



Management Plan 2019

Service for Foreign Policy Instruments (FPI)



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LIST OF ACRONYMS

ABB: Activity Based Budgeting
AAP: Annual Action Programme
AFET: European Parliament - Committee on Foreign Affairs
AFS: Anti-Fraud Strategy
AOD: Authorising Officer by Delegation
AOSD: Authorising Officer by Sub-Delegation
CAFS: Commission Anti-fraud Strategy
CBRN: Chemical, biological, radiological and nuclear
CBSD: Capacity Building for Security and Development
CEOS: Conditions of Employment for Other Servants of the European Union
CFSP: Common Foreign and Security Policy of the European Union
CIVCOM: Committee for Civilian Aspects of Crisis Management
CPC: Civilian Planning and Conduct Capability
CSO: Civil Society Organisation
DAS: Statement of Assurance
DCI: Development Cooperation Instrument
DEVCO: DG for International cooperation and development
DG: Directorate General
DPO: Data Protection Officer
DRR: Disaster Risk Reduction marker (OECD DAC)
DUES : Dual Use Electronic System
EAC: DG for Education and Culture
EAT: Election Assistance Team
EC: European Commission
ECHO: DG for humanitarian aid and civil protection
EEAS: European External Action Service
EEM: Election Expert Mission
EFI: External Financing Instrument
EFM: Election Follow-up Mission
EIDHR: European Instrument for Democracy and Human Rights
ENER: DG for Energy
ENV: DG for the Environment
EOMs: Election Observation Missions
EP: European Parliament
EPC: Ex-post control
EPF : European Peace Facility
ETP: Equivalent Temps Plein
EU: European Union
EUDEL: Delegation of the European Union
EUSR: European Union Special Representative
ExM: Exploratory Mission
FPI: Service for Foreign Policy Instruments
FWC: Framework Contract
GROW: DG for Internal Market, Industry, Entrepreneurship and SMEs
HQ: Head Quarters
HR/VP: High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission for External Relations
ICI: Instrument for Cooperation with Industrialised Countries
IAS: Internal Audit Service
IcSP: Instrument contributing to Stability and Peace
IfS: Instrument for Stability
ISC: Inter Service Consultation
ISIL: Islamic State of Iraq and the Levant

KPCS: Kimberley Process Certification Scheme
KPI: Key Performance Indicator
MEP: Member of the European Parliament
MFF: Multiannual Financial Framework
MSP: Mission Support Platform
MTR: Midterm Review (midterm evaluation of the External Financing Instruments)
NATO: North Atlantic Treaty Organization
NDICI: Neighbourhood, Development and International Cooperation Instrument
NEAR: DG for Neighbourhood and Enlargement Negotiations
NPD: non-proliferation and disarmament
ODA: Official Development Assistance
OECD-DAC: Development Assistance Committee of the Organisation for Economic Cooperation and Development
OLAF: office européen de lutte antifraude
PI: Partnership Instrument
PRAG: Practical Guide to Contract Procedures for EU external actions
PSC: Political and Security Committee
RAL: Reste à Liquider
RELEX family: DEVCO, ECHO, FPI, NEAR, TRADE
RER: Residual Error Rate
RT: FPI Regional Teams
SLA: Service Level Agreement
SPF: Statement of Preliminary Findings
SSR: Security Sector Reform
SWD: Staff Working Document
TEU: Treaty on the European Union (Lisbon Treaty)
TFEU: Treaty on the Functioning of the European Union
TRADE: DG for Trade

INTRODUCTION

The European Commission's Service for Foreign Policy Instruments (FPI) is responsible for the operational and financial management of the budgets for the Foreign Policy Financing Instruments and for the adoption and implementation of Foreign Policy Regulatory Instruments.

The Service reports directly to the High Representative/Vice-President and works closely with the European External Action Service to deliver operations at the service of the EU's foreign policy agenda. The Foreign Policy Instruments which the Service manages serve the EU's external political priorities and help to project the EU's interests abroad, strengthening the EU's position as a credible partner that delivers, building alliances and contributing to rules-based multilateralism.

The instruments which the Service manages are able to respond rapidly and flexibly to changing policy priorities and are therefore essential for the successful implementation of the Global Strategy for the European Union's Foreign and Security Policy¹ (Global Strategy).

As such, the Service for Foreign Policy Instruments helps to implement and is accounted for under the general objective No 9 "A stronger global actor" within the Commission's 10 political priorities, as stated in its Strategic Plan 2016-2020. The Service further contributes to several other of the Commission's political priorities, in particular but not exclusively to those related to "A new boost for jobs, growth and investment", "A resilient Energy Union with a forward looking climate policy", "Trade: a balanced and progressive trade policy to harness globalisation", and "A new policy on migration."

In his State of the Union Address of 12 September 2018, President Juncker underlined the European Union's role as the "guardian of peace" and as a force that "exports stability". He emphasised the weight of "a Union willing to stand up for its values and interests" and as an "architect of tomorrow's world"². The Service for Foreign Policy Instruments contributes in various ways to helping the European Union live up to its global responsibilities. Together with other Commission Services and the External Action Service, the Service helps addressing internal and external challenges and threats, from terrorism to climate change, and shaping global affairs.

The Service focuses on two main aspects in particular:

- Increasing the EU's position as a peace actor on the international scene and
- Advancing and promoting the EU and mutual interests on the international scene³.

Under Heading 4 of the current MFF (EUR 66.3 billion at current prices), FPI is set to manage EUR 5.5 billion (8.3%), with an annual operational budget growing from EUR 818 million in 2018 to EUR 825 in 2019, further rising to 850 million in 2020. Conflict prevention and crisis response will remain the major share of FPI's action in the coming

¹ "Shared Vision, Common Action: A Stronger Europe". A Global Strategy for the European Union's Foreign And Security Policy, June 2016.

² "The Hour of European Sovereignty", State of the Union Address of 12 September 2018.

³ The FPI Strategic Plan 2017-2020 mentioned 4 main aspects instead of 2. However, after an in-depth evaluation of the Partnership Instrument in 2016, for reasons of simplification the 3 original aspects related to this Instrument were merged into a single one: Advance and promote the EU and mutual interests on the international scene.

years. Taken together, conflict prevention, crisis response and crisis management operations under the CFSP budget and the Instrument contributing to Stability and Peace (IcSP) represent 76% of the EUR 825 million budget which the Service is to implement in 2019.

In 2019, the Service will also continue contributing to the adoption of the legal basis for its financing instruments under the next MFF. This concerns the Commission's legislative proposal for a new Neighbourhood, Development and International Cooperation Instrument (NDICI)⁴ which will include the current features of the IcSP, the Partnership Instrument (PI) and the Election Observation Missions (EOMs). A further point of attention for the Service will be the adoption of the European Peace Facility⁵ proposed by the High Representative with the support of the European Commission. This envisaged off-budget fund with a proposed allocation of EUR 10.5 billion for the period 2021-2027 should enable the financing of operational actions under the Common Foreign and Security Policy (CFSP) that have military or defence implications.

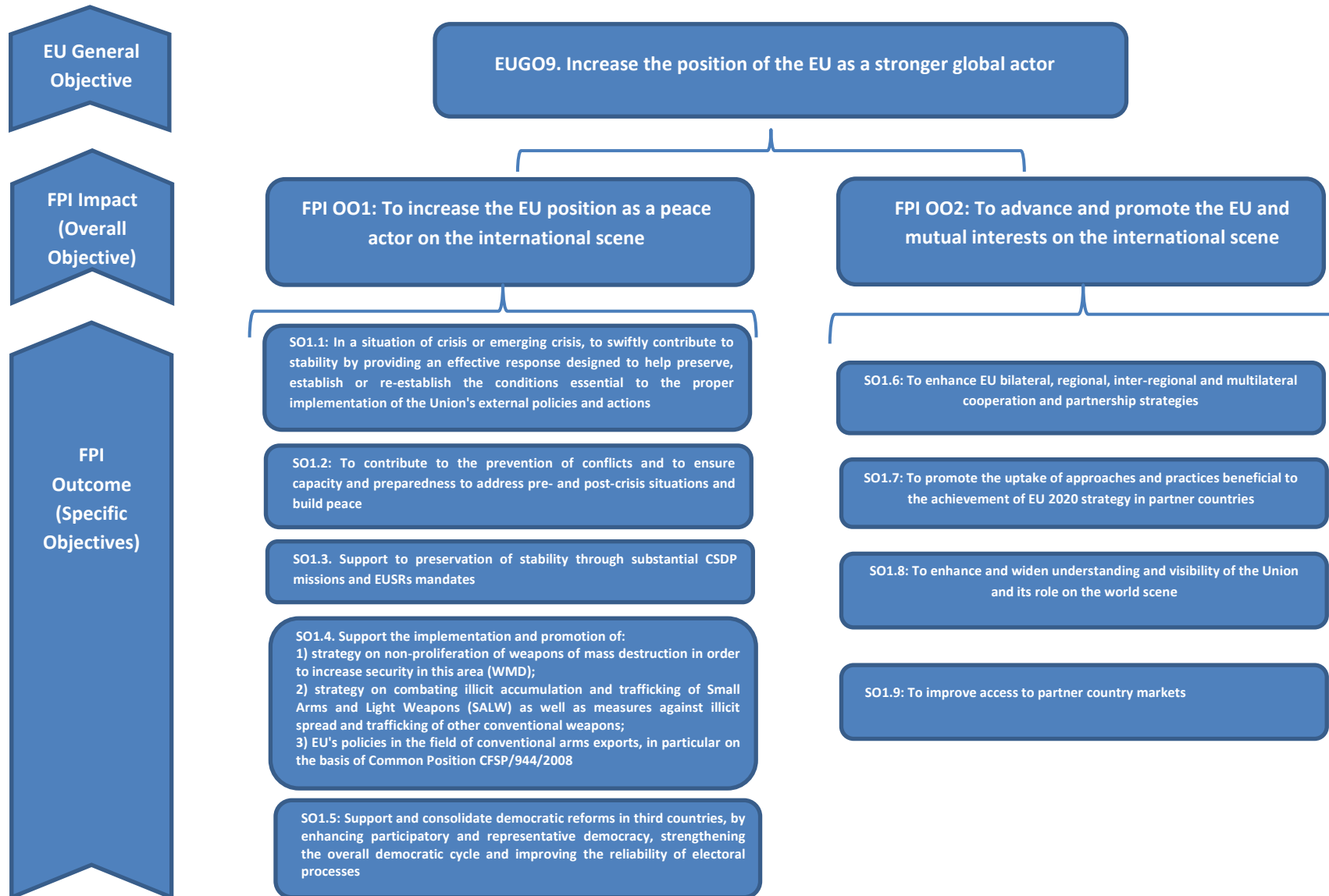
Further developing and implementing the EU's Regulatory Foreign Policy Instruments, including sanctions, will remain a central and growing field of action.

Deploying and managing the EU's Foreign Policy Instruments effectively and efficiently to help underpin the EU's political priorities will therefore remain the Service's overarching objective in 2019. The Service will continue aiming to ensure consistently high standards and impact, even under the most difficult circumstances. It will continue working closely with the EEAS to put the June 2016 Global Strategy into action, strengthening the integrated approach to conflicts and crises, promoting global governance for the 21st century, and underpinning Europe's sovereignty in international relations.

⁴ Proposal of 14 June 2018 for a Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument (COM (2018)460, Procedure 2018/0243/COD)

⁵ Proposal of 13 June 2018 of the High Representative of the Union for Foreign Affairs and Security Policy, with the support of the Commission, to the Council for a Council Decision establishing a European Peace Facility (2018/2237(INI))

Figure: FPI Intervention Logic



PART 1. MAIN OUTPUTS FOR THE YEAR

A. Instrument contributing to Stability and Peace - Crisis response, conflict prevention, peace-building and crisis preparedness

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace

The EU needs to act at all stages of the conflict cycle both in its immediate Neighbourhood and around the world, prioritising those conflicts that have a direct impact on the Union. In line with the Global Strategy, it should do so by acting promptly on prevention, respond to crises in a decisive and responsible manner, investing in stabilisation and avoiding premature disengagement and relapse into conflict. In line with the IcSP Regulation (No 230/2014) at least 70% of total IcSP allocation (EUR 2.439 billion) is devoted to crisis response and conflict prevention actions. A further 9% of the total IcSP allocation supports programmable actions to ensure capacity and preparedness to address pre- and post-crisis situations and build peace. These two types of actions are complemented by technical assistance and capacity-building programmes supporting partner countries in addressing trans-regional threats and mitigating risks from Chemical, biological, radiological and nuclear (CBRN) materials and their criminal use (the latter are managed by DG DEVCO and not covered in this MP). In addition, an envelope of EUR 100 million has been allocated for Capacity-Building in Security and Development (CBSD) activities with the amendment of the IcSP Regulation on 12 December 2017⁶.

The IcSP endows the EU with one of the largest peace and stabilisation funds in the world and enables the EU to play its role as an effective peace and security actor. It makes short-term funding available in a timely, flexible and politically-sensitive manner that is necessary for the EU to fulfil its ambition of responding to conflicts and crises through an Integrated Approach⁷. Other actions reinforce third countries' capacity to deal with risks and threats, ultimately ensuring long-term stability. The Global Strategy gives priority to reinforcing resilience and the prevention of conflicts. Helping local institutions to effectively address key security concerns is vital for the EU as a global partner for peace, and IcSP provides significant support to security sector reform.

In 2018, the first CBSD actions were designed in the Central African Republic, Mali, Somalia and Lebanon. Several of these actions are under implementation. Further CBSD actions will be prepared and launched during 2019.

As a continuous effort to implement its Strategic Plan⁸, in 2019, FPI, including its five regional teams (Bangkok, Beirut, Nairobi, Dakar and Brasilia), will maintain close

⁶ Regulation (EU) 2017/2306 of the European Parliament and of the Council of 12 December 2017

⁷ Pages 8 and 19 of the Joint Communication to the European Parliament and the Council "A Strategic Approach to Resilience in the EU's external action" (JOIN(2017) 21 final, 7 June 2017)

⁸ FPI Strategic Plan 2016-2020, page 16 paragraphs 2 and 3

cooperation with the EEAS, EU Delegations and relevant Commission services to identify timely and flexible responses to new and emerging crises throughout the year. In particular, the IcSP will continue contributing to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution. IcSP actions will be deployed to address the main crises affecting the EU and the wider world, including Syria, Yemen, Libya and Ukraine, as well as conflict dynamics with significant local and regional impact or risks of conflicts such as in Venezuela, Sahel and the Democratic Republic of Congo. FPI will maintain its close cooperation with the European Parliament through an active participation in Committee meetings (mainly the Foreign Affairs Committee (AFET)) and in ad hoc working groups (namely the AFET Working Group on External Financing Instruments).

Following up on the Internal Audit Service report on the IcSP, FPI will continue to streamline IcSP procedures to ensure they are conducive to rapid decision-making and implementation monitoring and that results are adequately captured and accounted for via appropriate indicators.

SO 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

The first Specific Objective to which IcSP contributes is specific objective SO 1.1 "Assistance in response to situations of crisis or emerging crisis to prevent conflicts" (Article 3 of IcSP Regulation) for which 70% of the financial envelope is allocated. This part of the instrument is non-programmable, allowing a rapid mobilisation of resources to respond to a given crisis or emerging crisis situation. It often complements CFSP/CSDP operations, development instruments and/or humanitarian aid interventions.

The main challenge for the EU in the area of crisis response, conflict prevention, peace-building and crisis preparedness is linked to its capacity to act and intervene quickly, in a relevant and efficient way. The two indicators for the specific objective 1.1 (Article 3 of IcSP Regulation) therefore measure the **swift mobilisation of resources** to implement actions for short-term crisis response and conflict prevention where other financial instruments are not available and/or where the IcSP needs to contribute to a comprehensive response.

General objective 9: A stronger global actor

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

Related to spending
Instrument contributing to Stability and Peace (IcSP)
Unit in charge: FPI.2

Main outputs in 2019

Important items

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the **Draft Budget for 2019**

Output	Indicator	Target date
Swift adoption of short-term crisis response measures (Exceptional Assistance Measures – Article 3 of the IcSP regulation) where other financial instruments are not available and/or where action is required to contribute to a comprehensive response (indicatively: some 40 EAMs)	Percentage of Financing Decisions adopted within 3 months of a crisis context (date of presentation to PSC)	75% by December 2019
Swift contracting of short-term crisis response measures (EAMs) after adoption of the Commission Decision	Percentage of actions (programmes/projects) contracted within 4 months after adoption of the Commission Decision	70% by December 2019

SO 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace

The second specific objective is **SO 1.2 "to contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace"** (Article 4 of IcSP Regulation). These programmable actions aim at enhancing capacities for conflict prevention, peace-building and crisis preparedness, working in cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations. The main output indicator in 2019 is also designed to **assess EU reactivity** in this regard. It is therefore related to sound Annual Action Programme (**AAP**) **preparation** and **approval** and to the

full contracting of actions under the AAP 2017 and implementation of the AAP 2018.

The new Multiannual Indicative Programme (MIP) for the period 2018-2020, adopted on 4 July 2018 provides strategic guidance and technical information for the financial means for the second half of the current MFF. The MIP includes indicators drawn from the FPI Results Framework (see Part 2, Section E) including for the activities to be undertaken for Capacity-building for Security and Development (CBSD) for both Article 4 and Article 5 of the IcSP (Article 5 is covered in the MP of DG DEVCO).

In line with OECD-DAC guidance, a new Disaster Risk Reduction DAC code and Marker will be introduced for all IcSP actions - programmable and non-programmable – as of 2019.

General objective 9: A stronger global actor		
Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace		Related to spending Instrument contributing to Stability and Peace (IcSP) Unit in charge: FPI.2
Main outputs in 2019		
Important items		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019</i>		
Output	Indicator	Target
<i>Timely adoption of the Multiannual Action Programmes 2019 and 2020 (MAAP) for Article 4 of the IcSP regulation in cooperation with the EEAS</i>	<i>Adoption of MAAP</i>	<i>July 2019</i>
Other important outputs		
Output	Indicator	Target
<i>Action documents under AAP 2018 contracted</i>	<i>% of action documents under AAP 2018 contracted</i>	<i>100% by 31 December 2019</i>
<i>Action documents under AAPs 2014, 2015, 2016 and 2017 implemented as planned</i>	<i>% of action documents under AAPs 2014-2016 for which implementation is completed / on track / first report received</i>	<i>100%</i>
	<i>% of action documents under AAP 2017 for which implementation is on track /</i>	<i>50%</i>

	<i>first report received</i>	
<i>Actions to increase resilience of target groups to potential disasters in the area of Disaster Risk Reduction are reported upon in line with OECD-DAC criteria</i>	<i>Disaster risk reduction marker⁹</i>	<i>100% coverage of Disaster Risk Reduction by year end</i>

SO 1.1: *In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions*

SO 1.2: *To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace*

The conclusions of the midterm evaluation of the IcSP¹⁰ are feeding into and informing the planning for the thematic and the rapid response pillar of the Neighbourhood, Development and International Cooperation instrument proposed by the Commission for the post-2020 Multiannual Financial Framework (MFF). Recommendations to further strengthen coordination with Member States and to build an IcSP baseline that enables better future performance measurement will be implemented by FPI and DG DEVCO. The contribution to the discussions with Member States and the European Parliament on the proposals for the next MFF will be an important area of work for FPI in 2019.

In addition, the Annual Evaluation Plan for 2019 covers three sector evaluations and four IcSP project evaluations. All planned evaluations will cover actions (projects/programmes) with a baseline as well as output, outcome and impact indicators to measure results. The guidance provided in the FPI Manual will be followed (see Part 2, Section E, below).

In line with the Joint Communication on CBSD¹¹ which called for the development of a risk-management methodology on EU support to the security sector and point 2.2.1 of

⁹ DRR – Disaster Risk Reduction marker is a new OECD DAC code for 2019 reporting on 2018 actions. Disaster risk reduction activities are not sector specific. These activities comprise risk assessments, structural prevention measures (e.g. flood prevention infrastructure), preparedness measures (e.g. early warning systems), normative prevention measures (e.g. building codes, land-use planning), and risk transfer systems (e.g. insurance schemes, risk funds). DRR also includes building local and national capacities and supporting the establishment of efficient and sustainable national structures able to promote disaster risk reduction.

¹⁰ The external evaluation of the Instrument contributing to Stability and Peace (2014- mid-2017) of June 2017 is available via the [link](#).

¹¹ Joint Communication from the European Commission and the High Representative of the Union for Foreign and Security Policy on 'Capacity-building in support of security and development (CBSD) of 28 April 2015 (JOIN (2015) 17)

the Legislative Financial Statement for CBSD, FPI has developed specific risk-assessment and monitoring tools for CBSD. These tools will now serve to continuously monitor risks during the implementation of actions involving a broad range of actors relevant to the context. To be effective, EU support to CBSD will need to be informed by solid analysis of the context and the conflict, take gender and human rights concerns duly into account and adopt a 'do-no-harm' approach. Good risk monitoring is a prerequisite to identify shortcomings in these and other respects early enough to take corrective action.

The IcSP midterm evaluation also recommended that a robust risk assessment and a "do-no-harm"/conflict sensitivity framework for all security sector reform actions should be defined. The risk assessment developed for CBSD covers one part of this and thus feeds into the overall SSR risk-assessment methodology to be developed by the EEAS.

In line with point 1.4.4 of the Legislative Financial Statement for CBSD, the relevant Programme Statement for IcSP for Draft Budget 2019 will include specific indicators for CBSD.

Furthermore, following up on the findings from the IcSP midterm evaluation¹², the concept of the *Theories of Change* is being further integrated into the development, implementation and follow-up to IcSP actions with a view to better defining and capturing results at outcome level. In line with a recommendation of the IAS audit of IcSP in 2017, the IcSP Manual of indicators has been reviewed to ensure consistency with the FPI Manual and Results Framework and to align final indicators with OPSYS requirements. The appropriateness of the use of these indicators in the design and monitoring of IcSP actions will be kept under review.

Building on the creation of the online map-based tool for sharing information on IcSP projects (IcSP Map¹³), work will continue on the development and roll-out of web-based communication tools highlighting key results and impact, such as, show-cases of IcSP actions to illustrate the work of the instrument; photo galleries, information sheets to include general information about the instrument and specific information about themes or regions of interest. This forms part of FPI's overall communication efforts under Part 2, section D below.

¹² This point is also mentioned in the "Monitoring and evaluation" section (page 10) of the Commission Staff Working Document "Midterm evaluation of the Instrument contributing to Stability and Peace" Accompanying the document Report from the Commission and the European Parliament and the Council "Midterm Review Report on the External Financing Instruments" SWD (2017) 607 final

¹³ <https://icspmap.eu/>

General objective 9: A stronger global actor

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions and Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace

Related to spending

Instrument contributing to Stability and Peace (IcSP)

Unit in charge: FPI.2

Main outputs in 2019

Delivery on legislative proposals pending with the legislator

Output	Indicator	Target
<i>Delivering on the adoption of the Commission's legislative proposal for a new Neighbourhood, Development and International Cooperation Instrument (NDICI)¹⁴</i>	<i>Political agreement</i>	<i>Third quarter 2019</i>

Other important outputs

Output	Indicator	Target
<i>Project- and sector evaluations finalised in line with guidance provided in the FPI Manual</i>	<i>Number of final evaluation reports launched and/or approved at Inception Report level</i>	<i>7 by 31 December 2019</i>
<i>Theories of Change integrated into design of IcSP actions, specifically on SO 1.1 and SO 1.2 (in the Concept Note of each action)</i>	<i>% of action documents with explicit Theories of Change</i>	<i>100%</i>

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

<i>Web-based communication tools developed and rolled-out (show-cases; information sheets)</i>	<i>Number of web-based communication products developed</i>	<i>7 showcases 15 information sheets</i>
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B. Foreign Policy Regulatory Instruments: Restrictive Measures (CFSP-Related Sanctions), Kimberley Process and Anti-Torture Regulation

The Service for Foreign Policy Instruments serves as the Commission’s lead service for the adoption and implementation of regulatory restrictive measures (sanctions) and other foreign policy regulatory instruments such as the Kimberley Process Certification Scheme (KPCS) on conflict diamonds and the so-called ‘Anti-Torture’ Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation 1236/2005 as amended). These three EU foreign policy regulatory instruments impose certain (trade) restrictions in order to achieve EU CFSP and human rights policy objectives.

As regards EU sanctions policy, the role of the Service for Foreign Policy Instruments is determined by the Treaties and in particular the Article 215 of the TFEU which states that the Commission makes a "joint proposal" with the High Representative for a Regulation on restrictive measures. As for the ‘Kimberley Process’ and ‘Anti-Torture’ Regulations, both of which are based on the Article 207 TFEU (common commercial policy), the Service for Foreign Policy Instruments is responsible for representing the EU both internally and externally and for monitoring implementation by the Member States.

In 2019, sanctions-related work will continue stepping up efforts to ensure effective and uniform implementation of the EU restrictive measures, in particular those in place as regards the Democratic People’s Republic of Korea (DPRK), Russia and Syria. FPI will continue to issue guidance to Member States’ competent authorities, economic operators and humanitarian aid providers on the scope of both restrictions and permissible activities under the EU sanctions regimes.

In the context of the EU’s response to the US unilateral withdrawal from the Iran nuclear agreement (JCPOA), an important focus of FPI’s work will be on swiftly giving effect to the Commission’s role under the Regulation 2271/96 (the Blocking Statute) and particularly the assessment of authorisation applications by EU operators, as well as on supporting Member States and operators to uniformly implement the Blocking Statute. In addition, in cooperation with relevant Commission services and the EEAS, FPI will contribute to international efforts to identify and tackle the unintended humanitarian impact of sanctions.

Finally, FPI will continue to swiftly transpose UN measures into EU legislation, in particular as regards the Da’esh and Al Qaida sanctions regime for which the Commission has implementing powers. Cooperation with the UN and further enhancement of the technical tools at the disposal of FPI (such as the Financial Sanctions Database and the EU Sanctions Map) will be prioritised.

The Service for Foreign Policy Instruments (FPI) represents the European Union in the Kimberley Process Certification Scheme (KPCS) and is responsible for its optimal implementation. FPI will continue to help ensure that rough diamonds remain conflict-free, a unique tool for conflict prevention and that the KPCS continues its role as an important catalyst for good governance and transparency in natural resources management.

Following the EU Chairmanship in 2018, India will hold the Chairmanship of the KP in 2019. FPI will continue to seek ways to advance the reform agenda agreed upon in Brisbane in December 2017. Strengthening the KP implementation to ensure that the KP remains fit for purpose to address contemporary challenges, enhancing its effectiveness, will be the main points of reference in 2019. FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders.

Furthermore, in 2019, the EU will chair the Committee on Participation and Chairmanship, which coordinates the admission of new participants to the KPCS, the selection of the Vice-Chair, the admission of Observers as well as compliance matters.

FPI will continue to deal with all issues concerning the 'Anti-Torture Regulation' and in particular will prepare delegated acts as appropriate and administer the Dual-Use Electronic System (DUES¹⁵) denial notifications system. Working with all stakeholders and in particular DG TRADE and the Global Alliance to end trade in goods that could be used for torture or capital punishment that was set up in September 2017, FPI will promote, as appropriate, the EU model with third countries and encourage them to develop and adopt similar legislation.

C. Common Foreign and Security Policy

Specific objective 1.3: Support to preservation of stability through substantial CSDP missions and EUSRs mandates

Specific objective 1.4: Support the implementation and promotion of:

- 1) strategy on non-proliferation of weapons of mass destruction in order to increase security in this area (WMD);
- 2) strategy on combating illicit accumulation and trafficking of Small Arms and Light Weapons (SALW) as well as measures against illicit spread and trafficking of other conventional weapons;
- 3) EU's policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.

As the Global Strategy makes clear, the European Union has a responsibility "*...to act globally to address the root causes of conflict and poverty, and to champion the indivisibility and universality of human rights*". In promoting peace and stability abroad, the Union not only lives up to its principles and values, it also promotes the common interests of its citizens. The Global Strategy also clarifies that "*Internal and external security are ever more intertwined*". Security within the EU depends upon peace beyond the EU's borders.

The Common Foreign and Security Policy (CFSP) is a major component of the European Union's commitment to delivering on these responsibilities for both its citizens and its partners worldwide. In particular, the CFSP contributes to the objectives of preserving

¹⁵ DUES is a system operated by DG TRADE which concerns information on denials sent by competent authorities related to the export controls applicable to 'dual-use goods' and to the goods subject to Regulation (EC) No 1236/2005 as amended.

peace, preventing conflicts and strengthening international security laid out in Article 21 of the Treaty on the European Union (TEU) as well as to the Commission's general objective 9 of increasing the position of the EU as a stronger global actor.

In order to increase the EU position as a peace-actor on the international scene (FPI Overall Objective 01) the achievement of two specific objectives in relation to the CFSP (see SO 1.3 and SO 1.4 below) will be pursued. In doing so, FPI will work on the basis of an integrated approach to key issues influencing both the external and internal security of Union.

As highlighted by the EU's first year review of the implementation of the Global Strategy, by building capacity of partner countries and responding to external crises and conflict, the CFSP contributes to both conflict prevention and post-conflict peace building, thereby strengthening the protection of the EU and its citizens. The CFSP also promotes effective global governance and multilateralism.

In pursuing specific objectives SO1.3 and SO1.4, the CFSP is coherent with and reinforces other internal and external initiatives that impact upon the security of the EU and its partners. As such, it strengthens the internal-external security nexus, identified as a priority by the Foreign Affairs Council of October 2016.

The success of the Union's Common Foreign and Security Policy depends upon having the ability to respond to changing circumstances as, when and where necessary. A key to this is having the necessary financial resources available. FPI, therefore, actively works in cooperation with the Council, the European Parliament, the European External Action Service (EEAS) and other Commission services to monitor and manage the utilisation and deployment of the CFSP budget.

The CFSP budget supports civilian crisis management missions; preparatory, follow-up and emergency measures such as fact-finding and technical assessment missions, EU Special Representatives and support for non-proliferation and disarmament projects.

Each CFSP mission requires a separate, ad hoc Council Decision under the TEU, based on a proposal from the High Representative.

In accordance with the IAS Audit Plan, a comprehensive internal audit on the Common Foreign and Security Policy instrument started in the Service in December 2018.

SO1.3: Support to preservation of stability through substantial Common Security and Defence Policy (CSDP) missions and European Union Special Representative (EUSR) mandates.

Where necessary to head-off and respond to international and security crises, the Council (supported by the European External Action Service) establishes civilian CSDP missions and appoints EU Special Representatives (EUSRs) to play an active role in efforts to consolidate peace, stability and the rule of law in troubled countries and regions. These civilian CSDP missions and EUSRs form an important part of the EU's "comprehensive approach to conflicts and crises" put forward in the Global Strategy.

The remits of civilian CSDP missions and EUSRs are specifically tailored to the particular needs of afflicted countries and regions so that, in accordance with the Global Strategy, the EU can act at all stages of the conflict cycle to counter crises arising or escalating, to respond responsibly yet decisively and to foster stabilisation.

Civilian CSDP missions play an important role with respect strengthening the rule of law, supporting internal security sector efforts and reforms, strengthening border security,

combatting piracy and monitoring peace agreements. EUSRs contribute to the integrated approach to conflicts through diplomacy, mediation and reporting. Thus, both civilian CSDP missions and EUSRs contribute to the resilience of partner states and the establishment of core conditions for sustainable development efforts to be effective: security; the protection of rights; and political participation.

Preventing and responding to crises requires rapid action. The Commission, through FPI, provides its expert assistance on project and financial management to the EEAS and the Council so that the necessary financial and human resources and other necessary assets are made available straight away. FPI also develops, puts in place, adapts and refines operational policies, procedures, guidelines, mechanisms, procurement/Framework contracts and support structures so that the EUSRs and civilian CSDP missions can be deployed and become effective at the shortest possible notice.

In order to maintain flexibility and responsiveness, EUSR and CSDP mission mandates are initially established for short periods of time. Depending upon evolving circumstances and needs, the Council decides to extend or modify mandates or to close down the EUSR organisations / civilian CSDP missions that have achieved their purpose. So that those Council Decisions can be rapidly taken on the basis of reliable information and implemented swiftly, FPI also supports the Council and EEAS in the monitoring of the missions during their operation.

In 2019, particular emphasis shall be placed upon providing specific assistance and support to those Missions expecting an expanded mandate: this concerns the Sahel Regionalisation process affecting the scope of work of the civilian Missions in Mali and Niger and the plans to upgrade the Mission in Libya through an operational mandate. FPI will also continue to support the newly established EU Advisory Mission in Iraq with possible further roll-out planned for 2019.

As regards actions financed under the Article 28 of the TEU, FPI will support the winding-down of the Article 28 Stabilisation Action in Mopti and Segou¹⁶, the first of its kind and coming to an end in early 2019. The recent adoption of an Article 28 Action to support the UN Verification and Inspection Mechanism in Yemen will be another opportunity to test this modality.

New actions requiring funding in 2019 will have to be accommodated within the existing margins of the CFSP Budget.

In addition, FPI shall keep political circumstances under careful review to ensure it is well placed to assist EUSRs and civilian CSDP missions respond to changing conditions, which either provide opportunities for rapid progress to be made or require urgent preventive action to be taken. To enhance the responsiveness of CSDP missions and capitalise on economy of scale, a large-scale logistical platform / warehouse to provide all CSDP missions with rapid access to strategic items and logistical services (IT, fleet management, etc.) will be established in the second quarter of 2019 (see also Section E.4).

As the credibility of the EU's actions and the effectiveness of the Commission's support depend upon the ability to react immediately to evolving threats and crises, the indicators selected to monitor and assess FPI's achievement of specific objective SO1.3

¹⁶ Council Decision (CFSP) 2017/1425 of 4 August on a European Union stabilisation action in Mopti and Segou, OJ L 204, 5.8.2017, p. 90. P. 90-94, 5/08/2017.

are directly linked to the speed with which EUSRs and civilian CSDP missions can be deployed.

General objective 9: A stronger global actor		
Specific objective 1.3: Support to preservation of stability through substantial CSDP missions and EUSRs mandates		Related to spending Common foreign and security policy (CFSP)
		Unit in charge: FPI.3
Main outputs in 2019		
Important items		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019</i>		
Output	Indicator	Target date
<i>Swift preparation by FPI of the Commission Financing Decisions</i>	<i>Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption</i>	<i>90% by end-December 2019</i>
<i>Swift contracting by FPI after Commission Financing Decision adoption</i>	<i>Percentage of Delegation Agreements with EUSR & CSDP missions signed within 1 month after Commission Financing Decision adoption</i>	<i>90% by end-December 2019</i>
<i>Establishing and equipping the large-scale logistical platform / warehouse</i>	<i>The logistical platform / warehouse established and fully stocked with strategic equipment and logistical services (IT, fleet management, etc.) to provide all CSDP missions with rapid access to strategic items</i>	<i>End of June 2019</i>
Delivery on legislative proposals pending with the legislator		
Output	Indicator	Target date
<i>Pour mémoire: adoption of the European Peace Facility¹⁷</i>	<i>Political agreement</i>	<i>Third quarter 2019</i>

SO1.4: Support the implementation and promotion of:

- 1) strategy on non-proliferation of weapons of mass destruction (WMDs) in order to increase security in this area;**
- 2) strategy combatting illicit accumulations and trafficking of small arms and light weapons (SALW) as well as of other measures against the illicit spread and trafficking of other conventional weapons;**

¹⁷ Proposal of 13 June 2018 of the High Representative of the Union for Foreign Affairs and Security Policy, with the support of the Commission, to the Council for a Council Decision establishing a European Peace Facility (2018/2237(INI))

3) EU policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.

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

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

Areas of activity are wide and varied tackling such issues as:

- Supporting the implementation of the EU strategy against proliferation of weapons of mass destruction, including in relation to support for the activities of the Organisation for the Prohibition of Chemical Weapons (OPCW) and of the Preparatory Commission of the Comprehensive Nuclear Test Ban Organisation (CBTBO) as well as in relation to Biological and Toxic Weapons Convention (BTWC);
- Supporting the implementation of the United Nations Security Council Resolution 1540 (2004) on the non-proliferation of weapons of mass destruction and their means of delivery, including in relation to chemical safety and security;
- Strengthening nuclear security and the secure management and storage of nuclear materials;
- Support for the implementation of the Arms Trade Treaty (ATT) and for the promotion of arms export controls;
- Strengthening protection against risks arising from the illicit trafficking and excessive accumulation of small arms and light weapons (SALW) and conventional ammunition including through support for the implementation of a global reporting mechanism on illicit small arms and light weapons and other conventional weapons and ammunition to reduce the risks of their illicit trade;
- Supporting implementation of the 1997 Convention on the prohibition of the use, stockpiling, production and transfer of Anti-Personnel Mines and on their destruction.

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

The output indicators selected to monitor and assess FPI's achievement of specific objective SO1.4 are directly linked to the speed with which the Council's Decisions are translated into operational activities and the rapidity with which progress is achieved.

General objective 9: A stronger global actor		
Specific objective 1.4: Support to the implementation and promotion of:		Related to spending Common foreign and security policy (CFSP)
1) Strategy on non-proliferation of weapons of mass destruction in order to increase security in this area (WMD); 2) Strategy on combating illicit accumulation and trafficking of Small Arms and Light Weapons (SALW) as well as measures against illicit spread and trafficking of other conventional weapons; 3) EU's policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.		Unit in charge: FPI.3
Main outputs in 2019		
Important items		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019</i>		
Output	Indicator (e.g. adoption by...; completion)	Target date
<i>Swift preparation by FPI of the Commission Financing Decisions</i>	<i>Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption</i>	<i>90% by end-December 2019</i>
<i>Swift contracting by FPI after Commission Financing Decisions' adoption</i>	<i>Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption</i>	<i>90% by end-December 2019</i>

D. Election Observation Missions

Specific objective 1.5:

Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.

A key objective in the Global Strategy is for the EU to do more to uphold and promote its essential values of democracy, rule of law and protection of human rights.

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

The total number of processes observed and assessed by the EU depends on:

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

The conclusions of the midterm evaluation of the European Instrument for Democracy and Human Rights¹⁸ as regards election observations is feeding into and informing the planning for the thematic pillar of the Neighbourhood, Development and International Cooperation instrument proposed by the Commission for the post-2020 Multiannual Financial Framework (MFF). The recommendation to follow-up of the recommendation for the EIDHR to be used more effectively to support the follow-up of EOM and EEM recommendations while complementing existing instruments will be implemented by FPI with DG DEVCO and DG NEAR.

The contribution to the discussions with Member States and the European Parliament on the proposals for the next MFF will be an important area of work for FPI in 2019.

Main outputs in 2019 will concentrate on the preparation and adoption of **the next AAP** within the same calendar year to ensure seamless and uninterrupted EU funding for election observation missions in line with political prioritization by HRVP and on the **effective implementation of the missions foreseen**.

General objective 9: A stronger global actor		
Specific objective 1.5: Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.		Related to spending European Instrument for Democracy and Human Rights (EIDHR) Unit in charge: FPI.5 ¹⁹
Main outputs in 2019		
Delivery on legislative proposals pending with the legislator		
Output	Indicator	Target
<i>Delivering on the adoption of the Commission's legislative proposal for a new Neighbourhood, Development and International</i>	<i>Political agreement</i>	<i>Third quarter 2019</i>

¹⁸ External Evaluation of the European Instrument for Democracy and Human Rights (2014-mid 2017) of 30 June 2017 available via the [link](#)

¹⁹ As from 1 February 2019, Unit FPI.3 will be in charge of the handling of Election Observation Missions, following a small-scale reorganisation of the Service. The relevant staff will be transferred from Unit FPI.5 to Unit FPI.3.

<i>Cooperation Instrument (NDICI)²⁰</i>		
Important items		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019</i>		
<i>Timely preparation of the 2020 Election Observation programme in cooperation with the EEAS</i>	<i>Adoption of the Annual Action Programme (AAP)</i>	<i>November 2019</i>
Output	Indicator	Target
<i>Timely preparation of the 2020 Election Observation programme in cooperation with the EEAS</i>	<i>Adoption of the Annual Action Programme (AAP)</i>	<i>November 2019</i>
Output	Indicator	Target
<i>Organisation of EU Election Observation Missions (EOMs); EU Election Assessment Team missions (EATs) and EU Election Expert Missions (EEMs)</i>	<i>Number of missions deployed</i>	<i>18 by 31 December 2019²¹</i>
<i>Deployment of Election Follow-up Missions (EFM) in countries after an Election Observation Mission to assess the implementation of recommendations</i>	<i>Number of EFM deployed</i>	<i>5 by 31 December 2019</i>

The Court of Auditors published a report on "Election Observation Missions - Efforts made to follow up recommendations but better monitoring needed" in December 2017 (No 22/2017).²² This report gives a positive assessment of the efforts made by the EEAS and Commission services to support the implementation of EU Election Observation Missions (EOMs) recommendations and makes specific recommendations in order **to improve their follow-up**. The report highlights the need to address the lack of a centralised repository for EU EOM recommendations. Further to this recommendation, FPI has invested into the development of such a repository the first phase of which should be ready by end 2018, and a second phase will be developed throughout 2019.

During 2018, FPI has increased efforts in strengthening the **ethical aspects of the Code of Conduct** for election observers with a view to eliminating harassment, in all its

²⁰ Proposal of 14 June 2018 for a Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument (COM (2018)460, Procedure 2018/0243/COD)

²¹ The target set is relatively low compared to the one in the FPI Strategic Plan 2016-2020. The number of EOMs carried out per year fluctuates considerably depending on the electoral calendar of those countries where EOMs are useful, feasible and advisable. The same applies for smaller electoral missions such as EEMs and EATs. Given the published electoral calendar for the pre-identified countries the forecasted number for 2019 is below the 2016-2020 average.

²² <https://www.eca.europa.eu/en/Pages/DocItem.aspx?did=44285>

forms, from EU Election Observation Missions (EOMs). Concrete measures have been implemented to raise the awareness of Observers and Electoral experts on this important issue in all EOMs. In this respect, a survey of all stakeholders was carried out in mid-2018 and in follow-up, a number of recommendations were formulated on how to further strengthen this aspect of our work in 2019. These include, among others, training of core team members on how to tackle alleged harassment cases and the training of trainers.

General objective 9: A stronger global actor		
Specific objective 1.5: Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.		Related to spending European Instrument for Democracy and Human Rights (EIDHR) Unit in charge: FPI.5 ²³
Main output in 2019		
Other important outputs		
Output	Indicator	Target
<i>Follow-up of Evaluation of EU Election Observation Activities recommendation: Improvement of the instrument's flexibility</i>	<i>Review of the toolbox</i>	<i>End of December 2019</i>
<i>Core team experts trained on ethical aspects of the Code of Conduct, including harassment prevention</i>	<i>Percentage of EOM core team members trained on ethical aspects of the Code of Conduct, including harassment prevention (Women/Men)</i>	<i>100% by the end of 2019</i>

²³ As from 1 February 2019, Unit FPI.3 will become in charge of the handling of Election Observation Missions, following a small-scale reorganisation of the Service. The relevant staff will be transferred from Unit FPI.5 to Unit FPI.3.

E. Partnership Instrument

Specific objective 1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern

Specific objective 1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 Strategy

Specific objective 1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened

Specific objective 1.9: Improved fulfilment of EU's economic interests (trade, investment and business)

The Partnership Instrument was created in 2014 as an instrument specifically designed to pursue EU strategic interests globally. The instrument is of world-wide application and charged with the task of promoting cooperation and alliance-building on issues of EU or mutual interest and challenges of global concern. It is designed for the EU as a global actor partnering with third countries including middle-income countries – and in particular strategic partners - on a peer-to-peer basis. The Partnership Instrument is not subject to requirements for Official Development Assistance (ODA).

The Partnership Instrument is a policy-supporting instrument that has demonstrated its value as an instrument specifically designed to pursue EU strategic interests and values globally. The Partnership Instrument enables the EU to pursue partnerships with a wide range of strategic partners, supports the EU in its bilateral and international commitments as well as partners' expectations. It operates in support of EU foreign policy objectives under the framework defined by the objectives of EU external action under the Treaty, the Global Strategy for the European Union's Foreign and Security Policy (the 'Global Strategy'), the Commission's ten political priorities, the 2030 Agenda and the Sustainable Development Goals. Partnership actions underpin bilateral and regional dialogues and bilateral and multilateral negotiations (for example trade negotiations), particularly by providing follow-up support and concrete policy deliverables, strengthening the position of the EU as a credible partner that delivers.

Several actions aim at developing common approaches with key partners to influence international processes and agendas, thereby underpinning multilateralism, fostering the building of partnerships and alliances in a global context, and contributing to a rules-based global order. Other actions enable the EU to promote its interests and values through public diplomacy and promoting cultural exchanges, engaging with key decision-makers and target groups in strategic partner countries.

As such, the Partnership Instrument articulates and contributes to the implementation of the external dimension of internal policies. It brings coherence and adds value to the EU's action internally and externally, interconnecting different policy areas, ensuring complementarity and bringing synergies with other instruments dealing with external action. Actions cover challenges of global concern like climate change and environmental protection; the international dimension of the Europe 2020 strategy for smart, sustainable and inclusive jobs and growth; improving access to markets and boosting trade, investment and business opportunities for EU companies (with particular emphasis on Small and Medium sized enterprises). This responds to calls to strengthen the nexus

between internal and external policies expressed in the Global Strategy²⁴ and the reflection papers on the future of the EU²⁵.

In order to ensure responsiveness to developing policy priorities, FPI has developed an approach of adopting Annual Action Plans for the Partnership Instrument in two phases, indicatively in March/April and June/July, respectively.

In terms of process, the EEAS, Commission services and EU Delegations play a key role in ensuring a coherent policy-driven approach based on EU core priorities towards key partners, in line with the spirit of the Global Strategy, the Commission priorities and Agenda 2030.

Findings from the Midterm Review of the Partnership Instrument²⁶ have shown that the instrument has enabled the EU successfully to implement strategies, strengthen dialogues and foster partnerships with relevant external stakeholders.

Following the adoption of the revised Multiannual Indicative Programme for 2018-2020 in June 2018²⁷, the Partnership Instrument will further build on and consolidate its efforts in the current four main intervention areas enshrined in the Regulation: global challenges, the international dimension of Europe 2020, trade & market access, and public & cultural diplomacy. All interventions will take into account relevant cross-cutting issues. Within the four main intervention areas, the priorities for the Partnership Instrument for 2018-2020 are:

- Trade and economic diplomacy (including Responsible Business Conduct, and tax good governance);
- Environment, climate and energy (including water, ocean governance, circular economy, urbanisation aspects);
- Peace, security and defence;
- Digital (including cyber security, digital global governance);
- Global health (including Anti-Microbial Resistance).

The following cross-cutting issues are integrated or mainstreamed in the Multiannual Indicative Programme:

- Multilateralism (building alliances), contributing to a global order based on international law;
- EU principles and values (democracy, rule of law, human rights and fundamental freedoms, respect for human dignity, the principles of equality, including gender equality, and solidarity);
- Resilience;
- Innovation.

Flagship actions in the pipeline for 2019 include: low-carbon business cooperation in the Americas; enhancing the profile of the EU as security provider in Asia; promoting the human rights aspect of business in Asia; enhancing the image and understanding of the EU by means of public diplomacy actions in Asia and the Americas; enhancing political cooperation between the EU and the Gulf Cooperation Council; promoting the

²⁴ ["A Global Strategy for the European Union's Foreign And Security Policy"](#) of June 2016.

²⁵ https://ec.europa.eu/commission/future-europe/white-paper-future-europe-and-way-forward_en

²⁶ https://ec.europa.eu/europeaid/mid-term-evaluation-partnership-instrument-pi-draft-report_en

²⁷ C(2018) 4001 final

advancement of science and knowledge for climate change adaptation; and supporting the ethical component of artificial intelligence at global level.

Communication on the actions financed by the instrument and their results is important, both internally and externally and will be coordinated with FPI's overall communication effort (described under Part 2, section D below). An online interactive map of Partnership Instrument actions worldwide should become operational in 2019.

Given the Specific Objectives:

- **SO1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern;**
- **SO1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 strategy;**
- **SO1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened;**
- **SO1.9: Improved fulfilment of EU's economic interests (trade, investment and business);**

the main outputs to be expected in 2019 are linked to the **preparation and adoption of the Annual Action Programmes (AAP) 2019** (in two phases), the **full contracting of the AAP 2018 and continued implementation monitoring of AAPs 2014-2017**.

General objective 9: A stronger global actor		
Specific objective 1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern		Related to spending Partnership Instrument (PI)
Specific objective 1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 strategy		Unit in charge: FPI.4
Specific objective 1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened		
Specific objective 1.9: Improved fulfilment of EU's economic interests (trade, investment and business)		
Main outputs in 2019		
Important items		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019</i>		
Output	Indicator	Target date
<i>Annual Action Programme (AAP) 2019 adopted on time</i>	<i>Adoption of AAP 2019 (part 1)</i> <i>Adoption of AAP 2019 (part 2)</i>	<i>April 2019</i> <i>July 2019</i>
Other important outputs		
Output	Indicator	Target
<i>Actions under AAP 2018 contracted</i>	<i>% of actions under AAP 2018 contracted by 31/12/2019</i>	<i>100%</i>
<i>Actions under AAPs</i>	<i>% of actions under AAP 2014-2017</i>	<i>90%</i>

2015 to 2017 implemented as planned ²⁸	for which implementation is on track / first results achieved	
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As indicated above, in 2018, a new Multiannual Indicative Programme (MIP) for the period 2018-20 has been approved²⁹. The MIP provides strategic guidance and technical information in relation to the related financial means for the second half of the instrument's life under the current MFF (2018-20). It sets out five key priorities for 2018-2020, and four cross-cutting issues that will be mainstreamed. The MIP also includes indicators drawn from the FPI Results Framework (see Part 2, Section E below) to measure results.

The conclusions of the midterm evaluation of the Partnership Instrument³⁰ is feeding into and informing the planning for the thematic and the rapid response pillar of the Neighbourhood, Development and International Cooperation instrument proposed by the Commission for the post-2020 Multiannual Financial Framework (MFF). Recommendations to further strengthen coordination with Member States and to perform a robust quality control of the reporting against the common indicators to ensure the creation of a comprehensive and reliable evidence base are already being implemented. The contribution to the discussions with Member States and the European Parliament on the proposals for the next MFF will be an important area of work for FPI in 2019.

The recommendations of the Internal Audit Service's performance audit of the Partnership Instrument completed in 2018 will be implemented during 2019.

General objective 9: A stronger global actor		
Specific objective 1.6, 1.7, 1.8 and 1.9: other important outputs		Related to the Partnership Instrument Unit in charge: FPI4.
Main output in 2019		
Delivery on legislative proposals pending with the legislator		
Output	Indicator	Target
<i>Delivering on the adoption of the Commission's legislative proposal for a new Neighbourhood, Development and</i>	<i>Political agreement</i>	<i>Third quarter 2019</i>

²⁸ Proposal of 14 June 2018 for a Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument (COM (2018)460, Procedure 2018/0243/COD)

²⁹ C(2018) 4001 final

³⁰ External Mid-term Evaluation of the Partnership Instrument of 27 March 2017 available via the [link](#).

<i>International Cooperation Instrument (NDICI)</i> ³¹ .		
Other important outputs		
Output	Indicator	Target
<i>Full implementation of the Recommendations from the IAS audit of the Partnership Instrument</i>	<i>Number of implemented recommendations stemming from the IAS audit of the Partnership Instrument</i>	<i>100% by year end (31 December 2019)</i>

F. Information outreach on the Union's external relations

The budget provides for the Commission to fund information and outreach activities to publicise and inform about the Union's external relations in general, promoting the EU's role as a global actor. (This is distinct from information and communication about specific external actions through FPI-managed instruments as part of FPI's general communication work – see Part 2, section D below).

In the framework of an administrative arrangement with the Commission, the EEAS carries out these information and communication activities on behalf of the Commission and its DGs and for the benefit of the EU, promoting its role as a global actor. FPI for its part implements the EU Visitors Programme (in close collaboration with the European Parliament Secretariat) and provides for the running costs of its own website (see Part 2, Section D below).

FPI is responsible for the Annual Work Programme (Financing Decision) for these information and outreach activities. Likewise, it is responsible for the overall control of the activity, in line with the implementation responsibilities delegated by the Commission to the Director/Head of Service. To ensure seamless coverage and financing for all press, information and communication activities from one year to another, it is foreseen to have the Annual Work Programme for 2020 adopted by the end of the calendar year, i.e., during 2019. This is essential to ensure comprehensive funding for EU strategic communication activities in line with the priority accorded to it under the Global Strategy.

In 2019, activities will concentrate primarily on improving capacity to monitor and analyse disinformation both within and outside the EU and to raise greater awareness of the effects of disinformation through development of communication products and training material both for specialised audiences and the wider EU and international public. This is in line with the priority assigned to offering rapid, factual rebuttals of disinformation under the Global Strategy³². Specific focus will be given to countering disinformation on the EU in the Eastern Neighbourhood and the Western Balkans and on ensuring language plurality in strategic communication activities and products.

³¹ Proposal of 14 June 2018 for a Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument (COM (2018)460, Procedure 2018/0243/COD

³² Priority 3.1 'The Security of our Union – Strategic Communications'

Further information on the foreseen activities in 2019 can be found under "External Communication" (Part 2 Section D below), namely on the EU Visitors' Programme and on the digital broadcasting of Euronews in Farsi.

General objective 9: A stronger global actor		General objective 9: A stronger global actor
Specific objective 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8 and 1.9: other important outputs		Related to all FPI instruments and operations Unit in charge: FPI.5
Main outputs in 2019		
Important items		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the <u>Draft Budget for 2019</u></i>		
Output	Indicator	Target date
<i>Timely adoption of the Press & Information Annual Work Programme (AWP) 2020 in consultation with the EEAS</i>	<i>Adoption of AWP 2020</i>	<i>December 2019</i>
<i>Implementation of Preparatory Action StratCom Plus under AWP 2019</i>	<i>Tracking for reporting purposes of specific disinformation actions in Eastern Neighbourhood and Western Balkans under AWP 2019</i>	<i>December 2019</i>

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The HR Modernisation project as laid down in the [Communication on Synergies and Efficiencies](#) continues to be rolled out in the Commission. In FPI, the HR services are delivered by the Account Management Centre (AMC) while the HR Business Correspondent (HR BC) coordinates strategic human resources matters and prepares the related decisions of the service's management.

FPI manages financial instruments with a worldwide outreach and an increasing operational budget of EUR 818 in 2018 to 825 million in 2019 with limited human resources. It is therefore of utmost importance to employ these human resources effectively and flexibly according to political priorities.

In 2017, FPI completed the reorganisation of its internal structure, mainly the establishment of Regional Teams with core staff concentrated in five Delegations with regional outreach. In order to achieve the full potential of the staff deployed in these Regional Teams, further training during FPI Days and support throughout the year will be provided to them by the HQ.

Continued efforts are invested in preparing promising talent for management positions. FPI will seek to reach another 20% in terms of first female appointments to middle manager posts in the first trimester of 2019 (one additional HOU post). The scope for flexibility within FPI is limited because of its small size (five units).

In cooperation with DEVCO and NEAR, continued special attention will be given to further training for the new OPSYS application³³ which will replace CRIS in 2019-2020 and in this context, to making full operational use of the FPI Manual/FPI Results Framework by FPI staff for reporting purposes. In addition, staff will be encouraged to follow specific training (webinars and classroom) on the new evaluation methodology (EVAL module) offered by DG DEVCO. Additional support to use of EVAL module will be provided to FPI staff based on need / upon request.

Following the scheduled 2018 Staff Survey, FPI will ensure due follow-up. Insofar as staff expectations need to be addressed at corporate level, the HR BC will work closely with the AMC. An Internal Communication Strategy will also be developed. It will include further revamping of the FPI intranet and other staff engagement actions to reinforce FPI corporate identity.

³³ OPSYS is the new Operational Information System of the European Commission to manage all EU external action interventions from their planning to evaluation. OPSYS will support the operational, legal and financial management of all FPI interventions. It is being developed in cooperation with DGs DEVCO, NEAR and DIGIT. See also below in Part II, Section E.1.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions

Main outputs in 2019

Output	Indicator	Target
<i>FPI Regional Teams at their full potential</i>	<i>Enhanced quality of project design (taking into account geographical specificities); full control of FPI financial circuits and files</i>	<i>February 2019</i>
<i>More appointments of promising young colleagues to middle management positions with a particular focus on female appointments</i>	<i>Newly appointed women in middle management</i>	<i>A further 20% by first trimester of 2019³⁴</i>
<i>Well-trained FPI staff</i>	<i>Implement Learning & Development Strategy for FPI</i>	<i>December 2019</i>
<i>Streamlined approach to integrating new colleagues</i>	<i>FPI Welcome Guide published on intranet</i>	<i>Second trimester 2019</i>
<i>Additional features of OPSYS agreed with developers and made available to FPI staff</i>	<i>Timely organisation of further OPSYS training (in cooperation with DG DEVCO and DG NEAR)</i>	<i>December 2019</i>
<i>Improved staff project management skills in line with approach of revised FPI Manual</i>	<i>Continuous support to FPI staff provided by FPI.1 on use of revised FPI Manual</i>	
<i>Improved staff knowledge of FPI Results Framework</i>		
<i>Improved staff knowledge of evaluation methodology via webinar and classroom training</i>	<i>Timely communication on DEVCO's training on EVAL module to FPI staff</i>	
	<i>Continuous support to use of EVAL module to FPI staff by FPI.1</i>	

³⁴ The procedure for meeting the target of newly appointed female managers which was launched in 2018 will come to a conclusion in 2019.

<i>Action plan as follow-up of staff opinion survey 2018</i>	<i>Approval of action plan by Director</i>	<i>By end of Q2 2019</i>
<i>Internal Communication Strategy reinforcing FPI corporate identity including targeted staff engagement actions</i>	<i>Easily accessible and revamped intranet</i> <i>Possible other staff engagement actions</i>	<i>December 2019</i>

B. Financial Management: Internal control and Risk management

FPI has set up internal control processes aimed to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned. These processes include adequate and cost-effective ex ante verification and ex post control procedures.

In 2019, FPI's Mission Supervision Plan will include the Regional Teams in Dakar and Brasilia, as well as the Delegations in Beijing and Washington and will be aimed at assessing the effectiveness and efficiency of the management and control systems in place to manage FPI Instruments.

In the light of findings from the Supervision Missions to the Regional Teams in Nairobi and Beirut in 2018, FPI will develop specific risk-management criteria for the IcSP at instrument level which would be valid for IcSP operations in all 5 Regional Teams. This risk criteria would guide and inform future planning.

FPI will also fully cooperate with the Commission's Internal Audit Service in implementing the recommendations following the latter's performance audit of the Partnership Instrument and its performance audit of EC-EEAS coordination as regards the IcSP (see also above under Part 1, Sections A and E.)

Also, FPI will work together with the IAS on the comprehensive audit on the Common Foreign and Security Policy instrument which started in December 2018 (see also section C).

On the basis of final confirmation by DG BUDG, in 2019 FPI may prepare an additional set of Financial Statements (which may involve an accounting closure during the year) just before the UK withdraws from the European Union. The extent of additional requirements will depend on the outcome of the final negotiations.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Main outputs in 2019

Output	Indicator	Target
<i>Legality and regularity of the underlying transactions in FPI</i>	<i>Residual error rate (RER) of the underlying transactions for budget implementation</i>	<i>Residual error rate (RER) below 2% for budget implementation</i>
<i>Legality and regularity of the underlying transactions in FPI</i>	<i>Estimated overall amount at risk for the year for the entire budget under the Service's responsibility</i>	<i>None³⁵</i>
<i>Ex-post controls plan</i>	<i>Number of EPCs implemented</i>	<i>100%</i>
<i>Effective cooperation with the IAS on the Audit on Partnership Instrument launched end 2018</i>	<i>Respecting the deadlines indicated in the Mutual Expectation paper of the IAS for replies to Draft Report</i>	<i>100% compliance with deadlines</i>
<i>Implementation of Mission Supervision Plan</i>	<i>Number of Supervision Missions conducted</i>	<i>100% by end-October 2019 (Regional Teams in Dakar and Brasilia, Delegations in Beijing and Washington)</i>
<i>Specific risk management criteria developed for IcSP at Instrument level suited to operational needs in all 5 Regional Teams</i>	<i>Criteria for risk management</i>	<i>100% by year end (31 December 2019)</i>
<i>Full implementation of the Recommendations from the IAS audit of EC-EEAS coordination</i>	<i>Number of implemented recommendations stemming from the IAS audit of EC-EEAS coordination</i>	<i>100% by year end (31 December 2019)</i>
<i>Overall amount at risk for the year for the entire budget under the FPI's responsibility</i>	<i>Estimated overall amount at risk for the year for the entire budget under the Service's responsibility</i>	<i>≤€ 5 million</i>
<i>Amount of future corrections</i>	<i>Estimated future corrections</i>	<i>≤€ 1 million</i>

³⁵ The Service will aim to reduce the amount at risk through effective ex-ante and ex-post controls and corrections, if needed.

Objective 2: Effective and reliable internal control system in line with sound financial management

Main outputs in 2019

Output	Indicator	Target
<i>Control cost-effectiveness</i>	<i>Cost of controls / payments made</i>	<i>Positive conclusion on cost effectiveness of controls (cost/managed funds ratio to be maintained at the current level)</i>
<i>Risk-differentiated & cost-effective internal control systems</i>	<i>Review status of the control systems to differentiate the frequency and/or the intensity of the Service's controls</i>	<i>Reviewed with positive conclusion (no need to revise)</i>
<i>Increased level of awareness of new Internal Control Framework</i>	<i>% of staff are aware about the change of the Internal Control Framework</i>	<i>>50%</i>
<i>Timely execution of payments</i>	<i>Percentage of payments made within the time limits</i>	<i>≥90%</i>
<i>Open recommendations from European Court of Auditors (ECA)</i>	<i>Number of critical recommendations from ECA overdue for more than 6 months</i>	<i>None</i>

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud

Main outputs in 2019

Output	Indicator	Target
<i>Implementation of the Anti-Fraud Strategy as planned in 2019</i>	<i>% of the implementation of the actions planned for 2019 in the anti-fraud strategy</i>	<i>100%</i>
<i>Increased anti-fraud awareness amongst FPI headquarters' staff (newcomers):</i>	<i>% of newcomers attending the training course in 2019</i>	<i>100%</i>
<i>Use of Vademecum on financial and accounting procedures for CSDP Missions including specific</i>	<i>% of CSDP Missions using and implementing the Vademecum in 2019</i>	<i>100%</i>

<i>chapters on anti-fraud internal control, procurement and ethics and integrity.</i>		
<i>Update of the Procurement Rules for CFSP Operations further to the entry into force of the new Financial Regulation (2018) and organisation of a specific training course on procurement, including anti-fraud issues, in 2019.</i>	<i>% of CSDP Missions using and implementing the Procurement Guide</i>	<i>100%</i>
<i>Update of the template of the Contribution Agreement (which includes anti-fraud clauses) for CFSP Actions further to the entry into force of the new Financial Regulation (2018)</i>	<i>% of CSDP Missions using and implementing the Procurement Guide</i>	<i>100%</i>

Since 2013 FPI has implemented its own Anti-fraud Strategy (AFS) and Action Plan – elaborated on the basis of the methodology provided by OLAF and in line with the AFS for EU External Relations (2014/2015). FPI updated its “Fraud Risk Assessment and Mitigating Responses of FPI” in 2018 and trained more than 80 colleagues on anti-fraud awareness. For civilian Common Security and Defence Policy (CSDP) Missions, FPI implements specific Action Plan and Anti-Fraud Strategy including a set of guidance documents covering the analysis on inherent risks, public procurement and ethics and integrity. Based on a report carried out by the Internal Audit Service in 2014, FPI has launched a pilot project providing secure access for the CSDP Missions to the Early Detection and Exclusion System (EDES).

In 2019, FPI will review its AFS after the adoption of the new Commission Anti-fraud Strategy (CAFS)³⁶ and of the umbrella Anti-Fraud Strategy for all external actions³⁷. FPI will also continue monitoring the implementation of its AFS as well as the specific AFS for CSDP Missions. Based on the results of the evaluation and updating of the AFS, FPI will adjust its AFS and Action Plan as necessary.

³⁶ The CAFS is still under adoption at the time of the finalisation of the present document.

³⁷ Covering DG DEVCO, DG NEAR, FPI and EEAS

C. Information management aspects

As a first priority, FPI will ensure business continuity to secure the effective delivery of its operations and will guarantee sound document management. Following the centralisation of finance and contract functions in one Unit in June 2016, FPI will further pursue and complete its archive reorganisation project during 2019 in order to ensure efficient and transparent management of all contract and financial information as a support to its operations including those in the 5 Regional Teams. Analysis of the results of the Staff Survey – see point A – will determine the degree to which internal communication and interaction of staff with management will need to be addressed during the year.

Following the terms of Internal Regulation 45/2001 on Data Protection and in full coordination with DEVCO and under the policy guidance of the Data Protection Officer (DPO) of the Commission, FPI will work on the implementation of required technical tasks (e.g. privacy statements, notification of grant and procurement procedures) to ensure compliance with the management of data protection. This will require a significant investment in terms of establishing upfront procedures and rules and of a dedicated human resource capacity which needs to be developed for this specific purpose. It should be noted that DEVCO acts as FPI Data Protection Coordinator.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Main outputs in 2019

Output	Indicator	Target
<i>Business Continuity Plan</i>	<i>Update FPI business continuity plan including simulation exercise</i>	<i>June 2019</i>
Output	Indicator	Target
<i>Electronic filing of registered documents in Ares</i>	<i>Percentage of registered documents in Ares</i>	<i>100% of registered documents filed</i>
Output	Indicator	Target
<i>Ensure full traceability of financial and contractual information for operational and ECA audit purposes in line with ICP 7</i>	<i>Compliance with Internal Control Principle Nr 7 – Identification & Analysis of Risks</i>	<i>June 2019</i>
<i>Compliance with the Action Plan and the Internal Regulation on Data Protection</i>	<i>Implementation of records and privacy statements to ensure compliance</i>	<i>ongoing</i>

D. External communication activities

FPI external communication is mainly financed by the budget of Information outreach on the Union's external relations (see section F). In line with the provisions of the FPI/EEAS service level agreement of December 2013, EEAS provides services to FPI and other Commission services for implementing certain activities of the annual Information Outreach on the EU external relations Information budget for the benefit of the EU, both in its 140 Delegations worldwide and at Headquarters. The communication activities managed by FPI are therefore limited mainly to the EU Visitors' Programme. In 2019, FPI will focus on how its actions under the EU budget contribute to achieving the Commission's political priority "A stronger global actor" as well as the other political priorities it contributes to – "A new boost for jobs, growth and investment, "A Resilient Energy Union with forward-looking climate change policy", "Trade: a balanced and progressive trade policy to harness globalisation", and "Towards a new policy on Migration" - underlining the relevance and added-value of these actions for the EU citizen. Besides ensuring that FPI's web presence is user-friendly and relevant, and integrated with the new Commission web-architecture, FPI will seek to further reinforce the visibility and recognition of its actions, and contribute to Commission and EEAS corporate communication efforts. To do so, it will further reinforce its engagement with the Commission Spokesperson's Service, DG COMM's Strategic and Corporate Communications directorate and the Strategic Communication Division of the EEAS, continuing to contribute with stories to both DG COMM and EEAS corporate campaigns on how FPI actions make a difference for EU citizens and help to make the world a better place.

In 2019, FPI has the ambition to further increase the visibility of the European Union Visitors Programme (EUVP) which allows young leaders from outside the EU to participate in tailor-made study visits to EU institutions in Brussels, Strasbourg and Luxembourg – European Commission and the European Parliament – and through them, receive first-hand information on the EU's values, functioning, activities, policies and perspectives. Visits are planned throughout the year including a number of visits with a focus upon a specific policy area or theme. The EUVP helps promote common EU values through strengthening long-term bilateral relations between the EU and other countries.

It should also be noted that in 2019, the support to the digital broadcasting of Euronews in Farsi will be continued in line with funding levels provided in 2018 (EUR 2.9 million). Euronews introduced a new production model in 2017 as a result of which the production and dissemination of the Farsi service became fully digital taking into account the evolution of audiences and the increasing importance of the digital consumption among audiences, particularly young people. Funding for 2019 will allow the Iranian population to have access to non-biased information throughout the year on news stories from Europe with a particular focus on EU actions of relevance to Iran and on issues of concern to its people and to the Iranian diaspora.

In 2019, FPI will also contribute EUR 200,000 towards the roll out of the DG COMM led and managed corporate information and communication campaign under its Strand III "An EU that protects and defends in a volatile, uncertain environment".

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU

Main outputs in 2019

Output	Indicator	Target
<i>Improved access to and information about EU institutions - Commission and EP - to 3rd country visitors under EUVP</i>	<i>Number of visits facilitated</i>	<i>150 visits</i>
Output	Indicator	Target
<i>Provision of full digital broadcasting service in Farsi through Euronews</i>	<i>Number of calendar days of coverage</i>	<i>365 calendar days</i>

FPI's external communication overall spending will be (not counting specific measures financed under IcSP and PI):

Annual communication spending (based on estimated commitments):

Baseline 2016: EUR 12,000,000	Target 2019: EUR 16,100,000
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E. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

E.1 OPSYS

FPI will pursue its cooperation and engagement with DGs DEVCO, NEAR and DIGIT in the development of OPSYS. OPSYS is the new operational information system of the European Commission to manage EU interventions in external assistance from their planning to evaluation. Based on a shared IT portal, OPSYS will support the operational, legal and financial management of all FPI interventions and will be accessible to all Headquarters and FPI Regional Team staff.

The Release 1 of the OPSYS Results & Monitoring module (previously referred to as Track 1) took place in July 2018, making results encoding and review available for pilot EUDs. FPI will continue working together with DGs DEVCO and NEAR on the designing and implementation of the Results & Monitoring, Contract and Procurement, and Programming, Actions and Decision modules ("Tracks 1-3"). FPI will also be involved in user testing of new features for each Track during 2019.

Work is ongoing to complete all logframes for current actions under IcSP, PI and EOM, to review them for quality- and have the finalized logframes ready for uploading into OPSYS by 1 April 2019. Operational Managers in the FPI Headquarters' Units have been asked to engage with all their Implementing Partners in OPSYS, with the aim of completing the task during the first semester of 2019 (see also above, Part II, Section A).

Electronic encoding of all on-going and completed evaluations into the EVAL module of OPSYS has largely been completed. All evaluations conducted since the beginning of the current MFF (i.e. since 2014) have been captured. EVAL module was deployed in FPI Headquarters, Delegations and Regional Teams on 1 August 2018 making its use mandatory for all new evaluations. Uploading of new evaluations will continue during 2019 with staff being alerted to any new innovations within EVAL module.

The sharing of development costs of the tool between DGs DEVCO, NEAR and FPI ensures an economy of scale for the Commission and the resulting tool will allow an improved operational management for the three concerned DGs leading to an increased efficiency in the management of external interventions

E.2 Gender Action Plan – GAP II

FPI will continue to progressively implement the EU Gender Action Plan 2016-20 with regard to all its interventions, more particularly under the theme "Institutional Culture Shift in EU External Relations". As for the previous years, FPI will measure the number of new interventions meeting the OECD aid-tracker/policy marker in support of gender equality and women's rights (G-marker)³⁸ which is a qualitative statistical tool to record aid activities that target gender equality as a policy objective.

In addition, a reporting on the use of gender expertise and gender analysis as an integral / systematic part of project design, introduced in 2018, will continue to be carried out. Work will also commence on capturing sex disaggregation of project results to comply with GAP Indicator 5.1.2 using OPSYS data as the source of verification. Corporate and core indicators (for IcSP, PI and EOM) proposed in the revised FPI Manual meet GAP II obligations with regards to sex disaggregation and women's empowerment. Capturing such data and reporting on it annually creates a momentum within FPI which, over time, will lead to more efficient and more effective action design predicated upon matching available funds with empirical gender-based needs.

In addition, FPI will keep contributing to the effective implementation of GAP II objectives at institutional level³⁹.

³⁸ The G-marker is used by OECD Development Assistance Committee (DAC) members as part of their annual aids activities reporting and is based on a three-point scoring system:

- Principal (marked 2) means that gender equality is the main objective of the activity and that the activity would not have been undertaken without this objective.
- Significant (marked 1) means that gender equality is an important but secondary objective.
- Not targeted (marked 0) means that the activity has been screened using the gender equality policy marker and does not target gender equality.

<http://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

The G-marker only covers IcSP (Articles 3 and 4), PI and EOM operations (EIDHR). It does not include CFSP operations as the latter are not registered in CRIS and consequently not marked against the OECD G-marker.

³⁹ FPI contributed to the second year of GAP II under the Joint Staff Working Document "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020" Annual Implementation Report 2017, SWD (2018) 451 final

E.3 FPI Results Framework and FPI Manual on project management, monitoring and evaluation

On 27 September 2017, the FPI Results Framework⁴⁰ was adopted in conjunction with the FPI Manual providing a clear framework against which FPI can report on the results of its interventions – projects/programmes/missions – at Service level in line with the policy objectives of BFOR – Budget focused on Results.

The FPI Manual and its Annexes were updated in July 2018. The technical update was carried out with a focus on simplification/standardisation of working methods of FPI Headquarter Units and the Regional Teams; inclusion of updated IcSP indicators and bringing it in line with updated Better Regulation Guidelines (July 2017) and the new Financial Regulation (July 2018).

The Results Framework is fully aligned with the FPI Strategy, the Commission's political priorities, the EU 2020 Strategy, the Global Strategy and the European Union's commitments under Agenda 2030. In time, the Results Framework will allow FPI to provide easily-accessible and understandable information on results achieved for the wider EU public and for the benefit of stakeholder dialogue, including with industry and civil society. The effectiveness of EU spending will, over time, be demonstrated via summary information sourced from OPSYS to feed into Annual Activity Reports and Management Plans which are publicly available documents.

As regards the Manual, it is targeted to all staff in Headquarters and Regional Teams. Its purpose is to bring together an overview of the way the Service works. It provides a detailed overview of terminology, concepts and processes used within FPI in four areas: FPI Strategy, Project Management, Monitoring & Evaluation, and Reporting at Service-level. The FPI Manual is a single repository of tools useful for designing and managing FPI-funded actions. It seeks to provide guidance and clarification, and to facilitate the sharing of information across FPI Units at Headquarters, EU Delegations and Regional Teams.

In 2019, careful attention will continue to be given to the implementation of the Results Framework and of the Manual. The data to feed the FPI Results Framework will be progressively provided as the completion and quality-review of logframes of all current actions under IcSP, PI and EOM gathers pace, as of end of the first quarter, paving the way for facilitated and structured capturing of results via OPSYS during the rest of the year. In addition, indicator fiches for all corporate indicators under the Results Framework will be completed by the end of the first quarter. All indicators will also need to be translated into French.

By implementing a common working methodology and processes in Headquarters, in Regional Teams and in Delegations, the Results Framework and the Manual will contribute to further improving the efficiency and effectiveness of FPI and the operations it manages.

⁴⁰ Please see Chapter 4.2 *FPI Intervention Logic and Results Framework* of the [FPI Manual](#).

Specific objective 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8 and 1.9: other important outputs		Related to FPI spending instruments and policy
		Unit in charge: FPI.1
Main outputs in 2019		
Output	Indicator	Target
<i>Additional features of OPSYS (for all 'Tracks') agreed with developers and made available to FPI staff</i>	<i>Timely organisation of further OPSYS training (in cooperation with DG DEVCO and DG NEAR) including participation in webinars; participation in OPSYS Key User Group meetings and Domain User Group meetings</i>	<i>By end of 2019</i>
Output	Indicator	Target
<i>Indicator fiches available for all the FPI corporate indicators and available for use in OPSYS</i>	<i>Indicator fiches for all the FPI corporate indicators created and migrated to OPSYS</i>	<i>By end of first quarter 2019</i>
<i>FPI indicators available in EN and FR</i>	<i>FPI corporate and core indicators translated into French</i>	<i>By end of first quarter 2019</i>
Output	Indicator	Target
<i>Migration of project logical frameworks to OPSYS in line with roll-out calendar</i>	<i>Logframes completed, quality-reviewed and ready for migration to OPSYS in line with OPSYS roll-out calendar</i>	<i>By end of first quarter 2019</i>
Output	Indicator	Target
<i>EVAL module used for managing all new action (project/ programme) evaluations in FPI HQ units, Delegations and Regional Teams</i>	<i>All new action (project and programme) evaluations in HQ units, Delegations and Regional Teams managed via EVAL module</i> <i>Continuous support to use of EVAL module to FPI staff by FPI.1</i>	<i>By end of 2019</i>
Output	Indicator	Target
<i>Implementation of the EU Gender Action Plan 2016-2020 with regard to FPI interventions</i>	<i>Percentage of FPI interventions meeting G-marker-1 or -2 (GAP Indicator 5.1.4)</i> <i>Percentage of FPI interventions meeting G-marker - 0 (GAP Indicator 5.1.3)</i>	<i>70% by 31 December 2019</i> <i>30% by 31 December 2019</i>
<i>Use of gender expertise/analysis as</i>	<i>Percentage of FPI actions using gender expertise/analysis as integral part of</i>	<i>60% by 31 December 2019</i>

<i>an integral/ systematic part of project design</i>	<i>project design</i>	
<i>Sex/age disaggregation of project results via OPSYS</i>	<i>Percentage of project results disaggregated by sex/age (men/women/girls/boys): GAP Indicator 5.1.2</i>	<i>60% capture by end 2019</i>

E.4 Pooling of resources and central stocking of equipment for CFSP and CSDP missions

To contribute to and assist the effective and efficient provision of administrative services common to civilian CSDP missions, a mission support platform (MSP) was jointly established by FPI and EEAS in 2016. During 2019, FPI assistance provided through the MSP will continue to focus on the establishment and follow-up of framework contracts (FWCs) which provide economies of scale for, and which reduce the administrative burdens of, civilian CSDP missions. In addition, assistance provided through the MSP during 2019 could, upon official request of missions, support (i) new missions to establish the service, supply and lease contracts needed to comply with public procurement rules, (ii) existing missions that have a protracted shortage of staff to undertake procurement tasks, (iii) missions being closed down to economically and efficiently sell and dispose of assets.

The large-scale logistical platform / warehouse to provide all CSDP missions with rapid access to strategic items and logistical services (IT, fleet management, etc.) is currently being stocked with strategic equipment. In 2018, some equipment and services were available for deployment. It is intended that the logistical platform becomes fully operational during the second quarter of 2019.

E.5 Implementation of the FPI Knowledge Management System

In the framework of the development of a pilot project for the FPI Knowledge Management System (KMS) with a view to building an enabling environment to capture and share knowledge gained from operational experiences to improve its performance, FPI has identified "FPI best practices and lessons learned". This use-case will facilitate collaboration and information sharing across FPI Units at Headquarters, EU Delegations and Regional Teams.

The collaboration process will focus on five categories: results; design and implementation; exchange of good stories; collaboration and relationships; and drafting.

As a support to the process, a tutorial will be developed and published on *Connected Commission* directed towards Community managers. In addition, the JRC will organise workshops on community management every three months. If needed, online training on how to work on *Connected Commission* will be made available to FPI staff in HQ and Regional Teams.

Specific objective 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8 and 1.9: other important outputs	Related to FPI spending instruments and policy Unit in charge: FPI.4, FPI Communication Team
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Main outputs in 2019		
Output	Indicator	Target
<i>Implementation of FPI Knowledge Management System</i>	<i>Creation of the group "FPI best practices and lessons learned" in Connected Commission</i>	<i>First semester of 2019</i>

E.6 FPI participation in the establishment of a reference group “Managing EU Interventions for International Cooperation”

On 19 July 2018, DEVCO Management approved the development of a new methodological guide, “Managing EU Interventions for International Cooperation”, to replace the Project Cycle Management Guidelines (PCM Guidelines) that date back to 2004.

In 2019, FPI will participate in the reference group to draft a new methodological guide provisionally titled as “Managing EU Interventions for International Cooperation”. The new guide should be finalised by end-October 2019 after consultation of EU Delegations.

The guide will provide a harmonised practical on-line tool to DG DEVCO, DG NEAR, DG ECHO, FPI and the EEAS. It will ensure that each external EU intervention is designed and managed strategically in order to increase credibility and effectiveness and to maximise the impact. It will specifically promote systematic use of common methodology and shared tools from context analysis to managing interventions and sharing knowledge.