



# **Annual Activity Report 2024**

**annexes**

FOREIGN POLICY INSTRUMENTS SERVICE

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## **ANNEX 1: Statement of the Director(s) in charge of Risk Management and Internal Control**

I declare that in accordance with the Commission's communication on the internal control framework <sup>(1)</sup>, I have reported my advice and recommendations on the overall state of internal control in the DG/Executive Agency to the Director-General/Executive Director.

I hereby certify that the information provided in the present annual activity report and in its annexes is, to the best of my knowledge, accurate and complete.”

***Date 31 March 2025***

[signed]

**Marika Lautso-Mousnier**

**Head of Unit in charge of Risk Management and Internal Control<sup>2</sup> of FPI**

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(1) C(2017)2373 of 19.04.2017.

(2) Due to the “lean” structure of FPI, this function is assigned to the Head of Unit level.

## ANNEX 2: Performance tables

<b>General objective:</b> A stronger Europe in the world			
<b>Impact indicator:</b> The European Union's voice counts in the world according to its citizens			
<b>Source of the data:</b> <a href="#">Eurobarometer</a>			
Baseline (2019)	Interim Milestone <sup>(3)</sup>	Target (2024)	Latest known results (2024)
	2022		
71% (EU 27)	Increase	Increase	72%

### Crisis Response, Peace, Stability and Conflict Prevention under NDICI-Global Europe / Instrument contributing to Stability and Peace

<b>Specific objective 1a:</b> Fast and effective EU action for crisis response and peace, stability and conflict prevention in line with EU priorities and complementary to multilateral action			<i>Related to spending programme: Crisis Response, Peace, Stability and Conflict Prevention under NDICI-Global Europe (and former IcSP)</i>	
<b>Result indicator: 1.a.1:</b> Percentage of actions (programmes/projects) that address a new and/or emerging crisis				
<b>Source of the data:</b> FPI.2				
<b>Baseline</b> (2017-2019)	<b>Interim Milestone</b>		<b>Target</b> (2024)	<b>Latest known results</b> (2024)
	(2022)			
43%	60%		75%	82%
<b>Result indicator: 1.a.2:</b> Percentage of actions adopted within 3 months of a crisis context (period from date of presentation to PSC)				
<b>Source of the data:</b> FPI.2				
<b>Baseline</b> (2017-2019)	<b>Interim Milestones</b>		<b>Target</b> (2024)	<b>Latest known results</b> (2024)
	(2022)	(2020)		
73%	80%	75%	85%	62% <sup>(4)</sup>

(3) In case of short- or medium-term objectives (all targets are set to be achieved in less than 3 years) the milestones column should be deleted from the table.

(4) The 2024 result (62,2%) did not meet internal targets. This was due to the deterioration of security and political conditions in a number of theatres, which made it impossible to pursue the actions as they had been

<b>Result indicator 1.a.3:</b> Percentage of actions (programmes/projects) that support/complement multilateral actions/actors <b>Source of the data:</b> FPI.2			
Baseline (2017-2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2024)
50%	55%	60%	73%
<b>Result indicator 1.a.4:</b> Number of state institutions and non-state actors supported on security, border management, countering violent extremism, conflict prevention, protection of civilian population and human rights <sup>(5)</sup> <b>Source of the data:</b> FPI.1			
Baseline (2017-2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2024)
0	50	100	261 <sup>(6)</sup>
<b>Main outputs in 2024:</b>			
<b>New policy initiatives</b>			
Output	Indicator	Target	Latest known results (situation on 31/12/2024)
Decision on the Multi-Annual Action Programme (AAP) 2025-2026 for the Peace, Stability and Conflict prevention programme	<b>1.a.5 <sup>(7)</sup></b> Adoption	April 2025	To be adopted in June 2025
Contracting of AAP 2023 - AAP 2024 on the Peace, Stability and Conflict prevention thematic programme	<b>1.a.6 <sup>(8)</sup></b> Number of action documents under AAP 2023 - AAP 2024 contracted	100% of AAP 2023 by 31 December 2024	100%
Reporting on earlier actions/AAP under IcSP Art. 3, 4 and 5 (pre-2021) submitted as planned	<b>1.a.7 <sup>(9)</sup></b> Timely submission of reporting of actions/AAPs under IcSP Article 3, 4 and 5 (pre-2021)	100%	100%

conceived. Measures, including staff transfers, have been put in place to avoid a similar situation in the future.

(5) Result indicator 34 in the DG DEVCO (now DG INTPA) Strategic Plan 2020-2024. The reporting is in the FPI AAR due to the transfer of response to global threats activities from DG INTPA to FPI since 1 January 2021.

(6) Response to global threats activities and cumulative result.

(7) Corresponds to Output indicator 1.a.4 in the FPI Management Plan. New numbering due to new result indicator above.

(8) Corresponds to Output indicator 1.a.5 in the FPI Management Plan. New numbering due to new result indicator above.

(9) Corresponds to Output indicator 1.a.6 in the FPI Management Plan. New numbering due to new results indicators above.

<b>Specific objective 1b:</b>  A Further reinforced consistency and complementarity between Crisis response, peace, Stability and Conflict Prevention actions and CFSP actions ( <sup>10</sup> )		Related to spending programme: Crisis Response, Peace, Stability and Conflict Prevention under NDICI-Global Europe/ IcSP	
<b>Result indicator 1.b.1:</b> Percentage of actions (programmes/projects) complementary and consistent with measures adopted under Title V TEU <b>Source of the data:</b> FPI.2/FPI.3/FPI.6			
<b>Baseline</b> (2020)	<b>Interim Milestone</b>	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
	(2022)		
100%	100%	100%	100%

<b>Specific objective 1c:</b>  Enhanced conflict-sensitivity in EU action supporting conflict prevention, stabilisation and peace and addressing global and trans-regional threats to peace, international security and stability through holistic and inclusive approaches		Related to spending programme: Crisis Response, Peace, Stability and Conflict Prevention under NDICI-Global Europe/ IcSP	
<b>Result indicator 1.c.1:</b> Percentage of actions (programmes/projects) that score ‘High’ or ‘Medium’ on the conflict sensitivity index <b>Source of the data:</b> FPI.2/FPI.3			
Baseline (2020)	Interim Milestone	Target (2024)	Latest known results (2024)
	(2022)		
100%	60%	75%	77%

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

## Common Foreign and Security Policy (CFSP)

<b>Specific objective 2:</b>  Fast action to enable resource-effective CFSP intervention as part of integrated approach			Related to spending programme: CFSP
<b>Result indicator 2.1:</b> Percentage of Contribution Agreements with EUSRs and civilian CSDP Missions signed within 4 weeks of the adoption of the Council Decision <b>Source of the data:</b> FPI.6			
Baseline (2018-2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2024)
86%	90%	95%	71.4% <sup>(11)</sup>
<b>Result indicator 2.2:</b> Percentage of civilian CSDP Missions coordinating with interventions financed under other EU instruments <sup>(12)</sup> <b>Source of the data:</b> CSDP Missions, EU Delegations, FPI.6 and other Units in FPI, EEAS, INTPA, NEAR <sup>(13)</sup> , HOME <sup>(14)</sup>			
Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2024)
N/A	100%	100%	100%

(11) In 2024, of the 14 contribution agreements signed, 10 (representing 71.4%) were signed within four weeks after the adoption of the Council Decision. The signature of the contribution agreements with EUAM Iraq, EUSR Bosnia and Herzegovina, EUSR Kosovo and EUSR South Caucasus and the crisis in Georgia was delayed due to complex negotiations on the contracts with the Mission and the new EU Special Representatives.

(12) Including NDICI and as per CFSP Mission mandate.

(13) DG NEAR became DG ENEST and DG MENA as of 1 February 2025.

(14) Results of the audits performed by professional external auditors (Final Audit Reports). After a thorough assessment of the measures put in place by the CSDP Mission, FPI launches an external audit to receive the opinion of an independent external auditor on the compliance of the CSDP Mission with the requirements of article 154.4 of the Financial Regulations (pillar assessment). Following the auditors' positive opinion and an integral assessment, FPI allows CSDP Missions to manage their budget in ex-post mode and discontinues the mitigating measures required by the Financial Regulation.

**Result indicator 2.3:** Percentage of positively pillar assessed civilian CSDP Missions not requiring supervisory measures as for article 154(5) FR.

**Source of the data:** FPI.5/FPI.6

Baseline (2019)	Interim milestone	Target (2024)	Latest known results (2024)
	(2022)		
82%	90%	100%	100% <sup>(15)</sup>

**Result indicator 2.4:** Percentage of relevant non-proliferation and disarmament actions that are complementary with actions funded under the Instrument contributing to Stability and Peace / Stability and Peace under NDICI

**Source of data:** FPI.6

Baseline (2019)	Interim milestone	Target (2024)	Latest known results (2024)
	(2022)		
N/A	100%	100%	100%

### Main outputs in 2024:

#### New policy initiatives

Output description	Indicator	Target	Latest known results (situation on 31/12/2024)
Contribution agreements with EUSR and civilian CSDP missions	<b>2.5</b> Signature of Contribution agreements with EUSR & civilian CSDP Missions	1 month after each Commission Financing Decision	100%
Financing Decisions in support of Non-proliferation of weapons and disarmament	<b>2.6</b> Adoption by the Commission	1 month after each Council Decision	100%
Grants or Contribution Agreements	<b>2.7</b> Signature	1 month after each Commission Financing Decision	50% <sup>(16)</sup>

(15) In October 2023, 10 CSDP Missions were exempted from the pillar assessment requirements. Moreover, the new Financial Regulation (EU, Euratom) 2024/2509 of 23 September 2024 stipulates that the Commission shall not require pillar assessment of CFSP bodies. Before the new Financial Regulation entered into force, EUAM RCA was positively pillar assessed. None of the positively pillar assessed civilian CSDP Missions required any supervisory measures.

(16) Out of the eight contribution agreements or grant agreements for new 2024 non-proliferation and disarmament actions, four agreements were signed within one month after the adoption of the Commission financing Decision. The two contribution agreements for the action in support of the Investigative Capacities of the Organisation for the Prohibition of Chemical Weapons (OPCW) and the action in support for the activities of the International Atomic Energy Agency (IAEA), as well as the two grant agreements for the action in support of strengthening biological safety and security in Latin America and the action in support of combating the illicit trade in and proliferation of small arms and light weapons in the Member States of the League of Arab States were signed more than one month after the adoption of the relevant Commission financing Decision due to complex negotiations with the implementing partners on the final terminology of the contract.



## European Peace Facility

General objective: A stronger Europe in the world			
<b>Specific objective 3:</b>  Global conflict management capacity is further reinforced through the deployment of European Peace Facility peace support operations by international, regional and sub-regional organisations			Related to spending programme: EPF
<b>Result indicator 3.1:</b> Number of EPF peace support operations deployed annually <b>Source of the data:</b> FPI.7			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2024)
7	8	5 <sup>(17)</sup>	4 <sup>(18)</sup>
Main outputs in 2024:			
New policy initiatives			
Output description	Indicator <sup>(19)</sup>	Target	Latest known results (2024)
Swift preparation by FPI of the Commission Decision on the amending budget related to European Peace Facility Assistance Measures for submission to the EPF Committee	<b>3.2</b>  Average number of days after Council Decision adoption	30 days	30 days

(17) Both the baseline for 2019 and target figures for 2024 for PSOs were based on rough estimations ahead of the creation of the EPF as a funding tool in 2021. At that time, it was not yet fully clear how many PSOs would be funded by the EPF following the transition from the African Peace Facility (APF). A more realistic target based on priorities identified by the Council and the African Union is now set at 5 PSOs.

(18) The number of PSOs for a given year depends on the political decisions taken by the African Union on the deployment of such PSOs and subsequent funding requests addressed to the HRVP. For 2024, four such PSOs are relevant for the reporting period.

(19) Corresponds to indicator 3.1 in the FPI Management Plan.

## Support to EU Foreign Policy Needs and Partnership with High Income Countries under NDICI-Global Europe

<b>Specific objective 4.a:</b> EU interests, values and standards positively impact decision making processes in third countries			Related to spending programme(s): NDICI-Global Europe Support to EU Foreign Policy Needs (and former Partnership Instrument (PI))
<b>Specific objective 4.b:</b> Reinforced political partnerships and new alliances contributing to strengthening the rules-based multilateral global order			
<b>Specific objective 4.c:</b> Strengthened knowledge and image of the EU abroad as an influential global player and reliable partner <sup>(20)</sup>			
<b>Result indicator 4.a.b.c:</b> Percentage of actions (programmes/projects) that score ‘High’ or ‘Medium’ on the gender sensitivity index <sup>(21)</sup>			
<b>Source of the data:</b> FPI.3			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
N/A	70%	90%	No data available
<b>Main outputs in 2024:</b>			
<b>New policy initiatives</b>			
<b>Output description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (2024)</b>
Financing Decisions/Commitment of available funds under Support to Foreign Policy Needs building on PI-practices	<b>4.a.4 <sup>(22)</sup></b> Adoption	100% of available funds under both pillars committed	100%
Contracts covering individual measures adopted in 2023 and of AAP 2023 and 2024 actions	<b>4.a.5 <sup>(23)</sup></b> Percentage of contracted individual measures adopted in 2023 and of actions in AAP 2023	100% by end2024	100%
Reporting on earlier actions under AAPs 2016 to 2020 under the Partnership Instrument	<b>4.a.6 <sup>(24)</sup></b> Percentage of reporting on actions under AAPs 2016 to 2020 submitted on time	100%	100%

(20) With the development of a new reporting tool some indicators were reformulated and the methodology to measure the previous ones was discontinued.

(21) With the development of a new reporting tool some indicators were reformulated and the methodology to measure the previous ones was discontinued.

(22) Number changed from 4.a.3 to 4.a.4 due to a revision of indicators in the FPI Strategic Plan 2020-2024.

(23) Number changed from 4.a.4 to 4.a.5 due to a revision of indicators in the FPI Strategic Plan 2020-2024.

(24) Number changed from 4.a.5 to 4.a.6 due to a revision of indicators in the FPI Strategic Plan 2020-2024.

<b>Specific objective 4.b:</b> Reinforced political partnerships and new alliances contributing to strengthening the rules-based multilateral global order		Related to spending programme(s): Partnership instrument /NDICI Support to EU Foreign Policy Needs	
<b>Result indicator 4.b.1:</b> Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced			
<b>Source of the data:</b> FPI.3			
<b>Baseline</b> (2019)	<b>Interim Milestone</b>	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
	(2022)		
N/A	5	15	650 (cumulative since 2021) <sup>(25)</sup>

<b>Specific objective 4.c:</b> Strengthened knowledge and image of the EU abroad as an influential global player and reliable partner		Related to spending programme(s): Partnership instrument /NDICI Support to EU Foreign Policy Needs	
<b>Result indicator 4.c.1:</b> Percentage of participants targeted by outreach and advocacy events who acknowledge a positive change in their perception of the EU and/or international policies and standards / having engaged further on the topic <sup>(26)</sup>			
<b>Source of the data:</b> FPI.3			
<b>Baseline</b> (2019)	<b>Interim Milestone</b>	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
	(2022)		

(25) The target was set before the implementation of the new actions on Foreign Policy Needs started and potential performance was therefore difficult to quantify, which explains why it is very low compared to results.

(26) With the development of a new reporting tool some indicators were reformulated and the methodology to measure the previous ones was discontinued.

73.91%	77%	80%	No data available
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## Electoral Missions under NIDCI-Global Europe

<b>Specific objective 5:</b> Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries			Related to spending programme: Election Missions under NIDCI-Global Europe (and Election Observation Missions under the former instrument EIDHR)
<b>Result indicator 5.1:</b> Number of electoral processes and democratic cycles supported, observed, and followed by means of Election Observation Missions (fully-fledged Electoral Observation Missions, Election Experts Missions, Election Follow-up Missions, complementary activities) <b>Source of data:</b> FPI.6			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2024)
23	23	23	22 <sup>(27)</sup>
<b>Result indicator 5.2:</b> Percentage of specific contracts signed within 5 weeks after the HR/VP decision to deploy an EU Election Observation Mission <b>Source of data:</b> FPI.6			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2024)
87,5%	90%	95%	60% <sup>(28)</sup>

(27) Due to political situation, several missions foreseen could not be deployed. The 22 electoral processes “supported, observed and followed” in 2024 include 16 electoral processes, which took place in 2024, as well as four electoral processes conducted in previous years and followed up by the 2024 Electoral Follow-up Missions and two electoral processes planned for 2025, for which Exploratory Missions were conducted in 2024.

(28) The low rate is due to the early deployment of the exploratory missions to ensure sufficient preparation time for EOMs, providing FPI with more time than is standard, i.e. more than five weeks, for the preparation of the missions.

Main outputs in 2024:			
Other important outputs			
Output description	Indicator 5.3	Target	Latest known results (2024)
Multiannual Action Plan for the EU electoral mission and complementary activities 2024 and 2025	Adoption	Last quarter of 2023	Adopted on 8 November 2023 <sup>(29)</sup>

## Regulatory Instruments

<b>Specific objective 6:</b> Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty			Related to spending programme: No
<b>Result indicator 6.1:</b> Number of countries having committed to taking effective measures, inter alia through legislation and effective enforcement, for the restriction of the trade in goods used for capital punishment or torture			
<b>Source of the data:</b> EU EEAS Reports, OHCHR, Council of Europe, OSCE, African Commission on Human and Peoples' Rights			
Baseline (2019)	Interim Milestone	Target (2024)	Latest known results (2024)
	(2022)		
60	65	70	64 <sup>(30)</sup>
Main outputs in 2024:			
New policy initiatives			
Output description	Indicator	Target	Latest known results (2024)
Meetings of the informal expert group on the 'Anti-Torture' Regulation	<b>6.2</b> Organisation	At least 2	No meetings (31)
Report on exports under the Anti-torture Regulation and report on	<b>6.3</b>	4 <sup>th</sup> quarter 2024	Reports adopted on 19 November 2024

(29) Commission Implementing Decision C(2023)7684 of 8 November 2023.

(30) UN efforts to promote Torture Free Trade have been impacted by the growing polarisation and divide on human rights issues and increasing attention paid to other upcoming process (legally binding instrument in the right to development).

(31) The informal group of experts met on several occasions in 2021, 2022 and 2023 providing FPI, in an advisory capacity, with expertise on a draft proposal to amend the scope of Regulation (EU) 2109/125. In 2024, FPI focused on consultations with experts in the Member States on the referred proposal.

the activities and consultations of the Anti-Torture Coordination Group report <sup>(32)</sup>	Adoption of the two reports for year 2023		
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## Information outreach

Main outputs in 2024:			
External communication			
Output description	Indicator	Target	Latest known results (2024)
Information Outreach Annual Work Programme 2025	<b>C.1</b> Adoption	December 2024	Adopted on 8 November 2024
Visibility of FPI actions	<b>C.2</b> Growth rate of followers on X/Twitter	3-5% yearly increase	-2.7% (decrease) <sup>(33)</sup>
	Growth rate of visits on FPI website	10% yearly increase	-9.22% (decrease) <sup>(34)</sup>
In-person and virtual EUVP visits organised	<b>C.3</b> Number of in-person and virtual EUVP visits organised.	300	248 <sup>(35)</sup>
Information of EUVP Alumni on website and social media	Number of EUVP webpages and social media posts featuring EUVP Alumni published.	50	25 webpages and 83 social media (Facebook)
Active exchange with EUVP Alumni through webinars and online conversations	Number of EUVP Alumni webinars organised.	3	2
	Number of EUVP Alumni online conversation organised.	10	2

<sup>(32)</sup> Annual reports referred to in Articles 26(4) and 31(4) respectively.

<sup>(49)</sup> The decrease is due to changes in the X algorithm.

<sup>(34)</sup> The decrease is a consequence of changes in the X algorithm, which have reduced the organic reach of posts promoting new web content, and thus negatively impacting traffic to the FPI website.

<sup>(35)</sup> 300 is the maximum number of visitors allowed to be invited by budget and human resources. For reasons beyond EUVP control, some visitors may cancel their participation. The Active exchange with EUVP Alumni through webinars and online conversations target was not met due to insufficient human resources.

## ANNEX 3: Draft annual accounts and financial reports

### Annex 3 Financial Reports - DG FPI - Financial Year 2024

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

Table 16 : Commitments co-delegation type 3 in 2024

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 12/03/2025

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2024 (in Mio €) for DG FPI					
			Commitment appropriations authorised*	Commitments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 02	Horizon Europe	2,00	2,00	100,00 %
Total Title 01			2,00	2,00	100,00 %
Title 06 Recovery and Resilience					
06	06 06	EU4Health Programme	1,50	1,50	100,00 %
Total Title 06			1,50	1,50	100,00 %
Title 08 Agriculture and Maritime Policy					
08	08 02	European Agricultural Guarantee Fund (EAGF)	0,00	0,00	0,00 %
Total Title 08			0,00	0,00	0,00 %
Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	0,50	0,50	100,00 %
Total Title 09			0,50	0,50	100,00 %
Title 14 External Action					
14	14 01	Support administrative expenditure of the `External Action¿ cluster	9,00	3,67	40,79 %
	14 02	Neighbourhood, Development and International Cooperation Instrument ¿ Global Europe (NDICI ¿ Global Europe)	495,33	489,30	98,78 %
	14 04	Common Foreign and Security Policy	403,89	403,89	100,00 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	26,36	26,32	99,88 %
Total Title 14			934,57	923,18	98,78 %
Title 16 Expenditure outside the annual ceilings set out in the Multiannual Financial Framework					
16	16 01	Support administrative expenditure outside the annual ceilings set out in the Multiannual Financial Framework	0,93	0,00	0,00 %
Total Title 16			0,93	0,00	0,00 %
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0,04	0,03	85,74 %
Total Title 20			0,04	0,03	85,74 %
Total Excluding NGEU			939,54	927,22	98,69 %
Total DG FPI			939,54	927,22	98,69 %



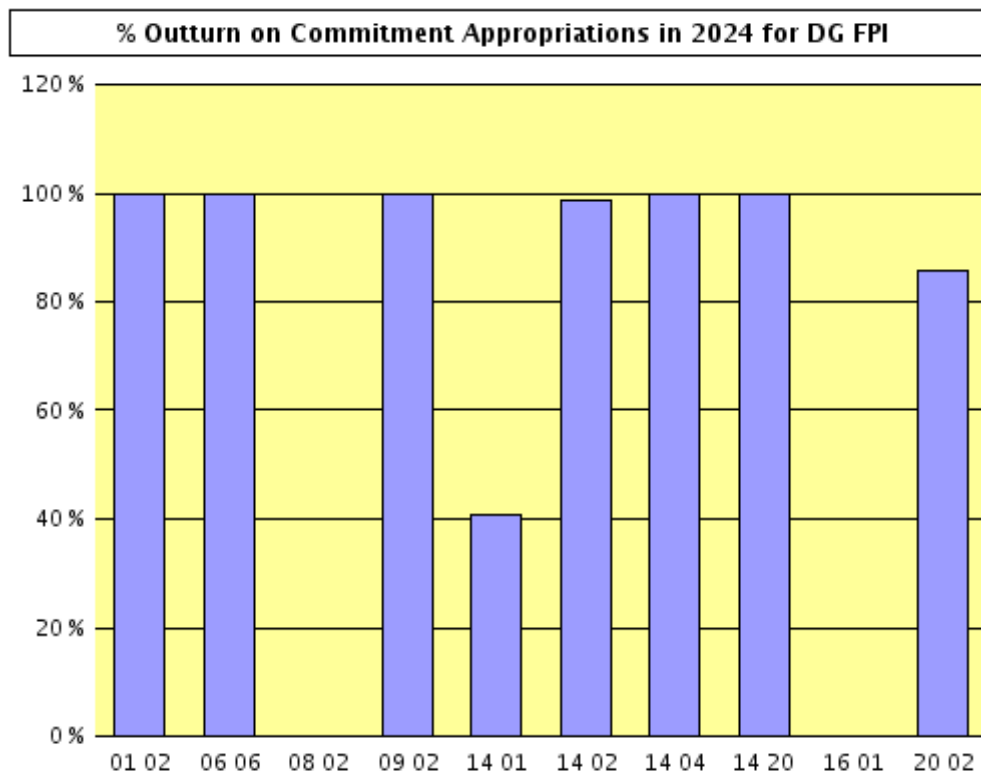


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2024 (in Mio €) for DG FPI					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 01 Research and Innovation					
01	01 02	Horizon Europe	1,75	1,75	100,00 %
Total Title 01			1,75	1,75	100,00%
Title 06 Recovery and Resilience					
06	06 06	EU4Health Programme	0,00	0,00	0,00 %
Total Title 06			0,00	0,00	0,00%
Title 08 Agriculture and Maritime Policy					
08	08 02	European Agricultural Guarantee Fund (EAGF)	0,45	0,45	100,00 %
Total Title 08			0,45	0,45	100,00%
Title 09 Environment and Climate Action					
09	09 02	Programme for the Environment and Climate Action (LIFE)	1,25	1,25	100,00 %
Total Title 09			1,25	1,25	100,00%
Title 14 External Action					
14	14 01	Support administrative expenditure of the 'External Action' cluster	11,09	3,12	28,10 %
	14 02	Neighbourhood, Development and International Cooperation Instrument ' Global Europe (NDICI ' Global Europe)	529,78	521,77	98,49 %
	14 04	Common Foreign and Security Policy	393,83	391,27	99,35 %
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	25,28	25,28	100,00 %
Total Title 14			959,98	941,44	98,07%
Title 16 Expenditure outside the annual ceilings set out in the Multiannual Financial Framework					
16	16 01	Support administrative expenditure outside the annual ceilings set out in the Multiannual Financial Framework	0,93	0,00	0,00 %
Total Title 16			0,93	0,00	0,00%
Title 20 Administrative expenditure of the European Commission					
20	20 02	Other staff and expenditure relating to persons	0,05	0,03	63,36 %
Total Title 20			0,05	0,03	63,36%
Total Excluding NGEU			964,41	944,92	97,98%
Total DG FPI			964,41	944,92	97,98 %

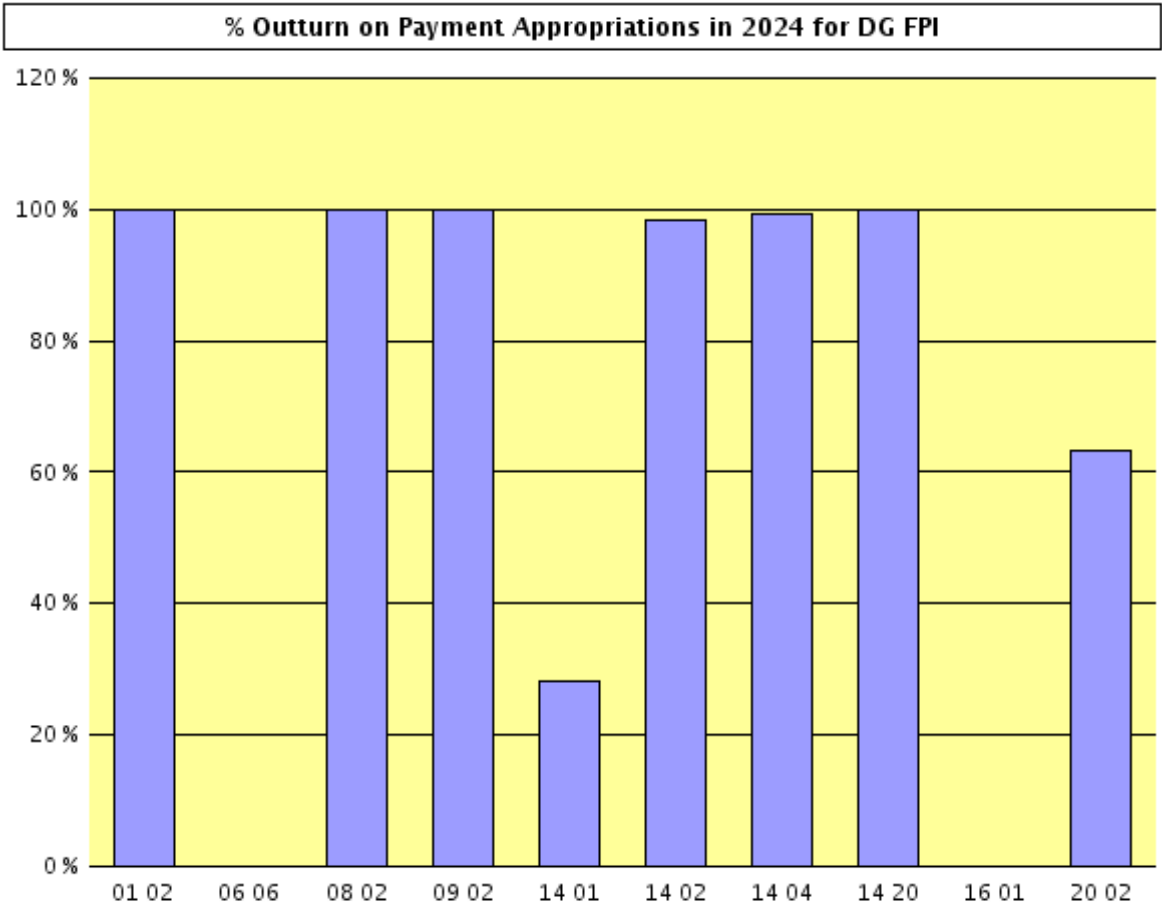


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
01	01 02	Horizon Europe	2,00	1,00	1,00	50,00%	1,20	2,20	1,95
Total Title 01			2,00	1,00	1,00	50,00%	1,20	2,20	1,95
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
06	06 06	EU4Health Programme	1,50	0,00	1,50	100,00%	0,00	1,50	0,00
Total Title 06			1,50	0,00	1,50	100,00%	0,00	1,50	0,00
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
08	08 02	European Agricultural Guarantee Fund (EAGF)	0,00	0,00	0,00	0,00%	2,05	2,05	2,50
Total Title 08			0,00	0,00	0,00	0,00%	2,05	2,05	2,50
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
09	09 02	Programme for the Environment and Climate Action (LIFE)	0,50	0,50	0,00	0,00%	1,20	1,20	1,95
Total Title 09			0,50	0,50	0,00	0,00%	1,20	1,20	1,95
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
14	14 01	Support administrative expenditure of the External Action¿ cluster	3,67	1,05	2,62	71,40%	0,00	2,62	2,10
	14 02	Neighbourhood, Development and International Cooperation Instrument ¿ Global Europe (NDICI ¿ Global Europe)	489,30	92,74	396,56	81,05%	578,13	974,69	1.035,29
	14 04	Common Foreign and Security Policy	403,89	351,52	52,37	12,97%	42,84	95,22	107,11
	14 20	Pilot projects, preparatory actions, prerogatives and other actions	26,32	25,07	1,25	4,75%	0,24	1,49	0,48
Total Title 14			923,18	470,38	452,80	49,05%	621,20	1.074,01	1.144,97
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
16	16 01	Support administrative expenditure outside the annual ceilings set out in the Multiannual Financial Framework	0,00	0,00	0,00	0,00%	0,00	0,00	0,00
Total Title 16			0,00	0,00	0,00	0,00%	0,00	0,00	0,00
TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2024 (in Mio €) for DG FPI									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2023	Total of commitments to be settled at end of financial year 2024	Total of commitments to be settled at end of financial year 2023
			Commitments	Payments	RAL	%to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Other staff and expenditure relating to persons	0,03	0,03	0,00	10,88%	0,00	0,00	0,01
Total Title 20			0,03	0,03	0,00	10,88%	0,00	0,00	0,01
Total Excluding NGEU			927,22	471,91	455,31	49,10%	625,66	1.080,97	1.151,38
Total for DG FPI			927,22	471,91	455,31	49,10 %	625,66	1.080,97	1.151,38

TABLE 4 : BALANCE SHEET for DG FPI

BALANCE SHEET	2024	2023
<b>A.I. NON CURRENT ASSETS</b>	<b>62.858.992,67</b>	<b>64.434.850,16</b>
A.I.5. Non-Current Pre-Financing	62.858.992,67	64.434.850,16
<b>A.II. CURRENT ASSETS</b>	<b>472.319.289,99</b>	<b>508.778.518,81</b>
A.II.2. Current Pre-Financing	495.704.141,83	529.265.506,29
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	-23.384.851,84	-20.486.987,48
A.II.4. Inventories	0,00	0,00
<b>ASSETS</b>	<b>535.178.282,66</b>	<b>573.213.368,97</b>
<b>P.I. NON CURRENT LIABILITIES</b>	<b>0,00</b>	
P.I.3. Non-Current Financial Liabilities	0,00	
<b>P.II. CURRENT LIABILITIES</b>	<b>-91.202.272,92</b>	<b>-106.859.592,64</b>
P.II.4. Current Payables	-18.497.330,34	-21.242.926,37
P.II.5. Current Accrued Charges & Defrd Income	-72.704.942,58	-85.616.666,27
<b>LIABILITIES</b>	<b>-91.202.272,92</b>	<b>-106.859.592,64</b>
<b>NET ASSETS (ASSETS less LIABILITIES)</b>	<b>443.976.009,74</b>	<b>466.353.776,33</b>
Non-allocated central (surplus)/deficit*	-7.656.326.903,99	-6.816.943.842,01
P.III.2. Accumulated Surplus/Deficit	7.212.350.894,25	6.350.590.065,68
<b>TOTAL DG FPI</b>	<b>0,00</b>	<b>0,00</b>

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG FPI

STATEMENT OF FINANCIAL PERFORMANCE	2024	2023
II.1 REVENUES	-4.685.760,37	-682.909,78
II.1.1. NON-EXCHANGE REVENUES	-2.856.934,86	676.501,98
II.1.1.6. RECOVERY OF EXPENSES	-565.733,17	1.712.425,69
II.1.1.8. OTHER NON-EXCHANGE REVENUES	-2.291.201,69	-1.035.923,71
II.1.2. EXCHANGE REVENUES	-1.828.825,51	-1.359.411,76
II.1.2.1. FINANCIAL INCOME		-590,75
II.1.2.2. OTHER EXCHANGE REVENUE	-1.828.825,51	-1.358.821,01
II.2. EXPENSES	952.885.833,81	862.443.738,35
II.2. EXPENSES	952.885.833,81	862.443.738,35
II.2.11. OTHER EXPENSES	27.949.458,40	26.686.717,74
II.2.2. EXP IMPL BY COMMISS&EX.AGENC. (DM)	346.983.917,37	322.151.765,51
II.2.3. EXP IMPL BY OTH EU AGENC&BODIES (IM)	15.293.885,03	15.345.823,74
II.2.4. EXP IMPL BY 3RD CNTR & INT ORG (IM)	163.072.299,71	182.958.664,60
II.2.5. EXP IMPL BY OTHER ENTITIES (IM)	399.581.716,22	315.295.972,35
II.2.6. STAFF AND PENSION COSTS	0,00	0,00
II.2.8. FINANCE COSTS	4.557,08	4.794,41
STATEMENT OF FINANCIAL PERFORMANCE	948.200.073,44	861.760.828,57

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

**TABLE 5bis : OFF BALANCE SHEET for DG FPI**

<b>OFF BALANCE</b>	<b>2024</b>	<b>2023</b>
OB.1. Contingent Assets	45.911.342,90	66.150.327,14
GR for performance	32.332,10	32.332,10
GR for pre-financing	45.879.010,80	66.117.995,04
OB.2. Contingent Liabilities	0,00	-800.000,00
OB.2.7. CL Legal cases OTHER	0,00	-800.000,00
OB.3. Other Significant Disclosures	-989.988.759,85	-1.042.312.876,25
OB.3.2. Comm against app. not yet consumed	-989.988.759,85	-1.042.312.876,25
OB.4. Balancing Accounts	944.077.416,95	976.962.549,11
OB.4. Balancing Accounts	944.077.416,95	976.962.549,11
<b>OFF BALANCE</b>	<b>0,00</b>	<b>0,00</b>

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Legal Times									
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	250	247	98,80 %	10,67	3	1,20 %	32,33	6.133.588,65	1, %
45	3	3	100,00 %	22,00				0,00	0, %
60	278	266	95,68 %	40,52	12	4,32 %	74,00	5.970.618,18	5, %
90	271	268	98,89 %	54,50	3	1,11 %	103,33	5.316.807,20	1, %

Total Number of Payments	802	784	97,76 %		18	2,24 %		17421014,03	2, %
Average Net Payment Time	36,63290091			35,82			71,94		
Average Gross Payment Time	51,17903557			50,222687			92,83333333		

Suspensions							
Average Report Approval Suspension	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	40	295	36,78 %	802	184.000.516,14	20,08 %	916.398.878,93

Late Interest paid in 2024			
DG	GL Account	Description	Amount (Eur)
FPI	65010100	Interest on late payment of charges New FR	4.557,08
			<b>4.557,08</b>



TABLE 7 : SITUATION ON REVENUE AND INCOME in 2024 for DG FPI								
Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
30	Revenue from staff	667.825,07	0,00	667.825,07	667.825,07	0,00	667.825,07	0,00
33	Other administrative revenue	1.266.716,17	152.962,38	1.419.678,55	1.248.506,43	152.962,38	1.401.468,81	18.209,74
65	Neighbourhood and the world	19.624.854,90	2.653.096,08	22.277.950,98	19.242.569,37	2.128.405,69	21.370.975,06	906.975,92
66	Other contributions and refunds	3.065.196,68	0,00	3.065.196,68	3.065.196,68	0,00	3.065.196,68	0,00
67	Completion for outstanding recovery orders prior to 2021	-44.928,96	344.462,79	299.533,83	-44.928,96	55.182,29	10.253,33	289.280,50
Total DG FPI		24.579.663,86	3.150.521,25	27.730.185,11	24.179.168,59	2.336.550,36	26.515.718,95	1.214.466,16

**TABLE 8 : FINANCIAL IMPACT OF EX-ANTE AND EX-POST CONTROLS in 2024for DG FPI**

<b>EX-ANTE CONTROLS BY TRANSACTION</b>	<b>Irregularity</b>	<b>Total ex-ante amounts</b>
NON ELIGIBLE IN COST CLAIMS	665.494,08	<b>665.494,08</b>
CREDIT NOTES	458.397,97	<b>458.397,97</b>
RECOVERY ORDERS ON PRE-FINANCING		
<b>Sub-Total</b>	<b>1.123.892,05</b>	<b>1.123.892,05</b>

<b>EX-POST CONTROLS BY TRANSACTION</b>	<b>Irregularity</b>	<b>Total ex-post amounts</b>
RECOVERY ORDERS OTHER THAN ON PRE-FINANCING	446.857,78	<b>446.857,78</b>
INCOME LINES IN INVOICES		
<b>Sub-Total</b>	<b>446.857,78</b>	<b>446.857,78</b>

<b>GRAND TOTAL (EX-ANTE + EX-POST)</b>	<b>1.570.749,83</b>	<b>1.570.749,83</b>
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**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2024 for DG FPI**

	Number at 01/01/2024	Number at 31/12/2024	Evolution	Open Amount (Eur) at 01/01/2024	Open Amount (Eur) at 31/12/2024	Evolution
2015	1	1	0,00 %	289.280,50	289.280,50	0,00 %
2020	3		-100,00 %	1.812.627,83		-100,00 %
2021	1	1	0,00 %	524.690,39	524.690,39	0,00 %
2023	5		-100,00 %	2.128.405,69		-100,00 %
2024		5			400.495,27	
	<b>10</b>	<b>7</b>	<b>-30,00 %</b>	<b>4.755.004,41</b>	<b>1.214.466,16</b>	<b>-74,46 %</b>

**TABLE 10 :Recovery Order Waivers >= 60 000 € in 2024 for DG FPI**

Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
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Total DG FPI	
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Number of RO waivers	
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There are 2 waivers below 60 000 € for a total amount of -51,338.6

TABLE 11 : Negotiated Procedures in 2024 for DG FPI
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**The procedures are presented In the Annual Management and Performance Report of 2024**

TABLE 12 : Summary of Procedures in 2024 for DG FPI

**The procedures are presented In the Annual Management and Performance Report of 2024**

TABLE 13 : BUILDING CONTRACTS in 2024 for DG FPI

Legal Base	Procedure subject	Contract Number	Contractor Name	Contract Subject	Contracted Amount (€)

TABLE 14 : CONTRACTS DECLARED SECRET In 2024 for DG FPI



TABLE 15 : FPA duration exceeds 4 years - DG FPI

TABLE 16 : Commitments co-delegation type 3 In 2024 for DG FPI

## ANNEX 4: Financial scorecard

The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2024, 11 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes) <sup>(36)</sup>:

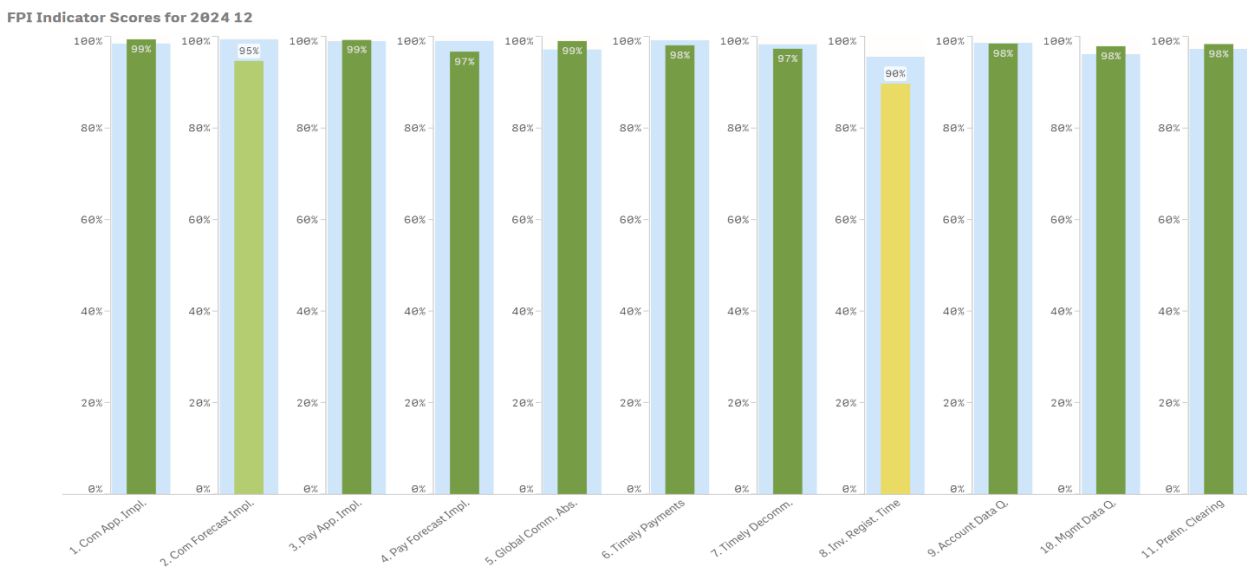
<b>Commitment Appropriations (CA) Implementation</b> <b>CA Forecast Implementation</b> <b>Payment Appropriations (PA) Implementation</b> <b>PA Forecast Implementation</b> <b>Global Commitment Absorption</b>	<b>Timely Payments</b> <b>Timely Decommitments</b> <b>Invoice Registration Time</b> <b>Accounting Data Quality</b> <b>Management Data Quality</b> <b>Timely Invoice PF clearing</b>
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For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator’s value and the target is colour coded as follows:

- 100 – >95% of the target: dark green
- 95 – >90% of the target: light green
- 90 – >85% of the target: yellow
- 85 – >80% of the target: light red
- 80 – 0% of the target: dark red

The Commission services are invited to provide commentary for each indicator’s result in the dedicated comment section below the indicators scores as this can help the reader to understand the Commission’s service context. In cases when the indicator’s value achieves 80% or less of the target, the comment becomes mandatory.

The detailed definitions of the indicators are available on the internal DG BUDG site (BudgPedia) and managed by unit BUDG.C5 Financial Reporting.



For each indicator the light blue bar denotes the EC Score.

(36) If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

Indicator	Objective	Comment <sup>(37)</sup>	FPI Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		99%	99%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		95%	99%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year		99%	99%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		97%	99%
5. Global Commitment Absorption <sup>(38)</sup>	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		99%	97%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines		98%	99%
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		97%	98%
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		90%	96%

(37) An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

(38) Due to technical limitation: 1. the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. 2. it is technically not possible to exclude the decommitment of RAL (C8) which is subsequently re-committed for a new purpose. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		98%	99%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		98%	96%
11. Timely Invoice PF clearing	Ensure efficient clearing by invoices of prefinancing payments within the invoice payment time limit		98%	100%

## ANNEX 5: Materiality criteria

The principal criterion for defining significant weaknesses is the detection of significant deficiencies/errors during the controls, supervision and evaluation exercises. Different parameters are considered, such as the nature/typology of the deficiency and its scope, the relative importance of the system component affected by the deficiencies, their frequency and duration, their cause, the financial impact, monetary value of the identified problem/amount considered erroneous, the amount considered at risk, the possibility to undertake corrective actions and the existence of compensatory measures (mitigating controls which reduce the impact of the weakness). In addition, an examination is made as to whether the deficiencies give risk to special factors which put at risk the reputation of EU institutions (e.g. risk of widespread fraud).

From the examination carried out based on the above factors, management should conclude that the deficiencies are significant and deserve to be disclosed in the declaration of assurance where:

- the problems identified concern key control elements/components linked to the underlying expenditure and, having regard to the relevant factors, it appears they are systematic and wide-ranging in their occurrence;
- the multi-annual residual error rate (RER) for one or more activities of the Service exceeds 2% of the authorised payments of the reporting year for this activity;
- the audit coverage is insufficient and information on internal control system inadequate to conclude on the robustness of internal control;
- the existence of critical issues reported by the Court of Auditors, the IAS or OLAF, including the impact on assurance of very important recommendations for which there is a significant delay in the implementation of the action plan;
- there are distinctive factors in relation to the qualitative aspects of the deficiencies, which give rise to a high reputational risk (both concerning the nature of the impact on reputation, the breadth of awareness of the event as well as the duration of impact on a reputation) for the EU institutions, which would lead to the conclusion that the deficiencies are significant notwithstanding the absence of one or both of the above elements.
- Identification and correction of weaknesses/errors are based on a number of sources, comprising, inter alia:
  - o regular assessment of the implementation of the internal control framework;
  - o specific controls, audits or investigations and their results;
  - o management and monitoring reports;
  - o and recommendations of internal and external audit bodies.

Since 2019<sup>(39)</sup>, a 'de minimis' threshold for financial reservations has been introduced. Quantified annual activity report reservations related to residual error rates above the 2% materiality threshold are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases,

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(39) Agreement of the Corporate Management Board of 30/4/2019.

quantified reservations are no longer needed. Cases where the 'de minimis' threshold applies this year are reported in Annex 9.

The implementation of this 'de minimis' threshold applies at the level of the department's annual activity report reservations, namely, not at all affecting the detailed reservations at the level of the Payment Agency(s)/Operational Programme(s).

## **ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)**

FPI has defined the following relevant control systems:

- Common Foreign and Security Policy (CFSP)
- NDICI Crisis Response / NDICI Stability and Peace / Instrument contributing to Stability and Peace (IcSP) / Instrument for Stability (IFS)
- NDICI Foreign Policy Needs / Partnership Instrument (PI)
- NDICI Election observation missions (Former EOM)

Note that the IcSP, IFS and PI have been replaced by the Neighbourhood, Development and International Cooperation Instrument (NDICI) under the current MFF but some actions under these instruments are still ongoing though most actions managed by FPI are contracted under NDICI.

Depending on the management mode the implementation of each control system will follow the steps detailed below.

### **1. Grants – direct management**

#### **Stage 1 – Programming, evaluation and selection of proposals**

##### ***A - Preparation, adoption and publication of the Annual Work Programme, Calls for proposals and direct awards***

**Main internal control objectives:** Ensuring that the Commission selects the proposals that contribute the most towards the achievement of the policy or programme objectives (effectiveness); Compliance (legality & regularity); Prevention of fraud (anti-fraud strategy).



Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The annual work programme, the subsequent calls for proposals or the direct award decisions do not adequately reflect the policy objectives, priorities, are incoherent and/or the essential eligibility, selection and award criteria are not adequate to ensure the evaluation of the proposals.	<p>Hierarchical validation within the authorising department</p> <p>Inter-service consultation, including all relevant DGs</p> <p>Adoption by the Commission</p> <p>Explicit allocation of responsibility to individual officials (reflected in task assignment or function descriptions)</p> <p>Centralised checklist-based verification</p> <p>Ex-post monitoring: lessons-learned survey/discussion with evaluators</p>	<p>If risk materialises, all grants awarded during the year under this work programme or call would be irregular. Possible impact 100% of budget involved and significant reputational consequences.</p> <p><b>Coverage / Frequency:</b> 100%</p> <p><b>Depth:</b> Checklist includes a list of the requirements of the regulatory provisions identified.</p>	<p><b>Effectiveness:</b> number of control failures; budget amount of the work programmes concerned. Success ratios; % of number/value proposals received over number expected / budget available. Dispersion of amount or content (indicator of homogeneity resulting from selection criteria)</p> <p>Benefits: The (average annual) total budgetary amount of the annual work programmes, calls or direct awards with significant errors detected and corrected.</p> <p><b>Efficiency:</b> average cost of preparation, adoption and publishing an annual work programme, compared with benchmarks and evolution over time. Average cost of processing direct awards.</p> <p><b>Economy (costs):</b> estimation of cost of staff involved in the preparation and validation of the annual work programme, calls and direct awards. Cost of contracted services, if any.</p>

## ***B - Selecting and awarding: Evaluation, ranking and selection of proposals***

**Main internal control objectives:** Ensuring that the most promising projects for meeting the policy objectives are among (a good balance of) the proposals selected (effectiveness); Compliance (legality & regularity); Prevention of fraud (anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The evaluation, ranking and selection of proposals is not carried out in accordance with the established procedures, the policy objectives, priorities and/or the essential eligibility, or with the selection and award criteria defined in the annual work programme / financing decisions and subsequent calls for proposals or direct awards.	Assignment of staff (e.g. programme officers)	100% vetting for technical expertise and independence (e.g. conflicts of interests, nationality bias, ex-employer bias, collusion)	<p><b>Effectiveness:</b> % of proposals (successfully) challenged under the redress procedure. No litigation cases. Number of candidate expert evaluators barred. Number of supervisory control failures. Amount of budget of grants concerned.</p> <p><b>Benefits:</b> compare selected list with a random allocation of the available budget. Benefit equals to value of deserving projects otherwise not selected plus value of non-deserving projects that would have been selected (=amount redirected to better projects).</p> <p><b>Efficiency Indicators:</b> total (average) annual cost of expert evaluation compared with benefits (ratio). Average cost per call and/or per (selected) proposal. % cost over annual amount disbursed in grants. Time-to-publication of selection results.</p> <p><b>Economy (costs):</b> estimation of cost of staff involved in the evaluation and selection of proposals. Cost of the appointment of experts and of the logistics of the evaluation</p>
	Assessment by staff (e.g. programme officers)	100% of proposals are evaluated. Depth may be determined by screening of outline proposals (two-step evaluation).	
	Review (e.g. by a mixed panel) and hierarchical validation by the AO of ranked list of proposals In addition, if applicable: Opinion of advisory bodies; comitology; interservice consultation and adoption by the Commission; publication	Coverage: 100% of ranked list of proposals. Supervision of work of evaluators. Depth depends of risk factors: e.g. conflicts of interests, nationality bias, ex-employer bias, collusion	

**Stage 2 - Contracting:** Transformation of selected proposals into legally binding grant agreements.

**Main internal control objectives:** Ensuring that the actions and funds allocation is optimal (best value for public money; effectiveness, economy, efficiency); Compliance (legality & regularity); Prevention of fraud (anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The description of the action in the grant agreement includes tasks which do not contribute to the achievement of the programme objectives and/or that the budget foreseen overestimates the costs necessary to carry out the action. The beneficiary lacks operational and/or financial capacity to carry out the actions. Procedures do not comply with regulatory framework.	Hierarchical validation of proposed adjustments. Validation of beneficiaries (operational and financial viability) and planning of (mid-term and final) evaluations. Signature of the grant agreement by the AO. In-depth financial verification and taking appropriate measures for high-risk beneficiaries based on the instructions on direct awards. Reinforce financial and contractual circuits.	100% of the selected proposals and beneficiaries are scrutinised. Coverage: 100% of draft grant agreements. Depth may be determined after considering the type or nature of the beneficiary (e.g. NGOs).	<b>Effectiveness:</b> % of selected proposals with recommendations implemented in grant agreement. Amount of proposed costs rejected <b>Benefits:</b> difference between the budget value of the selected proposals and that of the corresponding grant agreements <b>Efficiency Indicators:</b> value of grant agreements completed over budget requested in the corresponding proposals (%), Time-to-Grant <b>Economy</b> (costs): estimation of cost of staff involved in the contracting process.

**Stage 3 - Monitoring the execution.** This stage covers the monitoring the operational, financial and reporting aspects related to the project and grant agreement.

**Main control objectives:** ensuring that the operational results (deliverables) from the projects are of good value and meet the objectives and conditions (effectiveness & efficiency); ensuring that the related financial operations comply with regulatory and contractual provisions (legality & regularity); prevention of fraud (anti-fraud strategy); ensuring appropriate accounting of the operations (reliability of reporting, safeguarding of assets and information).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The actions foreseen are not, totally or partially, carried out in accordance with the description of the action and requirements foreseen in the grant agreement and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions.	Operational and financial checks in accordance with the financial circuits. Operation authorisation by the AO For riskier operations, ex ante in-depth and/or on-site verification.	100% of the projects are controlled, including only value-adding checks. Riskier operations subject to in-depth and/or on-site controls. The depth depends on risk criteria.	<b>Effectiveness:</b> number of control failures; budget amount of the errors concerned. Number of projects with cost claim errors; budget amount of the cost items rejected. Number of penalties / damages; amount of the penalties / damages. Success ratios; % of value of cost claims items adjusted over cost claims value. <b>Benefits:</b> budget value of the costs claimed by the beneficiary but rejected by the project officers. Budget value of the part of the grant not paid out as prefinancing for projects that have been stopped by the Commission. Budget value of penalties and liquidated damages <b>Efficiency:</b> cost/benefit ratio Average cost per open project. % cost over annual amount disbursed, Time-to-payment <b>Economy (costs):</b> estimation of cost of staff involved in the actual management of running projects.
	For high-risk operations, reinforced monitoring Recommended: consider an ex-ante verification on-the-spot (OV and/or FV) – e.g. monitoring visit. Earmark projects for risk based ex-post audit	High risk operations identified by risk criteria. Red flags: delayed interim deliverables, suspicion of plagiarism, unstable consortium, requesting many amendments, anti-fraud flagging, etc.	
	If needed: application of Suspension/interruption of payments, Penalties or liquidated damages. Referring grant to OLAF	Depth: depends on results of ex-ante controls.	

## Stage 4 - Ex-Post controls

### A - Reviews, audits and monitoring

**Main internal control objectives:** Measuring the effectiveness of ex-ante controls by ex-post controls; detect and correct any error or fraud remaining undetected after the implementation of ex-ante controls (legality & regularity; anti-fraud strategy); addressing systemic weaknesses in the ex-ante controls, based on the analysis of the findings (sound financial management); Ensuring appropriate accounting of the recoveries to be made (reliability of reporting, safeguarding of assets and information).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The ex-ante controls (as such) fail to prevent, detect and correct erroneous payments or attempted fraud.	<p>Ex-post control strategy: Carry out audits of a representative sample of operations to determine effectiveness of ex-ante controls.</p> <p>Validate audit results with beneficiary.</p> <p>If needed: referring the beneficiary or grant to OLAF</p> <p>If the established error rate exceeds the materiality threshold (2 %), a thorough analysis of errors found will be performed, and an action plan to improve ex-ante controls established.</p>	<p>Representative sample: annual ex-post control plan sufficiently representative to draw valid management conclusions. Selection based on comprehensive risk assessment.</p> <p>Risk-based sample: special purpose audits aimed at projects where problems are anticipated or have already been identified.</p>	<p><b>Effectiveness:</b> detected error rate. Residual error rate.</p> <p>Number of supervisory control failures.</p> <p>Number of projects with errors; amount of the errors detected.</p> <p><b>Efficiency:</b> total (average) annual cost of audits in EPC plan + special purpose audits compared with benefits (ratio).</p> <p><b>Economy:</b> cost of the external audit firms for the controls of beneficiaries.</p> <p>Average cost per audit.</p> <p>Benefits: value of the errors detected by the auditors.</p>

## B - Implementing results from ex-post audits/controls

**Main control objectives:** Ensuring that the (audit) results from the ex-post controls lead to effective recoveries (legality & regularity; anti-fraud strategy); Ensuring appropriate accounting of the recoveries made (reliability of reporting)

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The errors, irregularities and cases of fraud detected are not addressed or not addressed timely.	<p>Systematic registration of audit / control results to be implemented.</p> <p>Financial operational validation of recovery in accordance with financial circuits.</p> <p>Authorisation by AO.</p>	<p><b>Coverage:</b> 100% of final audit results <i>with a financial impact</i>.</p> <p><b>Depth:</b> consider 'extending' the findings of systemic errors into corrections of non-audited projects by the same beneficiary.</p>	<p><b>Effectiveness:</b> success ratio: % of value of the ROs over detected errors by the auditors after 1 year (not yet available).</p> <p>Number of suspected fraud cases transferred to OLAF.</p> <p>Analysis of financial control findings, internal control findings and other compliance findings per category of error. Number of occurrences per category of error detected.</p> <p><b>Efficiency:</b> time-to-recovery (not yet determined).</p>

			<b>Economy:</b> loss value of such ROs which are 'waived' or have to be cancelled. <b>Benefits:</b> value of the errors, detected by ex-post controls, which have actually been corrected (offset or recovered).
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#### 4 Indirect management

##### Stage 1 – Establishment (or prolongation) of the mandate to the entrusted entity (contribution agreements).

**Main internal control objectives:** Ensuring that the legal framework for the management of the relevant funds is fully compliant and regular (legality & regularity), delegated to an appropriate entity (best value for public money, economy, efficiency), without any conflicts of interests (anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The establishment (or prolongation) of the mandate of the entrusted entity is affected by operational and legal issues, which would undermine the legal basis for the management of the related EU funds (via that particular entity).	<p>Ex-ante evaluation</p> <p>Hierarchical validation within the authorising department</p> <p>Inter-service consultation, including all relevant DGs</p> <p>Adoption by the Commission</p> <p>Recommended:</p> <p>(1) Explicit allocation of responsibility to individual officials (reflected in task assignment or function descriptions)</p> <p>(2) Centralised checklist-based verification</p> <p>(3) Ex-post monitoring: lessons-learned survey/suggestions for next time</p>	<p><b>Coverage/Frequency:</b> 100%/once</p> <p><b>Depth:</b> Checklist includes a list of the requirements of the regulatory provisions to be complied with. Factors would be (i) whether it is an establishment or a prolongation, (ii) whether it involves selecting an entity and (iii) consistency with any other entities entrusted by the same DG or family. If risk materialises, all funds delegated during the year(s) to the entrusted entity would be irregular. Possible impact 100% of budget involved and significant reputational consequences.</p>	<p><b>Effectiveness:</b> quality of the legal work (contribution agreements): number of control failures; number of initially negative ISC opinions</p> <p>Quality of selection process (if any): number of candidate entities challenging the selection procedure. No litigation cases. No OLAF inquiries. No ECA criticism.</p> <p><b>Benefits:</b> The (average annual) total budget amount entrusted to the entity, possibly at 100% if significant (legal) errors would otherwise be detected.</p> <p><b>Efficiency:</b> average cost of preparation, adoption and selection work done for the entrusted entity, compared with similar cases as benchmark. For FEI EE chosen: asset management fee compared to benchmark</p> <p><b>Economy (costs):</b> estimation of cost of staff involved in the preparation, adoption and selection work</p>

## Stage 2 – Ex-ante (re)assessment of the entrusted entity’s financial and control framework (towards “budget autonomy”; “financial rules”).

**Main internal control objectives:** Ensuring that the entrusted entity is fully prepared to start/continue implementing the delegated funds autonomously with respect of all 5 ICOs.

FPI relies mainly on existing pillar assessments managed by other DG’s (mainly INTPA). However, in case an entity new to the Commission wants to work with FPI in indirect management, FPI will instruct the entity to undergo a pillar assessment and will be in charge of managing this assessment.

## Stage 3 – Operations: monitoring, supervision, reporting (“representation” / “control with or around the entity”).

**Main internal control objectives:** Ensuring that the Commission is fully and timely informed of any relevant management issues encountered by the entrusted entity, in order to possibly mitigate any potential financial and/or reputational impacts (legality & regularity, sound financial management, true and fair view reporting, anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E’s)
Due to weak "modalities of cooperation, supervision & reporting", the Commission is not (timely) informed of relevant management issues encountered by the entrusted entity, and/or does not (timely) react upon notified issues by mitigating them or by making a reservation for them – which may reflect negatively on the Commission’s governance reputation and quality of accountability reporting.	<p>Delegation agreement/ Contribution agreement specifying the control, accounting, audit, publication, etc. related requirements.</p> <p>Carry out verification missions of international organisations.</p> <p>Regular contacts with implementing partners.</p> <p>Good reporting of possible problems detected by FPI staff when they visit projects implemented by implementing partners.</p> <p>Sharing of experience amongst FPI units on quality of implementing partners and potential risks.</p>	<p><b>Coverage:</b> verification missions of international organisations included in annual ex-post control plan. Selection of verification missions based on comprehensive risk assessment identical to grants.</p>	<p><b>Effectiveness:</b> number of verification missions; number of internal control and other compliance findings; amount of the errors concerned.</p> <p><b>Efficiency Indicators:</b> cost/benefit ratio.</p> <p><b>Economy:</b> cost of the verification missions of international organisations included in the total cost of the annual ex-post control plan.</p> <p><b>Benefits:</b> value of the errors detected by the verification team.</p>

## Stage 4 – Commission contribution: payment or suspension/interruption.

**Main internal control objectives:** Ensuring that the Commission fully assesses the management situation at the entrusted entity, before either paying out the (next) contribution for the operational and/or operating budget of the entity or deciding to suspend/interrupt the (next) contribution (legality & regularity, sound financial management, anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The Commission pays out the (next) contribution to the entrusted entity, while not being aware of the management issues that may lead to financial and/or reputational damage.	Delegation agreement/ Contribution agreement specifying the control, accounting, audit, publication, etc. related requirements. Ex-ante OV and FV. Carry out (mid-term) verification missions of international organisations under joint management. <u>If appropriate/needed:</u> suspension or interruption of payments.	<b>Coverage:</b> 100% of the contribution payments (for ex-ante OV and FV). Verification missions of international organisations included in annual ex-post control plan (conducted after 1 <sup>st</sup> year of operations or before signature of new contribution agreement).	<b>Effectiveness:</b> number of verification missions; number of internal control and other compliance findings; amount of the errors concerned. <b>Efficiency Indicators:</b> cost/benefit ratio. <b>Economy:</b> cost of the verification missions of international organisations included in the total cost of the annual ex- post control plan/ <b>Benefits:</b> value of the errors detected by the verification team. The total amount entrusted to the entity, possibly at 100% if significant (legal, management, accounting, fraud, reporting) errors would otherwise be detected.

## Stage 5 – Audit and evaluation (indirect management only)

**Main internal control objectives:** Ensuring that assurance building information on the entrusted entity's activities is being provided through independent sources as well, which may confirm or contradict the management reporting received from the entrusted entity itself (on the 5 ICOs).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The Commission has not sufficient information from	Ex-post control strategy: Carry out audits of projects	Representative sample: annual ex-post control plan	<b>Effectiveness:</b> detected error rate. Residual error



independent sources on the entrusted entity's management achievements, which prevents drawing conclusions on the assurance for the budget entrusted to the entity – which may reflect negatively on the Commission's governance reputation and quality of accountability reporting.	<p>under indirect management.</p> <p>Validate audit results with beneficiary.</p> <p>If needed: referring the beneficiary or grant to OLAF.</p> <p>If the established error rate exceeds the materiality threshold (2 %), a thorough analysis of errors found will be performed, and an action plan to improve the control system.</p>	<p>may include indirect managed projects.</p> <p>Selection based on comprehensive risk assessment.</p> <p>Risk-based sample: special purpose audits aimed at projects where problems are anticipated or have already been identified.</p>	<p>rate.</p> <p>Amount of budget of errors concerned.</p> <p>Number of projects with errors; amount of the errors detected.</p> <p><b>Efficiency:</b> total (average) annual cost of audits in EPC plan + special purpose audits (if any under indirect management) compared with benefits (ratio).</p> <p><b>Economy:</b> cost of the external audit firms for the controls. Average cost per audit.</p> <p><b>Benefits:</b> value of the errors detected by the auditors.</p>
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#### 4 Indirect management under the Common Foreign and Security Policy budget

##### Stage 1 – Establishment (or prolongation) of the mandate to the entrusted entity (contribution agreements).

**Main internal control objectives:** Ensuring that the legal framework for the management of the relevant funds is fully compliant and regular (legality & regularity), delegated to an appropriate entity (best value for public money, economy, efficiency), without any conflicts of interests (anti-fraud strategy).

**Overall control efficiency indicator:** estimated cost of control of CSFP operations divided by total amount of expenditure under these operations in the year.

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>The establishment (or prolongation) of the mandate of the entrusted entity is affected by legal issues, which would undermine the legal basis for the management of the related EU funds (via that particular entity).</p> <p>The Council takes decisions on political grounds without taking into account the comments from the Commission on sound financial management.</p>	<p>Ensure participation in the decision-making process from an early stage, in line with the 2012 Commission services / EEAS working arrangements (SEC(2012)48, point 3.8).</p> <p>Ex-ante verification (checklist-based verification) of the proposed projects, beneficiaries and budgets before adoption by the Council.</p>	<p><b>Coverage/Frequency:</b> 100% of each proposed project.</p> <p><b>Depth:</b> Checklist includes a list of the requirements of the regulatory provisions to be complied with.</p> <p><b>Factors</b> would be (i) whether it is an establishment or a prolongation, (ii) consistency with any other entities entrusted by the same DG or family.</p> <p>If risk materialises, all funds delegated during the year(s) to the entrusted entity would</p>	<p><b>Effectiveness:</b> quality of the legal work – Council Decision.</p> <p>Number of initially negative ISC opinions.</p> <p>Number of contracts not signed with entities designated by the Council.</p> <p><b>Economy:</b> estimation of cost of staff involved in the preparation, adoption and selection work.</p> <p><b>Benefits:</b> non-financial qualitative benefits (clear contracts, less disputes, time</p>

The Commission does not play a programming role, nor does it have a final say in decisions. The Commission can, due to its expertise in project management and its budgetary role, try to influence the Council's decisions. Arguments on sound financial management risk being overruled and the Council often may make decisions on political grounds, with political objectives being considered of overriding importance.	Explicit allocation of responsibility to individual officials (reflected in task assignment or function descriptions).  Hierarchical validation within the authorising department.  Inter-service consultation, including all relevant DGs.  Adoption by the Commission.	be irregular. Possible impact 100% of budget involved and significant reputational consequences.	saved during the implementation phase, reputational).  <b>Financial benefits:</b> approved budget lower than initially proposed, improved implementation of the budget.
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## Stage 2 – Ex-ante (re)assessment of the entrusted entity’s financial and control framework (towards “budget autonomy”; “financial rules”).

**Main internal control objectives:** Ensuring that the entrusted entity is fully prepared to start/continue implementing the delegated funds autonomously with respect of all 5 ICOs.

**Overall control effectiveness indicator:** number of entrusted entities fully ready to start/continue implementing the delegated funds autonomously with respect of all 5 ICOs. (Target = 100%).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The financial and control framework deployed by the entrusted entity is not fully mature to guarantee achieving all 5 ICOs	Ex-ante assessment, conditional to granting budget autonomy.  Hierarchical validation within the authorising department.  Use of Model- or Framework- financial rules (MFR or FFR).  Requiring justification and prior consent for any deviations from financial rules.  Requiring ex-ante control of procurement and contract award files, approval of selection and grading of international contracted staff.	<b>Coverage/frequency:</b> 100% of entrusted entities/initial and follow-up assessments  <b>Depth</b> may be determined after considering the <u>type or nature</u> of the entrusted entity (e.g. other international organisation with a specific EC agreement, CFSP persons, etc.) and/or the <u>value</u> of the budget, size of the entity concerned and the location (difficult environment).	<b>Effectiveness:</b> number of ex-ante assessments.  <b>Efficiency Indicators:</b> number of exceptions reported by the Missions/EUSRs.  Number of mitigating actions taken by FPI.  <b>Economy:</b> estimation of cost of staff involved in the ex-ante assessment process (which may include missions). Cost of externalised assessments.  <b>Benefits:</b> The (average annual) total amount entrusted to the entity, possibly at 100% if significant

	Postponing the budget autonomy.		(legal) errors would otherwise be detected. <b>Qualitative benefits:</b> mission better organised, more efficient due to application of correct procedures. Less support to be provided by FPI.
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### Stage 3 – Operations: monitoring, supervision, reporting (“representation” / “control with or around the entity”).

**Main internal control objectives:** Ensuring that the Commission is fully and timely informed of any relevant management issues encountered by the entrusted entity, to possibly mitigate any potential financial and/or reputational impacts (legality & regularity, sound financial management, true and fair view reporting, anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
Due to weak "modalities of cooperation, supervision & reporting", the Commission is not (timely) informed of relevant management issues encountered by the entrusted entity, and/or does not (timely) react to notified issues by mitigating them or by making a reservation for them – which may reflect negatively upon the Commission's governance reputation and quality of accountability reporting.	<p>Delegation Act/ Contribution agreement/etc. specifying the control, accounting, audit, publication, and other related requirements and the reporting.</p> <p>Monitoring or supervision of the entrusted entity (e.g. 'regular' monitoring meetings at operational level; <u>review of reported control results and any underlying management/audit reports</u>; scrutiny of the interim and final reports, etc.).</p> <p>Reporting template provided by FPI. Obligatory use of audit framework contracts for the final financial report audit.</p> <p>Management review of the supervision results.</p> <p><u>If appropriate/needed:</u></p> <ul style="list-style-type: none"> <li>- reinforced monitoring of operational and/or financial aspects of the entity</li> <li>- intervention, e.g. via own on-the-spot controls, specific external audits</li> </ul>	<p><b>Coverage:</b> 100% of the entities are monitored/supervised.</p> <p><b>Frequency:</b> monthly, quarterly interim reports are immediately carefully scrutinised.</p> <p><u>In case of</u> operational and/or financial issues, measures are being reinforced.</p> <p>The <b>depth:</b> full control of the entity's internal control and management systems and actions.</p>	<p><b>Effectiveness:</b> number of reports scrutinised, problems detected, number of regular monitoring actions (missions), number of Very important and Critical IAS and ECA findings.</p> <p><b>Efficiency Indicators:</b> cost/benefit ratio. Cost of monitoring and support missions, provision of additional expert support.</p> <p><b>Economy:</b> estimation of cost of staff involved in the actual (regular or reinforced) monitoring of the entrusted entities (which includes missions). The cost of specific external audits if required.</p> <p><b>Benefits:</b> Avoiding the cost of significant (legal, management, accounting, fraud, reporting) errors if these controls would not be in place. Reputational benefit.</p>

	<ul style="list-style-type: none"> <li>- address any potential major governance-related issues with the entrusted entities</li> <li>- referral to OLAF</li> </ul>		
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#### Stage 4 – Commission contribution: payment or suspension/interruption.

**Main internal control objectives:** Ensuring that the Commission fully assesses the management situation at the entrusted entity, before either paying out the (next) contribution for the operational and/or operating budget of the entity or deciding to suspend/interrupt the (next) contribution (legality & regularity, sound financial management, anti-fraud strategy).

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The Commission pays out the (next) contribution to the entrusted entity, while not being aware of the management issues that may lead to financial and/or reputational damage.	<p>Delegation agreement/ Contribution agreement specifying the control, accounting, audit, publication, etc. related requirements.</p> <p>Ex-ante OV and FV.</p> <p>Carry out (mid-term) verification missions of international organisations under joint management.</p> <p><u>If appropriate/needed:</u> suspension or interruption of payments.</p>	<p><b>Coverage:</b> 100% of the contribution payments (for ex-ante OV and FV.</p> <p>Verification missions of international organisations included in annual ex-post control plan (conducted after 1<sup>st</sup> year of operations or before signature of new contribution agreement).</p>	<p><b>Effectiveness:</b> number of verification missions; number of internal control and other compliance findings; amount of the errors concerned.</p> <p><b>Efficiency Indicators:</b> cost/benefit ratio.</p> <p><b>Economy:</b> cost of the verification missions of international organisations included in the total cost of the annual ex- post control plan/</p> <p><b>Benefits:</b> value of the errors detected by the verification team. The total amount entrusted to the entity, possibly at 100% if significant (legal, management, accounting, fraud, reporting) errors would otherwise be detected.</p>

#### Stage 5 – Audit and evaluation, Discharge

**Main internal control objectives:** Ensuring that assurance building information on the entrusted entity's activities is being provided through independent sources, which may confirm or contradict the management reporting received from the entrusted entity itself.

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
<p>The Commission does not have sufficient information from independent sources on the entrusted entity's management achievements, which prevents drawing conclusions on the assurance for the budget entrusted to the entity – which may reflect negatively on the Commission's governance reputation and quality of accountability reporting.</p>	<p>Delegation Act/Contribution agreement/etc. specifying the control, accounting, audit, publication, etc. related requirements; reporting requirements; independent external audit of the accounts and financial statement.</p> <p>The entities are part of the population subjected to the ex-post control programme.</p> <p><u>If needed:</u></p> <ul style="list-style-type: none"> <li>- Supplementary ex-post audit(s) on-the-spot, by FPI.5 of the entity.</li> <li>- potential escalation of any major governance-related issues with entrusted entities</li> <li>- referral to OLAF</li> </ul>	<p><b>Coverage:</b> The final report/financial statement per mandate (annual for most CSDP missions and EUSRs) and the required external audit report to be in-depth scrutinised.</p> <p><b>Frequency:</b> once a year (as a rule).</p> <p>Entities are selected for ex-post controls (external audits) on the basis of a risk analysis.</p> <p>The <b>depth</b> depends on the <u>mandate</u> of the (type of) entity, inter alia whether the Commission has full access to the entity's internal control information.</p>	<p><b>Effectiveness:</b> detected error rate, residual error rate.</p> <p>Number of transactions with errors; amount of the errors detected by the own supervisors.</p> <p><b>Efficiency:</b> total (average) annual cost of own audits compared with benefits (ratio).</p> <p><b>Economy:</b> estimation of cost of staff involved in the coordination and execution of the own ex-post controls and audits (which may include missions, if applicable). Cost of the appointment of audit firms for the outsourced audits.</p> <p><b>Benefits:</b> The (average annual) total amount entrusted to the entity, possibly at 100% if significant (legal, management, accounting, fraud, reporting) errors would otherwise be detected.</p> <p>Value of the errors with the entity's beneficiaries detected by the own auditors, and subsequently corrected.</p>

## 4 Procurement – direct management

### Stage 1

#### A – Planning

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

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate to meet the operational objectives	Publication of intended procurements / Work programme	100% of the forecast procurements (open procedures with prior notification) are justified in a note addressed to the AO(D)	<b>Effectiveness:</b> number of projected tenders cancelled. Number of contracts discontinued due to lack of use (poor planning).
Discontinuation of the services provided due to a late contracting (poor planning and organisation of the procurement process)	Validation by AO(S)D of justification (economic, operation) for launching a procurement process	100% of the forecast procurements	Benefits: Amount of rejection of unjustified purchases. Estimation of litigations avoided and eventual discontinuation of the service provided.
	Decisions discussed/taken at the weekly management meeting including FPI HoS and all HoUs	All key procurement procedures (> amounts and/or having significant impact on the objectives of the DG) are discussed at management meeting	<b>Efficiency:</b> average cost per tender. <b>Economy (costs):</b> estimation of cost of staff involved and the related contract values (if external expertise is used).

## B - Needs assessment & definition of needs

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

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The best offer/s are not submitted due to the poor definition of the tender specifications	AOSD supervision and approval of specifications	100% of the specifications are scrutinised. <b>Depth</b> may be determined by the amount and/or the impact on the objectives of the DG if it goes wrong	<b>Effectiveness:</b> number of 'open' or procedures where only one or no offers were received. Number of requests for clarification regarding the tender. <b>Benefits:</b> limit the risk of litigation, limit the risk of cancellation of a tender. Amount of contracts for which the approval and supervisory control detected material error. <b>Efficiency:</b> estimated average cost of a procurement procedure. <b>Economy</b> (costs): estimation of cost of staff involved and the related contract values (if external expertise is used).

## C – Selection of the offer & evaluation

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

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	a) Formal evaluation process: Opening committee and Evaluation committee	100% of the offers analysed. <b>Depth:</b> all documents transmitted	<b>Effectiveness:</b> numbers of 'valid' complaints or litigation cases filed. <b>Benefits:</b> (a) Compliance with FR. Difference between the most onerous offer and the selected one. (b) Amount of contracts for which the control prevented the risk of litigation or fraud. (c) Avoid contracting with excluded economic operators
	b) Opening and Evaluation Committees' declaration of absence of conflict of interests	100% of the members of the opening committee and the evaluation committee	
	c) Exclusion criteria documented	100% checked. Depth: required documents provided are consistent	

	d) Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100% when conditions are fulfilled	<p>(d) Amount of procurements successfully challenged during standstill period.</p> <p><b>Efficiency:</b> cost of successful tender minus cost of the most onerous one (or average cost). Average cost of a tendering procedure.</p> <p><b>Economy</b> (costs) (a-d): estimation of costs involved.</p>
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## Stage 2 – Financial transactions

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

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The products/services foreseen are not, totally or partially, provided in accordance with the technical description and requirements foreseen in the contract and/or the amounts paid exceed that due in accordance with the applicable contractual and regulatory provisions.	Operational and financial checks in accordance with the financial circuits. Follow-up by project manager.	<b>Coverage:</b> 100% of the contracts are controlled.	<p><b>Effectiveness:</b> ex-ante verification results.</p> <p><b>Efficiency:</b> ex-ante verification results.</p> <p><b>Economy:</b></p> <p><b>Benefits:</b> Amount of irregularities, errors and overpayments prevented by the controls.</p>

## Stage 3 – Monitoring implementation

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



Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
An error or non-compliance with regulatory and contractual provisions, including technical specifications, or a fraud is not prevented, detected or corrected by ex-ante control, prior to payment	<p>Supervisory desk review of procurement and financial transactions.</p> <p>Ex-post publication (possible reaction from tenderer / potential tenderer such as whistle blowing).</p> <p>Ex-post control strategy: Carry out audits of procurement projects (products/services).</p>	<p>Representative sample: annual ex-post control plan may include procurement projects. Selection based on comprehensive risk assessment.</p> <p>Risk-based sample: special purpose audits aimed at projects where problems are anticipated or have already been identified.</p>	<p><b>Effectiveness:</b> detected error rate. Residual error rate below materiality threshold. Amount of budget of errors concerned. Number of projects with errors; amount of the errors detected (for all management modes combined).</p> <p><b>Efficiency:</b> total (average) annual cost of audits in EPC plan + special purpose audits (if any procurement contract) compared with benefits (ratio).</p> <p><b>Economy:</b> cost of the external audit firms for the controls of selected beneficiaries. Average cost per audit (for all management modes combined)/</p> <p><b>Benefits:</b> value of the errors detected by the auditors.</p>

#### Stage 4 – Ex-post controls

**Main internal control objectives:** Measuring the effectiveness of ex-ante controls by ex-post controls; detect and correct any error or fraud remaining undetected after the implementation ex-ante controls (legality & regularity; anti-fraud strategy); addressing systemic weaknesses in the ex-ante controls, based on the analysis of the findings (sound financial management); Ensuring appropriate accounting of the recoveries to be made (reliability of reporting, safeguarding of assets and information).

**Overall control efficiency indicator:** estimated cost of controls of procurement operations divided by total amount of expenditure under procurement operations in the year.

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The ex-ante controls (as such) fail to prevent, detect and correct erroneous payments or attempted fraud.	Ex-post control strategy: Carry out audits of a representative sample of operations to determine effectiveness of ex-ante controls.	Representative sample: annual ex-post control plan sufficiently representative to draw valid management conclusions. Selection based on comprehensive risk assessment.	<p><b>Effectiveness:</b> detected error rate. Residual error rate. Number of supervisory control failures. Number of projects with errors; amount of the errors detected.</p>

	<p>Validate audit results with beneficiary.</p> <p>If needed: referring the beneficiary or grant to OLAF.</p> <p>If the established error rate exceeds the materiality threshold (2 %), a thorough analysis of errors found will be performed, and an action plan to improve ex-ante controls established.</p>	<p>Risk-based sample: special purpose audits aimed at projects where problems are anticipated or have already been identified.</p>	<p><b>Efficiency:</b> total (average) annual cost of audits in EPC plan + special purpose audits compared with benefits (ratio).</p> <p><b>Economy:</b> cost of the external audit firms for the controls of selected beneficiaries. Average cost per audit/</p> <p><b>Benefits:</b> value of the errors detected by the auditors.</p>
	<p>Supervision missions to Delegations by independent staff (FPI.5) not involved in the operational and financial circuits.</p>	<p>Size and composition of the sample are determined in accordance with the portfolios managed by the visited Delegations.</p>	<p><b>Efficiency Indicators:</b> total (average) mission cost of supervisors compared with benefits (ratio). Average mission cost per million EUR of payments managed.</p> <p><b>Economy:</b> mission cost of the controls of EU Delegations conducted by FPI staff (cost of staff not included). Average cost per mission.</p> <p><b>Benefits:</b> non-quantifiable.</p>
<p>The ex-post controls focus on the detection of external errors (e.g. made by beneficiaries) and do not consider any internal errors made by staff or embedded systematically in the own organisation.</p>	<p>Establish an ex-post supervision strategy:</p> <p>Carry out ex-post controls of systems and transactions in EU Delegations</p> <p>Recommended: to be able to serve multiple purposes (e.g. for assurance as well as to give guidance and advice on different systems and procedures).</p>	<p>Annual ex-post control plan of EU Delegations to visit based on comprehensive risk assessment.</p> <p>Depth: review of underlying checklists and documents relating to commitments and payments.</p>	<p><b>Effectiveness:</b> number of administrative errors detected by the supervisors. Number of material findings. Value of material errors concerned. Detected error rate. Residual error rate. Average number of errors per Delegation.</p> <p><b>Efficiency Indicators:</b> total (average) mission cost of supervisors compared with benefits (ratio). Average mission cost per million EUR of payments verified.</p> <p><b>Economy:</b> mission cost of the controls of EU Delegations conducted by FPI staff (cost of staff not included). Average cost per mission.</p> <p><b>Benefits:</b> value of the errors detected by the supervisors.</p>

## Stage 5 – Implementing results from ex-post audits/controls

**Main internal control objectives:** Ensuring that the (audit) results from the ex-post controls lead to effective recoveries (legality & regularity; anti-fraud strategy); Ensuring appropriate accounting of the recoveries made (reliability of reporting).

**Overall control efficiency indicator:** percentage of cashed recoveries as of 31 March N+1.

Main risks	Mitigating controls	Coverage, frequency and depth of controls	Cost-Effectiveness indicators (three E's)
The errors, irregularities and cases of fraud detected are not addressed or not addressed timely	<p>Systematic registration of audit / control results to be implemented.</p> <p>Financial operational validation of recovery in accordance with financial circuits.</p> <p>Authorisation by AO.</p>	<p><b>Coverage:</b> 100% of final audit results <i>with a financial impact</i>.</p> <p><b>Depth:</b> consider 'extending' the findings of systemic errors into corrections of non-audited projects by the same beneficiary.</p>	<p><b>Effectiveness:</b> success ratio: % of value of the ROs over detected errors by the auditors after 1 year (not yet available).</p> <p>Number of suspected fraud cases transferred to OLAF.</p> <p>Analysis of financial control findings, internal control findings and other compliance findings per category of error. Number of occurrences per category of error detected.</p> <p><b>Efficiency Indicators:</b> time-to-recovery (not yet determined).</p> <p><b>Economy:</b> loss value of such ROs which are 'waived' or have to be cancelled.</p> <p><b>Benefits:</b> value of the errors, detected by ex-post controls, which have actually been corrected (offset or recovered).</p>

## ANNEX 7: Specific annexes related to "financial management"

### A. Free content:

It should be mentioned that FPI is issuing a separate Annual activity report for the European Peace Facility (EPF). Information concerning EPF does therefore not appear in this annex (nor in part 2 of the report).

#### The summary of the main sources of assurance

Risk-type Activities	Relevant Control System					Other assurance components				
	Grants (MEUR)	Procurement (MEUR)	Indirect management (MEUR)	Other (MEUR)	TOTAL (MEUR)	Legality & Regularity	Cost-effectiveness & efficiency	Fraud prevention & detection	Independent info from auditors (IAS, ECA) on assurance or on new / overdue critical recommendations	Reservation ?
NDICI	151,94	27,94	214,91		394,79	RER = 1.96 %	⊖	⊖	No	No
CFSP	66,14	0,00	325,13		391,27	RER = 0.13 %	⊖	⊖	No	No
NDICI FPN / PI	15,16	60,52	19,52		95,20	RER = 0.41 %	⊖	⊖	No	No
NDICI EOM	0,00	30,85	0,00		30,85	RER = 0.21 %	⊖	⊖	No	No
Co delegation	0	4,39	0		4,39	-	⊖	⊖	-	-
Information Outreach	0	25,28	0		25,28	Estimated RER 0,5 %	⊖	⊖	No	No
Administrative exp.	0	3,15	0		3,15	Estimated RER 0,5 %	⊖	⊖	No	No
<b>TOTAL</b>	<b>233,24</b>	<b>152,12</b>	<b>385,36</b>		<b>944,92</b>					
Links to AAR Annex 3	See Table 2 – payments made for Overall total				944,92					

### Payments per Instruments

#### Common Foreign Security Policy

From the total budget paid, 83.09% was managed under indirect management by CFSP missions, EUSRs and international organisations and the remainder under direct management (16.91%) covering mainly the grant agreement with the registrar of the Kosovo Specialist Chambers. For indirect management in the field of the non-proliferation, FPI deals primarily with international organisations from the UN family.

#### CFSP

	Payments by FPI HQ	Payments by Delegations	TOTAL
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	EUR million	%	EUR million	%	EUR million	%
<b>Direct management</b>						
<b>Grants</b>	66,14	16,91%	0,00	0,00%	<b>66,14</b>	<b>16,91%</b>
<b>Procurement</b>	0,00	0,00%	0,00	0,00%	<b>0,00</b>	<b>0,00%</b>
<b>Indirect management</b>						
<b>Delegation agreement</b>	325,13	83,09%	0,00	0,00%	<b>325,13</b>	<b>83,09%</b>
<b>TOTAL</b>	<b>391,27</b>	<b>100,00%</b>	<b>0,00</b>	<b>0,00%</b>	<b>391,27</b>	<b>100,00%</b>

### **NDICI Stability and Peace, NDICI Crisis response, Instrument contributing to Stability and Peace and Instrument for Stability**

Whereas under NDICI and the Instrument contributing to Stability and Peace (IcSP/IFS) the financing decision and budgetary commitment are made by Headquarters, the subsequent individual contracting (legal commitment) is predominantly managed by the Delegations for the NDICI Crisis response and IcSP Article 3 actions. In contrast, NDICI Stability and Peace and IcSP Article 4 and 5 actions are mostly managed in Headquarters. FPI's approach consists of Regional Teams where staff is concentrated in several regional hubs to provide economies of scale in the management of NDICI and IcSP actions thereby achieving focus and reducing reliance on staff of other external relations DGs. The financial circuits are adapted for this purpose with the Head of Finance in the respective Regional Team acting as the AOSD on payments. Contracts are processed and managed by the Regional Teams concerned.

In 2024, about EUR 224.83 million or about 56.95 % of payments for NDICI Crisis response/Stability and Peace and IcSP actions was implemented by FPI HQ with EUR 169.95 EUR million (about 43.05 %) implemented by devolved Delegations. The detailed structure of the 2024 concerned payments is presented in the table below:

#### **IcSP**

	Payments by FPI HQ		Payments by Delegations		TOTAL	
	EUR million	%	EUR million	%	EUR million	%
<b>Direct management</b>						
<b>Grants</b>	56,97	14,43%	94,96	24,05%	<b>151,94</b>	<b>38,49%</b>
<b>Procurement</b>	26,30	6,66%	1,65	0,42%	<b>27,94</b>	<b>7,08%</b>
<b>Indirect management</b>						
<b>Delegation agreement</b>	141,57	35,86%	73,34	18,58%	<b>214,91</b>	<b>54,44%</b>
<b>TOTAL</b>	<b>224,83</b>	<b>56,95%</b>	<b>169,95</b>	<b>43,05%</b>	<b>394,79</b>	<b>100,00%</b>

The large proportion of implementation by international organisations (IOs) stems from the fact that FPI operations under NDICI Crisis response and IcSP are mostly crisis response actions concentrated in regions with a limited number of operating partners, where the UN acts often as a single-entry point. In addition, Art. 4 of the IcSP Regulation <sup>(11)</sup> requires close coordination with the UN. In 2024, 54.44% of payments (EUR 214.91 million) under IcSP were made under the indirect management mode to international organisations.

## Partnership Instrument/NDICI Foreign Policy Needs

The majority of actions are contracted through procurement of services.

In 2024, about EUR 34.01 million (35.72%) of the NDICI Foreign Policy Needs and PI actions was paid by FPI HQ with EUR 61.19 million (64.28%) paid by devolved Delegations. The detailed structure of the 2024 NDICI Foreign Policy Needs and PI payments is presented in the table below:

### PI

	Payments by FPI HQ		Payments by Delegations		TOTAL	
	EUR million	%	EUR million	%	EUR million	%
<b>Direct management</b>						
<b>Grants</b>	11,60	12,18%	3,57	3,75%	<b>15,16</b>	<b>15,93%</b>
<b>Procurement</b>	18,14	19,06%	42,38	44,51%	<b>60,52</b>	<b>63,57%</b>
<b>AAR</b>						
<b>Delegation agreement</b>	4,27	4,48%	15,25	16,02%	<b>19,52</b>	<b>20,50%</b>
<b>TOTAL</b>	<b>34,01</b>	<b>35,72%</b>	<b>61,19</b>	<b>64,28%</b>	<b>95,20</b>	<b>100,00%</b>

## NDICI Election Observation Missions/Former EOM completion

The NDICI EOM programme is implemented under direct management (100%). Within the NDICI EOM programme, FPI was responsible for the implementation of EUR 30.85 million of payment appropriations. Due to the nature of the EOMs, the operations are implemented through a framework contract, allowing for a rapid deployment of the missions.

	Payments by FPI HQ		Payments by Delegations		Total Payments	
	EUR million	%	EUR million	%	EUR million	%
<b>Grants</b>	0,00	0%	0,00	0%	<b>0,00</b>	0%
<b>Procurement</b>	30,85	100%	0,00	0%	<b>30,85</b>	100%
<b>Delegation Agreement</b>	0,00	0%	0,00	0%	<b>0,00</b>	0%

<b>TOTAL</b>	<b>30,85</b>	100%	<b>0,00</b>	0%	<b>30,85</b>	100%
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## Information Outreach

Budget line 14 20 04 03 covering the Annual Work Programme 2024 for information outreach on EU external relations was implemented under direct management (100%). An amount of EUR 27.06 million was allocated to this budget line. Under the Service Level Agreement between FPI and the EEAS, a contribution of EUR 24.49 million was made to enable the EEAS Headquarters and the 142 EU Delegations worldwide to support communication activities and combat misinformation. An amount of EUR 400 000 was committed for FPI's own communication activities. An amount of EUR 1.4 million was paid as FPI contribution to corporate IT costs. The Commission's contribution for the EUVP amounted to EUR 725 000.

## Control strategy

### a) Financial circuits model and ex-ante controls

The financial circuits of FPI follow the centralised model for payments in case of **operations managed in HQ** with the Head of the Unit for Finance, Budget and Relations with other Institutions (FPI.4) fulfilling the role of AOSD for all payments. **Centralisation of financial initiation and financial verification** aims to streamline the organisational structure and internal control systems to ensure further efficiency gains. Apart from processing the transactions under the financial circuits, Unit FPI.4 offers support and guidance to FPI staff in Operational Units, EU Delegations, Regional Teams and CSDP missions on issues such as preparation and implementation of projects (actions, interventions), assistance in interpretation of indirect management provisions and support on conduct of call for tenders and other procedures.

The finance and contracts section also plays an essential role in non-financial transactions. For example, the Annual Action Programmes as well as all financing decisions are subject to the ex-ante verification of FPI.4. This ex-ante review contributes to identification of potential issues at an early stage of implementation both in HQ and in Delegations and improves the ultimate quality of the documents.

**For operations managed by EU Delegations:** The Regional Teams which, after their creation in 2017, are now fully functional and operating efficiently, play an important role in ensuring compliant and efficient implementation of operations managed by EU Delegations.

Staff in the FPI finance and contracts section in FPI.4 take an active role in all tendering procedures managed by the Service, chairing evaluation committees for procurement procedures and calls for proposals for grants. This role provides considerable value-added

aiming at increasing the quality of the tender dossiers managed by FPI and securing the legality and regularity of the tender procedures.

## **b) Ex-post controls**

In accordance with the Financial Regulation, the authorising officers must put in place management and control structures and procedures suited to the performance of their duties, **including where appropriate ex-post controls**. These are controls, which are conducted after project (action) implementation has been completed and all the transactions processed. They are designed to obtain an additional assurance that the control system works as intended, and that the initial ex-ante controls are effective.

Ex-post controls are essential for achieving a reasonable assurance, because: first, a **substantial part of the funds under NDICI Stability and Peace/NDICI Crisis Response/IcSP and NDICI Foreign Policy Needs/PI are sub-delegated** to be managed by EU Delegations and second, the **CFSP budget is nearly entirely managed in indirect management by CFSP missions**, under the authority of Heads of Mission. Thus, FPI **ex-ante verification cannot give a complete assurance** since it covers only those transactions processed by HQ services. For CFSP, verification by the ex-ante control team at HQ covers all transactions up to and including the payment of funds to the CFSP missions but does not cover the transactions processed by the missions themselves (contracting and payments).

The consequences in terms of ex-post controls, controls assessing compliance with the requirements for indirect management (Article 154 FR) and other mitigating measures in the case of non-compliance are described below.

In accordance with the FPI ex-post methodology, at least 10% of the payments of each instrument are covered each year.

To further strengthen internal control and provide additional assurance, FPI has since 2020 performed two additional types of ex-post controls:

- Early ex-post controls, aimed at projects (actions, interventions) for which a first payment or clearing of pre-financing had taken place, were introduced as a supplement to financial monitoring.
- Targeted ex-post controls aimed at high-risk projects (actions, interventions). In addition to the direct benefit of identifying expenditure to be recovered, ex-post controls also assist FPI in the possible identification of system improvements to prevent the declaration of expenditure that is later identified as ineligible. Thus, ex-post controls contribute to ensuring the continued functioning and improvement of controls at the level of the missions and, hence, to the reduction of potentially ineligible expenditure in the future.



### **c) Assessment of the effectiveness of management and control systems**

In the area of indirect management and direct management implemented by the EU Delegations, FPI ensures that the management and control systems are robust and reliable before entrusting implementation tasks. This is achieved through pillar assessments in indirect management and through supervision missions in direct management.

#### ***Pillar assessments of CSDP Missions***

Indirect management by CSDP missions remains a challenge for the internal control system and the assurance is an area of risk in the operational budget. Before entrusting funds to CSDP Missions in the indirect management mode, the Commission ensures that they comply with the “pillar” requirements (Article 154 FR), unless the Missions are exempted from the pillar-assessment requirements.

For new Missions in particular, compliance is not possible due to a particular feature of the CFSP operating environment, namely that CSDP Missions are on each occasion created on an *ad-hoc* basis. In order for them to be operational from day one, the Commission has to entrust them with funds necessary for their functioning, including procurement of equipment, without being able to have a prior assessment of compliance. While this situation is relevant in every case where a new body or agency is created under the EU budget, the difference is that CSDP Missions operate outside the EU and often in volatile security environments. In October 2023, 10 out of 14 civilian CSDP missions were exempted from the pillar assessment requirements in accordance with Article 154(6)(a) FR. EUAM RCA was positively pillar- assessed as of October 2023. The pillar assessments of the newly established Missions, EUMA and EUPM Moldova started in 2024 but the final reports have not yet been issued.

In 2024, FPI continued reflecting on the control system for CSDP Missions in anticipation of the discontinuation of the pillar assessments for CSDP Missions under the new FR to be adopted in 2024. To provide assurance, FPI relies on ex-ante and ex-post controls and monitoring as well as on specific mitigating measures:

- **financial reporting** (delegated management reports) by the missions as fixed in the agreements concluded between the Commission and each CSDP Mission;
- obligatory **external audits** before all final payments, also specified in the agreements;
- **monitoring** missions by FPI Operational Managers; missions where financial management is identified as “at risk” may be subject to more intensive monitoring and support and FPI puts in place arrangements to allow external procurement experts to be made available on an ad hoc basis to assist and advise missions;
- obligations regarding the main elements (procurement, segregation of duties, accounts and external audits) are specified in the agreements concluded between the Commission and each CSDP mission. Progressive implementation of the Article 154

(formerly Article 60) criteria by the missions, is subject to verification by the Commission.

Additional specific mitigating measures for not fully compliant missions:

- all procurement of more than EUR 20 000 is subject to **mandatory prior approval by FPI HQ**;
- **clearing of pre-financing for non-pillar assessed missions** is done only based on audited final report.

***Supervision Missions***

Supervision Missions are a management tool to assess the effectiveness and efficiency of the management and control systems in place in EU Delegations implementing FPI instruments. They cover the Instrument contributing to Stability and Peace and the Partnership Instrument. With the diversity of instruments and countries where FPI is active, there is a need for a tool to control and balance in an organised way the risks related to the complexity of its operations. They are carried out by independent staff (FPI 5) not involved in the operational and financial circuits.

On the basis of a risk analysis, FPI selects a sample of decentralized spending units. Following a thorough assessment of each of them, as well as an on-site visit, FPI is able to identify the interaction between all the actors involved in the system, to highlight shortcomings and issue recommendations.

Since 2015, 25 Supervision Missions have taken place. All the Delegations hosting a FPI Regional Team and most of the antennae managing the Partnership Instrument have now been supervised during the last three years.

The purpose of these Supervision Missions is to check not only whether Delegations and Regional Teams have the capacity to manage the responsibilities deriving from the sub-delegation but also whether the Internal Control Standards are correctly applied.

Their results allow FPI to draw conclusions on lessons learned and to share good practice and information, which can be used in management decisions at all levels. Therefore, they are a key tool in helping the Head of Service to make FPI a secure place to spend the public money entrusted to the organisation.

In 2024, FPI did not carry out any supervision missions as all Regional Teams were subject to a supervision mission during the last 3 years.

**Follow-up of recommendations:**

The follow-up on the few outstanding recommendations and agreed upon actions stemming from previous FPI Supervision Mission are monitored and will, together with all implemented actions, be reviewed during future Supervision Missions.

## Ex-post controls sampling method

The population for the annual ex-post control plan 2024 is defined by all projects implemented by FPI to which a final payment has been made during the period 01/11/2022 – 30/09/2023. All contracts in this population are assessed in accordance with the FPI ex-post control methodology against the following 8 risk factors:

1. Total amount paid
2. Type of agreement or contract
3. Type of final beneficiary/contractor
4. Occurrence of specific problems, recoveries, irregularities at the level of the beneficiary/contractor
5. Results of audits (ex-ante audit certificate)
6. Number of grants signed by the beneficiary/contractor for the instrument
7. Quality of project operational results
8. Complexity of working environment: political situation, natural disasters, etc.

Based on the weighed results for each of the risk factors, each contract receives a final risk assessment score which allocates them into 1 of 3 risk categories:

Low risk (risk score between 0% and 16.74%)

Medium risk (risk score between 16.75% and 35.83%)

High risk (risk score between 35.84% and 100%)

Contracts are then sampled for each instrument and from each risk category using judgmental sampling (to ensure geographical coverage among Regional Teams and avoid multiple or similar contracts from the same beneficiary in subsequent years). For each instrument, a minimum coverage of 10% of total payments made in 2023 for the instrument has to be achieved.

## B. Compulsory for all departments:

1. Reports and documentation considered for the assessment of the DG's functioning in view of the AOD's assurance:

### General sources of assurance:

- Regular reporting on **budget forecasts** (commitments and payments) in line with internal (in particular DG Budget) and external requirements under the CFSP, as laid down in the Inter-Institutional Agreement or IIA ([\[1\]](#)).
- Controls arising from **ex-ante verification** by the central financial unit (FPI.4) for all HQ operations; controls arising in EU Delegations/Regional Teams through financial circuits.
- **Pillar assessments** - indirect management: International organisations and agencies working on CFSP are pillar assessed.

- On the spot **monitoring missions** by FPI Operational Managers (NDICI-GE, IcSP/IfS, PI/ICI, CFSP) focusing on managerial aspects of implementation by the beneficiary/partner, progress towards achieving their objectives, and budget planning.
- **Supervision missions** carried out in Delegations hosting regional teams, to assess the effectiveness of the internal control systems in these Delegations.
- **Expenditure verification reports** submitted by beneficiaries in support of payment claims (especially **final payments**).
- CFSP missions/EUSRs require external financial **audit reports** at final payment using a dedicated framework contract concluded by FPI.
- Reports of **ex-post controls** by external auditors
  - **for direct management:** contracted using INTPA models for terms of reference.
  - **for indirect management:** contracted using terms of reference drafted specifically for FPI's needs in the case of CFSP and risk-based verification missions (mainly for UN agencies working under NDICI/IcSP/IfS).
- Reports of **ex-post controls** by FPI:
  - **early ex-post controls**, in support of financial monitoring of projects (interventions) where a first payment or clearance of pre-financing has taken place.
  - **targeted Ex-post controls on high-risk projects** (interventions).
- **Annual reports of sub-delegated Authorising Officers** (at HQ) and by Heads of EU Delegations / Heads of the Regional Teams<sup>[2]</sup> managing FPI funds (NDICI, IcSP/IfS, PI, CFSP budget, EOMs) which include a declaration of assurance.
- Contributions of the Internal Control Coordinator, including results of **internal control monitoring** at FPI level; actions resulting from the **risk management** process.
- Reports on recorded exceptions, non-compliance events and any cases of 'confirmation of instructions' (Art 92.3 FR).
- **Observations and recommendations by auditors:** the European Court of Auditors (ECA), the Commission Internal Audit Service (IAS), and the Commission's Accounting Officer (DG Budget) on the accounts and local systems.
- **Annual assessment of effectiveness of internal control (ICAT)** a survey that includes a representative sample of staff in Headquarters and Delegations.
- **Limited conclusion of the Internal Auditor on the state of internal control in FPI.**

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

## Sector- or instrument- specific sources of assurance

NDICI Peace, Stability and Conflict Prevention (PSCP), Crisis response (CR), Foreign Policy Needs (FPN) and the former Instrument contributing to Stability and Peace (IcSP) and Partnership Instrument (PI): For these instruments, the substantial part of individual contracting (legal commitments) and resulting payments are managed by Delegations. FPI's approach consists of Regional Teams where staff is concentrated in several regional hubs to provide economies of scale in the management of NDICI/IcSP/PI actions, thereby achieving focus and ensuring autonomous financial circuits. Devolved Delegations report regularly to HQ on **project** (intervention) **implementation** and the **use of appropriations**. This constitutes the basis for regular review of budget implementation. The supervision and internal control effectiveness in case of operations sub-delegated to Delegations are ensured through the **supervision missions** (described in Annex 7) by FPI HQ staff.

Common Foreign and Security Policy (CFSP) (Indirect management): Normally two pre-financing payments are made for CFSP missions, one for EUSRs. The second payment for CSDP missions follows the acceptance of an interim report and financial statement. In addition, CSDP missions and EUSRs must provide **quarterly implementation reports**.

Indirect management - international organisations: Narrative and financial reports must be provided with each payment request. If project duration is more than 12 months, this translates into at least one report every 12 months plus a final report.

NDICI Election Observation Missions (EOM) / former EIDHR EOM: FPI procures logistical services for each EOM through a framework contract which provides for pre-financing, as it is necessary to make a range of immediate payments on behalf of the Commission; the invoice is accompanied by a financial guarantee for the whole amount and for the duration of operation. An expenditure verification report by external auditors is required before releasing the final payment.

European Peace Facility (EPF): most of the EPF funds are implemented as off-budget, except for human resources expenditure related to statutory staff of the Commission in Headquarters, which is centrally managed by the Commission service in charge of the payroll. As a rule, the EPF Administrator for Assistance measures applies the corporate internal control framework.

The systematic analysis of the available evidence provides sufficient guarantees as to the completeness and reliability of the information reported and results in the full coverage of the budget delegated to the Head of Service of FPI.

<sup>[1]</sup> Part II, E "Financing of the common foreign and security policy" in the Interinstitutional Agreement of 2 December 2013 between the European Parliament, the Council and the Commission on budgetary discipline, on cooperation in budgetary matters and on sound financial management 2013/C 373/01.

<sup>[2]</sup> Please refer to section 2.4 and Annex 7 for further details.

## 2. Financial Regulation: Additional reporting requirements resulting from the 2018 and 2024 revisions.

In line with the requirements of the Financial Regulation, FPI reports for the year 2024:

- 1) No cases of any in-kind donation made to the Union, for the purposes of humanitarian aid, emergency support, civil protection or crisis management aid (FR art 25.3)
- 2) No Cases of "confirmation of instructions" (new FR art 92.3)
- 3) No cases of financing not linked to costs (FR art 125.3)
- 4) No Financial Framework Partnerships >4 years (FR art 131.4)
- 5) No cases of flat-rates >7% for funding indirect costs (FR art 184.6)
- 6) No derogations from the principle of non-retroactivity pursuant to Article 196 of the Financial Regulation.
- 7) No cases of financial support to third parties >EUR 60 000 (FR art 207)
- 8) No cases of non-financial donations provided in the form of services, supplies or works (FR art 244.3)

## 3. Table Y on the estimated “cost of controls” at Commission level

### Overview of department ’s estimated cost of controls at Commission (EC) level:

- Overview of FPI's estimated cost of controls at Commission (EC) level

The absolute values are presented in EUR

FPI	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR*	EC total costs	related payments Made	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (g)/(b)
NDICI Crisis response/ NDICI Stability and Peace/IcSP/IfS	2.131.919,86 €	394.785.254,33 €	0,54%	454.816,72 €	- €	0,00%	2.586.736,59 €	0,66%
NDICI Foreign Policy Needs/PI	1.365.071,13 €	95.197.239,91 €	1,43%	356.123,98 €	- €	0,00%	1.721.195,11 €	1,81%
CFSP	828.999,16 €	391.274.039,25 €	0,21%	389.732,63 €	- €	0,00%	1.218.731,80 €	0,31%
NDICI EOM/ EOMs	298.051,94 €	30.845.003,44 €	0,97%	304.602,98 €	- €	0,00%	602.654,92 €	1,95%
Press & Info	- €	25.280.613,09 €	0,00%	- €	- €	0,00%	- €	0,00%
Co-delegation	- €	4.388.647,63 €	0,00%	- €	- €	0,00%	- €	0,00%
Administration	- €	3.146.282,11 €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
OVERALL total estimated cost of control at EC level for expenditure	4.624.042,10 €	944.917.079,76 €	0,49%	1.505.276,31 €	- €	0,00%	6.129.318,41 €	0,65%

## **ANNEX 8: Reporting on the internal and external audits and assessing the effectiveness of Internal control systems**

### **1. IAS**

The section only reports on recommendations issued by IAS and categorized as very important or critical.

#### **a. Rejected recommendations**

##### **Audit on contractual expenditure verifications (2022)**

*Recommendation No 9 (Very important): FPI should implement the new common feedback mechanism/arrangement to ensure the continuous improvement of the contractual expenditure verifications (CEV) controls.*

FPI rejected recommendation 9, and accepts the related residual risks for the following reasons:

- It is not feasible to implement another pillar of audit and control,
- We do not have sufficient staff to carry out the very significant workload that the actions would entail,
- Our assurance builds on other pillars such as our MRER, early and targeted ex-post controls and DAS audits,
- It is impossible to undertake a meaningful cost/benefit analysis even if we would have a repository, as the main benefit is the deterrent effect of having the control in place. This effect cannot be estimated.
- Auditors are contracted by the beneficiaries; they do not fall under our responsibility.

#### **b. IAS audit recommendations not yet implemented.**

##### **Audit on intervention-level evaluations (2023) .**

*Recommendation No 16 (Very important): monitoring, overview, and reporting at headquarters' level (Due date: 30 June 2025)*

##### **FPI Action plan:**

FPI aligns with the actions proposed by DG INTPA and DG NEAR <sup>(40)</sup> aiming at: a new common policy and new methodological guidance framework covering the entire evaluation

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<sup>(40)</sup> DG NEAR became DG ENEST and DG MENA as of 1 February 2025.

process that will largely improve the monitoring and the implementation of evaluations. In particular, the new policy / guidance will include:

- a robust monitoring of the evaluation processes in line with roles and responsibilities stipulated in the revision of the guidance;
- a strengthened collaboration with the M&E focal points network;
- regular checks to ensure compliance with the guidance provided;
- diffusion of lessons learnt and recommendations from evaluations for different purposes.

In parallel, FPI will put in place a light oversight system to track the execution of evaluations from the Annual Evaluation Plan. This oversight system (in Teams) will be proportionate to the volume of the evaluations completed annually. Evaluations will be only planned/performed if, and when they are needed and add value.

In addition to the actions being part of common policy, FPI will ensure results of all evaluations/ studies are updated in the Interinstitutional Database of EU Studies (ISDB), as per SG requirements under Better Regulation. It aims to streamline planning of the evaluations across all EC DGs and other EU institutions.

The implementation of the action plan is ongoing and all actions are expected fully implemented before the due date (30 June 2025)

#### **Audit on allocation of human resources in EU Delegations (2024)**

Recommendation No 3 (Very important): design and implementation of the WLAD

A proposed action plan was sent to IAS on 23 November 2024 ([Ares\(2024\)8352395](#)), but has not at the time of this report been accepted by IAS.

#### **Audit on controls over the financial management of the civilian Common Security and Defence Policy Missions implemented by the Service for Foreign Policy Instruments (2024)**

Recommendation No 3 (Very important): FPI checks on the progress and final reports and Recommendation No 5 (Very important): audits on final reports and ex post audits

A proposed action plan was sent to IAS on 13 February 2025 ([Ares\(2025\)1148469](#)), but has not at the time of this report been accepted by IAS.

### **c. Accepted recommendations assessed as not yet implemented following an IAS follow-up audit**

#### **Audit on intervention-level evaluations (2023) •**

Recommendation No 12 (Very important): Implementation of the evaluation process.

FPI action plan:



This recommendation will be tackled in the future common policy and/or revised guidance framework. The issues pertaining to the sub recommendations will be addressed in the aforementioned framework at a more granular level.

FPI will inform relevant actors of this recommendation and its consequences in terms of planning and execution of evaluations, as well as in terms of dissemination of results and follow up actions during the compulsory trainings.

The process of the 2024 FPI Operational Evaluation Plan (OEP) preparation has already taken on board the initial IAS findings. The instructions for the 2024 OEP were updated in view of focusing on evaluations that can provide added value and support decision making.

In the future and following establishment of common set of rules, the new policy and guidance framework covering the entire process of intervention-level evaluations and lead by DG INTPA (in association with DG NEAR <sup>(41)</sup> and FPI) will be guided by the principles of quality and usefulness of evaluations.

In parallel, FPI will continue engaging with the roll out of Eval – OPSYS and the following measures are expected to be implemented in Eval- OPSYS and to improve the following: use of adequate templates, respect of deadlines and steps, use of adequate Framework Contract (ex PSF2019 will now be supported by newly deployed OPSYS-Eval).

FPI will avail of expertise under the MELDEA contract such as “Evaluation Helpdesk”, to improve the evaluation processes.

Meanwhile, DG FPI will periodically check the fulfilment of the issues raised by the IAS under this recommendation through a sampling of evaluations (planned and launched through the EVAL OPSYS) and on that basis, it will act as appropriate e.g. through ad hoc web awareness and training sessions and/or instruction notes to all concerned services.

#### Current status:

FPI reported to IAS in December 2024 (before the original deadline of 30 December 2024) that it considered the actions as implemented.

In relation to its action plan on Recommendation 12, FPI continued a proportionate use of spot checks to ensure delivery of good quality evaluations alongside focus on strengthening the role of its staff Monitoring and Evaluation network.

IAS however informed FPI by [Ares\(2025\)1141738](#) of 13 February 2025, that it did not consider the foreseen actions implemented and therefore reopened the recommendation requesting FPI for a new target date.

At the time of this report a new target date has not yet been agreed.

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(41) DG NEAR became DG ENEST and DG MENA as of 1 February 2025.

**d. Outstanding IAS recommendations impact on the effectiveness of the internal control system.**

FPI does not consider the above listed outstanding recommendations, together with the parts of the action plans already implemented, would have a material impact on the effectiveness of the internal control system and achievement of the internal control objectives, and therefore the assurance, for the system(s) in question.

**e. Progress made on outstanding recommendations from audits in previous years.**

FPI did not during 2024 implement any recommendations stemming from audits in previous years.

## European Court of Auditors (ECA)

### 1. 2023 Annual Report

The ECA review of FPI's 2023 Annual Activity Report and the ECA checks on payments under FPI's responsibility in 2023 did not reveal any errors or shortcomings.

### 2. Statement of Assurance

Three transactions related to batches #1, 2, and 3 for the 2023 Statement of Assurance were audited in 2023 and 2024 by the ECA and resulted in no findings. In addition, a closure letter CL-74317 for the 2023 reliability of accounts audit was received on 16/07/2024 with no specific comments.

As of 31/03/2025, the status of the 2024 Statement of Assurance audits done by the European Court of Auditors is the following:

Batch#	ECAcode	Beneficiary	Title	Amount	Status	Clearing Letter #	CLDate	Findings
1	C.401	INTERNATIONAL ORGANIZATION FOR MIGRATION	NDICI EOM FPI/2022/431-489-EOM TO LEBANON 2022 - FINAL PAYMENT.	4.341.874,57	CL Intermediary	CL74619	10-02-2025	2
2	D.3.401	UNITED NATIONS OFFICE ON DRUGS AND CRIME	1ST CLEARING NDICI CRISIS FPI/2022/437-064-SUPPORT TO ADDRESSING THE RISK OF TERRORISM AND TO INCREASE SECURITY IN THE MALDIVES _UNODC	705.892,00	On-going			
3	C.402	GOETHE-INSTITUTE EV*	8TH INTERIM PAYMENT - NDICI FPN FPI/2023/442-809- (EX-PI/2020/415-080) CULTURAL RELATIONS PLATFORM - PERIOD 13/09/2023 - 12/03/2024	529.183,84	CL.Final	CL74619	10-02-2025	0
3	C.112	COWATER INTERNATIONAL	NDICI EOM FPI/2023/444-881-EOM LIBERIA 2023 - FINAL PAYMENT.	4.616.047,62	CL.Final	CL74468	05-12-2024	0
3		INTERNATIONAL ORGANIZATION FOR MIGRATION	BALANCE PAYMENT - ICSP/2020/417-879- ENHANCING THE CAPACITY OF THE GOVERNMENT OF IRAQ AT TREBIL BO	4.722.666,00	On-going	CL74652	24-02-2025	0
4	24.P.NAW.435 1 - D.8.401	AGRICONSULTING EUROPE SA	BALANCE PAYMENT PI/2019/408-539-EU POLICY AND OUTREACH PARTNERSHIP - EU POP ASEAN - MALAYSIA, PHI	793.043,00	On-going			
4	24.P.NAW.435 4 - D.8.402	UNITED NATIONS DEVELOPMENT PROGRAMME	CLEARING FOR FIFTH PRE-FINANCING PAYMENT PI/2019/410-348-BUSINESS AND HUMAN RIGHTS IN ASIA: ENABLING SUSTAINABLE ECONOMIC (01.01.2023-31.12.2023)	2.808.939,44	On-going			
4	24.P.NAW.435 5 - D.8.403	DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH	3RD CLEARING PI/2019/405-400- REDUCING PLASTIC WASTE AND MARINE LITTER IN EAST AND SOUTH EAST	5.684.355,30	On-going			
4	24.P.NAW.435 6 - D.8.404	EUROPEAN UNION AVIATION SAFETY AGENCY NNE	FINAL CLEARING - PI/2019/408-604 - EU- SOUTH EAST ASIA COOPERATION ON MITIGATING CLIMATE CHANGE IMPACT FROM CIVIL AVIATION (EU-CCCA)	2.122.537,97	On-going			

This Annex is used for more details on AAR Section 2.3.

The weighted effectiveness of Internal Control Principles (for 2019-2024) using the Internal Control Assessment Tool (ICAT) survey is presented in the table below:

<b>Weighted effectiveness of the Internal Control Principles (ICP) in 2019-2024</b>						
<b>Principle</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
ICP 1	90%	87%	84%	85%	93%	84%
ICP 2	91%	90%	94%	93%	94%	88%
ICP 3	87%	87%	83%	80%	91%	90%
ICP 4	83%	81%	82%	77%	86%	75%
ICP 5	83%	80%	70%	67%	83%	76%
ICP 6	85%	88%	84%	86%	91%	92%
ICP 7	84%	87%	73%	77%	88%	74%
ICP 8	88%	91%	84%	90%	97%	88%
ICP 9	89%	84%	84%	87%	93%	91%
ICP 10	88%	88%	87%	84%	91%	86%
ICP 11	90%	89%	89%	89%	92%	86%
ICP 12	77%	77%	76%	71%	85%	77%
ICP 13	81%	80%	84%	81%	86%	79%
ICP 14	90%	88%	85%	83%	89%	78%
ICP 15	89%	86%	83%	86%	88%	86%
ICP 16	94%	98%	93%	92%	97%	97%
ICP 17	84%	82%	88%	79%	94%	94%
Average	87%	85%	83%	82%	90%	83%

Compared to the global average effectiveness of the 17 ICPs (87%), the 2024 ICAT survey indicates a much lower effectiveness (77%) of ICP#12: *“The Commission deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action”*.

This is particularly true for the following question asked in the survey and assessed with the lowest effectiveness (respectively 72%):

- In my view the main procedures used for the implementation and control of the Service's/Unit's activities are documented in a user-friendly fashion and are up to date.

The on-going re-drafting of FPI Intranet will allow staff to access more easily to main procedures.

## ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"

### A. Annex related to "Control results" - Table X: Estimated risk at payment and at closure

Table X : Estimated risk at payment and at closure

DG FPI	Payments made (2024,MEUR)	minus new prefinancing [plus retentions made] (in 2024,MEUR)	plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2024,MEUR)	Relevant expenditure (for 2024,MEUR)	Detected error rate or equivalent estimates	Estimated risk at payment (2024,MEUR)			Adjusted Average Recoveries and Corrections (adjusted ARC, %)			Estimated future corrections [and deductions] (for 2024,MEUR)			Estimated risk at Closure (2024,MEUR)		
-1	-2	-3	-4	-5	-6	-7			-8			-9			-10		
NDICI Crisis response/ NDICI Stability and Peace/c5P/IFS	394,79	- 330,33	328,68	393,14	1,96% - 1,96%	7,71	-	7,71	0,10%	-	0,10%	0,41	-	0,41	7,30	-	7,30
NDICI Foreign Policy Needs/PI	95,20	- 41,53	41,32	94,99	0,41% - 0,41%	0,39	-	0,39	0,10%	-	0,10%	0,10	-	0,10	0,29	-	0,29
CFSP	391,27	- 390,64	388,70	389,33	0,13% - 0,13%	0,51	-	0,51	0,10%	-	0,10%	0,41	-	0,41	0,10	-	0,10
NDICI EOM/ EOMs	30,85	- 19,68	19,58	30,75	0,21% - 0,21%	0,06	-	0,06	0,10%	-	0,10%	0,03	-	0,03	0,03	-	0,03
Press & Info	25,28	- 0,48	0,48	25,28	0,50% - 0,50%	0,13	-	0,13	0,10%	-	0,10%	0,03	-	0,03	0,10	-	0,10
Co-delegation	4,39	- 0,96	0,95	4,38	0,00% - 0,00%	0,00	-	0,00	0,00%	-	0,00%	0,00	-	0,00	0,00	-	0,00
Administration	3,15	- 0,75	0,75	3,14	0,50% - 0,50%	0,02	-	0,02	0,10%	-	0,10%	0,00	-	0,00	0,01	-	0,01
DG total	944,92	- 784,37	780,46	941,01		8,81	-	8,81	0,10%	-	0,10%	0,98	-	0,98	7,83	-	7,83
						Overall risk at payment in %			0,94% - (7) / (5) 0,94%			Overall risk at closure in %			0,83% - (10) / (5) 0,83%		

## Notes to the table X

(1) Relevant Control Systems [if possible] differentiated per relevant portfolio segments and at a level which is lower than the total.

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated departments. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating departments. Cross delegation exists on PF in 2024 and a correction of –1050000 € has therefore been made on payments.

(3) New pre-financing actually paid by out by the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department). as per note 2.5.1 to the Commission annual accounts thus excluding "Other advances to Member States" which are covered on a purely payment-made basis (note 2.5.2). Pre-financing paid/cleared" are always covered by the Delegated departments, even for Cross-Sub Delegations. Retentions: in Cohesion, the 10% retention applied during the year.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption'). Retentions: in Cohesion, the retentions released during the year by the Commission.

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of *expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. *[Equivalents might be e.g. the "adjusted error rates", AGRI, or the "residual total error rates", REGIO, EMPL, MARE, HOME. In other cases, e.g. INTPA and NEAR <sup>(42)</sup>, they are derived by a backwards calculation based on results from the residual error rate studies; i.e. by adding the estimated future corrections (if not assumed to be zero) to the risk at closure.]*

For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure, operating contributions to agencies*), the rate which should be used is 0.5% as a conservative estimate, unless the department has a more precise estimate based on evidence.

*Similarly the subsidies given by partner DGs to decentralised agencies as part of their establishment and core tasks are considered error-free types of expenditure and the rate which should be used is 0%.*

(8) The adjusted average recovery and corrections percentage is] based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective measures each department applied over the past years as a result of ex post controls.

*The average amount of the implemented corrections over the past 3 years (2022-2024) is 5.44 (million) euros (0,20% of the average amount of relevant expenditure of that period), compared to an average amount of estimated future corrections during the same period of 3.10 (million) euros (0.11% of the average amount of relevant expenditure of that period). The deviation of 0.09% between the two averages is considered marginal.*

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(42) DG NEAR became DG ENEST and DG MENA as of 1 February 2025.

## **B. Reservations**

FPI has no reservations to report.

## ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

### A. Human resources management

**Objective:** FPI 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

**Indicator 1:** Number and percentage of first female appointments to middle management positions

**Source of data:** SEC (2023)200

Baseline (2019)	Target (2024)	Latest known results (31/12/2024)
Female representation in management on 1 December 2019: 50%, 2 out of 4 middle managers	Not defined	62.5% female representation (5 out of 8) No middle management appointments in 2024

**Indicator 2:** FPI staff engagement index

**Source of data:** Commission staff surveys 2018, 2021 and 2023

Baseline (2018)	Target (2024)	Latest known results (2023)
72%	>72% Equal or above 77%	72% (Commission average: 73%)

#### Main outputs in 2024:

Description	Indicator	Target	Latest known results
At least one FPI-wide wellbeing event	Participation rate	80%	Two presential events during FPI days on 1) self-compassion or 2) setting priorities/efficiency (80%) Second (online) event on ergonomics followed by individual slots (fully booked; 15 visits) for adapting office equipment



<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b>
Regular all staff meetings and HOS messages to staff	FPI Staff engagement index in future staff surveys at least at the level of the 2021 staff survey Number of meetings/messages	Equal or above 77%; At least 2 all staff meetings; Quarterly messages.	2023 Staff survey (72%) One hybrid all staff meeting on 30/4 (on staff survey) and one in-person all-staff FPI days event; 1 message to all EPF staff. 2 recorded and 3 live video debriefings.
Female applications to vacant Head of Unit and Deputy HOU posts	Number of female applicants	50% of applications	43% (one Deputy HOU vacancy in 2024)
Participation of future female managers in initiatives such as the FTDP	Number of applicants	Filling available FPI quota for FTDP	Filled available slot (one participant/five applicants).
360° feedback for all middle managers	Staff survey indicators: Middle management – Feedback and recognition Participation of middle managers	Maintain rate of 2021 Staff survey (81%) 100% participation by end 2024	2023 Staff survey (71%) All middle managers had participated by end 2024 (1 in 2023, 7 in 2024)
Awareness-raising sessions on diversity and inclusion	Participation in awareness-raising activity	1 activity in 2024	
Taking stock/implementation of FPI Equality Work Plan	Number of internal meetings	At least three meetings in 2024	Three hybrid meetings took place to take stock of topics mentioned under the FPI Equality Work Plan. In addition, FPI updated its Annex of the Equality Mainstreaming Toolbox (Chapter 7 – Tool External Relations (Foreign Policy Instruments).

## B. 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**

**Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions.**

**Source of data: FPI.5, DG INTPA R5**

<b>Baseline</b> (2019)	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
0%	95%	95%

**Indicator 2: Percentage of FPI key data assets for which corporate principles for data governance have been implemented**

**Source of data: FPI.5**

<b>Baseline</b> (2019)	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
50%	80%	80%

**Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance**

**Source of data: FPI.5**

<b>Baseline</b> (2019)	<b>Target</b> (2024)	<b>Latest known results</b> (2024)
0%	100% of all staff	100%

**Main outputs in 2024:**

Description	Indicator	Target	Latest known results (31/12/2024)
Compliance with the European Union Data Protection Regulation and Commission's Action Plan on data protection	Updating current inventory of processing operations	100%	91%
	Percentage of staff attending awareness raising activities on data protection compliance.	100%	100%
Use Microsoft Teams regularly	Proportion of FPI units organising regularly recurring meetings on non-sensitive subjects on Microsoft Teams	100% of FPI units organising regularly recurring meetings on non-sensitive subjects on Microsoft Teams	95%
Implementation of corporate data governance	Percentage of FPI data assets for which corporate principles for data governance have been implemented	80%	80%
Update of IT security plans (at least every two years)	Updated IT security plans registered in GoVIS2	100%	100%
Compliance with IT priority controls including MFE/EU Login is compliant.	Number of implemented controls documented in the GRC tool	100%	100%
Cybersecurity awareness and training	Number of organised Cybersecurity awareness training sessions	1 for Management	0 <sup>(43)</sup>
		1-2 for FPI HQ staff	0

(43) Cybersecurity awareness training for management and FPI HQ staff have been requested for 2025. In 2024, roughly 20% of FPI HQ staff underwent some form of e-learning on the topic of cybersecurity.

### C. 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 outputs in 2024:			
Description	Indicator	Target	Latest known results (31/12/2024)
Intranet article on water fountains, tap water and vending machines	Number of actions 1 Number or 31% of staff informed	At least one action during 2024 100% of staff informed on environmental impact	100% staff informed

## **ANNEX 11: Implementation through non EU entrusted entities and/or EU Trust Funds****This annex is only for departments which have indirect management with implementing partners other than EU institutions or EU bodies.**

The most important reasons for selecting a specific implementing partner are:

1. Expertise in the concerned areas
2. Experience or presence / capacity to mobilise in the field
3. Entity identified in the basic act (Council Decision)

The cost of administration (management fee) related to indirect management (entrusted entities) is estimated at 6% of the contribution. To be noted that only a portion of that fee covers the costs of controls of the entrusted entity. These control costs are not included in the total cost of control activities performed at Headquarters that are presented in the table under cost-effectiveness and efficiency (point 2.1.1 Control Results).

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>INTERNATIONAL ATOMIC ENERGY AGENCY</b>	CFSP	SI2.919490	7 200 000	36	months	Council Decision	Council Decision	CONTRIBUTION AGREEMENT CFSP/2024/02 IAEA IX - COUNCIL DECISION (CFSP) 2024/656 OF 19 FEBRUARY 2024	MD
<b>INTERNATIONAL CRIMINAL POLICE ORGANIZATION</b>	NDICI	700002616	4 000 000	36	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	FEES	IARMS 5 INTERPOL DATABASE ON FIREARMS TRAFFICKING	MD
<b>INTERNATIONAL INSTITUTE FOR DEMOCRACY AND ELECTORAL ASSISTANCE</b>	NDICI	700002707	1 200 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	Soutien aux réformes constitutionnelles et institutionnelles participatives, inclusives et fondées sur les droits de l'homme afin de contribuer au retour rapide à un ordre constitutionnel durable et de prévenir la violence électorale au Gabon	MD
<b>INTERNATIONAL ORGANIZATION FOR MIGRATION</b>	NDICI	700001969	2 325 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXISTPROG	Empowering Trust and Cohesion in Bosnia and Herzegovina's Communities	MD
<b>INTERNATIONAL ORGANIZATION FOR MIGRATION</b>	NDICI	700002062	6 000 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	UN-REDCROSS	Promoting Social Cohesion and Veteran Reintegration in Ukraine through Evidence-Based and Locally Owned Responses and Capacities	MD

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>INTERNATIONAL ORGANIZATION FOR MIGRATION</b>	NDICI	700002320	3 500 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERIENCE	Supporting the reintegration and reconciliation of ex- associates of violent extremist organizations to enhance social cohesion for peace and sustainable development in the Far North region of Cameroon	MD
<b>INTERNATIONAL SCIENCE AND TECHNOLOGY CENTER</b>	NDICI	700002339	3 000 000	36	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	Early warning system for monitoring water radioactivity and heavy metals in Central Asia (EWS4MWRHM), as part of measuring the impacts of climate change on natural resources and critical infrastructure	MD
<b>INTERNATIONAL SCIENCE AND TECHNOLOGY CENTER</b>	NDICI	700002572	2 300 000	24	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	FEES	Funding of the 2025-2026 ISTC Administrative Operating Budgets (AOB) and EU Service Contracts	MD
<b>ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS</b>	CFSP	SI2.925373	1 605 448	24	months	Council Decision	Council Decision	CFSP/2024/13/OPCW RESPONSE CAPACITIES - COUNCIL DECISION (CFSP) 2024/1984 OF 15 JULY 2024.	MD
<b>ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE</b>	NDICI	700002332	2 500 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXISTPROG	Stabilisation of Tajikistan's southern border region with Afghanistan	MD

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE</b>	NDICI	700002458	475 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERIENCE	Fostering Reconciliation in BiH Communities	MD
<b>ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE</b>	CFSP	SI2.930944	5 000 000	36	months	Council Decision	Council Decision	CFSP/2024/38/OSCE SALW UA II - CD (CFSP) 2024/3003 OF 2 DECEMBER 2024	MD
<b>ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE</b>	CFSP	SI2.931155	3 7301 10	36	months	Council Decision	Council Decision	CFSP/2024/41/OSCE SALW SEE II - COUNCIL DECISION (CFSP) 2024/3097 OF 5 DECEMBER 2024.	MD
<b>SCIENCE AND TECHNOLOGY CENTER IN UKRAINE</b>	NDICI	700002649	1 750 000	24	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	FEES	Funding of the 2025-2026 STCU Administrative Operating Budgets (AOB) and EU Service Contracts	MD



Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>UNITED NATIONS CHILDREN'S FUND</b>	NDIC I	SCR.CTR.454821.01	5 410 466	547	days	UNICEF is the only organisation that has the capacity to take over the overall management of this action	EXPERIENCE	The proposed Action aims to provide humanitarian assistance to children, caregivers, and individuals who have been medically evacuated from Gaza as well as to vulnerable children and caregivers living in the Governorate of North Sinai and in other locations where people from Gaza have been evacuated for medical reasons.	MD
<b>UNITED NATIONS DEVELOPMENT PROGRAMME</b>	NDIC I	700002482	20 000 000	18	months	The only adequate modality for the provision of this type of support	UN-REDCROSS	Crisis response for securing reliable energy access in Ukraine	MD
<b>UNITED NATIONS DEVELOPMENT PROGRAMME</b>	NDIC I	SCR.CTR.453348.01	3 000 000	1.095	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERIENCE	This action seeks to further strengthen the EU's bilateral and multilateral engagement on responsible business practices in and with key partner countries in Asia; enhance the engagement of general public in Asian countries on the BHR agenda, leading to increased demands for transparency and accountability of business actions toward people and the planet.	MD
<b>UNITED NATIONS DEVELOPMENT PROGRAMME</b>	NDIC I	SCR.CTR.453603.01	1 000 000	549	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	Modernisation de la Gestion de l'état civil et des services judiciaires à Bossangoa	MD

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>UNITED NATIONS DEVELOPMENT PROGRAMME</b>	NDIC I	SCR.CTR.459095.01	300 000	365	days	The specificity and sensitivity of this action requires a body with appropriate technical competence, high degree of specialisation, networks and mandate	OPTIMISATION	Assistance to the Libyan Political Dialogue	MD
<b>UNITED NATIONS DEVELOPMENT PROGRAMME</b>	CFSP	SI2.930921	3 999 921	36	months	Council Decision	Council Decision	CFSP/2024/33/SEESAC VI - CD 2024/3006 OF 2 DECEMBER 2024	MD
<b>UNITED NATIONS EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANIZATION</b>	NDIC I	SCR.CTR.461105.01	4 000 000	1.095	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXISTPROG	The project aims to build the resilience of societies to the impact and spread of harmful content in conflict-prone, conflict-affected, and socially polarized environments, while protecting freedom of expression and enhancing the promotion of peace through social media.	MD
<b>UNITED NATIONS INTERREGIONAL CRIME AND JUSTICE RESEARCH INSTITUTE</b>	NDIC I	700002324	2 000 000	3	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	UN-REDCROSS	Responsible use of artificial intelligence in law enforcement	MD

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>UNITED NATIONS INTERREGIONAL CRIME AND JUSTICE RESEARCH INSTITUTE</b>	NDICI	700002365	4 594 963	16	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXISTPROG	Support to the EU CBRN Risk Mitigation Centres of Excellence (CoE) regional secretariats 2025-2026. Contribute to CoE partner countries' ability to address UN SDG 16 by mitigating risks stemming from natural, accidental or inadvertent release of CBRN	MD
<b>UNITED NATIONS OFFICE FOR PROJECT SERVICES</b>	NDICI	700002574	1 000 000	18	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	UN-REDCROSS	Quick Impact and Rapid Response Fund for Mine Action in Ukraine	MD
<b>UNITED NATIONS ORGANISATION</b>	NDICI	700002128	1 529 043	12	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	UN-REDCROSS	Assisting Mozambique to strengthen criminal justice responses to terrorism and organized crime	MD
<b>UNITED NATIONS ORGANISATION</b>	NDICI	700002274	3 500 000	36	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	FEES	Maritime UN Sanctions Enforcement (MUSE)	MD
<b>UNITED NATIONS ORGANISATION</b>	NDICI	700002196	4 500 000	30	months	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	COUNTER-TERRORISM STRATEGIES AIMED AT COMBATING TERRORISTS' EXPLOITATION OF NEW AND EMERGING TECHNOLOGIES (CT TECH+)	MD

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>UNITED NATIONS ORGANISATION</b>	NDIC I	SCR.CTR.430189.01	1 000 000	1.096	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	The project supports to the UN Standby Team of Senior Mediation Advisers. It foresees the recruitment of several high-level mediation experts (e.g. on mediation process; gender and inclusion) and the deployment of these experts to support senior UN, EU and other mediators, but also support to track II and III mediation efforts, anywhere in the world at short notice.	MD
<b>UNITED NATIONS ORGANISATION</b>	NDIC I	SCR.CTR.454823.01	3 600 000	262	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	Emergency humanitarian mine action to reduce explosive risk to civilians in Palestine	MD
<b>UNITED NATIONS ORGANISATION</b>	NDIC I	SCR.CTR.456873.01	1 500 000	549	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERTISE	Strengthening human rights protection through monitoring, reporting, accountability and early warning in Northern Ethiopia and other hotspot regions, including within the framework of the Cessation of Hostilities Agreement	MD
<b>UNITED NATIONS ORGANISATION</b>	CFSP	SI2.913668	2 760 292	36	months	Council Decision	Council Decision	CD (CFSP) 2024/349 OF 16/01/2024 - CONTRACT "CFSP/2024/06/UNODA BTWC 2024"	MD
<b>UNITED NATIONS ORGANISATION</b>	CFSP	SI2.927447	2 200 000	12	months	Council Decision	Council Decision	CFSP/2024/31/UNVIM - CD 2024/2503 OF 23 SEPTEMBER 2024	MD

Contractor	Program	Project ID	Amount	Duration		Justification of the recourse to indirect centralised management	Justification of the selection of the bodies	Summary description of the implementing tasks entrusted to these bodies	Management Declaration (MD) / Audit Opinion (AO) / Audit Conclusion (AC)
<b>WORLD HEALTH ORGANIZATION</b>	NDIC I	SCR.CTR.436492.01	1 057 244	1.247	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXISTPROG	Reducing Biological risks by strengthening Public Health Laboratories	MD
<b>WORLD HEALTH ORGANIZATION</b>	NDIC I	SCR.CTR.454834.01	6 484 955	548	days	The action has specific characteristics requiring a specific type of implementer with proven technical competence and specialisation	EXPERIENCE	Gaza health emergency response through supporting life-saving essential health services and public health intelligence and services	MD