



Management Plan 2015

Service of Foreign Policy Instruments (FPI)



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1. Mission statement

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

The FPI is a Commission Service directly attached to the High Representative/Vice-President and works closely with the European External Action Service and with the Commission's Directorates-General, notably International Cooperation and Development (DEVCO), Neighbourhood and Enlargement Negotiations (NEAR), Trade, Humanitarian Aid and civil protection (ECHO).

2. This year's challenges

This year's challenges will be tackled under the leadership of the new Commission which has just taken office. For external actions, the "team approach" fostered by President Juncker and HRVP Mogherini will materialise with closer working methods and relations between the Commission and the EEAS. The HRVP and Commissioners in charge of external actions will meet at least once a month, along with other Commissioners as necessary for topics relating to external actions (e.g. climate, environment, energy, home, ...), and will give momentum to the Comprehensive Approach and to a stronger coordinated way of operating. For services, this is an opportunity to make a positive impact on our policy delivery and work environment. At the same time, this will require thorough preparation between the Commission's services and the EEAS to make this first year of new operating procedures a success. This will be particularly important for FPI as regards crisis responses (through the Regulatory Instruments such as the restrictive measures, the Instrument contributing to Stability and Peace and the CFSP), but also for the Partnership Instrument which underpins the agenda the EU is facing in terms of global challenges in the areas of climate change, environment, energy and trade.

Crisis response will remain the major share of FPI's challenge in 2015. Taken together, crisis response and crisis management operations under the CFSP and the Instrument contributing to Stability and Peace (IcSP - the successor to the Instrument for Stability) will represent 77% of the EUR 737 million budget to be implemented in 2015 by FPI. The number of conflicts as a

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measure of global instability, remains high with 414 conflicts worldwide in 2013¹ (an upwards trend compared to 2012 (405) and 2011 (387) including 20 wars, 25 limited wars, 176 violent conflicts, 75 non-violent crises, and 118 disputes). However, the increase is mainly linked to the number of disputes, whereas the number of wars and violent crises remained stable (and non-violent crises decreased). With continuing or growing crises in Ukraine, Iraq, Syria, Libya, Central African Republic, and West Africa (Ebola) affecting regional security and posing major challenges at global level, demand for EU action and a response through FPI's instruments is certain to be persistent in 2015. Stakeholders and partners place high expectations on the capacity of the EU to respond. But the volatile and violent situation in many crisis zones implies serious security concerns and typically leaves the EU with a limited choice of options and implementing partners. In other words, interventions are called for in dangerous operating environments and political contexts with a concomitant risk of ineffectiveness, while at the same time the reputation of the EU is at risk if it is seen to be unable to act in pursuit of its policy goals.

The continued effective and efficient management of FPI operations will therefore remain the overarching objective, with the emphasis on aiming for consistent high standards even in the most difficult circumstances. Security for our operations and the people serving in them will remain a challenge and an absolute priority, particularly for CFSP and EOMs missions, by making sure that adequate means for providing security are at the disposal of all operations in the field, in liaison with the EEAS. FPI will continue to ensure the capacity of the EU to respond across the full range of our foreign policy instruments, including the regulatory ones (especially sanctions).

A specific challenge will be the operational steering and implementation of the new Partnership Instrument which was adopted in March 2014 as this new instrument marks an important step in our cooperation.

Finally, an active management of the Payment Appropriations budget will need to continue further to the shortages experienced in 2013 and 2014 to avoid compromising the launching of high political profile operations.

Key management objectives and challenges are:

1. The **successful implementation of the Partnership Instrument** will be a key operational challenge for 2015; the FPI must demonstrate that with this Instrument it can effectively contribute to advance the EU agenda with the strategic partners translating political commitments into concrete actions.
2. Effective and sound implementation of all our instruments by **addressing challenges linked to the establishment of the new programmes** and the completion of all the necessary decision-making steps and addressing any resource or organisational difficulties, including the insufficient budget in Payment Appropriations.

¹ Measure taken from the latest published version of the Heidelberg Institute for International Conflict Research - Conflict Barometer (2013), published 25 February 2014

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3. Ensuring the **best possible and most efficient / effective arrangements for management of CFSP and Election Observation Missions** by addressing underlying logistics and implementation issues, and by ensuring synergies between the FPI and the EEAS in order to achieve the EU's objectives. Arrangements to improve support to CFSP missions will be pursued.

1. Common Foreign Security Policy (CFSP)

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

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

The general challenge is to ensure that the EU can continue to provide support for the preservation of stability in Kosovo, Afghanistan, the Middle East, South Caucasus and Africa through the on-going substantial civilian CSDP missions, while continuing the financial implementation of recently deployed operations in Ukraine and Africa and the financial management of preparatory measures in view of deploying new CSDP missions. The CSDP missions represent around 85% of CFSP budget. FPI supports also the implementation of these operations through framework contracts for the procurement of essential equipment and services. Close cooperation with the civilian crisis management structures in the European External Action Service is always necessary.

A particular challenge consists of completing the new legal framework for the financial management of CFSP missions following the adoption in June 2012 of a Communication by the Commission on the financial rules for the CFSP missions. This task requires cooperation of both the Council and the EEAS. In parallel, with the agreement of the HR/VP and in cooperation with the EEAS, FPI is working on options for improving the support to the CSDP operations.

The other key challenges in the coming year will consist of: the launch of a mission in Mali (following the establishment of the mission in 2014), the launch of a mission in Ukraine (following the establishment of the mission in 2014), the orderly closure of the CSDP missions EUPM Bosnia and Herzegovina and EUPOL DRC, as well the offices of the EUSRs not renewed in 2014, the considerable downsizing of EULEX Kosovo, the works linked to streamlining the support to the CSDP operations, the work with the Council and the EEAS on new staff rules for personnel employed by civilian CSDP missions and EUSRs. The effort to close old contracts for

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CFSP projects, started in the second semester of 2012, is expected to conclude for the most part in 2015.

2. Instrument contributing to Stability and Peace (IcSP)

The core challenge for FPI with regard to the financial implementation of the Instrument's "crisis response and preparedness" objective (Articles 3 and 4 of the Regulation) is to be able to react to international crises at short notice, while ensuring a coherent perspective in relation to longer term approaches by integrating conflict prevention and peace-building activities within the scope of its funding decisions. By its very nature, the IcSP is called upon to operate in hostile and war-affected environments, thus it remains a major challenge to constantly adapt planning and implementation to this highly volatile operational context.

It will remain essential to strengthen partnerships with the EEAS and the Commission services with regard to planning and definition of crisis response actions. This task will require an even closer coordination with the EEAS, DG DEVCO, DG NEAR, DG ECHO and the EU Delegations with regard to crisis preparedness, conflict prevention and peace-building. In accordance with the EEAS' leading role in the programming of that component, FPI will liaise closely with the EEAS in order to fully reflect relevant thematic priorities and policies and take forward the work on identifying appropriate measures for the Annual Action Programmes (AAP).

The budget in terms of payment appropriations will have to be carefully managed to avoid the situation experienced as of mid-2014 which constrained the operations. As crisis response actions can only be undertaken by a limited number of implementing partners if timely advance payments can be made.

Both the new Multi-annual Financial Framework (MFF) and the changes to the Financial Regulation will necessitate a continued programme of raising awareness to ensure that staff in the Delegations, as well as at Headquarters, are fully aware of the changes and understand what these entail when made operational across the IcSP. In this respect, the IcSP Guidance Note and the IcSP Training Week offer natural communication points to convey key messages and disseminate learning. These will be supplemented with ad hoc training/communication items as and where deemed necessary.

Under Article 4 of the new Regulation (assistance for conflict prevention, crisis preparedness and peace-building), particular mention is made of the UN as an implementing partner of the EU. In this context, one of the main future challenges will be to pursue cooperation along the same lines as in 2014 with UN organisations at field level within an agreed operational and policy framework, based upon strategic choices informed by EU policy priorities. This will necessitate a much closer upstream dialogue with the EEAS and timely communication of EU priorities to the UN in order to favour optimal programming and project implementation conditions. Recommendations from the March 2014 evaluation of the so-called "Peace-building Partnership" will be incorporated into programming to further bolster the performance and effectiveness of actions to be covered under Article 4. Particular attention will be paid to improving gender mainstreaming, indicators and maximising the added value of activities on mediation and dialogue and women, peace and

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security (WPS). Meanwhile, continued attention will need to be given to ensuring an effective implementation of the 'European Resources for Mediation Support' (ERMES), financed under the 2013 IfS AAP, which provides an important facility enabling the EU to provide technical support to third parties engaged in inclusive peace mediation and dialogue processes at the international, regional and/or local levels. The launch of a second phase of cooperation with the League of Arab States on early warning and crisis response will be an additional challenge as the former transforms the crisis room supported under the first phase to a knowledge centre and extends its work to new areas such as gender and conflict, election observation and post-disaster/conflict needs assessment.

Enhanced efforts will be needed to maintain a strong political relationship with the European Parliament. It is essential that FPI maintains its current close cooperation with the Foreign Affairs Committee, particularly in the context of the latter's decision to discontinue the Working Group on Conflict, Security and Development. New ways will need to be found to ensure regular exchanges on issues of mutual concern with key AFET interlocutors in order to ensure the continuity of political support for the IcSP, in particular for conflict prevention and peace-building actions.

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

FPI manages the Commission competence and tasks in relation to restrictive measures ('Sanctions'), the 'Kimberley Process' (KP) certification scheme for rough diamonds, and trade restrictions concerning goods that could be used for capital punishment torture or other ill treatment ('Anti-Torture Regulation').

FPI needs to continue addressing the challenge of preparing legislation and ensuring effective implementation of the restrictive measures in a rapidly changing environment where sanctions play a significant role in the political response to certain crises. Managing the increased workload in that area linked to the crises which have developed over the last years in our neighbourhood will remain a particular challenge. FPI represents the Commission in discussions on the proposals for regulations in the Foreign Relations Counsellors Working Party (RELEX Counsellors) and other relevant Council groups, and prepares the Commission line for COREPER and Council meetings. FPI also represents the Commission at EP Committee meetings where appropriate, and supervises implementation of these regulations in the EU. FPI is also responsible to update and maintain the "electronic-Consolidated Targeted Financial Sanctions List (e-CTFSL)" necessary for the application of financial sanctions applied in pursuit of the specific CFSP objectives set out in the Treaty of the European Union. This is essential to ensure access by the European Banks to the EU consolidated list of persons, groups and entities subject to CFSP related financial sanctions.

In July 2013, the European Court of Justice handed down a key judgment in relation to UN Security Council based restrictive measures. The decision in the Kadi II case, which concerns respect for fundamental rights and obligations under the UN Charter, directly impacts on the EU Al Qaida sanctions regulation (Regulation (EC) No 881/2002) but in fact has wide implications for EU sanctions policy and the way the EU and its Member States implement list-based restrictive measures. As lead service, FPI needs to ensure that the Commission manages the general follow-up to the judgment by further working on a number of short and medium-term actions as agreed upon jointly with the EEAS.

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Moreover, the adoption in July and September 2014 of restrictive measures against Russia in view of its actions destabilizing the situation in Ukraine and the considerable financial and economic interests at stake in this particular sanctions regime have resulted in a real surge in requests for interpretation from competent authorities of the Member States and economic operators to FPI directly. The newly created *EU Sanctions Mechanism to optimize consistency in the application and monitoring of EU restrictive measures* under the framework of the Council RELEX Working Party has offered FPI the opportunity to engage with the Member States on such requests and a new basis for providing guidance to competent authorities.

Furthermore, FPI, on behalf of the Commission, represents the EU internationally in the Kimberley Process, where the EU is confronted with many on-going and demanding challenges. In the EU's capacity as Chair of the KP Working Group on Monitoring, FPI has to follow-up on general implementation and compliance matters as well as country-specific issues in relation to e.g. the Central African Republic and Côte d'Ivoire, but also to contribute to innovation of the KP under the lead of the rotating KP Chair, which in 2014 is China. In parallel, FPI will need to start up preparations with the Member States for hosting a fully-fledged KP peer review visit to the EU in September 2015.

Finally, FPI is responsible for the review of the "Anti-Torture" Regulation (Council Regulation (EC) No 1236/2005 of 27 June 2005 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment). This review was initiated in 2012 in response to calls from the European Parliament (Resolution of June 2010), Amnesty International and other human rights NGOs. The outcome of the review has been reflected in:

- A Commission Regulation amending the lists of goods annexed to the Regulation (published in the *Official Journal of the European Union* on 17 July 2014).
- A legislative proposal for further amendment to the Regulation. This legislative proposal is under discussion in the Council and due to be presented to the European Parliament in early 2015 with a view to legislative debate and adoption by the end of 2015.

Managing these regulatory instruments represents a constant challenge to the FPI given the required resources to manage them. However, it is essential for FPI to continue coping with the legal challenges and administrative burden that the restrictive measures entail for the reason of their high political profile for the EU.

4. Cooperation with third countries under the Partnership Instrument

In order to succeed in the implementation of the Partnership Instrument, FPI faces both operational and policy challenges: on one hand, FPI will have to ensure that following the adoption of the AAP 2014 the actions are timely and soundly implemented throughout 2015; on the other hand, FPI needs to steer an extremely complex annual planning exercise involving both the EEAS (Headquarter and Delegations) and the concerned Commission DGs in view of the timely adoption of the AAP 2015.

Operational challenges:

- to ensure optimum use of scarce resources at HQ and DEL and to complete the recruitment of staff to be deployed to Delegations foreseen for 2015;
- to finalise the de-concentration process (including an appropriate financial circuit) to priority delegations (USA, Mexico, Brazil, Canada, Russia, China, India, Japan and

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Korea). A further de-concentration process will have to follow towards other Strategic Partner Delegations or more regionally focused teams in key Delegations;

- to phase out ICI funded programmes in an orderly fashion.

Policy challenges:

- to ensure that PI actions address **core EU interests** towards the EU's strategic partners and countries where development assistance is no longer available and **demonstrate true added value at political level**. The actions proposed under the AAP 2015 (and 2016) should be consistent with the objectives and thematic priorities defined in the Regulation and mirror the indicative financial allocations laid down in the MIP for the period 2014-2020. At the same time, given the political dimension of this instrument, 2015 planning exercise and indeed any planning exercise should adapt to the political orientations of the High Representative/Vice-President.
- to deliver **clear impact and deliver visible policy results**, by ensuring focus and avoiding excessive fragmentation. This will require **strict prioritisation** of areas of intervention and seamless coordination with other policy areas of the EU external action contributing to enhance policy coherence across EU instruments and programmes.
- to **maximise impact and avoid fragmentation** striking a healthy balance between an appropriate level of flexibility to adapt to evolving policy needs and the predictability needed for sound management will also be an important challenge.
- to foster **synergies and strict complementarity** with other EU external action instruments (especially the DCI Global Public Goods and Challenges) and internal instruments with an external window (i.e.: COSME, Erasmus + and the Asylum and Migration Fund) would be essential to make optimal use of Partnership Instrument resources.

All in all, the challenge will remain to identify and prioritize those areas where support is most needed to influence the partner countries/regions' agenda positively, to make political dialogue progress, to align positions where divergence of views or interests prevails or to simply help produce some tangible changes.

In order to address this challenge, close cooperation with the EEAS geographic and thematic departments, Commission DGs (i.e. CLIMA, ENV, HOME, ENER, ENTR, TRADE) and EU Delegations is essential. To this end, FPI has devised internal coordination mechanisms under an informal implementation group bringing together all of these actors. In practical terms, FPI will steer the work of this Group that is tasked with translating programming priorities into successive action plans that are consistent with the instrument's programming principles, aims and targets by:

- providing expertise on the relevant subject area for the design and implementation of the projects;
- recommending operational options and/or approaches to tackle specific policy priorities identified in the MIP;
- Identifying appropriate links between PI projects and programmes with the "Europe 2020" strategy;
- identifying projects/programmes;
- ensuring regular flow of information on the implementation of the major projects/programmes including results attained and impact as well as ensuring appropriate and coordinated reporting at various levels.

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5. EU Election Observation Missions (EOMs)

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 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 overall objective of election observation missions is to strengthen democratic institutions, build public confidence in electoral processes and help deter fraud, intimidation and violence. Election observation does also reinforce other key EU foreign policy objectives, notably peace-building.

The main challenges in 2015 will be the timing of election observation missions due to the volatility of election dates. The changes in electoral calendars can impact, positively or negatively, the number of missions deployed in 2015. The security of the missions' staff constitutes a clear challenge due to the presence of several post-conflict and fragile countries on the priority list in which missions should be deployed next year (for example Afghanistan or Nigeria).

While sustaining the credibility of the instrument, FPI is systematically analysing all budget items (starting from a thorough analysis during the exploratory mission) in order to identify possible cost reductions. FPI and EEAS have launched a reflection to identify further possible savings (on overall duration and size of the missions, equipment, core team, etc.).

6. Information and communication

FPI and EEAS have entered into a service level agreement (SLA) allowing the EEAS to carry out information and communication activities on behalf of the Commission and its DGs within the framework established by the administrative arrangement between Commission and EEAS services on 14/12/2010. As a result, the EEAS provides services directly to the FPI and other Commission services for the implementation of certain activities of the annual Press and Information budget for the benefit of the EU (budget line 19.0601 - Information outreach on EU External Relations). This responds to a need for simplification and efficiency in the management of these activities, in particular as regards the EU Delegations. The information and communication activities to be carried out on an annual basis by the EEAS are the following:

- Press and Outreach activities in EU delegations: The communication activities of EU Delegations focus mainly on building and maintaining contacts with the media, responding to public enquiries, organising events (often of cultural nature), publishing newsletters, producing information and communication materials and promoting cultural diplomacy activities.

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- Information and Communication outreach activities in EEAS Headquarters serve to support the work of the Delegations in implementing EU's External Action policies as well as to reach out to audiences, predominantly the media, in the EU. These activities may comprise the following: design, modernisation and maintenance of websites and social media platforms (including EU delegations websites); production of Summit information kits; production of audio-visual material, such as videos, web-documentaries info-clips etc.; organisation of press visits and press events; organisation of conferences, exhibitions and public outreach events; production of publications and general communication material.

FPI remains responsible for the Annual Work Programme (financing decision) for this activity which will continue to be adopted by the Commission. Likewise it remains responsible for the overall control of the sector in keeping with the implementation responsibilities delegated to the Director by the Commission. FPI will also continue to implement the EU Visitors Programme (in close and effective collaboration with the EP secretariat) and to support and develop its own specific needs as regards the FPI website. Finally, the financing of television programmes in the Farsi language on the Euronews channel comes to an end in 2015. A political decision on the opportunity to continue such programme will be taken in due course.

7. Key Performance Indicators

As part of our firm commitment to pursue our mission, we have identified the following five key indicators:

1. CFSP: Planned vs. actual capacity deployment rate (international staff) of the main CSDP missions
2. IcSP: Percentage of IcSP crisis response measures adopted within 3 months of a crisis context (date of presentation to PSC)
3. EOMs: Number of electoral processes and democratic cycles supported, observed, and followed
4. PI: Progress made by key partner countries in the fight against climate change or in promoting the environmental standards of the Union
5. Residual Error Rate

The first four indicators will measure the most critical aspects in terms of operational and financial implementation performance. In addition, the Residual Error Rate (RER) is a standard key performance indicator with the objective to remain below the 2% threshold.

3. General objectives

Under the Lisbon Treaty, the European Union has committed to pursue objectives for its external action as set out in Article 21 of the TEU. The Service for Foreign Policy Instruments (FPI) is responsible for managing the operational budget in support of policy objectives closely linked to

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the strategic interests and security of the European Union, in close cooperation with the European External Action Service and the High Representative/Vice President. Security objectives are to be seen against a wider picture of global instability where many countries are affected by conflicts and repeated cycles of political and criminal violence with spillover effects to other more stable areas, including the EU, through all kinds of trafficking, refugee flows, and organized crime. Chiefly, the EU (and the international community) has also acknowledged that there cannot be sustainable development without peace and security. The post-Lisbon institutional setup allows for closer coordination and cooperation at EU level to prevent conflict, build peace and strengthen international security. CFSP operations and Instrument contributing to Stability and Peace actions, along with regulatory instruments, contribute to that objective although they have to be placed, under the Comprehensive Approach developed by the EU, as "front level" instruments in this area and contributing to a common objective combined with the wide array of policies, tools and instruments at its disposal – spanning the diplomatic, security, defence, financial, trade, development cooperation and humanitarian aid fields. Through its network of 138 Delegations in the world, the EU is in a unique position to monitor global instability and pool diplomatic skills with other tools and instruments to contribute to conflict resolution and prevention, and to advance EU's public diplomacy.

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

1. Contribute to the implementation of the Treaty on European Union (Article 21 (2) (c) which seeks to preserve peace, prevent conflicts and strengthen international security, in accordance with the purposes and principles of the United Nations Charter, with the principles of the Helsinki Final Act and with the aims of the Charter of Paris.
2. Advance and promote Union and mutual interests with third countries by supporting measures that respond in an effective and flexible manner to objectives arising from the Union's bilateral, regional or multilateral relationships with third countries, address challenges of global concern and ensure an adequate follow-up to decisions taken at a multilateral level.
3. 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.

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

☒ Programme-based
(CFSP and IcSP)

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Impact indicator: Number and intensity of conflicts worldwide: wars (level 5); limited wars (level 4); violent crises (level 3); non-violent crises (level 2); disputes (level 1) Source: Conflict Barometer, http://hiik.de/en/index.htm ²		
Baseline 2012	Milestone 2017	Target 2020
396 conflicts of which: • 18 wars • 25 limited wars • 165 violent crisis • 83 non-violent crises • 105 disputes	Decrease in the intensity of the conflicts where the main CFSP and IcSP operations intervene.	Stabilisation or decrease in the number and/or intensity of conflicts worldwide.
Planned evaluations: Final evaluation of crisis response component of the Instrument for Stability (2011-2014) Final evaluation of crisis responses in Mali Impact evaluation of the IfS Ethiopia programme Mid-Term Review 2017 of the IcSP		

General objective 2: Advance and promote Union and mutual interests with third countries by supporting measures that respond in an effective and flexible manner to objectives arising from the Union's bilateral, regional or multilateral relationships with third countries, address challenges of global concern and ensure an adequate follow-up to decisions taken at a multilateral level.		
☒ Programme-based (Partnership Instrument)		
Impact indicator: Number of negotiations processes launched, number of agreements concluded (e.g. FTAs, PCAs, MoUs, TTIP, etc.), and legislation adopted and/or amended by the key partner countries, in particular in the fields of climate change and the protection of environment.		
Baseline 2014	Milestone 2017	Target 2020

² The indicator has the merit of establishing a global picture of the situation on a year per year basis, thus making possible tracking conflicts over time on a factual basis. However, the use of this indicator does not mean that there is link of cause and effect between the operations and any particular outcome in the area/country/region in which they are implemented. Also, the EU does not intervene in all the conflicts and therefore no correlation can be established between EU interventions and the number of conflicts. The evolution of a specific conflict, as measured by the Conflict Barometer in terms of intensity, depends on factors which go beyond the results and the scope of a specific EU intervention. These interventions have to be seen as a contribution to the ultimate goal of either a de-escalation of a conflict or avoiding its escalation, in light of the EU's comprehensive approach and the efforts of the international community.

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A mapping of existing agreements with key partner countries and of positions of key partner countries is being established in 2015 to create a baseline as regards: 1) Challenges of global concern. 2) Selected areas of cooperation within the scope of the "EU 2020 strategy". 3) The perception about the EU.	A mid-term review will be conducted to measure the evolution of agreements and positions compared to the baseline.	Positions, approaches and policies of key partner countries have evolved in closer consonance with EU's views and vision as reflected in negotiations and/or agreements.
<u>Planned evaluations:</u> An important survey is being conducted from December 2014 onwards as a starting point to establish a useful baseline for specific objectives 1, 2 and 4. On the basis of identified figures and trends in such survey, a Mid-Term Review (2017) and a final evaluation (2020) will be conducted to measure impact of those specific objectives in the long run. Due to the late adoption of the AAP 2014 (16 October 2014), an evaluation of individual projects is not considered in 2015 but may be considered in 2016.		

General Objective 3: 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.		☒ Programme-based (EIDHR)
Impact indicator: Number of electoral processes and democratic cycles supported, observed, and followed by means of Election Observation Missions, Election Assessment Teams and Election Follow-up Missions and Election Experts Missions proposing recommendations to the host country. Source of the data: FPI.5		
Baseline (average 2010-2013)	Milestone 2017	Target 2020
17	23	25 This number takes into account the budget available per year between

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		2015 and 2020 as well as the capacity of the EU to deploy election observation missions.
Planned evaluations: - A mid-term review will be performed in 2017 to assess the format and size of the missions deployed and their impact. - EODS, the EC funded project on training and methodology, will enter its third and final year in 2015. An evaluation will therefore be very useful for the continuation of the project. - Evaluation of the impact of EU EOMs to assess to which extent recommendations are implemented by the host country and supported by EU instruments (political dialogue, technical assistance,...).		

4. Specific objectives for operational activities

4.1. ABB ACTIVITY 19 02: INSTRUMENT CONTRIBUTING TO STABILITY AND PEACE (IcSP) - CRISIS RESPONSE AND CRISIS PREVENTION

The Instrument contributing to Stability and Peace (IcSP) for the period 2014-2020 builds on the previous Instrument for Stability (IfS) 2007-2013. It aims to address security and political challenges, to respond immediately to crisis situations in third countries world-wide and to address global and regional challenges with a security or stability dimension. Like for the IfS before it, the EEAS and EU delegations will be closely involved upstream in the identification and formulation of crisis response projects to be financed by the Instrument, as will DG DEVCO, DG NEAR, ECHO and other Commission services. The process results in regular information notes reflecting political orientations and a project pipeline agreed with the EEAS and presented in the Political and Security Committee (PSC) for the information of Member States.

The IcSP comprises three specific objectives, out of which the main one is the "Assistance in response to situations of crisis or emerging crisis to prevent conflicts" (Article 3) for which 70% of the financial envelope is dedicated. This part of the Instrument is non-programmable, allowing a rapid mobilisation of resources to respond to a given situation. It often complements CFSP/CSDP, development instruments and/or humanitarian aid interventions.

The second specific objective is "to contribute to the prevention of conflicts and to ensuring capacity and preparedness to address pre- and post-crisis situations and build peace" (Article 4). These programmable actions aim at enhancing capacities for conflict prevention, peace-building and crisis preparedness, working in cooperation with international and regional partners as well as civil society organisations.

The third objective, "to address specific global and trans-regional threats to peace, international security and stability" (Article 5) is managed by DG DEVCO.

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This ABB activity deals only with the two specific objectives under FPI responsibility.

19.02 - Instrument contributing to Stability and Peace (IcSP)					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
247,566,000	(1) 6,480,177 (2) 635,094	254,681,271	23	40	63

(1) BA line 19.01 04 01: 6,480,177

(2) Heading 5 (global envelope): 635,094

Relevant general objective(s): Contribute to the implementation of the Lisbon Treaty (Article 21 (2) (c) which seeks to preserve peace, prevent conflicts and strengthen international security, in accordance with the purposes and principles of the United Nations Charter, with the principles of the Helsinki Final Act and with the aims of the Charter of Paris.		
Specific objective 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 in accordance with Article 21 TEU.		
Result indicator (definition): Percentage of projects adopted within 3 months of a crisis context (period from date of presentation to PSC): Measure swift mobilization of resources to implement projects 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.		
Baseline	Milestone 2017	Target

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		2020
2011-2013: 69% ³	70%	75%
Main outputs in 2015		
description	indicator	target
Response actions in situations of crisis or emerging crisis (projects launched).	Number of response actions in situations of crisis post-crisis or emerging.	32 actions to be launched of which 70% of projects to be adopted within 3 months of a crisis context, within the budget of EUR 222.4 million. Whilst it is not possible to predict the number and the regions where the actions will be launched, the High Representative and the Commission will attempt to ensure a geographical balance between regions.
Planned evaluations: Final evaluation of crisis response component of the Instrument for Stability (2011-2014) Final evaluation of crisis responses in Mali Impact evaluation of the IfS Ethiopia programme Mid-Term Review 2017 of the IcSP		

Specific objective 2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace.	☒ Programme-based IcSP
Result indicator (definition): Number of processes and entities with strengthened capacity of EU and beneficiaries attributable to IcSP funding to prevent conflicts, address pre and post conflict situations and to build peace.	

³ The indicator measures swift mobilization of resources to implement projects 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.

Total number of IfS actions adopted in 2011 was 47 of which 26 were adopted (COM Decision) within 3 months of a crisis context (presentation to PSC), which constitutes a percentage rate of 57%. Total number of IfS actions adopted in 2012 was 37 of which 29 were adopted (COM Decision) within 3 months of a crisis context (presentation to PSC), which constitutes a percentage rate of 78%. In 2013, the percentage rate was 72%. Therefore, the average percentage rate for the last three years amounts to 69 %. The objective is to reach a percentage rate of 75 % by 2020. Of the 39 projects adopted in 2013, 32 may be categorised as responding to situations of crisis or emerging crisis with the remaining 7 responding to post-crisis situations, as they were adopted via Comitology as Interim Response Programmes in line with Article 7 (6) of the IcSP Regulation

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Baseline	Milestone 2017	Target 2020
2012: 1183 ⁴ (number of processes and entities)	1200	1500
Main outputs in 2015		
description	indicator	target
2015 Annual Action Plan (AAP)	Adoption in cooperation with the EEAS.	Adoption first quarter of 2015
Implementation of the AAP 2015	Number of actions launched under the AAP 2015 (which will result into a certain number of processes and entities with strengthened capacity attributable to IcSP funding).	5 actions. The budget foreseen for 2015 amounts to EUR 25 million. The objective is to mobilise and consolidate civilian expertise for peace-building, amongst civil society actors, international and regional organisations and relevant Member State agencies; to consolidate cooperation with LAS and PRADD on respectively crisis response and early warning and conflict minerals ; to support and sustain civil society engagement in conflict prevention and peace building through continued expansion of the number of EU Delegations which are launching calls for proposals on IcSP peace-building actions.
Planned evaluations: Evaluation of the IfS crisis preparedness component (2007-2013) Mid-Term Review 2017 of the IcSP		

⁴ The indicator measures the strengthened capacity of EU and beneficiaries of EU assistance to prevent conflicts, address pre and post conflict situations and to build peace. It refers to the number of processes (mediation processes, internal political dialogues) and entities benefiting from strengthened capacity, attributable to IcSP funding in conflict prevention, crisis preparedness and peace-building through the so-called "Peace Building Partnership". In 2012, following a revised compilation methodology, the figure was 1183 processes and entities with strengthened capacity attributable to IcSP funding with a budget of EUR 24 Million.

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

These regulatory instruments contribute to the attainment of the General Objective 1 but do not involve operational budgets (*Contribute to the implementation of the Lisbon Treaty (Article 21 (2) (c) which seeks to preserve peace, prevent conflicts and strengthen international security, in accordance with the purposes and principles of the United Nations Charter, with the principles of the Helsinki Final Act and with the aims of the Charter of Paris*).

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

Within FPI.2, a dedicated team is responsible for these Instruments. FPI's responsibilities for sanctions, Anti-Torture regulation and the Kimberley Process (KP) concern files that are technically complex and politically sensitive. It requires intensive inputs by qualified human resources to respond to the growing number of responsibilities and challenges in these fields.

Restrictive measures (sanctions):

On sanctions, FPI prepares and negotiates the Joint Proposals for Council Regulations made jointly by the Commission and the High Representative for Foreign Affairs and Security Policy, and prepares the Commission Regulations on CFSP restrictive measures. FPI also represents the Commission in relevant Council groups, in particular the Council's Foreign Relations Counsellors working party (RELEX) (typically meeting twice or three times a week), as well as special RELEX/Sanctions meetings with officials and experts from capitals throughout each semester. High-quality proposals for Council Regulations require ensuring the relevant input to debate on EU sanctions policy and proposal for strengthening implementation (updating the EU best practices for the effective implementation). It requires also ensuring consensus Member States and other stakeholders on an EU system for sharing classified information.

Furthermore, FPI manages a Financial Sanctions Database (FSD) to assist the financial sector in identifying persons and organisations that are the object of EU financial sanctions (asset freezing). An essential upgrading is necessary due to new technology requirements, information flows and user needs of the various stakeholders, so that the database can remain an effective tool for implementing financial sanctions. Further updating is also required to ensure compliance with the new EU Data Protection Regulation. Preparatory works for such updating have started in 2013 and the aim is to have the new database in place by early 2015.

Kimberley Process (KP):

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FPI, on behalf of the Commission represents the EU in the Kimberley Process. The EU will continue to chair the KP's Working Group on Monitoring (WGM), which is one of the most important as it deals with country compliance issues) and to play an active role in the other KP committees and working groups including the Committee on KP Reform. This represents 3-4 EU Committee meetings and 6-8 WGM teleconferences. It requires providing input to develop and implement a strategy for a regional approach to addressing KP compliance issues in West Africa. In this context, FPI has been instrumental in achieving concrete results in the debate on strengthening KP implementation through the adoption of its proposal for amendments to the KP Core Document, and will aim to bring this process further in 2015. Following the adoption on 26 February 2014 by the European Parliament and the Council of proposals for a Council Decision and for amending the KP Regulation (Council Regulation (EC) No 2368/2002) with a view to enabling Greenland to import and/or export rough diamonds through the EU, FPI has started up preparations with the Member States for hosting a fully-fledged KP peer review visit to the EU in September 2015.

Anti-Torture Regulation

On the "Anti-Torture Regulation", in 2013 FPI had processed the review of Regulation (EC) No 1236/2005 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment. The review process included, among other things, extensive discussion with a group of experts established specifically for this purpose, notably on equipment that could be used for the above-mentioned purposes and a meeting of the Committee consisting of Member States which operates under the Regulation. The outcome of the review has been reflected in:

- A Commission Regulation amending the lists of goods annexed to the Regulation (published in the *Official Journal of the European Union* on 17 July 2014);
- A legislative proposal for further amendment to the Regulation. This legislative proposal is under discussion in the Council and due to be presented to the European Parliament in early 2015 with a view to discussion and adoption by the end of 2015.

Finally, the objective is to have the database for denial notifications from Member States in place by end-2015.

4.2. ABB Activity 19 03: Common foreign and security policy (CFSP)

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

The Member States shall support the Union's external and security policy actively and shall work together to enhance and develop their mutual political solidarity. While the policy is predominantly

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defined by the Council, the Commission participates in the work undertaken in both CFSP and the Common Security and Defence Policy (CSDP) in developing the relevant policies. The Commission enhances the EU's capacity to handle major crises and to support peace-building activities by assisting the Council, in close cooperation with the EEAS, in the identification and design of EU crisis management missions ensuring that operations are efficient, effective and value for money (sound financial management) and by implementing the CFSP budget. CSDP missions have positive impact on the security of the EU through their support for peace-building activities in those places.

19.03 - Common foreign and security policy (CFSP)					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
320,516,000	(1) 250,000 (2) 676,478	321,442,478	18	12	30

(1) BA line 19.01 04 02: 250,000

(2) Heading 5 (global envelope): 676,478

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

Specific objective 1: Support to preservation of stability through substantial CSDP missions and EUSRs mandates.

☒ Programme-based
CFSP

Key Performance Indicator: Planned vs. actual capacity deployment rate (international staff) of the main CSDP missions

It measures the actual implementation of the deployment (versus the operational plan) of the CSDP civilian missions under the respective responsibilities of:

- EEAS in terms of human resources mobilization (international staff, i.e. staff seconded from the Member States and contracted staff), IT, procurement, logistics, etc.
- FPI in terms of expenditure management (budget, contracting, support to missions in financial issues, etc.)

The indicator monitors the effectiveness of the ongoing civilian CSDP missions' deployment but also the level of cooperation between the HRVP's services (EEAS and FPI). The fulfilment of the objectives of the mission's mandate depends on the transfer of know-how which is linked to the rapid generation of civilian capabilities. Reaching the full operational capacity of CSDP missions depends on effective mobilization of human resources and logistics.

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Baseline 2012	Milestone 2017	Target 2020
84%	86%	90%
Indicator 1a: Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action.		
Indicator 1b: Intensity of the conflicts assessed according to the Conflict Barometer (when relevant). (1- dispute; 2 – non-violent crises; 3 - violent crises; 4 - limited war; 5 - war.) ⁵		
Baseline 2012	Milestone 2017	Target 2020
43 highly violent conflicts worldwide (18 wars and 25 limited wars)	Contribution to the stabilization or decrease in the number of highly violent conflicts and/or their intensity in countries/regions where the most substantial CSDP missions and EUSRs are deployed.	Stabilization or decrease in the number of highly violent conflicts and/or their intensity in countries/regions where the most substantial CSDP missions and EUSRs are deployed.
Main outputs in 2015		
Description (Baseline 2012)	Indicator (Milestone 2017)	Target ** 2020
1) CSDP Mission – EU Monitoring Mission in Georgia.	200 monitors are sent by EU Member States to monitor compliance with the August 2012 Six Point Agreement.	Contribution to long term stability in Georgia and the surrounding region. Human rights are respected, including freedom of movement and rights of internally displaced people and refugees.
Average conflict intensity: 2	Average conflict intensity: 1,75	Average conflict intensity: 1,5

⁵ Notes:

The indicator has the merit of establishing a global picture of the situation on a year per year basis, thus making possible tracking conflicts over time on a factual basis. However, the use of this indicator does not mean that there is link of cause and effect between the CFSP operations and any particular outcome in the area/country/region in which they are implemented. Also, the EU does not intervene in all the conflicts and therefore no correlation can be established between CFSP operations and the number of conflicts. The evolution of a specific conflict, as measured by the Conflict Barometer in terms of intensity, depends on factors which go beyond the results and the scope of a specific EU intervention. These interventions have to be seen as a contribution to the ultimate goal of either a de-escalation of a conflict or avoiding its escalation, in light of the EU's comprehensive approach and the efforts of the international community.

CDSP missions and EUSRs usually have annual mandates: the milestones and targets have been identified on the assumption that these actions will be extended until 2020, while keeping the same objectives.

According to the Treaties, the evaluators of the CFSP achievements are the EEAS (CPCC and CMPD) and the Council.

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2) CSDP Mission – EU Rule of Law Mission in Kosovo. Average conflict intensity: 3	War crimes, terrorism, organised crime, corruption, inter-ethnic crimes, financial and economic crimes and other serious crimes are properly investigated, prosecuted, adjudicated and enforced. Cooperation and coordination structures between police and prosecution authorities are created. Kosovo Anti-Corruption Strategy and Anti-Corruption Action Plan are developed and implemented. Possible set-up of a SITF specialized Court subject to a Council decision. Average conflict intensity: 2,5	Kosovo has an independent and multi-ethnic justice system and a multi-ethnic police and customs service. Rule of law in North Kosovo is restored. Relations between Pristina and Belgrade are normalised. Average conflict intensity: 2
3) CSDP mission: EUBAM Libya Conflict intensity: 4	The Mission is undergoing a major strategic review. The planning assumptions to enable to deliver in accordance with its mandate are not valid anymore and the Mission is being drastically downsized. The Mission might be put on hold or closed. As a result the below initial milestones will not be delivered: The cross ministerial working group on border management is set up and continues working. The Tripoli Action Plan on border security is implemented. Training policies and curricula are adopted by border management agencies. Full operational capacity foresees over 110 international staff Conflict intensity: 3,25	Libyan authorities are able to control their borders in accordance with international standards. A national Integrated Border Management Strategy is developed and implemented by Libyan authorities. The roles and tasks of law enforcement agencies working in border management are defined. Conflict intensity: 3

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4) CSDP mission: EU Police Mission for the Palestinian Territories (EUPOL COPPS)	Strategic Review in spring 2015 Contribution to the establishment of sustainable and effective policing arrangements and advice to Palestinian counterparts on criminal justice and rule of law aspects under Palestinian ownership, in accordance with the best international standards and in co-operation with the EU institution building programmes conducted by the European Commission and with other international efforts in the wider context of the security sector, incl. criminal justice reform. The strategic and regulatory framework of Palestinian Civilian Police (PCP) is reviewed in line with international standards. New legislation on criminal justice is drafted.	Sustainable and effective policing arrangements are established under Palestinian ownership. A sustainable criminal justice sector compliant with international standards is set up under Palestinian ownership. Strengthening and defining the position of the Palestinian Civil Police (PCP) position within the security sector and its staff are defined; The capacity of the PCP administrative and internal support administrations is strengthened; The accountability and oversight of the Palestinian Civil Police is strengthened; The Criminal Justice Institutions (CJIs) are better organised and deliver better outputs; Access to justice, fair trial, and protection of victims and witnesses in the criminal justice is improved; The capacities of the Palestinian Anti-Corruption Commission (PACC) and of the Corruption Crimes Court (CCC) to fight corruption are strengthened. Average conflict intensity: decrease
Average conflict intensity: 3,5	Average conflict intensity: 3,4	Average conflict intensity: 3,3
5) CSDP Mission: EU Police Mission Afghanistan	Training management is handed over to Afghans following training provided to 10,700 police officers. An Afghan-led Police-Prosecutor Cooperation Manual is developed and in use following training provided to 1000 prosecutors and police officers. Police districts are reformed into a more community-based policy model. Around 260 police plans and policies are developed and implemented.	Sustainable and effective policing arrangements are established under Afghan ownership, which will ensure appropriate interaction with the wider criminal justice system. The Ministry of interior's institutional capacity has advanced, including its ability to coordinate international support through improved long-term planning, management and leadership, policy implementation and accountability. The further professionalisation and efficiency of the ANP as a civilian police service has progressed, in particular with regards to professional standards, improved leadership,

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Average conflict intensity: 4	Average conflict intensity: 3,8	community policing, criminal investigation capacities, intelligence-led policing, sustainable recruitment and retention of female police officers, implementation of the code of conduct, management of training institutions and the fight against corruption. Cooperation between police and prosecutors has been enhanced, including strengthened Afghan capacities to train prosecutors and enhanced ability of authorities, including the Parliament and the Ministry of Justice, to draft, adopt, disseminate and implement legislation relevant to criminal justice, as well as advanced access to justice via an improved legal aid system. Average conflict intensity: 3,6
6) CSDP Mission: EUBAM (European Union Border Assistance Mission) Rafah	Strategic Review in spring 2015 Provision of a Third Party presence at the Rafah Crossing Point in order to contribute, in cooperation with the Community's institution-building efforts, to the opening of the Rafah Crossing Point and to build up confidence between the Government of Israel and the Palestinian Authority Actively monitoring, verification and evaluation of the Palestinian Authority's performance with regard to the implementation of the Framework, Security and Customs Agreements concluded between the Parties on the operation of the Rafah terminal (currently on hold due to the situation in Gaza). Contribution, through mentoring, to building up the Palestinian capacity in all aspects of border management at Rafah Improved security situation in Palestine.(currently implemented in the framework of the PA	Proper implementation of the Framework, Security and Customs Agreements concluded between parties on the operation of Rafah terminal.

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Average conflict intensity: 3	Preparedness Project, aiming at better preparing the PA for a possible resumption of activities at the Rafah Crossing Point). Average conflict intensity: stabilisation or decrease	Average conflict intensity: decrease
7) CSDP Mission: EUCAP SAHEL Niger	Regional Joint Operational Centres are operational. Members of the country's internal security forces are trained on Counter-terrorism and organised crime related issues. Police are able to carry out forensics investigations. Full operational capability of the mission (56 experts)	Nigerian security forces are able to interoperate. Criminal investigation capacities are developed in line with the criminal justice system. Sustainability of human resources and logistics of Nigerian security force is achieved.
8) CSDP Mission: EUCAP Nestor	Strategic review in 2015. The policy and legal frameworks on the judiciary and coastal policing/maritime security with a focus on counter piracy both at federal and regional level as well as institutional capabilities are developed in Somalia. Policy and legal frameworks have been developed in other host countries (Djibouti, Seychelles, Tanzania) as well as institutional capabilities. Capacity building efforts by the international community are coordinated.	Maritime security capacities in the federal and regional maritime security agencies in Somalia are efficiently organised, coordinated, and have achieved self-sustainability capacity. National policy and legal frameworks are in place and the rule of law is strengthened.
9) EUSEC RD Congo	Mission closed in September 2014 Advancement of restructuring of Congolese security sector Conflict intensity: stabilisation or decrease	Mission closed in September 2014 A system of Human resources is implemented; A military training system is in place. Conflict intensity: decrease
10) CSDP Mission in Mali:	Approval of a new legal framework for the security forces, with a focus	

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EUCAP Sahel Mali	on Human Resources management. All staff of the security forces is registered in his/her relevant base and database updated daily by staff duly trained. One third of the internal security forces, focusing on the managerial layer, are trained in specialised fields of expertise.	
Intensity of the conflict: level 5 - war	Decrease in the intensity of the conflict.	Decrease in the intensity of the conflict.
11) CSDP Mission in Ukraine	Stabilisation of situation and increase of security in Ukraine.	As the civilian security sector reform strategy is being developed, sufficient resources have been made available for the elaboration of concrete coordinated plans for its implementation. The SSR Vision and Strategy, plans and implementation are disseminated to the public and to relevant public employees. The Mission participates in relevant international fora in Ukraine. Ukrainian mechanisms for effective coordination and cooperation are included within Ukrainian SSR.
Intensity of the conflict: level 2 – non-violent conflict (2013)	The level is likely to be increased in the next barometer.	Decrease in the intensity of the conflict.

* The milestones are based on the respective Joint Actions or Council Decisions of the missions and on public information about the mission's activity (Mission Factsheet). The milestones might need to be modified following changes in the planning documents (CONOPS and OPLAN). Given the qualitative nature of monitoring, mentoring and advising activities it proved difficult to identify quantitative milestones.

**** The targets are based on the respective Joint Actions or Council Decisions. The ultimate target for each of the missions is the contribution to the decrease in the intensity of the conflict, taking into account the magnitude of the mission and the caveat mentioned under the General Objective. Also, for each of the CSDP Missions and Non-proliferation / Disarmament actions, the final target is the achievement of the**

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objectives foreseen in the Council Decisions establishing them. The Strategic Reviews of the respective missions and Assessments of the respective actions under the political guidance of the HR and of the Council constitute appropriate milestones for each mission.

Specific objective 2: 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. Support to preservation of stability through substantial CSDP missions and EUSRs mandates.		☒ Programme-based CFSP
Indicator 1: Number of countries having ratified the treaties mentioned in the baseline.		
Baseline 2012	Milestone 2017	Target 2020
1) Comprehensive Nuclear-Test-Ban Treaty Organization, CTBTO: number of countries having ratified 159	162	164
2) UN Resolution 1540: number of countries having signed 120	122	125
3) Nuclear security assistance provided to 100 countries by IAEA	Assistance provided to up to 120 countries.	Nuclear security in selected countries strengthened.
4) Arms Trade Treaty adopted in April 2013 Signed: 110	Entry into force of the Treaty (ratified by 50 States Parties).	Ratified by 150 countries.
CTBTO website: http://www.ctbto.org/the-treaty/status-of-signature-and-ratification/ UN Resolution 1540 website: http://www.un.org/en/sc/1540/		
Progress in other monitoring reports will be followed: Chemical Weapons Convention (CWC), Biological convention, Ottawa Convention, Global Threat Reduction Initiative (GTRI), Non-Proliferation Treaty, Biological and Toxin Weapons Convention (BTWC), Hague Code of Conduct, Out space activities, Wassemar arrangement, Comprehensive Nuclear-Test-Ban Treaty (CTBT) with the aim of having an increased number of signatories of those Treaties and better preparation of the countries to implement the clauses of the treaties.		

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Main outputs in 2014		
	indicator	target
Comprehensive Nuclear-Test-Ban Treaty Organization	Number of countries having ratified the Treaties: 163 countries have ratified. The last one is Guinea Bissau the 24/09/2014 http://www.ctbto.org/the-treaty/status-of-signature-and-ratification	Actions supporting the signature of 164 states by 2020.
UNODA 1540 III	Number of countries having ratified the Treaties.	Actions supporting the signature of 125 states by 2020.
UN SEESAC	The final report of the organisation proves that illicit traffic of SAWL in the region has been reduced.	Reduction of illicit trafficking of SALW and their ammunition and their surplus by improving security provisions and stockpile management for the storage of conventional weapons and ammunition stockpiles in BiH, Kosovo, Moldova, Montenegro, and FYROM. Marking and tracing capabilities are improved.
Manpads Libya	The final report of the organisation proves Libyan authorities exercise effective national control over their conventional weapons and ammunition.	A national strategy covering physical security and stockpile management (PSSM) is drafted; Standard operating procedures for physical security and stockpile management are drafted. A set number of ammunition storage facilities have been rehabilitated (number to be qualified at the end of phase 1).
IAEA VI	Number of Integrated Nuclear Security Support Plan developed	Through an evaluation phase, the needs of improved nuclear security in the IAEA Member States have been prioritized to select the States in which capacities will be implemented. States' capacities to prevent, detect, respond, and to protect people, property, environment and society from criminal or intentional unauthorised acts involving nuclear or other radioactive material is strengthened. States develop and implement computer security and information

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		protection programs to enhance the overall nuclear security.
OPCW	Final report of the organisation shows that States parties have capacity to fulfil the obligations under the CWC	States are prepared to prevent and respond to attacks involving toxic chemicals, international cooperation in the field of chemical activities is enhanced; the ability of the OPCW to adapt to developments in the field of science and technology supported and universality by encouraging States not Parties to join the CWC is promoted.
Consortium Think tanks	The number, geographical origin and background of participants in the annual conference is increased (last conference was attended by 250 participants).	Creation and funding of the consortium of think tanks Increase of the political and security-related dialogue and long-term discussion of measures to combat the proliferation of weapons of mass destruction and their delivery systems.
HCoC III	Number of countries having subscribing to the Code. 137 Subscribing states in February 2014. http://www.hcoc.at	Actions supporting the signature of maximum of States (1 subscriber added per year).
ATT IV	Number of countries having ratified the Treaties. At the date of September 2014, 54 States have ratified the Treaty and 122 have signed the Treaty. http://www.disarmament.un.org/treaties/t/att	Actions supporting the signature of maximum of States (up to a total 134)
SALW Sahel-Libya	The final report of the organisation shows a reduction of SAWL in Libya.	Adequate legislative and administrative norms on physical security and stockpile management of SALW (PSSM); - Improved physical security and stockpile management of SALW through the enhancement of storage sites; - Reduced risk of diversion and accidental explosions of surplus, obsolete and illicit SALW and ammunition through destruction; - Improved marking, tracing and record-keeping of SALW; - possible use of new technologies in PSSM Identified;

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		- contribution to reducing the risk of regional destabilisation, which may be caused by excessive accumulation of SALW and their ammunition or the diversion of SALW to non-State actors, including terrorist groups.
WHO II	The final report of the organisations shows an improvement of the Biorisk management capacity and capability strengthened to minimise biological risks by states parties.	Capacity and capability of stakeholders strengthened to assess biorisk, to define and adopt mitigation strategies in order to reduce them to acceptable levels, to ensure their continuous improvement and to handle infectious agents responsibly, safely, securely and accountably; a pool of trainers developed to sustain national training programmes and disseminate training opportunities.

4.3. ABB Activity 19 04: European Instrument for Democracy and Human Rights (EIDHR) – EU Election Observation Missions

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

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

The final decision to deploy an EU EOM, or alternatively an EAT or EEM, and the specifications of such a mission, are based on the information gathered and proposal made by an **Exploratory Mission** (ExM) sent by the EU to the country concerned. The deployment of any of these types of missions is, beyond security, also dependent on the stability of the electoral calendar and of the political situation in the host country.

One of the outcomes of EOMs, EATs and EEMs is a set of recommendations to the authorities of the country, on how to improve the conduct of future elections. In general two-three years after election date, **Election Follow-up Missions** (EfM) may be organized, to take stock of the way these recommendations have been dealt with, to facilitate the political dialogue with the country

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on democracy and human rights, and to help donors, in the context of the Paris Declaration, to better coordinate their assistance interventions in supporting these improvements. However, the implementation of the recommendations is depending on the willingness of the authorities and electoral stakeholders.

19.04 - European Instrument for Democracy and Human Rights (EIDHR)- Election Observation Missions (EOMs)					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
41 267 086	(1) 586 727 (2) 136,874	41 990 687	5	7	12

(1) BA line 19.01 04 03: 586,727

(2) Heading 5 (global envelope): 676,478

Relevant general objective(s): Supporting and consolidating 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.		☒ Programme-based (EIDHR)
Specific Objective: Improving the reliability of electoral processes, in particular by means of EU Election Observation Missions.		
Result indicator: Number of electoral processes and democratic cycles supported, observed, and followed by means of Election Observation Missions, Election Assessment Teams and Election Experts Missions and Election Follow-up Missions proposing recommendations to the host country.		
Baseline (average 2010-2013)	Milestone 2017	Target 2020

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17	23	25
Main outputs in 2015		
description	indicator	target
1. EU Election Observation Missions and EU Election Assessment Team Missions deployed.	Indicator 1*: EU capacity to support and assess democratic and electoral processes expressed in number of missions deployed.	1. Target: 12 EOM and EAT deployed
2. EU Election Expert Missions, Pre-Election and Election Follow-up Missions.	Indicator 2: Number of Election Follow-up Missions deployed in countries after an Election Observation Mission to assess the implementation of recommendations.	2. Target: 10 EEM deployed
3. Follow-up Missions	Indicator 3: Number of electoral processes and democratic cycles supported, observed, and followed proposing recommendations to the host country.	3. Target: 3 Follow-up Missions deployed
4. Experts and observers trained	Indicator 4**: number of experts trained	4. Target: 140 experts trained
Planned evaluations: - A mid-term review will be performed in 2017 to assess the format and size of the missions deployed and their impact. - EODS, the EC funded project on training and methodology, will enter its third and final year in 2015. An evaluation will therefore be very useful for the continuation of the project. - Evaluation of the impact of EU EOMs to assess to which extent recommendations are implemented by the host country and supported by EU instruments (political dialogue, technical assistance,...).		

* Indicator 1: Regarding the number of missions deployed, the indicator takes into consideration EU Election Observation Missions (EOM - fully-fledged election observation missions), EU Election Assessment Team missions (EAT - limited observation or assessment missions in countries with particularly difficult security situation), EU Election Expert Missions (EEM - small scale missions of assessment of the election process) and the Election Follow-up Missions (to take stock of the state of implementation of the EOM/EAT recommendations). The baseline is the average for 2010-2013 period: 17 (18 in 2010: 8 EOM, 2 EAT, 8 EEM; 14 in 2011: 7 EOM and 7 EEM; 15 in 2012: 4 EOM, 1 EAT, 10 EEM; 22 in 2013: 9 EOM, 11 EEM, 2 EfM).

In 2014: 19 (7 EOM, 1 EAT, 9 EEM and 2 EfM).

** Indicator 4: Regarding the number of experts trained by the EU training programme in order to be deployed in missions as experts or observers, the baseline is the number of experts trained during the current training programme (EODS) in 2013-2014. In this respect there have been 110 experts and observers trained in 2013 and 118 until end-October 2014.

4.4. ABB Activity 19 05: Cooperation with third countries under the Partnership Instrument (PI)

19.05 - COOPERATION WITH THIRD COUNTRIES UNDER THE PARTNERSHIP INSTRUMENT (PI)					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
114 428 000*	(1) 3,960,000 (2) 654,865	119,042,865	13	37	50

*Including the PI contribution under the Erasmus+ (Budget line 19.05 20)

(1) BA line 19.01 04 04: 3,960,000

(2) Heading 5 (global envelope): 654,865

Relevant general objective(s): Advance and promote Union and mutual interests with third countries by supporting measures that respond in an effective and flexible manner to objectives arising from the Union's bilateral, regional or multilateral relationships with third countries, address challenges of global concern and ensure an adequate follow-up to decisions taken at a multilateral level.

Specific objective 1: Supporting the Union's bilateral, regional and inter-regional cooperation partnership strategies, by promoting policy dialogues and by developing collective approaches and responses to challenges of global concern.

☒ Programme based
Partnership Instrument

Result indicator: Progress made by key partner countries in the fight against climate change or in promoting the environmental standards of the Union, as measured by the following sub-indicators:

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<i>Sub-indicator 1a - Operating Emissions Trading Schemes for greenhouse gas mitigation (ETS) outside the EU/EEA (at city, regional, country or multi-country level)</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
17	18	20	21	22	24	26

* Data source:

<https://icapcarbonaction.com/component/attach/?task=download&id=152> (data extracted on 6 February 2015)

<i>Sub-indicator 1b - Share of renewables in total energy production in the 9 strategic partners</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
Brazil: 46% Canada: 11% China: 12% India: 36% Japan: 66% Republic of Korea: 5% Mexico: 8% Russian Federation: 1% USA: 7%	Increase in share %	Increase in share %	Increase in share %	Increase in share %	Increase in share %	Increase in share by at least 10% in each strategic partner

* Data source:

<http://energyatlas.iea.org/?subject=-1076250891> (data extracted on 6 February 2015. Last data available 2012)

<i>Sub-indicator 1c - CO2 emissions from fuel combustion in the 9 strategic partners</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
20,113 Mt CO ₂	Reduction by 1%	Reduction by 3%	Reduction by 3%	Reduction by 4%	Reduction by 5%	Reduction by 6%

* Data source:

<http://energyatlas.iea.org/?subject=1378539487> (data extracted on 6 February 2015. Last data available 2012)

<i>Sub-indicator 1d - Number of local and regional authorities signing the Covenant of Mayors</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
6,279	-	7,000	7,600	8,100	9,000	4,000 new cities in at least 30 countries have joined the cooperation in the field of

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						sustainable energy (Global Covenant)
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* Data source:

http://www.covenantofmayors.eu/index_en.html (data extracted on 6 February 2015)

The Covenant of Mayors is a mainstream European movement in the field of climate change with a focus on sustainable energy. It involves local and regional authorities voluntarily committing to increasing energy efficiency and use of renewable energy sources on their territories.

Main outputs in 2015		
Description	Indicator	Target
AAP 2015	Adoption and implementation of the actions enhancing political cooperation as well as actions in the area of energy security, climate change and environment retained for funding under AAP 2015.	2015
<u>Planned evaluations:</u> An important survey is being conducted from December 2014 onwards as a starting point to establish a useful baseline for specific objectives 1, 2 and 4. On the basis of identified figures and trends in such survey, a Mid-Term Review (2017) and a final evaluation (2020) will be conducted to measure impact of those specific objectives in the long run. Due to the late adoption of the AAP2014 (16 October 2014), an evaluation of individual projects is not considered in 2015 but may be considered in 2016.		

Specific objective 2: Implementing the international dimension of "Europe 2020 - A strategy for smart, sustainable and inclusive growth".	☒ Programme based Partnership Instrument
Result indicator: Uptake of the "Europe 2020" strategy by key partner countries, as measured by the following sub-indicators:	

<i>Sub-indicator 2a - Number of cities that have signed new bilateral or multilateral agreements on sustainable urban development</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	

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0	0	6	25	47	64	At least 84 cities in at least 7 strategic partners
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* Data source:
PI monitoring reports

<i>Sub-indicator 2b - Number of regions that have signed new bilateral or multilateral agreements on innovation</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
0	0	6	8	11	15	At least 18 regions/provinces worldwide

* Data source:
PI monitoring reports

<i>Sub-indicator 2c - Number of international agreements on Migration and Mobility signed with the strategic partners</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
15	15	15	17	17	19	20

* Data source:
<https://myintracomm.ec.europa.eu/dg/home/policy/legal/Pages/International-agreements.aspx> (data extracted on 6 February 2015)

<i>Sub-indicator 2d - Average worldwide level of implementation of international safety standards in civil aviation</i>						
Baseline 2014*	Milestones					Target 2020
	2015	2016	2017	2018	2019	
61%	61%	61%	62%	63%	63%	Increase by at least 5%

* Data source:
http://www.icao.int/safety/Documents/ICAO_2014%20Safety%20Report_final_02042014_web.pdf (data extracted on 6 February 2015. Last data available 2014)

Main outputs in 2015		
description	indicator	target
AAP 2015	Adoption and implementation of the actions in support of Europe 2020 Strategy.	2015
Planned evaluations: An important survey is being conducted from December 2014 onwards as a starting point to establish a		

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useful baseline for specific objectives 1, 2 and 4. On the basis of identified figures and trends in such survey, a Mid-Term Review (2017) and a final evaluation (2020) will be conducted to measure impact of those specific objectives in the long run.

Due to the late adoption of the AAP2014 (16 October 2014), an evaluation of individual projects is not considered in 2015 but may be considered in 2016.

Specific objective 3: Improving access to third country markets and boosting trade, investment and business opportunities for European companies, while eliminating barriers to market access and investment, by means of economic partnerships, business and regulatory cooperation.

☒ Programme based
Partnership Instrument

Indicator 1: EU share in foreign trade in goods and services of 9 strategic partners

Baseline*	Milestones						Target 2020
	2014	2015	2016	2017	2018	2019	
2008: 19,6% 2009: 19,1% 2010: 17,8% 2011: 17,4% 2012: 17,1% 2013: 17,0%	Maintain share	Maintain share	Maintain share	Maintain share	Possible increase in share	Possible increase in share	Overall increase in share

*EU share in Brazil, Mexico, US, Canada, Russian Federation, India, China, Japan and Republic of Korea total foreign trade in goods and services (imports + exports) (N.B.: these figures don't measure these countries' share in EU foreign trade). Data for baseline extracted on 26 March 2015.

For data on trade in goods, the reporter is EU-28.

For data on trade in services, the reporter before 2010 was EU-27 and from 2010 it is EU-28. From 2012, the data for trade in services is calculated according to BMP6 (Balance of Payments and International Investment Position Manual) methodology.

Data source: COMEXT/IMF (<http://ec.europa.eu/eurostat/web/international-trade/data/database>) for trade in goods - first data published approximately in July of year n+1. WTO/EUROSTAT for trade in services – first WTO data published in April of year n+1, preliminary EUROSTAT data published approximately in June of year n+1 and complete EUROSTAT data published approximately in December of year n+1.

Indicator 2 : EU investments flows from/to 9 strategic partners

Baseline 2013*	Milestones						Target 2020
	2014	2015	2016	2017	2018	2019	
EU Foreign Direct Investment	Maintain FDI flows	Maintain FDI flows	Maintain FDI flows	Maintain FDI flows	Possible increase in	Possible increase in	Increase FDI flows

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- Inward flows: 468 billion EUR - Outward flows: 324 billion EUR					FDI flows	FDI flows	in parallel with global economic growth
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*Until 2012 the reporter was the EU-27 and the data were calculated according to BMP5 (Balance of Payments and International Investment Position Manual) methodology. The figures as from 2013 use the reporter of EU-28 and are calculated according to BPM6. Data for baseline extracted on 13 February 2015.

Data source: EUROSTAT (http://ec.europa.eu/eurostat/statistics-explained/index.php/Foreign_direct_investment_statistics), preliminary data for selected countries published in June of year n+1; data with complete geographical breakdown are foreseen in December of year n+1.

Main outputs in 2015:		
description	indicator	target
AAP 2015	Adoption and implementation of the actions enhancing the EU position in the world in terms of trade and foreign investment.	2015

With its global reach, the PI will support in particular the opportunities arising from the Free Trade Agreements (FTAs) negotiated and the ones under negotiation. It will be instrumental in supporting trade policy (COM/2010/612 - "Trade, Growth and World Affairs - Trade policy as a core component of the EU's 2020 Strategy"), in particular as regards the strategic economic partners.

Specific objective 4: Enhancing widespread understanding and visibility of the Union and its role on the world scene by means of public diplomacy, people to people contacts, education/academic/think tank cooperation and outreach activities to promote the Union's values and interests.				☒ Programme based Partnership Instrument		
Result indicator: Number of opinion surveys and/or evaluations						
Baseline 2014	Milestones					Target 2020
	2015	2016	2017	2018	2019	
In progress*	tbd	tbd	Mid-term review: opinion surveys and/or evaluation results	tbd	tbd	tbd

* A study on the perception of the EU in different areas of the world has been launched in 2014. The study will provide an overview of the perception of Europe and of the EU in the following regions and strategic partners: North

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America (with particular focus on Canada and the US), Latin America and the Caribbean (with particular focus on Brazil and Mexico), ASEAN and the Pacific (with particular focus on China, India, Japan and the Republic of Korea), the Russian Federation and South Africa. The results of the study are expected in the course of 2015.

Main outputs in 2015:		
description	indicator	target
1. Education / academic cooperation - See Programme Statement for "Erasmus Plus".	1. Nr of participating higher education institutions, of mobility participants and of staff exchanges funded under the PI share of "Erasmus Plus".	1. EUR 11.7 million: contribution 2015 to "Erasmus Plus" programme.
2. Implementation of AAP 2014 and 2015, annual planning 2016.	2. Number of actions in the area of public diplomacy, people to people contacts and outreach activities retained for funding under AAP 2015.	2. Adoption of AAP 2015 and launching of its implementation.
<u>Planned evaluations:</u> An important survey is being conducted from December 2014 onwards as a starting point to establish a useful baseline for specific objectives 1, 2 and 4. On the basis of identified figures and trends in such survey, a Mid-Term Review (2017) and a final evaluation (2020) will be conducted to measure impact of those specific objectives in the long run. Due to the late adoption of the AAP2014 (16 October 2014), an evaluation of individual projects is not considered in 2015 but may be considered in 2016.		

4.5. ABB Activity 19 06: Information outreach on the European Union external relations

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19.06 - Information outreach on the European Union external relations					
Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
12.500.000	0	12.500.000	3	0	3

Starting from January 2014, the Service for Foreign Policy Instruments (FPI) and the European External Action Service (EEAS) have entered into a service level agreement (SLA) allowing the EEAS to carry out information and communication activities on behalf of the Commission within the framework established by the administrative arrangement between Commission and EEAS services of 14/12/2010 (Ares (2010) 943776). As a result, EEAS provides services directly to the FPI for the implementation of certain activities of the Annual Work Programme adopted by the Commission.

The information and communication activities to be carried out on an annual basis by the EEAS within the above framework are the following:

- Press and Outreach activities in EU delegations: The communication activities of EU Delegations focus mainly on building and maintaining contacts with the media, responding to public enquiries, organising events (often of cultural nature), publishing newsletters, producing various types of information and communication materials and promoting cultural diplomacy activities.
- Information and communication outreach activities at EEAS HQ level: Headquarters driven activities serve to support the work of the Delegations in implementing EU External Action policies as well as to reach out to audiences, predominantly the media, in the EU. These activities may comprise the following: the design, modernisation and maintenance of websites and social media platforms (including EU delegations websites); the production of Summit information kits; the production of audio-visual material, such as videos, web-documentaries info-clips etc.; the organisation of press visits and press events; the organisation of conferences, exhibitions and public outreach events; the production of publication and general communications material.

As regards the activities that remain with the FPI/Commission, these are the following:

- Expenditure with regard to Euronews in Farsi: the financing comes to an end in 2015. A political decision on the opportunity to continue such programme will be taken in due course.
- The EU Visitors Programme (EUVP) as well as the FPI Website, will be implemented by the FPI.

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FPI remains responsible for the Annual Work Programme (financing decision) for this activity and for its overall control in keeping with the implementation responsibilities delegated to the Director by the Commission.

5. Horizontal activities

a) Policy strategy and coordination

This activity covers the following functions:

- Policy strategy definition and coordination
- Strategic planning and programming
- Internal and external communication
- Coordination of institutional affairs
- Legal affairs
- Better regulation, including evaluation and impact assessment

Financial resources (€) in commitment appropriations				Human resources		
Operational expenditure	Administrative expenditure (managed by the service)		Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
	(1)	(2)				
0	73,783	0	73,783	10	1	11

(1) Heading 5 appropriations managed by the DG (global envelope) XX 01 02

(2) BA lines (XX 01 04) and, when relevant XX 01 05 and XX 01 06.

Specific objective 1: Implement the Commission strategic planning and programming (SPP) and activity-

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based management (ABM) process so that the Service delivers its objectives in close coordination with the EEAS, so contributing to the overall Commission strategy and budget, and to the implementation of the EU's foreign and security policy and the HR/VP's priorities, in an effective, timed, efficient, coherent and accountable manner	
Output Indicator: Timely delivery of the various contributions to the Strategic Planning and Programming Cycle (Management Plan, Annual Activity Report, draft budget).	
Baseline (2014)	Target (2015)
MP 2014, 2013 AAR, draft budget on time	100% of documents delivered within deadlines
Specific objective 2: Establish and maintain dialogue and cooperation channels with the other institutions, the Member States and other inter-institutional stakeholders, including the EEAS, in all areas linked to the exercise of FPI responsibilities	
Output Indicator: Questions/requests from institutions/bodies, including Parliamentary Questions, replied to within the deadline.	
Baseline (2014)	Target (2015)
Over 90%	100%

b) Management of the Service

This activity covers the following functions:

- Human resources management
- Financial management (e.g. ex-ante verification/ex-post controls, reporting, ...)
- Management of information and communication technologies (ICT)
- Document management
- Internal audit

Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)		Establishment plan posts	Estimates of external personnel (in FTEs)	Total
	(1)	(2)			

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0	255,803	0	255,803	9	5	14
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(1) Heading 5 appropriations managed by the DG (global envelope) XX 01 02

(2) BA lines (XX 01 04) and, when relevant XX 01 05 and XX 01 06.

Specific objective 1: Plan, perform, monitor/verify and report on the spending of financial resources so that sound financial management and legality and regularity of expenditure is ensured throughout the activities of the Service		
Result Indicator 1: % of transactions with unfavourable opinion (ex ante verification)		
Baseline (2012)	Milestone (2013)	Target (2015)
6.5%	6.8%	Decrease compared to previous years
Output Indicator 2: Number of ex post controls launched and completed as planned in the year		
Baseline (2013)		Target (2015)
Over 95%		100%
Result Indicator 3: Residual error rate (based on the ex post controls carried out)		
Baseline (2014)		Target (2015)
0.67% (2013 AAR)		Less than 2%
Output Indicator 4: Overall cost of control		
Baseline (2013)		Target (2015)
0.86%		Less than 1%
Output Indicator 5: % of budget execution (commitments and payments) with respect to budget appropriations		
Baseline (2012)		Target (2015)
98% (CA); 97% (PA)		>90% (this indicator might be affected by the payment appropriations situation)
Output Indicator 6: Percentage of payment handled within contractual delay		

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Baseline (2012)	Target (2015)
70%	>70% (this indicator might be affected by the payment appropriations situation)
Specific objective 2: Implement, maintain and report on an effective and reliable internal control system so that: - reasonable assurance can be given that resources assigned are used according to the principles of sound financial management (efficiency, effectiveness and economy) - risk of errors in operations is minimised - the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions	
Output Indicator 1: Participation of selected respondents in the annual internal control self-assessment	
Baseline (2013)	Target (2015)
73%	100%
Result Indicator 2: Number of critical/very important audit (IAS, IAC) recommendations overdue for more than six months	
Baseline (2014)	Target (2015)
None	None
Result Indicator 3: Number of reservations in the AAR	
Baseline (2014)	Target (2015)
No reservation	No reservation
Output indicator 4: Number of critical risks identified and % of critical risks reported in the Management Plan	
Baseline (2014)	Target (2015)
100%	100%
Specific objective 3: Minimisation of the risk of fraud in FPI through application of effective anti-fraud measures based on the Service's anti-fraud strategy (AFS), aimed at the prevention and detection of fraud, and their integration in all activities of the DG	
Output Indicator 1: Percentage of implementation of actions included in the Action Plan	

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Baseline (2013)	Target (2015)
The anti-fraud strategy and Action Plan for FPI are developed (and published)	100% implementation of the actions foreseen in the Action Plan for 2015 and follow up to actions taken in 2014 communicated to staff.
Output indicator 2: Number of files sent to OLAF for investigation during the year	
Baseline (2013)	Target (2015)
New cases: 1 Old cases: 9	Decrease compared to previous years

- **Human resources strategy**

To date, FPI has a total of 129 staff in Brussels with an allocation of 81 officials and 48 external staff. The majority of our resources are allocated to crisis response, sanctions and financial controls which correspond to the key political priorities, in particular as regards the Common and Foreign Security Policy. Another important part of the resources are dedicated to the new Partnership Instrument and to Election Observation Missions under the human rights instrument. Both areas have a high political visibility for the EU and need to be correctly staffed in order to lead to positive results. In spite of that limited staffing, FPI is responsible for the implementation and the sound financial management of a budget of EUR 737 million. There is therefore no room for negative priorities.

In addition, FPI has also 50 contract agents in delegations: 30 for crisis response (IcSP) and 20 for the new Partnership Instrument. 14 new contract agents posts are foreseen in 2015 for the Partnership Instrument which is still in the building-up phase. Even with this reinforcement, FPI will not be in a position to be adequately represented in all EU delegations concerned. We are therefore looking into the possibility of a more regionalised approach in the future with a possible merger in certain delegations of responsibilities for the IcSP and the PI. In this context, we do not exclude the possibility of requesting the conversion of a limited number of establishment posts for some of the more important delegations.

FPI has very little overheads as some horizontal and administrative tasks are taken care of by DG DEVCO in the framework of an SLA for which DG DEVCO had received adequate resources.

Because of the specificities of its instruments mainly related to crisis response, FPI staff needs to build up a specialised expertise. In this context, FPI has invested both in terms of recruitment and in terms of internal training, to adapt its workforce to these requirements. One important objective

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is to make sure that the acquired experience remains at the disposal of the service by offering as much as possible internal mobility or promotions. FPI tries wherever possible to push that strategy forward.

Like other services, FPI has to face staff cuts and manage the constraints relating to staff movements (retirements, reinstatements, rotation, but also equal opportunities, mobility on sensitive posts, etc.) while ensuring career progression and opportunities for its staff. Again, the limited allocation of officials makes it very difficult to meet these objectives whilst ensuring that all the necessary profiles and skills remain available in sufficient numbers in order to keep the level of workload within the limits acceptable in terms of staff well-being. We are also trying to take advantage of the small size of the service by providing more individual responsibilities and a more direct access to management.

- **Medium and short-term IT strategy**

Apart from the overall contribution of IT on a day-to-day basis for the FPI staff, there are two important and vital IT applications directly linked to two key priority operations, the Financial Sanctions Database (FSD) and the Election Observation Missions (Observer).

The complete overhaul of the old application e-CTL by the new FSD system, started in 2013, will be completed early 2015 and the new system is expected to come into production in January 2015. Further enhancements for the new system as soon as it is in full use are planned for 2015. A decision needs to be taken if a new phase in the project, dealing with the automation of the data input, should be started provided funding can be found.

For EOM an important series of changes and modifications in the system will take place in 2015 in order to improve considerably the security of accessing the system both from inside and outside the Commission. At the same time measures have to be implemented to assure full compliance with the data protection regulations.

FPI will further continue to make use of DG DEVCO's CRIS applications for the Instrument for Peace and Stability projects but also now for the new Partnership Instrument programme as well as the project management of the Election Observation Missions. FPI actively collaborates in the various user groups and steering committees that study the optimisation of the interface between CRIS and ABAC as well as the potential replacement of CRIS in the future.

A small but significant cooperation is foreseen with DG TRADE for support to the exchange of information on export denials under Regulation (EC) No 1236/2005 ("Anti-Torture") using the DUES System of DG TRADE.

Both types of cooperation are fully compliant with the corporate IT governance strategy which strongly promotes the use of such corporate systems.

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Since June 2011, FPI has a Service Level agreement with DG DEVCO for providing IT services, including the function of IRM for FPI. FPI therefore has no specific IT resources itself, with the exception of an IT coordinator reporting directly to the Head of Service. As a consequence, FPI is represented in the DG DEVCO IT Steering Committee where it follows the same principles of IT governance as set out by DG DEVCO following the new IT Governance policy of the European Commission.

c) Examples of specific efforts to improve economy and efficiency of financial and non-financial activities

1) TAIEX:

In 2015 FPI intends to renew the cooperation with DG Near with regard to the use of the TAIEX facility. The EU, through the external projection of its policies, has unprecedented opportunities to offer its know-how, expertise and best practices in ways that underpin its policy agenda and overall relations with key partner countries in support of the EU priorities.

TAIEX is an appropriate tool for providing the necessary EU expertise and best-practices with a proven track record of performance in this area. The expertise is provided by EU member states public administration experts and it may cover a wide range of policy areas: Europe 2020, external projection of internal policies, support to the implementation of Partnership and Cooperation Agreements, Association Agreements, Framework Agreements or any jointly agreed action plans including developing common approaches to global challenges, all of which are at the core of the PI.

The use of TAIEX and the cooperation with DG Near represents a very good example of economy of scale, resulting in more effective use of the EU resources and in increased synergies across Commission's services.

DG Near and FPI already agreed on the modalities of cooperation that take account of the specific nature of the Partnership instrument whereby the EU interest is the first driver of the actions funded, i.e.: the demand will be exclusively driven by the relevant Commission DGs or by the EEAS, including the EU Delegations, rather than by the partner administration.

FPI considers that the use of TAIEX will enable savings in terms of time, human resources and costs. In fact, FPI will have the possibility to activate the TAIEX instrument through the existing database, sign specific contracts in the context of the FWC in place between DG Near and its service provider and benefit of the extensive and free expertise at the Member State's level. This will avoid the time and resources needed for the launch of a dedicated tender procedure and the costs related to the external expertise needed to provide the same services.

2) Election Observation Missions (EOMs)

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Based on final data available for 17 EU EOMs⁶ carried out in 2011-13 the average budget of EU EOMs is about EUR 3 million.

On the basis of the same data, the average budget for EOMs carried out under the previous Framework Contract (FWC) in 2011-2012 is EUR 3.2 million, while for those carried out in 2013 under the new Framework Contract for EOMs that entered into force in February 2013, the average budget is EUR 2.7 million. This reflects a downward trend of 13% which can be mainly explained by two factors:

1. The constant efforts of FPI to review and adjust the budgets proposed by the service providers. Attention is paid to all cost items like number of staff, cost of transportation and telecommunication equipment.
2. The entry into force of the new Framework Contract, which reduces the number of key experts of the Service Provider from 4 to 3.

⁶ *Paraguay 2013, Kenya 2013, Guinea 2013, 2 EOMs Mali 2013, Sierra Leone 2012, Jordan 2012, Algeria 2012, Senegal 2012, Timor Leste 2012, Peru 2011, Tunisia 2011, Zambia 2011, Niger 2011, Nigeria 2011, Nicaragua 2011 and DRC 2011*