



EUROPEAN COMMISSION  
Service for Foreign Policy Instruments

# **Service for Foreign Policy Instruments**

## **2013**

# **Management Plan**

**[June 2013 update]**



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# Service for Foreign Policy Instruments 2013 MANAGEMENT PLAN

## 1. Mission statement

The mission of the Service for Foreign Policy Instruments (FPI) is to support the attainment of the objectives of the EU foreign and security policy as defined in Article 21 of the Treaty on European Union, in particular as regards peace and conflict prevention, and to project the EU's interests and image in the world. For that purpose FPI is responsible, under the authority of the High Representative of the Union for Foreign Affairs and Security Policy in his/her capacity as Vice-President of the Commission, for the operational and financial management of the budgets for Common Foreign and Security Policy (CFSP), Instrument for Stability (IfS), Industrialised Countries Instrument (ICI)<sup>1</sup>, Election Observation Missions (EOMs) and press and public diplomacy (PPD). In addition, it is also responsible for the implementation of Foreign Policy Regulatory Instruments (such as "Sanctions", the Kimberley Process on conflict diamonds, and the "Anti-Torture" Regulation).

The Service is directly attached to the High Representative/Vice-President and works closely with the European External Action Service and with the Commission's Directorates-General, notably Development Cooperation Office, Enlargement, Trade and ECHO.

## 2. This year's challenges

In 2012 the global instability, as measured by the number of conflicts (encompassing disputes, non-violent crises, violent crises, limited wars, and wars), remained high with 396 conflicts worldwide (a slight increase compared to 387 in 2011) including 18 wars, 25 limited wars, and 165 violent conflicts. The outlook for 2013 remains gloomy as reflected by the persistent Syrian conflict and will remain a challenging year to reverse the deteriorating security situation in various parts of the world. New and ambitious operations are expected to develop under the CFSP operations, such as the mission in Libya to support the authorities to enhance the security of their borders. Under the IfS operations, the focus will continue to help prevent conflict, respond to emerging or actual crises and to build the capacity of a wide range of global peace-building actors. Altogether, these operations represent 90% of the EUR 720 million Budget to manage this year: the efficient management of CFSP and IfS operations will remain the overarching objective. Other important challenges are to consolidate democracy through the deployment of Election Observations Missions and to underpin EU policies with the Foreign Policy Regulatory Instruments, especially the Sanctions, which form an important part of the EU toolbox to defend our values. Lastly, the preparation for the implementation of the 2014-2020 Financial Framework will intensify with the final legislative negotiations of the respective financial instruments.

Finally, FPI faces the on-going challenges of its actions being implemented in volatile and difficult environments with high security issues, typically in fragile states and in countries with a limited choice of implementing partners. In other words, the interventions take place in political contexts

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<sup>1</sup> Countries listed in Annex 1 of Council Regulation (EC) 1934/2006 establishing a financing instrument for cooperation with industrialised and other high-income countries and territories

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where there is a reputational risk for the European Union due to the nature of the work undertaken, not to mention the reputational risk of EU non-action.

In that context, the overarching challenges for 2013 will be three folds:

1. Ensuring a sound financial management of EUR 720 million operational budget (commitments) with shrinking human resources and challenging environments and context.
2. Coping with the growing work and legal challenges under the Foreign Policy Regulatory Instruments.
3. Ensuring the successful conclusion of the inter-institutional negotiations and preparing implementation of the new financial instruments 2014-2020, where FPI is in the lead for the Partnership instrument and the Instrument for Stability, as well as new rules for CFSP management and Election Observation Missions.

### **1. Common Foreign Security Policy (CFSP)**

As the Commission's service responsible for managing the budget of the Common Foreign and Security Policy (CFSP), the main challenge is to ensure sound financial management in accordance with the Financial Regulation of a growing budget subject to specific provisions under the Treaty of European Union (chapter 2) where operations are decided by the Council through ad hoc Decisions with a short duration (between 12 and 24 months).

For that purpose, FPI works in close cooperation with the EEAS and represents the Commission in the Foreign Relations Counselors Working Group (RELEX Counselors) and in the Committee for the Civilian aspects of Crisis Management (CIVCOM) to ensure that the presentation of budgetary and financial aspects of CFSP operations are in line with the Treaties and the Financial Regulation. These operations cover CSDP Civilian Crisis Management Operations, EU Special Representatives, and projects in the area of non-proliferation and disarmament.

The general challenge is to ensure that the EU can continue to provide support for the preservation of stability in Kosovo, Afghanistan, the Middle East, South Caucasus and Africa through the ongoing substantial civilian CSDP missions, while continuing the financial implementation of recently deployed operations in Africa and the financial management of preparatory missions in view of the deployment of new CSDP missions. In that context, a new substantial EUBAM Libya has been launched by mid-year (Council Decision 2013/233/CFSP of 22 May 2013 on the European Union Integrated Border Management Assistance Mission in Libya). These CSDP missions represent around 85% of the CFSP budget. FPI supports also the implementation of these operations through framework contracts for the procurement of essential equipment and services. Close cooperation with the civilian crisis management structures in the European External Action Service is always necessary.

A particular challenge is to put in place a new legal framework for the financial management of CFSP missions, requiring cooperation of the Council and the EEAS, following the adoption in June 2012 of a Communication by the Commission on the financial rules for the CFSP missions. In parallel, with the agreement of the HR/VP and in cooperation with the EEAS, the FPI is working on

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options for a possible shared-service centre to pool the expertise related to the support to the CSDP operations.

Another important challenge for 2013 will be, building on the efforts undertaken in the second semester of 2012, to continue to close the old contracts for the CFSP operations and to put in place an improved project monitoring system.

### **2. Instrument for Stability (IfS)**

The core challenge of FPI in regard to the financial implementation of the Instrument for Stability's "crisis response and preparedness" component is to be able to react to international crises at short notice while ensuring longer term view through the prevention of violent conflicts and through peace-building capacities and activities. Operating in hostile environments is a further challenge for the IfS implementation.

For that purpose, it is essential to build a strong partnership with the EEAS and the Commission services, both at headquarters and in EU Delegations in regard to the planning and definition of crisis response actions. Although this requires intensive coordination with the EEAS, DEVCO, ECHO and the EU Delegations, this collaborative approach is also the opportunity to reinforce the role of the EU through synergies in crisis response efforts. In that respect, taking forward the thrust of the EU comprehensive approach to crisis response will be a key challenge for the FPI in 2013 (FPI is part of the EEAS-Commission drafting group for the planned 2013 Joint Communication on this subject).

FPI also needs to ensure with the EEAS that clarity is provided on relevant thematic priorities and policy leads within the EEAS, not least as this is necessary for FPI to take forward work on IfS crisis preparedness into Action Programmes, but also in the context of the preparation by EEAS of the programming part under the future new instrument 2014-2020.

In the context of the EEAS mid-term review foreseen for 2013, it will be critical for FPI to engage closely with this process in order to ensure the Service can maintain and build on good working practices and coordination with EEAS services on the preparation of the 2013 IfS crisis response and preparedness measures.

Besides its core implementing activities, FPI is in the lead for the negotiations with the Council and European Parliament in defending the Commission proposal for the renewed legal basis for the Instrument for Stability (in preparation for the 2014-2020 Financial Framework). The proposal builds upon the current Regulation to reflect the experience to date of the Instrument as well as the changed policy context in which it now operates. This essentially entails a change to the current scope and objectives as well as corresponding financial implications.

### **3. Foreign Policy Regulatory Instruments: Restrictive Measures (CFSP-related Sanctions), Kimberley Process and Anti-Torture**

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Commission competence and tasks in relation to restrictive measures ('Sanctions'), the 'Kimberley Process' (KP) certification scheme for rough diamonds, and trade restrictions concerning goods that could be used for capital punishment torture or other ill treatment ('Anti-Torture Regulation') are managed within FPI. In particular, FPI prepares the relevant legislation, represents the Commission in discussions on the proposals for regulations in the Foreign Relations Counselors Working Party (RELEX Counselors) and other relevant Council groups, and prepares the Commission line for COREPER and Council. FPI also represents the Commission at EP Committees where appropriate, and supervises implementation of these regulations in the EU. The FPI needs to continue addressing the challenge of preparing legislation and ensuring effective implementation of the restrictive measures in a rapidly changing environment where sanctions play a significant role in the political response to certain crises. A key judgment of the Court of Justice on restrictive measures is due in 2013. The decision in the Kadi II case, which concerns respect for fundamental rights and Member States' obligations under the UN Charter, will impact on the EU Al Qaida sanctions regulation (Regulation (EC) No 881/2002), but very possibly also affect the wider handling of list-based restrictive measures by the EU. The Commission will need to be in a position to react and manage the follow-up to the judgment.

Moreover, FPI, on behalf of the Commission, represents the EU internationally in the Kimberley Process, where the EU is confronted with many ongoing and demanding challenges, notably to follow up on implementation and compliance matters regarding the Kimberley Process Certification Scheme (KPCS), - particularly in the EU's capacity as Chair of the KP Working Group on Monitoring - and to contribute to the review of the KP under the lead of the rotating KP Chair, which in 2013 will be South Africa.

Finally, FPI is responsible for the Commission of the review of the "Anti-Torture" Regulation. The objective is to complete that review this year and present a proposal for amendment of that Regulation (N°1236/2005 of 27 June 2005 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment). The review was initiated in response to calls from the European Parliament (Resolution of June 2010), Amnesty International and other human rights NGOs.

Managing these instruments represents a disproportionate challenge to the FPI given the current size of the staff team and expert resources involved, not least as this work also requires close and intensive co-ordination with other Commission services and the EEAS. However, it is essential for FPI to continue coping with the legal challenges and administrative burden that the restrictive measures entail in reason of their high political profile for the EU.

#### **4. Strengthening relations with our key industrialised partners**

The ICI is the main vehicle for cooperation with industrialised countries. It will continue to focus on the priority areas identified in the Multiannual Programme 2011-13, i.e. business cooperation, people-to-people links and public diplomacy including cooperation in the field of education.

Throughout 2013, FPI will continue to lead on the negotiations of the new Partnership Instrument (PI) proposal with the Council and the European Parliament in the context of the legislative

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procedure, and, in parallel, on the necessary practical preparations for implementing this new instrument as from 2014.

The proposed new Partnership Instrument is the main innovative instrument in the Multiannual Financial Framework Heading 4 package for 2014-2020 with global reach and the vocation to address with strategic partners global challenges such as climate change and energy security and to support the external-dimension of EU policies. (e.g. competitiveness, research and innovation).

### **5. EU Election Observation Missions (EOMs)**

The overall objectives of EOMs in 2013 will be to strengthen democratization, good governance and conflict prevention. It will also help to reduce the possibility of fraud, manipulation, intimidation, and other disruptions of genuine elections which could undermine the electoral and democratic process by the way of an improvement of the legal framework and conduct of future elections, as well as public confidence in the democratic institutions. The programme will also focus on informing the European institutions on the conduct of elections in selected third countries.

Main risks and challenges are changes in political conditions leading to modifications in the election timing/planning and in EU priorities for election observation; the 2013 electoral calendar includes some post-conflict countries which adds a serious risk in terms of security.

Following a reservation in the Annual Activity Report 2012 concerning potential legality/regularity issues and risks arising from EOMs, possible improvements of the current system may be considered in consultation with the central services of the Commission.

### **6. Information and communication**

In 2013, the Information and Communication sector will work closely with the Strategic Communication Division, in supporting EEAS' external communication and public diplomacy priorities.

In comparison to last year, and in addition to the main core of activities of the sector (i.e. allocation of info and communication to delegations; maintenance and technical development of EEAS website and delegations websites; production of communication material for EU Summits with third countries), the sector will also oversee the production of audiovisual material for the EEAS.

## **3. General objectives**

Under the Lisbon Treaty, the European Union has committed to pursue objectives for its external action as set out in Article 21 of the TEU. The Service for Foreign Policy Instruments (FPI) is responsible for managing the operational budget in support of policy objectives closely linked to the strategic interests and security of the European Union, in close cooperation with the European External Action Service and the High Representative/Vice President. Security objectives are to be

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seen against a wider picture of global instability where many countries are affected by conflicts and repeated cycles of political and criminal violence with spillover effects to other more stable areas, including the EU, through all kinds of trafficking, refugee flows, and organized crime. Chiefly, the EU has also acknowledged that there cannot be sustainable development without peace and security. The post-Lisbon institutional setup allows for closer coordination and cooperation at EU level to prevent conflict, build peace and strengthen international security. CFSP operations and Instrument for Stability actions, along with regulatory instruments, contribute to that objective although they have to be placed under the Comprehensive Approach developed by the EU as "front level" instruments in this area and contributing to a common objective combined with all relevant external policy instruments and tools. Through its extensive network of Delegations in the world (141 Delegations), the EU is in a unique position to monitor global instability and pool diplomatic skills with other tools and instruments to steer conflict resolution and prevention and public diplomacy.

The operations managed by the FPI are to support the following general objectives:

1. Contribute to the implementation of the Treaty on European Union (Article 21 (2) (c) which seeks to preserve peace, prevent conflicts and strengthen international security, in accordance with the purposes and principles of the United Nations Charter, with the principles of the Helsinki Final Act and with the aims of the Charter of Paris.
2. To contribute to the advancement of EU interests through increased cooperation and dialogue with main industrialised and high-income partners in the following main areas: business and trade, people-to-people links including cooperation in the field of education, and public diplomacy.
3. Consolidate and promote democracy, the rule of law, human rights and the principles of international law through support to democratic electoral processes.

**GENERAL OBJECTIVE 1 : Contribute to the implementation of the Lisbon Treaty (Article 21 (2) (c) which seeks to preserve peace, prevent conflicts and strengthen international security, in accordance with the purposes and principles of the United Nations Charter, with the principles of the Helsinki Final Act and with the aims of the Charter of Paris.**

**Instruments: CFSP and Instrument for Stability.**

Impact indicators	Target (long-term)	Milestones (if any)	Current situation (n-1)
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**GENERAL OBJECTIVE 1 : Contribute to the implementation of the Lisbon Treaty (Article 21 (2) (c) which seeks to preserve peace, prevent conflicts and strengthen international security, in accordance with the purposes and principles of the United Nations Charter, with the principles of the Helsinki Final Act and with the aims of the Charter of Paris.**  
**Instruments: CFSP and Instrument for Stability.**

Impact indicators	Target (long-term)	Milestones (if any)	Current situation (n-1)
<p><b>Number and intensity of conflicts worldwide:</b></p> <ul style="list-style-type: none"> <li>• wars (level 5)</li> <li>• limited wars (level 4)</li> <li>• violent crises (level 3)</li> <li>• non-violent crises (level 2)</li> <li>• disputes (level 1)</li> </ul> <p>Source: Conflict Barometer, <a href="http://hiik.de/en/index.htm">http://hiik.de/en/index.htm</a></p>	<p><b>Contribute to stabilization or decrease in the number and/or intensity of conflicts worldwide.</b></p>	<p><b>Decrease in the Intensity of the conflicts where the main CFSP and IfS operations intervene.</b></p>	<p><b>2012: 396 of which:</b></p> <ul style="list-style-type: none"> <li>• 18 wars</li> <li>• 25 limited wars</li> <li>• 165 violent crisis</li> <li>• 83 non-violent crises</li> <li>• 105 disputes</li> </ul>

**GENERAL OBJECTIVE 2 : To contribute to the advancement of EU interests through increased cooperation and dialogue with main industrialised and high-income partners in the following main areas: business and trade, people-to-people links including cooperation in the field of education, and public diplomacy.**

Impact indicators	Target (long-term)	Milestones (if any)	Current situation (n-1)
<p><b>1) Improvement of market access through specific business cooperation programmes.</b></p>	<p><b>280 European companies attending the Gateway programme to Japan and Korea. Equip European executives with the linguistic and business skills necessary to export/invest to Japan/Korea.</b></p>		<p><b>- 254 European companies attending the Gateway programme to Japan and Korea in 2011.</b></p> <p><b>- 38 fellowships attending the ETP</b></p>

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**GENERAL OBJECTIVE 2 : To contribute to the advancement of EU interests through increased cooperation and dialogue with main industrialised and high-income partners in the following main areas: business and trade, people-to-people links including cooperation in the field of education, and public diplomacy.**

Impact indicators	Target (long-term)	Milestones (if any)	Current situation (n-1)
<p>2) Enhanced cooperation and dialogue with the industrialized countries and high income territories.</p>	<p>Enhanced cooperation through programmes for academic exchanges and joint degrees between the EU and main industrialised/high-income partners.</p> <p>Generation of joint recommendations on enhancing EU cooperation in particular fields with partner countries.</p>		<p>for Japan and 12 for Korea.</p> <ul style="list-style-type: none"> <li>- 35 EU Centres of Excellence active.</li> <li>- 10 think tank projects on research and public debate selected in the US.</li> <li>- 8 Bilateral higher education projects.</li> <li>- Erasmus Mundus partnerships on-going.</li> <li>- Successful implementation of the EU-GCC Clean Energy Network project.</li> <li>- EU-US civil society dialogues active in 4 areas (consumer policy, environment, public health and macro-economic).</li> </ul>

**GENERAL OBJECTIVE 3 : Support to the democratic cycle through support to electoral processes - Election Observation Missions.**

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Impact indicators	Target (long-term)	Milestones (if any)	Current situation (n-1)
<p><b>Number of EU electoral missions deployed (Election Observation Missions, Election Assessment Team missions, Election Expert Missions, Pre-Election Expert Missions, and Post-Election Expert Missions).</b> Defined by: EU and each monitoring mission</p>	<p>Transparent and democratic election processes organised by institutions enjoying the public confidence through strengthening of the overall democratic cycles in third countries by means of deploying 25 missions per year by 2020.</p>	<p>23 missions in 2017</p>	<p>16 missions: average for 2010-2012.</p> <ul style="list-style-type: none"> <li>• 7 EOMs,</li> <li>• 2 EATs;</li> <li>• 6 EEMs;</li> <li>• 1 Follow-up mission (previously called Post-Election Expert Missions)</li> </ul> <p>carried out providing detailed assessment on accordance of the electoral process with international standards as well as recommendations for further electoral and other reforms.</p>

## 4. Specific objectives for operational activities

### 19 03: Common foreign and security policy (CFSP)

The EU's Common Foreign and Security Policy (CFSP) is intended to safeguard the **common values of the Union**, to strengthen its **security** in all ways, to **preserve peace** and strengthen international security, to promote international cooperation and to develop **democracy and the rule of law**, respect for **human rights and fundamental freedoms**.

The Member States shall support the Union's external and security policy actively and shall work together to enhance and develop their mutual political solidarity. While the policy is predominantly **defined by the Council**, the Commission participates in the work undertaken in both CFSP and the Common Security and Defence Policy (CSDP) in developing the relevant policies. The Commission enhances the EU's capacity to handle major crises and to support peace-building activities by assisting the Council, in cooperation with the EEAS, in the **identification and design of EU crisis management missions** ensuring that operations are efficient, effective and value for money and by **managing the CFSP budget**. CSDP missions have positive impact on the security of the EU through their support for peace-building activities in those places.

The Commission must ensure close **coordination between the CFSP and the other Union policies**. The Commission therefore contributes actively to ensuring that other policies and programmes complement CFSP actions and assist the CFSP in meeting its objectives. Kosovo continues to be an example where complementary action is necessary in order to achieve a sustainable implementation of Kosovo's future status; Afghanistan is another example. In addition, a range of different actions in areas like security sector reform (SSR), disarmament, demobilisation and reintegration of former combatants and support to the strategy of non-proliferation also contribute to the objectives of CFSP/CSDP.

SPECIFIC OBJECTIVE 1	Support to preservation of stability in Kosovo, Southern Caucasus, Afghanistan, Middle East and Africa through substantial CSDP missions	
Result indicators	Latest known result	Target (result)
Stabilisation of situation and increase of security in Kosovo	EU Rule of Law mission - EULEX Kosovo, is established with a maximum of 2090 staff. The mission's mandate has been extended until June 2014. The mission has an executive mandate and is active in the areas of law enforcement, customs, judges and	Civil law and order in Kosovo maintained. Improvement of rule of law and support to Kosovo authorities through mentoring, monitoring and advising activities.  Decrease in the intensity of the conflict from level 3 (violent crisis) to

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	<p>prosecutors.  <a href="http://www.eulex-kosovo.eu/">http://www.eulex-kosovo.eu/</a></p> <p>Intensity of the conflict at level 3 (violent crisis). Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p>	level 2 (non-violent crisis).
Improvement of security situation in Afghanistan	<p>Police Mission EUPOL in Afghanistan with about 350 international and 220 local staff in the field. Slightly improved civilian policing capacities and improved police-judiciary coordination, <a href="http://www.eupol-afg.eu/index.php">http://www.eupol-afg.eu/index.php</a></p> <p>Intensity of the conflict at level 5 (war). Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p>	<p>Police and law enforcement capacities further improved.</p> <p>Decrease in the intensity of the conflict from level 5 (war) to level 4 (limited war) or 3 (violent crisis).</p>
<p>Increased security situation in:</p> <ul style="list-style-type: none"> <li>- Congo and,</li> <li>- Palestine</li> </ul>	<ul style="list-style-type: none"> <li>- Two missions in Congo EUPOL Congo and EUSEC Congo whose main objectives are support to police and support to security sector.</li> </ul> <p>Intensity of the conflict at level 4 (limited war). Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p> <ul style="list-style-type: none"> <li>- Two missions in Palestine in place (support to border monitoring and police). Border Monitoring mission has been suspended due to closure of Gaza strip.</li> </ul> <p>Average conflict intensity: 2,6.  Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p>	<ul style="list-style-type: none"> <li>- Restructuring of Congolese Police advanced. Interaction between police and criminal justice system improved. Human resources management, logistics and training of Armed Forces improved.</li> </ul> <p>Decrease in the intensity of the conflict from level 4 (limited war).</p> <ul style="list-style-type: none"> <li>- The capacity building of Palestinian police advanced, the criminal justice sector's set up and functioning is progressing and furthermore EUPOL COPPS works steadily on the improved interaction between both sectors. EUBAM Rafah changed into stand-by mode until there is an agreement to reopen the border crossing.</li> </ul> <p>Decrease in the intensity of the conflict from current level 2.6.</p>
Stabilisation following the 2008 war between Georgia and	Georgia mission continues to be fully operational with about 270 international and over 120 local staff.	Stability through respect of the cease-fire agreement between the Russian Federation and Georgia.

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<p>Russian Federation over South Ossetia and Abkhazia</p>	<p><a href="http://www.eumm.eu">http://www.eumm.eu</a></p> <p>Intensity of the conflict at level 3 (violent crisis). Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p>	<p>Decrease in the intensity of the conflict from level 3 (violent crisis) to level 2 (non-violent crisis).</p>
<p>Improved security situation with regard to piracy in the Western Indian Ocean and improved security in countries of East and West Africa.</p>	<p>3 new CSDP missions have been launched: EUCAP Nestor in July 2012, (Horn of Africa) .EUCAP Sahel Niger CSDP mission has been launched in August 2012. It has trained above 700 Niger security forces personnel, on increasing operational response and coordination between the security actors, scientific police, intelligence handling. The mission has also largely contributed to improving coordination of international security projects in Niger. EUAVSEC was launched on 1 September 2012 and the mission is still in setting up and recruitment phase.</p> <p>EUTM launched in Mali end of 2012/2013</p>	<p>The CSDP Mission, EUCAP Nestor has been launched in July 2012 for the following: training and capacity building of National Coast Guard in targeted countries, training local police and justice staff in Somalia in the area of maritime law and piracy. First results are expected for the first half of 2013.</p> <p>EUCAP Sahel Niger aims at building-up the capacities of Niger authorities to fight terrorism and organised crime.</p> <p>EUAVSEC is set up to achieve security capacity (border control, aviation security and law enforcement) at the International Airport of Juba.</p>
<p>To strengthen the rule of law and human rights in Iraq.</p>	<p>EUJUST LEX-Iraq is now successfully deployed in Iraq since the spring of 2011. Despite a challenging security environment, delivery can be considered satisfactory with projects involving all branches of the Iraqi criminal justice system ongoing.</p> <p>Intensity of the conflict at level 5 (war). Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p>	<p>Improve security by underpinning the system of rule of law.</p> <p>Decrease in the intensity of the conflict from level 5.</p>
<p>Libyan capacity and strategy for</p>	<p>Further to the preparatory missions launched in 2012 and 2013, the</p>	<p>Improvement of security in Libya through the support of Libyan</p>

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enhancing the security of their borders is set-up.	Council Decision 2013/233/CFSP on the European Union Integrated Border Management Assistance Mission in Libya (EUBAM Libya) has been adopted on 22 May 2013.	authorities to develop capacity and strategy for enhancing the security of their borders. When operating at full capacity, the EUBAM Libya mission will have just over 100 international staff.
<b>Main policy outputs for 2013</b>		
Contribute to the improvement of the stability in the Western Balkans, South Caucasus, Afghanistan, the Middle East, Africa and the Western Indian Ocean by providing financing and support to substantial civilian CSDP missions and to the appointed EUSRs for these regions and for human rights and democracy.		
<b>Main expenditure-related outputs</b>		
EU Rule of Law mission in Kosovo (EULEX Kosovo)		
EU Special Representative for Kosovo		
EU monitoring mission in Georgia		
EU Special Representative for the crisis in Georgia and the South Caucasus		
EUPOL (EU Police Mission) Afghanistan		
EU Special Representative for Afghanistan		
EUSEC Congo		
EUPOL DR Congo		
EU Special Representative for the African Union		
CSDP mission EUBAM (European Union Border Assistance Mission) Rafah		
EU Police Mission for the Palestine Territories (EUPOL COPPS)		
EU Special Representative for the Middle East Peace Process (MEPP)		
CSDP mission EUJUST LEX Iraq		
EU Special Representative for Bosnia and Herzegovina		
CFSP Regional Maritime Capacity Building Mission in the Horn of Africa (EUCAP NESTOR)		
EU CSDP Mission in Niger (EUCAP Sahel Niger)		

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EU Aviation Security Mission in South Sudan (EUAVSEC South Sudan)
EU Special Representative for the Horn of Africa
EU Special Representative for Central Asia
EU Special Representative for the Southern Mediterranean
EU Special Representative for Sudan and the Republic of South Sudan
EU Special representative for Sahel
EUSR for Human Rights
Integrated Border Management Assistance Mission in Libya (EUBAM Libya)

<b>SPECIFIC OBJECTIVE 2</b>	<b>Support to the implementation of the Pillar 2 strategy on:</b> - non-proliferation of weapons of mass destruction in order to increase security in this area (WMD); - combating illicit accumulation and trafficking of Small Arms and Light Weapons (SALW).	
<b>Result indicators</b>	<b>Latest known result</b>	<b>Target (result)</b>
Number of countries having ratified the treaties of:  - Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO monitoring report).  - UN Resolution 1540: Number of countries having signed.  - Progress in other monitoring reports will be followed: Chemical	- CTBTO: number of countries having ratified: 159 <a href="http://www.ctbto.org/the-treaty/status-of-signature-and-ratification">http://www.ctbto.org/the-treaty/status-of-signature-and-ratification</a>  - UN Resolution 1540: number of countries having signed: 120 <a href="http://www.un.org/en/sc/1540/">http://www.un.org/en/sc/1540/</a>	Long-term target:  - CTBTO: number of countries having ratified: 165  - UN Resolution 1540: number of countries having signed: 125  - Nuclear security in selected countries strengthened, BTWC membership increased and implementation enhanced in selected regions universality of the Chemical Weapons Convention promoted. Launching of a Nuclear Fuel Bank located in Kazakhstan project driven by IAEA.  Promotion of the HCoC (Hague Code



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<p>Weapons Convention (CWC), Biological convention, Ottawa Convention, Global Threat Reduction Initiative (GTRI), Non-Proliferation Treaty, Biological and Toxin Weapons Convention (BTWC), Hague Code of Conduct, Out space activities, Wassemar arrangement, Comprehensive Test Ban Treaty (CTBT) with the aim of having an increased number of signatories of those Treaties and better preparation of the countries to implement the clauses of the treaties.</p>	<p>- 13 projects mainly implemented by international organizations related to nuclear, biological, chemical and missiles activities: International Atomic Energy Agency (IAEA), Commission of the Comprehensive Test-Ban Treaty Organization (CTBTO), Organization for the prohibition of Chemical Weapons (OPCW), World Health Organization (WHO)</p>	<p>of Conduct) related to missiles test.</p> <p>Support of a process leading to the establishment of a zone free of nuclear weapons and all other weapons of mass destruction in the Middle East.</p> <p>Promotion of the EU proposal for an International Code of Conduct on Outer Space activities.</p> <p>The main objective is to cover the full program "new lines for action by EU in combating the proliferation of WMD and their delivery systems" updated during the French presidency</p>
<p>Increased security through contributions to the fight against the illicit trade and excessive accumulation of SALW and their ammunition.</p>	<p>7 projects implemented by international and regional organisations and entities, including UNODA, OSCE, UNPD, BAFA, GIZ, ISU, Saferworld.</p>	<p>Enhanced contribution to national, regional and international initiatives and universalization of multilateral instruments to fight the proliferation, illicit trade and excessive accumulation of SALW and their ammunition.</p> <p>Enhanced control of arms exports and implementation of the Cartagena Action Plan 2010-2014, adopted by the States Parties to the 1997 Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their destruction.</p>
<p><b>Main policy outputs for 2013</b></p>		
<p>Continuation of implementation of EU strategy on Weapons of Mass Destruction through Joint Actions in order to increase security in this area and to finance operations to combat the destabilising accumulation and trafficking of small arms and light weapons. This is implemented based on Council Decisions and through the award of financial contributions to international organizations (CTBTO, OPCW, WHO, IAEA) in the pursuit of the objectives of the EU strategy.</p>		

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Continuation of implementation of EU strategy to combat the illicit accumulation and trafficking of Small Arms and Light Weapons (SALW) and their ammunition in order to increase security in this area and to finance activities to fight SALW proliferation.
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<b>Main expenditure-related outputs</b>
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Council Decisions to support activities of third countries, regional and international organizations in the field of non-proliferation of WMD and SALW.
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### 19 04: European Instrument for Democracy and Human Rights (EIDHR)

Elections are an essential component of a functioning democracy. Support for genuine elections through **Election Observation Missions** (EOMs) and complementary activities can make a major contribution to peace and development.

In a limited number of cases, primarily due to security reasons, the decision may be not to deploy a fully-fledged Election Observation Mission but to deploy a smaller **Election Assessment Team** (EAT) mission with no or reduced visibility. When other, smaller, types of electoral assessment are required it may be decided to send an **Election Experts Mission** (EEM) instead of a fully-fledged EU EOM.

The final decision to deploy an EU EOM or, if it is determined that conditions for an EOM do not exist, an EEM, and the specifications of such a mission, are based on the information gathered by an Exploratory Mission (ExM) sent by the EU to the country concerned.

In certain complex situations, in particular at times of constitutional or legal upheaval, it is important to have information and updates in advance of the Exploratory Mission. This is a task for Pre-election Experts Missions sent by the EC at the country's request.

One of the outcomes of EOMs and EEMs is **a set of recommendations** to the authorities of the country, on how to improve the conduct of future elections. Post-election Experts Missions may be organized, to take stock of the way these recommendations have been dealt with, to facilitate the political dialogue with the country on democracy and human rights, and to help donors, in the context of the Paris Declaration, to support these improvements.

<b>SPECIFIC OBJECTIVE 1</b>	<b>To build confidence in and to enhance the reliability and transparency of democratic electoral processes through deployment of European Union Election Observation Missions (EOMs)</b>
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Result indicators	Latest known result	Target (result)
<p>1. Number of Election Follow-up Missions (formerly called post-election expert missions) deployed in countries after an Election Observation Mission to assess the implementation of recommendations.</p> <p>2. EU capacity to support and assess democratic and electoral processes expressed in:</p> <p>a) number of missions</p> <p>b) number of experts trained.</p>	<p>1. One follow-up mission</p> <p>2.</p> <p>a) 5 EOM, 1 EAT, 9 EEMs.</p> <p>b) Average of 130 experts and observers trained per year.</p>	<p>1. Around 2 or 3 follow-up missions to assess the implementation of EOMs' recommendations. Long-term target is 5 per year.</p> <p>2.</p> <p>a) Between 8 and 10 EOMs and EATs and 10 expert missions (EEMs). The exact number of missions deployed will depend on the political agenda defined by the HR/VP.</p> <p>b) 130 experts and observers trained. Long-term target is 160 experts and observers trained per year.</p>
<b>Main policy -related outputs</b>		
<p>1. Ensure multiannual programming of EU EOMs</p> <p>2. Safeguard the development of EU EOM policy including methodology</p> <p>3. Ensure inter-institutional relations (Member States and European Parliament)</p> <p>4. Enhance confidence building with information and visibility activities</p> <p>5. Contribute to the follow up of EU's EOMs recommendations (follow-up missions)</p> <p>6. Enhance liaison with other international organisations involved in election observation</p>		
<b>Main expenditure-related outputs</b>		
<p>The budgetary allocation allows for approx. 10 EOMs and EATs, and approx. 10 EEMs in the period covered by this decision (2013 and the first three months of</p>		

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2014).

### 19 05: Relations and cooperation with industrialised non-member countries

The main intent of the cooperation policy towards industrialised and high-income countries and territories<sup>2</sup> is to contribute to foster the European Union's relations with important political and **trading partners** who share similar values and play an active role in multilateral fora and in global governance. The overarching objectives of this policy are:

- To **advance EU interests** with major industrialised and high-income partners on (a) foreign policy, security and development issues, (b) economic integration, including promoting growth, trade, investment and jobs, and (c) global issues such as energy security and climate change.
- To advance networking and **awareness of the EU** through facilitation of people-to-people exchanges and of educational, scientific and academic contacts.

This strategy, underpinned by cooperation activities with 17 countries and territories covered by the Industrialised and high-income Countries Instrument (ICI), has an overall indicative budget of EUR 172 million over the 2007-2013 period. Specific actions are organized around three main priority areas:

- **Economic partnership and business cooperation:** Planned initiatives in areas of mutual interest will contribute to the strategic objective of improving the competitiveness of European companies and strengthening their presence in key markets. In particular, they should ease market access for European companies including Small and Medium-sized Enterprises. These EU programmes can reach a much wider pool of potential beneficiaries than national programmes available only in few Member States

- **People-to-people links:** The main goals are to enhance mutual understanding between cultures and to facilitate the exchange of knowledge. To this end, cooperation in the field of education and civil society dialogues will be encouraged. Initiatives at EU level are in line with the globalisation of higher education, and based on well-established programmes, such as Erasmus Mundus.

- **Public diplomacy and outreach:** The key objectives are to enhance the visibility of the EU as a whole, to promote better understanding of the European Union's actions and positions, and to influence positively perceptions about the EU in partner countries. This is necessary to complement national initiatives which typically focus on the bilateral relationship with individual Member States.

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<sup>2</sup> *Australia, Bahrain, Brunei, Canada, Chinese Taipei, Hong-Kong, Japan, Republic of Korea, Kuwait, Macao, New Zealand, Oman, Qatar, Saudi Arabia, Singapore, United Arab Emirates, United States*

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SPECIFIC OBJECTIVE 1	To strengthen the presence of European companies in key markets which are difficult to penetrate.	
Result indicators	Latest known result	Target (result)
<p>Improvement of market access through specific business facilitation and training programmes (Gateway, ETP)</p>	<p>For the period 2009-2012, a total of 34 missions in technology and design sectors to Japan and Korea (allowing nearly 1.000 EU companies to participate) have successfully been carried out.</p> <p>100% of the ETP graduates remain involved in EU-Japan/Korea business after 2 years of being graduated; 83.3% after 10 years after doing the ETP programme.</p> <p>Launching of the new Executive Training Programme after the completion of the award procedure in 2011. In the 1° cycle of ETP, 38 EU executives were selected for training in Japan and 15 were selected for training in South Korea.</p>	<p>Foster business cooperation in technological sectors with Japan and Korea through EU Gateway programme</p> <p>Equip European executives with the linguistic and business skills necessary to export/invest to Japan/Korea.</p> <p>Consolidating the New Executive Training Programme (ETP) in Japan and Korea and selecting in the 2° cycle 45 fellowships for training in Japan and 15 fellowships for training in South Korea.</p> <p>To launch business cooperation programmes with Hong Kong and Macao, with the GCC countries and explore new business avenues in South-East Asia.</p>
<b>Main expenditure-related outputs for 2013</b>		
<ul style="list-style-type: none"> <li>• The organisation of 7 Gateway events (5 in Japan, 2 in Korea) for about 300 European companies. The programme EU Gateway to Japan and Korea provides coaching services and organizes targeted trade fairs for European companies that want to develop their exports to these markets. It will focus on technological sectors (Environment, energy, healthcare and medical) plus European design in interior and fashion.</li> <li>• Consolidating the New Executive Training Programme (ETP) in Japan and Korea, a human resources development programme targeted at European managers who want to develop business with Japan and Korea. ETP will focus on its promotion and the recruitment and selection of 60 new participants (45 for Japan, 15 for Korea) in its second cycle.</li> </ul>		

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- In 2013, business cooperation programmes will be launched with Hong Kong and Macao, Taiwan, as well as the Gulf Cooperation Council countries. New business avenues will be explored in South-East Asia.
- In addition, a number of small-scale actions such as workshops, conferences and fora on issues of common interest as well as studies, evaluations and audits are envisaged to underpin the above mentioned programmes.

SPECIFIC OBJECTIVE 2	To enhance mutual understanding between cultures and to facilitate the exchange of knowledge.	
Result indicators	Latest known result	Target (result)
<p>Number of people-to-people exchanges, civil society dialogues and academic contacts vis-à-vis key industrialised and high-income partners.</p>	<p>Successful call for proposals for regional Erasmus Mundus partnerships (4 projects selected in 2012)</p> <p>8 Bilateral higher education projects selected in 2011 (following call for proposal in 2010): 3 EU-RoK, 5 EU-Australia and 2 bilateral higher education projects were selected in 2012: 1 EU-RoK and 1 EU-Australia.</p> <p>28 bilateral projects were selected over the period 2007-2010: 14 with Australia, 9 with South Korea, 4 with Japan and 1 with New Zealand. These projects have so far involved around 180 institutions and supported the mobility of approximately 1 000 students and 500 faculty staff members.</p>	<p>Enhanced cooperation through new programmes for academic exchanges through bilateral cooperation projects (Japan, Korea, Australia &amp; New Zealand) and development of further Erasmus Mundus partnerships To enhance the quality of European higher education and promote understanding between peoples.</p>
<b>Main expenditure-related outputs for 2013</b>		
<ul style="list-style-type: none"> <li>• Selection of regional Erasmus Mundus partnerships in Japan, the Republic of Korea, Australia and New Zealand as well as in newly industrialised Asian countries and</li> </ul>		

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territories.

- Selection of bilateral education projects with Japan, Korea and Australia and New Zealand (joint mobility programmes, joint and double degrees)
- Policy dialogue in the field of education

<b>SPECIFIC OBJECTIVE 3</b>	<b>To enhance the visibility of the EU as a whole, to promote a better understanding of EU's actions and positions, and to exert a positive influence on how the EU is perceived in partner countries.</b>	
<b>Result indicators</b>	<b>Latest known result</b>	<b>Target (result)</b>
<p>Degree of visibility and understanding of the EU (as well as of its policies, objectives and culture) with key stake-holders, decision-makers and opinion-shapers in industrialised partner countries.</p>	<p>Successful implementation of academic and outreach activities by EU Centres: 10 in USA, 1 in Hong Kong and 1 in Macao</p> <p>In 2012 launch of a Call for proposals for the strengthening the Network of EU centres in 5 countries and territories: Lot 1 EU Centres of Excellence in Canada, Lot 2 EU Institutes in Japan, Lot 3 EU Centres in South Korea, Lot 4 EU Centre in Taiwan and Lot 5 EU Centre in Singapore.</p> <p>In 2012, Launch of a civil society dialogues call for proposal for cooperation with the US targeting 3 areas of cooperation: environment, security and consumers.</p> <p>Implementation of 3 public diplomacy and outreach projects based on the EU-GCC Joint Action Programme (JAP) in the GCC countries as well as successful continuation of the</p>	<p>Successful implementation of academic and outreach activities by 10 EU Centres in the following countries: Canada, Japan, Korea Taiwan and Singapore: 3 in Canada, 2 in the Republic of Korea, 3 in Japan, 1 in Singapore and 1 in Taiwan</p> <p>Launch of a call for proposals for three EU Centres in Australia and one in New Zealand. Launch of a call for proposals supplementing the network in Canada (1 or 2 additional Centres) and in Korea.</p> <p>Start of two civil society dialogues projects with the US in areas of environment and security. Launch of a call for the consumer part of the civil society dialogues with the US.</p> <p>Developing public diplomacy and outreach activities in the US through policy research</p>

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	EU-GCC clean Energy Network.	and debate.  Increasing the dialogue with and between stakeholders in areas of strategic importance for cooperation with the partner country concerned.
<b>Main expenditure-related outputs for 2013</b>		
<ul style="list-style-type: none"> <li>• Strengthening the EU Centres network in Australia (three), New Zealand (one) as well as Canada, and the Republic of Korea's networks.</li> <li>• Selection of a number of projects to promote throughout the United States "policy, research and debate" on issues of common interest.</li> <li>• Several small-scale actions such as workshops, conferences and forum on issues of common interest as well as studies, evaluations and audits to underpin the above mentioned programmes.</li> </ul>		

### 19 06: Crisis response and global threats to security

#### *Instrument for Stability (short term crisis response component)*

The Instrument for Stability aims to address security and political challenges, to respond immediately to crisis situations in third countries world-wide and to address global and regional challenges with a security or stability dimension.

It comprises short-term and long-term programmes. The **short term crisis response** part (managed by FPI) is designed to assist in restoring conditions for renewal of development activities in locations affected by crisis. This part of the Instrument is non-programmable, allowing a rapid mobilisation of resources to respond to a given situation. It often complements CFSP/CSDP and/or humanitarian aid interventions.

In addition, longer-term programmes in the context of the IfS **Peace-building Partnership** are managed by the FPI. These programmable actions aim at enhancing capacities for conflict prevention, crisis preparedness and peace-building, working in cooperation with international and regional partners as well as civil society organisations. Other long-term IfS components are managed by DG DEVCO. The ultimate objective of the longer-term IfS actions is to increase partner



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countries capacities to deal with challenges and security threats by equipping them with policies and know-how through transfer of EU best practices.

In addition, the High Representative for Foreign Affairs and Security Policy and the Commission make joint proposals for legislation on restrictive measures (sanctions) pursuant to Article 215 of the Treaty on the Functioning of the EU and the Commission implements the relevant parts of Council Regulations on restrictive measures. FPI also represents the Commission in the Kimberley Process on behalf of the EU and implements the KP certification scheme which seeks to prevent that revenue from the diamond trade fuels armed conflicts. FPI is also completing the review of the anti-torture regulation to make it a better tool to help prevent torture and ill-treatment in fragile countries.

<b>SPECIFIC OBJECTIVE 1</b>	<b>More effective EU capacities and actions to prevent and respond to conflict, crises and to help build peace</b>	
<b>Result indicators</b>	<b>Latest known result</b>	<b>Target (result)</b>
<p>1) Percentage of projects adopted within 3 months of a crisis context (date of presentation to PSC).</p> <p>2) Number and intensity of conflicts worldwide Conflict Barometer, <a href="http://hiik.de/en/index.html">http://hiik.de/en/index.html</a></p>	<p>1) 2011: 57%</p> <p>2) 2012: 396 conflicts of which:</p> <ul style="list-style-type: none"> <li>• 18 wars</li> <li>• 25 limited wars</li> <li>• 165 violent crisis</li> <li>• 83 non-violent crises</li> <li>• 105 disputes</li> </ul>	<p>1) 2017: 65% 2020: 70%</p> <p>2) Contribute to stabilization or decrease in the number and/or intensity of conflicts worldwide.</p>
<p>- Contribute in close cooperation with the EEAS to more effective EU capacities to manage and resolve conflict situations and help build peace.</p>	<p>In 2012 the IfS launched 40 actions for a total of €195.8 million under the short-term crisis response programme of the IfS. The actions have a wide geographic and thematic scope.</p> <p>Election support was an evident theme across various regions, with IfS projects launched in Guinea Bissau, Togo, Burkina Faso, Zimbabwe, Madagascar, Kenya, Pakistan and Haiti in 2012.</p> <p>The IfS was also quick to ensure on-going interventions across the Middle East and North Africa (MENA) region, with</p>	<p>Swift mobilization of resources to implement projects for conflict prevention and crisis response where other financial instruments are not available or where a comprehensive response is required.</p> <p>Whilst it is not possible to predict in which regions actions will be</p>

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	<p>assistance towards efforts to respond to the on-going unrest in Syria and provide support to affected populations.</p> <p>Other main areas of intervention include projects across Libya to provide assistance in developing national capacity to respond to crisis situation, towards the protection of vulnerable groups and in the clearance of unexploded ordnance.</p> <p>In Asia the IfS launched projects in Myanmar/Burma promoting reform, local peace processes and resettlement through support for demining actions.</p> <p>Continuing IfS interventions include assistance to disaster preparedness in Haiti and support to a peaceful settlement of the conflict in Nagorno-Karabakh.</p>	<p>launched, the High Representative and the Commission will attempt to ensure a geographical balance between regions.</p>
<p>Strengthened capacity of EU and beneficiaries of EU assistance to prevent conflicts, address pre and post conflict situations and to build peace (expressed in the number of processes and entities with strengthened capacity attributable to IfS investment).</p>	<p>2011: 952 Process and entities financed to strengthen capacities</p> <p>Completed the remaining contracting of projects under the 2011 AAP.</p> <p>2012-2013 Strategy Paper and the Multi-Annual Indicative Programme (under EEAS responsibility) adopted.</p> <p>The 2012 Annual Action Programme (under FPI responsibility) was adopted in March (€22 million).</p> <p>Component 1 – Improving the Capacity of Non-State Actors: An €8.5 million financial envelope allocated to 7 EU Delegations to launch local calls for proposals for peace-building (Brazil, El Salvador, Nicaragua, Haiti, the Democratic Republic of Congo, India &amp; Kyrgyzstan).</p> <p>Component 2 – Promoting Early Warning Capabilities:</p> <p>Global call for proposals for early warning with non-state actors (€5 million)</p>	<p>2017: 1200 process and entities</p> <p>2020: 1500 process and entities</p> <p>To mobilise and consolidate civilian expertise for peace-building, in non-state actors, international and regional organisations and relevant Member States agencies</p> <p>To initiate concrete actions with key UN partners on conflict prevention and mediation</p> <p>To continue expanding the number of EU Delegations which are launching calls for proposals on IfS peace-building actions.</p>

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	<p>Capacity-building activities for regional and sub-regional partnering organisations in the field of crisis response and early-warning (€3 million).</p> <p>Component 3 – Climate Change, Natural Resources and International Security: Launch of a project on climate change and security in Eastern Europe and South Caucuses (€1.5 million)</p> <p>Promotion of Artisanal Diamond mining project launched (Property Rights and Artisanal Diamond Development – PRADD - €1 million).</p> <p>Component 4 – Reinforced Cooperation on Building Pre- and Post-Crisis Capacity with EU Member States:</p> <p>Renewal of the Training of Civilian Experts for crisis management and stabilisation missions (ENTRI) – for deployment to international crisis management type missions (€3 million).</p>	
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### Main policy outputs

The core output for FPI is to ensure that swift, effective, efficient and value for money operations are undertaken in pursuit of the above objectives. Under the political steer of the HRVP, specific outputs will be:

- Contribution to developing and delivering timely, **solid and accountable EU responses to crises in third countries at all the stages of the conflict cycle**, in close collaboration with the EEAS and its geographic desks and with EU Delegations; effective coordination with other EU actors /instruments and with international actors.
- Timely adoption under the crisis preparedness component (of the IfS) **of the Annual Action Programme (AAP) 2013, in close co-operation with the EEAS** and Commission services.
- Timely adoption of the Commission's Annual Report on the Instrument for Stability, accompanied by a Commission staff working document, which reports on each of the IfS measures.
- Preparation of legislation, and delivery of support for its implementation, contributing to the effective mobilisation of foreign policy regulatory instruments such as restrictive measures (CFSP related sanctions), the Anti-torture Regulation and the Regulation on the Kimberley Process certification scheme, in close collaboration with the EEAS (see below).

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- Effective engagement with and contribution to the timely adoption by the European Parliament and European Council of the new IfS legal basis for the 2014-2020 Financial Framework.

### Main expenditure-related outputs

- Achievement of the aim of a near **100% year-end rate on IfS commitments and payments**, which implies a timely and effective adoption and launch of actions in situations of crisis or emerging crisis (IfS Article 3) and for the Peace-building Partnership Annual Action Programme 2012 (IfS Article 4,3).
- The **timely development, delivery and closure of projects**, under both the crisis response and crisis preparedness components of the IfS that are managed at Headquarters (as distinct from projects which are sub-delegated for management by EU Delegations).
- The full implementation **of the IfS administrative budget line** for the support of operational and financial management.
- The establishment of a pilot monitoring/evaluation programme for assessing the effectiveness of IfS measures that build on the lessons-learned from the 2012 Results Oriented Monitoring (ROM).
- Delivery of the annual Instrument for Stability Training Week, incorporating lessons-learned from the event held in June 2012.

### **Foreign policy regulatory instruments**

Within FPI.2, a dedicated team is responsible for foreign policy regulatory instruments which contribute also to the first general objective (but do not involve operational budgets). FPI prepares joint proposals for Council Regulations on **restrictive measures (sanctions)** pursuant to Article 215 of the Treaty on the Functioning of the EU (TFEU) and monitors implementation of such measures. FPI also represents the Commission in the **Kimberley Process (KP)** on behalf of the EU and implements the KP certification scheme on **conflict diamonds** which seeks to prevent revenue from illegal diamond trade fuelling armed conflicts. Finally, FPI is completing the review of the anti-torture regulation to make it a better tool to help prevent torture and ill-treatment in fragile countries.

FPI's responsibilities for sanctions, anti-torture and Kimberley Process concern files that are technically complex and politically sensitive. It requires intensive qualified human resources to respond to the growing number of responsibilities and challenges in these fields.

**Kimberley Process:** FPI, on behalf of the Commission, continued to represent the EU in the Kimberley Process (KP). With the EU having taken an initiative in 2011 on resolving the impasse regarding the trade in Zimbabwe's Marange diamonds, 2012 saw the implementation of the

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Kinshasa Declaration. Furthermore, the EU, represented by the Commission, continued to chair the KP's Working Group on Monitoring (WGM, which is one of the most important as it deals with country compliance issues) and to play an active role in the other KP working groups including the Committee on KP Reform.

**CFSP Restrictive Measures/Sanctions:** Ensures the preparation and negotiation of the Proposals for Council Regulations and draft Commission Regulations on CFSP restrictive measures. Participates in the Council's Foreign Relations Counsellors working party (RELEX) (typically meeting twice a week), as well as special RELEX/Sanctions meetings with officials and experts throughout each semester.

FPI manages a database to assist the financial sector in identifying persons and organisations who are the object of EU sanctions. An essential upgrading is necessary due to new technology requirements, information flows and user needs of the various stakeholders so that the database can remain an effective tool for implementing financial sanctions. Further updating is also required to ensure compliance with the new EU Data Protection Regulation. Preparatory works for such updating have started in 2012 and will continue in 2013.

**Anti-Torture Regulation:** FPI will continue the preparation of the revision of the Regulation (EC) No 1236/2005 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment. In 2012, a group of experts was established to assist the Commission with its review. Technical and other information has been collected on equipment that could be used for the above-mentioned purposes and will be taken into account in formulating a proposal or, where applicable, a Commission Regulation amending the list of goods annexed to Regulation 1236/2005. The objective is to complete the legislative proposal by end-year.

### 19 11: Policy strategy and coordination for 'External relations' policy area

#### **Communication & information (budget line 19.11.02)**

In 2013, the Information and Communication sector will work closely with the Strategic Communication Division, in supporting EEAS' external communication and public diplomacy priorities.

The sector will focus on the following core activities:

- Key priority for the sector is the maintenance work, technical support and management of the EEAS website and most EU Delegations websites, including coordination work with our external contractor.
- Ensuring information and communication budget for the 121 Delegations enabling them to discharge themselves of their information and communication obligations.
- Continue the financing of Euronews in Farsi.

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- Continue the management of the EU Visitors Programme jointly run with the European Parliament.
- Provide information material for summits of the EU with third countries (joint Council-EEAS-Commission process).
- Production of audio-visual material for the EEAS.

SPECIFIC OBJECTIVE 1	Increase EU visibility in third countries	
Result indicators	Latest known result	Target (result)
Increased knowledge and understanding of the EU and its external action in third countries.	No world-wide opinion monitoring is available to provide data on the impact of these activities, while individual EU Delegations carry out assessments of their individual actions.	Increased understanding of the EU's role in working with strategic partners (US, Russia, Brazil, China, etc.)  Improved understanding of the EU in Iran;  Highlight added value of EU, Commission and EEAS
<b>Main policy outputs</b>		
Continued public diplomacy activities from the EU Delegations, supported by HQ (Press visits, visitors programmes and information products)		
<b>Main expenditure-related outputs</b>		
Information programmes developed and implemented with EU delegations in third countries and with international institutions		
Headquarters programmes concerning websites and Summit materials.		
Audio-visual outreach in Farsi and new audio-visual production will be limited to a minimum		
European Union Visitors Programme (EUVP)		

### 5. Objectives for horizontal activities

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### Activity 19.81 “Policy Strategy and Coordination/Administrative Support”

**Objective 1 “Implement the Commission planning and programming process so that the Service delivers its policy objectives contributing to the overall Commission strategy and budget in an effective, timed, efficient, coherent and accountable manner”**

Result indicator	Target
Timely delivery of the various contributions to the Strategic Planning and Programming Cycle	All documents within the deadline
% of units contributions to the SPP cycle that are coordinated at the level of the Service and formally approved by the Director	All units involved

**Objective 2 “Establish and maintain dialogue and cooperation channels with the other institutions, the Member States and other interinstitutional stakeholders, including the EEAS”, in all areas linked to the exercise of FPI responsibilities.**

Result indicator	Target
Questions/requests from institutions/bodies, including Parliamentary Questions, replied to within the deadline	100%
Adequate representation of the Service in all relevant meetings with other institutions, including in EP committees	100%

**Objective 3 “Plan, perform, monitor/verify and report on the spending of financial resources so that sound financial management and legality and regularity of expenditure is ensured throughout the activities of the Service”.**

Result indicator	Target
% of errors in ex ante verification of financial files	Less than 2%
Number of ex post controls launched and completed as planned in the year	100%

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Coverage for ex post controls (compared to payment appropriations for the previous year), per instrument	>10%
Residual error rate (based on the ex post controls carried out)	Less than 2%
% of budget execution (commitments) with respect to budget appropriations	>98%
% of budget execution (payments) with respect to budget appropriations	>99%
Execution rate of the global envelope	>90%
Amount of potentially abnormal RAL	Less than in 2012
Percentage of payment handled within contractual delay	>90%
Average delay to recover under payments	Less than in 2012
Number of open discharge recommendations addressed to the DG	None

**Objective 4 “Implement, maintain and report on an effective and reliable internal control system so that:**

- reasonable assurance can be given that resources assigned are used according to the principles of sound financial management (efficiency, effectiveness and economy);
- risk of errors in operations is minimized;
- the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions”.

Result indicator	Target
Staff ownership of the ICS and requirements, measured by means of a survey	>50% participation, >70% good knowledge of the IC framework
% of internal audit recommendations for which a follow up audit has been conducted, that are considered implemented according to the auditor	100%
Number of internal audit recommendations	None



## Service for Foreign Policy Instruments 2013 MANAGEMENT PLAN

overdue for more than 12 months	
Number of critical/very important recommendations overdue for more than six months	None
Number of reservations in the AAR	No reservation
Number of critical risks identified and % of critical risks reported in the Management Plan	100%
Degree of implementation of mitigating measures for critical risks	100%

**Objective 5 "Raise the awareness of staff concerning fraud prevention and detection during the preparation and implementation period of contract"**

Result indicator	Target
Evolution of number of files sent to OLAF for investigation	Decrease compared to 2012