity-building on monitoring and evaluation practices, and the development of practical tools.

The focus of FRA work will be on:

- Providing evidence-based assistance and expertise in areas of the Multiannual Framework, as well as upon request in other areas
- Developing conclusions and opinions on specific thematic topics, as well as opinions that concern proposals from the European Commission or positions taken by EU institutions in the course of legislative procedures where the respective institution has made a request
- Supporting EU institutions in their impact assessment work
- Assisting EU institutions in developing evidence-based and fundamental rights compliant policy proposals
- Delivering technical assistance and expertise on fundamental rights issues to national authorities, when requested, in areas of EU competence

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STRATEGIC PILLARS

SUPPORTING RIGHTS-COMPLIANT POLICY RESPONSES: PROVIDING REAL-TIME ASSISTANCE AND EXPERTISE

Providing timely and relevant responses concerning fundamental rights compliance remains an important aspect of FRA's work. This can range from giving evidence-based advice at national and EU level about developments in law and policy, and in situation where Fundamental rights are of serious risk, to offering advice on – for example – fundamental rights-compliant training, including by EU institutions and agencies or in situations where there is an urgent need for the Agency's input, for example in view of the increasing numbers of refugees, asylum seekers and migrants entering the EU.

The above is underpinned by the collection of objective and comparative data, where required through FRA's presence on fieldwork missions with the consent of the concerned Member State. To this end, cooperation with relevant stakeholders at the national, EU and international level is essential to both collect information and maximise the impact of findings.

OBJECTIVES

Strengthening the delivery of real-time advice, assistance and expertise to EU institutions and Member States

In fulfilment of its mission to provide relevant and timely support and assistance, FRA will offer its expertise to EU institutions and Member States with

respect to its core areas of work – providing legal and related evidence-based input.

Informing EU and national authorities on fundamental rights risks in priority areas

FRA can enhance its work in relation to alerting EU and national authorities to possible violations of fundamental rights in areas covered by its Multiannual Framework. This would be achieved through data collection and analysis in specific areas, including

publication of findings on a regular basis; as is the case with the Agency's monthly reports on migration. This work will be linked to the Agency's focus on identifying trends in fundamental rights, as outlined under Priority 1.

Supporting on the ground responses to fundamental rights challenges

FRA's presence on the ground, as is the case in the hotspots in Greece and Italy, facilitates the provision of real-time advice to EU and national actors concerning fundamental rights challenges. The provision of regular and timely information that the Agency collects can directly and immediately affect

the realisation of fundamental rights on the ground – if the relevant authorities receive and use this information. The Agency's field presence also serves to bolster the credibility and validity of the Agency's advice among practitioners.

The focus of FRA work will be on:

- Providing key deliverables – in the form of reports/papers/legal opinions – which correspond to core and urgent EU policies relating to fundamental rights
- Providing expertise and input to national authorities and EU actors, including – where relevant – for training on fundamental rights in the context of EU priorities, such as the disbursement of European Structural and Investment Funds (ESIF).
- Being present in the field in selected EU Member States in specific areas of the Agency’s work – such as in the asylum field – in order to provide real-time advice and expertise
- Identifying risks, as well as potential ones, to fundamental rights through regular mapping of the fundamental rights situation in the EU in the Agency’s thematic areas of work
- Following-up systematically through frequent/regular reporting in selected cases, such as the monthly reports on the migration situation in the EU

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STRATEGIC PILLARS

EFFECTIVELY PROMOTING RIGHTS, VALUES AND FREEDOMS

Work under this priority would ensure that the Agency delivers on its objective of raising awareness, communicating on and promoting fundamental rights. In this context, the Agency seeks to address communication as a two-way process: 'Communicating rights' means to listen and to engage with the Agency's audiences, ranging from the governance level to the people on the ground, while also supporting civic education. Coordinating communication strategies or delivering communication outputs together with key human rights actors – such as the Council of Europe, the Organization for Security and Co-operation in Europe (OSCE) or the United Nations – will serve as an important multiplier of impact.

OBJECTIVES

Raising systematically awareness of the need to respect, protect, promote and fulfill fundamental rights in the EU

The Agency will continue to engage in awareness raising activities to contribute in a meaningful way to strengthening a culture of protecting, promoting and fulfilling fundamental rights in the EU. Rights have to be actively promoted at all levels of governance: at

the EU level, nationally, regionally and locally to create awareness of and access to fundamental rights. To achieve this, FRA will work closely together with EU institutions, Member States, national human rights institutions, civil society and other actors.

Creating a safe and inclusive space for dialogue with key and new actors to respond to pressing human rights challenges and shape critical agendas

The Agency will offer a safe and inclusive space for dialogue on the pressing human rights challenges in the EU; this space for dialogue shall become a continuous process shaping critical human rights agendas and communicating rights. This will be done by engaging with a wider, and more local and grassroots audience. The Agency's Fundamental Rights Forum will be one of the key drivers to reach

this objective, since the forum will foster partnerships among communities and institutions which rarely engage with each other, including the world of business, arts and existing human rights communities. The Agency will also systematically engage with new stakeholders groups. Furthermore, the Agency will foster 'FRA communities', including civil society, in the EU Member States.

Ensuring smart communications to maximise the effect of FRA outputs

In human rights, effective communication is about sustaining support for these rights, influencing change leaders and raising awareness among rights holders. To communicate effectively with the public, media,

policymakers and 'influencers', institutions like FRA will need to communicate in a way that is unlike an institution. FRA will have to boost its capacity of speed, agility, flexibility, imagination and novelty in its

communication. Therefore, it will boldly experiment with new approaches, especially in the rapidly evolving social media sphere.

The focus of FRA work will be on:

- Fostering a new human rights-based narrative through developing effective communication strategies that aim to combine value-driven messages with other, more instrumental arguments about the utility and relevance of human rights, in cooperation with key international, European and national partners
- Engaging in the development of new digital applications and tools, including effective visuals, to promote rights, values and freedoms, in addition to detailed visuals and infographics based on FRA evidence
- Fostering synergies and promoting cooperation between EU Member States to facilitate the exchange of good practices, tools and methods, as well as to assist Member States in their effort to develop effective strategies to raise awareness of and communicate fundamental rights, values and freedoms, including civic and human rights education
- Promoting the understanding, knowledge and application of the EU Charter of Fundamental Rights, notably by legal practitioners, in cooperation with strategic partners, by maintaining and further developing FRA's 'Charterpedia' as a unique transnational 'data hub' which provides comparative and sound data on and analysis of the use of the Charter at national level
- Promoting a culture of fundamental rights by piloting initiatives to demonstrate the power of art and culture in conveying human rights messages, as well as by exploring the scope of the artistic space in EU Member States and the main threats to this space, including from both state and non-state actors
- Exploring further the shared concepts and goals of the religion-human rights space to identify the potential for joint action and cooperation between those motivated by religion and those by human rights to create fair and just societies
- Organising the Fundamental Rights Forum (FRF) as a dialogue-in-process, bringing together and engaging leading global and European voices from politics, human rights, international and regional intergovernmental organisations, civil society, religious and faith communities, the arts and sports, businesses and trade unions.

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STRATEGIC PILLARS

STRENGTHENING COOPERATION WITH NATIONAL AND LOCAL FUNDAMENTAL RIGHTS ACTORS: WORKING WITH COMMUNITIES OF SUPPORT

At EU Member State level, the Agency will need to increase the visibility of its interactions with national human rights actors. Moreover, it will further boost the relevance and impact of its evidence and fundamental rights assistance and support at national and local level, including public authorities and civil society organisations. In cooperation with other EU actors, FRA could function as a catalyst in demonstrating the importance which the EU attaches to fundamental rights and their promotion at national level. This will also underpin the relevance of independent national institutions for a 'healthy' human rights system.

To support this ambition, the Agency will convene national actors to discuss and address specific human rights issues of particular national relevance, as was done, for example, regarding hate crime and Roma integration. The Agency will expand this practice to other selected areas of its work and use the outcome of such discussions to develop further its work in a particular area.

Staff of national human rights actors could be seconded to FRA, thereby enabling a mutual exchange of expertise and underpinning inter-institutional cooperation.

OBJECTIVES

Enhancing relevance and impact of FRA evidence and advice on fundamental rights at national and local level

Emphasis will be given to the national and local level by building-up the Agency's Member State knowledge and data on national human rights plans of action and infrastructures, including creating space to enable civil society to act. This will allow the Agency to support a more targeted cooperation with local authorities, national human rights institutions, equality bodies, other human rights actors, ombuds institutions,

Supporting further the strengthening of the capacity of national and local human rights actors

By providing its support and expertise, the Agency aims to strengthen human rights capacities in EU Member States to better promote fundamental rights

national administrations and civil society. The Agency will pay particular attention to publish its research findings on national-level data, which will be alongside its core mandate to collect and publish comparable EU data on fundamental rights. This will promote the use of the Agency's findings by authorities and civil society organisations at the national and local level.

at all governance levels. The Agency's input will build on existing national action plans on human rights and key government programmes, as well as on feedback

from civil society, national human rights institutions, equality bodies and ombuds institutions as guidance for developing activities. Such activities will be implemented in partnership with the FRA community of stakeholders, in order to strengthen human rights

Assisting national authorities in developing data collection to create evidence-based approaches to rights protection and promotion across EU Member States

Drawing on its expertise in data collection covering diverse fundamental rights fields, the Agency can offer this expertise to national authorities and associated organisations concerning the collection and analysis of data – for example, with respect to compliance with key fundamental rights indicators. Working closely

The focus of FRA work will be on:

- Empowering and providing tailored capacity building of the national human rights infrastructure in selected EU Member States, including the promotion of the EU Charter of Fundamental Rights
- Cooperating and creating synergies specifically with national human rights institutions, equality bodies and other human rights actors and ombuds institutions
- Developing FRA communities of support at Member State level, as a hub for increased dissemination, uptake and implementation of FRA data, findings and opinions, building on promising practices of FRA's national networks and following country specific approach
- Analysing challenges and threats to civil society's role and space in the EU, and promoting the Agency's evidence-based advice to EU institutions and Member States to enable civil society to take its full role in EU policymaking
- Promoting human rights-based governance with local authorities, in cooperation with relevant international and European partners, national association of regions and cities, and key EU cities' networks
- Enhancing the publication of the Agency's data concerning national level findings, while exploring different outreach possibilities including language versions
- Facilitating, in cooperation with the European Commission, the work of the Sub-group of Member States on methodologies for recording and collecting data on hate crime, and contributing to the EU's High-level Group on combating racism, xenophobia and other forms of intolerance
- Enhancing visibility, relevance, use and timeliness of FRA national data by national actors

communities in a sustainable manner. To this end, FRA will engage in strategic partnerships, such as funders and foundations or national human rights institutions, to roll out activities in Member States.

with national organisations, alongside EU and international data collectors (such as Eurostat and the United Nations), can further support the Agency's standing as a centre of excellence for fundamental rights data.

STRATEGIC AREA OF OPERATION



JUSTICE

Fundamental rights challenges

For fundamental rights to become a reality, those who claim that their rights have been abused must have access to justice. The concept of access to justice combines institutional and procedural aspects. Firstly, a comprehensive and robust system of independent and impartial tribunals and courts must be in place. Secondly, everyone who can arguably claim that their rights and freedoms are violated must have an effective remedy available to them, including the right to a fair and public hearing within a reasonable time and the legal advice necessary to ensure effective access to justice. Thus all court proceedings must stand the test of effectively granting access to justice, whether it is in cases of particularly severe violations of fundamental rights, criminal proceedings enabling victims of crime to have access to justice, anti-discrimination proceedings, or labour courts protecting rights to fair and just working conditions – as an illustration.

FRA research has continuously highlighted the difficulties that victims of fundamental rights abuses, including victims of harassment (including women as victims of sexual harassment in the workplace) and children as victims of violence, neglect and abuse, face in having access to justice, and the resulting need to pay attention to encouraging and empowering victims under consideration of their particular needs in order

Legal and policy context

As concerns the relevant situation of EU law, considerable progress has been made in recent years at the levels of EU and Member States' laws on the basis of comprehensive roadmaps adopted by the Commission covering both the most significant rights of defendants and a wide range of rights of victims of

to enable them to report to the authorities and to participate actively in proceedings. This also entails lowering thresholds to enable access to justice, and to ensuring that proceedings are victim-friendly and protect victims against further abuse.

Alongside ensuring access to justice for those whose rights have been infringed, including victims of crime, the notion of justice entails a right of defence for those who have been charged with an offence, and also rules against individuals being charged twice for the same offence.

At the specific request of the Commission, FRA has initiated research on the rights of suspected and accused persons in the EU, which includes a project on the rights of suspects/accused persons and persons who are the subject of a European Arrest Warrant.

Particular challenges arise when fundamental rights abuses occur in the context of economic business activities, where individual responsibilities are often overlaid and obscured by complex organisational structures. Customers relying on the products or services of companies – but who find that their rights are abused – are in need of support and procedural mechanisms that enhance their access to justice, such as third-party interventions or collective redress mechanisms.

crime. Policy and legislative actions have also been taken to further improve access to justice for consumers, such as by proposing collective redress rules to be applicable across the EU (e. g. 2018 proposal for a directive on better enforcement as part of 'a new deal for consumers' package). Finally, the

Commission continued developing its annual EU Justice Scoreboard tool to support the effectiveness of

FRA response in 2019-2021

Over the past years, FRA has conducted extensive research into the implementation of the Commission's roadmaps with regard to the rights of victims of crime as well as the rights of defendants. Building on this research, and often at the request of EU institutions, FRA will continue to collect robust evidence assessing the state of play of the rights of different groups of victims of crime and of the rights of persons involved in the criminal justice systems of Member States; paying due regard to cases concerning more than one Member State and hence requiring the cooperation of the police, public prosecution services or courts.

In 2019, attention will be given to differential responses by criminal justice systems as regards the

Risks

As concerns the rights of victims of crime to participate in proceedings and to be protected against secondary victimisation, these rights can come under pressure if practitioners do not adjust their conception of the basic place and role of victims in the criminal justice system. If practitioners continue to view victims primarily - or almost exclusively - as witnesses obliged to support the relevant authorities in conducting an investigation and subsequent proceedings, a real risk is that the standards set out in the Victims' Rights Directives will not materialise in practice.

national justice systems in relation to their quality, independence and efficiency.

acknowledgement of and rights afforded in practice – in line with the Victims' Rights Directive – to different groups of victims of crime, which can lead to certain categories of victims being better served than others, including the "average" victim who does not belong to any recognised 'group'. To the extent feasible within the project, provision of compensation for victims of crime will also be looked at in this context.

In addition to work on victims of crime, FRA will assess the remedies available to victims of human rights abuses committed by business enterprises - with a view to advising EU institutions and Member States as to possible improvements of 'access to remedy' in the area of business and human rights.

As regards defence rights, risks can arise from a societal climate that, in emphasising the need to step up security measures, works against the established rights of defendants, such as 'habeas corpus' rights of arrested persons, or the rights of defendants to have access to a lawyer (especially at the early stages of criminal proceedings) and to be able to communicate with their lawyer confidentially.

STRATEGIC AREA OF OPERATION

PRIVACY



Fundamental rights challenges

As underscored by the Commission's Digital Single Market strategy, which is one of ten priorities for the Commission for 2016 and beyond, the digital revolution provides great opportunities for growth and the development of a prosperous digital economy. At the same time – as recognised in another of the ten Commission priorities on 'Justice and Fundamental Rights' – a number of fundamental rights concerns are triggered by this revolution, which need to be safeguarded.

Privacy is a protected fundamental right in international human rights law (Article 17 of the International Covenant on Civil and Political Rights and Article 8 of the European Convention on Human Rights). It is also specifically protected by the Charter of Fundamental Rights of the EU (Article 7). The massive circulation of data in a digital world can affect other fundamental rights such as non-discrimination, consumer protection, child protection and access to services, particularly affecting people in vulnerable situations, like persons with disabilities or children. The protection of fundamental rights in the digital world is becoming higher on the agenda given the growing importance of electronic communication in people's lives. Despite the specific challenges posed by the increasing use of digital technologies, it is essential to ensure that fundamental rights are equally promoted and protected in the online and offline spheres. Technological developments, increasing data exchange with third countries, and the extension of existing databases represent emerging fundamental rights challenges, as well as potential positive outcomes, that require trust in online services (provided by State and non-State actors) and digital literacy to be developed already early on through

education. Large-scale surveillance by public authorities has seriously impacted on privacy and protection of personal data, as well as on freedom of expression and freedom of association. Similar data collection by private actors affects also online behaviour, questioning the dichotomy between what is 'private' and what is 'public' information. The digital world and the data economy opens up additional threats related to various forms of cybercrime, such as data breaches, child pornography or digital identity theft. This requires special investigative acts by authorities, which may also involve remote forensics and elaborated decryption techniques. These developments raise new challenges for protecting fundamental rights in particular when it comes to investigating cybercrime. In addition, new technologies in the area of artificial intelligence and big data challenge several fundamental rights, impacting on virtually all areas of life. Some of these challenges are addressed in the new European data protection law.

This quickly evolving digital and fundamental rights context calls for action to ensure 'privacy by design' or 'fundamental rights by design' in responses to developments in the digital domain and related fields. Various initiatives at global, regional or national level can be explored by FRA to ensure that extension of the digital single market is accomplished while respecting fundamental rights keeping in mind vulnerable persons and the needs of different age groups – hence ensuring that the EU is seen as a safe place in which to conduct business and to interact on private matters, which can be an asset for further growth.

Legal and policy context

With the Digital Agenda for Europe, the European Commission underlined the crucial role of ICT, and particularly the Internet, as “a vital medium of economic and societal activity: for doing business, working, playing, communicating and expressing ourselves freely.” The Digital Single Market Strategy confirmed this approach. One of the challenges faced in the implementation of the Digital Agenda for Europe and also addressed in the Digital Single Market strategy relates to security (especially cybercrime) and the low levels of trust that internet users have in the privacy of online communications and interactions. Specific legislation enhancing EU law, such as the new EU legislative framework for data protection (GDPR), the upcoming e-Privacy Regulation, the Network and

FRA response in 2019-2021

In 2019 the Agency will follow on from its work on the Handbook on European Data Protection Law and the Guide on Preventing Unlawful Profiling, both of which were published in 2018 and will necessitate continued outreach and dissemination activities in 2019. Following the previous FRA-Council of Europe Handbooks, in 2019 the Agency will work on a new project on cybercrime and fundamental rights, which has horizontal links with other thematic areas, notably Access to Justice and Rights of the Child. This Handbook will highlight the key fundamental rights challenges not only when investigating cybercrime, but will also map the positive obligations of States to safeguard the fundamental rights of victims which are caused by cybercrime itself. The Handbook will also try to identify possible promising practices to ensure fundamental rights compliance in this field. In parallel, FRA will intensify its research on the privacy

Risks

Digital technologies are developing at a very rapid pace. The main challenge for the Agency’s work in this area is to keep track of latest developments and to accumulate technological expertise in order to conduct relevant analysis of potential fundamental rights

Information Security Directive and the e-Evidence package are of particular significance in this regard. Given the rapidly evolving landscape in the ICT field and its implications with respect to fundamental rights, FRA will closely follow these changes through targeted research, and will extend its current work with other EU Agencies and actors that are tasked with technical developments and assistance in these fields, such as ENISA, the EIT, and eu-LISA. The Agency’s work should contribute to building knowledge about the new EU legislative framework – such as GDPR – and its contribution to the effective implementation of fundamental rights (especially Articles 7 and 8 of the Charter).

challenges raised by new technologies, and in particular technologies related to the field of big data and artificial intelligence. The Agency will start a project in 2019 that looks into fundamental rights implications of new technologies including artificial intelligence and big data. Research focuses on the increasing use of new technologies in decision-making processes that can lead to unforeseen outcomes, such as unequal or discriminatory treatment of data subjects. Finally, the Agency will examine the importance of fundamental rights in the digital environment by providing expert input to discussions in related areas such as internet governance from the perspective of fundamental rights protection. New areas of research for the Agency will include: research on artificial intelligence and big data, focusing on positive and negative fundamental rights aspects of new technology and their application..

impacts, and, eventually, bring pertinent answers. Projects to be developed in 2019-2021 aim at bringing the Agency forward in these areas, working closely with other EU Agencies, the Commission and related stakeholders.

STRATEGIC AREA OF OPERATION

EQUALITY



Fundamental rights challenges

The EU and its Member States have established comprehensive legal and policy frameworks, as well as financial instruments, to promote social inclusion and fight discrimination. FRA evidence, however, consistently shows that many people in the EU, including children, experience discrimination, inequality and exclusion in key areas of life, including employment, education, healthcare and housing, as

well as private services on grounds of their gender, age, disability, racial or ethnic origin, religion or belief, sexual orientation or gender identity, and nationality, as well as migration background. Structures and practices that sustain and reproduce patterns of unequal treatment across the EU remain, constitute a formidable barrier to social inclusion and to the respect of fundamental rights in practice..

Legal and policy context

Equality is one of the foundational values of the EU (Article 2 TEU). The principle of non-discrimination is enshrined in Article 21 of the Charter of Fundamental Rights, which prohibits discrimination on any ground. The Agency's Multiannual Framework includes discrimination on the grounds of nationality in FRA's thematic areas of work. The Racial Equality Directive (2000/43/EC) explicitly prohibits discrimination on the grounds of racial or ethnic origin across all areas of life while the Employment Equality Directive (2000/78/EC) explicitly prohibits discrimination on the grounds of religion or belief, disability, age or sexual orientation as regards employment and occupation. If adopted, the proposed Equal Treatment Directive (COM (2008) 426) would further extend prohibition of discrimination on these grounds to access to social protection, education and the supply of goods and other services, including housing. FRA's work has identified Roma as one of the most discriminated and marginalised ethnic minority in the European Union. The EU developed in 2011 a Framework for National Roma integration strategies around four key areas: education, employment, healthcare and housing. This was followed by a Council Recommendation in 2013 on Roma integration measures in the Member States. The European Pillar of Social Rights partially goes beyond the current acquis by extending protection

against discrimination on the grounds of religion or belief, disability, age and sexual orientation to the areas of social protection, including social security and healthcare, education, and access to goods and services available to the public. The European Pillar of Social Rights also extends the prohibition of discrimination based on gender to the area of education, which is not covered by the current acquis. Its provisions also emphasise that specific measures may be necessary to prevent, correct and compensate for disadvantages linked to certain protected grounds encouraging Member States to address the challenge of groups at risk of discrimination through positive action and incentive measures, for instance by supporting diversity practices among employers. Finally, the EU has set out a strategic approach for achieving the United Nations Sustainable Development Goals. This includes Goal No 10 on reducing inequality in line with the targets of Europe 2020 strategy.

The EU and 27 Member States have ratified the United Nations (UN) Convention on the Rights of Persons with Disabilities (CRPD). The European Pillar of Social Rights contains principle 17 on disability rights. FRA is a member of the EU Framework for the CRPD, which, as a whole, has been tasked with the promotion,

protection and monitoring of the implementation of the convention by the EU. The EU signed the Council of Europe Convention on preventing and combating violence against women and domestic violence in 2017, and 14 EU Member States had ratified the convention by the end of 2017. All EU Member States

have ratified the UN Convention on Rights of the Child (CRC) that specified the principle of non-discrimination in Article 2, while article 24 of the Charter of Fundamental Rights lays down the right of children to protection and care as is necessary for their well-being

The policy context for the Agency's work on equality is further determined by:

- Thematic Objective 9 on social inclusion and poverty under the European Structural and Investment Funds 2014–2020;
- The social protection and cohesion chapter of the European Semester, including the EU social investment package
- The key rights and principles of the European Pillar of Social Rights, particularly on the right of children to quality early childhood education and care, as well as their protection from poverty; gender equality; equal opportunities; secure and adaptable employment; work-life balance; old age income and pensions; inclusion of people with disabilities, and long-term care.
- Council Recommendation on effective Roma integration measures in the member states of 9-10/12/2013
- European Parliament resolution of 1 June 2017 on the Multiannual Framework for 2018-2022 for the European Union Agency for Fundamental Rights and European Parliament resolution of 13 December 2016 on the situation of fundamental rights in the European Union in 2015
- Commission Communication on the Protection of Children in Migration of 12.4.2017
- Commission Communication on Midterm review of the EU framework for national Roma integration strategies of 30.8.2017
- The EU's strategic engagement for gender equality, 2016–2019.
- United Nations Sustainable Development Goals, in particular Goal No 10 on reducing inequality;
- The activities of the EU High Level Group on non-discrimination, diversity and equality;
- The activities of the EU High Level Group on Disability;
- The activities of the EU coordinator on the Rights of the child;
- The European Commission's List of Actions to advance LGBTI equality; the European Disability Strategy;
- The European Agenda on the Rights of the child;
- The European Commission's 2013 Recommendation on "Investing in children".
- The proposal for a European Accessibility Act;
- The EU acquis laying down special safeguards to protect children in different spheres of EU law.
- The dialogue with churches, religious associations or communities and philosophical and non-confessional organisations under Article 17 TFEU

FRA response in 2019-2021

In 2019, the Agency will continue its data collection and analysis activities in respect to Roma integration. FRA will also remain actively involved in supporting the activities of the EU High Level Group on non-discrimination, diversity and equality, in particular as regards efforts to promote the collection of equality data in the EU. The Agency will continue also to fulfil

its role within the EU Framework for the CRDP and disseminate its findings on the right to independent living of persons with disabilities. FRA will also communicate further analysis based on its findings from the second wave of its survey EU minorities and discrimination survey (EU-MIDIS II), and will initiate preparatory work for the launch of its third wave of

the survey (EU-MIDIS III) . FRA will launch the second EU LGBTI survey, which will also cover intersex persons. In parallel, FRA will conduct a Roma survey covering six additional EU Member States that were not encompassed under EU-MIDIS. The Agency will

Risks

FRA will conduct very complex and highly resource intensive projects in the area of equality in 2019, including large scale surveys, which will absorb a significant proportion of the Agency's human and

explore the potential for activities related to the right to freedom of religion or belief, based on its engagement with faith communities., FRA will also explore the feasibility of conducting research on the fundamental rights of older people in the EU.

financial resources. Despite risk mitigation measures, this might impact upon FRA's ability to quickly respond to ad-hoc requests and fundamental rights challenges, in the area of equality, in a timely fashion.

STRATEGIC AREA OF OPERATION

MIGRATION



FRA will prioritise its work in the field of migration, asylum and borders. The Agency will use its fundamental rights expertise to support EU legislative and policy work and to promote a fundamental rights compliant implementation of EU law. Knowledge gaps will be filled through research findings, including on biometrics and EU IT systems, severe labour exploitation and an analysis of the fundamental rights challenges characterising the response by Member States to 2015 and 2016 arrivals. Finally, through presence in particularly affected Member States, FRA will share its expertise to EU and national actors working on the ground.

Fundamental rights challenges

The EU experiences considerable migratory pressure as well as integration challenges, which significantly affect fundamental rights. Thousands of people die every year trying to reach the EU in overcrowded and ill-equipped boats. Instances of refoulement at borders are growing. Reception capacities for asylum applicants are strained in some EU Member States and the chance to get asylum still differs depending on the Member State in which a person applies. Reports of arbitrary deprivation of liberty and excessive use of force when apprehending, detaining or removing third-country nationals feature regularly in the work of monitoring bodies. Migrants' personal data will be increasingly stored in large-scale IT systems and used for migration

management and security purposes. Some categories of migrants do not have equal access to rights or to opportunities to participate in social and political life, which may lead to alienation and may even contribute to violent radicalisation that threatens social cohesion. Core fundamental rights – such as the right to life, the prohibition of refoulement, the prohibition of torture, inhuman or degrading treatment or punishment, freedom from arbitrary deprivation of liberty, the right to respect for private life – are under threat. Although restrictions to some fundamental rights are possible, these must remain within the strict limits set by Article 52 of the EU Charter.

Legal and policy context

Responding to a widespread perception that the EU and its Member States are failing in managing migration, governments are adopting policies that challenge fundamental rights. The EU has adopted over 30 binding secondary EU law instruments on asylum, visas, borders, immigration, trafficking in human beings and smuggling of people as well as return and readmission. Several new legislative proposals are on the table. Legislation is complemented by action plans, for

example, on return, smuggling of people of migrant integration. Most legislation and policy documents in this field have substantial implications on fundamental rights. EU Agencies – such as Frontex, EASO and Europol – are active on the ground to support Member States, adding a new dimension compared to other policy areas, as through its actions on the ground the EU may find itself accountable for fundamental rights violations.

FRA response in 2019-2021

Building on its past work FRA addresses both the legislative and policy level, as well as implementation of policies on the ground. Some 25 FRA publications (including comparative studies, handbooks, focus papers, guidance documents and legal opinions), some of which are available online in several EU languages,

contain suggestions for policy makers as well as practitioners working on the ground on how to ensure respect for fundamental rights. Working arrangements with Frontex, EASO and eu-LISA and close cooperation with other JHA Agencies enabled these partners to benefit from FRA's fundamental rights expertise. FRA's

participation in Commission-lead working groups with Member States, European Parliament hearings and Council Working Parties offered important fora to share FRA's findings and expertise. The temporary deployment of FRA experts to EU Member States most affected by new arrivals allowed FRA to support the EU

Risks

As new policies are increasingly testing the limits of what is allowed, EU institutions, agencies and Member States increasingly value FRA's expertise resulting in FRA being invited to provide input on more and more policy discussions, showing where the red lines are. This may lead FRA to overstretch its limited capacity. The constant need to re-prioritise its work in response to

actors on the ground with applicable fundamental rights expertise calibrated to the practical challenges. FRA's monthly overviews of fundamental rights challenges in selected Member States document trends, emerging challenges and promising practices.

external developments may not enable the Agency to approach new issues with the same thoroughness as in the past.

Increasingly FRA will have to reject external requests for input or support, such as participation in conferences, due to limited capacity, which may create a reputational risk.

STRATEGIC AREA OF OPERATION

RACISM



Fundamental rights challenges

Evidence collected by FRA consistently shows that people in the EU, including children, regularly experience racism in the form of ethnic discrimination in various areas of life. This includes racist victimisation, xenophobia and other forms of intolerance, including anti-Gypsyism, antisemitism and anti-Muslim hatred, as well as discriminatory ethnic profiling by law enforcement. The manifestation of phenomena of racism, xenophobia and related

intolerance persists although all EU Member States have transposed the Racial Equality Directive into national law. Gaps remain in the transposition into national law of the Framework Decision on Racism and Xenophobia, although many Member States have extended protection against hate speech and hate crime beyond racism and xenophobia to include other forms of intolerance, such as homophobia or transphobia.

Legal and policy context

The fight against racism and xenophobia is a permanent feature of FRA's Multiannual Framework. Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin offers protection against discrimination in the public and private sectors. The scope of the directive covers (access to) employment and occupation, social protection, social benefits, education, as well as access to and supply of goods and services, including housing. Council Framework Decision 2008/913/JHA of 28 November 2008 on combating certain forms and expressions of racism and xenophobia by means of criminal law prohibits public incitement to violence or hatred directed against a group of persons or a member of such a group defined on the basis of race, colour, descent, religion or belief, or national or ethnic origin. Article 22 of Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime obliges Member States to provide victims of hate crime with individual assessments to identify their specific protection needs.

The policy context for the Agency's work on racism, xenophobia and other forms of intolerance is further defined by:

- The activities of the EU High Level Group on combating racism, xenophobia and other forms of intolerance, including as regards combating hate crime and hate speech;
- The activities of the EU coordinator on combating antisemitism, and the EU coordinator on combating anti-Muslim hatred;
- European Parliament resolution of 1 June 2017 on the Multiannual Framework for 2018-2022 for the European Union Agency for Fundamental Rights and European Parliament resolution of 13 December 2016 on the situation of fundamental rights in the European Union in 2015;
- The European Commission's periodic reporting on the implementation of the Racial Equality Directive (2000/43/EC) by EU Member States;
- Commission Communication on Midterm review of the EU framework for national Roma integration strategies of 30.8.2017;
- United Nations Sustainable Development Goals, in particular Goal No 10 on reducing inequality and

- Goal No 16 on promoting just, peaceful and inclusive societies;
- Positive obligations EU Member States have towards combating hate crime and hate speech;

- Positive obligations EU Member States have towards victims of hate crime.

FRA response in 2019-2021

In 2019, FRA will collect data and information relevant to the implementation of the Racial Equality Directive (2000/43/EC) to feed into the European Commission's periodic reporting planned for 2020, as envisaged in Article 17 of the directive. The Agency will continue its active engagement with the EU High Level Group on combating racism, xenophobia and other forms of intolerance, including as regards combating hate crime and hate speech. FRA will further disseminate relevant findings of EU-MIDIS II, as well as those of

the second survey on discrimination and hate crime against Jews in selected Member States. The Agency will update its annual overview of the situation of data collection on Antisemitism in EU Member States, and review its database on anti-Muslim hatred on the basis of stakeholder input. The Agency will further capitalise on its work on discriminatory profiling by exploring the potential to conduct research on diversity and intolerance within law enforcement agencies.

Risks

FRA's expertise is increasingly requested including through specific input and analysis. This may lead FRA to overstretch its capacity to respond to new developments. FRA will make every effort to re-prioritise its work in response to new developments,

but this would impact on requests for input or support. FRA addressing diversity and intolerance within law enforcement agencies could lead to closer scrutiny of activities within its mandate that touch upon judicial cooperation in criminal matters.

STRATEGIC AREA OF OPERATION



COMMITMENT

Fundamental rights challenges

FRA's core aim for the forthcoming years is to support the dignified life of everyone in the European Union through the prism of human rights commitments, and to effectively communicate therefore about sustaining support for those rights, influence change leaders and raise awareness among rights holders. If FRA and also all of those with a mandate to monitor, implement,

promote or advocate human rights fail in this central mission, then political and media agendas will be hijacked by others who are determined to dismantle the human rights framework.

Legal and policy context

According to the Agency's Founding Regulation, the Agency is asked to coordinate closely with relevant Community bodies (Art. 7) and to cooperate at Member State and international level (Art. 8), with the Council of Europe (Art. 9) to ensure complementarity and added value, as well as with civil society through its

Fundamental Rights Platform (Art. 10). The regulation also includes (see Art. 4.1 h) the development of a communication strategy to promote dialogue with civil society to raise public awareness of fundamental rights. For this, the Agency is asked to disseminate information about its work.

FRA response in 2019-2021

Through its institutional cooperation, communication and capacity-building activities, FRA will continue to strengthen the fundamental rights framework in the European Union. It will do so by: providing tools for systematic human rights work on the ground; connecting actors to facilitate sharing of good practices in areas where progress is needed; and providing assistance and expertise to reinforce fundamental rights compliance in the EU, in accordance with the standards and values in EU treaty law and international instruments, with an explicit focus on promoting the EU Charter of Fundamental Rights. FRA will therefore further enhance its interactions with key organisations

of the international human rights system – the Council of Europe, the Organization for Security and Co-operation in Europe (OSCE) and the United Nations – and national human rights actors, particularly national human rights institutions, equality bodies and Ombuds institutions. FRA will maintain the Fundamental Rights Platform as a key forum for engagement with a wide range of civil society actors and support civil society activities to protect and promote fundamental rights, including by raising awareness of the Agency's findings, especially those related to the development of civic space in EU Member States

Risks

EU institutions, agencies and also Member States increasingly request FRA's expertise. This may lead stakeholder expectations and needs not being met due to the Agency's limited capacity. In case of unforeseen events and developments leading to specific requests


to the Agency (cooperation, communication and capacity-building) there is the risk of slow or lack of a FRA response due to non-availability of resources.

SECTION 3

 WORK PROGRAMME
2019

AREAS OF ACTIVITY

The Annual Work Programme 2020 is structured on the basis of the Agency's strategic areas of operation, as they have been introduced in the Multi-Annual Programming. The strategic programmes are covering all MAF areas, as follows:

	<ol style="list-style-type: none"> 1. Victims of crime and access to justice 2. Judicial cooperation, except in criminal matters 	JUSTICE
	<ol style="list-style-type: none"> 3. Information society and, in particular, respect for private life and protection of personal data 	PRIVACY
	<ol style="list-style-type: none"> 4. Equality and discrimination based on any ground such as 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, or on the grounds of nationality 	EQUALITY
	<ol style="list-style-type: none"> 5. Rights of the child 	
	<ol style="list-style-type: none"> 6. Integration and social inclusion of Roma 	
	<ol style="list-style-type: none"> 7. Migration, borders, asylum and integration of refugees and migrants 	MIGRATION
	<ol style="list-style-type: none"> 8. Racism, xenophobia and related intolerance 	RACISM
	<ol style="list-style-type: none"> 9. Projects and activities covering all MAF areas 	COMMITMENT

A detailed overview of FRA's projects and activities planned for 2020 is provided within each strategic area of operation and of activity taking into consideration:

- **Multiannual projects** carried over from previous years;
- **New projects** in 2020;
- Allocation of resources for responding to fundamental rights challenges and unanticipated requests for assistance and expertise, including those from EU institutions for ad-hoc advice and opinions.

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

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

Executive summary

The Agency has continued its work in the strategic area of **Justice**, by following up the research of previous years and measuring developments in Member States - focusing on implementation in practice based on the experience of legal practitioners as well as victims of crime, suspects and defendants. Furthermore, new projects have been envisaged to face persistent and emergent concerns in this field; in particular, the Agency will initiate a new project on differential treatment of various victims of crime groups in Member States, and will explore if further research is required in the field of human rights and access to justice in relation to business. Regarding judicial cooperation, the Agency has been focusing on the rights of individuals as suspected and accused persons, and as detainees, for which it has received a number of requests for research expertise by the Commission.

With respect to the area of **Privacy**, and following the general goals set by the Digital Single Market Strategy for the EU and the latest updates on data protection at EU and international level - FRA has been working on several projects in this field. Taking into consideration the increasing role of new technology in our society, a new project on big data and its impact on fundamental rights will be launched in 2019, which will explore 'use cases' to understand the fundamental rights implications of using big data/algorithms in both the public and private sector. Additionally, in order to provide up-to-date information with respect to the General Data Protection Regulation, in 2019 the Agency will continue to disseminate its updated Handbook on European Data Protection Law.

As regards the area of **Equality**, the Agency will build on its work to date on the Rights of the Child by focusing on capacity building in relation to child protection in the field of Migration. In 2019 the Agency will conduct fieldwork for its targeted survey on Roma in six EU Member States, and will initiate development of the next stage of EU-MIDIS III. In parallel, the results of EU-MIDIS II will be analysed further and

published in the course of the year. Furthermore, in 2019 FRA will launch the second wave and expand the scope of its EU-LGBTI survey, with the aim of collecting data that can show trends between the first and second round of the survey.

FRA will continue to build on its current strengths in the area of **Migration** and will carry over its multiannual projects to provide fundamental rights expertise to EU institutions and Member States. Expert advice will be provided at EU Member State level also through missions and field deployments. Research findings will be published concerning the experiences of asylum seekers and refugees, with respect to fundamental rights provisions, in the EU Member States that were - and continue to be - most affected by arrivals during the asylum 'crisis' of 2015-2016.

In line with what has been done in 2018 regarding **Racism**, FRA will carry over projects on Antisemitism and hate crime against Jews by collecting official and NGO-related data that can identify trends. The results of the Agency's second antisemitism survey, which was published at the end of 2018, will provide a rich source of data for further analysis, outreach and communication in 2019.

Finally, regarding the projects that cover more than one thematic area and that fall under the strategic area of **Commitment**, FRA will focus on activities that strengthen fundamental rights frameworks and reinforce rights compliance in the EU, including by promoting the EU Charter of Fundamental Rights. To that end, it will continue to strengthen its cooperation with policy-makers at EU and Member State level to ensure that its evidence-based advice can inform policy and legislative development relevant for fundamental rights. The Agency's Annual Report will provide an overview on the situation of fundamental rights in the EU covering all MAF areas. At the same time, the Fundamental Rights Survey will be implemented, which will be the first EU-wide survey to

produce comparable data on the general population's experience of fundamental rights. FRA will release a pilot of its European Fundamental Rights Information System, providing a searchable interface for available evidence from existing international human rights monitoring mechanisms. In cooperation with the European Network of National Human Rights Institutions (ENNHRI) and in consultation with international partners, FRA will update its 2010 report on national human rights institutions. The Fundamental Rights Platform will continue to be a

space to engage with civil society and empower it to protect and promote fundamental rights. Finally, FRA will engage in targeted capacity-building activities aimed at promoting the application of the EU Charter of Fundamental Rights, including by promoting its new handbook on the applicability of the Charter. Its work on promoting rights will be boosted in light of the 10th anniversary of the entry into the force of the Charter in 2019, which the Agency will mark through a number of targeted events and communication activities reaching out to a wider public audience.

Strategic area of operation: **JUSTICE**

Area of activity 1: **Victims of crime and access to justice**

Regarding FRA's work in this area, a significant development was the adoption of the Victims' Rights Directive (part of the 'Budapest Roadmap') as a new legal instrument for victims, which also requires Member States to present data on how victims are accessing their rights. FRA's on-going work in this area can support the Commission in identifying practical measures and best practices to guide MSs that are in the process of dealing with the specific needs of victims, in particular with regard to victims of hate crime and of gender-based or domestic violence; for example, drawing on FRA's fieldwork research findings with victims, which the Agency will also share with EIGE. The FRA's Fundamental Rights Survey will contribute through collection of data on the general population's experience of criminal victimisation and non-reporting to the authorities. Moreover, FRA's work in the area is reflected in the work of Eurostat, which is initiating a pilot exercise for a survey on violence against women and men. With FRA's expert input, the OSCE is replicating FRA's Violence Against Women Survey in ten non-EU Member States.

When it comes to access to justice in general, in the context of the EU Framework on the Rule of Law, the European Commission is looking to strengthen the capacity of the EU to ensure effective and equal protection of the rule of law in all Member States, including addressing any threats to the rule of law. The annual EU Justice Scoreboard is used by the Commission for presenting evidence on justice systems and procedures across Member States. FRA can support the Commission's efforts in this area through its targeted work in the field of fundamental rights and justice, as well as through its qualitative research and quantitative surveys, in particular the Fundamental Rights Survey. For the adoption of the Criminal Procedural Roadmap measures, the Commission will continue with reporting on Member States' compliance with them. In light of the EU Justice Agenda for 2020, the Commission will consolidate what has been achieved and identify new initiatives in this area. Finally, through its 2018 proposal on representative actions for the protection of the collective interests of consumers, the Commission proposed tools for facilitating redress for consumers for the infringement of their rights in a mass harm situation.

Above-mentioned issues will be addressed in 2019 by including the following:

Multiannual projects in 2019

- The Agency will continue to update its existing work in this field to measure developments at Member State level concerning the implementation of key legislation and policy in practice.
- FRA will disseminate the findings of the project 'Rights of crime victims to have access to justice –a comparative analysis', and engage with several stakeholders.

New projects in 2019

- As FRA's Fundamental Rights Survey will include questions on respondents' experiences of criminal victimisation (e.g. property crime and computer fraud), and their reporting patterns to the police and other services, this data can be extracted to provide a unique EU-wide dataset on victims that would be of use to different stakeholders in the context of the implementation of the Victims' Rights Directive; this is particularly important in the absence of an EU-wide survey on victims of crime.
- Providing ad-hoc fundamental rights expertise in the area of justice for and security of citizens to support the work of EU institutions, including JHA Agencies, in the in the 'security-related' and new technologies in the digital field (including the use of AI) building on relevant data and findings from the Agency's ongoing and past activities

Responses to ad-hoc requests and fundamental rights challenges in 2019

- Providing targeted fundamental rights assistance and expertise to EU institutions/agencies in response to EU legislative or policy changes (incl. requests for FRA opinions) and potential fundamental rights challenges (e.g. ad-hoc data collection and analysis).

A 1.1– Victims of crime: which victims are better served?

PRIORITY 1 STATUS: **NEW** TYPE: *multiannual* START: 01/01/2019

DESCRIPTION And ADDED VALUE Of The PROJECT

The Council Roadmap for strengthening the rights and protection of victims, in particular in criminal proceedings of June 2011 envisaged a “Measure E” on “Specific needs of victims”, observing: “Some victims have specific needs based on the type or on the circumstances of crime they are victim of, given the social, physical and psychological repercussions of these crimes, such as victims of trafficking in human beings, child victims of sexual exploitation, victims of terrorism and victims of organized crime. Their special needs could be addressed in specific legislation dealing with the fight against these types of crime.” The Victims’ Rights Directive (Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime) in several places highlights the particular situation and legitimate interests of various groups of victims, including victims of gender-based violence, child victims, victims whose country of origin is not the Member State where the crime was committed, victims of terrorism and victims of hate crime.

While – for example – the rights and legitimate interests of children as victims of sexual exploitation and victims of trafficking in human beings have been taken into account by pertinent secondary EU law instruments (see Directive 2011/92/EU on combating the sexual abuse and sexual exploitation of children and child pornography, and Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims), other categories of victims have, arguably, not received the same level of attention. This concerns, for example:

- Victims of hate crime;
- Victims of harassment, including women as victims of sexual harassment in the workplace;
- Children living in an institutional setting as victims of violence and abuse;
- Persons victimised in a Member State of which they are not nationals or residents.

In addition, whether due consideration is given – in line with the rights set out for individual assessment under the Victims’ Rights Directive – to the ‘average’ victim, who does not easily fit into one of the groups that has been considered as particularly vulnerable, also needs to be assessed.

Therefore, the added value of this project is to draw attention to both the average victim and to different categories of victims whose rights and legitimate interests are covered under the Victims’ Rights Directive, but, in practice, may not receive adequate responses to their particular needs; creating what might be referred to as a ‘hierarchy’ of victims’ rights provision at the EU and Member State level. The project will also identify aspects of such a hierarchy in terms of states’ differential investments in funding support services, legal aid and other forms of assistance, providing state compensation or adopting costly protection measures for different categories of victims.

PROJECT OBJECTIVES

- Raise awareness of policy makers of the diverse situations, needs and legitimate interests of certain groups of victims;
- Provide advice – on the basis of empirical evidence – which EU institutions and Member States can use when assessing how the rights and legitimate interests of certain groups of victims are being met in line with the duties set out in the Victims’ Rights Directive.

LINK TO FRA STRATEGIC PILLAR

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

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
➢ Desk research will look into legal, policy and practical provisions for specific victims groups in selected Member States.	➢ Research guidelines enabling FRANET contractors to provide targeted and comparable information on specific groups of victims and efforts made by Member States to meet their rights

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
<i>Temporary Agents</i>	1.00	<i>Research and Data</i>		265,000	-	-
<i>Contract Agents</i>	1.00	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>SNEs</i>	-	<i>Institutional Cooperation & Networks</i>		-	-	-
		<i>Communications & Events</i>		-	-	-
Total	2.00	Total		265,000	-	-

A 1.2 – Business and human rights: access to remedy improvements

PRIORITY 1	STATUS: on-going	TYPE: multiannual	START: 01/01/2018
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DESCRIPTION and ADDED VALUE of the PROJECT

At the request by the Council of the EU, FRA adopted an Opinion in April 2017 on how the EU can improve access to remedy in cases of human rights abuses by businesses. Following up on this Opinion, the European Commission requested FRA to conduct a mapping in the EU Member States on the legal and actual situation of access to remedy, including judicial and non-judicial mechanisms. Such a mapping would provide a much needed baseline on which action by the European Commission could be justified and prioritised.

This research would, like FRA's April 2017 Opinion, rely on the applicable standards and guidance in the area of business and human rights, coming in particular from the United Nations and the Council of Europe, which supports the need for action in key areas.

To ensure as relevant and practical findings and suggested ways forward as possible, the project could be done in collaboration with the European Law Institute (ELI), an entity partly funded by the European Commission and with a track record of providing concrete instruments such as recommendations and comments on draft legislation, along with draft legislation and offering practical options to the EU. Initial discussions between FRA and ELI in this regard have taken place during 2017 and further preparatory work has been commenced.

PROJECT OBJECTIVES

- At the request by the European Commission, FRA will provide further guidance to the EU and the Member States, following on from the Agency's 2017 Opinion, on how access to remedy can be improved in the area of business and human rights.

LINK TO FRA STRATEGIC PILLARS

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

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Expert meeting preparing selected focus areas; ➤ Research mapping across the EU Member States (and states with FRA observer status); ➤ In-house research and analysis. 	<ul style="list-style-type: none"> ➤ Short report with the European Law Institute for 2019. Follow-up deliverable in 2020

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	150,000	-	-
<i>Temporary Agents</i>	0.25	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.25	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	0.65	<i>Communications & Events</i>	-	-	-
Total	1.15	Total	150,000	-	-

A 1.3 – Responses to ad-hoc requests and fundamental rights challenges in the area “Victims of crime and access to justice and judicial cooperation, except in criminal matters”

PRIORITY 1	STATUS: <i>ongoing</i>	TYPE: <i>multiannual</i>	START: <i>01/01/2017</i>
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DESCRIPTION and ADDED VALUE of the PROJECT

This project follows-up activities related to past projects and covers ad-hoc requests for support by EU institutions, in the areas of access to justice and victims of crime. The main activities under the project will be communicating research findings, including relevant EU-wide dataset on victims collected via FRA’s Fundamental Rights Survey, and providing fundamental rights expertise to EU institutions and bodies, including to the ad-hoc requests, in the area of access to justice and victims of crime. The Agency follows up its research work from previous years through targeted engagement with key stakeholders at EU level to ensure that its evidence reaches them and informs their deliberations and decisions. Evidence-based advice will also be provided as relevant to key policy makers at national level and to other relevant stakeholders, such as national bodies with a human rights remit (e.g. equality bodies or national human rights institutions), civil society organisations working with victims of crime, professional organisations working with victims, other actors from the victims of crime field and organisations for legal professionals. For example, this can include follow-up of the Agency’s work on severe forms of labour exploitation. FRA will also update existing publications, such as reports, handbooks and/or types of publication. Finally, the Agency will continue to update its existing work in this field in order to measure developments at Member State level.

PROJECT OBJECTIVES

- To provide data, thematic reports and evidence-based advice;
- Issue ad hoc reports and opinions based on existing material and in-house expertise, update selected publications;
- Make findings of FRA available to policy makers in a proactive manner;
- Share promising practices and other findings resulting from FRA research at the right time to the right people;
- Develop EU rights based indicators on specific issues relevant to the area and specific projects;

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Strengthening cooperation with national and local fundamental rights actors: working with communities of support;
5. Effectively promoting rights, values and freedoms.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Conduct background research work; ➤ Communicate the research findings to key policy makers and other relevant stakeholders at EU and national level; ➤ Update existing products, including reprinting, as required; ➤ Prepare briefing papers for current policy issues; ➤ Participate in and organise meetings and events; ➤ Communicate the research findings to key policy makers at EU and national level, alongside other relevant stakeholders; ➤ Update existing products, including reprinting, as required; ➤ Prepare briefing papers for current policy issues; ➤ Participate in and organise meetings and events. ➤ Follow-up with respect to capacity building activities concerning the Agency’s work on severe forms of labour exploitation, which looks at access to justice. 	<ul style="list-style-type: none"> ➤ Expert input to stakeholders; ➤ Preparation and presentation of relevant opinions, papers, presentations and other expert input; ➤ Further develop indicators sets – as appropriate; ➤ Selected publications and online tools (or parts thereof) updated – as appropriate.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	<i>8,000</i>	-	-
<i>Temporary Agents</i>	<i>1.00</i>	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	<i>0.25</i>	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	<i>2,000</i>	-	-
Total	1.25	Total	10,000	-	-

A 1.4–Providing ad-hoc fundamental rights expertise in the area of justice for and security of citizens

PRIORITY 1 STATUS: **NEW** TYPE: *multiannual* START: 01/01/2019

DESCRIPTION and ADDED VALUE of the PROJECT

FRA is increasingly requested to provide fundamental rights expertise and data to support the work of EU institutions, including JHA Agencies, in the area of justice for and security of citizens. It is expected that requests for FRA's input related to these fields will continue to grow as legislation and policy responses in 'security-related' fields increase. Issues such as radicalisation, terrorism, serious crime and cybercrime will continue to remain a policy priority at the EU and Member State level, including topics that require additional data and evidence that can be collected as part of FRA's research on the impact on fundamental rights of developments in these fields. The project builds on relevant data and expertise from the Agency's ongoing and past activities, complemented by additional research in response to ad-hoc requests received for support – by EU institutions and JHA Agencies – in these fields.

In 2019 the Agency may work in the area of e-evidence, in response to requests for input – as of 2018 – from the European Parliament's LIBE Committee concerning the e-evidence proposal. In this regard, in 2018 the Agency was asked to provide its preliminary assessment at a hearing of the LIBE Committee on this subject. Also in 2019, the Agency will provide input, at the request of the Commission, in relation to fundamental rights standards applicable to the area of data retention. The Agency will produce both informal and formal inputs and deliverables in these areas, at the request of the relevant EU institutions.

PROJECT OBJECTIVES

- To provide data and fundamental rights expertise to EU institutions and Agencies – typically upon request – in areas related to justice for and security of citizens.
- Issue ad hoc reports and opinions based on existing material and in-house expertise, update selected publications;
- Make findings of FRA available to policy makers in a proactive manner;
Share promising practices and other findings resulting from FRA research in a timely manner to the EU Institutions requesting input.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Attend and provide tailor-made input to the European Commission, Council Working Parties, the European Parliament LIBE Committee, expert meetings by the European Commission or EU Agencies as well as to other carefully selected events; ➤ Collect and analyse data; ➤ Organise expert meetings, where appropriate; ➤ Provide fundamental rights expertise to CEPOL, Eurojust, EUROPOL and Frontex. 	<ul style="list-style-type: none"> ➤ Upon request – provide informal and formal evidence to EU institutions and Agencies; Draft legal opinions if requested by EU institutions; ➤ Upon request - draft reports, and other publications and/or update past publications or parts thereof;

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
<i>Temporary Agents</i>	1.00	<i>Research and Data</i>		8,000	-	-
<i>Contract Agents</i>	0.30	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>SNEs</i>	1.20	<i>Institutional Cooperation & Networks</i>		-	-	-
		<i>Communications & Events</i>		2,000	-	-
Total	2.50	Total		10,000	-	-

Strategic area of operation: **JUSTICE**

Area of activity 2: **Judicial cooperation, except in criminal matters**

In previous years, the Agency has developed two strands of research, one relating to the rights of suspected and accused persons, the other to the rights of detainees. The former strand encompasses the Agency's publication on the Rights of suspected and accused persons as concerns translation, interpretation and information (2016), and the Handbook on access to justice (2016) as far as it relates to the rights of suspected and accused persons. The latter strand relates to the Agency's publication on Criminal detention and alternatives; fundamental rights aspects in EU cross-border transfers (2016); the Handbook on access to justice (2016) to the extent that it covers the rights of prisoners and pre-trial detainees; the research project implemented in 2018 on Criminal detention in the EU – conditions and monitoring; and the ongoing project on Access to a lawyer and the European arrest warrant. All these projects serve to enhance fundamental rights standards in Member States relating to the right of defence (Article 48 of the Charter) and the rights of persons deprived of their liberty (Article 6 of the Charter), and thereby to reinforcement of mutual confidence that fundamental rights standards are met across the EU, a confidence that is a precondition of effective judicial cooperation in these fields. A number of the above projects have been undertaken at the direct request of the European Commission.

Through research with rights holders and duty bearers, the Agency's work in this area has focused on the rights of individuals as suspected and accused persons, and as detainees, but has not covered the underlying institutional aspects of the right (under Article 47 of the Charter) to an effective remedy and to a fair trial. Procedural rights under Article 47 of the Charter – as well as defence rights under Article 48 – are premised on the existence of an independent and impartial court or tribunal previously established by law.

Multiannual projects in 2019

- Access to a Lawyer and the European Arrest Warrant: application in practice with regard to fundamental rights (project A.2.1).

Responses to ad-hoc requests and fundamental rights challenges in 2019

- This activity is included in project fiche A.1.3 Responses to ad-hoc requests and fundamental rights challenges in the area "Victims of crime and access to justice and judicial cooperation, except in criminal matters"

A 2.1 – Access to a Lawyer and the European Arrest Warrant: application in practice with regard to fundamental rights

PRIORITY 1 **STATUS:** ongoing **TYPE:** multiannual **START:** 01/11/2017

DESCRIPTION and ADDED VALUE of the PROJECT

In the Commission's Opinion of August 2017 on the Programming Document 2018-2020, the Commission invited the Agency to carry out research "on the practical implementation of aspects of the Directive on access to a lawyer such as early contact between suspects and lawyers, involvement of lawyers during questioning, confidentiality, waivers, the right of access to a lawyer in the European arrest warrant cases and communication with third persons when being deprived of liberty" as well as on the "practical aspects of implementation of all recently adopted EU provisions aimed at strengthening procedural rights of persons requested under a European arrest warrant". On the basis of this request, the Agency in 2018 carried out fieldwork research in a number of selected Member States. This research consisted of interviews with practitioners (police officers, judges, prosecutors, defence lawyers and staff from prison administrations) as well as with defendants and with persons requested under a European arrest warrant. These interviews were aimed to establish the factual realisation of the rights of defendants and of requested persons to have access to a lawyer, to have a third person informed of the deprivation of liberty, to communicate with third persons and of other rights relevant with regard to individuals' rights to liberty and security (Article 6 of the Charter) and their right of defence (Article 48 of the Charter).

In 2019, the results from this fieldwork will be published and communicated to relevant stakeholders, such as the Commission and government authorities responsible for the implementation of the rights of defendants and of requested persons at the level of Member States. In particular, the Agency will support the Commission in assessing the extent to which Member States have taken the necessary measures in order to comply with Directive 2013/48/EU on the right of access to a lawyer in criminal proceedings and in European arrest warrant proceedings etc. (Article 16 of the Directive).

PROJECT OBJECTIVES

- Contribute to the Commission's assessment under Article 16 of Directive 2013/48/EU;
- Contribute to the proper implementation of fundamental rights and secondary EU legislation at Member State level as concerns the defence rights of suspected or accused persons and the rights of persons requested under a European arrest warrant.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Production and publication of findings on the rights of defendants and of persons requested under a European arrest warrant; ➤ Launch of the report; ➤ Communicate research findings to key actors at EU and national level; ➤ Specific stakeholder communication and awareness raising activities. 	<ul style="list-style-type: none"> ➤ Findings published; ➤ Meetings with stakeholders.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		7,000	-	-
<i>Temporary Agents</i>	0.40	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>Contract Agents</i>	0.50	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	0.20	<i>Communications & Events</i>		3,000	-	-
Total	1.10	Total		10,000	-	-

Strategic area of operation: **PRIVACY**

Area of activity 3: Information society and, in particular, respect for private life and protection of personal data

The context of FRA work in relation to this area is shaped by the general goals set by the Digital Single Market Strategy for the EU as well as the policy debate at EU and international level; for example as part of the Internet Governance Forum (IGF). The General Data Protection Regulation became applicable in May 2018 and the Data Protection Directive for the police and criminal justice was to be transposed at Member State level. The upcoming e-privacy Regulation replacing the current Directive will also have wide-ranging fundamental rights implications. In parallel, the work of the European Data Protection Supervisor is evolving to reflect new challenges, and security issues will remain high on the EU agenda. The work of the European Data Protection Board will also contribute to the effective implementation of rights based Articles 7 and 8 of the Charter.

Above-mentioned issues will be addressed in 2019 by including the following:

Multiannual projects in 2019

- FRA will follow up on the publication of the EDPS-FRA-CoE Handbook on European Data Protection Law (2018), and the Guide on unlawful profiling (2018) with translation outreach activities with key stakeholders.
- FRA will continue to prepare for the CoE-FRA Handbook on cybercrime and fundamental rights.

New projects in 2019

- Start of implementation of FRA research project on big data, algorithms and the potential for discriminatory treatment. Within the above, the Agency will explore the feasibility of establishing a project on the data-driven society and fundamental rights, focusing on aspects of new technology and their application;
- Examine the importance of fundamental rights in the digital environment by providing expert input to discussions and related research; contribute to work undertaken on internet governance from the perspective of fundamental rights protection.

Responses to ad-hoc requests and fundamental rights challenges in 2019

- Providing targeted fundamental rights assistance and expertise to EU institutions/agencies in response to EU legislative or policy changes (incl. requests for FRA opinions) and potential fundamental rights challenges (e.g. ad-hoc data collection and analysis).

A 3.1 – Advising on how to prevent unlawful profiling

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2016

DESCRIPTION and ADDED VALUE of the PROJECT

In 2018, FRA published the up-dated Guide on unlawful profiling. The new Guide took into account developments, in recent years, concerning the context and use of profiling with respect to two main factors:

1. the rapid development of data technologies coupled with the increased use of these technologies by law enforcement authorities;
2. the development and increased use of similar technologies for border management.

These two factors impact on various fundamental rights such as data protection, privacy and non-discrimination. Previous and current FRA research is already looking into some aspects of this, such as the projects on biometrics, surveillance and artificial intelligence .

FRA updated the Guide to reflect these new realities and assessed how they are having an impact on profiling methods and fundamental rights. The new Guide provides a general update of the analysis, taking into account legal and technological developments and expand the scope to include border management. FRA will contribute to strengthening fundamental rights compliance within the areas of criminal and immigration law enforcement in particular, by advising officials in Member States on how to avoid practices that risk resulting in discriminatory profiling. The guide will also be translated in a number of EU languages to increase impact at national level.

PROJECT OBJECTIVES

- Enhance cooperation with Member State authorities as well as Europol, Frontex and CEPOL as key users
- Contribute to awareness raising and understanding of the European legal framework that applies to the use of profiling by law enforcement officers and border guards at national level.
- Contribute to the proper implementation of European data protection standards in the fields of law enforcement and border management, also in view of the new data protection rules..

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms ;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES

- Dissemination of the guide;
- Translation and preparation of the guide for publication in selected EU languages;
- Communicate research findings to key actors at EU and national level;
- Specific stakeholder communication and awareness raising activities;
- Participation in meetings and events.

OUTPUTS

- Easily accessible guide for law enforcement officers and border guards published in selected EU languages;
- Capacity-building activities, such as trainings on the prevention of unlawful profiling
- Meetings with stakeholders and experts.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
			<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	0.50		<i>Technical Assistance & Capacity building</i>	18,000	-	-
<i>Contract Agents</i>	0.75		<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	-		<i>Communications & Events</i>	2,000	-	100,000
Total	1.25		Total	20,000	-	100,000

A 3.2 – Providing advice on European data protection law

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2018

DESCRIPTION and ADDED VALUE of the PROJECT

In 2018 FRA, the Council of Europe and the EDPS launched the updated handbook on European data protection law. The updated handbook considers the recent adoptions of the General Data Protection Regulation (EU)2016/679 (GDPR), the Directive for the police and criminal justice sector (EU) 2016/680 (Police Directive), the Protocol amending the Convention for the Protection of Individuals with regard to Automatic Processing of Personal Data (ETS No. 223) as well as up-to-date case law of the Court of Justice of the European Union (CJEU) and European Court of Human Rights (ECtHR).

Similarly to its previous edition, the Handbook highlights and summarises in a didactical way the key legal and jurisprudential principles of European data protection law, including those in the field of transborder data flow. For instance, the handbook will contribute to promoting and better understanding the rights stemming from the new EU data protection rules. The update of the Handbook was developed in 2017 in close co-operation with FRA key partners in this field: the Council of Europe (CoE), the European Court of Human Rights and the European Data Protection Supervisor (EDPS).

FRA will strengthen capacities of Member State authorities as well as civil society actors to process personal data in line with fundamental rights by contributing to improved knowledge and understanding of European data protection law.

PROJECT OBJECTIVES

- Update the 2014 edition of the Handbook on European data protection law;
- Enhance cooperation with the Council of Europe (CoE), the European Court of Human Rights, the European Data Protection Supervisor (EDPS) and ensure communication with the new European Data Protection Board
- Contribute to raising awareness, knowledge and understanding of the reformed data protection legal frameworks amongst lawyers, judges, legal practitioners and data protection authorities (DPAs), and other relevant 'intermediaries' at national and European level, as well as civil society organisations and interested individuals working at the national and European levels. The communication strategy on the launch of the new Handbook should be ensured.
- Facilitate domestic implementation of European law and relevant international legal instruments in the field of data protection.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Strengthening cooperation with national and local fundamental rights actors: working with communities of support;
5. Effectively promoting rights, values and freedoms.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Production and publication of the handbook on-line and in printed versions; ➤ Translation and preparation of the handbook for publication in other EU languages; ➤ Communicate research findings in this field to key policy makers at EU as well as national level, alongside other relevant stakeholders; ➤ Dissemination of the handbook and its promotion among relevant stakeholders ➤ Specific stakeholder communication and capacity-building activities; ➤ Participation in meetings and events. 	<ul style="list-style-type: none"> ➤ Easily accessible Handbook for legal practitioners; ➤ Handbook published in EU languages; ➤ Communication activities ➤ Meetings with stakeholders and experts.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.25	<i>Technical Assistance & Capacity building</i>	-	-	30,000
<i>Contract Agents</i>	0.50	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	0.35	<i>Communications & Events</i>	50,000	-	245,000
Total	2.10	Total	50,000	-	275,000

A 3.3– Artificial Intelligence, Big Data and Fundamental Rights

PRIORITY 1

STATUS: **NEW**TYPE: *multiannual*

START: 01/01/2019

DESCRIPTION and ADDED VALUE of the PROJECT

One of the key priorities of the Digital Single Market is to shape “the right environment for digital networks and services to flourish” by establishing legal and social benchmarks for EU citizens and businesses that are operating in the digital age. With the 2016 data protection reform fully in place, as of 2018 Europeans will benefit from strong safeguards when using ICT – however, the interface between technology and rights needs to be further enhanced. A number of fundamental rights areas that are impacted by new technologies – in positive and negative ways. These include challenges to privacy, data protection and equal treatment. In particular, the increased use of big data and algorithms through fast developing methods in the area of machine learning and artificial intelligence has raised several fundamental rights concerns. The EP and the CoE published reports on these fundamental rights concerns. Given the rapid increase in the use of new technologies, there is not only a need to identify and explain fundamental rights challenges in this area, but to develop clear guidelines and recommendations for those processing and using data. Principles in the 2016 General Data Protection Regulation such as transparency, purpose limitation and data minimisation need to be implemented in the digital area alongside anti-discrimination legislation. Concrete solutions to embed fundamental rights compliance need to be found for public administrations and businesses using technologies or engaging in digitally innovative projects. This project aims at assessing the current challenges faced by producers and users of new technology with respect to fundamental rights compliance. The project will assess how privacy and data protection legal principles (as described in the FRA-CoE-EDPS Handbook on European Data Protection law) can be implemented in practice. Building on the results of this assessment, the project will contribute to developing tools to support individuals and businesses in using and developing applications, while innovating in a fundamental rights-compliant way. The project will identify main fundamental rights challenges related to the use of new technologies, including AI and big data, through qualitative interviews and case studies. Additionally, the project will measure the practices and awareness of these issues among (local) public administration and businesses in selected EU Member States. In a third phase, the project will – depending on feasibility – study concrete examples of fundamental rights challenges when using new technologies (i.e. machine learning and AI). The third phase would be done through either online experiments or simulation case studies. The results of the project will contribute to setting out fundamental rights guidelines and recommendations for data users. Key stakeholders include: Member States; European Data Protection Board; European Data Protection Supervisor; NHRIs/Equality Bodies; European Union Agencies; CoE; Civil Society; professional organisations, private sector.

PROJECT OBJECTIVES

- Contribute to raising awareness, knowledge and understanding of the 2016 data protection reform;
- Assess current challenges faced by public administration and businesses in complying with fundamental rights in this area;
- Collect information and data on the challenges and use of developing technologies in the area of machine learning and artificial intelligence and its awareness among businesses and public administration;
- Provide guidance and support to users of AI tools and policy makers;
- Engage with stakeholders at EU and national levels.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES

- Through interviews with experts and practitioners, conduct a detailed assessment of fundamental rights challenges related to developing technologies;
- Carry out field research in selected Member States to collect data about the use of new technologies by businesses and (local) public administration and their awareness of related fundamental rights challenges;
- Examine the feasibility of case studies showing concretely fundamental rights challenges related to the use of big data (e.g. discrimination in the use of algorithms);
- Develop ideas – for 2020 – for a number of practical tools to assist end-users to identify fundamental rights challenges with respect to big data applications.

OUTPUTS

- Data and analysis on key fundamental rights challenges when implementing new technologies;
- Data on awareness of fundamental rights challenges among public administration and businesses;
- Meetings with stakeholders and experts.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
<i>Temporary Agents</i>	0.60	<i>Research and Data</i>		325,000	-	-
<i>Contract Agents</i>	1.25	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>SNEs</i>	0.25	<i>Institutional Cooperation & Networks</i>		-	-	-
		<i>Communications & Events</i>		10,000	-	-
Total	2.10	Total		335,000	-	-

A 3.4 – Responses to ad-hoc requests and fundamental rights challenges in the area of “Information society and, in particular, respect for private life and protection of personal data”

PRIORITY 1 **STATUS:** *ongoing* **TYPE:** *multiannual* **START:** *01/01/2017*

DESCRIPTION and ADDED VALUE of the PROJECT

In response to two of the Commission’s ten priorities for 2016 and beyond – the ‘Digital Single Market’ and ‘Justice and Fundamental Rights’ – the Agency is in a position to play a vital role with respect to the provision of research findings and expertise concerning the intersection of these two areas – addressing core rights such as privacy and data protection, which adds significant value to work in these fields. Given the rapidly evolving landscape in the ICT field and its implications with respect to fundamental rights, FRA will closely monitor these changes through targeted research, and will extend its current work with other EU Agencies and actors that are tasked with technical developments and assistance in these fields; such as ENISA.

The Agency follows up its relevant research work through targeted engagement with key stakeholders to ensure that its evidence reaches them and informs their deliberations and decisions. For example, in the area of data protection the Agency is in a unique position to provide socio-legal data and analysis at a multi-country level across the EU. In this regard, its legal analysis is not only limited to Articles 7 and 8 of the Charter, but provides a wider fundamental rights assessment in the field of information society that can address areas such as non-discrimination alongside other fundamental rights such as privacy and data protection. During 2018, the Agency examined the role of ICT with respect to its impact on key fundamental rights – looking at both the negative and positive implications of increased use of ICT. To this end, the Agency will explore the possibilities of launching a project in 2019-2020 to further examine this field, building on research work already undertaken by the Agency on information society, privacy and data protection, and looking at parallel work conducted by the Agency on freedom to conduct a business. In addition, the Commission’s work in relation to freedom of expression, media freedom and media pluralism will be closely followed by the Agency; with the Commission’s 2016 Fundamental Rights Colloquium setting the agenda.

Key stakeholders: European Parliament; Council of the EU; European Commission; Member States; the European Data Protection Board; European Data Protection Supervisor; NHRIs/Equality Bodies; European Union Agencies (ENISA, EUROPOL, eu-LISA); Council of Europe; Civil Society; Professional organisations.

PROJECT OBJECTIVES

- To provide opinions and evidence based advice;
- Issue ad hoc reports based on existing material and in-house expertise,
- Update selected publications – such as the Ethnic Profiling Guide;
- Make findings of FRA available to policy makers in a proactive manner;
- Relevant communication & cooperation activities;
- Develop EU rights based indicators on specific issues relevant to the area and specific projects.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Communicate research findings in this field to key policy makers at EU as well as national level, alongside other relevant stakeholders; ➤ Develop targeted analysis and briefs; ➤ Re-print existing reports as required; ➤ Participation in meetings and events. 	<ul style="list-style-type: none"> ➤ Expert advice to stakeholders; ➤ Selected publications (or parts thereof) updated; ➤ Preparation and presentation of relevant opinions, papers, presentations and other input; ➤ Development of indicators.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	<i>3,500</i>	-	-
<i>Temporary Agents</i>	<i>1.00</i>	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	<i>0.30</i>	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	<i>0.35</i>	<i>Communications & Events</i>	<i>1,500</i>	-	-
Total	1.65	Total	5,000	-	-

A 3.5 – Handbook on European law relating to cybercrime and fundamental rights

PRIORITY 1 STATUS: *on-going* TYPE: *multiannual* START: 01/01/2018

DESCRIPTION and ADDED VALUE of the PROJECT

The widespread use of the internet has led to an exponential growth of increasingly sophisticated online threats to the fundamental rights of a vast number of victims. Nearly 90% of 28,000 Eurobarometer interviewees saw cybercrime as an important challenge to EU security. The fight against cybercrime is one of the three pillars of the [European Agenda on Security](#) and developments in this area are regularly reported in monthly Commission communications. The EU has adopted relevant rules linked to this form of crime, such as the ePrivacy Directive (2002/58/EC), the Directive on attacks against information systems (2013/40/EU), fraud and counterfeiting (2001/413/JHA), sexual abuse and sexual exploitation of children and child pornography (2011/92/EU), and on terrorism (2017/541/EU). In October 2017, the [European Parliament adopted a resolution on the fight against cybercrime, in which it requested](#) the FRA "(75) to draw up a practical and detailed handbook providing guidelines regarding supervisory and scrutiny controls for Member States". The European Commission has presented in April 2018 [a proposal for a regulation and a proposal for a directive](#) to improve cross-border access to electronic evidence. At Council of Europe (CoE) level, the [Budapest Convention on Cybercrime](#), ratified by 26 EU Member States, serves as the key international treaty in this area. Since its entry into force in 2004 the Cybercrime Convention Committee has provided extensive [guidance](#). By the end of 2019, a Protocol to the Budapest Convention should be open to signature. The Protocol will cover cross-border access to electronic evidence. Technological advances, such as the use of encryption and Cloud services allow cybercriminals to hide unlawful content in remote server locations. This requires special investigative acts by authorities, which may also involve remote forensics and elaborated decryption techniques. These developments raise new challenges for protecting fundamental rights in particular when it comes to investigating cybercrime. The required investigation techniques affect various fundamental rights such as the rights to privacy and protection of personal data, freedom of expression, the right to a fair trial, the right to an effective remedy and the principle *ne bis in idem*, among others. This Handbook would be the FRA answer to the European Parliament request: It will highlight the key fundamental rights challenges not only investigating cybercrime, but also will map the positive obligations of the States to safeguard fundamental rights of the victims caused by cybercrime itself, and provide possible promising practices to ensure fundamental rights compliance. Its preparation will follow the well-established [series of Handbooks](#) prepared by the FRA together with the Council of Europe and the European Court of Human Rights. The Handbook will provide easy-to-use guidance on cybercrime investigations and electronic evidence. It will be based on other projects of the Agency in the area of privacy and data protection and access to justice (e.g. artificial intelligence, profiling). With this Handbook, FRA will increase its visibility in an area that will grow in importance in the coming years while enhancing synergies with the Council of Europe. Besides the project partners (Council of Europe/Cybercrime Division and the ECtHR), key stakeholders include: Member States; EU Institutions and Agencies, in particular Eurojust's European Judicial Cybercrime Network, the Europol's European Cybercrime Centre; the European Data Protection Authorities and the European Data Protection Board; civil society; and the private sector (Service Providers in particular). The drafting of the handbook should wait for the completion of EU's legislative procedure on e-Evidence and CoE's 2nd protocol to the Budapest convention.

PROJECT OBJECTIVES

- Contribute to raising awareness and assessing possible solutions to current challenges faced by national authorities in complying with fundamental rights safeguards and EU data protection law in cybercrime and e-evidence investigations and cross-border cooperation.
- Provide accessible information that judges, prosecutors and law enforcement agents of EU Member States need to assess and check compliance with fundamental rights of special investigative techniques used in cybercrime and cross-border cooperation.
- Enhance cooperation with the Cybercrime Programme Office of the Council of Europe, the European Court of Human Rights, Eurojust's European Judicial Cybercrime Network (EJNC), and Europol's European Cybercrime Centre.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing real-time assistance and expertise;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support;

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ In-house analysis and selection of extracts from key judgments and decisions delivered by the ECtHR and CJEU highlighting the manner in which EU law, the (ECHR) and other instruments were applied at national and EU level. ➤ A meeting will be organised with key cybercrime specialists and stakeholders in 2019. 	<ul style="list-style-type: none"> ➤ Internal research documents ➤ Meeting report

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	10,000	-	-
<i>Temporary Agents</i>	0.75	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.30	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	0.60	<i>Communications & Events</i>	-	-	-
Total	1.65	Total	10,000	-	-

Strategic area of operation: **EQUALITY**

Area of activity 4: Equality and discrimination based on any ground such as 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, or on the grounds of nationality

The context of FRA's work in this area is provided by the EU's Racial Equality Directive 43/2000 and the Employment Equality Directive 78/2000, as well as the debate on the proposed Equal Treatment Directive. The European Commission policy document on "Non-discrimination and equal opportunities" is envisaged to be renewed and may influence the European Commission "List of actions to advance LGBTI equality". The European Disability Strategy (2010-2020) was published in 2017, confirming the relevance of its content and its 8 priority areas (Accessibility; Participation; Equality; Employment; Education and training; Social protection; Health; External action). The adoption of the Commission proposal for a European Accessibility Act could be envisaged by 2018. The Council of Europe (CoE) Disability Strategy (2017-2023) supporting CoE Member States to implement the UN Convention on the Rights of Persons with Disabilities has five, rights-based, priority areas, which will be taken into account: (a) equality and discrimination based on any ground such as 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, or on the grounds of nationality; (b) awareness raising; (c) accessibility; (d) equal recognition before the law; (e) and freedom from exploitation, violence and abuse. The European Commission is expected to continue the focus on deinstitutionalisation, including in the context of monitoring the implementation of the European Structural Investment Funds ex-ante conditionalities; age in the context of anti-discrimination; and a cross-cutting theme in policy developments on disability. The above-mentioned issues will be addressed in 2019 by including the following:

Multiannual projects in 2019

- The right to independent living of persons with disabilities;
- Participation in the EU Monitoring Framework for the Convention on the rights of persons with disabilities;
- EU-MIDIS II- continued roll-out of results from the second wave of the survey;
- EU-LGBTI Survey II covering lesbian, gay, bisexual, transgender and intersex persons

New projects in 2019:

- EU-MIDIS III- starting preparatory work for the launch of the third round of EU-MIDIS

Responses to ad-hoc requests and fundamental rights challenges in 2019:

- Providing targeted fundamental rights assistance and expertise to EU institutions/agencies in response to EU legislative or policy changes (incl. requests for FRA opinions) and potential fundamental rights challenges (e.g. ad-hoc data collection and analysis). FRA will update its 2014 indicator on the link between deprivation and legal capacity and the right to vote for persons with disabilities.

A 4.1 – The right to independent living of persons with disabilities

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2014

DESCRIPTION and ADDED VALUE of the PROJECT

The EU is party to the UN CRPD and, to the extent of its competences, has an obligation to ensure the respect, protection, promotion and fulfilment of the rights of persons with disabilities. In addition, nearly all EU Member States have ratified the CRPD and are taking steps to implement its provisions. In 2014, FRA began implementing a multi-annual project on the right to independent living of persons with disabilities, as set out in Article 19 of the CRPD, with a particular focus on the transition from institutional care to community-based support. The findings of this project illustrate how a commitment made at international level to realise the full and effective participation in society of persons with disabilities on an equal basis with others translates into concrete action taken at local level. In the first and second phases of the project, FRA developed human rights indicators on Article 19 and began populating them with information on laws and policies being developed by EU Member States to support the process of transition to community living.

Drawing on the results of this research, in 2016 and 2017 FRA undertook fieldwork in selected municipalities to identify drivers of and barriers to deinstitutionalisation of persons with disabilities. While the in depth nature of the fieldwork means that the number of case studies was small, they reflect the different administrative arrangements, social welfare traditions and approaches to transition taken across the EU. In 2017, the Agency finalised the fieldwork. In 2018, the Agency focused on disseminating the findings of the project as whole to provide data, information and assistance to key stakeholders on measures to fulfil the right of persons with disabilities to live independently and be included in the community. In 2019, FRA will continue disseminating findings of the project to relevant stakeholders.

PROJECT OBJECTIVES

- To feed into the EU CRPD monitoring framework with data and comparative analysis;
- To identify barriers and drivers of deinstitutionalisation at local level;
- To populate human rights indicators on the right to independent living;
- To deliver targeted outputs of use to key stakeholders and raise awareness of fundamental rights implications;
- Engagement of stakeholders and representative organisations of persons with disabilities.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Dissemination of findings and evidence-based advice; ➤ Cooperation with stakeholders, including missions to present findings and provide evidence-based advice. 	<ul style="list-style-type: none"> ➤ Expert advice to stakeholders; ➤ Meeting with EU-level and national stakeholders and experts to raise awareness of results and provide evidence-based advice

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
			<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	0.40		<i>Technical Assistance & Capacity building</i>	18,000	-	-
<i>Contract Agents</i>	0.50		<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	-		<i>Communications & Events</i>	2,000	-	-
Total	0.90		Total	20,000	-	-

A 4.2 – Participation in the EU Framework to promote, protect and monitor the CRPD

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2017

DESCRIPTION and ADDED VALUE of the PROJECT

The European Union (EU) is party to the United Nations Convention on the rights of persons with disabilities (CRPD). To the extent of its competences, the EU has an obligation to monitor the respect, protection, promotion and fulfilment of the rights of persons with disabilities. In this regard, the EU has put in place a framework composed of the European Parliament, the European Ombudsman, the European Disability Forum and FRA. The EU Framework cooperates and coordinates its activities with the work of the Commission as focal point for the implementation of the CRPD.

To guide its work, the EU Framework developed a coordinated work programme including activities implemented by several framework members together or by the framework as a whole. In fulfilling its responsibilities as a member of the EU Framework, FRA contributes actively to the implementation of the work programme. The Framework also meets regularly to share information and coordinate joint activities, such as the annual meeting between the EU Framework and national mechanisms established under Article 33(2) on national implementation and monitoring of the CRPD.

In line with its role in this monitoring framework, FRA collects and analyses relevant data as part of its work on equality and non-discrimination on the ground of disability. In addition, the Agency develops indicators and benchmarks in close cooperation with the European Commission, applying the structure-process-outcome model developed by Office of the United Nations High Commissioner for Human Rights (OHCHR). FRA also mainstreams disability within other thematic areas of its work and addresses the rights of persons with disabilities as a specific component of its awareness-raising activities. Efforts will be undertaken to mainstream disability issues in the analysis of data related to immigrants and ethnic minorities, such as Roma.

In 2015, the EU's implementation of the CRPD during 2011-2013, (following EU accession to the convention) was reviewed by the CRPD Committee. The Framework, while not specifically addressed by the CRPD Committee's concluding observations, contributes to follow up the CRPD Committee's review, within the scope of the Framework's mandate. As a member of the EU Framework, FRA will contribute to any follow up in line with the Framework work programme within the Frameworks' remit.

PROJECT OBJECTIVES

- To collaborate with members of the EU CRPD Framework to implement the framework's work programme;
- To coordinate, with members of the EU Framework, closely with the European Commission as focal point for the implementation of the CRPD;
- To support, in cooperation with members of the EU Framework, the promotion, protection and monitoring of the CRPD by the EU with data, analysis and evidence-based conclusions deriving from its projects focused on the rights of persons with disabilities, as well as awareness-raising materials; gender-specific challenges will be taken into account in this work, where relevant;
- To follow up and support the activity of the Commission as focal point of the EU, in cooperation with members of the EU Framework and within the remit of the Framework as it relates to the concluding observations of the CRPD Committee in relation to the EU and EU Member States when they implement EU law;
- To cooperate with and complement the work of national monitoring mechanisms, as a member of the EU Framework and, where relevant, in conjunction with the focal point.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Participation in meetings of the EU CRPD Framework and external events to which Framework members are invited (such as the Annual Work Forum on the implementation of the CRPD); ➤ Participation in activities following-up to the CRPD Committee's concluding observations, in close cooperation with the Commission as Focal Point, as elaborated in the EU Framework work programme. 	<ul style="list-style-type: none"> ➤ Outputs as per EU CRPD Framework work programme.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
Temporary Agents	0.40	Research and Data		-	-	-
Contract Agents	0.30	Technical Assistance & Capacity building		-	-	-
SNEs	-	Institutional Cooperation & Networks		5,000	-	-
		Communications & Events		-	-	-
Total	0.70	Total		5,000	-	-

A 4.3– EU-MIDIS

PRIORITY 1 STATUS: ongoing/NEW TYPE: multiannual START: 01/01/2014

DESCRIPTION and ADDED VALUE of the PROJECT

FRA has launched several regular and timely large-scale surveys, which enable to identify trends. These surveys complement existing official data on the national level to assist policy makers in the EU in addressing discrimination, racism and related intolerance as well as raising awareness of these phenomena.

In 2015, FRA launched the second round of the European Union Minorities and Discrimination Survey (EU-MIDIS) to assess progress made since the first wave of the survey, which was carried out in 2008 in all EU Member States. The EU-MIDIS survey is the largest EU-wide survey, and the only one of its kind. It collects comparable data on socio-economic conditions, experiences of discrimination and criminal victimisation, issues of social inclusion and participation, and rights awareness. EU-MIDIS interviews persons with an immigrant or ethnic minority background across the EU, including Roma. The results of this work provide valuable evidence on the impact of EU and national social inclusion efforts, thus assisting policy makers in developing targeted responses. In 2019, FRA will continue disseminating the findings of the second round of the survey (**EU-MIDIS II**) while starting preparatory work for the launch of its third round (**EU-MIDIS III**).

EU-MIDIS results provide timely EU-wide comparable data on the actual impact on the ground of EU and national anti-discrimination, integration and equality legislation and policies. The survey's findings can guide policy makers in developing more targeted legal and policy responses, including in the field of immigrant integration and social inclusion. The data collected on the socio-economic situation of Roma will continue to assist the European Commission in its annual reporting, and to help national and local authorities in designing more effective and inclusive Roma integration strategies. EU-MIDIS findings will support the further development of fundamental rights indicators in the area of immigrant integration, building upon relevant work on outcome indicators by the European Commission (Eurostat) and other EU institutions, the OECD, United Nations bodies and the Council of Europe. The survey results will help guide the activities of local authorities, NHRIs/Equality Bodies and civil society.

PROJECT OBJECTIVES

- To identify trends over time;
- To assess progress under the European Framework for National Roma Integration Strategies in selected EU Member States, as well as for selected indicators on migrant integration, ensuring disaggregation by sex;
- To provide data on discrimination experiences, criminal victimisation, social inclusion and participation, and rights awareness for immigrants, descendants of immigrants and ethnic minorities (including Roma);
- To refine research methodologies for sampling and surveying hard-to-reach or elusive populations;
- To deliver project outputs of use to key stakeholders, raise awareness of fundamental rights implications and disseminate project results.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Further analysis and dissemination of EU-MIDIS II results; ➤ Provision of evidence-based advice to EU institutions and Member States; ➤ Making EU-MIDIS II data set accessible to researchers outside FRA; ➤ Cooperation with stakeholders and raising awareness, including stakeholder consultation in preparation of EU-MIDIS III survey. ➤ Survey expert consultation in preparation of the EU-MIDIS III survey. ➤ Preparation of EU-MIDIS III Call for Tender; 	<ul style="list-style-type: none"> ➤ Publications and dissemination of EU-MIDIS II findings in different formats; ➤ Presentations of EU-MIDIS II survey results in national and EU events; ➤ EU-MIDIS II data archived and accessible to researchers outside FRA; ➤ Consultations with stakeholder and survey experts in preparation for EU-MIDIS III; ➤ Call for Tender for EU-MIDIS III.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
<i>Temporary Agents</i>	4.00	<i>Research and Data</i>		60,000	-	-
<i>Contract Agents</i>	0.30	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>SNEs</i>	-	<i>Institutional Cooperation & Networks</i>		-	-	-
		<i>Communications & Events</i>		10,000	-	-
Total	4.30	Total		70,000	-	-

A 4.4– EU LGBTI Survey II

PRIORITY 1

STATUS: *on-going*TYPE: *multiannual*START: *01/01/2018*

DESCRIPTION and ADDED VALUE of the PROJECT

Improvements in legal and policy frameworks at EU and national level to protect the rights of lesbian, gay, bisexual, trans and intersex (LGBTI) persons are encouraging. The Agency will conduct in 2019 the second wave of its EU-LGBTI survey, expanding it to cover also intersex persons, in order to collect evidence of how these improvements are experienced by rights holders on the ground. Other EU level statistical data based on surveys on relevant issues disaggregated by sexual orientation or gender identity are not available. The first wave II of this survey was carried out by the Agency in response to a request of the European Commission in 2012. Some 93,000 LGBT respondents participated, thereby making it the largest survey of its kind. The European Commission, in its List of Actions of December 2015 to Advance Equality for LGBTI people, called on the Agency to repeat the survey in 2019. Several EU Member States, convened in the LGBTI governmental focal point network, as well as NGOs representing LGBTI persons have also proposed for FRA to carry out a new survey. In parallel, FRA's EU-LGBT Survey has inspired other national institutions – such as the French national Institute for Demographic Studies (INED) – to design and conduct similar national surveys on LGBT persons, and international organisations such as the World Bank have set out to collect survey data outside the EU. These efforts have not, however, produced data that would allow comparisons between EU Member States as well as forming an overview of the situation at the EU level, in a way which FRA's EU-LGBT survey was able to do.

Repeating the survey and extending its scope to collect data also on the experiences and opinions of intersex persons will assist the European Union and its Member States in further strengthening the fundamental rights legal frameworks protecting LGBTI persons as well as developing policies addressing challenges to fundamental rights faced by LGBTI people. Relevant EU legislation and policy areas include the EU directives on employment equality, the Victims Rights Directive, the Qualification Directive, the Free Movement Directive and the Family Reunification Directive. Furthermore, the survey can identify gaps in safeguarding other fundamental rights of particular relevance to LGBTI people.

The findings of the second wave of the EU-LGBTI survey will be compared to those of the first wave, as far as the online methodology allows, enabling the Agency and other stakeholders to assess changes over time. Some of the questions will be aligned to those of the Fundamental Rights Survey to compare with the experiences and views of the general population. The results will further inform initiatives undertaken by Council of Europe, United Nations, OSCE as well as civil society organisations and national human rights bodies.

Repeating this survey will allow the Agency to further contribute to “develop[ing] methods and standards to improve the comparability, objectivity and reliability of data at European level”, as set out in Article 4.1.b of the regulation establishing the European Union Agency for Fundamental Rights (Council Regulation (EC) No 168/2007) in a field where reliable, comparative data are necessary but non-existent. Selected results will be shared with the Commission by the end of 2019.

PROJECT OBJECTIVES

- To provide comparable evidence on LGBTI people's experiences and opinions concerning various areas of fundamental rights in the EU – such as equality and non-discrimination, victimisation or rights awareness – that will inform EU and Member States' legal and policy making
- To compare results and assess changes between the first and the second surveys.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Development of fieldwork materials and tools ➤ Data collection ➤ Consultation of stakeholders and experts, as relevant 	<ul style="list-style-type: none"> ➤ Survey data set ➤ Fieldwork progress updates ➤ Selected results will be shared with the Commission by the end of 2019 to feed to its work.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		400,000	-	-
<i>Temporary Agents</i>	1.10	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>Contract Agents</i>	0.50	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	0.80	<i>Communications & Events</i>		-	-	-
Total	2.40	Total		400,000	-	-

A 4.5 – Responses to ad-hoc requests and fundamental rights challenges in the area of “Equality and non-discrimination, including racism and xenophobia”

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2017

DESCRIPTION and ADDED VALUE of the PROJECT

Additional activities in the area of “Non-Discrimination” focus on the Agency’s task to provide evidence based assistance and expertise through targeted engagement with key stakeholders, thereby ensuring that FRA evidence informs and feeds into policy processes at the EU and national levels. This will include activities related to equal treatment and all forms of discrimination, including background research relating to Article 21 on non-discrimination of the Charter of Fundamental Rights of the European Union, as well as on discrimination on the grounds of nationality. This will be achieved through a combination of desk research, meetings with stakeholders and awareness raising through participation at relevant meetings, events and conferences, also following up on reports published by the Agency in previous years. In 2019, FRA will continue its close engagement with the EU High Level group on Non-discrimination, Equality and Diversity supporting the work of the Subgroup on Equality Data. In addition, FRA will update its work on political participation of persons with disabilities in respect to the restrictions on the right to vote of people deprived of legal capacity.

PROJECT OBJECTIVES

- To provide opinions and evidence based advice;
- Issue analyses and papers based on existing materials, when required and update selected publications;
- Make findings of FRA available to policy makers;
- To update work on the political participation of persons with disabilities in respect to legal capacity;
- Relevant communication and cooperation activities.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms.
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support;

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Communicate the research findings to key policy makers at EU as well as national level and other relevant stakeholders; ➤ Developing targeted analysis and briefs; ➤ Collect data on the political participation of persons with disabilities; ➤ Update and re-print existing reports as required; ➤ Participation in meetings and events. ➤ During 2019, FRA will explore the possibility of updating anti-Muslim data base. 	<ul style="list-style-type: none"> ➤ Update the report on the political participation of persons with disabilities as regards legal capacity ➤ Expert advice to stakeholders; ➤ Selected publications (or parts thereof) updated; ➤ Preparation and presentation of relevant opinions, papers, presentations and other input, as requested.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
Temporary Agents	0.70	Research and Data	35,000	-	-
Contract Agents	0.50	Technical Assistance & Capacity building	-	-	-
SNEs	0.25	Institutional Cooperation & Networks	-	-	-
		Communications & Events	5,000	-	200,000
Total	1.45	Total	40,000	-	200,000

Strategic area of operation: **EQUALITY**

Area of activity 5: Rights of the child

The context of FRA's work in this area is framed by the 2011 EU Agenda for the Rights of the Child, the 2015 Principles of integrated child protection systems, the 2013 Commission Recommendation "Investing in children: breaking the cycle of disadvantage", the European pillar of Social Rights in 2017, as well as the Directives in the area of victim's rights, trafficking and sexual abuse, sexual exploitation and child pornography and the Brussels II Regulation. A focus on migrant, in particular unaccompanied children, will continue through work on the treatment of children involved in administrative judicial proceedings in the context of asylum procedures, taking into account the 2017 Commission Communication on the protection of children in migration. In the context of the transposition of the 2016 Procedural Safeguards Directive and the implementation of the 2011 Sexual Abuse and 2011 Victims' Directives FRA will continue to provide evidence-based advice to EU Member States on making judicial proceedings more child-friendly and contribute to training professionals in contact with children to ensure children's rights to be heard, to be informed and to be protected as well as on harmonising legal minimum ages in areas, such as justice or political participation, where the Agency identified inconsistencies in its research on mapping legal minimum ages. FRA's work in the area of rights of the child is cross-cutting and related activities will continue to be mainstreamed across other areas of FRA research, in projects on asylum, Roma and migrants' integration, access to justice, equality and non-discrimination, the rights of persons with disabilities and data protection. Above-mentioned issues will be addressed in 2019 by including the following:

Multiannual projects in 2019

- The work of the Agency on the rights of the child is mainstreamed and continued in several research activities, for example in the context of the Fundamental Rights survey, LGBTI survey and Access to Justice. In addition, the Agency continues its focus on child rights in the context of its engagement in the migration and asylum context, the project on the 2015 asylum/migration crisis;
- The Agency's work on child poverty and well-being will develop targeted analysis on issues identified in the context of the new European Pillar of Social Rights;
- The Agency will continue to provide targeted evidence-based advice and capacity building in the context of children's participation in judicial proceedings;
- The Agency will explore further opportunities to involve children in the policy debates through child participation as well as raising children's awareness of their rights;
- The Agency will explore the issue of child participation and violence against children to identify potential areas for future research.

New projects in 2019

- Providing fundamental rights expertise on child protection and participation. The project will provide tailor-made fundamental rights expertise on child protection and child participation to EU and national stakeholders, as appropriated, building on the expertise that FRA has acquired through its activities in the past years.

A 5.1 – Providing fundamental rights expertise on child protection and participation

PRIORITY 1 STATUS: **NEW** TYPE: *multiannual* START: 01/01/2019

DESCRIPTION and ADDED VALUE of the PROJECT

The rights of the child is included in FRA's Multi-Annual Framework adopted by Council Decision (EU) 2017/2269. In the past years, FRA has completed significant research on the rights of the child. In addition, the rights of the child have been mainstreamed in FRA's activities across the Agency. FRA has produced a number of tools for practitioners. A checklist for professionals to ensure child-friendly proceedings is available in all EU languages and more, as well as a video to raise children's rights in several EU languages and beyond. A handbook on European law relating to the rights of the child was published together with the Council of Europe in November 2015 and translated in most EU languages. A handbook on how to strengthen guardianship systems for unaccompanied children is available in all EU languages and in the first quarter of 2019 together with the European Commission, FRA will complete its work on a handbook on how to deal with EU children who are outside their Member State of origin and are in need of protection. Building on previous research, the project will allow the Agency to provide evidence based assistance and advice through targeted engagement with key stakeholders, thereby ensuring that FRA evidence informs and feeds into policy and procedures at the EU as well as at the national level. Since much of the work on child rights is mainstreamed throughout the Agency's research, for example in respect to migration, equality, Roma, access to justice, data protection, the rights of persons with disabilities, etc. relevant activities may cover a range of areas. The Agency will follow up its research work on the rights of the child through targeted engagement with key stakeholders to ensure that the evidence gathered in previous years informs policy decisions. FRA will furthermore promote its handbooks and tools. FRA will also follow-up on developments related to the new European Pillar of Social Rights that includes specific reference to the right to affordable early childhood education and care of good quality, as well as the right to protection from poverty. Outputs providing further analysis of existing data could be produced, upon request by EU institutions and agencies and FRA will continue to assess the possibility of collecting data on violence against children, and pursue efforts to involve children in all matters that concern them and raise awareness on how that can be done, including in research, meetings and events. 2019 is also the year of the 30th Anniversary of the UN Child Rights Convention and the Agency will join forces with key partners to promote children's rights in the European Union in the context of its celebration. The work will benefit and raise awareness among a broad range of stakeholders, including the European Commission and other EU institutions, bodies and agencies; Member States; NHRIs/equality bodies/ombudspersons for children and ombudsperson Institutions; specialized agencies; other international organizations, such as Council of Europe; civil society including professional organizations and children themselves.

PROJECT OBJECTIVES

- Provide assistance and expertise to selected stakeholders on different aspects relating to the rights of the child and in particular on how to promote and safeguard the best interests of the child;
- Promote FRA handbooks, tools and other materials with relevant stakeholders;
- Promote and disseminate the guide on EU children at risk of trafficking in human beings which will be produced with EC;
- Support EU efforts to strengthen guardianship systems for unaccompanied children;
- Communicate FRA research findings to stakeholders sharing promising practice;
- Carry out and publish specific analysis on child rights issues based on existing data, as required;
- Carry out communication and awareness raising activities;
- Develop further research work, as required by policy development.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analyzing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Provide evidence-based assistance to EU institutions, EU Agencies and MSs; ➤ Attend and provide tailor-made input to Council Working Parties, the European Parliament LIBE Committee, expert meetings by the European Commission or EU Agencies as well as to other carefully selected events on child protection; ➤ Support the European Commission forum on the rights of the child and celebrating the 30th Anniversary of the CRC; ➤ Promote FRA child protection and child participation tools; ➤ Translate and promote the guide on EU children at risk of trafficking; ➤ Communicate FRA findings to key policy makers at EU, national level and other stakeholders (international organizations, civil society, professional associations); ➤ Develop targeted analysis and briefs, when required; ➤ Update existing reports, as required; ➤ Raise awareness on the results of FRA's work. 	<ul style="list-style-type: none"> ➤ Tailor-made input into legislative, policy or other documents provided to EU institutions / agencies ➤ Targeted input in meetings and events; ➤ Dissemination of the EU children guide; ➤ Selected publications (or parts thereof) updated and translations; ➤ Publication of opinions, papers, as required.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.50	<i>Technical Assistance & Capacity building</i>	15,000	-	200,000
<i>Contract Agents</i>	0.30	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	10,000	-	-
Total	1.80	Total	25,000	-	-

Strategic area of operation: **EQUALITY**

Area of activity 6: Integration and social inclusion of Roma

The Agency will continue its multi-annual Roma Programme focusing on efforts to develop further the evidence base concerning Roma integration that can assist Member States in designing targeted policies and in evaluating their impact, in respect to the EU Framework and the Council Recommendation of December 2013 on Roma integration. This activity includes in depth analysis and timely publication of the Roma component of EU-MIDIS II results, data collection and reporting on the situation of Roma in the Member States not covered by EU-MIDIS II, as well as supporting Member States – where feasible – in the application of the local online monitoring tool for tracking progress at municipal level. Collected data will be disaggregated by gender and age, and qualitative analysis will provide information on gender and age-specific challenges and differences, alongside other relevant variables. Given that Roma share similar risks for violation of their rights as other vulnerable groups, the project will also support the development of novel methods for collecting data on the status of hard-to-reach populations that could be used for populating fundamental rights indicators as well as promoting participatory approaches to social inclusion at the local level.

The evidence on the deprivation Roma face will thus contribute to dispel prejudice and anti-Gypsyism that fuel discrimination against and exclusion of Roma. In broader context, the project will contribute to better protection of fundamental rights of any group vulnerable to discrimination and social exclusion.

Multiannual projects in 2019

- Providing data that can be used for technical assistance on Roma integration and social inclusion. This will consist of: the Roma and Travellers' survey, covering six additional Member States to those covered by EU-MIDIS II; preparation for the next wave of the Roma survey in 2020 (aligned to EU-MIDIS III); exploration of secondary data collection in Member States, where primary (survey) data collection is not possible; exploring the feasibility to collect data at local level and participatory observation of social inclusion at local level, as relevant; providing technical assistance upon request on collecting data on the status of hard-to-reach populations in EU Member States
- Assisting the Commission and MSs in developing indicators and tools to follow progress on Roma integration.

Responses to ad-hoc requests and fundamental rights challenges in 2019

- Providing targeted fundamental rights assistance and expertise to EU institutions/agencies in response to EU legislative or policy changes (incl. requests for FRA opinions), and to Member States in response to fundamental rights challenges (e.g. supporting ad-hoc data collection and analysis).

A 6.1 – Data collection on Roma Integration

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2016

DESCRIPTION and ADDED VALUE of the PROJECT

The objective of the project is to collect robust and comparable data disaggregated by Roma ethnic origin, focusing on quantitative data through survey research, which are not collected by European statistical instruments. The data will provide evidence on progress made in Roma inclusion efforts to European Institutions, in particular the European Commission, to support its reporting needs. In the absence of comprehensive and comparable data at the national level, Member States benefit directly from the data and analysis provided through this project as it provides key data – as indicators – on developments (both positive and negative) concerning Roma integration.

Data will be collected through the Roma and Travellers' survey covering six Member States that were not surveyed under EU-MIDIS II. Preparation for this survey started in 2017, with fieldwork conducted in 2018/19. Using the data generated by the survey, outcome indicators showing integration of Roma and Travellers in key areas of life will be calculated. In parallel, the preparations for the next wave of the Roma survey (aligned to EU-MIDIS III) will start in 2019, with fieldwork planned for 2020 in order to deliver results (at the earliest) at the end of 2021/beginning of 2022 to serve as a baseline for the post-2020 EU Roma integration agenda.

In addition, the Agency will explore the feasibility of and demand for collecting data at the local level – in 2020 – in selected Member States with respect to Roma integration, which could entail an on-line survey of public authorities at the local level (for which their support is required).

PROJECT OBJECTIVES

- To provide objective, reliable and comparable data and raise awareness of the outcomes of Roma integration as reflected in the socio-economic status of representative samples of Roma and Traveller populations, focusing on the core areas of employment, education, housing and health. Other issues that also impact on integration will also be covered, such as discrimination and reporting of incidents, criminal victimisation with bias motivation, such as anti-Gypsyism and reporting of incidents, as well as rights awareness;
- To provide quantitative data for six additional MSs not covered under EU-MIDIS II;
- To provide indicators – based on FRA data - in key thematic areas disaggregated by age and gender.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Data collection - fieldwork ➤ Calculation of indicators Fieldwork research and quality control ➤ Analysis and drafting of country profiles ➤ Meetings with stakeholders and experts ➤ Note: preparation for the next wave of the Roma survey in 2020 will be aligned with EU-MIDIS III 	<ul style="list-style-type: none"> ➤ Data sets Sampling frames and questionnaire updated reports on fieldwork research ➤ Country profiles ➤ Development of content for comparative/focus reports ➤ Advice to key stakeholders

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		60,000	-	-
<i>Temporary Agents</i>	1.25	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>Contract Agents</i>	1.25	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>		-	-	-
Total	2.50	Total		60,000	-	-

A 6.2 – Technical assistance and capacity building in the area of “Integration and social inclusion of Roma”

PRIORITY 1	STATUS: ongoing	TYPE: multiannual	START: 01/01/2017
DESCRIPTION and ADDED VALUE of the PROJECT			
<p>The Council Recommendation of 9 December 2013 on effective Roma integration measures in the Member States calls on the Member States to use the support of the European Union Agency for Fundamental Rights in developing and applying any relevant core indicators or methods for monitoring and evaluating progress on Roma integration. In response to the Recommendation, the project establishes the infrastructure for providing technical assistance and capacity building support in the area of Roma integration. Drawing on FRA’s relevant research work and data collected through Roma-targeted surveys, the project provides expertise and technical assistance upon request from Member States to implement and monitor their national Roma integration strategies, and to assist the European Commission in assessing progress in this respect. This activity also draws upon the findings of the project on local engagement for Roma inclusion, which explores how to best involve Roma in integration efforts at the local level. Cooperation with EEA/Norway Grants complements and feeds into support Roma integration actions at national, regional and local level. The relevant stakeholders include the European Parliament; Council of the EU; European Commission; Member States including local authorities and communities; NRCs; NHRIs/Equality Bodies; Specialised Agencies; EU Agencies; Civil Society; Professional organisations</p>			
PROJECT OBJECTIVES			
<ul style="list-style-type: none"> ➤ To provide opinions and evidence based advice; ➤ To improve the stakeholders’ capacity to apply data in the policy-making process; ➤ To support the monitoring and reporting on Roma integration at EU and national levels and contribute to the design of post-2020 Roma integration monitoring infrastructure; ➤ To support the development of new methodologies for collecting data on the status of hard-to-reach populations; ➤ To support the development of fundamental rights and equality indicators; ➤ To support and promote the use of participatory engagement methodologies at local level, in particular in the context of implementing and monitoring national Roma integration strategies and mainstream measures; ➤ To issue analysis and papers based on existing materials, when required, and update selected publications; ➤ To make findings of FRA available to policy makers in a proactive manner and engage in relevant awareness raising, communication & cooperation activities; ➤ To fine-tune and update EU rights-based indicators capturing the Roma-non-Roma gap in access to education, employment, health and housing, as well as discrimination and anti-Gypsyism, and populate them with data from 2011, 2016 and 2018, as well as on specific issues relevant to the area and specific projects. Indicators will take into account particular challenges faced by Roma women. 			
LINK TO FRA STRATEGIC PILLARS			
<ol style="list-style-type: none"> 1. Identifying trends: collecting and analysing comparable data and evidence; 2. Contributing to better law making and implementation: providing independent advice; 3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise; 4. Effectively promoting rights, values and freedoms; 5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support 			
PROJECT PLAN FOR 2019			
ACTIVITIES		OUTPUTS	
<ul style="list-style-type: none"> ➤ Provide on-demand technical assistance to the European Commission and Member States on issues related to monitoring Roma integration ➤ Build the capacity of stakeholders at national and local level to apply data in the policy-making process ➤ Communicate research findings to key policy makers at EU, as well as national level and other relevant stakeholders; ➤ Develop targeted analysis and briefs; ➤ Re-print existing reports as required; ➤ Publish additional material; ➤ Participate in meetings and events. 		<ul style="list-style-type: none"> ➤ Methodologies for monitoring indicators, reporting templates, country profiles; ➤ Expert advice to stakeholders; ➤ Selected publications (or parts thereof) updated; ➤ Preparation and presentation of relevant opinions, papers, presentations and other inputs; 	

RESOURCES PLANNED FOR 2019					
Human Resources		Financial Resources	1st priority	2nd priority	3rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.50	<i>Technical Assistance & Capacity building</i>	45,000	-	30,000
<i>Contract Agents</i>	0.50	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	5,000	-	-
Total	2.00	Total	50,000	-	-

Strategic area of operation: **MIGRATION**

Area of activity 7: Migration, borders, asylum and integration of refugees and migrants

FRA work in this area will take into consideration the significant changes proposed to the current EU legal framework for border management, asylum and migration. The implementation of EU border control, asylum and return policies will be affected by the stronger mandate and presence on the ground of FRONTEX, EASO and possibly EUROPOL. The third phase of developing EU asylum law may be completed, resulting in stronger EU rules which may raise new fundamental rights challenges, particularly for asylum applications processed at the external border. The immediate and long-term implications relating to integration of new arrivals into the EU will require a fundamental rights-based assessment to underpin this process. Migration management and internal security policies will be increasingly interlinked, with European large-scale information technology (IT) systems processing biometric data serving both purposes. Additionally, the Commission adopted a communication entitled "Reporting on the follow-up to the EU Strategy towards the Eradication of trafficking in human beings and identifying further concrete actions" (COM (2017)728final), setting forth a set of concrete priority actions.

The Agency will respond to request for fundamental rights input by EU institutions and agencies relating to the main EU law instruments, e.g. the acquis in the fields of asylum, border management, irregular migration and return, facilitation, trafficking in human beings, and IT systems. This will be done by building on past FRA research findings. Depending on migratory flows, FRA will temporarily deploy staff to address fundamental rights challenges in up to two Member States. Data collection and analysis for the project "Responding to the long-term impact of the 2015-16 asylum/migration crisis" will be completed.

Multiannual projects in 2019

- FRA will continue to build on its current strengths in this field by providing fundamental rights expertise to EU institutions and agencies as well as Member States. This will cover key upstream activities in Brussels and agencies' Headquarters as well as expert advice provided at EU Member State level, including through temporary field deployments, if necessary. FRA will provide targeted fundamental rights assistance and expertise to EU institutions and agencies in response to EU legislative or policy changes. FRA will continue to collect evidence on fundamental rights developments in the EU Member States most affected by arrivals and finalise the data collection on the situation of refugees who came

to the EU in 2015-16. The findings of the FRA project on biometric data in large-scale IT systems will guide FRA in supporting a fundamental rights compliant expansion of IT tools at EU level. FRA will also continue to work on 'severe labour exploitation' where the experiences collected from victims will be used to feed into discussions relating to a fundamental rights sensitive implementation of relevant EU law, such as the directives on Employers Sanctions, the Posted Workers, the Seasonal Workers and the Anti-Trafficking Directive. The Agency will also build on its work on social inclusion and migrant participation in European societies.

New projects in 2019

- FRA will not start any new large-scale projects in 2019 but will follow-up and complement its work on severe labour exploitation and on responses and follow-up to the 2015 asylum crisis.

A 7.1 – Providing fundamental rights expertise in the area of home affairs

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2017

DESCRIPTION and ADDED VALUE of the PROJECT

This project follows-up activities related to past projects and covers ad-hoc requests for support by EU institutions, as well as initiatives taken in the implementation of the cooperation agreements with the Justice and Home Affairs agencies. The main activities under the project will be communicating research findings and providing fundamental rights expertise to EU institutions and bodies in areas such as asylum, border management, European IT systems, migrant smuggling and trafficking in human beings, return and readmission, as well as Schengen evaluations and refugee/migrant integration. Evidence-based advice will also be provided as relevant to other key policy makers, particularly at national level. FRA will also draft or update reports, handbooks and/or fundamental rights guidance. It will attend coordination meetings with JHA agencies and expert meetings by the European Commission. The project also allows FRA to actively participate in the Consultative Forum of Frontex and EASO, and offer expert advice and support to CEPOL, ECDC, EASO, eu-LISA, EUROPOL and Frontex in close cooperation with the Commission.

PROJECT OBJECTIVES

- Share robust evidence where there is a knowledge gap, particularly on fundamental rights issues relating to large-scale IT systems, severe labour exploitation, refugee integration as well as other policy relevant issues;
- Regularly inform stakeholders of main fundamental rights developments in EU Member States particularly affected by migration movements;
- Respond effectively to requests for fundamental rights expertise by EU institutions;
- Advise the European Commission, Member States and Frontex on how to incorporate fundamental rights in Schengen evaluations;
- Provide timely and legally sound advice to FRONTEX, EASO, eu-LISA as well as EUROPOL, CEPOL and ECDC with respect to the application of fundamental rights in their respective spheres of work;
- Develop tools and practical guidance.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES

- Collect and analyse data;
- Draft reports, handbooks and other publications and/or update past publications or parts thereof;
- Translate and re-print existing reports as required;
- Draft legal opinions if requested by EU institutions;
- Attend and provide tailor-made input to Council Working Parties, the European Parliament LIBE Committee hearings, expert meetings by the European Commission or EU Agencies as well as to other carefully selected events;
- Provide training and accompany on-site Schengen evaluation missions as observers, if requested by the Commission
- Review draft documents shared by stakeholders to FRA for comments;
- Organise expert meetings, where appropriate;
- Actively participate in the Frontex and EASO Consultative Forum;
- Participate in the THB Contact Points JHA Agencies Group;
- Implement cooperation agreements with EASO, Frontex and eu-LISA and provide expert advice to CEPOL and EUROPOL, as appropriate.

OUTPUTS

- FRA regular migration overviews online;
- FRA-ECTHR handbook updated;
- Practical guidance on the best interests of EU children at risk of trafficking;
- At least two new reports (or updates of past reports) on policy relevant issues produced;
- Research findings published in paper and/or electronic form;
- (if requested by EU institutions) up to three legal opinions produced;
- Tailor-made input legislative, policy or other documents provided to EU institutions in 20 instances;
- Fundamental rights expertise provided to EASO, eu-LISA, Frontex and/or other EU Agencies on ten files, with a particular focus on child protection and vulnerable people;
- Frontex and EASO Consultative Forum meetings attended and expertise shared;
- Training delivered to Schengen evaluators.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		320,000	-	-
<i>Temporary Agents</i>	4.80	<i>Technical Assistance & Capacity building</i>		160,000	-	-
<i>Contract Agents</i>	2.80	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>		10,000	-	-
Total	7.60	Total		490,000	-	-

A 7.2 – Responding to a fundamental rights emergency – the long-term impact of responses to the 2015 asylum/migration crisis

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2017

DESCRIPTION and ADDED VALUE of the PROJECT

Migration – and, specifically, the European Agenda on Migration – is one of the ten priority areas of the European Commission. In the wake of the asylum/migration crisis, which came to a head in 2015, the fundamental rights implications of policy and practical responses to the large influx of persons entering the EU – at the level of individual Member States and the EU as a whole – will have significant repercussions for those who entered the EU and stayed, and also for EU 'host' countries. With this in mind, the Agency initiated a research project interviewing authorities, professionals, experts as well as refugees in 15 geographical locations spread across the six EU Member States who host the largest number of 2015-16 arrivals. In 2019, FRA will analyse the data collected and complement these by an update of policy developments. The results are intended to provide a 'lessons learnt' overview of different Member States' responses to the crisis, which can be used for on-going and future responses to large-scale asylum movements.

PROJECT OBJECTIVES

- To provide the EU and its Member States with a comparative overview of responses to the 2015 asylum crisis in selected cities in Member States that received significant numbers of asylum seekers – using a fundamental rights indicator framework.
- To provide the EU and its Member States with examples of promising practices in relation to fair and effective procedures and on access to basic services for asylum seekers.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Data analysis and report drafting ➤ Expert meeting to share preliminary findings ➤ Data collection to update policy developments 	<ul style="list-style-type: none"> ➤ Evidence-based advice offered to EU institutions and Member States based on preliminary results ➤ Publication of findings

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		-	-	-
<i>Temporary Agents</i>	3.50	<i>Technical Assistance & Capacity building</i>		17,500	-	-
<i>Contract Agents</i>	0.50	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>		44,500	-	-
Total	4.00	Total		62,000	-	-

A 7.3 – Providing fundamental rights expertise to address operational challenges

PRIORITY 1 STATUS: *ongoing* TYPE: *multiannual* START: *01/01/2017*

DESCRIPTION and ADDED VALUE of the PROJECT

In line with the European Agenda for Migration the European Commission set up the 'Hotspot' approach, according to which relevant EU Agencies work on the ground with frontline Member States to swiftly identify, register and fingerprint incoming migrants and channel them into appropriate procedures. By the end of 2017 nine of such facilities were established, five in Greece and four in Italy, however in Italy, some of them were subsequently closed or used for other purposes. Hotspots are run by EU Member States with a high level of EU support, both in terms of funding as well as operational presence. Activities carried out by the EU in such facilities touch upon many rights included in the EU Charter. Since 2016 FRA has been undertaking extensive missions to Greece and Italy and a temporary FRA field presence was set up in Greece. The provision of fundamental rights expertise at a field level complemented FRA's upstream support at policy and planning level to the European Commission, Frontex and EASO.

In 2019, FRA plans to continue its field-level involvement which will cover, depending on the situation up to two EU Member States to be defined based on migratory flows and connected fundamental rights challenges. FRA's activities will be carried out in close cooperation with the European Commission, relevant EU Agencies and national authorities. FRA experts will share promising practices and provide advice to EU actors and national authorities to support them to carry out their tasks in full compliance with the EU Charter. Building on the Agency's work from 2016 onwards, and while remaining open to other fundamental rights challenges, FRA will focus in particular on child protection and the protection of vulnerable people and people at risk.

PROJECT OBJECTIVES

- Provide fundamental rights expertise calibrated to the practical challenges to EU actors and Member State authorities operating on the ground.

LINK TO FRA STRATEGIC PILLARS

3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Undertake longer-term missions to (or ensure a regular presence in) selected EU Member States particularly affected by arrivals; ➤ Carry out targeted capacity building activities; ➤ Inform regularly the EU and the concerned Member States about FRA's work, emerging fundamental rights challenges and how to address these. 	<ul style="list-style-type: none"> ➤ Information on fundamental rights risks and gaps as well as promising practices provided to EU actors and relevant Member States on a regular basis; ➤ Tailor-made capacity building activities to address identified gaps and risks

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		-	-	40,000
<i>Temporary Agents</i>	2.25	<i>Technical Assistance & Capacity building</i>		60,000	-	-
<i>Contract Agents</i>	1.50	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>		-	-	-
Total	3.75	Total		60,000	-	40,000

A 7.4 – Severe labour exploitation – workers’ perspectives (SELEX II)

PRIORITY 1	STATUS: ongoing	TYPE: multiannual	START: 01/01/2017
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DESCRIPTION and ADDED VALUE of the PROJECT

The project follows on from the FRA project 'Severe forms of labour exploitation' (SELEX I) which was carried out from 2013 – 2015. Whereas 'SELEX I' consisted of desk research in all 28 Member States, alongside fieldwork interviews and focus group discussions in 21 EU Member States with different professional groups – such as the police, labour inspectorates and trade unions – SELEX II directly interviewed groups that are vulnerable to severe labour exploitation – such as seasonal, posted, and domestic workers, including individuals who have experienced exploitation. The research covered both EU and non-EU citizens.. SELEX II complements SELEX I, thus allowing for a comparison of responses by duty bearers and rights holders. In 2019, the final results of the project will be written up and published, with dissemination targeting specific stakeholders; including potentially: government authorities (in particular, justice and labour ministries), labour inspectorates, police, trade unions, and victim support services – with a key conference planned under the Romanian Presidency of the Council of the EU; EU institutions and EU agencies, in particular EU justice and home affairs agencies, Eurofound and EU-OSHA; international (public and civil society) bodies working in the field of combatting labour exploitation: ILO, ITUC, ICMPD, UN, OSCE.; ultimately, the project should be of benefit to victims of severe forms of labour exploitation, and workers at risk of severe labour exploitation.

PROJECT OBJECTIVES

- To collect information in selected EU Member States on the experiences of workers who are either at risk of being severely exploited, or where there are indications that they have actually experienced severe labour exploitation – thus filling a gap in existing evidence concerning the situation on the ground, which can serve to inform policy responses at the level of the EU and Member States.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ The final research results will be written-up and published ➤ Conference under the Romanian Presidency of the Council of the EU 	<ul style="list-style-type: none"> ➤ Final Report ➤ Report dissemination ➤ Targeted presentation of the results to different stakeholder groups

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1st priority	2nd priority	3rd priority
Temporary Agents	0.20	<i>Research and Data</i>		5,000	-	-
Contract Agents	0.20	<i>Technical Assistance & Capacity building</i>			-	-
SNEs	-	<i>Institutional Cooperation & Networks</i>		-	-	-
		<i>Communications & Events</i>		10,000	-	-
Total	0.40	Total		15,000	-	-

Strategic area of operation: **RACISM**

Area of activity 8: Racism, xenophobia and related intolerance

In this area of work, FRA will closely follow the work of the European Commission, with a particular focus on implementation of EU law in respect to the Racial Equality Directive 43/2000, the Council Framework Decision on Racism and Xenophobia and the activities of the EU High Level Group on combating racism, xenophobia and other forms of intolerance. This area of activity will also involve close cooperation with the European Commission's coordinators on combating antisemitism and on combating anti-Muslim hatred. The Agency will continue Contributing to the work of relevant expert working groups within the EU High Level Group on combating racism, xenophobia and other forms of intolerance.

Above-mentioned issues will be addressed in 2019 by including the following:

Multiannual projects in 2019

- Second FRA survey on discrimination and hate crime against Jews;
- Data collection on antisemitism in the EU;
- Contributing to the work of relevant expert working groups to be set up within the EU High Level Group on combating racism, xenophobia and other forms of intolerance
- Racism and ethnic discrimination: data collection and analysis;

Responses to ad-hoc requests and fundamental rights challenges in 2019

- Providing targeted fundamental rights assistance and expertise to EU institutions/agencies in response to EU legislative or policy changes (incl. requests for FRA opinions) and potential fundamental rights challenges (e.g. ad-hoc data collection and analysis).

A 8.1 – Second FRA survey on discrimination and hate crime against Jews

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2017

DESCRIPTION and ADDED VALUE of the PROJECT

Data collected by FRA and OSCE/ODIHR concerning trends in recorded antisemitic incidents suggest that in many EU Member States Jewish people continue to face repeated incidents of violence and hate speech motivated by anti-Jewish prejudice. At the same time, research shows that most incidents are never reported to authorities and are not reflected in the incident statistics. In 2012, FRA carried out a survey in eight EU Member States to collect for the first time comparable data concerning Jewish people's experiences, including questions on discrimination and hate crime but also anti-Jewish prejudice, security and ability to live life openly as Jews. The data contributes to assessing EU Member State's progress in implementing the Council Framework Decision on Racism (2008/913/JHA), Victims Directive (2012/29/EU), as well as Racial Equality Directive (2000/43/EC).

The second FRA survey on discrimination and hate crime against Jews will allow FRA and its stakeholders to examine progress in ensuring the protection of Jewish people's fundamental rights in line with existing EU law and policies. Building on the data collection tools and methods developed for the 2012 survey, the second survey on discrimination and hate crime against Jews will collect data on Jewish people's experiences and opinions. The collected survey data will complement the official and unofficial statistics on antisemitic incidents, while the survey is in a position to contribute to a more complete and nuanced understanding of fundamental rights challenges that Jewish people experience in the EU. The data that the survey will be in a position to provide is not available from other sources, as evidenced by continued use of FRA's 2012 survey results and analysis by FRA's stakeholders and the media. In 2019, FRA will continue disseminating the findings of the survey.

PROJECT OBJECTIVES

- To identify changes over time with respect to the results of the first survey on discrimination and hate crime against Jews in 2012;
- To further develop research methodologies for surveying hard-to-reach groups using online survey tools;
- To contribute to the assessment and further development of policies that aim to protect the fundamental rights of Jewish people living in the EU;
- To deliver FRA's key stakeholders research evidence that can be used to raise awareness of fundamental rights and to address gaps in the protection of rights.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES

- Translation, publication and dissemination of results;
- Provision of evidence-based advice to EU institutions and Member States;
- Cooperation with stakeholders and raising awareness.

OUTPUTS

- Presentations of survey results in national and EU events;
- Engagement with stakeholders based on the results of the survey.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		6,000	-	-
<i>Temporary Agents</i>	1.00	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>Contract Agents</i>	0.20	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	0.35	<i>Communications & Events</i>		4,000	-	30,000
Total	1.55	Total		10,000	-	-

A 8.2 – Antisemitism: Data collection and analysis

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2014

DESCRIPTION and ADDED VALUE of the PROJECT

Every year, the Agency compiles existing information on the situation of data collection on antisemitism in the EU, which enables the identification of trends in data collection, since antisemitism remains an issue of concern to the EU and its Member States.

PROJECT OBJECTIVES

- The overall objective is to provide evidence based advice to EU and national policy makers in regard to combating antisemitism, raising awareness of the extent of the phenomenon and measures taken to tackle it.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
4. Effectively promoting rights, values and freedoms.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Data collection and analysis; ➤ Publication and communication of results. 	<ul style="list-style-type: none"> ➤ Annual update on the situation of data collection on antisemitism in the EU.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		4,000	-	-
<i>Temporary Agents</i>	0.30	<i>Technical Assistance & Capacity building</i>		-	-	-
<i>Contract Agents</i>	0.30	<i>Institutional Cooperation & Networks</i>		-	-	-
<i>SNEs</i>	0.10	<i>Communications & Events</i>		1,000	-	-
Total	0.70	Total		5,000	-	-

A 8.3 – Contributing to the work of relevant expert working groups to be set up within the EU High Level Group on combating racism, xenophobia and other forms of intolerance

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2015

DESCRIPTION and ADDED VALUE of the PROJECT

The European Commission launched the EU High Level Group to combat racism, xenophobia and other forms of intolerance on 14 June 2016, following up on the conclusions of the 2015 Annual Colloquium on Fundamental Rights on "Tolerance and respect: preventing and combating anti-Semitic and anti-Muslim hatred in Europe".

The aim of this High Level Group (HLG) is to bring a further political impetus for the EU and its Member States to progress on countering hatred and intolerance in Europe. For the future, focus will be out on ensuring that existing standards and the guidance developed is used to make concrete progress on the ground at the national level, also as a means to ensure a more effective implementation of EU rules.

The Agency will, in this context, contribute to the work of relevant expert working groups meant to be set up within the High Level Group on the key areas identified.

In particular, improving recording and identifying a methodology for data collection of hate crimes, including by building on successful national models and civil society experience, is an area where progress still remains crucial. Further work in this area will be carried out through an expert working group on methodologies for recording and collecting data on hate crime to be coordinated by the Fundamental Rights Agency, which will continue and build on the work done by a previous Subgroup, already facilitated by the Agency (2016-2018) as well as on relevant work already carried out by the Agency, in particular discussions and outputs of the Working Party on improving recording and reporting of hate crimes (2014-2016). The activities of the expert working group will also contribute to the Agency task to "develop methods and standards to improve the comparability, objectivity and reliability of data at European level", as set out in Article 4.1.b of Council Regulation (EC) No 168/2007) establishing FRA.

PROJECT OBJECTIVES

- The objective of the expert working group is to assist Member States in developing and implementing methodologies through which to improve the recording of incidents of hate crime by frontline police officers at the moment of reporting, and the subsequent collection of data

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Support Member States to improve the recording of incidents of hate crime by frontline police officers and assist Member States in the implementation of the key guiding principles in the area of hate crime recording ➤ Support Member States to identify gaps and improve hate crime data collection at the national level ➤ Facilitate the exchange of practices between Member States in the area of hate crime recording ➤ Contribute to the work of expert working groups to be set up in other key identified areas 	<ul style="list-style-type: none"> ➤ Biannual meetings of the expert working group ➤ Capacity-building seminars and materials

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
Temporary Agents	0.65	Research and Data	-	-	-
Contract Agents	0.30	Technical Assistance & Capacity building	40,000	-	-
SNEs	1.25	Institutional Cooperation & Networks	-	-	-
		Communications & Events	-	-	-
Total	2.20	Total	40,000	-	-

A 8.4 – Racism and ethnic discrimination: data collection and analysis

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2017

DESCRIPTION and ADDED VALUE of the PROJECT

Article 17 of Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin – the Racial Equality Directive – calls on the European Commission to draw a report to the European Parliament and the Council of the European Union on the application of the directive in Member States. Article 17 further stipulates that the Commission's report "shall take into account, as appropriate, the views of the European Monitoring Centre on Racism and Xenophobia," which has now been replaced by the European Union Agency for Fundamental Rights.

This project will collect and analyse existing data and evidence relevant to the implementation of the directive. In 2019, FRA will collect the relevant data, which will serve to provide input to the Commission's reports on the application of the Racial Equality Directive to be published in 2020. The intersectionality of the phenomenon of discrimination, taking gender into account, will be given due consideration in this work.

PROJECT OBJECTIVES

- Provide data and evidence to the European Commission with regard to its obligations under Article 17 of Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES

- Desk research and data collection (in-house and FRANET);
- Analysis of data and evidence (for example, EU-MIDIS II and data collected for various thematic reports, as well as the Agency's annual Fundamental Rights Report);
- Missions and participation in external meetings, as relevant.

OUTPUTS

- Input to the European Commission, European Parliament and the Council of the European Union

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
			<i>Research and Data</i>	8,500	-	80,000
<i>Temporary Agents</i>	0.50		<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.30		<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	0.35		<i>Communications & Events</i>	1,500	-	-
Total	1.15		Total	10,000	-	80,000

Strategic area of operation: **COMMITMENT**

Area of activity 9: Projects and activities covering all MAF areas

Intro

Projects and activities covering more than one thematic work area of FRA are presented as 'projects and activities covering all MAF areas'. The main multiannual projects in this area are:

Annual Reports

The Fundamental Rights Report 2019 will cover the fundamental rights developments within the European Union as they unfolded from January to December 2018 in the areas covered by the Multi-annual framework. Every chapter will conclude with policy-relevant opinions based on the evidence identified and analysed in the report. The topic of the focus section remains to be decided by the Management Board

Fundamental Rights Survey

The FRA Fundamental Rights Survey is the first EU-wide survey to produce comparable trend data on the general population's experiences of fundamental rights over time (through each successive round of the survey) in the EU. The survey will be implemented during 2019 with results being available in 2020.

EU Fundamental Rights Information System

In 2019, the Agency will release the EU Fundamental Rights Information System (EFRIS), a searchable interface bringing together a variety of resources reporting on human rights issues, in particular, the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE), the Council of Europe, and the EU. It makes information on the EU's and Member States' commitment to and compliance with international human rights treaties accessible in an easy to visualize, searchable and up-to-date format.

Raising awareness and effectively promoting rights

The European Commission, the European Parliament and the Council have repeatedly stressed the need for more awareness raising of fundamental rights as enshrined in the EU Charter of Fundamental Rights. Both Strategic Plans of the Agency (2013-2017 and the plan covering 2018-2022) responded to this request by setting promoting and effectively communicating rights as one of the priorities to strengthen a rights culture in the European Union and its Member States.

Cooperation with EU Member States and human rights bodies at national level

At EU Member State level, the Agency will consolidate its cooperation with national human rights actors. It will map the situation of National Human Rights Institutions in the EU, updating its report of 2010 on the subject. Moreover, the Agency will further boost the relevance and impact of its evidence and fundamental rights assistance and support at national and local level by convening and participating in meetings with relevant actors.

Fundamental Rights Platform and cooperation with civil society

FRA will maintain the Fundamental Rights Platform as a key forum for engagement with a wide range of civil society actors and support civil society activities to protect and promote fundamental rights, including by raising awareness of the Agency's findings related to the development of civic space in EU Member States.

A 9.1 – Annual Reports

PRIORITY 1 | **STATUS:** ongoing | **TYPE:** multiannual | **START:** 01/01/2018

DESCRIPTION and ADDED VALUE of the PROJECT

The Fundamental Rights Report is the Agency's annual report on the situation concerning fundamental rights in the EU and is accompanied by an activity report. The Fundamental Rights Report, which includes a 'Focus section' that examines an issue of particular relevance to policy priorities in the EU, identifies trends over time and includes relevant promising practices. Its findings in respect to the use of the Charter by national courts are included in the European Commission's annual report on the application of the Charter of Fundamental Rights. In addition, its overall findings are used by the European Parliament in its report on the situation of fundamental rights in the EU. The Fundamental Rights Report is mentioned in the relevant Council conclusion.

PROJECT OBJECTIVES

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

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
4. Effectively promoting rights, values and freedoms.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Data collection, analysis and drafting ➤ Production, translation and dissemination 	<ul style="list-style-type: none"> ➤ Fundamental Rights Report; ➤ Summary report with opinions; ➤ Online component publication; ➤ Annual Activity Report.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	285,000	-	100,000
<i>Temporary Agents</i>	2.60	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.30	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	0.15	<i>Communications & Events</i>	145,000	-	-
Total	3.05	Total	430,000	-	100,000

A 9.2 – Fundamental rights survey - establishing a EU-wide survey on trends in fundamental rights

PRIORITY 1 STATUS: ongoing TYPE: multiannual START: 01/01/2014

DESCRIPTION and ADDED VALUE of the PROJECT

The FRA Fundamental Rights Survey is the first EU-wide survey to produce comparable trend data on the general population's experiences of fundamental rights over time (through each successive round of the survey) in the EU. Unlike Eurobarometer surveys, the FRA's fundamental rights survey does not focus only on people's attitudes or opinions, but also asks people about their actions and experiences that relate to their enjoyment of fundamental rights. The survey is complementary to the Agency's EU-MIDIS surveys, as it matches (where possible) certain questions that are asked in EU-MIDIS with regard to ethnic minority and immigrant groups, which can be used for comparison purposes. The core module of the survey, repeated every five+ years collects data on a wide spectrum of fundamental rights issues, such as discrimination on different grounds, rights awareness, consumer protection, data protection, and the right to good administration – focusing on where data is not available through Eurostat, Eurobarometer or other existing EU-wide surveys, or is otherwise not collected regularly for purposes of comparison in one survey instrument. In this regard, the survey is developed in close cooperation with relevant actors, including the Commission, to ensure complementarity and avoid duplication. In addition, the survey will collect data on the general population's experiences as crime victims, which will provide valuable data for the Agency's work on victims of crime and will offer key policy insights given the current absence of an EU-wide crime survey. The core module can be accompanied by additional modules, which will serve the data needs of other specific FRA projects, as relevant. The content and scope of the survey has been established through consultations with survey experts and selected stakeholders – including (for example) Equality Bodies and National Human Rights Institutions, the European Commission (including Eurostat), Council of Europe, the UN Office of the High Commissioner for Human Rights, and other EU Agencies.

PROJECT OBJECTIVES

- The survey aims to make up for the current deficit in robust and comparable data on most fundamental rights areas with regard to the general population's experiences of a range of rights 'on the ground';
- To provide data for core indicators on the situation of fundamental rights in the EU – at Member State and EU level;
- Subsequent waves of the survey (every five+ years) will allow for the first time the identification of specific trends over time, which will support EU and national policy makers in making evidence based decisions regarding future legislation and resource allocation;
- The results will also fill FRA's data needs in regard to other specific projects and thematic areas.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Continuation of full-scale data collection activities started in 2018 ➤ Informing key stakeholders concerning the progress of the survey ➤ Analysis of contextual data collected through FRANET 	<ul style="list-style-type: none"> ➤ Presentation of the first results ➤ Technical documentation concerning the survey methodology and outcomes

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
Temporary Agents	2.50	Research and Data		890,000	-	-
Contract Agents	0.60	Technical Assistance & Capacity building		-	-	-
SNEs	-	Institutional Cooperation & Networks		-	-	-
		Communications & Events		10,000	-	-
Total	3.10	Total		900,000	-	-

A 9.3 – EU Fundamental Rights Information System – EFRIS

PRIORITY 1	STATUS: ongoing	TYPE: multiannual	START: 01/01/2017
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DESCRIPTION and ADDED VALUE of the PROJECT

Legal practitioners and European Union policy makers regularly require evidence on a variety of fundamental rights issues. There is a wide range of data, information and analysis available under the existing monitoring mechanisms and other human rights-related processes at national, European and international levels. However, this wealth of resources is not always easily accessible, and the various mechanisms and processes are not sufficiently inter-linked. Awareness and use of these resources are significantly enhanced by a single access point, bringing together material of relevance to EU Member States. Making these sources accessible and visible in the EU context highlights their importance, contributes to support the activity of the monitoring mechanisms and the impact of their assessments.

The Agency suggested in 2014 (Annual Report) and in 2016 (Opinion on the values of the EU) the development of a 'fundamental rights information system' for the EU, bringing together a variety of resources reporting on human rights issues, in particular, the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE), the Council of Europe, and the EU. This has been labelled the EU Fundamental Rights Information System (EFRIS). This system serves to enhance transparency and objectivity and increases awareness about European and international standards. Its added-value includes making information on the EU's and Member States' commitment to and compliance with international human rights treaties accessible in an easy to visualize, searchable and up-to-date format. It facilitates an informed assessment by practitioners to more easily make informed assessments of a country's fundamental rights situation in a specific area (for instance as required in the context of asylum and mutual recognition).

By the end of 2019, EFRIS will be publically available online, providing a searchable interface structured by topic, right and EU Member State, thus presenting available evidence from existing monitoring mechanisms at the different levels. EFRIS will include formal commitment of Member States to relevant international obligations (party to conventions and additional protocols, acceptance of opt-in and outs, complaints procedures etc.). In order to make this data available as effectively as possible, the most appropriate technology (including 'meta-searches' of existing databases) is explored. Other issues dealt with are how to correctly reflect data, information, and recommendations from monitoring mechanisms and how to make the tool as user-friendly and operational as possible for practitioners in the EU.

While maintaining the original sources' intentions and degree of critique, EFRIS will present the findings in a manner that allows as far as possible for comparison over time and between Member States and provide guidance on context, including possible limitations of the data, information, and analysis.

The project builds on work carried out by the OHCHR, such as the database on jurisprudence (<http://juris.ohchr.org>) and the Universal Human Rights Index (<http://uhri.ohchr.org>), as well as Council of Europe's HUDOC and developed in consultation with these organisations in particular. EFRIS will not be an additional database but using technology to bring data from existing ones together.

PROJECT OBJECTIVES

- Explore, pilot and evaluate an online tool which brings together data and information on the fundamental rights situation in the EU;
- Develop accessible and user-friendly guidance on using and searching the database effectively;
- Contribute to EU fundamental rights improvements through, for instance, boosting mutual trust by facilitating access to human rights assessments.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ One expert/stakeholder meeting with 15 participants; ➤ Expansion and adaption of online tool. 	<ul style="list-style-type: none"> ➤ Refined tool available online

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.60	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.25	<i>Institutional Cooperation & Networks</i>	20,000	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	80,000	-	-
Total	1.85	Total	100,000	-	-

A 9.4 –Raising awareness and effectively promoting rights

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2018

DESCRIPTION and ADDED VALUE of the PROJECT

EU institutions and Member States have stressed the need to communicate and raise awareness of fundamental rights. The Agency will develop a range of activities to fulfil this need based on the '10 keys to effectively communicating rights', which will be mainstreamed into the agency's communications.

FRA will continue furthering its leading role in effectively communicating human rights to sustain support for those rights, influencing change leaders and raising awareness among rights holders. This central mission is vital to avoid that the political and media agendas will be hijacked by others who are determined to dismantle the human rights framework. In 2019, the Agency will continue its closed Facebook Group of human rights communicators to exchange information and experiences. It will also convene communicators of EU Member State administrations and human rights organisations, and 'non-expert' messengers who reach a public beyond the usual stakeholders (such as bloggers, storytellers, young Europeans). The overall aim will be to establish an ad-hoc working party on communicating rights.

FRA will communicate its work through events, organised in cooperation with EU Member States holding the rotating 6-month EU Presidencies (Romania and Finland in 2019), also in cooperation and with the support of the EEA and Norway Grants. These will convene specific stakeholders, in particular senior officials at EU and national level, as well as civil society, on issues related to fundamental rights, which are of particular importance in the EU policy agenda.

In addition, the Agency will follow up on calls to action included in the Chair's Statement of the 2018 Fundamental Rights Forum. In parallel, the Forum will be evaluated to assess its added value and future.

The Agency will also organise social media campaigns to promote on the one hand the outcome of specific projects and on the other more generally fundamental rights. In parallel, the Agency intends to explore the potential for developing an online blog where staff will be able to publish blogs not directly related to the Agency's specific outputs. Senior Agency staff will moderate this activity. In 2019, the Agency will complete and launch its media toolkit, which can assist media professionals in reporting on migration and asylum issues. Media professionals will be trained using webinars in the toolkit's application, aimed at increasing media literacy.

PROJECT OBJECTIVES

- Provide safe space for convening stakeholders to discuss fundamental rights issues
- Assist media professionals in improving their reporting on fundamental rights issues
- Facilitate the exchange of good practice among those involved in communicating human rights issues

LINK TO FRA STRATEGIC PILLAR

4. Effectively promoting rights, values and freedoms
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Cooperation with Romanian and Finnish Presidencies of the Council of the EU in organising joint events in line with EU Presidency priorities ➤ Engage with human rights communicators to improve the delivery of human rights messages ➤ Convene communicators from EU Member State administrations and human rights organisations and 'non-expert' messengers ➤ Work towards establishing an ad-hoc working party on communicating rights ➤ Moderate and animate exchange among human rights communicators of FRA's closed Facebook Group ➤ Carry out social media campaigns on key themes of FRA's 2019 work ➤ Capacity building and training of media professionals using FRA's toolkits (e.g. media toolkit, guide on lawful ethnic profiling etc.) through webinars, seminars, etc. 	<ul style="list-style-type: none"> ➤ 2 EU Presidency conferences (Romania and Finland) ➤ Communicators meeting (Vienna) ➤ Regular exchange of information between human rights communicators (Facebook Group) ➤ Web-based toolkits, e.g. media toolkit ➤ Social media campaigns ➤ Webinars, seminars and other training sessions

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.50	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.20	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	0.35	<i>Communications & Events</i>	150,000	-	150,000
Total	2.05	Total	150,000	-	150,000

A 9.5 – Cooperation with Member States and human rights bodies at national level

PRIORITY 1 **STATUS:** *ongoing* **TYPE:** *multiannual* **START:** *01/01/2018*

DESCRIPTION and ADDED VALUE of the PROJECT

National and local authorities, as well as human rights bodies in EU Member States are among FRA's key stakeholders, with much of its work of direct relevance to them. FRA therefore needs to establish and maintain structured cooperation and coordination with relevant ministries, national and local authorities, national human rights institutions (NHRIs), equality bodies and Ombuds organisations, including through their representative networks. Through this cooperation, FRA provides Member States and public bodies competent for human rights at national level with targeted assistance and evidence-based advice, as relevant and appropriate.

To maximise the relevance and impact of its work in EU Member States, FRA will foster cooperation and coordination with the following under this project: National Liaison Officers (NLOs); relevant national and local authorities; national parliaments; the European Network of National Human Rights Institutions (ENNHRI); the European Network of Equality Bodies (Equinet); and, the European Network of Ombudsmen (ENO). In doing so, this project can also support the EU and its Member States in implementing Sustainable Development Goal 16 on Peace, justice and strong institutions.

In 2019, FRA will update its 2010 report on NHRIs in EU Member States, in cooperation with ENNHRI, the Council of Europe, the Office of the High Commissioner for Human Rights (OHCHR), the Office for Democratic Institutions and Human Rights (ODIHR) and the European Commission. FRA will also expand its cooperation with cities and their networks to promote the concept of Human Rights Cities in the EU.

PROJECT OBJECTIVES

- Cooperate with and provide evidence-based advice and expertise to national authorities on the basis of the Agency's findings, using the Charter of Fundamental Rights of the EU as the main point of reference, where it applies;
- Cooperate with and provide support to public bodies competent for human rights in EU Member States;
- Promote fundamental rights, including at the local level, in cooperation with cities and their networks.

LINK TO FRA STRATEGIC PILLARS

2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Regular cooperation and communication with NLOs; ➤ Structured cooperation with NHRIs, equality bodies and their networks ENNHRI, Equinet and ENO; ➤ Updating FRA's 2010 report on the situation of NHRIs in the EU in cooperation with ENNHRI and in consultation with the European Commission, Council of Europe, OHCHR and OSCE/ODIHR; ➤ Ad-hoc cooperation with national parliaments; ➤ Ad-hoc meetings with selected national and local actors in relation to specific fundamental rights issues to share relevant FRA findings and exchange practices across Member States, including in relation to the SDGs; ➤ Cooperation with networks of cities, for example with the 2019 European Capitals of Culture, to promote fundamental rights at local level and explore feasibility of creating a European platform for Human Rights Cities. 	<ul style="list-style-type: none"> ➤ Meetings and consultations with NLOs and related meeting reports; ➤ Meetings and consultations with relevant national and local authorities; ➤ Meetings and consultations with ENNHRI, Equinet, ENO and their members; ➤ Update of 2010 FRA report on situation of NHRIs in EU (publication in 2020); ➤ Papers and briefs for national and local authorities, as relevant; ➤ FRA Director's country visits.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	77,000	-	-
<i>Temporary Agents</i>	2.00	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.30	<i>Institutional Cooperation & Networks</i>	241,500	-	-
<i>SNEs</i>	0.80	<i>Communications & Events</i>	6,500	-	-
Total	3.10	Total	325,000	-	-

A 9.6 – Fundamental Rights Platform and cooperation with civil society

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2018

DESCRIPTION and ADDED VALUE of the PROJECT

As per Article 10 of its Founding Regulation, the Agency closely cooperates with civil society organisations active in the field of fundamental rights, through its 'Fundamental Rights Platform'. This mechanism for exchange of information and pooling of knowledge brings together over 700 organisations at European/international, national, and grassroots level (non-governmental organisations dealing with human rights, trade unions, employer's organisations, relevant social and professional organisations, churches, religious, philosophical and non-confessional organisations, universities and other qualified experts). With regard to the Agency's work, the Fundamental Rights Platform undertakes some key tasks, such as suggestions to the Management Board on the Annual Work Programme; feedback and suggestions to the Management Board on the Fundamental Rights Report; contributions to FRA projects from inception to delivery; input through a range of consultations; cooperation in awareness raising. Civil society organisations also play a crucial role as human rights defenders for the realisation of a variety of the Sustainable Development Goals (SDGs), whose implementation the Agency seeks to support. Of direct relevance for the Agency's civil society work is SDG indicator 16.10.1 regarding violent attacks against human rights defenders.

The focus of FRA's work with FRP and civil society in 2019 will be:

- Running and further development of FRP to increase its potential and impact;
- Continuous work on civic space issues following up on the Agency's research and data collection on the issue, the 2018 Fundamental Rights Forum and the 2018 European Commission Fundamental Rights Colloquium on Democracy.

To achieve synergy with other civil society related initiatives and programmes at EU and international level, the project will be implemented in consultation with the European Commission and international partners, including the Council of Europe, OSCE/ODHIR and OHCHR, as well as in partnership with the FRP Advisory Panel and key civil society networks.

PROJECT OBJECTIVES

- Maintain the Fundamental Rights Platform as key forum for engagement and exchange with and among a wide range of civil society actors;
- Enable and empower civil society to protect and promote fundamental rights, including by raising awareness of the Agency's findings related to civic space challenges;
- Facilitate dialogue between civil society and policy-makers in relation to fundamental rights.

LINK TO FRA STRATEGIC PILLARS

- Effectively promoting rights, values and freedoms
- Strengthening cooperation with national and local fundamental rights actors: working with communities of support;

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<p>Running and further development of FRP:</p> <ul style="list-style-type: none"> ➤ Exchange of information and knowledge on- and offline; ➤ Thematic/expert meetings; ➤ Capacity building webinars; ➤ Regular exchange with Advisory Panel, including two meetings; ➤ Cooperation with civil society at national level and their European networks; ➤ Supporting civil society input into FRA projects; ➤ Further outreach and improvement of organisations' database, including civil society organisations working on SDGs; ➤ Implementing consultations with the FRP; ➤ Preparation of next Advisory Panel elections (early 2020). <p>Continuous work on civic space issues:</p> <ul style="list-style-type: none"> ➤ Raising awareness of the Agency's findings related to civic space challenges in EU Member States; ➤ Cooperation in promoting follow-up to the Agency's research on challenges facing civil society, notably with European Commission, European Parliament, EESC; ➤ Enhanced coordination with International Organisations (Council of Europe, OSCE/ODIHR, OHCHR); ➤ Identification of support needs by FRP organisations. 	<ul style="list-style-type: none"> ➤ Weekly e-newsletter; ➤ Thematic meetings with civil society experts and meeting reports; ➤ Webinars; ➤ Advisory Panel meetings and meeting reports; ➤ Consultations/questionnaires; ➤ Presentations and stakeholder conversations about FRA's report on challenges facing civil society organisations.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.00	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	1.00	<i>Institutional Cooperation & Networks</i>	85,000	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	5,000	-	-
Total	2.00	Total	90,000	-	-

A 9.7 – Providing fundamental rights advice and expertise to EU institutions, agencies and other bodies

PRIORITY 1 **STATUS:** *ongoing* **TYPE:** *multiannual* **START:** *01/01/2018*

DESCRIPTION and ADDED VALUE of the PROJECT

The Agency cooperates closely with EU institutions, agencies and other bodies at EU level, which are key beneficiaries of FRA's data and evidence-based advice and expertise. Regular exchange with actors at EU level helps FRA to define, develop and coordinate its work priorities in the way that ensures best policy relevance and timeliness of the Agency's work, as complementary to the work of other institutions and bodies and makes best use of existing synergies. The cooperation and consultation with relevant partners is an essential element in any of the Agency's projects throughout a project's lifecycle. In addition, the Agency undertakes a number of cooperation activities that cut across all of the Agency's thematic work, taking the form of coordination meetings, ad-hoc working parties, or EU expert seminars in various fields of the Agency's work, as appropriate and needed. This relates to cooperation with the following institutions and bodies at EU and international level: European Parliament; Council of the EU; European Commission; EU Agencies, in particular Justice and Home Affairs Agencies; Committee of the Regions, European Economic and Social Committee; intergovernmental organisations including the Council of Europe, United Nations, OSCE and the EEA & Norway Grants.

In 2019, the Agency will focus its activities in promoting its work towards the newly elected European Parliament and newly appointed European Commission. The Agency will undertake institutional cooperation activities with the Romanian and Finish Presidencies of the Council of the European Union.

PROJECT OBJECTIVES

- Provide support to the EU and its Member States in decision making by providing data, evidence-based advice and opinions on thematic issues;
- Ensure synergy and coordination with intergovernmental organisations;
- Disseminate examples of good practice.

LINK TO FRA STRATEGIC PILLARS

2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing real-time assistance and expertise.

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Provision of timely evidence-based advice to EU institutions and stakeholders at EU and international level to support decision making with fundamental rights expertise; ➤ Meetings with institutions, bodies and agencies at EU and international levels to coordinate activities and achieve synergies; ➤ Targeted presentations in EU and international fora to raise awareness on FRA's work and findings, and share promising practices; ➤ Regular, policy-relevant and timely information sharing and exchange with stakeholders. 	<ul style="list-style-type: none"> ➤ FRA contributions to legislative and policy discussions at European Parliament (EP), Council of the EU and European Commission; ➤ References to Agency and its findings in relevant EP, Council and Commission policy documents (e.g. EP annual report on the situation of fundamental rights in the EU, Council conclusions on the application of the Charter of Fundamental Rights); ➤ Presentations of FRA's work in the EP, Commission's High Level Expert and Working Groups, Council preparatory bodies, Council Presidencies, Committee of the Regions and European Economic and Social Committee; ➤ Improved cooperation, coordination and communication between FRA and international bodies, including the Council of Europe, UN, OSCE and EEA & Norway Grants.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.50	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	1.00	<i>Institutional Cooperation & Networks</i>	125,000	-	-
<i>SNEs</i>	0.80	<i>Communications & Events</i>	-	-	-
Total	3.30	Total	125,000	-	-

A 9.8 – Production and dissemination of FRA output

PRIORITY 1	STATUS: <i>ongoing</i>	TYPE: <i>multiannual</i>	START: <i>01/01/2019</i>
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DESCRIPTION and ADDED VALUE of the PROJECT

FRA disseminates the results of its work and raises public awareness (Founding regulation, Article 4, a and h) through a range of communication activities. These aim to ensure that its work reaches the appropriate audiences at the right time in an appropriate format through the appropriate channels.

Production and dissemination activities are carried out both online and offline (print). In this context, a great number of research-related deliverables are produced – as listed under the different project fiches outlined in the previous sections. In addition, the Agency will continue to produce a number of information products, including awareness-raising material, and disseminate it to the Agency's stakeholders.

The online activities are primarily conducted through the Agency's web and social media presence. They are continuously reviewed to reflect technological developments and their content is regularly updated.

PROJECT OBJECTIVES

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

LINK TO FRA STRATEGIC PILLAR

1. Communicate trends based on robust and comparable data and evidence collected by the Agency
4. Effectively promoting rights, values and freedoms

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Develop, maintain and update FRA's website in order to make it more attractive, user friendly and accessible, including for mobile devices ➤ Improve the data visualisation and other online tools ➤ Producing and disseminating major reports and other types of publications related to the Agency's activities ➤ Produce communication material additional to major reports, such as In Briefs, infographics and brochures ➤ Disseminate relevant output to specific audiences online, through social media, at events and through mailing lists, provided also by the Publications Office of the European Union ➤ Ensure efficient stock management of publications ➤ Media monitoring and press clipping service ➤ Produce translations of FRA deliverables in as many EU languages as financial resources allow ➤ Develop FRA's corporate identity and branding 	<ul style="list-style-type: none"> ➤ Redesigned FRA website, including mobile-device friendly information (web app) ➤ Data explorer for selected surveys ➤ Translations of outputs into EU languages ➤ Proposals for new corporate visual identity and branding ➤ Media monitoring ➤ Communication products ➤ Various types of print material ➤ Dissemination of FRA output through various channels ➤ Stock management of FRA output

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
<i>Temporary Agents</i>	3.00		<i>Research and Data</i>	-	-
<i>Contract Agents</i>	0.25	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>SNEs</i>	0.20	<i>Institutional Cooperation & Networks</i>	-	-	-
Total	3.45	<i>Communications & Events</i>	525,000	-	150,000
		Total	525,000	-	150,000

A 9.9 - Applying the EU Charter of Fundamental Rights in national law and policy making

PRIORITY 1 STATUS: NEW TYPE: multiannual START: 01/01/2019

DESCRIPTION and ADDED VALUE of the PROJECT

The Agency is expected to provide evidence and analysis concerning the use and implementation of the EU Charter including at national level. In its "conclusions on the application of the Charter of fundamental rights in 2016" the Council invited the Agency "to work together with Member States to facilitate the exchange of good practices, tools and methods on the application of the Charter and on the communication of fundamental rights, values and freedoms".

Research and practical experience show that one of the major hurdles in the implementation of the Charter is the difficulties for practitioners to understand when the Charter applies and when not. In 2018, the Agency launched a handbook providing hands-on guidance to national law and policy makers in this regard. The handbook, which was drafted in consultation various experts and with input from national parliaments and governments, is based on case law of the CJEU. It provides practical toolkits for checking whether a concrete legislative file falls within the scope of EU law, whether it interferes with Charter entitlements, and whether such a limitation of Charter rights can be justified. The handbook also explains the added value of the Charter in practical terms. In 2019, the handbook needs to be disseminated to relevant stakeholders in order to maximise its impact and relevance. The handbook will also be mainstreamed into the Agency's different strands of Charter related work.

In line with the Agency's strategic objective to support the strengthening of the capacity of national and local human rights actors, FRA will provide support and expertise to promote the use of the EU Charter at different levels of governance. In doing so, FRA will build on its own data collection and analysis (regarding application of the Charter at national level) and feedback from relevant stakeholders, such as national human rights institutions. It will also seek to achieve synergies with Commission-funded programmes and projects related to the Charter, as well as with initiatives of Presidencies of the Council of the EU when they decide to organise conferences or seminars on the Charter. The project complements existing awareness-raising initiatives related to national or international human rights law.

PROJECT OBJECTIVES

- Provide expertise and advice concerning the implementation of the Charter;
- Further develop, improve and maintain Charterpedia;
- Work together with Member States and EU Agencies to facilitate the exchange of good practices, tools and methods on the application of the Charter;
- Roll out FRA Handbook providing guidance on the applicability of the Charter;
- Expand promotion of the EU Charter to raise awareness at national level, including through cooperation with national human rights institutions.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Increasing awareness of the applicability of the EU Charter of Fundamental Rights by promoting the EU Charter Handbook; ➤ Updating and expanding Charterpedia; ➤ Capacity building on the EU Charter by providing relevant institutions, in particular national human rights institutions, with expertise on the EU Charter; ➤ Communicating values and rights in EU Charter by marking the 10th anniversary of the EU Charter in cooperation with partners (European Commission, European Parliament, EU Presidencies, academic institutions); ➤ Launch and promotion of Charter country factsheets that explain the role of the Charter in the national context (in the respective national language); ➤ Collecting and analysing data on the use of the Charter at national level for the Fundamental Rights Report 2019. 	<ul style="list-style-type: none"> ➤ Chapter on the use of the Charter at national level in the Fundamental Rights Report 2019; ➤ Charter handbook translations, layout and printing; in 5 of the official languages of the European Union; ➤ FRA contributions to events and conferences related to the EU Charter; ➤ Charter capacity building at national level activities and follow up on the 2018 pilot capacity building by NHRIs targeting public officials and civil society.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>		77,000	-	-
<i>Temporary Agents</i>	1.00	<i>Technical Assistance & Capacity building</i>		28,000	-	-
<i>Contract Agents</i>	1.00	<i>Institutional Cooperation & Networks</i>		10,000	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>		60,000	-	200,000
Total	2.00	Total		175,000	-	200,000

A 10.1 - Bodies of the Agency

PRIORITY 1

STATUS: ongoing

TYPE: multiannual

START: 01/01/2007

DESCRIPTION and ADDED VALUE of the PROJECT

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

PROJECT OBJECTIVES

- Smooth organisation of Management Board, Executive Board and Scientific Committee's activities.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES

- Management Board meetings;
- Executive Board meetings;
- Scientific Committee meetings;
- Translations of MB documents.

OUTPUTS

- Organisation of MB Meetings (2);
- Organisation of Executive Board Meetings (4);
- Organisation of Scientific Committee Meetings (4).

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1 st priority	2 nd priority	3 rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	1.50	<i>Technical Assistance & Capacity building</i>	-	-	-
<i>Contract Agents</i>	0.45	<i>Institutional Cooperation & Networks</i>	250,000	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	-	-	-
Total	1.95	Total	250,000	-	-

OPERATIONAL RESERVES
A 11.1 - Complementary data collection and other activities to support evidence based advice for stakeholders

PRIORITY 1 *STATUS: ongoing* *TYPE: multiannual* *START: 01/01/2018*

DESCRIPTION and ADDED VALUE of the PROJECT

The research work of FRA as well as cooperation activities with stakeholders are carried out under specific project headings. The appropriations here are intended to cover deliverables and measures on issues and events, which arise during the current financial year, for example responses to requests for the Agency’s assistance and expertise by stakeholders, responses to requests for joint events (e.g. by EU-Presidencies), additional data or information required by research projects that could not have been foreseen, additional data and information for the Fundamental Rights Report, ad hoc expert meetings, including general information/coordination meetings with FRANET contractors. Recent examples for such additional ad hoc requests are

- The report “Respect for and protection of persons belonging to minorities 2008-2010” prepared on request of European Parliament and published September 2011;
- The Joint expert seminar with the Hungarian Presidency on “Protecting victims in the EU: The Road Ahead” (March 2011);
- FRA Opinion on the draft Directive regarding the European Investigation Order (EIO) in criminal matters upon request of European Parliament published in February 2012;
- Conference “Charter of Fundamental Rights of the European Union” in cooperation with Danish Presidency March 2012;
- Responses to stakeholder consultations launched by the European Commission on fundamental rights related issues;
- Expert inputs into EU conferences and events on fundamental rights related topics.
- Different FRA stakeholders depending on the issue.

PROJECT OBJECTIVES

- All FRA objectives may be addressed through this activity.

LINK TO FRA STRATEGIC PILLARS

1. Identifying trends: collecting and analysing comparable data and evidence;
2. Contributing to better law making and implementation: providing independent advice;
3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedoms;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Data collection activities will be carried out, as needs may develop; ➤ Communication & awareness raising activities; ➤ Project-specific stakeholder communication and awareness raising strategy will be developed 	<ul style="list-style-type: none"> ➤ Data collection, communication and stakeholder communication activities.

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources		
		1st priority	2nd priority	3rd priority
		<i>Research and Data</i>	<i>348,000</i>	<i>-</i>
<i>Temporary Agents</i>	<i>-</i>	<i>Technical Assistance & Capacity building</i>	<i>-</i>	<i>-</i>
<i>Contract Agents</i>	<i>-</i>	<i>Institutional Cooperation & Networks</i>	<i>-</i>	<i>-</i>
<i>SNEs</i>	<i>-</i>	<i>Communications & Events</i>	<i>-</i>	<i>-</i>
Total	-	Total	348,000	-

OTHER OPERATIONAL ACTIVITIES**B 1.1 – Programme level cooperation under the EEA and Norway Grants Financial Mechanism 2014-2021**

<i>PRIORITY 3</i>	<i>STATUS: ongoing</i>	<i>TYPE: multiannual</i>	<i>START: 01/01/2018</i>
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DESCRIPTION and ADDED VALUE of the PROJECT

This project follows the exchange of letters on the implementation of the administrative cooperation arrangement between the Financial Mechanism Office (FMO) and the European Union Agency for Fundamental Rights (FRA), under the EEA and Norwegian Financial Mechanism 2014-2021, which was signed on 14 December 2017. Under the scope and objectives agreed in the exchange of letters implementing the cooperation arrangement, FRA shall act in the role of International Partner Organisation (IPO) in advising the national level Programme Operators of the programme "Roma inclusion and empowerment" in Greece, and in the programme "Human rights, Roma inclusion and domestic and gender-based violence" in the Czech Republic, and in a programme in a third beneficiary state of the Grants, which is still to be determined.

FRA will provide advice at an overall strategic level to the Programme Operators as well as to the FMO, in the preparation and implementation of the agreed programmes, through sharing its expertise and, inter alia, assist the Beneficiary State in applying European standards on fundamental rights. Programme development support as IPO will include technical assistance on, for example: the development of the programmes' Concept Notes, participation in kick-off meetings, stakeholder consultations, programme agreement meetings; written input on the programme design, as well as advising on issues related to risk management and communication. FRA will also provide input to the draft Programme Agreement upon request of the FMO. In its role as IPO, FRA will also provide support during the programme implementation period, to ensure that the Programmes benefit from FRA good practices, recommendations and expertise related to policy analysis, peer support for national reform and policy dialogue. This will include participating in the Cooperation Committee of each Programme and providing input to the development of calls for projects, assess applications received under the calls for projects, take part in Selection Committee meetings and in the full selection process, as well as any other relevant activities at programme level. FRA may also contribute to the exchange of experience and capacity-building, communication plan of the programme, outreach seminars, providing advice to relevant entities, raise awareness and strengthen transparency of information about funding opportunities, project beneficiaries and achievements. FRA may also provide advice and strategic assessments to the FMO and the Donors on other areas, for example, through participating in expert meetings prior to the signature of an MoU between the Donors and a Beneficiary State, and to provide advice as to the feasibility and scope of a potential programme.

PROJECT OBJECTIVES

- To provide technical assistance to the FMO, Donors of the EEA and Norway Grants, and national level Programme Operators on programme development and programme implementation in Programmes in three Beneficiary States
- To provide overall strategic advice to the FMO and Donors on the feasibility and scope of potential programmes
- Share promising practices and other findings resulting from FRA research to Programme Operators and the FMO on applying European standards on fundamental rights

LINK TO FRA STRATEGIC PILLARS

3. Supporting rights-compliant policy responses: providing a real-time assistance and expertise;
4. Effectively promoting rights, values and freedom;
5. Strengthening cooperation with national and local fundamental rights actors: working with communities of support .

PROJECT PLAN FOR 2019

ACTIVITIES	OUTPUTS
<ul style="list-style-type: none"> ➤ Programme development support in programmes of three Beneficiary States, through input to Concept Note development and participation in kick-off, stakeholder meetings and programme development meetings ➤ Programme implementation support in programmes, through participation in Cooperation Committee, selection of projects, various meetings and other strategic cooperation ➤ Provide strategic advice to both Programme Operators and inter alia to Member States in applying European standards on fundamental rights 	<ul style="list-style-type: none"> ➤ Technical assistance provided to three programmes in the Czech Republic, Greece and a third Beneficiary State of the EEA and Norway Grants ➤ Strategic advice provided to the FMO and Donors through written inputs ➤ Participation in a number of programme development and implementation meetings, including membership of Programme Cooperation Committees and Selection Committees

RESOURCES PLANNED FOR 2019

Human Resources		Financial Resources	1st priority	2nd priority	3rd priority
		<i>Research and Data</i>	-	-	-
<i>Temporary Agents</i>	-	<i>Technical Assistance & Capacity building</i>	-	-	214,286
<i>Contract Agents</i>	-	<i>Institutional Cooperation & Networks</i>	-	-	-
<i>SNEs</i>	-	<i>Communications & Events</i>	-	-	-
Total	-	Total	-	-	214,286

SECTION 4
 ANNEXES

ANNEX I Resource allocation per Activity 2019

	HUMAN RESOURCES				FINANCIAL RESOURCES		
	TA	CA	SNE	TOT	1 st priority	2 nd priority	3 rd priority
ACTIVITY 1 – Victims of crime and access to justice							
A 1.1 – Victims of crime: which victims are better served?	1.00	1.00	-	2.00	€ 265,000	-	-
A 1.2 – Business and human rights: access to remedy improvements	0.25	0.25	0.65	1.15	€ 150,000	-	-
A 1.3 – Responses to ad-hoc requests and fundamental rights challenges in the area “Victims of crime and access to justice and judicial cooperation, except in criminal matters”	1.00	0.25	-	1.25	€ 10,000	-	-
A 1.4 -Providing ad-hoc fundamental rights expertise in the area of justice for and security of citizens	1.00	0.30	1.20	2.50	€ 10,000	-	-
ACTIVITY GRAND TOTAL	3.25	1.80	1.85	6.90	€ 435,000	-	-
ACTIVITY 2 – Judicial cooperation, except in criminal matters							
A 2.1 – Access to a Lawyer and the European Arrest Warrant: application in practice with regard to fundamental rights	0.40	0.50	0.20	1.10	€ 10,000	-	-
ACTIVITY GRAND TOTAL	0.40	0.50	0.20	1.10	€ 10,000	-	-
ACTIVITY 3 – Information society and, in particular, respect for private life and protection of personal data							
A 3.1 – Advising on how to prevent unlawful profiling	0.50	0.75	-	1.25	€ 20,000	-	€ 100,000
A 3.2 – Providing advice on European data protection law	1.25	0.50	0.35	2.10	€ 50,000	-	€ 275,000
A 3.3– Artificial Intelligence, Big Data and Fundamental Rights	0.60	1.25	0.25	2.10	€ 335,000	-	-
A 3.4 – Responses to ad-hoc requests and fundamental rights challenges in the area of “Information society and, in particular, respect for private life and protection of personal data”	1.00	0.30	0.35	1.65	€ 5,000	-	-
A 3.5 – Handbook on European law relating to cybercrime and fundamental rights	0.75	0.30	0.60	1.65	€ 10,000	-	-
ACTIVITY GRAND TOTAL	4.10	3.10	1.55	8.75	€ 420,000	-	€ 375,000
ACTIVITY 4 – Equality and discrimination based on any ground such as 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, or on the grounds of nationality							
A 4.1 – The right to independent living of persons with disabilities	0.40	0.50	-	0.90	€ 20,000	-	-
A 4.2 – Participation in the EU Framework to promote, protect and monitor the CRPD	0.40	0.30	-	0.70	€ 5,000	-	-
A 4.3 EU-MIDIS	4.00	0.30	-	4.30	€ 70,000	-	-
A 4.4 – EU LGBTI Survey II	1.10	0.50	0.80	2.40	€ 400,000	-	-
A 4.5 – “Responses to ad-hoc requests and fundamental rights challenges in the area of “Equality and non-discrimination, including racism and xenophobia”	0.70	0.50	0.25	1.45	€ 40,000	-	€ 200,000
ACTIVITY GRAND TOTAL	6.60	2.10	1.05	9.75	€ 535,000	-	€ 200,000
ACTIVITY 5 – Rights of the child							
A 5.1 – Providing fundamental rights expertise on child protection and participation	1.50	0.30	-	1.80	€ 25,000	-	€ 200,000
ACTIVITY GRAND TOTAL	1.50	0.30	-	1.80	€ 25,000	-	€ 200,000
ACTIVITY 6 – Integration and social inclusion of Roma							
A 6.1 – Data collection on Roma integration	1.25	1.25	-	2.50	€ 60,000	-	-
A 6.2 Technical assistance and capacity building in the area of “Integration and social inclusion of Roma”	1.50	0.50	-	2.00	€ 50,000	-	€ 30,000

ACTIVITY GRAND TOTAL	2.75	1.75	-	4.50	€ 110,000	-	€ 30,000
ACTIVITY 7 – Migration, borders, asylum and integration of refugees and migrants							
A 7.1 – Providing fundamental rights expertise in the area of home affairs	4.80	2.80	-	7.60	€ 490,000	-	-
A 7.2 – Responding to a fundamental rights emergency – the long-term impact of responses to the 2015 asylum/migration crisis	3.50	0.50	-	4.00	€ 62,000	-	-
A 7.3 – Providing fundamental rights expertise to address operational challenges	2.25	1.50	-	3.75	€ 60,000	-	€ 40,000
A 7.4 – Severe labour exploitation – workers' perspectives (SELEX II)	0.20	0.20	-	0.40	€ 15,000	-	-
ACTIVITY GRAND TOTAL	10.75	5.00	-	15.75	€ 627,000	-	€ 40,000
ACTIVITY 8 – Racism, xenophobia and related intolerance							
A 8.1 – Second FRA survey on discrimination and hate crime against Jews	1.00	0.20	0.35	1.55	€ 10,000	-	€ 30,000
A 8.2 – Antisemitism: Data collection and analysis	0.30	0.30	0.10	0.70	€ 5,000	-	-
A 8.3 – Contributing to the work of relevant expert working groups to be set up within the EU High Level Group on combating racism, xenophobia and other forms of intolerance	0.65	0.30	1.25	2.20	€ 40,000	-	-
A 8.4 – Racism and ethnic discrimination: data collection and analysis	0.50	0.30	0.35	1.15	€ 10,000	-	€ 80,000
ACTIVITY GRAND TOTAL	2.45	1.10	2.05	5.60	€ 65,000	-	€ 110,000
ACTIVITY 9 – Projects and activities covering all MAF areas							
A 9.1 – Annual Reports	2.60	0.30	0.15	3.05	€ 430,000	-	€ 100,000
A 9.2 – Fundamental Rights Survey – establishing a EU-wide survey on trends in fundamental rights	2.50	0.60	-	3.10	€ 900,000	-	-
A 9.3 – EU Fundamental Rights Information System - EFRIS	1.60	0.25	-	1.85	€ 100,000	-	-
A 9.4 – Raising awareness and effectively promoting rights	1.50	0.20	0.35	2.05	€ 150,000	-	€ 150,000-
A 9.5 – Cooperation with Member States and human rights bodies at national level	2.00	0.30	0.80	3.10	€ 325,000	-	-
A 9.6 – Fundamental Rights Platform and cooperation with civil society	1.00	1.00	-	2.00	€ 90,000	-	-
A 9.7 – Providing fundamental rights advice and expertise to EU institutions, agencies and other bodies	1.50	1.00	0.80	3.30	€ 125,000	-	-
A 9.8– Production and dissemination of FRA output	3.00	0.25	0.20	3.45	€ 525,000	-	€ 150,000
A 9.9 - Applying the EU Charter of Fundamental Rights of the European Union in national law and policy making	1.00	1.00	-	2.00	€ 175,000	-	€ 200,000
ACTIVITY GRAND TOTAL	16.70	4.90	2.30	23.90	€ 2,820,000	-	€ 600,000
ACTIVITY 10 – Bodies of the agency							
A 10.1–Bodies of the agency	1.50	0.45	-	1.95	€ 250,000	-	-
ACTIVITY GRAND TOTAL	1.50	0.45	-	1.95	€ 250,000	-	-
Operational reserves							
A 11.1–Complementary data collection and other activities to support evidence based advice for stakeholders	-	-	-	-	€ 348,000	-	-
ACTIVITY GRAND TOTAL	-	-	-	-	€ 348,000	-	-
TITLE IV OTHER OPERATIONAL ACTIVITIES							
B 1.1–Programme level cooperation under the EEA and Norway Grants Financial Mechanism 2014-2021	-	-	-	-	-	-	€ 214,286
ACTIVITY GRAND TOTAL	-	-	-	-	-	-	€ 214,286

TITLE 3 OPERATIONAL EXPENDITURE

Area of Activity	Allocated human resources				Financial Resources budget		
	TA	CA	SNE	Total HR	Budget I Priority	Overheads	Total cost
ACTIVITY 1 - Victims of crime and access to justice	3.25	1.80	1.85	6.90	€ 435,000	1,025,902	1,460,902
ACTIVITY 2 – Judicial cooperation, except in criminal matters	0.40	0.50	0.20	1.10	€ 10,000	163,550	173,550
ACTIVITY 3 - Information society and, in particular, respect for private life and protection of personal data	4.10	3.10	1.55	8.75	€ 420,000	1,300,962	1,720,962
ACTIVITY 4 - Equality and discrimination based on any ground such as 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, or on the grounds of nationality	6.60	2.10	1.05	9.75	€ 535,000	1,449,644	1,984,644
ACTIVITY 5 - Rights of the child	1.50	0.30	-	1.80	€ 25,000	267,627	292,627
ACTIVITY 6 - Integration and social inclusion of Roma	2.75	1.75	-	4.50	€ 110,000	669,066	779,066
ACTIVITY 7 - Migration, borders, asylum and integration of refugees and migrants	10.75	5.00	-	15.75	€ 627,000	2,341,732	2,968,732
ACTIVITY 8 - Racism, xenophobia and related intolerance	2.45	1.10	2.05	5.60	€ 65,000	832,616	897,616
ACTIVITY 9 - Projects and activities covering all MAF areas	16.70	4.90	2.30	23.90	€ 2,820,000	3,553,486	6,373,486
ACTIVITY 10- Bodies of the agency	1.50	0.45	-	1.95	€ 250,000	289,929	539,929
ACTIVITIES GRAND TOTAL	50	21	9	80	€ 5,297,000	11,894,513	17,191,513
Operational reserves	-	-	-	-	€ 348,000	-	348,000
TOTAL OPERATION	50	21	9	80	€ 5,645,000	11,894,513	17,539,513
Support activities	22.00	11.00	-	33.00	-	4,906,487	4,906,487
GRAND TOTAL	72	32	9	113	€ 5,645,000	16,801,000	22,446,000.00

TITLE 4 OTHER OPERATIONAL ACTIVITIES

	Allocated human resources				Financial Resources budget		
	TA	CA	SNE	Total HR	Budget I Priority	Overheads	Total cost
Programme level cooperation under the EEA and Norway Grants Financial Mechanism 2014-2021	-	-	-	-	-	-	-
GRAND TOTAL	-	-	-	-	-	-	-

ANNEX II Financial resources outlook 2019-2021**TABLE 1 – EXPENDITURE**

Expenditure	2018		2019	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	13,485,000	13,485,000	14,400,000	14,400,000
Title 2	2,501,000	2,501,000	2,401,000	2,401,000
Title 3	6,608,000	6,608,000	5,645,000	5,645,000
Title 4	214,286	214,286	-	-
Total expenditure	22,808,286	22,808,286	22,446,000	22,446,000

EXPENDITURE	Commitment appropriations						
	Executed Budget 2017	Budget 2018	Draft Budget 2019		VAR 2019 / 2018	Envisaged in 2020	Envisaged 2021
			Agency request	Budget Forecast			
Title 1						103%	102%
Staff Expenditure	12,348,867	13,485,000	14,296,000	14,400,000	108%	14,810,000	15,039,000
11 Salaries & allowances	10,830,885	11,875,000	12,553,000	12,475,000	105%	12,891,000	13,150,000
- of which establishment plan posts	8,385,053	9,073,000	9,597,000	9,475,000	104%	9,957,000	10,157,000
- of which external personnel	2,445,832	2,802,000	2,956,000	3,000,000	107%	2,934,000	2,993,000
12 Expenditure relating to Staff recruitment	49,100	87,000	150,000	74,000	85%	93,000	95,000
13 Mission expenses	87,000	90,000	90,000	85,000	94%	85,000	87,000
14 Socio-medical infrastructure	168,591	135,000	165,000	155,000	115%	61,000	63,000
15 Training	235,948	250,000	250,000	265,000	106%	250,000	255,000
16 External Services	102,934	110,000	120,000	120,000	109%	120,000	123,000
17 Receptions and events	2,468	3,000	3,000	3,000	100%	3,000	4,000
18 Social welfare	871,942	935,000	965,000	1,223,000	131%	1,237,000	1,262,000
19 Other Staff related expenditure	-	-	-	-		-	-
Title 2						101%	102%
Infrastructure and operating expenditure	2,256,606	2,501,000	2,240,000	2,401,000	96%	2,421,000	2,468,000
20 Rental of buildings and associated costs ²	1,329,221	1,429,000	1,190,000	1,186,000	83%	1,408,000	1,437,000
21 Information and communication technology	726,204	822,000	824,000	769,000	94%	777,000	793,000
22 Movable property and associated costs	26,999	32,000	25,000	128,000	400%	31,000	32,000
23 Current administrative expenditure	54,000	57,000	51,000	148,000	260%	39,000	40,000

² Including possible repayment of interest; detailed information as regards building policy provided in Table in Annex III.

24 Postage / Telecommunications	85,533	127,000	123,000	143,000	113%	127,000	130,000
25 Meeting expenses	5,173	11,000	11,000	11,000	100%	11,000	12,000
26 Running costs in connection with operational activities	-	-	-	-		-	-
27 Information and publishing	-	-	-	-		5,000	-
28 Studies	29,476	23,000	16,000	16,000	70%	23,000	24,000
Title 3 Operational expenditure	8,246,776	6,608,000	5,727,000	5,645,000	85%	115%	102%
						6,545,000	6,636,000
31 Fair and equal societies	N/A	N/A	N/A	N/A	-	2,745,000	2,800,000
32 Freedoms	2,128,737	581,000	817,000	1,047,000	180%	1,051,000	1,073,000
33 Equality	2,981,572	1,765,000	1,245,000	735,000	42%	550,000	561,000
34 Supporting human rights protection systems	N/A	N/A	N/A	N/A	-	1,010,000	1,031,000
35 Communicating rights	N/A	N/A	N/A	N/A	-	1,155,000	1,179,000
36 Justice	663,192	197,000	475,000	445,000	226%	-	-
37 Horizontal Operational Activities	2,009,884	3,690,000	2,840,000	2,405,000	65%	-	-
38 Bodies of the agency and consultation mechanisms	463,391	375,000	350,000	665,000	177%	-	-
39 Reserve for Title 3	-	-	-	348,000	-	34,000	35,000
Title 4 Other operational expenditure	-	214,286	-	-	0%	-	-
40 Cooperation Agreements	-	214,286	-	-	-	-	-
TOTAL	22,852,250	22,808,286	22,263,000	22,446,000	98%	23,776,000	24,186,000

TABLE 2 – REVENUE

Revenues	2018	2019
	Revenues estimated by the agency	Budget Forecast
EU contribution	22,180,000	22,088,000
Other revenue	628,286	358,000
Total revenues	22,808,286	22,446,000

TABLE 3 – BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

REVENUES	2017	2018	2019		VAR 2019 / 2018	Envisaged 2020	Envisaged 2021
	Executed Budget	Revenues estimated by the agency	As requested by the agency	Budget Forecast			
1. REVENUE FROM FEES AND CHARGES	-	-	-	-	-	-	-
2. EU CONTRIBUTION	22,567,000	22,180,000	22,088,000	22,088,000	100%	23,411,000	23,813,000
of which Administrative (Title 1 and Title 2)	14,361,474	15,742,000	16,536,000	16,534,000	105%	16,967,000	17,238,000
of which Operational (Title 3)	8,205,526	6,438,000	5,552,000	5,554,000	86%	6,444,000	6,575,000
of which assigned revenues deriving from previous years' surpluses	104,000	202,738	117,316	117,316	58%	113,592 ³	-
3. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	41,250	384,286	175,000	358,000	93%	365,000 ⁴	373,000 ⁵
of which EFTA	-	214,286	-	-	-	-	-
of which Candidate Countries	41,250	170,000	175,000	358,000	211%	365,000 ⁴	373,000 ⁵
4. OTHER CONTRIBUTIONS	244,000	244,000	-	-	-	-	-

³ Based on data retrieved on 16 November 2018. The final amount will be provided based on data that will be retrieved after the year-end.

⁴ €179,000 for FYROM and €186,000 for Serbia.

⁵ €183,000 for FYROM and €190,000 for Serbia.

of which delegation agreement, ad hoc grants	-	-	-	-	-	-	-
5. ADMINISTRATIVE OPERATIONS	-	-	-	-	-	-	-
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	-	-	-	-	-	-	-
7. CORRECTION OF BUDGETARY IMBALANCES	-	-	-	-	-	-	-
TOTAL REVENUES	22,852,250	22,808,286	22,263,000	22,446,000	98%	23,776,000	24,186,000

Budget outturn	2015	2016	2017
➤ Revenue actually received (+)	21,609,340	21,603,837	22,852,250
➤ Payments made (-)	-15,483,290	-15,881,760	-16,546,789
➤ Carry-over of appropriations (-)	-6,401,560	-5,965,240	-6,549,461
➤ Cancellation of appropriations carried over (+)	104,366	201,117	117,566
➤ Adjustment for carryover of assigned revenue appropriations from previous year (+)	279,077	244,000	244,000
➤ Exchange rate differences (+/-)	-3,689	783	-250
➤ Adjustment for negative balance from previous year (-)			
Total	104,245	202,737	117,316

ANNEX III Human Resources - Quantitative

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

Staff population		Actually filled as of 31.12.2016	Authorised under EU budget 2017	Actually filled as of 31.12.2017	Authorised under EU budget for year 2018	Envisaged Filled as of 31.12.2018	Draft budget for year 2019	Envisaged in 2020	Envisaged in 2021
Officials	AD	-	-	-	-	-	-	-	-
	AST	-	-	-	-	-	-	-	-
	AST/SC	-	-	-	-	-	-	-	-
TA	AD	45	46	46	47	-	48	49	49
	AST	25	26	24	25	-	24	25	25
	AST/SC	-	-	-	-	-	-	-	-
Total		70	72	70	72	-	72	72	74
CA GF IV		13	20	14	20	-	20	22	22
CA GF III		12	10	11	10	-	10	10	10
CA GF II		5	2	5	2	-	2	2	2
CA GFI		-	-	-	-	-	-	-	-
Total CA		30	32	30	32	-	32	34	34
SNE		5	9	8	9	-	10	10	10
<i>Structural service providers</i>		-	-	-	-	-	-	-	-
TOTAL		105	113	108	113	-	114	118	118
<i>External staff for occasional replacement</i>		-	-	-	1	-	-	-	-

TABLE 2 – MULTI -ANNUAL STAFF POLICY PLAN YEAR 2019-2021

Category and grade	Establishment plan in EU Budget 2017		Filled as of 31/12/2017		Modifications in year 2017 in application of flexibility rule		Establishment plan in voted EU Budget 2018		Modifications in 2018 in application of flexibility rule		Establishment plan in Draft EU Budget 2019 ⁶		Establishment plan 2020		Establishment plan 2021	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AD 15	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	1
AD 14	-	1	-	2	-	-	-	1	-	-	-	1	-	3	-	3
AD 13	-	2	-	-	-	-	-	2	-	-	-	2	-	3	-	3
AD 12	-	8	-	5	-	-	-	6	-	-	-	7	-	2	-	4
AD 11	-	-	-	1	-	-	-	-	-	-	-	5	-	7	-	8

⁶ The Agency is proposing the revision of the grades of its posts in 2018 in order to ensure equal opportunities for career progression

AD 10	-	12	-	5	-	-	-	12	-	-	-	9	-	10	-	10
AD 9	-	11	-	7	-	-	-	12	-	-	-	12	-	11	-	11
AD 8	-	1	-	12	-	-	-	4	-	-	-	8	-	8	-	6
AD 7	-	7	-	11	-	-	-	6	-	-	-	2	-	2	-	3
AD 6	-	3	-	3	-	-	-	3	-	-	-	1	-	2	-	-
AD 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AD	-	46	-	46	-	-	-	47	-	-	-	48	-	49	-	49
AST 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	1	-	-	-	-	-	1	-	-	-	1	-	4	-	4
AST 9	-	3	-	2	-	-	-	4	-	-	-	3	-	2	-	3
AST 8	-	3	-	4	-	-	-	3	-	-	-	5	-	3	-	4
AST 7	-	6	-	1	-	-	-	6	-	-	-	7	-	7	-	7
AST 6	-	12	-	8	-	-	-	10	-	-	-	7	-	6	-	5
AST 5	-	-	-	7	-	-	-	-	-	-	-	1	-	3	-	2
AST 4	-	1	-	2	-	-	-	1	-	-	-	-	-	-	-	-
AST 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST	-	26	-	24	-	-	-	25	-	-	-	24	-	25	-	25
AST/S C1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/S C2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/S C3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/S C4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/S C5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/S C6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST/S C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-7	72	-	70	-	-	-	72	-	-	-	72	-	74	-	74

A. NEW TASKS AND GROWTH OF EXISTING TASKS

The Agency has fully complied with the Art. 27 of Interinstitutional Agreement of 02 December 2013 (2013/C 373/01) and implemented the agreed 5% staff reduction. In addition, the Agency had to further reduce its staffing level by 4 additional posts for the "re-deployment pool" reaching an overall 10% staff cut in 2017.

The European Parliament in its position on budget 2017 adopted on 26th October 2016, requested an increase of 1 post as from 2020 Budget for the Agency to expand its pool of legal and social experts to adequately perform its many new tasks stemming from requests of the EU institutions, Member States and EU Agencies.

MIGRATION

The Agency is heavily involved in the areas of migration, integration and refugee protection – the level of requests for the Agency's support and expertise from Member States and EU institutions has increased steeply, which creates a significant additional workload in the agency. Requests addressed to the Agency include legal opinions on pending EU legislation and policy files, support when developing the impact assessment of future legislative proposals, the implementation of EU strategies and action plans, the mainstreaming of fundamental rights in the Schengen evaluation system, and support on the ground to address fundamental rights challenges in the 'hotspots'. Most notably, in 2016, the Agency has seen a 600 per cent increase in official requests by EU institutions for legal opinions to be drafted by the Agency concerning key files in the field of asylum, migration and border control – such as ECRIS in relation to Third Country Nationals; the proposed Regulation on safe countries of origin lists, the Dublin recast; and Eurodac. Since April 2016, the Agency employed staff on extended missions to Greece looking, especially, 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 – with the Agency having recently signed a 'Memorandum of Understanding' with the Greek authorities envisaging a number of activities for 2017 and beyond. Thus, it is necessary to reinforce the agency's operational support by expanding the pool of its in-house experts, notably to provide on-the-spot deployment capabilities.

SECURITY AND DATA PROTECTION

In the coming period the Agency will need to enhance its capacity in fields related to information society, privacy and data protection with respect to new areas of increased focus – namely, 'big data' and data interoperability. The agency's work as part of the High Level Group on information systems and interoperability, and its increased work with agencies such as eu-LISA, indicates that projects will need to take into account new developments in data collection and exchange – for example with respect to VIS, SIS, and ETIAS if the Agency is to effectively address migration, asylum and security. In addition, given that work related to the fields of security and migration is expected to remain of high importance to the Commission, other EU Institutions and Member States in the coming months and years, requests for the Agency to provide inputs in these areas have grown; including direct requests from the Parliament and the Commission for expertise. The presence of the Agency as a member of the High Level Expert Group on information systems and interoperability, together with EDPS, as well as the High Level Group on combating racism, xenophobia and other forms of intolerance, together with the Council of Europe and OSCE/ODIHR, is a clear indicator that the Agency is increasingly playing an important role. Moreover, the Agency is a member of the ETIAS Fundamental Rights Guidance Board. In parallel, the Agency is a member of the Commission's High Level Group on Artificial Intelligence, where it provides input to the stream on data ethics; an area that is increasingly important with respect to data protection and related fields, which the Agency is addressing through its work on big data and artificial intelligence. The Agency is able to provide a complementary role to other actors such as EDPS, as the Agency can refer to a broad range of fundamental rights considerations, alongside privacy and data protection, which fall within its mandate – such as equality and non-discrimination, the rights of the child, and access to justice.

INCLUSION AND NON-DISCRIMINATION

The Agency is requested by EU institutions to provide data and analysis of key developments in regard to racism, xenophobia, antisemitism and related intolerance, as regards discrimination and hate crime. This requires extensive data collection and analysis on discrimination in particular on grounds ethnic or racial origin, religion or belief, sexual orientation or gender identity, disability and age in core areas of social life, such as employment, education, health, housing and societal participation. In parallel, the Agency has increased the scope of its work on racism both in terms of data collection mainly through its large scale surveys, and also by providing technical assistance to EU Member States as requested by the Commission's High Level Group on combating racism, xenophobia and other forms of intolerance in order to improve police recording and data collection of hate crime incidents. Hate crime, which negatively affects migrant and refugee integration efforts remains high on the EU political agenda and it can be expected that the Agency will be asked in the future to be even more active in this field. Already, the Agency contributes by developing targeted analysis based on statistical data from its surveys, and by facilitating a dedicated Sub-group of Member States, part of the Commission's High Level Group on combating racism, xenophobia and other forms of intolerance. This work is expected to grow in importance, as member States improve their capacity to record and collect data on hate crime. In parallel, the area of migrant integration is becoming of critical importance as recent refugees and migrants participate more actively in education and the labour market in many Member States. The Agency is currently conducting research on the experiences of recently arrived migrants and refugees, and further demand for data and analysis from EU institutions is expected to rise in the coming years, also linked to non-discrimination aspects of the implementation of the European Pillar of Social Rights.

The Agency is also requested to collect and analyse data systematically on Roma inclusion efforts in order to assist the Commission and member States in fulfilling and reporting on Council Recommendation of December 2018 on effective Roma integration measures in the Member States. Statistical data collected through large scale surveys on

Roma across several Member States are used by the Commission and the Council to formulate appropriate Country Specific Recommendations in the context of the European Semester. In this context, the agency's technical expertise is essential to support Member States to report on structural reforms and investment for Roma inclusion.

The EU Council tasked the Agency to participate with the European Parliament, European Ombudsman and European Disability Forum in the EU Framework to promote, protect and monitor the UN Convention on the Rights of Persons with Disabilities (CRPD). The tasks assigned to the Agency include data collection and analysis, as well as awareness raising. The Agency carried out two major projects and acted as Chair and Secretariat of the Framework. The Agency has been asked to focus on collecting data regarding deinstitutionalisation and the use of European Structural and Investment Funds (ESIF), and to contribute in training national ESIF management authorities in regard to their obligations to comply with the EU Fundamental Rights Charter and the UN CRPD Convention.

HIGH RESEARCH DEMAND

The success of the Agency's data analysis and large-scale quantitative surveys has resulted in requests to undertake enhanced data collection and to repeat surveys – as this typically provides unique data in key fundamental rights areas that is otherwise not covered at the Member State and EU level. For example – the agency's monthly reporting on the asylum crisis and the EU-MIDIS survey on ethnic minorities and immigrants. To this end, in 2016 the Commission requested the Agency to repeat its survey on Jewish people's experiences of antisemitism, its survey on the fundamental rights situation of lesbian, gay, bisexual, transgender and intersex persons, and the survey on the socio-economic conditions and fundamental right situation of Roma. At the same time the Agency conducted its first survey on the general population's experiences of and opinions on a range of fundamental rights. As a result, and as a first in the agency's history to date, FRA is currently managing five surveys at the same time. In order to effectively develop and manage these surveys and other areas of data collection and analysis the Agency requires additional financial and human resources. This is essential in order to produce statistical data in a timely manner and according to high quality standards, so that the results can be used by the Commission, EP and Council in key policy areas, such as social inclusion, asylum and integration.

REQUEST

Based on a thorough needs assessment, and in order to continue to effectively meet the growing new requests for fundamental rights input, the Agency requests the following posts for the field of asylum, migration, integration and internal security – specifically as it relates to both the agendas on security and migration.

The additional staff is requested by the Agency and its Management Board as from 2020 Budget in the Work Programme for 2019 - 2021 to reinforce operational support, notably to provide on-the-spot deployment capabilities as follows:

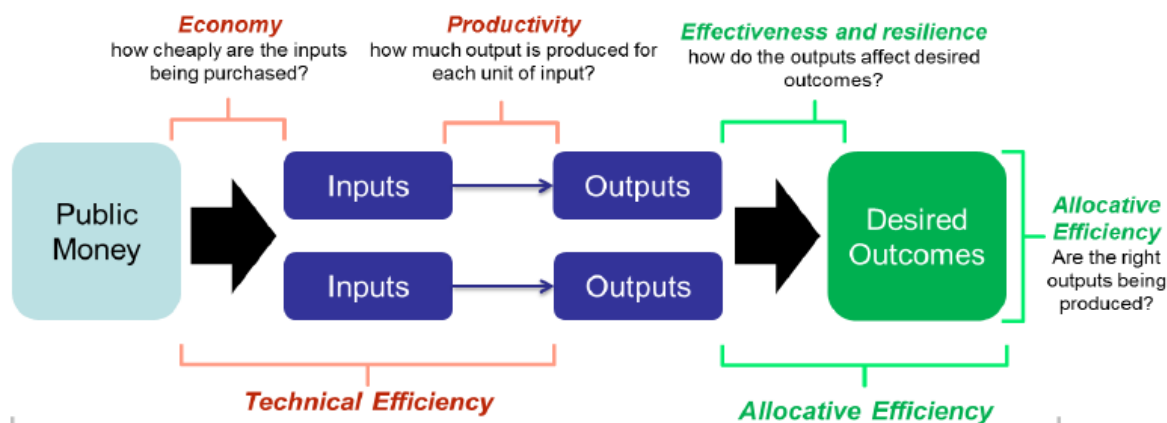
Establishment plan posts

- 1 AD6 Data Analyst – to allow the Agency to continue to provide high quality data analysis, alongside legal support and advice, with respect to fundamental rights, to EU institutions and Member States in the fields of information society, privacy and data protection, particularly in relation to the agendas on security and migration. The data analyst post will be used to look at the collection of 'big data' and the use of algorithms to identify potential fundamental rights benefits as well as negatives in areas related to information society and data interoperability; for example, with respect to potential discrimination as well as the identification of 'at risk' groups. The proposed grade for this post is in line with the importance of the tasks to be undertaken.

Contract Agents

- CA FGIV Legal Researcher– to allow the Agency to continue to provide high quality legal support and advice, with respect to fundamental rights, to EU institutions and Member States in the fields of asylum, migration and border control, including as it relates to the treatment of children and other vulnerable groups. The CA FGIV will support the Agency in delivering capacity building and other support activities in Member States most affected by the arrival of people who enter the EU in an unauthorised manner, with a particular focus on supporting actors on the ground with fundamental rights expertise with the objective of promoting a rights-compliant implementation of the hotspots approach. Working in close cooperation with the European Commission, Frontex and EASO, with these two posts, FRA intends to implement activities in the field of child protection, the protection of vulnerable people and promoting respect of procedural safeguards enshrined in the EU asylum and return acquis.
- CA IV Data Analyst – to build-up capacity (analysis and drafting) related to asylum and the integration of migrants. The data analyst post will primarily contribute to the analysis of major European survey data, e.g. European Quality of Life Survey, EU-SILC, LFS, etc. in order to contribute to fundamental rights analysis on issues of non-discrimination and social inclusion. This post is essential to increase in-house capacity to respond at short notice to requests from EU institutions for legal and policy analysis on racism and hate crime, as well as on migrant integration with a particular focus on children.
- CAIII Administrative Assistant– to support the work of the operational departments by providing assistance in the areas of project management, financial and human resources, administrative circuit as well as day-to-day administration of the projects.

B. EFFICIENCY GAINS



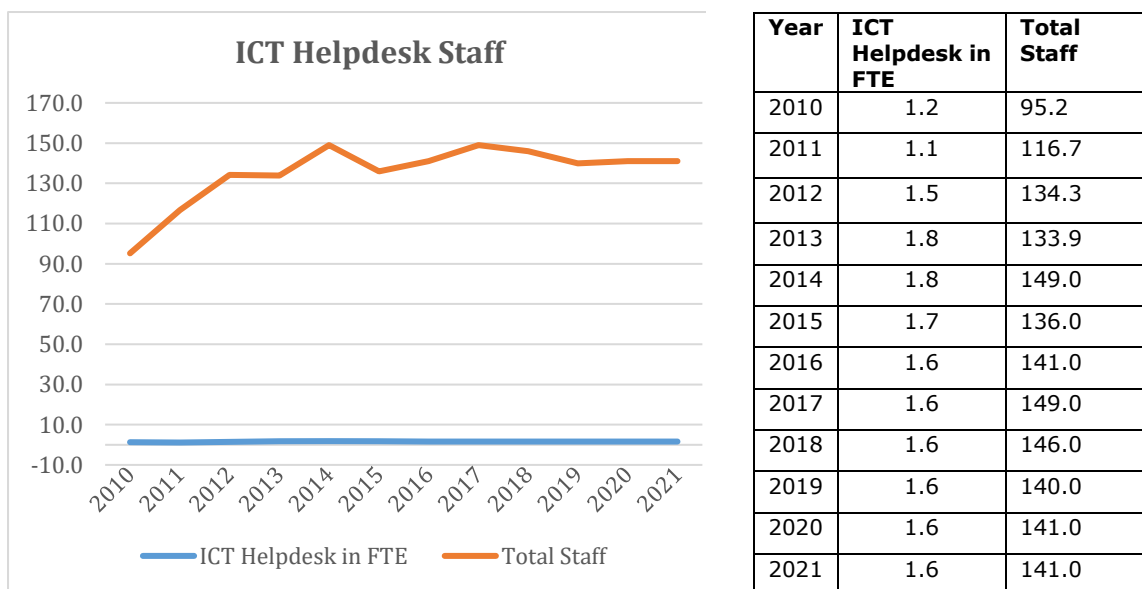
Based on the above, the elaboration of an efficiency gains strategy is based on the following (non-exhaustive list of) initiatives:

- introduce changes to current business processes through mapping and re-engineering of processes;
- introduce changes to systems – efficiencies through automation of repetitive tasks;
- introduce changes to the organisational set-up leading to a potentially better use of existing capacity;
- introduce a more systematic and continuous set-up of cooperation platforms as well as establishing shared services with other Agencies
- simplify the rules and procedures to be applied for financial and human resources management, this facilitating the achievement of efficiency gains;
- carry out a qualitative assessment of the efforts to increase efficiency;

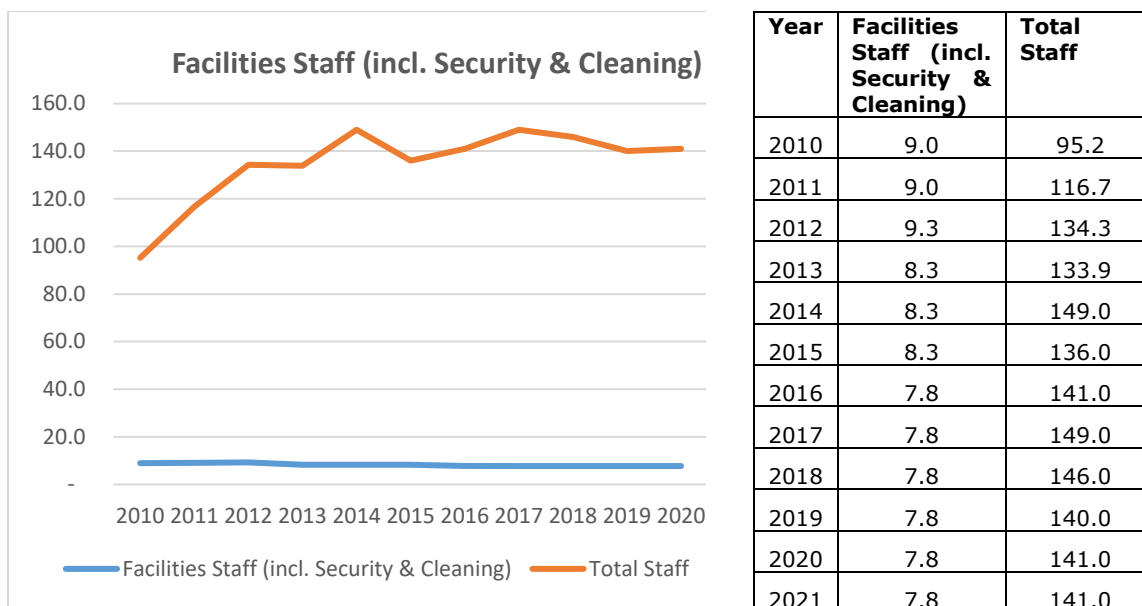
In relation to that, it appears that service transformation and re-design of processes are crucial to achieve both technical and allocative efficiency and to unlock transformational improvements in efficiency. To this end, the Agency has implemented a number of actions that resulted in an increase of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

Cluster I: ICT and Facilities

Over the past years, the Agency has rapidly modernised its Information and Communication Technologies by introducing state-of-the-art tools, common business architecture and latest IT solutions allowing for creation of full mobile workstations that enable a more collaborative digital workplace. Due to the synergies and efficiency gained, it remained possible for a small IT helpdesk to provide best service to ever-growing staff. Similarly, the Agency was able to retain a relatively low number of facilities staff.



The staff evolution within the domain ICT helpdesk vis-à-vis an increase of the general staffing number.



The staff evolution within the domain facilities vis-à-vis an increase of the general staffing number.

The Agency continues to optimise its resources to achieve further efficiencies. The following list exemplifies the actions already taken or being in the process of implementation:

1. The Agency is working in redesigning its ICT systems to allow it to better utilise cloud services by setting up a hybrid infrastructure and hence reduce costs related to the management and maintenance of its on premise datacentre infrastructure.
2. Further utilisation of the Commission ICT systems related to Human Resources Management (Sysper) and asset management (ABAC Assets).
3. Mission requests are better reviewed with the view to assess whether they can be achieved using video conference technologies already in use within the agency. An indicator is the increased number of video and web conferencing requests over the last two years.
4. Over the last years, the Agency took measures to reduce its facilities related costs by optimising internal facilities management, changed its electricity provider, and enhanced its data center cooling system. These changes reduced facilities management costs by an overall 10% and maintained this reduced consumption throughout the last 2 years (2015-2016).
5. Use of interinstitutional framework contracts, e.g. ICT, Facilities and other administrative services.

Cluster II: Quality Management System

1. The continuous development of the implemented Quality Management System, built on the principle of Plan Do Check Act, offers avenues for refining the effectiveness and efficiency of the Agency’s internal processes. Supplementary, following the restructuring process (Nov. 2018), a planned action for revising the internal processes is going to provide the opportunity for simplifying the workflows, and optimising the tasks performance and the use of the internal resources.
2. The financial circuits for Title I have been simplified with a reduction in the chain of control as well some control functions have been merged FVA/AO. This has increased the level of efficiency while maintaining the necessary level of compliance as proven by the positive results of the external audits (COA, IAS).
3. In the process for research project implementation, the planning phase has been simplified with a new integrated approach which resulted in the reduction of some planning meetings (e.g. FRAPPE) which were bringing difficulties in respecting the timeline. This will allow a standardised implementation of the projects and an increase of productivity via the reduction of coordination meetings replaced with the use of existing project management system (e.g. Matrix).

4. A process for ex post controls has been designed following a risk based approach with the introduction of quality techniques using a robust analysis of statistical data retrieved during the budget execution. This will allow the execution of controls on a sample of selected transactions combining different dimensions of risk. A significant increase of productivity is expected by reduction of the working hours for controls otherwise performed on samples of all the budget lines.
5. During the last years a process for execution of compliance checks has been consolidated to integrate in selected areas similar tests performed by external auditing bodies. The process analyses the correct execution of the workflows while assessing the achievement of the objectives in relation to the use of existing resources. During the last checks on MATRIX and the process for the development of the consolidated annual activity report areas of improvement in terms of efficiency (focused selection of sources of information) and simplification were identified..
6. A proposal has been made to initiate the rationalisation of internal meetings recovering the unproductivity of routine meetings with alternative info sharing via emails and intranet. This can be measured by analysing from the ABB reports the time spent in meetings by each of the staff members.
7. Following the adoption of a new Guide to missions, and as result of an internal assessment, a proposal has been made for initiating the rationalisation of missions (justification, duration, frequency, added value, number of persons participating to the same mission, capacity of teleconference). It is expected to reduce significantly the costs generated by missions and the loss of productivity hours caused by, travel, transfers and other time-out.

Cluster III: Planning, Monitoring, Evaluation and Reporting

1. Following implementation of the Roadmap against the objectives of the Common Approach in order to enhance efficiency gains, a new integrated planning approach has been introduced in 2017 to address more efficiently the Single Programming Document requirements as well as to optimise the project management and streamline the planning, monitoring, reporting and evaluation processes and tools.
In particular, while being a solution for addressing identified problems, the new approach creates synergies and coherence during all the stages of programming, project management, evaluation and reporting under the definition of a single cycle encompassing the whole planning processes and tools. Such cycle covers the drafting of the newly introduced programming documents, the definition of new projects, the harmonization of the several internal and external stakeholder consultations, as well as the steps to implement all FRA projects and the preparation of simplified monitoring reports and their subsequent evaluation.

As a result, this approach significantly simplifies the previous number of existing processes and tools (for example replacing the several FRAPPE meetings thanks to a more efficient use of the MATRIX tool) through the optimisation of resources, potential workload decreases and increase of productivity.

2. FRA monitors the impact of the Agency through the use of Key Performance Indicators introduced via a Performance Measurement Framework introduced in 2011. The use of KPIs enables the management of FRA to assess the performance of the Agency in order to ensure fulfilment of the multi-annual objectives and the required qualitative and quantitative targets. The KPIs have been streamlined in 2013 and their use improved the quality, timeliness, accuracy and the closing of the reporting cycle needed to prove both efficiency and effectiveness of FRA work. For example, Annual Activity Report, Stock take reports and other performance related reports are now prepared in a centralised and optimised manner. In this regard, FRA is going to further enhance its structure of strategic objectives and key performance indicators in relation to the programming period 2018-2022.
3. FRA has implemented evaluations of projects and cross-cutting activities since 2011. While carrying out evaluations has proven to be a very important tool to efficiently assess the actual performance of FRA interventions compared to initial expectations and to take a critical look at whether the agency's activities are fit for purpose to deliver the desired changes, the setting up, management and implementation of both ex-ante and ex-post evaluations has required significant efforts from the technical and administrative perspective. In both cases, they have been implemented internally or the work has been outsourced to contractors.

Since 2017 FRA is joining the Inter-agency Framework contract on Evaluations which will provide single framework contract for the provision of evaluation services for several EU Agencies (EUROFOUND, SRB, CDT, EIOPA, EU-OSHA, ETF, and EASA) and will lead to the better use of the existing capacity for the

continued implementation of the principle agreed under the Common Approach principle, including the sharing and the development of synergies among Agencies to increase effectiveness and impact.

Cluster IV: Human Resources Management

A number of initiatives have been undertaken in recent years that resulted in the achievement of an overall organisational fitness, efficiencies and productivity. The Agency plans to implement further measures that will increase the efficiency gains by e.g.:

1. The optimisation of the agency’s organisational structure. In the light of the staff reduction, it was necessary to reinforce the agency’s impact and overall organisational effectiveness by introducing synergies that optimised the use of FRA’s resources while sustaining its operational capabilities. To achieve this, the Agency changed its organisational structure in 2016 by joining two support departments under one entity “Corporate Services”. In November 2018 another organisational structure will be set for clustering expertise to enhance mutual support and further strengthen outputs. One additional operational Unit will be established to strengthen inter-departmental project co-operation and enhance capacity for real-time responses without endangering multiannual research.
2. The use of interinstitutional framework contracts in the areas of Learning and Development, and other administrative services for instance insurances for staff and externals within the agency’s premises.
3. The Agency introduced modern IT tools to allow direct access to and full automation of key HR processes for instance for the management of leave, part-time and parental leave requests, staff performance and appraisal, learning and development. Currently, the Agency is in the process of joining the tools under a single portal, encompassing services offered by PMO, JSIS, DG HR and DIGIT.
4. The preparatory work for the implementation of SYSPER in order to streamline and automate certain human resources management processes.
5. The enhanced PMO service level agreement to gain efficient use of the existing capacity.

Modernisation of HR tools, optimisation of its processes, and its Service Level Agreement (SLA) with PMO enabled the Agency to decrease the staff working within the HR domain. However it is evident from the Table below, while the number of the service receivers at FRA steeply increased, the Agency managed not only to retain the number of the HR staff but even decreased it further bringing the overall ratio to the level of 0,91:40 in 2017 and i.e.: 0,77:40 in 2018. By comparison, the European Commission’s the estimated target for efficiencies and synergies gains in the whole HR community is to reach a HR ratio of 1:40⁸, by 2019.

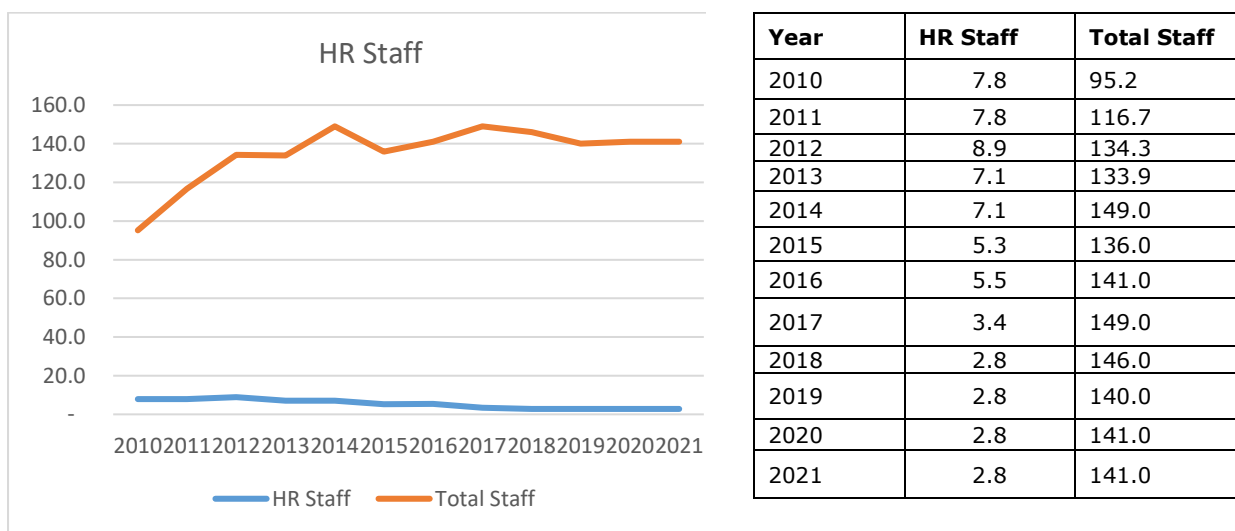


Table XY: The staff evolution within the domain human resources vis-à-vis an increase of the general staffing number.

Importantly, it should be noted that, while the Agency worked towards the achievement of technical and allocative efficiency gains, it also managed to improve its overall performance in the implementation of its mandate. In particular, while boosting both productivity and efficiency, the Agency has prioritised its core activities and ensured the timely delivery of services and the production of the relevant outputs.

In this regard examples of evidence are included in the next page to emphasise that the right combination of outputs are in place to achieve the desired outcomes and that FRA remains very relevant to its stakeholders.

⁸ Communication to the Commission: Synergies and Efficiencies in the Commission - New Ways of Working; SEC(2016) 170 final. 4.4.2016.



However, while the extra capacity obtained so far by improving several processes and generated via other efficiency initiatives in order to cover the reduction of posts, the demand for human resources is increasing. This is due to the need to address face the complexity of our work and the ever-growing workload linked to FRA core activities.

Although FRA will continue its efforts towards further efficiency gains, we expect that in 2018-2020 the demands for human resources and the expected capacity increases will not be balanced and FRA will have to request additional workforce from the budgetary authorities or apply negative priorities (see next paragraph).

C. NEGATIVE PRIORITIES/DECREASE OF EXISTING TASKS

The amount of additional tasks assigned to FRA has grown significantly since mid-2015, when the European Union was confronted with an increased arrival of refugees and migrants on the one hand, and with new internal security challenges on the other hand. FRA has already optimised the use of its resources to execute the many tasks with which it has been entrusted and complies with its obligations under the Inter-institutional agreement of 2 December 2013 concerning the staff reduction.

FRA may not be able to continue addressing at short notice the growing number of requests from its stakeholders, if it is not given the adequate staff and financial resources. It may also not be in a position to fulfil its core tasks with respect to comparative data collection and analysis due to the growth in demand for repeating its surveys to provide comparable EU level data not available from any other sources. For example on antisemitism and LGBTI persons.

Thus, the following tasks may be affected unless the demand for additional human and financial resources is provided:

<p>1) Comparative data collection and analysis/surveys</p>	<p><i>Human resources need for 2019</i></p>
<p>Building on the success of its survey research to date – in areas that are not typically covered by Member States’ data collection, including FRA’s antisemitism survey, its survey on LGBTI populations, and its survey on ethnic minority, in particular Roma, and immigrant groups (as examples) – the Agency has been tasked with regularly repeating these surveys. However, given the lack of data analysts in the Agency to be able to undertake this work at regular intervals, the Agency may be forced to stop a number of the surveys in the coming period, and would also have to reassess its capacity to regularly report on the impact of the asylum crisis with respect to data analysis. This would impact particularly on the agency’s data collection with respect to ethnic minorities, immigrants and new arrivals to the EU as a result of the asylum crisis – which would result in the absence of comprehensive data collection and analysis on key policy areas that relate to issues such as integration, which are not covered through data collection by other organisations, including Eurostat.</p>	<p>2 AD6-8 data analysts (working on racism/antisemitism related data collection and analysis);</p> <p>3 AD data analysts and 3 CA FG IV data analysts (to work on the repetition of established FRA surveys such as the anti-Semitism survey; EU-MIDIS survey; LGBT survey), and on the collection of new data and the analysis of existing sources in relation to new arrivals to the EU as a result of the asylum crisis.</p>
<p>2) The new MAF extends the grounds of discrimination the Agency is expected to cover the ground of ‘nationality’</p>	<p><i>Human resources needs for 2019</i></p>
<p>This entails examining aspects of the implementation of the free movement directive for which no data are available, such as discrimination in employment or in access to services for EU citizens residing in another Member State. These issues are of particular importance for EU initiatives to refit or propose legislation under the European Social Rights Pillar.</p>	<p>2 AD7-9 legal experts (one working on freedom of movement issues and one on social inclusion/labour issues)</p>
<p>3) FRA’s ad hoc presence in the Greek hotspots</p>	<p><i>Human resources needs for 2019</i></p>
<p>FRA currently provides targeted fundamental rights input and support on the ground in Greece to the Commission and other EU Agencies - namely Frontex and EASO - as well as the Greek authorities, and is in the process of developing practical guidance and initiating training for key actors to ensure fundamental rights compliance. FRA staff who are deployed on mission to Greece currently provide expert advice with respect to: child protection (focusing on unaccompanied children); identification of vulnerable people; and respect of procedural safeguards in asylum, detention, and return proceedings. The fundamental rights situation in the Greek hotspots is, however, further deteriorating, calling for an enhanced presence of the Agency in the field. However, it is currently not possible for the Agency to provide sufficient input on the ground due to limited human resources at the agency’s disposal.</p>	<p>3 CA FG IV legal/social experts – to be deployed in the hotspots.</p>

<p>4) Supporting the EC with fundamental rights expertise in the planning and implementation of Schengen evaluations</p>	<p><i>Human resources needs for 2019</i></p>
<p>The European Commission has regularly requested FRA to submit an annual risk assessment pursuant to Article 8 of Regulation (EU) No.1053/2013 and to participate as an observer to all on-site missions evaluating the EU return acquis. FRA has undertaken this task with regard to all EU Member States which were evaluated so far. FRA also supports the European Border and Coast Guard Agency and CEPOL during the training of evaluators (nine training events from 2015-2018). Should there be a call for FRA to be involved also in on-site missions for border management, FRA would have difficulties to respond. Staff cuts would substantially undermine the work done so far to mainstream fundamental rights in Schengen evaluations.</p>	<p>1 AD legal expert (to support the work of the Commission and Member States with respect to Schengen evaluations)</p>
<p>6) Providing indicators and benchmarks, as well as awareness raising, within the CRPD Monitoring Framework (Article 33.2, UN Convention on the Rights of Persons with Disabilities)</p>	<p><i>Human resources needs for 2019</i></p>
<p>Reduction of staff may jeopardise this task affecting the ability of the Union to effectively monitor implementation of the first and only UN Convention it has acceded to, which consequently bears a reputational risk for the EU as a whole.</p>	<p>1 AD6-7 legal / social / policy experts (working on UN CRPD issues related to our function in the EU Monitoring Framework)</p>
<p>7) Assisting Member States (MS) in developing core indicators and data collection methods to enable efficient reporting on the situation of Roma in the EU (Council Recommendation of 9-10/12/2013 on effective Roma integration measures)</p>	<p><i>Human resources needs for 2019</i></p>
<p>FRA has developed important work in this area, including indicators and a reporting tool based on which 22 Member States reported in 2016 to the Commission on the progress made. In addition, FRA has supported individual Member States in developing more effective monitoring and evaluation processes in regard to Roma integration. Any reduction in the current human resources would jeopardise the work undertaken by FRA as per the Council Recommendation.</p>	<p>1 AD6 social/policy experts (working on the development of indicators and support for monitoring & evaluation activities, including training in respect to ESIF); 1 AD6-8 data analyst (working on Roma/equality data collection and analysis).</p>
<p>8) Research in the fields of information society, privacy and data protection</p>	<p><i>Human resources needs for 2019</i></p>
<p>FRA is increasingly asked to undertake research in the fields of information society, privacy and data protection by different institutions at EU level. In addition, FRA has undertaken a joint research initiative with eu-LISA in the field of biometrics, which has served to support eu-LISA's work, and is being requested to collaborate further with this agency and other actors working in this area, including ENISA. However, the FRA's capacity to continue to work on information society, privacy and data protection – linked to the EU's Digital Agenda – is severely limited due to very limited staff resources.</p>	<p>1 AD legal expert; 1 CA FG IV computer scientist/engineer (to be able to address the emerging fundamental rights challenges in this field. NOTE: While this field is one of the agency's nine MAF areas, there are currently only 2 staff members allocated full time to this area (1 AD and 1 AST).</p>
<p>8) Barriers preventing older people from living independently in the community</p>	<p><i>Financial resources needs for 2019</i></p>
<p>Setting age limits in access to goods and services and not providing age-friendly service arrangements can act as a barrier for older persons to avail themselves of their right to lead a life of dignity and independence and to participate equally in social and cultural life. Little evidence of the fundamental rights implications of setting such limits is, however, available. This project aims to address this knowledge gap by collecting and analysing data through desk research on legal and practical barriers faced by older people in living independently, including access to services, as well as efforts by public authorities to facilitate older people to live independently in the community, in</p>	<p>325,000 EUR</p>

particular by ensuring accessibility and access to general services; the analysis will include a gender perspective, as far as the available data allow. Provided funds become available, the desk research will be complemented by interviews with policy makers, public officials and other relevant actors.	
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9) Measuring the extent of discrimination in the EU through situation testing	<i>Financial resources needs for 2019</i>
<p>The project aims at measuring discrimination on the basis of ethnic origin in labour recruitment taking into account the gender dimension, but will also investigate methodologies to test bias against LGBTI people in the area of housing, and potentially in the labour market. The project will provide EU institutions and Member States with robust evidence on the extent and operation of discrimination in the EU, which – complemented with data from FRA’s surveys – will constitute the most comprehensive data collection on discrimination.</p> <p>FRA cooperates with the OECD on this project in two stages:</p> <p>(1) in 2018-19 it cooperates with the OECD on providing expert input for developing and testing the methodology in a pilot study;</p> <p>(2) in 2019-20, based on the outcome of the pilot (feasibility assessment) provided funds are available FRA will start a full scale discrimination test in selected EU Member States covering ethnic minorities, immigrants and descendants, and LGBTI people . Tests will be carried out on labour market access and potentially the housing market. The OECD will cover a range of non-EU countries depending on funding available.</p>	1,500,000 EUR

D. REDEPLOYMENT

Given the size of the agency, there is a limited scope for further re-deployment. However, the Agency will continue to seek efficiency gains by inter alia conducting the skills audit, revising its Competency Framework and further simplifying procedures where possible.

ANNEX IV Human Resources - Qualitative

A. RECRUITMENT POLICY

The Agency employs temporary agents 2(f) with the exception of the Director, who is temporary agent 2(a), contract agents 3(a), and seconded national experts who are seconded to the Agency and remain in the employment of their seconding organisation. Detailed rules on the employment of temporary agents 2(f) are set out in the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of employment of other servants of the European Union (EB decision 2015/01 of 23 September 2015). Employment of contract agents is governed by MB decision 2008/04 of 4 June 2008. Employment of seconded national experts is governed by the rules on seconded national experts (MB decision 2017/01 of 11 April 2017) which are based on the Commission's ones adapted to the Agency's requirements.

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

- Advisers: undertake duties such as coordination, representation, analysis and advice, which represent a high added value for the Agency. They require special qualities of the person concerned and, in particular, special expert knowledge and special experience and the capacity to provide guidance of high added value. Typically these posts would be filled by Temporary Agents in the bracket AD13-AD14.

- Middle Managers: provide strategic and financial management and supervise the operational management within their respective fields covering different areas of FRA activities in respect of sound financial management. Typically these posts would be filled by Temporary Agents in the bracket AD9-AD12.

- Senior Officers/Programme Managers: are typically engaged in drafting reports, analysing and advising the hierarchy in specific areas such as research, planning, human resources, procurement and finance. Senior Officers may play a key role in general and budgetary processes and assist the hierarchy in ensuring business continuity. Programme Managers may manage a specific research project or represent FRA in external activities. Senior officers/programme managers may coordinate a team's work content under the authority of a Middle Manager. Typically these posts would be filled by Temporary Agents in the bracket AD8-AD10.

- Officers/Programme Managers: play a key role in general processes, draft reports, implement policies, coordinate specific areas of work or a team's work content or, represent FRA in external activities. Typically these posts would be filled by Temporary Agents in the bracket AD5-AD7 Contract Agents FGIV and Seconded National Experts. Temporary agents at grades AD 5 and Contract Agents at function group IV under direct supervision will contribute to the completion of the above-mentioned tasks and may play a supporting and active role in the development of overall tasks and work.

- Senior Assistants/Officers: provide support in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, procurement, finance, human resources, research, communication, following advice from the hierarchy. Typically these posts would be filled by Temporary Agents in the bracket AST10-AST11.

- Assistants/Support Officers: play a supporting role in areas such as administration, procurement, finance, human resources, research and communication, under the supervision of a Senior Assistant and or a higher level function. Typically these posts would be filled by Temporary Agents in the bracket AST1-AST9 and with Contract Agents Function Group II and III.

- Secretaries/Clerks: provide secretarial and/or clerical support in operational and administrative areas. Typically these posts would be filled by Temporary Agents in the bracket AST/SC1 – AST/SC6 and with Contract Agents Function Group I and II.

In addition to the abovementioned generic profiles, the Agency in order to increase its efficiency and effectiveness in 2012 adopted a decision (Decision HRP/030/2012) on the assignment of Heads of Sectors. Their role is to coordinate and supervise specific activities undertaken by staff in the sector they are responsible for.

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

a. Temporary agents on long term employment

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

- for posts covering tasks of a permanent nature as resulting from the mandate and Work Programme of the agency; and

- to safeguard continuous expertise in the specific areas of human rights

Long-term temporary agents will be recruited at the levels indicated below in order to permit a long term career development:

- AST/SC1 to AST/SC2 for the secretaries and clerks function group (AST/SC)⁹
- AST 1 to AST 4 for the assistants function group (AST)
- AD 5 to AD 8 for the administrators function group (AD).

The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, Research Managers recruited at AD 7 are candidates with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research Officers, on the other hand, who are recruited at AD 5, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the Research Officer develops the skills of a Research Manager over time and by the time of promotion to AD 7 in due course will be expected to assume all aspects of the role of Research Manager.

Long-term temporary agents will also be recruited at the level of AD 9 to AD11 and in exceptional cases at grade AD 12 for middle management, and grades AD 13 and AD 14 for advisers positions. In all cases and before publishing any post, the Agency will carefully evaluate all options in order not to recruit at excessive level. Recruitment of middle managers at grades AD9-AD11, and in exceptional cases at grade AD12 shall remain within the limits of 20% of recruitments per year over a rolling period of five years for long term employment within the agency.

Temporary agent posts are filled through the following processes:

- internal selection
- inter-agency mobility
- open selection

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

The open selection procedure is advertised through a short notice in the Official Journal, C series, and on the EPSO website. The full detailed vacancy notice is published on FRA's website and intranet, which also contains the application form. Candidates are required to apply through the online recruitment system. Normally, there is a four-week deadline for submission of applications.

Long-term temporary agents are offered a contract of an indefinite period. The Agency requires technically qualified staff with specialist knowledge and experience for most of its activities, especially in the areas of specific competence linked to its regulation and strategy. This is, however, also valid for staff working in administration, finance, human resources, accounting, procurement and information communication technology since, in many cases, there is an extremely limited number of members of staff to cover each specific activity. In many cases it is of utmost importance to have staff with broad knowledge and expertise in the respective fields of work. In the past the Agency faced difficulties in recruiting staff. However since the implementation of this measure as well as other social benefits, both the quantity and quality of candidates has been increased considerably.

Temporary agents on short/medium term employment

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

b. Contract agents on long term employment

Contract agents are engaged by the Agency mainly to carry out support roles and for assistance with operational activities. Roles for which contract agents have been engaged as officers or assistants in the areas of HR, project management, organisation of events, contract and finance, data protection and Internal Control, facilities and operations. In deciding on the posts to be filled by contract agents on long term employment the Agency takes into consideration if there are posts available in the adopted establishment plan and whether there are needs to be fulfilled based on the Agency's working priorities, as well as new tasks requested by key stakeholders.

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

- Reinforcement of capacities in specific areas of expertise where there is a need of additional resources.

⁹ The Agency will consider requesting such posts progressively in the future (i.e. with departures, retirements, new recruitments)

- Reinforcement of existing capacities in support functions as necessary.

Contract agents are initially offered a contract of two years renewable for another limited period up to five years. A second renewal is for an indefinite contract provided the first two contracts covered a total period of five years without interruption. This is stipulated in the Implementing Rules for the engagement and use of contracts Agents that the Agency has adopted by its Management Board (Management Board Decision 2008/4). Renewals of contract will depend on the future business needs for the function occupied, performance and budgetary availability.

Some contract agents may be offered contracts of shorter duration, depending, for example, on the envisaged duration of the project in the case of core activities, the estimated time for which an additional resource is required, or the time that it will take to fill a temporary agent vacancy.

The selection procedures for the recruitment of Contract Agents follow the Management Board Decision 2008/4. In addition, the Agency signed in 2010 a Service Level Agreement with the European Personnel Selection Office by which it may use the database of successful candidates to fulfil vacant contract agent positions.

Contract agents on short/medium term employment

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

- to work with specific, time limited projects, and
- to cover needs such as staff going on maternity and parental leave and staff on long sick leave.

In deciding on the posts to be filled by contract agents on short/medium term of employment, the following factors are considered:

- there is a short- or medium-term project where the appointment of a permanent resource is not justified
- there are staff members in long absence due to extended illness, maternity leave, unpaid leave, etc., and
- A post is being created on a pilot basis and a contract agent is employed until the success of the new post can be assessed.

There are two options available when recruiting contract agents on short, medium or long term employment. The first is to source candidates from the EPSO CAST database. The CAST has not proved to be effective, and it is now rarely used by FRA. The second option of recruiting through a selection procedure organised by the Agency is invariably the more effective solution.

They are offered an initial fixed-term contract whose duration is based on the duration of the tasks to be performed. The contract may be renewed for a second fixed-term should the duration of the specific project is extended (up to a maximum of six years). All renewals of contract will depend on the business needs for the function occupied and available budgetary provisions

c. Seconded national experts

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

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

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

d. External service providers

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

B. APPRAISAL OF PERFORMANCE AND RECLASSIFICATION**Table 1 - Reclassification of temporary staff/promotion of officials**

At the time of writing, the reclassification exercise 2018 is ongoing.

The reclassification exercises 2017 was finalised in 2018 as per the table below:

Category and grade	Staff in activity at 1.01.2016		How many staff members were promoted / reclassified in 2017		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16	-	-	-	-	
AD 15	-	-	-	-	
AD 14	-	2	-	-	
AD 13	-	--	-	-	
AD 12	-	4	-	1	3 years, 6 months
AD 11	-	2	-	-	
AD 10	-	5	-	-	
AD 9	-	4	-	3*	4 years
AD 8	-	15	-	1	3 years, 10 months
AD 7	-	11	-	1	2 years, 11 months
AD 6	-	2	-	-	
AD 5	-	-	-	-	
Total AD	-	45	-	-	
AST 11	-	-	-	-	
AST 10	-	-	-	-	
AST 9	-	1	-	1	4 years, 6 months
AST 8	-	2	-	3	9 years, 2 months
AST 7	-	3	-	1	3 years, 6 months
AST 6	-	6	-	3**	3 years, 3 months
AST 5	-	7	-	3***	3 years, 3 months
AST 4	-	6	-	-	
AST 3	-	-	-	-	
AST 2	-	-	-	-	
AST 1	-	-	-	-	
Total AST	-	25	-	-	
AST/SC1	-	-	-	-	
AST/SC2	-	-	-	-	
AST/SC3	-	-	-	-	
AST/SC4	-	-	-	-	
AST/SC5	-	-	-	-	
AST/SC6	-	-	-	-	
Total AST/SC	-	-	-	-	
Total	-	70	-	17*_*_*_*_*_*_*	

*Includes one AD09 activated as of 01.09.2016 from reclassification exercise 2014.

** Includes one AST06 activated as of 01.10.2017 from reclassification exercise 2016.

***Includes one AST05 activated as of 01.06.2017 from reclassification exercise 2016.

Table 2 - Reclassification of contract staff

At the time of writing, the 2018 reclassification exercise is ongoing.

The reclassification exercise 2017 was finalised in 2018 as per the table below:

Function Group	Grade	Staff in activity at 1.01.2016	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
CA IV	18	-	-	
	17	-	-	
	16	-	-	
	15	1	2	4 years
	14	7	1	2 years, 7 months

	13	1	-	
CA III	12	-	1	4 years, 6 months
	11	2	-	
	10	4	1	3 years, 6 months
	9	4*	-	
	8	3	-	
CA II	7	-	1	3 years, 6 months
	6	2	-	
	5	3	-	
	4	-	-	
CA I	3	-	-	
	2	-	-	
	1	-	-	
Total		27	6	

*Includes one FG III 09 is on CCP as of 01.01.2017.

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

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

The FRA adopted by analogy the Commission Decision on appraisal (EB decision 2013/02 of 12 December 2013 and Commission Decision C(2014)2226 final of 7 April 2014 for contract agents) including the changes introduced by the amended Staff Regulations that came into force on 1 January 2014 (e.g. the appraisal report should include an overall assessment on whether the jobholder's performance has been satisfactory).

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

For the coming years the FRA will closely monitor the reclassification rates so as to respect as much as possible the rates indicated in Annex IB of the Staff Regulations

The outcome of the appraisal exercise also leads to the learning and development plan based on the identified needs in order to cater for career development. A learning and development plan is designed every year based on these specific needs and in line with FRA's strategic priorities and its learning and development policy. The latter integrates the policy on the financial support scheme of studies for its staff members. It is FRA's policy that all staff is given equal access to appropriate training according to the needs and budget availability. In-house, local and external training courses take place as well as e-learning. In 2016 the average number of training days per staff was 5 In 2017 the average number of training days per staff was 11 including language training.

C. MOBILITY POLICY

Internal mobility

Following the adoption in September 2015 of the new policy on the engagement and use of temporary agents 2(f), each time the Agency decides to fill in a vacant post TA 2f, the post may be filled by internal mobility, by mobility between Union Agencies or by external selection procedure. Internal mobility includes internal publication or transfer in the interest of the service. In 2018, the Agency published five posts internally.

Mobility among agencies (Inter-agency Job Market)

With the entry into force of the new policy on the engagement of temporary agents 2f, the inter-agency job market forms an integral part of the new policy. In 2018, FRA published zero posts through the inter-agency job market.

Mobility between the agencies and the institutions

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

Traineeship

Following the revision of the Rules governing the Traineeship at FRA entered into force on November 16th 2017, FRA offers traineeships once a year starting on 1 October. The traineeship may last a minimum of 3 and a maximum of 12 months. Trainees are awarded a monthly grant corresponding to 25% of an AD5/step 1 temporary agent salary, reflecting the policy for trainees at the European Commission. The traineeship programme is addressed mainly to recent university graduates. It aims to provide trainees with an understanding of the objectives and activities of the Agency, a practical experience and knowledge of the day-to-day work of the FRA and the possibility to put their learning into practice and contribute to the Agency's mission. In October 2018 the FRA offered traineeships to 26 trainees.

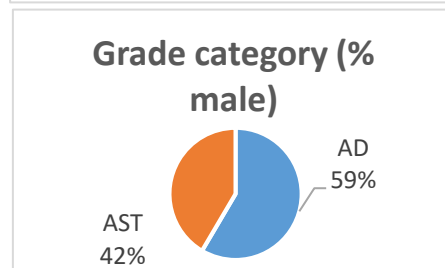
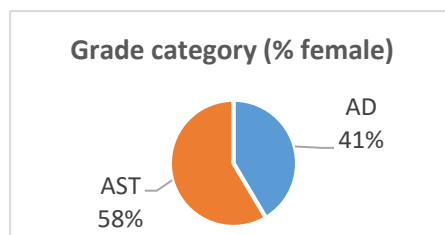
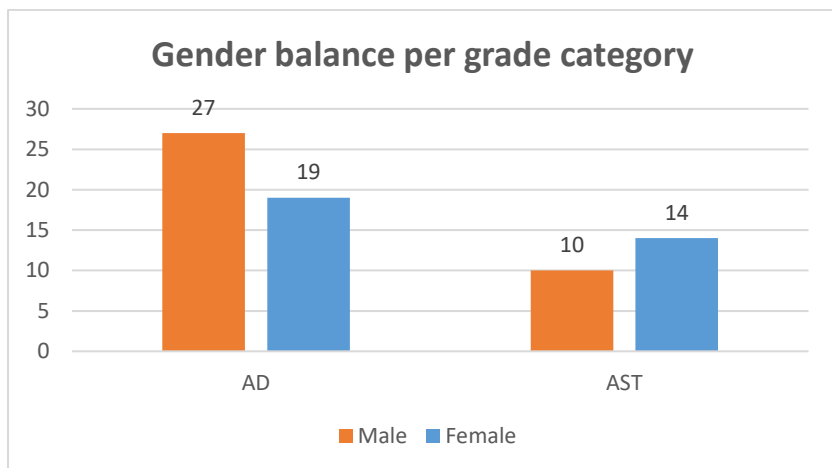
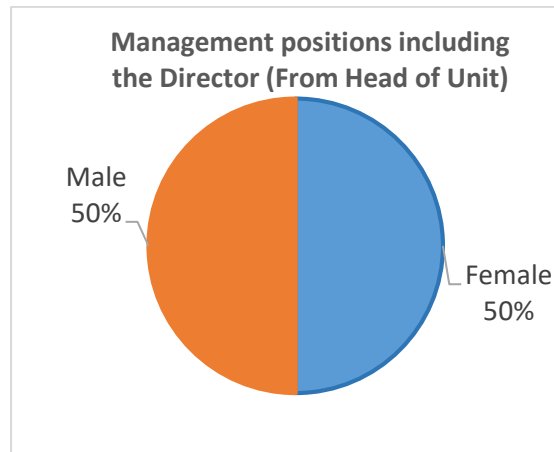
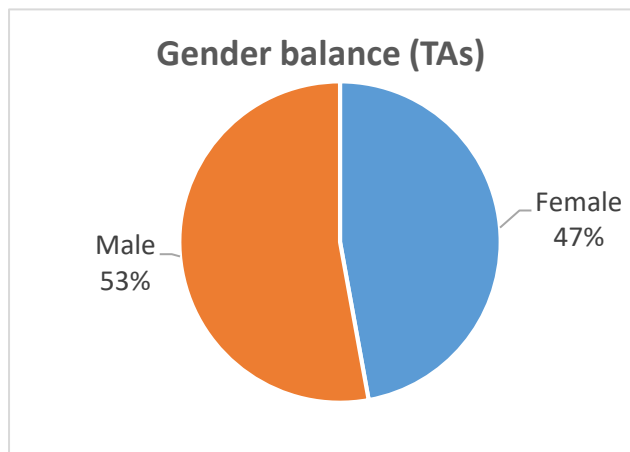
The selection procedure is open and transparent through the publication of a call for applications on the FRA's website. The detailed rules governing the internship programme at FRA may be consulted under the following link: www.fra.europa.eu/en/about-fra/recruitment/traineeship.

D. GENDER AND GEOGRAPHICAL BALANCE

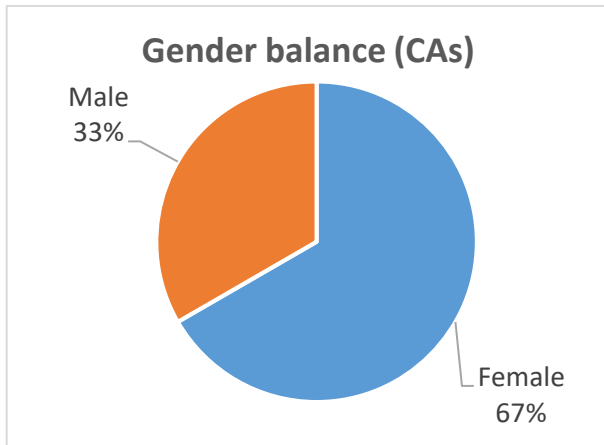
Gender balance

The charts below illustrate the staff breakdown by contract type and function group and the gender balance in 2018:

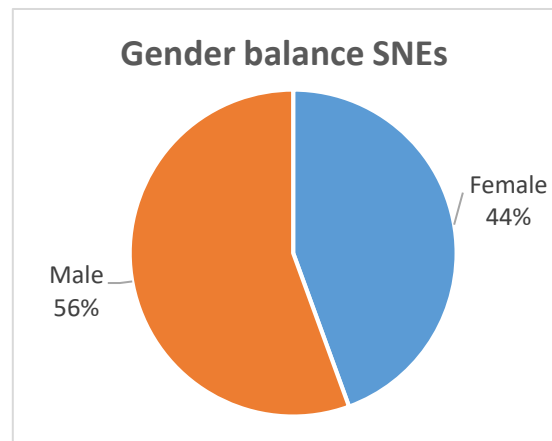
1. Temporary Agents:



2.Contract Agents

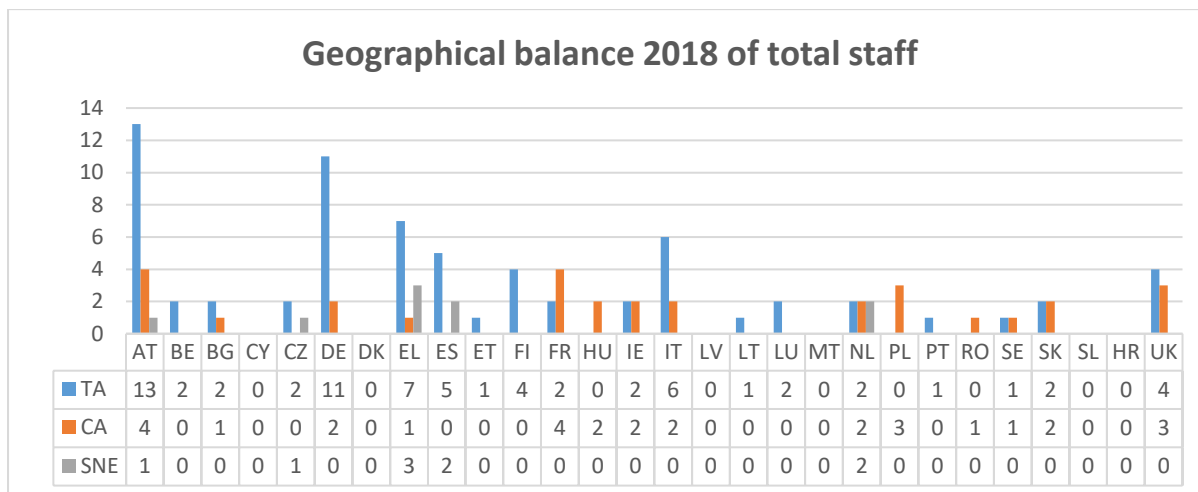


3.Seconded National Experts (SNEs):



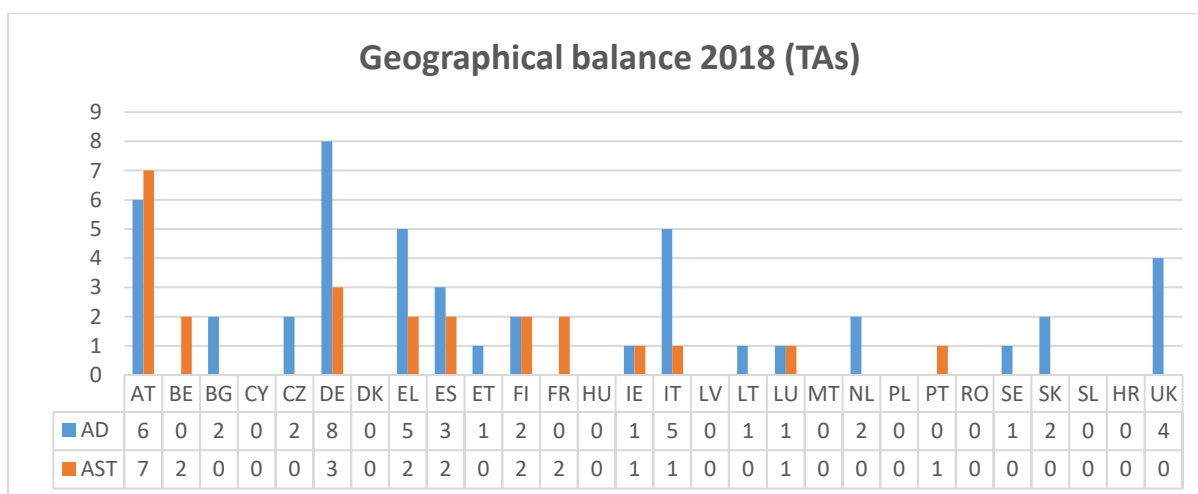
Geographical balance

In 2018, the workforce of FRA covers 22 nationalities representing out of a total of 28 Member States. FRA will continue its effort to develop and to increase the number of nationalities.

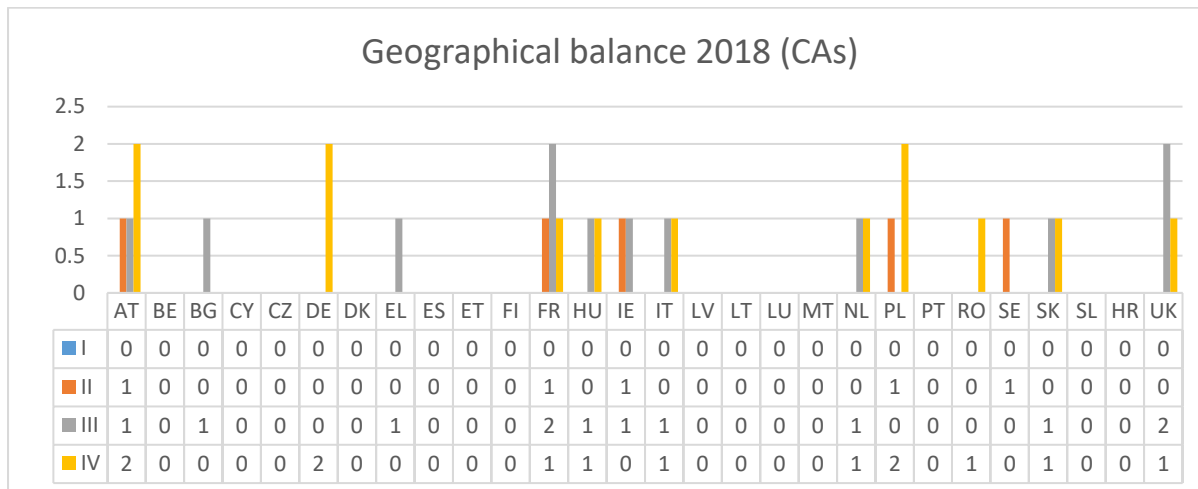


A detailed breakdown per contract type (i.e. temporary agents, contract agents and seconded national experts) and function group is presented below.

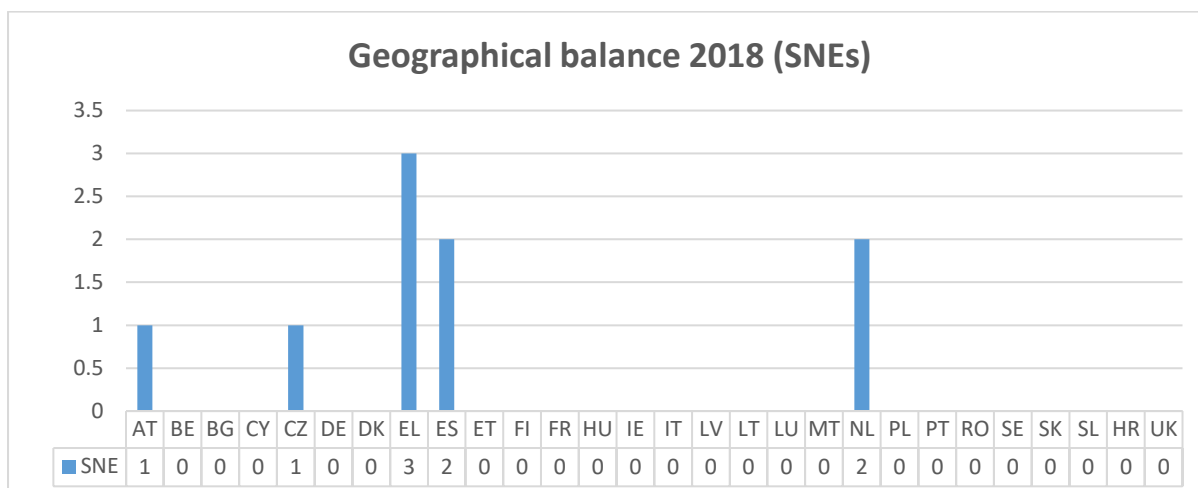
- i) Temporary Agents: a total of 19 nationalities as shown below



ii) Contract Agents: a total of 14 nationalities as shown below



iii) Seconded national experts: a total of 5 nationalities as shown below



E. SCHOOLING

Schooling is a key factor in enabling FRA to attract and to retain qualified staff members. In the absence of a European School and a European Section in Austria, the Management Board of the FRA in 2013 revised the two decisions, one regarding childcare facilities costs for pre-school children of FRA staff (MB decision 2013/06) and another one on education costs for children of FRA staff in Vienna or at no greater distance therefrom as is compatible with the proper performance of the staff member’s duties (MB Decision 2013/07). According to these decisions the Agency has signed several service level agreements.

Staff members enjoying the benefits of these measures are not entitled to receive the education allowances provided for in Article 3 of Annex VII of the Staff Regulations since the schools are considered as a non-fee paying ones.

ANNEX V Building policy

	Name, location and type of building	Other Comment
Information to be provided per building:	Schwarzenbergplatz11, Vienna, AT-1040, Austria	None
Surface area (in square metres)	5,546	It should be noted that the offices are accommodated in an old building which is renovated keeping its original layout and does not provide any luxurious modern amenities. In addition, the price per m2 for the net office space (i.e. 3704 m2) is on the lower end of the average prices in central Vienna areas.
- Of which office space	3,704	
- Of which non-office space	1,842	
Annual rent (in EUR)	804.245,85	None
Type and duration of rental contract	Lease agreement for an initial period of 10 years with the provision for an indefinite period.	Following the expiration of the 10 years lease agreement, the Agency is presently renegotiating its lease agreement with the building owner with the view to modernise the building facilities and depending on the outcome these discussions it may decide to relocate to another building.
Host country grant or support	Based on a letter of intent received from the Austrian authorities, the host country will subsidise the rent by 1/3.	None
Present value of the building	N/A	None

ANNEX VI Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
The Agency is recognised as an international organisation.	The Director, the Heads of Department, the Heads of Sector and two designated senior staff members with grades AD9 or above, have been granted diplomatic status. They can claim VAT reimbursement and register tax free vehicles every two years.	In the absence of a European School and a European Sector In Austria the Agency has adopted two social measures: one regarding financial support to nursery schools and day care centres, and another one to Multi-lingual tuition for children of the Agency staff In Vienna.
The Agency enjoys VAT exemption.	The Agency's staff members (the remaining Temporary Agents and all Contract Agents) can register a tax free vehicle every four years.	-
No other privileges are offered to the agency.	The Agency has been granted access to the UN Commissary, where staff members can purchase certain tax free items up to a limit based on their annual salary in accordance with the UN conditions.	-

ANNEX VII Evaluation of the FRA¹⁰

Evaluation activities aim at assessing the performance and achievements of the programmes, projects, activities or organisation on the basis of a set criteria and indicators, in view of establishing findings and conclusions as well as recommendations for future programming or improvements to the current projects. Evaluation activities focus on measurement at the level of short term impact, long term impact and aspirational impact as defined in the Performance Measurement Framework (PMF). Depending on at what stage of the project's life cycle the evaluation activities are conducted, there are different types of evaluation at FRA such as:

- Ex-ante evaluations;
- Ex-post evaluations;

The ex-ante evaluation is a forward looking assessment of a project's objectives, activities and allocation of resources. The aim is to measure the appropriateness of the design of an intervention prior to its implementation, hence, to assess whether the project objectives and resources are in line with the needs for an intervention and is likely to achieve the identified targets. Based on the requirements from the Implementing Rules to the Financial Rules of the FRA all proposals for programmes, projects or activities occasioning budget expenditure or changes to the work programme for which the overall estimated expenditure exceeds 5% of the average operational expenditure of the preceding 3 years¹¹, shall be the subject of an ex-ante evaluation.

The ex-post evaluation (or retrospective evaluation) assess the extent to which the impacts of a project have been achieved as intended. An ex-post evaluation assesses the intervention according to selected evaluation criteria or evaluation questions depending on the objectives of the evaluation and expected lessons to be learned from its implementation. Based on the requirements from the Implementing Rules to the Financial Rules of the European Union Agency for Fundamental Rights all programmes, projects or activities, including pilot projects and preparatory actions, where the resources mobilised of the estimated expenditure exceeds 10% of the average annual operational expenditure of the preceding 3 years¹², shall be the subject of an interim and/or ex post evaluation in terms of the human and financial resources allocated and the results obtained.

EX-ANTE EVALUATION

Project title	Artificial intelligence, Big Data and Fundamental Rights
Type	Project
Strategic area of operation	Privacy
Project Description	See Section III page 46
Year of origination	2019
Total estimated budget	Budget per year: 2019 - 335,000 2020 - 215,000

Project title	EU- MIDIS III
Type	Project
Strategic area of operation	Equality
Project Description	See Section III page 52
Year of origination	2019
Total estimated budget	2020 budget 2,500,000.00

EX-POST EVALUATION

Project title	EU-MIDIS II
Type	Project
Strategic area of operation	Equality
Project Description	See Section III page 52
End year	2019
Total budget	4.490.643,82

¹⁰ The list of projects to be evaluated in 2019 will be included in the final draft 2019-2021 expected to be submitted for adoption to FRA Management Board in December 2018

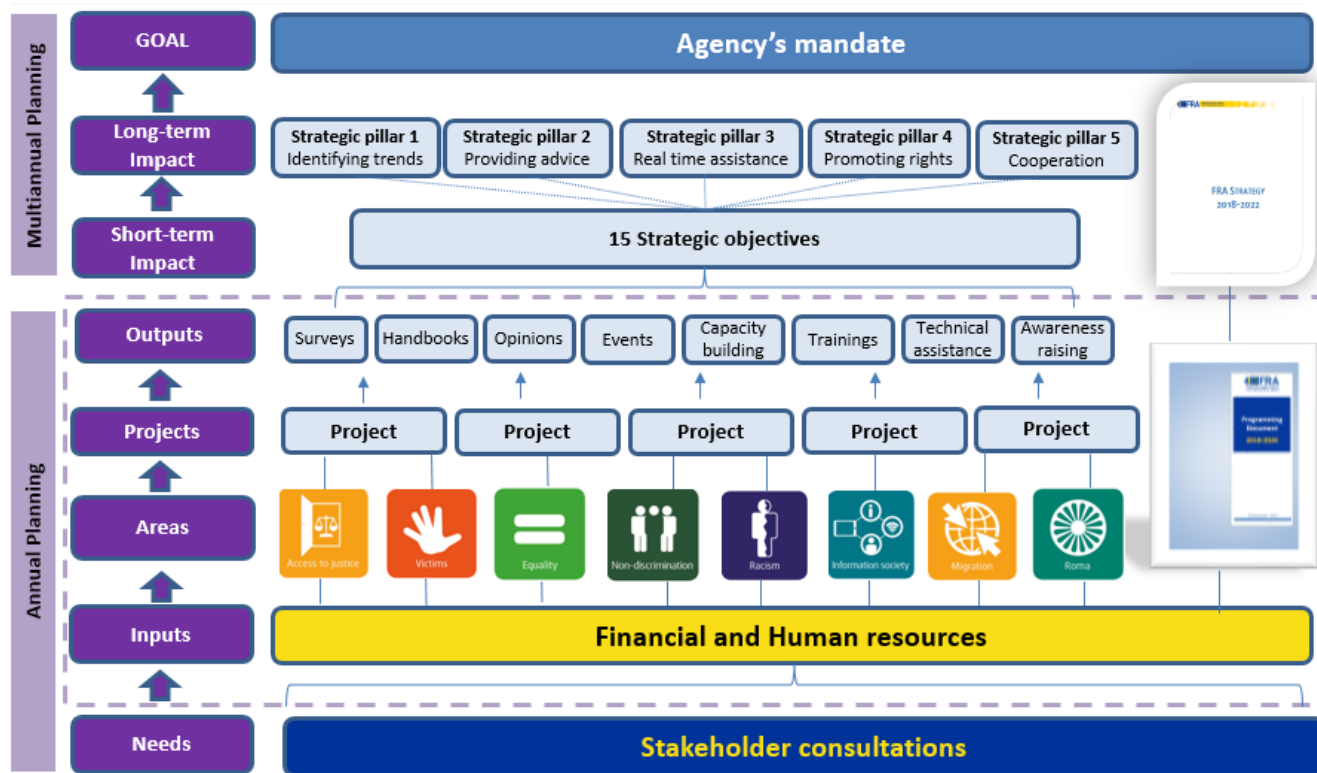
¹¹ The calculation method: At the beginning of each budgetary year (N), the amounts of operational expenditure for the years N-1, N-2 and N-3 are added. The total amount is divided by three and the percentage applied. The resulting amount is the threshold for all ex-ante evaluations for the year N. Budget amendments are taken into consideration respectively.

¹² The calculation method: At the beginning of each budgetary year (N), the amounts of operational expenditure for the years N-1, N-2 and N-3 are added and the total amount is divided by three and the percentage applied. The resulting amount is the threshold for all interim and/or ex post evaluations for the year N. Budget amendments are taken into consideration respectively.

ANNEX VIII Performance Measurement Framework

Performance indicators are at the heart of the planning, monitoring, evaluation and reporting activities of the 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 (number of reports, number of participants in each event etc.) 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 Annual Work Programmes. FRA’s PMF is organised in a way, which supports the analysis of performance (i.e. monitoring and evaluation as well as reporting activities) at different levels of the agency, i.e. project, activity, thematic area and at strategic levels.

Figure 1: Overview of the link among the Programming Document, Performance Measurement Framework and Target Repository



FRA’s PMF includes an intervention logic and a list of the performance indicators along with the corresponding objective, judgment criteria, measures and sources and tools. The PMF brings all performance-related information and data under a logical framework. The FRA intervention logic illustrates the logical relationships between the resources (or inputs), activities, outputs and impacts of the intervention.

The indicator framework is directly linked to the FRA’s logic model and accordingly provides a framework for measuring the extent to which FRA activities result in outputs and impacts. Each indicator is related to an objective, judgement criterion and a measure:

- An objective is what an activity or a set of activities are aiming to achieve,
- A judgement criterion specifies an aspect of the FRA activities that will allow its merits or successes to be assessed; and,
- A measure specifies the unit of measurement and associated calculations to inform the value of the indicator or a judgement based on those criteria.

Indicators are differentiated by level of achievements (i.e. output, short term, long term and aspirational impacts) as per the levels of activities depicted in the logic model.

The multiannual planning perspective is incorporated in Section II of this document and the annual in Section III. Section II outlines the agency’s long-term approach towards Fundamental Rights concerns and sets specific objectives.

Section III provides information on the nature and objectives of projects and cross cutting activities to be carried out on an annual basis as well as the allocated human resources and available budgets. The annual planning is directly connected to the multiannual planning in terms of objectives and activities.

The PMF is linked to both the annual and multiannual planning. Each project is contributing towards the achievement of the strategic objectives of FRA.

A. FRA'S KEY PERFORMANCE INDICATORS

The table below contains the range of indicators identified to assess the results and achievements of FRA's activities. The indicators are differentiated by level of achievements – output, short-term impact, long-term impact and aspirational impact – and follow the levels of the intervention logic.

Output Indicators	
I1	Number of hearings or presentations to institutional stakeholders across levels of governance
I2	Percentage of responses to requests for opinions and other advice
I3	Number of research activities [per type of task, per thematic area, per type of outputs, per geographical area]
I4	Number of good practices identified (per Thematic Area)
I5	Number of publications produced (per thematic area)
I6	Number of relevant stakeholders receiving FRA information
I7	Number of stakeholders receiving a copy of the publications
I8	Number of documents produced whose purpose is to present methods and standards (including sets of indicators)
I9	Number of networking events organised
I10	Number of participants in FRA events
I11	Number of material and tools produced related to awareness raising activities
Short-term Indicators	
I12	Proportion of key stakeholders that consider evidence and opinions provided by FRA are- relevant - reliable- of high quality- useful
I13	Proportion of key stakeholder and experts who consider that reliable, relevant and high quality information resulting from FRA Data collection, research and analysis activities is delivered to intended target group[by type of outputs]
I14	Proportion of stakeholders/FRP members who think that FRA has been successful in promoting dialogue with civil society
I15	Proportion of FRP and other network members/ stakeholders who consider the networking/collaboration activities organised by FRA to be useful to their organisation in order to promote fundamental rights
I16	The proportion of stakeholders who agree/strongly agree that FRA's awareness raising activities contributes to a greater shared understanding of trends in fundamental rights
I17	Proportion of stakeholders who came into contact with FRA as a result of the communication activities
I18	Proportion of outputs [publications, opinions, communications, etc.] translated in all 24 official languages of the EU
I19	Proportion of stakeholders who consider that they would not have found out about FRA if the latter was less active in communicating
I20	Proportion of media coverage of FRA's activities [by type of awareness raising material and media channel]
Long-term Indicators	
I21	Proportion of relevant stakeholders who consider that the FRA's conclusions and recommendations from research findings, Opinions and other policy advice directly influenced policy development in a manner which reflects the desired impacts of the agency
I22	The proportion of stakeholders who agree or strongly agree that FRA conclusions and recommendations from research findings contributes to the development of policies and legislation in a manner which reflects the desired impacts of the agency
I23	Proportion of stakeholders who consider that FRA conclusions and recommendations from Opinions and other policy advice contribute to the development of legislation and policies in a manner which contributes to the desired impacts of the agency
I24	Proportion of stakeholders who consider that FRA conclusions and recommendations from Opinions and other policy advice contribute to the implementation of legislation and policies in a manner which contributes to the desired impacts of the agency
I25	Number of references to FRA's conclusions or recommendations or FRA's activities in policies and legislation
Aspirational Indicators	
I26	Proportion of stakeholders who agree that FRA's range of activities influenced EU and Member States legislation and policies related to fundamental rights practice (a) at EU level (b) at MS level [By type of activities]
I27	Proportion of stakeholders who agree that FRA's range of activities have actively contributed to the implementation of fundamental rights legislation and policies in practice (a) at EU level (b) at MS level [By type of activities]
I28	Proportion of stakeholders who consider that existing legislation and policies are effective in guaranteeing fundamental rights
I29	Proportion of stakeholders who consider that EU and Member State institutions effectively respect, protect and promote Fundamental Rights
I30	Proportion of non-governmental stakeholders who agree that FRA's work has directly influenced their work and capacity to promote fundamental rights
I31	Proportion of EU citizens who know about their fundamental rights and the Charter

B. MULTI-ANNUAL PROGRAMMING 2019-2021: INDICATORS AND TARGETS PER OBJECTIVE

The table below contains the relevant indicators and targets identified for each strategic pillar and objectives illustrated in Section 2 "Multi-Annual Programming 2019-2021". The indicators are recalled by a code, as explained in the table above.

Pillar 1: Identifying trends: collecting and analysing comparable data and evidence				
Strategic objectives	PMF Indicators' path and assigned targets			
	Output	Short-term	Long-term	Aspirational
1.1) Generating comparable, robust and reliable data and evidence to identify trends in the fulfilment of fundamental rights		I13	I22	I26
	Assessed separately for every individual project;	Minimum target:70%	Minimum target:70%	Average target: 50%
1.2) Developing and using fundamental rights indicators to benchmark gaps and achievements		I12		
	Assessed separately for every individual project;	Minimum target:70%		
1.3) Using analysis of data and evidence collected to generate fundamental rights assessments on the implications of mainstreamed policies and interventions at EU and national level		I12	I22	I26
	Assessed separately for every individual project;	Minimum target:70%	Minimum target:70%	Average target: 50%
Pillar 2: Contributing to better law making and implementation: providing independent advice				
Strategic objectives	PMF Indicators' path and assigned targets			
	Output	Short-term	Long-term	Aspirational
2.1) Strengthening FRA's role as an independent core actor in informing EU law and policymaking		I13	I21,	I2
	Assessed separately for every individual project;	Minimum target:70%	Minimum target:70%	Average target: 50%
2.2) Providing, upon request by EU institutions, opinions on the compatibility of legislative proposals with fundamental rights		I12	I22, I23	I27
	Assessed separately for every individual project;	Minimum target:70%	Minimum target: 70%	Average target: 50%
2.3) Providing fundamental rights advice to EU Member States when they are implementing EU law drawing on FRA expertise and evidence		I12	I24	I27
	Assessed separately for every individual project;	Minimum target:70%	Average target: 70%	Average target: 50%
Pillar 3: Supporting rights-compliant policy responses: providing real-time assistance and expertise				
Strategic objectives	PMF Indicators' path and assigned targets			
	Output	Short-term	Long-term	Aspirational
3.1) Strengthening the delivery of real-time advice, assistance and expertise to EU institutions and Member States		I13	I21	I26
	Assessed separately for every individual project;	Minimum target:70%	Minimum target: 50% (EU level) and Average target: 50% (MS level)	Average target: 50%
3.2) Informing EU and national authorities on fundamental rights risks in priority areas		I12, I13	I22	I26
	Assessed separately for every individual project;	Minimum target:70% Average target: 75%	Minimum target:70%	Average target: 50%
3.3) Supporting on the ground responses to fundamental rights challenges		I12, I14	I24	I27
	Assessed separately for	Minimum target:70%	Average target: 30%	Average target: 50%

	every individual project;	Average target: 50%		
Pillar 4: Effectively promoting rights, values and freedoms				
Strategic objectives	PMF Indicators' path and assigned targets			
	Output	Short-term	Long-term	Aspirational
		I16	I21	I31
4.1) Raising systematically awareness of the need to respect, protect, promote and fulfil fundamental rights in the EU	Assessed separately for every individual project;	Average target: 70%;	Minimum target: 50% (EU level) and Average target: 30% (MS level)	Average target: 50%
		I15, I17	I21	I30
4.2) Creating a safe and inclusive space for dialogue with key and new actors to respond pressing human rights challenges and shape critical agendas	Assessed separately for every individual project	Average target: 70%	Minimum target: 50% (EU level) and Average target: 30% (MS level)	Average target: 50%
		I17, I18, I19	I21	I30
4.3) Ensuring smart communications to maximise the effect of FRA outputs	Assessed separately for every individual project	Average target: 70%	Minimum target: 50% (EU level) and Average target: 30% (MS level)	Average target: 50%
Pillar 5: Strengthening cooperation with national and local fundamental rights actors: working with communities of support				
Strategic objectives	PMF Indicators' path and assigned targets			
	Output	Short-term	Long-term	Aspirational
		I13	I21	I26
5.1) Enhancing relevance and impact of FRA evidence and advice on fundamental rights at national and local level	Assessed separately for every individual project	Average target: 70%	Minimum target: 50% (EU level) and Average target: 30% (MS level)	Average target: 50%
		I14	I21	I30
5.2) Supporting further the strengthening of the capacity of national and local human rights actors	Assessed separately for every individual project	Average target: 50%	Minimum target: 50% (EU level) and Average target: 30% (MS level)	Average target: 50%
		I12	I22	I29
5.3) Assisting national authorities in developing data collection to create evidence-based approaches to rights protection and promotion across EU Member States	Assessed separately for every individual project;	Minimum target: 70%	Minimum target: 70%	

C. ANNUAL PROGRAMMING 2019: INDICATORS AND TARGETS PER PROJECT¹³

The table below contains the list of the multi-annual and new projects described in Section 3 “Work Programme 2019”. For each project, several indicators and the relevant have been identified, in order to assess their achievements and impact.

Area of Activity: Victims of crime and access to justice							
Projects	PMF Indicators’ path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 1.1 Victims of crime: which victims are better served?	Research	Research guidelines	Research guidelines enabling FRANET contractors to provide targeted and comparable information	I3 Target: 8 countries covered by contracting research with 8 FRANET contractors		-	-
A 1.2 Business and human rights: access to remedy improvements	Publication	report	Draft report on legal and practical obstacles and how to overcome these – publication in 2020.	I3 Target: 28+1 EU MSs I7 Target: 300	-	-	-
A 1.3 Responses to ad-hoc requests and fundamental rights challenges in the area “Victims of crime and access to justice and judicial cooperation, except in criminal matters”	Evidence based advice EU level	presentation	Preparation and presentation of relevant opinions, papers, presentations and other expert input	I1 Target:5	-	-	-
	Evidence based advice EU level	written input	Expert input to stakeholders	I2 Target:1			
	Publication	publication	Selected publications and online tools (or parts thereof) updated.	I5 Target:1			
	Research output	set of indicators	Further develop indicators sets	I3 Target:1	-	-	-
A 1.4 Providing ad-hoc fundamental rights expertise in the area of justice for and security of citizens	Evidence based advice EU level	Other type of evidence based advice	Provide evidence to EU institutions and Agencies	I2 Target:%100			
		opinion	Draft legal opinions if requested by EU institutions	I2 Target:%100			
	Publication	Publication, report	Draft reports, and other publications and/or update past publications or parts thereof	I5 Target:1			
Area of Activity: Judicial cooperation, except in criminal matters							
Projects	PMF Indicators’ path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 2.1 Access to a Lawyer and the European Arrest Warrant: application in practice with regard to fundamental rights	Publication	report	Findings published	I8 Target: 29	-	-	-
	FRA organised event	stakeholder meeting	Meetings with stakeholders	I10 Target: 1	-	-	-
Area of Activity: Information society and, in particular, respect for private life and protection of personal data							
Projects	PMF Indicators’ path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators

¹³ The list of indicators for all projects included in AWP 2019 will be completed in the final draft 2019-2021 expected to be submitted for adoption to FRA Management Board in December 2018

A 3.1 Advising on how to prevent unlawful profiling	Publication	Publication	Easily accessible guide for law enforcement officers and border guards published in selected EU languages	I5 Target: 100% I11 Target: 100%			-
	FRA organised event	stakeholder meeting	Meetings with stakeholders and experts	I10 Target: 80%	-	-	-
	FRA organised event	expert meeting					
	Publication	Handbook	Translation of the Guide		I18 Target: 30%		
	Fra organized event	workshop	Capacity-building activities, such as trainings on the prevention of unlawful profiling	I10 Target: 1			
A 3.2 Providing advice on European data protection law	Publication	handbook	Easily accessible Handbook for legal practitioners	I5 Target: 70% I7 Target: 70% I8 Target: 70%			
	FRA organised event	stakeholder meeting	Meetings with stakeholders and experts		I17 Target: 70%		
	FRA organised event	expert meeting			I17 Target: 70%		
	Communication output	promotional material	Communication activities		I17 Target: 70%		
	Publication	handbook	Handbook published in all EU languages		I18 Target: 80%		
A 3.3 Artificial Intelligence, Big Data and Fundamental Rights	Research output	data analysis	Data and analysis on key fundamental rights challenges when implementing new technologies	I3 Target: 1	-	-	-
	Research output	data collection	Data on awareness of fundamental rights challenges among public administration and businesses	I3 Target: 1	-	-	-
	Publication	focus paper	Data and analysis on special topics related to the implementation of AI and Big Data	I3 Target: 1	-	-	-
	External event	meeting	Meetings with stakeholders and experts	-	I17 Target: Contribution to a minimum of 5 meetings	-	-
A 3.4 Responses to ad-hoc requests and fundamental rights challenges in the area of "Information society and, in particular, respect for private life and protection of personal data"	Evidence based advice EU level	opinion	Expert advice to stakeholders	I2 Target: 70%			
	Publication	publication	Selected publications (or parts thereof) updated	I5 Target: 70%			
	Evidence based advice EU level	presentation	Preparation and presentation of relevant opinions, papers, presentations and other input	I1 Target: 70%	-	-	-
	Research output	set of indicators	Development of indicators	I3 Target: 70%	-	-	-
A 3.5 Handbook on European law relating to cybercrime and fundamental rights	Publication	report	Meeting report	I3 Target: 100%	-	-	-
	Research output	research guidelines	Internal research documents	I3 Target: 100%	-	-	-
Area of Activity: Equality and discrimination based on any ground such as 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, or on the grounds of nationality							
Projects	PMF Indicators' path and assigned targets						

	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 4.1 The right to independent living of persons with disabilities	Evidence based advice EU level	other type of evidence based advice	Expert advice to stakeholders	I2 Target: 90	-	-	-
	Evidence based advice EU level	presentation	Presentations at relevant EU-level events	I1 Target: 5	-	-	-
	FRA organised event	stakeholder meeting	Meeting with EU-level and national stakeholders and experts to raise awareness of results and provide evidence-based advice	I9 Target: 5		-	-
A 4.2 Participation in the EU Framework to promote, protect and monitor the CRPD	Cooperation output	Targeted email communication	Outputs as per EU CRPD Framework work programme	I6 Target: 300	-	-	-
	Evidence based advice EU level	Other type of evidence based advice	Expert advice to stakeholders	I1 Target: 5		-	-
A 4.3 EU-MIDIS	Publication	publication	Publications and dissemination of EU-MIDIS II findings in different formats	I5 Target:1	I13 Target:- I20 Target:5	-	-
	FRA organised event	event	Presentations of EU-MIDIS II survey results in national and EU events	I1 Target:2 I10 Target:20-50		-	-
	External event	event	Presentations of EU-MIDIS II survey results in national and EU events	I1 Target:20-50 I9 Target:2		I22 Target:-	
	Research output	data collection	Consultations with stakeholder and survey experts in preparation for EU-MIDIS III	I9 Target:1			
	Publication	report	EU-MIDIS II data archived and accessible to researchers outside FRA		I13 Target:-		
A 4.4 EU LGBTI Survey 2	Research Output	Data analysis	Selected results will be shared with the Commission by the end of 2019 to feed to its work and publication is planned for early 2020.	I12 , I13 Target:66	-	-	-
A 4.5 Responses to ad-hoc requests and fundamental rights challenges in the area of "Equality and non-discrimination, including racism and xenophobia"	Evidence based advice EU level	other type of evidence based advice	Expert advice to stakeholders	I2 Target:75 %	-	-	-
	Evidence based advice EU level	Presentation	Preparation and presentation of relevant opinions, papers, presentations and other input, as requested	I1 Target:10	-	-	-
Area of Activity: Rights of the child							
Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 5.1 – Providing fundamental rights expertise on child protection and participation	Evidence based advice EU level	Presentations, opinion, written input	Tailor-made input into legislative, policy or other documents provided to EU institutions / agencies	I1 Target: 20			
	Evidence based advice EUMS level	Presentations, opinion, written input Presentations, targeted email communication, written input, workshops	Targeted input in meetings and events	I1 Target: 20			

	Cooperation output	Presentations, targeted email communication, written input, workshops		I6 Target: 300			
	Research output	Data collection, FRANET reports		I3 Target: 28			
	FRA organised event	stakeholder meeting	Meeting(s) with stakeholders and experts;		I17 Target:2		
		expert meeting					
	Communication output	Website content, promotional material, speeches, reports	Selected publications (or parts thereof) updated and translations		I18 Target: 56		
	Communication output	Website content, promotional material, speeches, reports	Publication of opinions, papers, as required	I5 Target: 2			
Communication output	Press release, video statements, speeches, website content, promotional material, social media	Dissemination of the EU children guide	I11 Target: 8				

Area of Activity: Integration and social inclusion of Roma

Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 6.1 – Data collection on Roma Integration	Publication	data visualisation and data set	Data sets	I3 Target: 3			
			Sampling frames and questionnaire updated reports on fieldwork research	I3 Target: 6,1			
			Country profiles	I3 Target: 6			
			Development of content for comparative/focus reports	I3 Target: 1			
A 6.2 – Technical assistance and capacity building in the area of “Integration and social inclusion of Roma”	Research outputs	2-page country summary	Country fiches	I5 Target: 11		-	-
		data analysis	Country reports	I5 Target: 15			
	Publication	thematic situation report	Thematic reports	I5 Target: 4			
	Evidence based advice EU level	written input	Outline of post-2020 monitoring and reporting structure	I5 Target: 1			
		written input	Input for the Strategic Platform Meeting (planned for late September 2019)	I5 Target: 1			
		written input	Thematic analyses to feed into annual Commission reports	I5 Target: 1			
written input		Refined/improved reporting tool for NRCP 2019 reporting cycle	I5 Target: 1				
	presentation	Participation in relevant sessions of NRCP-meetings	I1 Target: 2				

	Evidence based advice EUMS level	other (workshop)	Technical workshops for national stakeholders	I1 Target: 1			
		presentation	On demand country missions to Member States	I1 Target:3			
		other (on-line support)	On-line or teleconference response to queries	I1 Target: 3			
Area of Activity: Migration, borders, asylum and integration of refugees and migrants							
Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 7.1 Providing fundamental rights expertise in the area of home affairs	Communication output	website content	FRA regular migration overviews online	I11 Target: 4	-	-	-
	Publication	handbook	Practical guidance on the best interests of EU children at risk of trafficking	I5 Target: 4 in total			
	Publication	report	At least two new reports (or updates of past reports) on policy relevant issues produced				
	Publication	publication	Research findings published in paper and/or electronic form				
	External event	Event (training)	Training delivered to Schengen evaluators	I 10 Target: 2			
	Evidence based advice EU level	opinion	(if requested by EU institutions) up to three legal opinions produced	I2 Target:-			
	Evidence based advice EU level	written input	Tailor-made input legislative, policy or other documents provided to EU institutions in 20 instances	I2 Target:20			
	Evidence based advice EU level	other type of evidence based advice	Fundamental rights expertise provided to EASO, eu-LISA, Frontex and/or other EU agencies on ten files, with a particular focus on child protection and vulnerable people	I2 Target:10			
	External event	meeting	Frontex and EASO Consultative Forum meetings attended and expertise shared	I9 Target:5	-	-	-
A 7.2 Responding to a fundamental rights emergency – the long-term impact of responses to the 2015 asylum/migration crisis	Publication	report	Evidence-based advice offered to EU institutions and Member States based on preliminary results	I5 Target: 1			
			Publication of findings				
A 7.3 Providing fundamental rights expertise to address operational challenges	Publication	report	Information on fundamental rights risks and gaps as well as promising practices provided to EU actors and relevant Member States on a regular basis	I3 Target: 1	-	-	-
	FRA organised event	event	Tailor-made capacity building activities to address identified gaps and risks	I10 Target: 100	-	-	-
A 7.4 – Severe labour exploitation – workers' perspectives (SELEX II)	Publication	report	Final Report	I5 Target: 1			
	Publication	report	Report dissemination	I7 Targte: 1000			
	Cooperation output	presentations	Targeted presentation of the results to different stakeholder groups	I1 Target: 5			
Area of Activity: Racism, xenophobia and related intolerance							
Projects	PMF Indicators' path and assigned targets						

	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 8.1 Second FRA survey on discrimination and hate crime against Jews	Cooperation output	presentations	Presentations of survey results in national and EU events	I1 Target: 7	-	-	-
	External event	stakeholder meeting	Engagement with stakeholders based on the results of the survey	I9 Target: 3			
	Publication	Technical report	Technical report	I5 Target: 1			
	Publication	Data set	Data set	I5 Target: 1	-	-	-
A 8.2 Antisemitism: Data collection and analysis	Research output	data collection	Annual update on the situation of data collection on antisemitism in the EU.	I3 Target: 1	-	-	-
	Cooperation output	presentations	presentations	I1 Target: 2	-	-	-
A 8.3 Contributing to the work of relevant expert working groups to be set up within the EU High Level Group on combating racism, xenophobia and other forms of intolerance	FRA organised event	meeting	Biannual meetings of the expert working group	I10 Target: 40	-	-	-
	FRA organised event	event	Capacity-building seminars	I8 Target: 1	-	-	-
A 8.4 Racism and ethnic discrimination: data collection and analysis	Evidence based advice EU level	Written input	Input to the European Commission, European Parliament and the Council of the European Union	I2 Target : 1	- -	- -	- -
Area of Activity: Projects and activities covering all MAF areas							
Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
A 9.1 Annual Reports	Publication	Report	Fundamental Rights Report; Summary report with opinions; Online component publication; Annual Activity Report.	I5 Target:1 Fundamental Rights Report, 24 summary report with opinions, 1 online component publication, 1 annual activity report		I25 -	
A 9.2 Fundamental rights survey - establishing a EU-wide survey on trends in fundamental rights	Cooperation output	presentations	Presentation of the first results	I1 Target:1	-	-	-
	Publication	technical report	Technical documentation concerning the survey methodology and outcomes	I5 Target:1	-	-	-
A 9.3 EU Fundamental Rights Information System - EFRIS	Communication output	website content	Refined tool available online		I13 Target: 75%	-	-
A 9.4 –Raising awareness and effectively promoting rights	Communication output	Social Media	Regular exchange of information between human rights communicators	I6 Target: 100			
	FRA organized event	event	2 EU Presidency conferences (Romania and Finland)	I9 Target: 3			
			Communicators meeting (Vienna)				
	Publication	Toolkit	Web-based toolkits, e.g. media toolkit	I11 Target :1			
Communication output	Social Media	Social media campaigns	I11 Target: 2				

	Communication Output	Website content	Webinars, seminars and other training sessions	I6 Target :250-350			
	FRA organized event	event					
A 9.5 – Cooperation with Member States and human rights bodies at national level	FRA organized event	Stakeholder meeting	Meetings and consultations with NLOs and related meeting reports	I10 Target: 2			
	FRA organized event	Stakeholder meeting	Meetings and consultations with relevant national and local authorities	I10 Target: 5			
	FRA organized event	Stakeholder meeting	Meetings and consultations with ENNHRI, Equinet, ENO and their members	I10 Target: 2			
	Publication	Report	Update of 2010 FRA report on situation of NHRIs in EU	I3 Target: 1			
	Cooperation output	Other	FRA Director’s country visits	I9 Target: 4			
	Evidence based advice national level	Written input	Papers and briefs for national and local authorities, as relevant	I1 Target: 30			
A 9.6 – Fundamental Rights Platform and cooperation with civil society	Cooperation output	Electronic newsletter	Weekly e-newsletter	I11 Target: 50	-	-	-
	FRA organized event	Expert meetings	Thematic meetings with civil society experts and meeting reports	I10 Target: 2			
	Communication output	Website content	Webinars	I11 Target: 5			
	Cooperation output	Report	Consultations/questionnaires	I4 Target: 2			
	Cooperation output	presentations	Presentations and stakeholder conversations about FRA’s report on challenges facing civil society organisations	I1 Target: 10			
	FRA organised event	meeting	Advisory panel meetings and meeting reports	I10 Target: 2	-	-	-
A 9.7 – Providing fundamental rights advice and expertise to EU institutions, agencies and other bodies	Evidence based advice EU level	opinion	FRA contributions to legislative and policy discussions at European Parliament (EP), Council of the EU and European Commission	I2 Target: 100%	-	-	-
	Evidence based advice EU level	Written inputs		I2 Target: 5			
	Evidence based advice EU level	Written inputs	References to agency and its findings in relevant EP, Council and Commission policy documents (e.g. EP annual report on the situation of fundamental rights in the EU, Council conclusions on the application of the Charter of Fundamental Rights)	I6 Target: 4 Institutional contacts			
	Cooperation output	presentations	Presentations of FRA’s work in the EP, Commission’s High Level Expert and Working Groups, Council preparatory bodies, Council Presidencies, Committee of the Regions and European Economic and Social Committee	I1 Target: minimum 5			
	FRA organised event	Stakeholder Meetings	Improved cooperation, coordination and communication between FRA and international bodies, including the Council of Europe, UN, OSCE and EEA & Norway Grants	I9 Target: 4 Institutional contacts			

A 9.8 – Production and dissemination of FRA output	Communication output	Website content	Redesigned FRA website, including mobile-device friendly information (web app)	I6 Target: 458,528	-	-	-
	Communication output	Website content	Data explorer for selected surveys	I6 Target: 40,000			
	Publication	Publication	Translations of outputs into EU languages		I18 Target: 300		
	Communication output	Website content			I18 Target: 100		
	Communication output	Website content	Media monitoring	I 11 Target: 52			
	Communication output	Communication output	Communication products	I11 Target: 50			
	Communication output	Promotional material	Various types of print material	I11 Target: 2000			
	Publication	Publication	Dissemination of FRA output through various channels	I6 Target: 80,000 print publications			
A 9.9 - Applying the EU Charter of Fundamental Rights in national law and policy making	External event	Event	FRA contributions to events and conferences related to the EU Charter	I10 Target: 100			
	FRA organised event	Event	Charter capacity building at national level	I7 Target: 5			
	Publication	Handbook	Charter handbook translations, lay out and printing; in 5 of the official languages of the European Union		I18 Target: 5		
	Research Output	Data collection	Update and maintenance of Charterpedia	I3 Target: All online users			
	Research Output	Data collection	Chapter on the use of the Charter at national level in the Fundamental Rights Report 2019	I3 Target: 1			
Area of Activity: Bodies of Agency							
Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
10.1 – Bodies of the agency	FRA organised event	meeting	Organisation of MB Meetings (2) Organisation of Executive Board Meetings (4)	I9 Target: 10			
	FRA organised event	meeting	Organisation of Scientific Committee Meetings (4)	I10 Target: Quorum (2/3 of members of each body)			
Operational Reserves							
Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators
11.1 – Complementary data collection and other activities to support evidence based advice for stakeholders	Research output	Data Collection	Data collection				
	Cooperation output	other	Communication and stakeholder communication activities.				
Other Operational Activities							
Projects	PMF Indicators' path and assigned targets						
	Output Category	Output type	Outputs	Output Indicators	Short-term Indicators	Long-term Indicators	Aspirational Indicators

B.1 – Programme level cooperation under the EEA and Norway Grants Financial Mechanism 2014-2021	Evidence based advice EUMS level	other type of evidence based advice	Strategic advice provided to the FMO and Donors through written inputs	I2 Target:6	I12 Target:3		
	External event	Meeting	Participation in a number of programme development and implementation meetings, including membership of Programme Cooperation Committees and Selection Committees	I9 Target:9			
	Evidence based advice EUMS level	other type of evidence based advice	Technical assistance provided to three programmes in the Czech Republic, Greece and a third Beneficiary State of the EEA and Norway Grants	I1 Target: 6		I24 Target:3	

D. KEY PERFORMANCE INDICATORS FOR THE DIRECTOR

In line with the Commission Guidelines on key performance indicators (KPI) for directors of EU decentralised agency, the following objectives, indicators and targets for the FRA's Director are identified:

OBJECTIVE	KPI	TARGET	
Work programme fully implemented throughout the year and such implementation is reflected in the Annual Activity Report for such a year	Timely submission of the draft Programming document to the Management Board and to the European Commission	<i>December N-2 January N-1 December N-1</i>	
	Percentage of completion of the activities of the AWP/Programming document	80%	
	Timely achievement of objectives of the Programming document	80%	
	Timely submission of documents foreseen for publication in the AWP/Programming document/Annual activity report and in particular of the (annual) Fundamental Rights Report, in cooperation with the Scientific Committee	80%	
Swift, timely and full use of the financial and human resources allocated by the budgetary authorities	Rate (%) of implementation of Commitment Appropriations	> 95%	
	Rate (%) of cancellation of Payment Appropriations	< 5%	
	Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding and fee income, where applicable, received in Year N)	> 95%	
	Rate (%) of payments executed within the legal/contractual deadlines	> 80%	
Timely implementation in the adequacy and effectiveness of internal control systems	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	90%	
	Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December)	< 5% of total posts	
	Positive review of agency publications containing Opinions through the FRA Opinions Committee	100%	
	Delivery of positive opinions by the Scientific Committee on agency publications	100%	
	Ex-ante and ex-post evaluations of projects are implemented based on the Annual Evaluation plan	80%	
Evidence of the level of staff wellbeing	Organisation of satisfaction surveys / engagement surveys within the agency	<i>1 every two years</i>	
	Annual average days of short term sick leave per staff member	< 8	
	Member of staff complaining under Article 90 (2) SR per 100 staff members	< 5	
External presentation of the agency's activities and effective cooperation with the agency's external stakeholders	Formal presentations to the European Parliament and Council (incl. its preparatory bodies)	> 4	
	Country visits to present the Agency's work	4	
	Number of interviews or mentions of FRA Director in different media outlets	<i>12 in a year</i>	
	Cooperation meetings with the agency's networks and partners including EU institutions, bodies and agencies, National Liaison Officers, international organisations, public bodies competent for human rights in the Member States (incl. NHRIs), and civil society (incl. participants in the Fundamental Rights Platform)	> 200 bilateral meetings	
		> 15 stakeholder meetings at FRA 1 NLO meeting 1 major event (Fundamental Rights Forum) > 6 visits to EU institutions, bodies and agencies	

ANNEX IX Risks Year 2019

In compliance with the Internal Control Standards the Agency has performed an annual risk analysis exercise.

Taking into account the existing processes the Agency has assessed its potential risks on the basis of their likelihood of occurrence and potential impact. This assessment has been presented in a risk register where the following information has been identified:

- risk
- type
- possible consequence
- likelihood of occurrence on a three level scale (low, medium or high)
- potential impact (objectives, financial, reputation) on a three level scale (limited, significant or severe)

Following the analysis of existing controls and in the cases where the residual risk still needs to be reduced, specific actions have been identified.

Risk typology

The risk types for each process are classified in the following groups

E	External
I1	Internal/Planning, processes, systems
I2	Internal/People, organisation
I3	Internal/Legality, regularity
I4	Internal/Communication information

Risk details		Assessment of the risks					Management of the risks			
Risk Type	Description of the risks	Potential impact								
		Possible consequences	Likelihood of occurrence	Objectives	Financial	Reputation	Residual risk L*I	Action owner	Action	
E	New data protection regulation not applied. - Accountability principle	Loss of confidence in the Agency. Reputational risk in case of an incident	Medium 2	Significant 2	Significant 2	Significant 2	Medium 4	CS	- Review and adaptation of existing internal process to meet the new data protection regulation provisions - Awareness raising amongst MT and staff - Appointment of the Deputy Data Protection Officer	
E	Brexit impact in terms of budget and staffing due to absence of information.	Decisions taken based on incomplete information. Budgetary onstraints. Inability to reallocate resources due	Medium 2	Significant 2	Significant 2	Significant 2	Medium 4	ALL	- Ensure strict monitoring via networking and official information by the EC. Early detection of potential consequences in	

		to the lack of personnel.							<p>terms of budget and staff cuts.</p> <ul style="list-style-type: none"> - Inform continuously the UK staff members. - Strict monitoring of the information via networking channels with DG BUDG.
E	<p>Transitional period with new FRANET contractors leading to:</p> <ul style="list-style-type: none"> -risk of unavailability of data and/or collection capacity in different MSs. -risk of failure in collecting all necessary data relating to FR due to inefficient organisation of the data collection process. 	<p>Incomplete analysis.</p> <p>Loss of confidence in the Agency.</p> <p>Inappropriate action taken by the Agency.</p>	Medium 2	Significant 2	Limited 1	Limited 1	Medium 4	Research	<ul style="list-style-type: none"> - Increase monitoring of new FRANET members and provide the necessary information on the required quality standards. - Reinforce internal review of deliverables.

ANNEX X Procurement plan Year 2019 (Financing Decisions)¹⁴

Activity 1: Victims of crime and access to justice

A 1.1 – Victims of crime: which are better served?

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 265,000 (1st priority)

Budget line: B03610 - Victims of crime and access to justice

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 8

Indicative timeframe for launching the procurement procedure: 2nd quarter of the year

A 1.2 Business and human rights: access to remedy improvements

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 150,000 (1st priority)

Budget line: B03610 - Victims of crime and access to justice

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 1.3 – Responses to ad-hoc requests and fundamental rights challenges in the area “Victims of crime and access to justice and judicial cooperation, except in criminal matters”

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 10,000 (1st priority)

Budget line: B03610 - Victims of crime and access to justice

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 2

Indicative timeframe for launching the procurement procedure: 4th quarter of the year

A 1.4 – Providing ad-hoc fundamental rights expertise in the area of justice for and security of citizens

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 10,000 (1st priority)

Budget line: B03610 - Victims of crime and access to justice

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Indicative timeframe for launching the procurement procedure: 1st quarter of the year

Activity 2: Judicial cooperation, except in criminal matters

A 2.1 Access to a Lawyer and the European Arrest Warrant: application in practice with regard to fundamental rights

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 10,000 (1st priority)

Budget line: B03640 - Judicial cooperation, except in criminal matters

Subject matter of the contracts envisaged: promotion and communication activities

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Indicative timeframe for launching the procurement procedure: 1st quarter of the year and 2nd quarter of the year

Activity 3: Information society and, in particular, respect for private life and protection of personal data

A 3.1 – Advising on how to prevent unlawful profiling

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 20,000 (1st priority)

Budget line: B03211 - Info soc. respect for priv life & prot. pers. data

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

¹⁴ The procurement information for all projects included in AWP 2019 will be completed in the final draft 2019-2021 expected to be submitted for adoption to FRA Management Board in December 2018

Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 3.2 – Providing advice on European data protection law

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 50,000 (1st priority)
 Budget line: B03211 - Info soc. respect for priv life & prot. pers. data
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 3.3 Artificial Intelligence, Big Data and Fundamental Rights

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 335,000 (1st priority)
 Budget line: B03211 - Info soc. respect for priv life & prot. pers. data
 Subject matter of the contracts envisaged: research
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: direct contract
 Type of procurement: service
 Indicative number of contracts envisaged: 2
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 3.4 – Responses to ad-hoc requests and fundamental rights challenges in the area of “Information society and, in particular, respect for private life and protection of personal data”

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 5,000 (1st priority)
 Budget line: B03211 - Info soc. respect for priv life & prot. pers. data
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 3.5 – Handbook on European law relating to cybercrime and fundamental rights

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 10,000 (1st priority)
 Budget line: B03211 - Info soc. respect for priv life & prot. pers. data
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 2nd quarter of the year

Activity 4: Equality and discrimination based on any ground such as 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, or on the grounds of nationality

A 4.1 – The right to independent living of persons with disabilities

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 20,000 (1st priority)
 Budget line: B03330 - Equality and discrimination
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 3
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 4.2 – Participation in the EU Framework to promote, protect and monitor the CRPD

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 5,000 (1st priority)
 Budget line: B03330 - Equality and discrimination
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 4.3 – EU-MIDIS

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 70,000 (1st priority)
 Budget line: B03330 - Equality and discrimination
 Subject matter of the contracts envisaged: research
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: direct contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 4th quarter of the year

A 4.4 – EU LGBTI Survey II

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 400,000 (1st priority)
 Budget line: B03330 - Equality and discrimination
 Subject matter of the contracts envisaged: research
 Type of contract: direct contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 2nd quarter of the year

A 4.5 – Responses to ad-hoc requests and fundamental rights challenges in the area of “Equality and non-discrimination, including racism and xenophobia”

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 40,000 (1st priority)
 Budget line: B03330 - Equality and discrimination
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 15
 Indicative timeframe for launching the procurement procedure: 1st,2nd,3rd and 4th quarter of the year

Activity 5: Rights of the child**A 5.1 – Providing fundamental rights expertise on child protection and participation**

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 25,000 (1st priority)
 Budget line: B03350 - Rights of the child
 Subject matter of the contracts envisaged: research
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 4
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

Activity 6: Integration and social inclusion of Roma**A 6.1 – Data collection on Roma Integration**

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 60,000 (1st priority)
 Budget line: B03360 - Integration and social inclusion of Roma
 Subject matter of the contracts envisaged: research
 Type of contract: direct contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 6.2 – Technical assistance and capacity building in the area of “Integration and social inclusion of Roma”

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 50,000 (1st priority)
 Budget line: B03360 - Integration and social inclusion of Roma
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

Activity 7: Migration, borders, asylum and integration of refugees and

migrants**A 7.1 Providing fundamental rights expertise in the area of home affairs**

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 490,000 (1st priority)

Budget line: B03220 - Migration, borders, asylum and integration of refugees and migrants

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 10

Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 7.2 - Responding to a fundamental rights emergency – the long-term impact of responses to the 2015 asylum/migration crisis

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 62,000 (1st priority)

Budget line: B03220 - Migration, borders, asylum and integration of refugees and migrants

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Subject matter of the contracts envisaged: promotion and communication activities

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Indicative timeframe for launching the procurement procedure: 3rd quarter of the year

A 7.3 Providing fundamental rights expertise to address operational challenges

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 60,000 (1st priority)

Budget line: B03220 - Migration, borders, asylum and integration of refugees and migrants

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 5

Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 7.4 Severe labour exploitation – workers' perspectives (SELEX II)

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 15,000 (1st priority)

Budget line: B03220 - Migration, borders, asylum and integration of refugees and migrants

Subject matter of the contracts envisaged: promotion and communication activities

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 3

Indicative timeframe for launching the procurement procedure: 1st and 2nd quarter of the year

Activity 8: Racism, xenophobia and related intolerance**A 8.1 – Second FRA survey on discrimination and hate crime against Jews**

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 10,000 (1st priority)

Budget line: B03311 - Racism xenophobia and related intolerance

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 8.2 – Antisemitism: Data collection and analysis

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 5,000 (1st priority)

Budget line: B03311 - Racism xenophobia and related intolerance

Subject matter of the contracts envisaged: research

Type of contract: specific contract based on an existing framework contract

Type of procurement: service

Indicative number of contracts envisaged: 1

Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 8.3 – Contributing to the work of relevant expert working groups to be set up within the EU High Level Group on combating racism, xenophobia and other forms of intolerance

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 40,000 (1st priority)

Budget line: B03311 - Racism xenophobia and related intolerance

Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 4
 Indicative timeframe for launching the procurement procedure: 1st,2nd, 3rd and 4th quarter of the year

A 8.4 – Racism and ethnic discrimination: data collection and analysis

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 10,000 (1st priority)
 Budget line: B03311 - Racism xenophobia and related intolerance
 Subject matter of the contracts envisaged: research
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

Activity 9: Projects and activities covering all MAF areas

A 9.1 – Annual Reports

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 430,000 (1st priority)
 Budget line: B03700 - Annual report
 Subject matter of the contracts envisaged: research
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 28
 Indicative timeframe for launching the procurement procedure: 2nd quarter of the year

A 9.2 – Fundamental rights survey – establishing a EU-wide survey on trends in fundamental rights

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 900,000 (1st priority)
 Budget line: B03701 - Research and data collection
 Subject matter of the contracts envisaged: survey
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 3
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 9.3 – European Fundamental Rights Information System (EFRIS)

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 100,000 (1st priority)
 Budget line: B03701 - Research and data collection
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 2
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 9.4 – Raising awareness and effectively promoting rights

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 150,000 (1st priority)
 Budget line: B03711 - Communication and awareness-raising
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 10
 Indicative timeframe for launching the procurement procedure: 1st,2nd,3rd and 4th quarter of the year

A 9.5 - Cooperation with Member States and human rights bodies at national level

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 325,000 (1st priority)
 Budget line: B03802 - Consultation mechanisms
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 3
 Indicative timeframe for launching the procurement procedure: 1st, 2nd and 3rd quarter of the year

A 9.6 – Fundamental Rights Platform and cooperation with civil society

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 90,000 (1st priority)
 Budget line: B03802 - Consultation mechanisms

Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 3
 Indicative timeframe for launching the procurement procedure: 1st, 2nd and 4th quarter of the year

A 9.7 - Providing fundamental rights advice and expertise to EU institutions, agencies and other bodies

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 125,000 (1st priority)
 Budget line: B03711 - Communication and awareness-raising
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

A 9.8 – Production and dissemination of FRA output

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 525,000 (1st priority)
 Budget line: B03711 - Communication and awareness-raising
 Subject matter of the contracts envisaged: promotion and communication activities
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 30
 Indicative timeframe for launching the procurement procedure: 1st, 2nd, 3rd and 4th quarter of the year

A 9.9 – Applying the EU Charter of Fundamental Rights of the European Union in national law and policy making

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 175,000 (1st priority)
 Budget lines: B03701 - Research and data collection EUR 105,000
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 3rd quarter of the year
 B03711 - Communication and awareness-raising EUR 70,000
 Subject matter of the contracts envisaged: study
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 5
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

Activity 10 Bodies of Agency

A 10.1 – Bodies of the agency

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 250,000 (1st priority)
 Budget line: B03801 - Bodies of the Agency
 Subject matter of the contracts envisaged: technical assistance
 Type of contract: specific contract based on an existing framework contract
 Type of procurement: service
 Indicative number of contracts envisaged: 13
 Indicative timeframe for launching the procurement procedure: 1st- 4th quarter of the year

Other Operational Activities

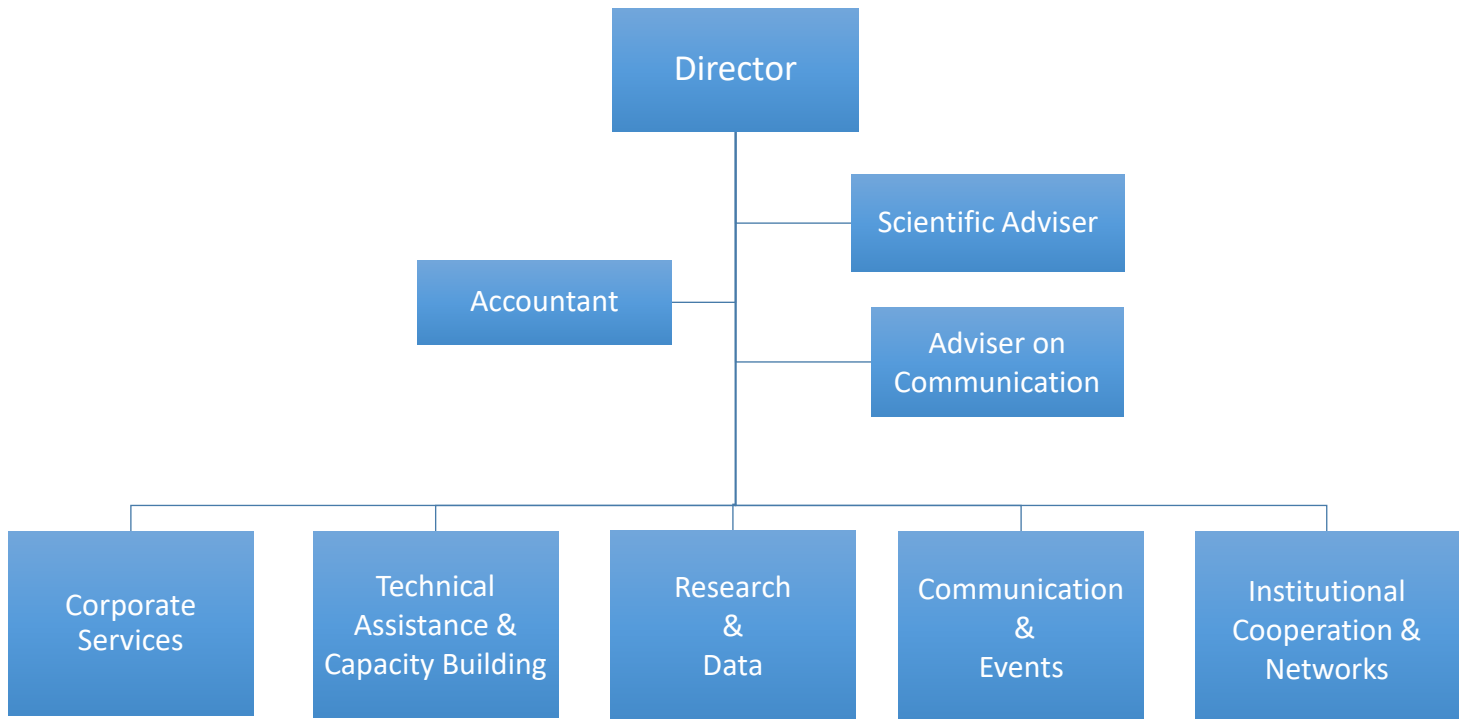
B.1 – Programme level cooperation under the EEA and Norway Grant Financial Mechanism 2014-2021

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 214,286 (3rd priority)
 Budget line: B04000 - Cooperation with the Financial Mechanism Office
 Subject matter of the contracts envisaged: research
 Type of contract: direct contract
 Type of procurement: service
 Indicative number of contracts envisaged: 1
 Indicative timeframe for launching the procurement procedure: 1st quarter of the year

ANNEX XI Organizational Chart

Organisational structure:

The structure of the Agency at 16.10.2018 is composed of the Director, Scientific Adviser, Adviser on Communication and five units as shown below:



ANNEX XII Support Activities

CORPORATE SERVICES

Accounting

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
Prepare and keep the 2019 annual accounts of the FRA, in line with the financial regulation and the Commission's accounting rules. Maintain and validate the accounting systems.	Completion of the draft and final 2018 accounts while respecting the deadlines mentioned in the Financial Regulation. -	<ul style="list-style-type: none"> - Number of observations from the ECA/IAS in the year. - Number of qualifications in the audit reports. - Deadlines relating to the delivery of the provisional and final accounts mentioned in the Financial Regulation respected during the year. 	No observations from the ECA/IAS. Clean audit report of the 2018 annual accounts i.e. no qualifications. All deadlines respected. -	No observations from the ECA/IAS. Clean audit report of the 2018 annual accounts i.e. no qualifications. All deadlines respected. -
Execute payment instructions correctly within 3 working days of being signed by the Authorising Officers) while maintaining sufficient cash to pay debts as they fall due.	- All payments executed correctly within 3 working days of being signed by the Authorising Officers.	<ul style="list-style-type: none"> - Number of payments delayed due to cash flow problems in the year. - Number of payments executed after 3 working days of signature by the Authorising Officer. 	No payments delayed due to cash flow problems. - No payments executed after 3 working days of signature by the Authorising Officer.	No payments delayed due to cash flow problems. - No payments executed after 3 working days of signature by the Authorising Officer.
Resources for the activity in 2019				
Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	1	0	0	1
Budget available	€17,000			

Information Communication Technology & Facilities

The ICT and Facilities (ICTF) sector is within the Corporate Services department and it provides the underlying ICT & Facilities infrastructure and services to the agency. It is responsible for the provision and management of the ICT infrastructure, datacentre, ICT applications and systems. It also covers facilities services that include building maintenance, security and reception services.

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
To ensure proper execution of Title II	- Timely execution of Title II commitments	- % of budgetary execution	>95% >80%	99% 80%

	(approx. 100 transactions) and payments (approx. 250 transactions)	- % of executed budget by Oct		
To ensure the maximum uptime of ICT systems during working hours	- Uninterrupted delivery of ICT systems excluding planned maintenance periods	% of ICT systems uptime	99,99 %	99,99%
To ensure timely responses on ICT & Facilities requests as foreseen in the related procedures	Timely delivery of ICT & Facilities services	% of requests to be delivered in accordance with the foreseen procedures timelines	97%	97%
To ensure all ICT change requests are authorised	- Delivery of ICT change requests	- % of authorised change requests	- 100%	- 100%
To decrease the environmental footprint of the agency	- Reduce energy and heating consumption	% reduction on energy and heating consumption	5% reduction	5% reduction
Resources for the activity in 2019				
Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	5	3	0	8
Budget available	€2,401.00			

Finance and Budget & Legal and Contracting

The Finance and Contracting sector provides service-oriented services, ensures sound financial management of the agency's resources (effectiveness, efficiency and economy of operations) as well as compliance with the applicable rules (legality and regularity). The sector produces reliable management reporting in order to facilitate the decision-making process. The Agency manages its resources following the ABM (Activity Based Management) approach. The presentation of the budget per activity takes into account all operational components under the same budget line. This allows having a clear picture on the use of resources per project. The Agency has also in place a time recording software where staff enter the actual number of hours worked per project. This resource allocation is consistent with the agency's priorities and pre-defined objectives, and ensures a common framework for planning, budgeting, monitoring and reporting.

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
To maintain high level of financial management services	- 700 budgetary commitments - 3,200 payments	- % of budgetary execution - % of outturn - % of delayed payments - Nr of ex-post exceptions registered - Fulfilment of recommendations given by IAS/ECA	- >95% - >95% - <10% - =< compared to previous year - >95%	- 100% - 99% - <5% - =< compared to previous year - 100%

To provide timely and reliable financial management reports	- Monthly execution reports	- Number of days between the end of the month and the publication of the report	- <15	- 7
Increase efficiencies and productivity in the financial circuits	- Paperless workflows	- Time required for the completion of each financial workflows	- Reduced by 10%	- Initially reduced by 5%
Mission management	- Timely process of mission claims - Effective management of the travel agency contract	- % of missions execution - Timely management of the travel agency	- >80% of the mission claims and invoices from the travel agency are paid within the 30 days deadline	- 90% of the mission claims and invoices from the travel agency are paid within the 30 days deadline

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
To provide legal and regular procurement procedures	- 20 tendering procedures - 660 contracts	- Nr of failed procedures - Nr of complaints from unsuccessful economic operators - Nr of complaints after the General Court, presented by bidders and/or contractors - Amount of damages payed	- <5% - <5% - <1 - <€5,000	- <2% - <2% - 0 - €0
Increase efficiencies and productivity in the procurement circuit	- Enhance of local systems for the management of tenders and contracts	- Time required for the completion of each procurement procedure	- Reduced by 10%	- Reduced by 10%
Resources for the activity in 2019				
Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	5	3	-	8
Budget available	€400.00			

Quality Management

The Quality Sector coordinates the implementation of the FRA Quality Management System and ensures its continual improvement. In this context the main responsibilities are: Risk management, process design, liaison with the Internal Audit Service, compliance checks and continuous monitoring on the implementation of the internal controls and the necessary corrective and preventive actions.

Description of the activity in 2019
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Objectives	Outputs	Indicators	Targets	Expected results
Full coverage and consolidation of the Quality documentation (policies, procedures) and the appropriate description of lean administrative and operational processes, continual revision and update for effectiveness	Process description in the appropriate procedures and continual update for effectiveness.	Number of procedures revised and time for quality review.	Quality revision within 2 weeks	< 2 weeks
Revision of quality management measures at project level (research) after restructuring.	Quality checks at project level (on demand).	Execution of quality checks and issuance of improvement recommendations.	100% of requested interventions performed within the agreed time line.	100%
Adoption and introduction of the new internal control framework, check for compliance. Assessment of full compliance with ISO 9001 Standards.	Gap analysis	Assessment of compliance estimate (%)	90% compliance with the new ICS framework. 90% compliance with ISO.	90% 90%
Annual risk management and effective preventive measures	Annual risk assessment exercise and adoption of the risk register.	Number of agreed preventive actions and follow up.	Risk assessment and issuance of the register completed by April and 80% of preventive actions undertaken within the agreed deadline.	April 2019 75 %
Extension of ex post controls methodology and introduction of internal quality checks at process level	Adoption of a compliance check plan for internal processes and implementation.	Level of implementation of the plan.	80% plan implemented.	80%
Liaise with external auditing bodies for the follow up of corrective and preventive actions, preparation of Audits	Prompt action on raised recommendations.	Level of implementation of the plan.	90 % actions taken on the recommendations by the agreed deadline.	90%
Resources for the activity in 2019				

Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	1	1	0	2
Budget available	0			

Planning sector

The main aim of the sector is to set up and manage the agency's planning through the design and implementation of strategic and operational programming processes and tools as well as by effectively monitoring and evaluating FRA objectives and activities in accordance with EU standards as well as based on stakeholders' needs - to enhance agency's performance, accountability and learning. The activities of the sector are directly linked to FRA Strategic priorities

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
To strengthen all Planning processes and integrate tools by timely drafting and delivering the relevant key documents	- Programming documents 2019-2021 - Programmatic note 2020	- No. of FRA programming documents submitted to the MB	- PD 2019-2021 is adopted by Dec. 2018 - Programmatic note 2020 is drafted by May 2018	- Programming documents timely are approved by MB and submitted to EC
	- Framework of key Performance indicators	- No. of indicators simplified/introduced	- Framework of indicators is updated by Dec. 2019	- Performance based management at FRA is strengthened
	- Ex-ante evaluations reports	- No. of evaluation reports produced according to the evaluation plan 2019	- 2 Evaluation reports	- Results from evaluations feed into the planning process
	- Ex-post evaluations reports	- No. of evaluation report produced according to the evaluation plan	- 1 evaluation reports	- Results from the evaluations are summarised in the CAAR 2018
To strengthen the project management of FRA projects and activities	- Intervention logic of FRA projects and activities	- No. of logframes elaborated	- All new projects in 2019 are provided with the relevant logframe	- All FRA projects are based on a consolidated logical framework incl. objectives, outputs etc,
To ensure FRA stakeholders are constantly involved and consulted within the PMER cycle	- Stakeholder consultations on relevant planning documents	- No. consultation undertaken - Response rate of FRA stakeholders	- 1 consultation on AWP 2021 -	- Stakeholder inputs are taken into account during the entire PMER cycle
To enhance the Reporting tools of the Agency and ensuring their timely delivery	- Consolidated Annual Activity Report 2018	- No. of Consolidated annual activity report	- 1 CAAR	- CAAR is timely prepared and adopted by the MB in May 2019
	- Performance Monitoring reports	- No. performance monitoring reports regarding FRA areas of work	- 3 Performance reports	- To quarterly provide the Management with Strategy and AWP monitoring reports
Resources for the activity in 2019				

Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	1	-	-	-
Budget available	N/A			

Human Resources

The aim is to provide high quality and modern human resources and legal services, and to create and sustain a pleasant and appreciative working environment.

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
Deliver top class HR services	Fulfilment of the establishment plan and the non-statutory positions	-Average statutory staff occupancy rate -Rate of recruitment procedures launched/successfully completed	- 95%	- >90%
	Implementation of the 2019 L&D plan and yearly evaluation report	- % of completion of the L&D plan - Evaluation results	- >90%	- >80%
	2019 appraisals and 2019 reclassifications of statutory staff	- Implementation and monitoring of appraisal and reclassifications	- Two appraisals and two reclassifications exercises (one for each category of statutory staff)	- 100% of launching and closing the exercises
	Handling of staff requests including complaints and litigations	- Smooth handling of staff requests in compliance with the rules set out in the Staff Regulations and its implementing provisions - Smooth handling of complaints and litigations within the statutory deadlines	Smooth and timely handling of cases while at the same time in compliance with the regulatory requirements	Smooth and timely handling of cases while at the same time in compliance with the regulatory requirements
	Optimisation of HR IT systems	- Optimisation rate	- Smooth running of HR IT systems - Implementation of 2019 SYSPER plan	- Smooth running of HR IT systems -Implementation of 2019 SYSPER plan
	Follow-up of the wellbeing survey 2017	% of implementation of 2018 activities	>90% annual plan implemented	- 80%
Developing and monitoring HR policies including social dialogue	- Number of HR policies developed/revised	- % of adoption of policies - Average time consumed - Nr of consultations - Nr of meetings	-Consultations within the statutory deadlines	-Smooth and timely adoption of policies

	- Number of meetings ensuring social dialogue		- Accomplishment of all meetings scheduled	- Communication to staff
Management of budget title I in collaboration with administration	- Monitoring and execution of 2019 budget title I - Drafting 2020 budget title I	- % of budgetary execution - % of completion of draft 2020 budget title I	>100%	- 95%
Implementation of the Equality and Diversity Strategic Action plan 2016-2020	- Prioritisation of 2019 activities	- % of implementation of the annual plan	>90% annual plan implemented	- 80%
Running the internships and study visitors programmes	- Smooth running of programmes in compliance with the regulatory framework	- Average occupancy rate	- 90%	- 90%
Resources for the activity in 2019				
Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	1	2	0	3
Budget available	N/A			

Director and advisers

Please find the key performance indicators (KPI) and targets for the director in Annex VIII on page 126.

The Director’s Office supports the Director in day-to-day administration, in representing the Agency externally, and in ensuring that the agency’s overall objective and related tasks, set out in the founding Regulation, are achieved efficiently and effectively and in accordance with the multi-annual strategic priorities defined by the Management Board of the agency.

The advisers support the director in his tasks by providing expertise on issues concerning research – data collection and analysis - and communication. In this context, they participate in internal and external meetings and events.

Description of the activity in 2019				
Objectives	Outputs	Indicators	Targets	Expected results
- Enhancing relevance and impact of FRA evidence and advice on fundamental rights at the national and local level	- Fiches - Briefings - Notes - Evaluation reports - Country Specific Information - Events - Dialogue	- Delivery of Timely and accurate information - Meetings arranged with the key interlocutors that develop and influence policy responses and action - Delivery of Up to date and relevant information that speaks to the issue and the responsibilities of the interlocutors	- Representatives of national administrations - Representatives of human rights structures - Civil society - Local government	- Incorporation of fundamental rights considerations in future policy responses and action - Access for the Agency to government controlled facilities or locations - Increase and broadening of Agency’s contacts - Agreement with key interlocutors on

				<p>follow up activities and action</p> <ul style="list-style-type: none"> - Incorporation of fundamental rights considerations in training and education modules
<ul style="list-style-type: none"> - Informing EU and national authorities on fundamental rights risks in priority areas 	<ul style="list-style-type: none"> - Briefings - Notes - Country Specific information - Dialogue 	<ul style="list-style-type: none"> - Delivery of Timely and accurate information - Meetings arranged with the key interlocutors that develop and influence policy responses and action - Delivery of Up to date and relevant information that speaks to the issue and the responsibilities of the interlocutors 	<ul style="list-style-type: none"> - Representatives of national administrations - European Commission Representatives - EU Agencies 	<ul style="list-style-type: none"> - Incorporation of fundamental rights considerations in future policy responses and action - Access for the Agency to government controlled facilities or locations - Incorporation of fundamental rights considerations in training and education modules
<ul style="list-style-type: none"> - Raising systematically awareness of the need to respect, protect, promote and fulfil fundamental rights in the EU 	<ul style="list-style-type: none"> - Fiches - Briefings - Notes - Country specific information - Events - Dialogue 	<ul style="list-style-type: none"> - Delivery of Timely and accurate information - Meetings arranged with the key interlocutors that develop and influence policy responses and action - Delivery of Up to date and relevant information that speaks to the issue and the responsibilities of the interlocutors 	<ul style="list-style-type: none"> - Representatives of national administrations - European Commission Representatives - Representatives of human rights structures - Civil Society - Local government 	<ul style="list-style-type: none"> - Incorporation of fundamental rights considerations in future policy responses and action - Incorporation of fundamental rights considerations in training and education modules
<ul style="list-style-type: none"> - Creating a safe and inclusive space for dialogue with key and new actors to respond to pressing human rights challenges and shape critical agendas 	<ul style="list-style-type: none"> - Events - Briefings - Dialogue 	<ul style="list-style-type: none"> - Meetings arranged with the key human rights actors under threat 	<ul style="list-style-type: none"> - Civil society - European Commission Representatives 	<ul style="list-style-type: none"> - Activities and events to support threatened human rights actors
<ul style="list-style-type: none"> - Support effective functioning of the Management Board 	<ul style="list-style-type: none"> - 2 MB meetings - Decisions of the MB 	<ul style="list-style-type: none"> - Number of MB decisions - Number of participants in each meeting 	<ul style="list-style-type: none"> - 95 % of the decisions adopted – - Quorum (2/3 of all members) in order to take MB decisions 	<ul style="list-style-type: none"> - 100 % of the decisions adopted - 95 % of all members
<ul style="list-style-type: none"> - Support effective functioning of the Executive Body 	<ul style="list-style-type: none"> - 4 EB meetings - Decisions of the Executive Board - Proposals submitted to the MB 	<ul style="list-style-type: none"> - Number of EB decisions - Number of proposals accepted by the MB - Number of participants in each meeting 	<ul style="list-style-type: none"> - 95 % of the decisions adopted - 95 % of the proposals accepted - Quorum (3 members) in order to take EB decisions 	<ul style="list-style-type: none"> - 100 % of the decisions adopted - 100 % of the proposals accepted - 95 % of all members

- Support effective functioning of the Scientific Committee	- 4 SC meetings - Opinions of the Scientific Committee	- Number of reports reviewed - Number of participants in each meeting	- 95 % of the reports reviewed - Quorum 2/3 of all members) in order to adopt the SC opinions)	- 100 % of the reports reviewed - 95 % of all members
Resources for the activity in 2019				
Human resources	Temporary agents	Contract agents	Seconded National Experts	Total
	6	1	0	7
Budget available	N/A			