



European
Commission

Management Plan 2021

Service for Foreign Policy Instruments

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List of acronyms

ABB: Activity Based Budgeting
AAP: Annual Action Programme
AFET: European Parliament - Committee on Foreign Affairs
AFS: Anti-Fraud Strategy
AOD: Authorising Officer by Delegation
AOSD: Authorising Officer by Sub-Delegation
AWP: Annual Work Programme
CAFS: Commission Anti-fraud Strategy
CBRN: Chemical, biological, radiological and nuclear
CBSD: Capacity Building for Security and Development
CEOS: Conditions of Employment for Other Servants of the European Union
CFSP: Common Foreign and Security Policy of the European Union
CIVCOM: Committee for Civilian Aspects of Crisis Management
CPC: Civilian Planning and Conduct Capability
CSDP: Civilian Common Security and Defence Policy
CSO: Civil Society Organisation
DAS: Statement of Assurance
DCI: Development Cooperation Instrument
DEVCO: DG for International cooperation and development (until 15 January 2021)
DG: Directorate General
DPO: Data Protection Officer
DRR: Disaster Risk Reduction marker (OECD DAC)
DUES: Dual Use Electronic System
EAC: DG for Education and Culture
EAT: Election Assistance Team
EC: European Commission
ECHO: DG for humanitarian aid and civil protection
EEAS: European External Action Service
EEM: Election Expert Mission
EFI: External Financing Instrument
EFM: Election Follow-up Mission
EIDHR: European Instrument for Democracy and Human Rights
ENER: DG for Energy
ENV: DG for the Environment
EOMs: Election Observation Missions
EP: European Parliament
EPC: Ex-post control
EPF: European Peace Facility
ETP: Equivalent Temps Plein
EU: European Union
EUAM: EU Advisory Mission
EUBAM: EU Border Advisory Mission

EUDEL: Delegation of the European Union
EUSR: European Union Special Representative
ExM: Exploratory Mission
FPI: Service for Foreign Policy Instruments
FR: Financial Regulation
FWC: Framework Contract
GROW: DG for Internal Market, Industry, Entrepreneurship and SMEs
HQ: Head Quarters
HR/VP: High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission for External Relations
ICI: Instrument for Cooperation with Industrialised Countries
IAS: Internal Audit Service
IcSP: Instrument contributing to Stability and Peace
IfS: Instrument for Stability
INTPA: DG International Partnerships (as of 16 January 2021, new name for DG DEVCO)
ISC: Inter Service Consultation
ISIL: Islamic State of Iraq and the Levant
KP: Kimberley Process
KPCS: Kimberley Process Certification Scheme
KPI: Key Performance Indicator
MAAP: Multi-Annual Action Programme
MEP: Member of the European Parliament
MFF: Multiannual Financial Framework
MSP: Mission Support Platform
MTR: Midterm Review (midterm evaluation of the External Financing Instruments)
NATO: North Atlantic Treaty Organization
NDICI: Neighbourhood, Development and International Cooperation Instrument
NEAR: DG for Neighbourhood and Enlargement Negotiations
NPD: non-proliferation and disarmament
ODA: Official Development Assistance
OECD-DAC: Development Assistance Committee of the Organisation for Economic Cooperation and Development
OLAF: Office européen de lutte antifraude
PI: Partnership Instrument
PRAG: Practical Guide to Contract Procedures for EU external actions
PSC: Political and Security Committee
RAL: Reste à Liquider
RELEX family: INTPA (formerly DEVCO), ECHO, FPI, NEAR, TRADE
RER: Residual Error Rate
RT: FPI Regional Teams
SLA: Service Level Agreement
SPF: Statement of Preliminary Findings
SSR: Security Sector Reform
SWD: Staff Working Document
TAIEX: Technical Assistance and Information Exchange

TEU: Treaty on European Union

TFEU: Treaty on the Functioning of the European Union

TRADE: DG for Trade

INTRODUCTION

The European Commission's Service for Foreign Policy Instruments (FPI) is responsible for the operational and financial management of budgets under the Foreign Policy Financial Instruments and for adopting and implementing EU Foreign Policy Regulatory Instruments.

The mission of the Service for Foreign Policy Instruments is to put EU foreign policy into action, fast and flexibly, in a policy-driven and integrated approach, with global, geographical and thematic scope, as part of a comprehensive geopolitical vision. FPI thereby supports achieving the objectives of the Common Foreign and Security Policy as defined in Article 21 of the Treaty on European Union, in particular as regards conflict prevention and peace, democracy and the rule of law, human dignity, and leveraging the EU's influence in the world. The Service plays a crucial role in the humanitarian-peace-development nexus, and acts as first responder to foreign policy needs and opportunities.

The purpose of this Management Plan is to define the main outputs which the Service will deliver in 2021 to realise the objectives set in the FPI Strategic Plan 2020-2024, contributing to President von der Leyen's objective of "A stronger Europe in the World".

In 2021, the Service will continue contracting and implementing remaining actions decided under the 2014-2020 Multiannual Financial Framework (MFF). This concerns actions under the Instrument contributing to Stability and Peace (IcSP), the Partnership Instrument (PI) and Election Observation Missions (EOMs). At the same time, FPI will also launch work on designing and managing actions, as per its mandate, under the relevant strands of the new Neighbourhood, Development and International Cooperation Instrument (NDICI)¹.

Furthermore, FPI will continue implementing the Common Foreign and Security Policy (CFSP) budget line under a renewed Council decision for the period 2021-2027.

In 2021, FPI is set to manage a total of EUR 892 million² under Heading 6 of the Multiannual Financial Framework (MFF) 2021-2027 (EUR 879 million in 2020). Conflict prevention and crisis response will remain the major share of FPI's action in the coming years.

¹ Proposal of 14 June 2018 for a Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument (COM (2018)460, Procedure 2018/0243/COD).

² Including EUR 871 million of operational: budget: and EUR 21 million of administrative budget.

Supporting the launch of the European Peace Facility³ (EPF) will be another challenge throughout 2021. The Service will be responsible for the financial implementation of Assistance Measures for this off-budget instrument. The expected expenditure in 2021 depends on the final list of actions foreseen. A provisional estimate would be EUR 143 million, rising sharply thereafter. There will also be significant resource implications relating to setting up this off-budget instrument at the beginning of 2021, progressively recruiting full staff capacity, and ensuring fully fledged implementation in the course of the year. The estimated additional administrative cost linked to the EPF during 2021 is EUR 10.4 million.

Further developing and implementing the EU's Regulatory Foreign Policy Instruments will remain a central and growing field of action. As part of this work, in addition to the existing Anti-Torture Coordination Group (ATCG) composed of Member State representatives, FPI will establish an informal group of experts to provide technical support to the Commission in exploring avenues to strengthen compliance and to make the Anti-Torture Regulation and its implementation more effective.

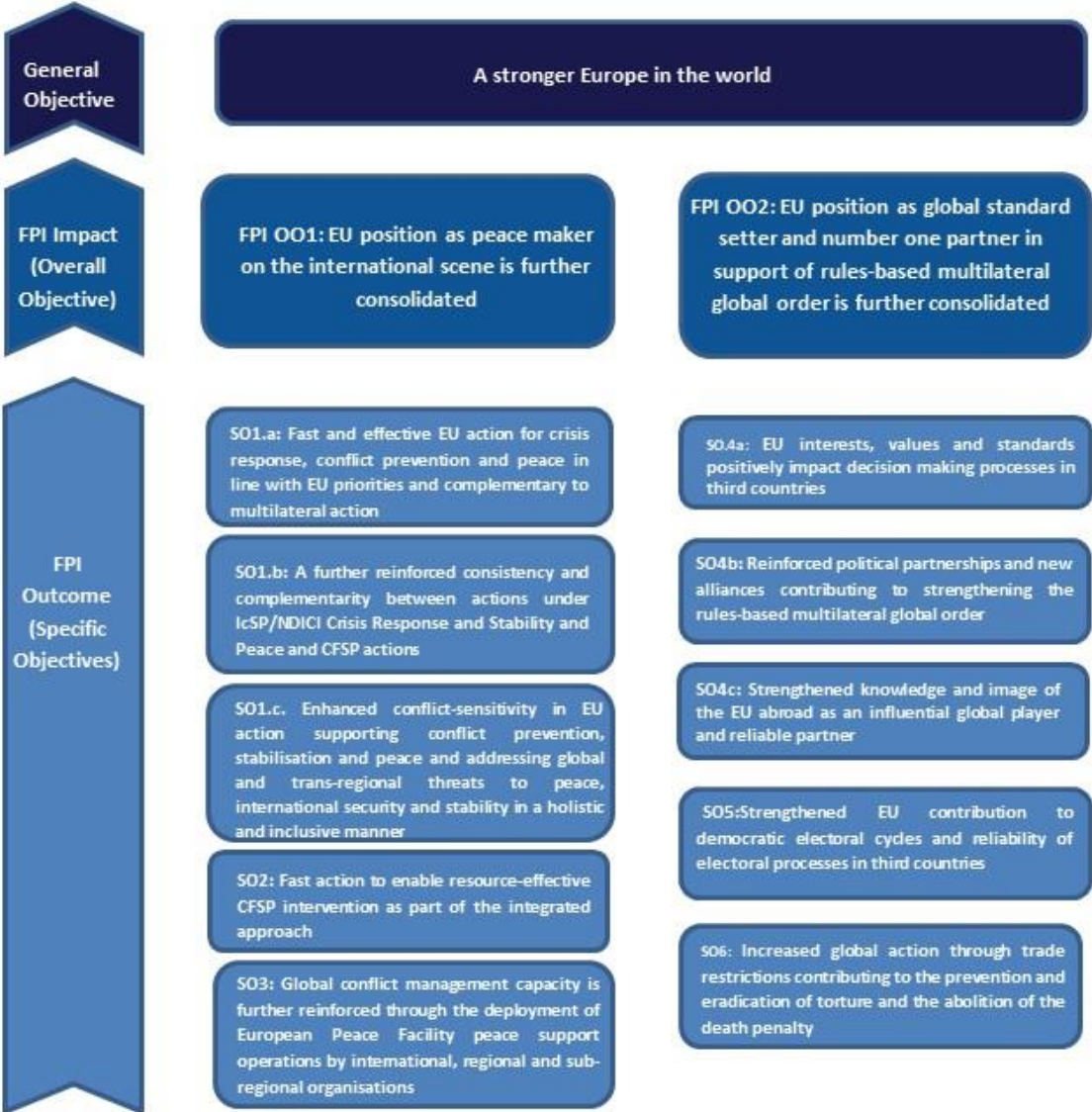
The Service will continue aiming to ensure consistently high standards and impact, even under the most difficult circumstances. A particular challenge for FPI in 2021 is to address the impact of the COVID-19 pandemic, make the most of opportunities arising from the recovery process, and further improve preparedness for possible similar future developments. The service will also continue contributing to the coordinated response to the pandemic under Team Europe.

Recruiting, developing, retaining and motivating competent and engaged staff, and ensuring diversity, also under the circumstances relating to COVID-19, will remain a major objective.

Ensuring the effective functioning of the Service's internal control system, preventing fraud, aligning its activities with the EU Data Protection Regulation and the Commission's Data Protection Action Plan, contributing to achieving the main objectives of the Commission's Digital Strategy, retaining and further developing the positive aspects of the digital working methods developed under the impact of the COVID-19 pandemic, and contributing to sound environmental management will remain key points of attention in 2021.

³ Proposal of 13 June 2018 of the High Representative of the Union for Foreign Affairs and Security Policy, with the support of the Commission, to the Council for a Council Decision establishing a European Peace Facility (2018/2237(INI)).

FPI Intervention logic



PART 1. Delivering on the Commission's priorities: main outputs for the year

A. Instrument contributing to Stability and Peace (IcSP)/NDICI Rapid Response Pillar/Peace, Stability and Conflict Prevention

As of 1 January, the IcSP will be succeeded by the new Neighbourhood, Development and International Cooperation Instrument ('NDICI'), notably through its Rapid Response Pillar (non-programmable actions) and the Peace, Stability and Conflict Prevention Thematic Programme (programmable actions).

The non-programmable actions are complemented by two strands of programmable actions: (1) conflict prevention, peacebuilding and crisis preparedness, and (2) addressing trans-regional and global threats. The latter includes supporting partner countries to mitigate risks from chemical, biological, radiological and nuclear (CBRN) materials and their criminal use. This part of the IcSP (Article 5), previously managed by DG DEVCO, was transferred to FPI as from January 2021. FPI will continue the management of actions aiming to counter global and trans-regional security threats, while preparing the ground for new actions under the NDICI. Furthermore, a number of programmable IcSP actions decided in 2020 will be contracted and implemented in 2021.

The Capacity Building for Security and Development (CBSD) activities that were part of IcSP have been integrated into the NDICI under the provision for 'capacity building assistance to military actors in support of development and security for development' (CBSDS).

During 2021, FPI, including its five regional teams (Bangkok, Beirut, Brasilia, Dakar, Nairobi) and the antenna offices involved (Bamako, Bogota, Islamabad, Kyiv, Kinshasa, Manila, Tunis, Vienna), will continue to maintain close cooperation with EU Delegations, the European External Action Service (EEAS) and relevant Commission services to identify timely and flexible responses to new and emerging crises throughout the year. Actions under the NDICI will continue to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution. The NDICI will be deployed to address crises worldwide, with particular attention paid to the EU's Eastern and Southern neighbourhood, the Sahel, the Horn of Africa, South Asia and Latin America. The NDICI will also be deployed to provide assistance for addressing global and trans-regional threats and emerging threats.

Specific objective 1.a: Fast and effective EU action for crisis response, conflict prevention and peace in line with EU priorities and complementary to multilateral action

Actions for this purpose help the EU to respond rapidly to emerging and active crises to build and sustain peace, stability and security, supporting conflict prevention and providing a first, timely and flexible response where other funding instruments cannot (yet) intervene. With a view to allowing the EU to respond quickly to (emerging) crises, a sizeable part of available funds are allocated to crisis response, which is non-programmable.

The core challenge for FPI during 2021 with regard to crisis response is to maintain the ability to react effectively to conflict or the threat of conflict at short notice, while ensuring a coherent perspective in relation to longer term approaches, and an effective transition from IcSP to NDICI. By its very nature, the IcSP and its successor strand under NDICI are called upon to operate in various crisis situations, including in hostile and war-affected environments. Thus the ability to constantly adapt planning and implementation to highly volatile operational contexts remains an inherent challenge. The IcSP swiftly mobilised in response to the outbreak of the COVID-19 pandemic since March 2020 and will remain engaged in responding to the impact of the crisis, with a particular focus on conflict-affected areas and populations as well as areas where the pandemic increases the risk of conflict.

To uphold the global rules-based multilateral order and work towards convergence of interests, it is of the essence to dedicate significant resources to strengthen the EU's strategic partnership with the United Nations and other international organisations and to demonstrate that these partnerships deliver concrete results that matter to the citizens of our Member States.

Longer term engagement serves to build capacities for conflict prevention, peace-building and crisis preparedness. In cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations, specific geographical and thematic contexts are addressed, such as, for example, the responsible sourcing of minerals, the role of women as mediators or the links between climate change and conflict.

Other long term engagement focuses on improving security in partner countries, in particular where geographical or traditional cooperation approaches cannot be used. Actions will continue to address situations of conflict and/or insecurity that affect the development of partner countries and very often impact the EU's own security.

The main outputs in 2021 will be twofold. Firstly the design and delivery of an effective response in a situation of new or emerging crisis, with swift mobilisation of resources to implement actions for short-term crisis response and conflict prevention, while ensuring coherence with other actions. Secondly, the launch of the new Annual Action Programme under the NDICI, and, under the IcSP, the sound implementation of the 2019-2020 Multi

Annual Action Programme and the effective implementation of the remaining actions under the 2016-2018 Annual Action Programmes.

The main challenge for the EU in the area of crisis response, conflict prevention, peace-building and crisis preparedness remains linked to its capacity to act and intervene quickly, in a relevant and efficient way.

The outputs for 2021 under the specific objective 1.a will be measured by the following indicators⁴ :

- Coordination of actions which increases the effectiveness of conflict prevention, crisis response and peace-building actions (indicator 1.a.4, page 33)
- Timely adoption of the Decision on the Annual Action Programme 2021 for the NDICI Peace, Stability and Conflict Prevention Thematic Programme (2021 budget) (indicator 1.a.5, page 33)
- Effective implementation of the Multiannual Action Programme (MAAP) 2019-2020 (indicator 1.a.6, page 33)
- Implementation of Action documents under AAPs 2016 – 2020 as planned (indicator 1.a.7, page 34).

All indicators above include also the actions on global and trans-regional threats transferred to FPI in January 2021.

Specific objective 1.b: A further reinforced consistency and complementarity between actions under IcSP/NDICI Crisis Response, Peace, Stability and Conflict Prevention and CFSP actions⁵

The credibility of the EU in this particular area is linked to its capacity to act and intervene quickly and in an efficient way, there where it is most needed, and in complementarity and synergy with other actions and actors, including under the CFSP.

During 2021, the design and planning of crisis response, conflict prevention and peacebuilding interventions will continue to be implemented in close partnership with EU

⁴ The indicators 1.a.1, 1.a.2 and 1.a.3 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.a during the period 2020-2024.

⁵ The indicator 1.b.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.b during the period 2020-2024.

Delegations, the European External Action Service, other Commission services and civilian Common Security and Defence Policy (CSDP) missions, thereby directly contributing to the integrated approach to conflicts, one of the main objectives of the Global Strategy for the EU's Foreign and Security Policy⁶.

Specific objective 1.c: Conflict-sensitive EU action supporting conflict prevention, stabilisation and peace in a holistic and inclusive manner⁷

During 2021 the composite indicator to measure the conflict-sensitivity of IcSP and NDICI actions developed in 2020 will be applied. Since there is evidence that more conflict-sensitive, inclusive and diverse peace-building and stabilisation efforts are more likely to result in sustainable peace, we have a higher chance of succeeding in our efforts if we ensure that our actions are designed with these characteristics in mind. Progress against the indicator will be measured once the design of the action is complete at the moment of contract signature. It is a composite indicator that should draw on the existing Gender Marker⁸ from the Gender Action Plan III, complementing this with age-sensitive and climate-related parameters reflecting links between climate change and instability and other elements of conflict-sensitivity. While the indicator cannot measure impact, it can measure the 'promise' of impact.

B. Common Foreign and Security Policy

Specific Objective 2: Fast action to enable resource-effective CFSP intervention as part of the integrated approach

The Common Foreign and Security Policy (CFSP) contributes to the objectives of preserving peace, preventing conflicts and strengthening international security laid out in Article 21 of the Treaty on European Union (TEU). It is a crucial instrument in delivering on the von der Leyen Commission's political priority of a "Stronger Europe in the world".

In order to further consolidate the **EU position as a peace maker on the international scene**, in 2021 FPI will continue work to deliver fast action to enable resource-effective

⁶ Shared Vision, Common Action: A Stronger Europe – A Global Strategy for European Union's Foreign and Security Policy, June 2016 – Section 3.3. Council Conclusions on the Integrated Approach to External Conflicts and Crises, adopted by the Foreign Affairs Council on 22 January 2018.

⁷ The indicators 1.c.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.c during the period 2020-2024.

⁸ OECD-DAC Gender Equality Policy Marker

CFSP intervention as part of an integrated approach to challenges influencing both the external and internal security of the Union.

In pursuing specific objective 2, the CFSP is coherent with and reinforces other internal and external initiatives that impact the security of the EU and its partners. As such, it strengthens the internal-external security nexus.

The success of the Union's CFSP depends on the ability to respond to changing circumstances as, when and where necessary. A key to this is having the necessary financial resources available. The CFSP budget supports civilian Missions, EU Special Representatives and non-proliferation and disarmament actions, as decided by the Council. FPI actively cooperates with the Council, the European Parliament, the EEAS and other Commission services to monitor and manage the utilisation and deployment of the CFSP budget. The monitoring of the implementation of the CFSP budget, inter alia through the close measuring of absorption rates of CFSP funding beneficiaries, notably CSDP Missions, will remain key in 2021 and will be further fine-tuned.

As observed by the Internal Audit Service of the Commission during a comprehensive audit on CFSP in 2019, the CFSP is implemented in sometimes difficult operational environments, with numerous geographically dispersed intermediaries, which are directly controlled by the Council and the EEAS and not by FPI itself. This generates challenges in terms of working arrangements for the performance of FPI's mission. Despite the fact that the EEAS is responsible for the programming, FPI will continue to work towards ensuring that these challenges can be addressed to the extent possible.

Civilian Common Security and Defence Policy (CSDP) Missions and European Union Special Representative (EUSR) mandates

The Council, upon proposal by the High Representative, establishes civilian CSDP Missions and appoints EU Special Representatives (EUSRs) to play an active role in efforts to consolidate peace, stability, the rule of law and to support security sector reform in troubled countries and regions as part of the Global Strategy. The Commission, through FPI, underpins these actions through adequate funding and provides expert assistance on financial management, budgetary planning and procurement so that Missions and EUSRs can fulfil their mandates. Altogether, this assistance contributes to increasing the responsiveness of CSDP. FPI will also be called upon to look into funding options for any new actions that the Council may decide in 2021 on the basis of the CFSP Budget Orientation Paper 2021-2022⁹. While the tasks of FPI in CFSP do not vary substantially from one year to another, the service will continue to consolidate its role in providing early cost estimates for CSDP operations, to properly assess the extent of the impact of these actions on the CFSP budget.

⁹ EEAS Working Document on CFSP Budget Orientations for 2021-2022 (doc 11663/20).

The FPI Mission Support Platform which was further reinforced at the end of 2020, will further enhance its support to CSDP Missions in 2021 in the areas of finance and procurement¹⁰. This includes strategic actions, such as the roll out of the Enterprise Resource Planning (ERP) system to the larger Missions (inter alia Georgia, Ukraine) and improving the existing ERP through the integration of procurement and contract management functionalities, the launch of additional/ and new framework contracts, the third update of the 'CSDP Vade-Mecum on Financial and Accounting Procedures for CSDP Missions' and the fourth update of "Procurement Rules for Common Foreign and Security Policy (CFSP) Operations" to address lessons learnt from the pandemic. FPI will also organise specific remote webinars dedicated to accounting, finance matters and procurement and perform field trainings, if conditions allow. In 2021, FPI will further work closely with the EEAS-CPCC to propose to the Council adjusted "Guidelines on allowances for seconded staff participating in EU civilian crisis management missions" to fine tune the provisions to the ongoing pandemic.

As part of the Lessons Learnt Task Force created by the EEAS to formulate recommendations drawing on the impact of COVID-19 on civilian CSDP, FPI will continue its share of work in its areas of competence, by contributing to the EEAS Implementation Plan.

In addition, FPI contributes to the implementation of the Joint Action Plan on the Civilian CSDP Compact. The second Annual Review Conference on 23 November 2020 took stock of progress, both at national level and at EU level and defined priorities ("waypoints") for implementing the Civilian CSDP Compact in 2021¹¹.

FPI will continue in 2021 to accompany EUBAM Libya on its path towards pillar-compliance. The Mission in the Central African Republic still needs to undergo a pillar-assessment. In addition, Missions need to undergo additional assessments to verify compliance with the new pillars added by the Financial Regulation in 2018. For a limited number of cases, this current exercise will need to be continued in 2021 as a result of delays attributable to the pandemic.

FPI will also maintain its support to Missions as regards the implementation of the new anti-fraud strategy (AFS) adopted on 19 May 2020. In this respect, the first monitoring of the implementation of the AFS will be launched mid-2021. In 2021, anti-fraud online training will be delivered for three selected CFSP entities.

¹⁰ In the context of the adoption of the Civilian CSDP Compact in November 2018, in particular Commitment 12, and the Joint EEAS/Commission Action Plan presented in April 2019, the need to further enhance responsiveness by, inter alia, reinforcing mission support resources, including the MSP is stressed.

¹¹ Council Conclusions on the Civilian Compact, adopted on 7 December 2020 (doc 13571/20).

The consolidation of the Warehouse II project, which contributes to enhancing the responsiveness of Missions by ensuring rapid access to strategic items and logistical services (e.g. IT, fleet management) will continue in 2021. In addition, FPI will work with CPCC and the Member States on the development of the Warehouse III concept due to start operation by mid-2022.

As the credibility of the EU's actions and the effectiveness of the Commission's support depend upon the ability to react immediately to evolving threats and crises, the indicator selected to monitor FPI's achievement of specific objective 2 is directly linked to the speed with which EUSRs and civilian CSDP Missions can be deployed.

The output for 2021 will be measured by the following indicator under the specific objective 2 relating to CSDP Missions and EUSR mandates¹²:

- Percentage of Delegation Agreements with EUSR & CSDP Missions signed within 1 month after Commission Financing Decision adoption (Indicator 2.5 page 34).

Non-proliferation of weapons and disarmament

CFSP actions in 2021 will continue to promote the implementation of major strategies to restrict illegal and ill-intentioned access to and proliferation of weaponry, the importance of which is underlined in the Global Strategy.

Working together with, and providing funding for, international organisations, expert monitoring organisations and civil society, implementation of the EU's CFSP promotes collaborative approaches to combatting the destabilising proliferation and accumulation of weaponry. Consensus-building dialogue and discussion efforts are combined with tangible actions to support the ratification and implementation of, and the necessary monitoring / enforcement capacity for United Nations Security Council Resolutions and for other international treaties, agreements, conventions and codes of conduct.

The areas of activity in 2021 will be:

- Strengthening protection against risks arising from the illicit trafficking and excessive accumulation of small arms and light weapons (SALW) and conventional ammunition including through support for the promotion of effective arms exports controls as well as physical security and stockpile management, including in the Sahel;

¹² The indicators 2.1, 2.2, 2.3 and 2.4 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 2 during the period 2020-2024.

- Supporting implementation of the Maputo Action Plan for the implementation of the 1997 Convention on the prohibition of the use, stockpiling, production and transfer of Anti-Personnel Mines and on their destruction.

As with other CFSP activities, progress in these complex areas depends both on a sustained and comprehensive approach and rapid action to respond to pressing needs or arising opportunities. Following the Council and EEAS's determination of the actions to be undertaken, the Commission, through FPI, deploys its expertise for the swift preparation of efficient and economic actions (projects) that can credibly and effectively realise the EU's overarching ambition of contributing to peace and security. Throughout the lifetime of actions, FPI also deploys its expertise and resources to ensure that actions are correctly managed and monitored so that they stay on track and envisaged results are achieved, whilst ensuring compliance with sound financial management.

During 2021, the COVID-19 pandemic is expected to continue to affect the implementation of most ongoing actions, as meetings, conferences and events have had to be postponed or cancelled. FPI has reacted rapidly and proactively in consultation with beneficiaries and implementing actors to review and update implementation plans and where needed grant extensions. Wherever possible, beneficiaries and implementing actors have switched to remote or online delivery methods, including e-training, virtual workshops and videoconference.

The outputs for 2021 under the specific objective 2 relating to Non-proliferation of weapons and disarmament actions are measured by two output indicators which are directly linked to the speed with which the Council's Decisions are translated into operational activities and the rapidity with which progress is achieved:

- Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption (Indicator 2.6 page 34)
- Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption (Indicator 2.7 page 35).

European Peace Facility

Specific objective 3: An improved global conflict management capacity through the deployment of European Peace Facility funded peace support operations by international, regional and sub-regional organisations

In June 2018, the High Representative, with the support of the Commission, proposed a draft Council Decision establishing a European Peace Facility (EPF). The objective of the Facility is to finance actions under the CSDP with military and defence implications, which

cannot be financed under the Union budget as per Article 41(2) TEU. The EPF will play a critical role presenting the EU as a credible global actor, preserving peace, preventing conflicts and strengthening international security.

The Facility, as originally proposed, is to:

- contribute to the financing of Union operations under the CSDP having military or defence implications;
- strengthen the military and defence capacities of third states, regional and international organisations to preserve peace, manage and resolve conflicts and to address threats to international security;
- contribute to the financing of peace support operations led by a regional or an international organisation or by third States;
- finance other Union operational actions under the CFSP having military or defence implications.

In its meeting of 17-21 July 2020, the European Council agreed an overall budget of EUR 5 billion for the period 2021-2027. The Facility will operate off-budget.

The Facility will be composed of two pillars, one for operations (managed by the Council Secretariat) which will take over the existing Athena mechanism and subsequent actions and the other for assistance measures (managed by the Commission), which will take over and expand upon the African Peace Facility (APF) soon after the adoption of the Council Decision establishing the EPF in early 2021. Further activities covering peace support operations and capacity building are expected to be launched in the second semester of 2021.

FPI has been working on the set-up of the EPF throughout 2020 - in cooperation with the Commission's central services, the EEAS and the Council Secretariat - with a view to establishing the Facility's accounting and financial architecture during the first quarter of 2021 alongside the drafting of its Implementing Rules. Immediately after the adoption of the Council Decision establishing the Facility, and subject to a decision by the Commission accepting to perform, via its Service for Foreign Policy Instruments, the role of administrator for assistance measures, the Service will provide the Secretariat to the EPF Committee for matters pertaining to assistance measures, allowing for the adoption of the above Implementing Rules and the design of the first EPF assistance measures. This is to include an assistance measure taking the form of a programme intended to continue implementing actions currently funded under the African Peace Facility. In parallel, and following a risk analysis, FPI will design a customised internal control framework taking due account of the Facility's high-risk environment, thereby ensuring robust control and cost effectiveness of future assistance measures. The Head of Service of FPI is expected to act as the Facility's administrator for assistance measures. The Service will give high priority to delivering the above, as well as to recruiting qualified and experienced staff to manage the operational and financial complexities of this new Facility.

C. Partnership Instrument / NDICI Support to EU Foreign Policy Needs¹³

Specific objective 4.a: EU interests, values and standards positively impact decision making processes in third countries

Specific objective 4.b: Reinforced political partnerships and new alliances contributing to strengthening the rules-based multilateral global order

Specific objective 4.c: Strengthened knowledge and image of the EU abroad as an influential global player and reliable partner

As of 1 January 2021, the Partnership Instrument will be succeeded by the instrument for the Neighbourhood, Development and International Cooperation Instrument (NDICI).

The Partnership Instrument / NDICI Support to EU Foreign Policy Needs acts as first responder to foreign policy needs and opportunities, focussing on building alliances and leveraging the EU's influence abroad. Taking EU interests as the guiding principle, this requires fast and flexible implementation modalities in a policy driven approach, to address new and emerging priorities in response to the three specific objectives outlined above.

Through the NDICI rapid response and geographic pillars, FPI will seek to optimise catalytic effects: anticipate opportunities for engagement, seize political windows of opportunity and support political processes with pilot actions on the ground, paving the way for more long term actions to be covered through the NDICI geographic pillar. Actions will focus on industrialised and strategic partner countries (specific objectives 4.a and 4.b) as well as on public diplomacy (specific objective 4.c).

Partnership Instrument/NDICI Support to EU Foreign Policy Needs operations will contribute to the von der Leyen Commission's general objective of "A stronger Europe in the world". This objective encompasses the EU as an external actor in all its dimensions: as a global standard setter, as an actor working for win-win solutions to global challenges, as a reliable partner promoting the rules-based multilateral global order, as a force driven by values and interests.

Each action is developed jointly with the Commission services concerned and with the EEAS. Actions may cover any area of EU interest. They do not need formal agreement from the partner country, allowing the EU to make use, in a flexible manner, of windows of opportunity as they present themselves.

¹³ To note that NDICI support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the new Instrument.

Concretely, the Partnership Instrument/NDICI Support to EU Foreign Policy Needs supports (trade) negotiations, policy dialogues and political agreements with countries across the globe. It aims to influence decision making processes in third countries, and helps create a level playing field and improve market access for EU operators. It also serves as a catalyst to build alliances and helps to underpin the multilateral, rules-based global order with the United Nations at its core.

Public and cultural diplomacy actions enable the EU to promote its image and understanding abroad, engaging with key decision-makers and target groups in strategic partner countries thereby fostering itself as an influential and reliable global partner.

FPI will continue to ensure responsiveness to developing policy priorities both under the Rapid Response and the Geographic pillars of NDICI, building on the practices developed under the Partnership Instrument.

In 2021, FPI will continue implementation of ongoing actions under the Partnership Instrument. Flagship actions for 2021 are closely aligned to the priorities of the von der Leyen Commission, and include among others the initiatives described below.

The **EU's Artificial Intelligence Project** is vital for EU businesses to champion a rules-based AI revolution worldwide by building trust in artificial intelligence through awareness-raising campaigns, research, and joint initiatives with likeminded countries.

Three actions pursuing a **Global Digital Single Market** based on EU values and standards will specifically focus on data protection and data flows, cyber diplomacy/security, and electronic evidence. This effort will allow the EU to play a key role in influencing policy making on the basis of EU standards, ensuring protection of personal data, enhancing knowledge of the EU data protection legal frameworks in partner countries and encouraging international convergence towards the EU model of data protection. The EU will also promote and protect a single, open, free and secure cyberspace that fully respects the core EU values of democracy, human rights and the rule of law while strengthening the EU's role as a global standard setter and global security provider. The third action will contribute to secure more extensive and timelier access to electronic evidence held in the United States and other parts of the world for EU investigators and prosecutors.

The **Global Action to support EU Space Programmes** will support EU efforts to strive for Europe's global leadership and strategic autonomy. It will promote the uptake of European Global Navigation Satellite Systems (EGNSS) open services, technology and applications in high-potential markets across the world, develop EGNSS diplomacy and facilitate a favourable business environment for deploying EGNSS-based products and services. The action will also encourage Galileo-related innovation and market uptake and promote the Copernicus programme in view of the adoption of a future single EU Space Programme.

Actions to build resilience against global health threats have contributed to protecting millions of people in Latin America and will lead to significant cumulative savings for the economy. Leveraging the EU's convening power and its positive track-record as broker in support of multilateral solutions, we help strengthen the joint work of the World Health Organization, the UN Food and Agriculture Organization, and the World Organisation for Animal Health to fight **antimicrobial resistance**. The actions also strengthen national action plans and promote a prudent use of antimicrobials in the food industry and the private sector in Latin America. Similarly, FPI will continue to support the EU's role leading the way to address the root causes of **Covid-19** and possible similar pandemics, by engaging with its partners on biodiversity protection and banning wildlife trafficking.

Through several **Public and Cultural Diplomacy Actions** around the world, the EU will continue long-term engagement to globally develop the EU's soft power by building alliances and better-informed decision-making on EU priority themes such as response to global challenges, the central role of multilateralism, EU values and principles, and economic partnerships. This will be done by means of people-to-people exchanges, notably in the academic world, targeting influencers and making use of cultural diplomacy at which the EU excels. These actions will ultimately enhance understanding and visibility of the EU and its role on the world scene. Due to the pandemic, since 2020, the public diplomacy actions went virtual and/or hybrid whenever possible. Many actions were extended in time at no additional cost to revert to full swing when conditions permit. In 2021 the objective will be to accompany a gradual return to normality when possible. Public diplomacy is a long-term engagement with selected target audiences and the long-term perspective helps in dealing with this disruption.

The **Policy Support Facility** will provide rapid-response tools enabling flexible and tailor-made short and medium-term actions that support the EU's response to fast changing policy priorities or emerging political commitments and allow seizing opportunities when they arise. The allocation for **Technical Assistance and Information Exchange (TAIEX)** will provide short-term, peer-to-peer assistance to government administrations to support them in approximation with the EU *acquis* and standards, to share EU best practices, and to help implement bilateral/regional agreements.

The outputs for 2021 under the specific objective 4.a *EU interests, values and standards positively impact decision making processes in third countries* will be measured by the indicators¹⁴:

- Timely adoption of Financing Decisions under the Rapid Response and Geographic pillars of NDICI building on PI-practices (Indicator 4.a.3, page 35)

¹⁴ The indicators 4.a.1 and 4.a.2, 4.b.1 and 4.b.2 from the FPI Strategic plan 2020-2024 will measure the results under respectively the specific objectives 4.a, 4.b and 4.c during the period 2020-2024.

- Contracting of the AAP 2020 (Indicator 4.a.4, page 35)
- Continued implementation monitoring of AAPs 2014-2019 (Indicator 4.a.5, page 35)
- Continued timely PI/NDICI Foreign Policy Needs contribution to the Team Europe response to the COVID-19 pandemic (Indicator 4.a.6, page 36).

D. Election Observation Missions / NDICI Election Missions

Specific objective 5: Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries

As of 1 January 2021, Election Observation Missions (EOMs) will be financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI) Election Missions. Due to the transition to the new instrument, the Financing Decision for 2021 activities will be adopted with the relevant comitology procedure as soon as the NDICI Regulation is adopted.

Election observation is a key element of the EU's human rights policy and makes a constructive contribution to the election process in third countries, thus promoting democracy and consolidating stability, particularly where the EU is engaged in post-conflict stabilisation. The deployment of Election Observation Missions as well as Election Expert Missions (EEM) brings substantial added value to the democratic process of partner countries as well as to the peaceful transition of countries emerging from civil strife or war.

In 2021, the total number of processes observed and assessed by the EU will depend on:

- The political priorities defined by the High Representative/Vice President;
- Changes (postponements/cancellations) of the corresponding electoral calendars/processes as well as the pandemic related travel restrictions and/or sanitary rules;
- The security situation in the countries in which EOMs are to be deployed since the European Commission has a duty of care to all staff participating in them;
- EU capacity to deploy electoral missions (both in terms of budget as well as human resources).

As stated above, the deployment of all 2021 electoral missions will continue to be conditional on acceptable health conditions in the country of deployment. Assessments will be made on a case-by-case basis, analysing the situation of COVID-19 as well as security concerns, where relevant. In case of deployment, precautionary and mitigating measures will need to be put in place to ensure the security and safety of mission participants. That may lead to the cancellation of missions or replacement with smaller missions or studies. This case-by-case assessment may also lead to decisions being made later than usually and thus to shorter deadlines for the preparations.

A new EOM framework contract will start at the beginning of 2021 and the third phase of the Election Observation and Development Support contract will enter into force. The EOM team will ensure smooth integration of new contractors into its activities.

To ensure the seamless continuity of EU election observation support, the Annual Work Programme for 2022 will need to be adopted by mid-December 2021.

The output for 2021 under the specific objective 5 will be measured by the indicators¹⁵:

- Adoption of the 2021 Annual Work Programme (AWP) (Indicator 5.3, page 36)
- Adoption of the 2022 Annual Work Programme (AWP) (Indicator 5.4, page 36).

E. Regulatory Instruments

Kimberley Process Certification Scheme (KPCS) and the 'Anti-Torture' Regulation

FPI serves as the Commission's lead service for the adoption and implementation of foreign policy regulatory instruments: the **Kimberley Process Certification Scheme (KPCS)** preventing the trade in conflict diamonds (Regulation (EC) No 2368/2002) and the so-called **'Anti-Torture' Regulation** concerning trade in certain goods which could be used for torture or capital punishment (Regulation 125/2019 codification). These EU foreign policy regulatory instruments impose certain (trade) restrictions in order to achieve EU CFSP and human rights policy objectives.

The 'Kimberley Process' (the KP) and 'Anti-Torture' Regulations, are based on Article 207 TFEU (common commercial policy). FPI is responsible for representing the EU both internally and externally and for monitoring implementation by the competent authorities in the EU Member States.

FPI represents the European Union in the KPCS and is responsible for its implementation. FPI will continue to help ensure that the Kimberley Process remains a unique tool for conflict prevention and continues to be an important catalyst for good governance and transparency in natural resources management.

Following a 'pause' that all Kimberley Process Participants decided to put in place in 2020 due to the challenges posed by the COVID-19 pandemic, the KP should resume its activity

¹⁵ The indicators 5.1 and 5.2 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 5 during the period 2020-2024.

in 2021. FPI will continue to closely follow the work of KP working bodies. As Vice-Chair of the Working Group on Monitoring, FPI will continue to promote the implementation of the Kimberley Process Certification Scheme through effective peer review, exchange of best practices and encouraging regional cooperation on compliance in diamond producing regions. Ensuring that the KP remains fit for purpose to address contemporary challenges and contributes to sustainable development, continues to be the main point of reference in 2021. In this context, FPI will continue to strive for a broadened definition of ‘conflict diamonds’. FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders.

Specific objective 6: Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty

The **EU ‘Anti-Torture’ Regulation**, for which FPI is responsible, expresses the EU’s commitment to eradicating torture and capital punishment. FPI will continue to deal with all issues concerning the ‘Anti-Torture Regulation’ and in particular will prepare delegated acts as appropriate and administer the Dual-Use Electronic System (DUES)¹⁶ denial notifications system.

The power to adopt delegated acts referred to in Article 24 of the ‘Anti-Torture’ Regulation is conferred on the Commission for a period of five years from 16 December 2016. In accordance with Article 29 (2) of the ‘Anti-Torture’ Regulation, the Commission will draw up a report in this respect not later than nine months before the end of the five-year period (i.e. by the end of March 2021).

Promoting the Alliance for ‘Torture-Free Trade’ launched in September 2017, strengthening cooperation with other partners to encourage and facilitate the introduction of similar measures and standards to protect human rights beyond the EU and engaging with civil society entities that advocate for the eradication of torture will continue to be an increasingly important part of the work related to the Regulation in 2021. Following the report of the UN Secretary General¹⁷ (*Towards torture-free trade: examining the feasibility, scope and parameters for possible common international standards*), in 2021 FPI will continue to engage in the process of bringing the high standards of the EU ‘Anti-Torture’ Regulation to a global level and will in particular support the establishment of a group of UN governmental experts to continue the substantive work on the basis of the UNSG report.

¹⁶ The Dual-use e-System (DUES) is a secure and encrypted electronic system hosted by the Commission, to support enhanced exchange of information between export control authorities and the Commission.

¹⁷ A/74/969 of 28 July 2020

As a follow up to the Commission's review report on the implementation of the 'Anti – Torture' Regulation¹⁸, FPI will establish a Commission informal group of experts to provide in a regular manner technical support to the Commission in exploring avenues to strengthen compliance and to make the Regulation and its implementation more effective. The group is to provide a platform for a more systematic interaction with a wide range of stakeholders and to engage in continuous dialogue. The group is also to contribute to increasing awareness of the Regulation, further promoting the Regulation as an example in regional and multilateral processes and developing success stories showcasing how the Regulation can contribute to preventing torture and the death penalty.

The outputs for 2021 under the specific objective 6 will be measured by the indicators¹⁹:

- Adoption of the report on the use of delegation of power conferred to the Commission under the 'Anti-Torture' Regulation (Indicator 6.2 page 37)
- Establishment of an informal group of experts as a follow up to the Commission's review report on the 'Anti-Torture' Regulation (Indicator 6.3 page 37)
- Adoption of the annual reports referred to in Articles 26(4) and 31(4) of the Regulation regarding the trade activity under the Regulation and the activities of the Anti-Torture Coordination Group in 2020, respectively (Indicator 6.4 page 37).

F. Information outreach on the Union's external relations

The EU budget provides for the Commission to fund information and outreach activities to publicise and inform about the Union's external relations in general, promoting in particular the EU's role as a global actor.

In 2021, FPI will focus on how its actions under the EU budget contribute to achieving the political guidelines of the von der Leyen Commission (A Stronger Europe in the World) and contribute to communicating the Team Europe Response to Covid-19. It will reinforce the messages of the EU Global Strategy in key areas (e.g. human rights and climate change), the EU's strategic responsibility as a global actor and strong partner on conflict prevention and peace, security and defence, economic and cultural diplomacy. It will underline the relevance and added-value of these actions for the EU citizen.

¹⁸ COM(2020) 343 final of 30.7.2020

¹⁹ The indicator 6.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 6 during the period 2020-2024.

In the framework of an administrative arrangement with the Commission, the EEAS carries out these information and communication activities on behalf of the Commission and for the benefit of the EU, promoting the EU's role as a global actor. FPI for its part implements the EU Visitors Programme (in close collaboration with the European Parliament Secretariat-General), covers the Service's external communication activities and provides for the running costs of its own website. This comes on top of the extensive public diplomacy actions that the Service undertakes under the Partnership Instrument and as from January 2021 the Neighbourhood, Development and International Cooperation Instrument (NDICI).

FPI is responsible for the Annual Work Programme (Financing Decision) for these information and outreach activities. Likewise, it is responsible for the overall control of the activity, in line with the implementation responsibilities delegated by the Commission to the Director/Head of Service. To ensure seamless coverage and financing for all press, information and communication activities from one year to another, the **Annual Work Programme for 2022** will be adopted by the end of the calendar year, i.e., end 2021. This is essential to ensure comprehensive funding for EU strategic communication activities in line with the priority accorded to it under the von der Leyen Commission's objective for Strategic Communication projecting a stronger Europe in the world and in the context of the EU Global Strategy.

In 2021, activities carried out by the EEAS will concentrate primarily on enhancing communication and public diplomacy capacity, as well as countering and raising awareness on disinformation. This will be done by expanding the toolbox of the EEAS communication campaigns, its digital channels and the activities of the EU Delegations network in order to further strengthen positive communication in the world and to the European citizens. Thematic cross-cutting communication priorities for 2021 include 1) Green Deal and Climate Change Diplomacy, 2) support for the multilateral rules-based global order and working in partnership and 3) strategic autonomy and promoting security and resilience. This is in line with the priorities set by the Global Strategy²⁰ and the EEAS Communications principles and priorities for 2020-2021.²¹

Besides ensuring that **FPI's web presence** is user-friendly and relevant, and integrated with the new Commission web-architecture, as well as outreach activities, including social media, FPI will seek to further reinforce the visibility and recognition of its actions, and contribute to the Commission and the EEAS corporate communication efforts. To do so, it will strengthen its engagement with the Commission Spokesperson's Service, DG COMM's Strategic and Corporate Communications directorate and the Strategic Communication

²⁰ Priority 3.1 'The Security of our Union – Strategic Communications'. [Shared Vision, Common Action: A Stronger Europe. A Global Strategy for the European Union's Foreign And Security Policy.](#)

²¹ [EEAS Communications Principles and Priorities 2020-2021.](#)

Division of the EEAS, continuing to contribute with stories to both DG COMM and the EEAS corporate campaigns on how FPI actions make a difference for EU citizens, especially in the framework of the EU's Global Response to Covid-19 and of the Next Generation EU corporate campaign.

In 2021, FPI has the ambition to increase the visibility of the **European Union Visitors Programme (EUVP)** in spite of the challenges posed to physical visits from abroad. The revamped EUVP website along with the EUVP Facebook page will contribute to achieving that objective.

The EUVP will continue to implement its virtual visits programme and resume physical visits once the sanitary situation allows. The EUVP enables young political leaders and opinion formers from outside the EU to participate in tailor-made study visits to the European Union Institutions. Through these visits, visitors receive first-hand information on the EU's values, functioning, activities, policies and perspectives, with a view to making them 'ambassadors' for the EU in their home countries.

Support to the digital broadcasting of **information on European Affairs in Farsi** in digital format will continue in 2021, with a budget of EUR 2.48 million²². The approach to doing so will be subject to review in 2021.

As of 2021, FPI will support the newly established EU Delegation in London to fund EU citizens' rights activities in the United Kingdom, taking over the management of these activities from the Commission's DG Communication as from the end of the transition period.

Progress towards the horizontal communication objective related to Information outreach activity will be measured by the indicators:

- Adoption of the Press & Information Annual Work Programme 2022 (Indicator C1, page 38)
- Number of visits organised under the EUVP (Indicator C2, page 38).

PART 2. Modernising the administration: main outputs for the year

A key challenge for the Service is to make sure that scarce resources are used for optimal impact in the interest of the EU. Optimally targeting and calibrating interventions requires a sustained effort and dedicated capacity. Recruiting, developing, retaining and motivating

²² Compared to EUR 2.75 million in 2020. This activity will be implemented by DG Connect via a co-delegation.

competent and engaged staff, while ensuring diversity and gender balance, remains a major objective for the Service, taking into account the specific circumstances resulting from the impact of COVID-19 on the Service's working environment.

The internal control framework²³ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

FPI has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

FPI adopted a new Anti-fraud Strategy (AFS) in May 2020, which also includes an Action Plan that sets out a number of measures to be implemented in 2021, including a tailor-made Action Plan for CSFP entities.

In terms of digital transformation, FPI will continue to cooperate with DG DIGIT in order to achieve the main objectives of the EC Digital Strategy.

As concerns data protection, FPI will continue working on aligning its activities with the EU Data Protection Regulation and the Commission's Data Protection Action Plan.

Contributing to sound environmental management will remain a priority by fulfilling the EMAS objectives with a focus on waste reduction and recycling, a paperless office, and promoting the use of tap water.

A. Human resource management

FPI manages financial instruments with a worldwide outreach and an increasing operational budget of EUR 863 million in 2020 to some EUR 871 million in 2021 with limited human resources. It is of utmost importance to employ these human resources effectively and flexibly for optimal impact in the interest of the EU.

To deliver on the Commission's priorities and core business, the Service will, through a collaborative process, elaborate a local HR strategy, defining the main areas in need of particular attention. The strategy will be made as a complement to the corporate HR strategy.

The FPI will continue to use its human resources to maximum efficiency by ensuring a continuous assessment of the allocation of posts to respective activities and seeking to keep the vacancy rate low through streamlined recruitment procedures.

²³ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

Key to any performing organisation, FPI will keep its focus on wellbeing as part of the follow-up to the 2018 Staff Survey.

Continued emphasis will be put on competency development and maintaining the staff engagement rate at a high level.

The Service is committed to supporting the Commission's overall objective of a gender-balanced management. It has reached its current target for first appointment of female middle managers and will give special attention to the building up of a talent pool of future female managers.

To implement the 2021-2027 MFF, and in particular taking up the envisaged duties of administrator for the assistance measures pillar of the European Peace Facility, as well as the management of actions to address global threats and challenges transferred as from January 2021 from then DG DEVCO to FPI, the Service is undergoing an organisational change. The Service will pay particular attention to recruiting competent staff to build up its capacity and expertise in the new fields under its responsibility.

A continued implementation of the enhanced procedures for welcoming newcomers will remain key to the efficient integration of new staff.

In the area of learning and development, the Service will have a continued focus on improving communication skills for all FPI staff. To this will be added an emphasis on digital proficiency, which is a fundamental building block for establishing new working methods, built on the most efficient use of collaborative tools. Special attention is given to internal communication to maintain contact, preserve team spirit and keep motivation high under the particular circumstances related to COVID-19, while seeking to ensure that no-one is left behind.

FPI's Communication Strategy will also address internal communication. It will include further upgrading the FPI intranet and other staff engagement actions to reinforce FPI's corporate identity. FPI will celebrate its 10-year anniversary in January 2021.

B. Sound financial management

With a view to ensuring that the **amount at risk at payment** and the **estimated risk at closure** remain as low as possible, FPI aims to ensure efficient and effective controls, by continuously reviewing the performance of the different elements of the control systems, and adjusting the control system elements when necessary. At the same time FPI will ensure adequate and speedy correction and recovery of ineligible amounts resulting from controls and audits.

In 2021, FPI's provisional **Supervision Mission Plan** includes the Regional Teams in Beirut and Nairobi, and will be aimed at assessing the effectiveness and efficiency of the management and control systems in place to manage FPI instruments. In addition FPI will

finalise the Supervision of the Regional Team in Bangkok, included in the Supervision Mission Plan 2020, which was delayed due to the COVID-19 crisis. As a follow-up to the IAS audit on CFSP, FPI will reinforce monitoring of CDSP missions, as necessary, by including FPI audit staff in the monitoring team. The task of the audit staff will be, to address any outstanding issues following previous audits or emerging new issues such as risk management, accountancy and asset management, internal control and archiving/document management.

As a follow-up to earlier Supervision Mission findings, FPI has developed **specific risk-management criteria for the IcSP** at instrument level, which will be fully implemented during 2021 and applied also to the strands of the future NDICI succeeding the IcSP. These criteria will be valid for IcSP operations in all FPI Regional Teams, and will guide and inform future planning.

FPI will continue to strengthen financial monitoring by carrying out a number of ex-post controls at the first intermediate payment or first clearance of prefinancing. These **early ex-post controls** are aimed at disclosing and correcting possible misunderstandings and errors at an early stage in the action (project), and thereby potentially reducing the amounts to be recovered at the end of the action.

Furthermore, and in order to further strengthen its control system, FPI will continue to launch ex-post controls outside the annual sample, **targeted at high risk actions**.

FPI will also fully cooperate with the **Commission's Internal Audit Service** in implementing the recommendations following the latter's audit on performance management in FPI. The implementation of 3 out of 4 recommendations stemming from this audit is due during 2021, whereas the fourth recommendation is due end 2022. In addition, FPI will continue to work together with the IAS on the Multi-DG audit on Pillar assessments and the follow-up to that audit.

C. Fraud risk management

Since 2013, FPI has implemented its own Anti-fraud Strategy (AFS) and Action Plan. After the adoption of the Commission AFS in April 2019, FPI developed an updated AFS with two main objectives: (1) raising awareness amongst the staff on ethics and integrity and the fight against fraud, and (2) improving its internal procedures for fraud prevention and detection purposes.

FPI adopted its AFS on 18 May 2020, after a peer review by other external relations DGs together with OLAF. It may need to be further updated in 2022, following the adoption of the new Multi-annual Financial Framework (2021-2027).

The FPI AFS includes an Action Plan that sets out a number of measures to be implemented in 2021, including a tailor-made Action Plan for CFSP entities (CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers) and possibly action 29 of the Commission anti-fraud strategy action plan concerning the evaluation of fraud risks and vulnerabilities with regard to spending in emergency situations.

Based on the results of the work in the OLAF Subgroups dealing with the implementation of the new CAFS, FPI will adjust its AFS and Action Plan as necessary.

D. Digital transformation and information management

In the context of the persisting COVID-19 crisis, the main priority for FPI is to provide for effective teleworking and to offer support to staff so that colleagues can make the most of the digital tools available. FPI cooperates closely with DG DIGIT in terms of addressing specific issues or requests.

In terms of digital transformation, FPI will cooperate with DG DIGIT to continue delivering on the main objectives of the Digital Strategy 2020 Implementation Plan based on the mapping of main FPI digital needs and in line with the Digital Solutions Modernisation Plan (DSMP).

As part of the digital transformation, FPI will continue with the adoption of new digital cooperation tools. It will participate in the pilot roll-out of Microsoft365 and Microsoft Teams. With the support of DG SCIC, FPI will also further develop its capacity to work in a hybrid way, with part of FPI staff teleworking, and others present in the office.

In terms of data protection, FPI will continue working on aligning its activities with Regulation (EU) 2018/1725 (EU Data Protection Regulation) and the Commission's Data Protection Action Plan (C(2018) 7432). To this end, FPI will do a mapping exercise to address whether its current inventory of processing operations will have to be updated. FPI will also take the necessary steps to ensure that international transfers of personal data are carried out in line with the data protection framework. Additionally, FPI will continue coordinating with external action DGs and EU Institutions (notably, the EEAS and the European Parliament) to address issues of common concern. Finally, cooperation with implementing partners will be enhanced to ensure that data protection rules are applied in the context of implementation of FPI projects. To ensure that all staff members embed data protection in their daily work, awareness raising activities and trainings will continue to be organised. The established network of data protection focal points in FPI Units and Regional Teams in EU Delegations will play a key role in achieving the above objectives. By the end of 2021, all managers and data protection focal points as well as 60% of all staff will have attended at least one awareness raising activity and/or training on data protection. These actions will contribute to achieving the target of 100% awareness of all staff by 2024, as set out in the Strategic Plan 2020-2024.

E. Sound environmental management

FPI launched paperless procedures for its financial circuits in July 2019. The Service will continue its efforts towards a sound environmental management within the possibilities offered in the EEAS building. The objective will be reached through three main working strands: 1) Waste reduction and recycling, 2) a paperless office, and 3) promoting the use of tap water.

Teleworking has been the standard working method through much of 2020 and is likely to continue being an important way of working in 2021. FPI will continue opting for virtual meetings instead of missions wherever appropriate and economical. This will further contribute to greening FPI's working methods as a service dealing with external relations.

F. Example of initiatives to improve economy and efficiency of financial and non-financial activities

Pooling of resources and central stocking of equipment for CFSP and CSDP Missions

To contribute to and assist the effective and efficient provision of administrative services common to civilian CSDP Missions, a Mission Support Platform (MSP) was jointly established by FPI and the EEAS in 2016. The MSP was further reinforced in 2020 and will continue to focus on harmonising and simplifying operating procedures in CSDP Missions aiming at making civilian CSDP more responsive. The focus concentrates on five key pillars: consolidate the Warehouse II; the roll-out of a single IT platform (ERP – Enterprise Resource Management) connected to HQ and the Warehouse; provide CSDP Missions with a set of Framework contracts managed by HQ; and provide standard guidelines on procurement and financial matters.

While the Warehouse II project will be further consolidated in 2021, EEAS-CPCC and FPI will start working on the concept for the Warehouse III project which is scheduled to take up operations in 2022.

ANNEX: Performance tables

Performance tables relating to Part 1

A. Instrument contributing to Stability and Peace/NDICI Rapid Response Pillar, Peace, Stability and Conflict Prevention

General objective: A stronger Europe in the world		
Specific objective 1.a: Fast and effective EU action for crisis response, conflict prevention and peace in line with EU priorities and complementary to multilateral action		<i>Related to spending programme: IcSP/ NDICI Rapid Response Pillar, Peace, Stability and Conflict Prevention</i>
Main outputs in 2021:		
Other important output		
Output	Indicator 1.a.4²⁴	Target
IcSP/NDICI actions coordinated and complementary with multilateral actions/actors ²⁵	Percentage of actions (programmes/actions) that support/complement multilateral actions/actors	50% by end-2021
Other important output		
Output	Indicator 1.a.5	Target
Timely adoption of the Decision on the Annual Action Programme 2021 for the Peace, Stability and Conflict prevention Thematic programme under the NDICI ²⁶	Adoption of the AAP 2021	October 2021
Other important output		
Output	Indicator 1.a.6	Target
Effective implementation of the Multi Annual Action Programme (MAAP) 2019-2020 ²⁷	Action documents under MAAP 2019-2020 (Component 2019) contracted	100% by 31 December 2021

²⁴ The indicators 1.a.1, 1.a.2 and 1.a.3 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.a during the period 2020-2024.

²⁵ Including the actions on global and trans-regional threats transferred to FPI in January 2021

²⁶ Idem

²⁷ Idem

Other important output		
Output	Indicator 1.a.7	Target
Action documents under AAPs from 2016 to 2018 implemented as planned ²⁸	Action documents under AAPs 2016-2018 for which implementation is on track	100%

B. Common Foreign and Security Policy

General objective: A stronger Europe in the world		
Specific objective 2: Fast action to enable resource-effective CFSP intervention as part of the integrated approach		<i>Related to spending programme: CFSP</i>
Main outputs in 2021:		
Other important output		
Output	Indicator 2.5²⁹	Target
Swift contracting by FPI after the adoption of Commission Financing Decision relating to CSDP Missions and EUSR mandates	Percentage of Delegation Agreements with EUSR & civilian CSDP Missions signed within 1 month after Commission Financing Decision adoption	90% by December 2021
Output	Indicator 2.6	Target
Swift preparation by FPI of the Commission Financing Decisions in support of Non-proliferation of weapons and disarmament ³⁰	Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption	90% by December 2021

²⁸ Idem

²⁹ The indicators 2.1, 2.2, 2.3 and 2.4 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 2 during the period 2020-2024.

³⁰ Non-proliferation of weapons and disarmament include:

- The strategy on non-proliferation of weapons of mass destruction (WMDs) in order to increase security in this area;
- The strategy combatting illicit accumulations and trafficking of small arms and light weapons (SALW) as well as of other measures against the illicit spread and trafficking of other conventional weapons;
- The EU policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.

Other important output		
Output	Indicator 2.7	Target
Swift contracting by FPI after the adoption of Commission Financing Decisions in support of Non-proliferation of weapons and disarmament ³¹	Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption	90% by December 2021

C. Partnership Instrument/NDICI Support to EU Foreign Policy Needs³²

General objective: A stronger Europe in the world		
Specific objective 4.a: EU interests, values and standards positively impact decision making processes in third countries		<i>Related to spending programme Partnership Instrument/NDICI Support to EU Foreign Policy Needs</i>
Main outputs in 2021:		
Other important output		
Output	Indicator 4.a.3 ³³	Target
Timely adoption of Financing Decisions/Commitment of available funds under the Rapid Response and Geographic pillars of NDICI building on PI-practices	Percentage of available funds covered by relevant Financing Decisions adopted by year-end	100% of available funds under both pillars committed
Other important output		
Output	Indicator 4.a.4	Target
Timely contracting of AAP 2020 actions	Actions under AAP 2020 contracted	100% by end-2021
Other important output		
Output	Indicator 4.a.5	Target
Actions under AAPs 2016 to 2019 implemented as planned	Actions under AAPs 2016 to 2019 have achieved first results	90%

³¹ Please refer to previous footnote.

³² To note that NDICI support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the new Instrument.

³³ The indicators 4.a.1 and 4.a.2, 4.b.1 and 4.b.2 from the FPI Strategic plan 2020-2024 will measure the results under respectively the specific objectives 4.a, 4.b and 4.c during the period 2020-2024.

Other important output		
Output	Indicator 4.a.6	Target
Timely PI contribution to the Team Europe response to the COVID-19 pandemic	Minimum number of customised and context-specific actions to support the response to the COVID-19 pandemic	At least 3

D. Election Observation Missions/NDICI Election Missions

General objective: A stronger Europe in the world		
Specific objective 5: Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries		<i>Related to spending programme(s) Election Observation Missions/ NDICI Election Missions</i>
Main outputs in 2021:		
Other important output		
Output	Indicator 5.3 ³⁴	Target
Timely adoption of the 2021 Election Missions programme in cooperation with EEAS	Adoption of the Annual Work Programme (AWP)	Adoption within 4 weeks after the comitology procedure
Output	Indicator 5.4	Target
Timely adoption of the 2022 Election Missions programme in cooperation with EEAS	Adoption of the Annual Work Programme (AWP).	Adoption by mid-December 2021

³⁴ The indicators 5.1 and 5.2 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 5 during the period 2020-2024.

E. Regulatory Instruments

General objective: A stronger Europe in the world		
Specific objective 6: Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty		<i>Related to regulatory instrument: the so-called 'Anti-Torture' Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation 2019/125 codification).</i>
Main outputs in 2020:		
Other important output		
Output	Indicator 6.2³⁵	Target
Report on use of the delegation of power to the Commission under the Anti-Torture Regulation	Adoption of a report in respect of the delegation of power conferred to the Commission	March 2021
Other important output		
Output	Indicator 6.3	Target
Establishment of the Commission's informal group of experts as a follow up to the Commission's review report on the 'Anti-Torture' Regulation	First meeting of the informal expert group	2nd half 2021
Other important output		
Output	Indicator 6.4	Target
Reporting trade activity under the Anti-Torture Regulation and the activities of the Anti-Torture Coordination Group in 2020	Adoption of the Annual report referred to in Articles 26(4) and 31(4) of the Anti-Torture Regulation	3rd quarter 2021

³⁵ The indicator 6.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 6 during the period 2020-2024.

F. Information outreach

General objective: A stronger Europe in the world		
Communication objective: FPI's information and outreach activities aim to publicise information about the Union's external relations policies in general, promoting the EU as a global actor and highlighting FPI's role in putting foreign policy into action		<i>Related to spending programme: Not applicable</i>
Main outputs in 2021:		
External communication actions		
Output/ Result	Indicator C1	Target
Timely adoption of the Information Outreach Annual Work Programme for external outreach implemented by EU Delegations (AWP) 2022 in consultation with the EEAS	Adoption of AWP 2022	December 2021
Output/ Result	Indicator C2	Target
Promote the EU's interests and values through improved access to the EU and information about the EU to 3rd country visitors under EUVP	Number of visits organised, the number of followers on social media, the number of post-visit interactions by Alumni via a range of engagement channels and the degree by which the visitors' knowledge and perception of the EU has improved as per their own assessment	300 visits (some virtual due to Covid-19), 100 alumni-related posts on webpage and/or social media and 3500 followers on social media (Facebook) to gauge the increase of information about the EU

Performance tables relating to Part 2

A. Human resource management

Objective: The Service for Foreign Policy Instruments employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2021:

Output	Indicator	Target
Optimised use of human resources allocated to the FPI by further streamlining of recruitment practices including additional resources allocated for the setting-up of the European Peace Facility ³⁶	Full use of the new recruitment guide	End-July 2021
Maintained staff engagement	FPI Staff engagement index in 2021 Staff survey at least as high as in the 2018 Staff survey	Equal or above 72 %
Implement 2021 Learning & Development Strategy	Percentage of implementation of Learning & Development Strategy as planned in 2021	100%
Streamlined approach to integrating newcomers	Fully implement the new Welcome Package	1st quarter 2021
Further reinforced wellbeing of staff	Enhanced staff survey wellbeing rates	December 2021
Increasing women representation in the Deputy Head of Unit function	Number of female FPI Deputy Heads of Unit	At least 3 out of 8 at end-2021 (versus 1 out of 5 at end-2020)

³⁶ Subject to the adoption of the relevant Council decision

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2021:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
	Review status of the control systems to differentiate the frequency and/or the intensity of the Service's controls	Positive conclusion on the status of the control systems.
Efficient controls	Time-to-pay	90% of payments (in value) on time
	Respecting the deadlines indicated in the Mutual Expectation paper of the IAS for replies to Audit Report	100% compliance with deadlines
	Ensure timely implementation of the recommendations stemming from the IAS audit on performance management in FPI, and the IAS Multi-DG audit on pillar assessment.	100% compliance with deadlines
Economical controls	Overall estimated cost of controls	remains <1% of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)³⁷ aimed at the prevention, detection and correction³⁸ of fraud

Main outputs in 2021:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy as planned in 2021	% of the implementation of 2021 actions in the FPI AFS	100%
Increased anti-fraud awareness amongst FPI headquarters' staff (newcomers):	% of newcomers attending the training course in 2021	100%
Increased anti-fraud awareness amongst the staff of CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers	% CSDP entities' staff attending training on anti-fraud in 2021	60%

D. Digital transformation and information management

Objective: FPI is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2021:

Output	Indicator	Target
Compliance with the European Union Data Protection Regulation and Commission's Action Plan on data protection	Updating current inventory of processing operations	100%
	Percentage of staff attending awareness raising activities on data protection compliance.	60%

³⁷ Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD (2019) 170 – 'the CAFS Action Plan'.

³⁸ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Continue the pilot roll-out and FPI-specific training for M365	Enabling the effective and increasing use of M365 accounts by all FPI staff.	100% of FPI units organising regularly recurring meetings on non-sensitive subjects on Microsoft Teams
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E. Sound environmental management

Objective: FPI takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target
Fixing a baseline for environmental indicators	Adoption of a set of indicators which will enable future assessment of environmental impact	December 2021 (subject to return to the office on a normal basis)
Move towards a paperless organisation	Continued reduction in the use of paper Full use of paperless procedures and e-signatures	December 2021
Awareness-raising on waste reduction and recycling	Information campaign on how to reduce waste and how to sort office waste correctly	2 nd semester 2021 (subject to return to the office on a normal basis)