



Management Plan 2016

Service for Foreign Policy Instruments – FPI

Contents

PART 1.	Overview of main outputs for the year	3
PART 2.	Organisational management outputs for the year	17

PART 1. Overview of main outputs for the year

Relevant general objective 9: A stronger global actor

ABB activity 19.02 – Instrument contributing to Stability and Peace

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions		Related to spending Instrument contributing to Security and Peace (IcSP)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Swift adoption of short-term crisis response measures where other financial instruments are not available and/or where action is required to contribute to a comprehensive response	Percentage of projects/Financing Decisions adopted within 3 months of a crisis context (date of presentation to PSC).	65% by December 2016
Main expenditure outputs		
Description	Indicator	Target
The IcSP component “crisis response” is not programmable and no fixed number of outputs can be determined. However, based on previous experience, some 32 response actions are launched per year.	Number of estimated response measures in situations of crisis or emerging crisis in a given budgetary year.	32 actions
Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace		Related to spending Instrument contributing to Security and Peace (IcSP)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Launch of the implementation of the 2016 programme under article 4 of IcSP regulation	Adoption of the Annual Action Programme (AAP), in cooperation with the EEAS	May 2016
Main expenditure outputs		
Description	Indicator	Target
With the funding programmed under the	Number of estimated actions launched under the Annual Action Programme.	5

IcSP Regulation, 9 % of the envelope is foreseen to finance an estimated number of 5 actions per year.		
--	--	--

Crisis response will remain the major part of FPI's work in 2016. With an overall budget for 2016 of some EUR 226.5 million (Article 3) and EUR 27 million (Article 4), taken together, crisis response and conflict prevention, peace-building and crisis preparedness operations under the Instrument contributing to Stability and Peace (IcSP) will represent 77.6% of the EUR 326.65 million budget to be deployed in 2016 by the IcSP.

Global instability, as measured by the number of conflicts (encompassing disputes, nonviolent crises, violent crises, limited wars, and wars) remains high and has increased compared to 2013, from 414 conflicts worldwide to 424 of which 46 are classified as highly violent (21 wars and 25 limited wars) . With continuing or growing crises in Ukraine, Iraq, Syria, Libya South Sudan, Central African Republic (CAR) and Nigeria (Boko Haram) 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 2016. Stakeholders and partners place high expectations on the capacity of the EU to respond.

The volatile and violent situation in many crisis zones however, 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 very dangerous operating environments and highly charged 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 as unable to act in pursuit of its policy goals.

For 2016, that part of the IcSP falling under FPI has been allocated EUR 253 506 177 in commitment appropriations (of which EUR 27 million for the conflict prevention, peace-building and crisis preparedness component), which represents an increase of 2% compared to 2015 budget. The budget in terms of payment appropriations has also been increased by 25% compared to 2015 for a total in payment appropriation in 2016 of EUR 222 857 200. This considerable increase will allow avoiding the payment shortage situation experienced towards the end of 2015, and the more severe payment credit shortage of 2014, whereby cuts and limitations were necessary including a 20% cut in commitment appropriations for conflict prevention, peace-building and crisis preparedness operations under Article 4.

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.

Evaluation will be a key area of work in 2016. Besides the implementation of the Annual Evaluation Plan for 2016 which covers 10 projects evaluations and 2-3 sector evaluations, planned evaluations include the Final evaluation of the Instrument for Stability Crisis Response Component (2007-2013), and Mid-term evaluation of Instrument contributing to Stability and Peace (IcSP) as requested by the Common Implementing Regulation.

Under Article 4 of (assistance for conflict prevention, peace-building and crisis preparedness), 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 2015 with UN

organisations at field level within an agreed operational and policy framework, based upon strategic choices informed by EU policy priorities (added value, policy opportunity). In addition, a greater regularity of information-sharing and operational dialogue between UN agencies and EU Delegations and HQ services will be pursued as this enhances the overall impact of joint activities as well as help advance key, long-term policy agendas (WPS, SDG).

Meanwhile, continued attention will need to be given to ensuring an effective implementation of the project 'Gender and Transitional Justice, financed under the 2014 AAP, which provides a framework for structural cooperation with UN Women to secure non-recurrence of violations and increase the efficiency of transitional justice in four countries (Colombia, Kenya, Kosovo and the Philippines) . The launch of a second phase of cooperation (also under AAP 2014) with UNDP and UN Department of Political Affairs on building national capacities for conflict prevention will be an additional challenge as the former seeks to consolidate national capacities and support national initiatives for conflict prevention in 10 conflict-affected or fragile countries while enhancing the coordination, knowledge-sharing and practical cooperation between the EU (including Member States) and the UN system.

Although not critical, the following risks are considered as high for IcSP operations in 2016:

Operational environment IcSP: The significant increase in size of the Trust Funds in connection with the migration crisis is substantially changing the operational environment for IcSP. The IcSP is no longer a lone niche actor in responding rapidly to international crises. The challenge will be to redefine and consolidate the IcSP's unique role consisting of quick and flexible interventions focusing on the political nature of crises.

Financial management of IcSP in Delegations: Following up on the WLAD exercise and the dependence of FPI contractual staff in Delegations on the DEVCO overall structures and networks and given the significant reorganisation/reduction in staff size of DEVCO, there is a risk for FPI of inefficient and ineffective operational and financial management of IcSP projects. In 2016 a new organisational architecture based on Regional Teams to be deployed with the creation of a first Regional Team in Nairobi.

ABB activity 19.03 – Common Foreign and Security Policy

Specific objective 1.3: Support to preservation of stability through substantial CSDP missions and EUSRs mandates		Related to spending Common foreign and security policy (CFSP)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Financing Decisions related to the Council Decisions in the area of CSDP	Timely adoption	2016
Financing Decisions related to the Council Decisions in the area of EUSRs	Timely adoption	2016
Financing decisions for preparatory measures	Timely adoption	2016

Preparation of the renewal of the Warehouse 2.0 concept	Completion	2016
Implementation of the Mission Support Platform	Completion	2017
Main expenditure outputs		
Description	Indicator	Target
<p>CFSP budget</p> <p>The indicator measures the actual implementation of the deployment (versus the operational plan) of the CSDP civilian missions under the respective responsibilities of:</p> <ul style="list-style-type: none"> - 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.) 	<p>Planned vs. actual capacity deployment rate (international staff) of the main CSDP missions</p> <p>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.</p>	85%
1. CSDP Mission: EU Monitoring Mission in Georgia	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action.	<p>Contribution to long term stability in Georgia and the surrounding region.</p> <p>Human rights are respected, including freedom of movement and rights of internally displaced people and refugees.</p>
2. CSDP Mission: EU Rule of Law Mission in Kosovo (EULEX Kosovo)	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	Kosovo has an independent and multi-ethnic justice system and a multi-ethnic police and customs service.
3. CSDP Mission: EUPOL (EU Police Mission) Afghanistan	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	Sustainable and effective policing arrangements are established under Afghan ownership, which will ensure appropriate interaction with

		the wider criminal justice system.
4. CSDP Mission: EUCAP Sahel Mali	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	<p>The operational efficacy of the army internal security forces is improved and the hierarchical chains re-established</p> <p>The role of the judicial and administrative authorities with regard to the management and supervision of their missions authorities is reinforced</p> <p>The redeployment to the Northern part of the country is facilitated.</p>
5. CSDP Mission: EUCAP Sahel Niger	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	<p>Nigerian security forces are able to interoperate.</p> <p>Criminal investigation capacities are developed in line with the criminal justice system.</p> <p>Sustainability of human resources and logistics of Nigerian security force is achieved.</p>
6. CSDP Mission: EU Police Mission for the Palestine Territories (EUPOL COPPS)	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	<p>Sustainable and effective policing arrangements are established under Palestinian ownership.</p> <p>A sustainable criminal justice sector compliant with international standards is set up under Palestinian ownership.</p>
7. CSDP Mission: EUCAP Nestor	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	<p>Maritime capacities, including maritime security agencies, are efficiently organised, and have achieved self-sustainability in training.</p> <p>Somalian coastal police capabilities are developed.</p> <p>National legislation and the rule of law are strengthened in relation with the international maritime law.</p>
8. CSDP Mission: EUBAM Ukraine	Degree of achievement of the objectives as defined in the respective Council Decision / Joint	Create a conceptual framework for planning and

	Action	implementing reforms that result in sustainable security services delivering the rule of law, in a manner that contributes to enhancing their legitimacy and to increased public confidence and trust, in full respect for human rights and consistent with the constitutional reform process; Reorganise and restructure the security services in a way which permits recovering control and accountability over them.
9. Other CSDP Missions EUBAM Rafah and EUBAM Libya are two missions that have been put on hold pending resolution of political deadlock (EUBAM Rafah) and security issues (EUBAM Libya).	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	Full achievement of the objectives as defined in the respective Council Decision/Joint Action.
10. EU Special Representatives At the beginning of 2016, there are nine EUSRs: Afghanistan, Bosnia, Central Asia, Horn of Africa, Human Rights, Kosovo, MEPP, Sahel, South Caucasus & the Crisis in Georgia	Degree of achievement of the objectives as defined in the respective Council Decision / Joint Action	Full achievement of the objectives as defined in the respective Council Decision/Joint Action.
Specific objective 1.4: Support the implementation and promotion of: 1) strategy on non-proliferation of weapons of mass destruction in order to increase security in this area (WMD); 2) strategy on combating illicit accumulation and trafficking of Small Arms and Light Weapons (SALW) as well as measures against illicit spread and trafficking of other conventional weapons; 3) EU's policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008. Support to preservation of stability through substantial CSDP missions and EUSRs mandates.		Related to spending Common foreign and security policy (CFSP)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Financing decisions related to the Council	Timely adoption	2016

Decisions in the area of NPD		
Main expenditure outputs		
Description	Indicator	Target
Comprehensive Nuclear-Test-Ban Treaty Organization,	Number of countries having ratified the Treaty	1 additional country in 2016
UN Resolution 1540	Number of countries having submitted the National Implementation Plan	Increase the number of countries having submitted the National Implementation Plan
Nuclear security assistance provided by IAEA	Number of countries assisted	Increase the assistance to neighbourhood countries that have not ratified the Amended CPPNM
Arms Trade Treaty adopted in April 2013	Number of countries having ratified the Treaty	Increase the number of ratifications

Common Foreign and Security Policy (CFSP) remains a vital, flexible and visible instrument in the area of EU's external action and its operations will keep on playing an important role in FPI's work for 2016.

The 2016 allocation for commitments appropriations for the CFSP managed by FPI has been increased by 2% as compared to 2015, to EUR 326.8 million. Of this, EUR 237.8 million, by far the largest proportion (72.7%), is allocated for the operation of civilian CSDP missions. The allocation for EUSRs is EUR 25 million (7.7%) and EUR 19 million (5.8%) has been allocated for non-proliferation and disarmament projects (NPD). Of the remainder, EUR 37 million has been allocated to emergency measures and EUR 8 million to preparatory and follow-up measures. Other activities with a CFSP objective can also be funded through the CFSP budget as is the case regarding e.g. the CSDP Warehouse and the ESDC College.

With an allocation of EUR 298.1 million, the proportional increase in the allocation of appropriations for payment in 2016 from 2015 (11%) is greater than the proportionate increase in the allocation of appropriations for commitment. As with the allocation for the appropriations for commitment, the largest part (81.8%) of the allocation of for appropriations for payment is for CSDP missions (EUR 243.8 million). The allocation for EUSRs is EUR 26.5 million (8.9%) and 19.8 million (6.6%) has been allocated for NPD projects. Of the remainder, EUR 4 million has been allocated to emergency measures and EUR 4 million to preparatory and follow-up measures.

The ratio of payment appropriations to commitment appropriations for 2016 is 91.1%.

The EU can respond with a CFSP action in relatively short timescales to an emerging challenge or crisis situation. The ongoing process of closure or downsizing of the biggest civilian CSDP missions offers a sufficient financial margin for the upcoming years. However, the security environment in the close neighbourhood, and indeed further beyond, remains volatile. The refugees' crisis and the terrorist attacks we have been witnessing in the recent months are a striking example of the EU's external-internal security nexus, which call for an increased investment in the external security.

ABB activity 19.04 – Election Observation Missions

Specific objective 1.5: Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.		Related to spending European Instrument for Democracy and Human Rights (EIDHR)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Preparation of the 2017 Election Observation programme	Adoption of the Annual Action Programme (AAP), in cooperation with the EEAS	September 2016
Main expenditure outputs		
Description	Indicator	Target
<p>The indicator takes into consideration the:</p> <p>EU Election Observation Missions (EOMs): fully-fledged election observation missions;</p> <p>EU Election Assessment Team missions (EATs): limited observation or assessment missions in countries with particularly difficult security situations;</p> <p>EU Election Expert Missions (EEMs): small scale missions composed of electoral experts of assessment of the election process.</p>	Number of electoral processes and democratic cycles supported, observed, and followed by means of Election Observation Missions, Election Assessment Teams and Election Experts Missions proposing recommendations to the host country	16
Description	Indicator	Target
<p>The indicator takes into consideration the:</p> <p>Election Follow-up Missions (EEMs): small scale expert missions which take stock of the state of implementation of</p>	Number of Election Follow-up Missions (post-election expert missions) deployed in countries after an Election Observation Mission to assess the implementation of recommendations.	3

the EOM/EAT recommendations.		
------------------------------	--	--

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

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

- the political agenda defined by the High Representative/Vice President;
- the changes (postponements/cancellations) of the corresponding electoral calendars/processes;
- the annual budget available;
- the security situation in the countries in which EOMs are to be deployed since the EC has the duty of care of all staff participating in them;
- the EU capacity to deploy electoral missions.

EOMs are implemented in direct management through framework contracts with re-opening of competition for each specific contract: this allows responding to the specific operational challenges in terms of speed of deployment, flexibility in the size and scope, and cost-effectiveness. A new FWC is being processed in 2016 with two lots: one for the fully-fledged missions and one for the other smaller missions.

Two evaluations are planned for 2016

a) Mid-Term evaluation under the heading of the EIDHR as part of the Mid-Term Review

b) Evaluation of the impact of EU EOMs to assess, amongst other, to which extent recommendations are implemented by the host country and supported by EU instruments (political dialogue, technical assistance, etc).

ABB activity 19.05 – Partnership Instrument

Specific objective 1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern		Related to spending Partnership Instrument (PI)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
Annual Action Programme (AAP) 2016 will be adopted in two phases:	Adoption of AAP 2016 (part 1)	30/04/2016
	Adoption of AAP 2016 (part 2)	Q3 2016
Main expenditure outputs		
Description	Indicator	Target
- Specific stand-alone actions - Action fiches within AAP2015	Number of action fiches within AAP2015 timely contracted by 31/12/2016	5
- Policy Support Facility - Action fiche within AAP2015		1
- Technical Assistance		1

Information Exchange Instrument - Action fiche within AAP2015 - Support to Project Cycle Management - Action fiche within AAP2015 - Support to Sectorial Dialogues - Action fiche within AAP2015		1 1
Specific objective 1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 strategy		Related to spending Partnership Instrument (PI)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
AAP 2016 will be adopted in two phases:	Adoption of AAP 2016 (part 1)	30/04/2016
	Adoption of AAP 2016 (part 2)	Q3 2016
Main expenditure outputs		
Description	Indicator	Target
- Specific stand-alone actions - Action fiches within AAP2015	Number of action fiches within AAP2015 timely contracted by 31/12/2016	3
Specific objective 1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened		Related to spending Partnership Instrument (PI)
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
AAP 2016 will be adopted in two phases:	Adoption of AAP 2016 (part 1)	30/04/2016
	Adoption of AAP 2016 (part 2)	Q3 2016
Main expenditure outputs		
Description	Indicator	Target
- Specific stand-alone action - Action fiches within AAP2015	Number of action fiches within AAP2015 timely contracted by 31/12/2016	1
Specific objective 1.9: Improved fulfilment of EU's economic interests (trade, investment and business)		Related to the Partnership Instrument
Main outputs in 2016:		
Policy-related outputs		
Description	Indicator (e.g. adoption by...; completion)	Target date
AAP 2016 will be adopted in two phases:	Adoption of AAP 2016 (part 1)	30/04/2016
	Adoption of AAP 2016 (part 2)	Q3 2016
Main expenditure outputs		
Description	Indicator	Target
- Specific stand-alone	Number of action fiches within AAP2015 timely	5

actions - Action fiches within AAP2015 - Policy Support Facility (excluding trade component) - Action fiche within AAP2015	contracted by 31/12/2016	1
---	--------------------------	---

A **strategic mid-term evaluation of the Partnership Instrument** in view of the Mid-Term Review Report requested by the Common Implementing Regulation (CIR) due end 2017 has been launched in 2015 (roadmap) and will continue in 2016. It will provide information on relevance, EU added value, coherence and complementarity, effectiveness, efficiency, sustainability, leverage and impact of the instrument. The evaluation is part of a wider set of evaluations covering the external financial instruments under Heading 4 of the Multiannual Financial Framework 2014-2020 as set out in the CIR.

Policy outputs related to AAP 2016:

The adoption of the AAP 2016 is expected in two phases, at the end of April 2016 and in the third quarter of 2016 respectively. The annual programming exercise for 2016 is being finalised and may be subject to reorientations. The AAP 2016 is currently expected to be articulated around six (main) strands of actions. With regard to the strategic framework, projects ideas that are being developed are in line with the foreign policy objectives of the PI as articulated in the PI regulation and in the Multiannual Indicative Programme (MIP) as well as being closely related to the Juncker Commission's 10 priorities and the Sustainable Development Goals. Those main lines of action are the following (this information may change in the course of 2016):

- Climate change action post COP-21 (MIP, objective 1): actions are being developed with a view to reduce emissions by contributing to make existing systems cleaner and helping move towards new cleaner systems;
- Sustainable environment and water diplomacy (MIP, objective 1 and 2): formulation is focusing on the promotion of a sustainable use of resources for a better environment. In particular, action centred on the concepts of water diplomacy and circular economy is being developed;
- Corporate social responsibility (MIP, objective 2): reflections are ongoing on how PI could proactively support multi-stakeholders initiatives and innovative partnerships that seek to improve labour and social compliance in global supply chains;
- Digital Single Market (MIP, objective 2): under a cluster approach, a relatively complex concept is being developed in view of a project to promote the external aspects of the Digital Single Market;
- Fair competition and transparency (MIP, objective 3.1 and 3.2): actions being identified are primarily intended to create a level playing field to boost competitiveness of EU businesses abroad by promoting transparency and fair competition.
- Public and Cultural diplomacy (MIP, objective 4): PI contribution to Public and Cultural Diplomacy is expected to be significant also in 2016, due to high demand from EEAS/Delegations. The key objective of PI action on PD is to contribute to build trust and reinforce EU's soft power through people-to-people engagement.

Expenditure outputs related to AAP 2015:

In 2016, FPI will also focus on contracting the actions adopted under the PI Annual Action Programme 2015 that includes 17 stand-alone actions¹ totalling a budget of EUR 102.7 million. The main axes of cooperation of those actions can be clustered under the following headings: climate and environment action including urbanisation (corresponding broadly to objective 1 of the PI); growth and market access (objective 2 and 3); and public and cultural diplomacy (objective 4).

More specifically, AAP 2015 actions support the achievement of the four PI objectives as follows:

Objective 1 of the PI refers to Global challenges and policy support. This objective includes support for the implementation of Partnership and Cooperation Agreements, Action Plans and similar bilateral instruments, deepening the political and economic dialogue and engaging with partner countries of particular relevance in bilateral and global issues of common concern. Global challenges such as climate change, energy security and the protection of the environment are particularly relevant under Objective 1. Under AAP 2015, the actions International Urban Cooperation, Natural Capital Accounting and India Resource Efficiency Initiative take forward this strand of action with key EU partners.

Support to EU policy dialogues and the overall strengthening of the EU's role as an international actor, is advanced through six complementary actions: Advancing the EU's role in multilateral fora in Asia, Policy Support Facility (PSF); Technical Assistance and Information Exchange (TAIEX); EU-Brazil Sector Dialogues Support Facility; Latin America and the Caribbean – Regional Facility for International Cooperation and Partnership; and Support to Project Cycle Management.

Objective 2 of the PI articulates around the implementation of the international dimension of "Europe 2020" strategy and the promotion of internal policies. Through Schuman Fulbright Fellowships and the EU-Australia Leadership Forum action, AAP 2015 promotes the development of skills and leadership in line with the flagship initiative Agenda for new skills and jobs of the Europe 2020 strategy. Another key area of PI intervention under Objective 2 is the fostering of regulatory convergence with a view to promote adherence to global standards supporting market access. The EU-India cooperation on ICT related standardisation, policy and legislation action promotes this strand of action which feeds into the broader COM priority of creating a Digital Single Market and its external dimension.

Objective 3 of the PI advances broadly market access, trade and investment, and business opportunities.

An important aspect of market access is the creation of enabling conditions for economic growth and internationalisation of businesses. This is carried forward in AAP 2015 in two specific growth markets through the actions Green Gateway to Japan and EU-South Asia civil aviation cooperation respectively. In the same vein, support to a feasibility study for a Canada Mineral Investment Facility underpins a strategic objective of ensuring the supply and fair access to raw materials for the EU.

In terms of supporting negotiations of free trade and investment agreements, the effective

¹ Some of the projects presented below are grouped together under a common stand-alone project.

functioning of existing ones and the achievement of policy objectives incorporated therein, AAP 2015 includes two actions: The Global Trade Facility which forms part of the overall Policy Support Facility (PSF) action mentioned under objective 1; and support to the implementation of the Comprehensive Economic and Trade Agreement with Canada.

Finally, Objective 4 of the PI promotes understanding and visibility of the Union and its role on the world scene through cooperation in higher education, public diplomacy and outreach activities.

In line with the specific priorities for this objective, the PI budget for 2015 contributes to higher education cooperation through the "Erasmus + Programme" and "Jean Monnet" activities. EU policy and outreach, civil society engagement and cultural diplomacy is furthered through actions in Russia, Japan, China, USA, in the regions of Central America, South America, Asia-Pacific, the Arctic and at global level. A specific focus is accorded to cultural diplomacy in follow up to a European Parliament Preparatory Action.

In summary, the AAP 2015 capitalises on opportunities identified in the EU's strategic relations to further EU interests in the areas of PI interventions.

In 2016, FPI will conclude a FWC that will primarily be used to implement actions under the "Policy Support Facility". This facility is intended to respond in a timely fashion to the dynamic and fast-changing nature of EU relations with its partners. It supports in particular EU's priorities with a view to influencing the partner countries/regions' agenda positively, so that it aligns as much as possible with the EU's policies, objectives and values (especially when it relates to values, governance, standards, consumer protection including consumer product safety, climate change or the protection of the environment, for example).

The FWC will consist of four Lots covering: event organisation, technical assistance, training and evaluation, information and communication as well as technical assistance specifically related to Market Access and Trade & Investment Agreement Negotiation & Implementation. Through this FWC, FPI will be able to deliver short term assistance in the form of workshops, expert missions, study visits, or peer to peer exchanges.

ABB activity 19.06 – Press and Information

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. 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.

- Information and Communication outreach activities in EEAS Headquarters: they serve to reach out to audiences, predominantly the media, in the EU and to support the work of the Delegations in implementing EU's External Action policies. 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. Likewise it remains responsible for the overall control of the activity, in line with the implementation responsibilities delegated by the Commission to the Director of the Service.

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, an important part of the budget resources is currently allocated to the financing of the television programme in the Farsi language on the Euronews channel: it is considered to move towards a Digital Model which would allow greater cost-effectiveness while ensuring a 12-month coverage

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

FPI serves as the Commission's lead service for restrictive measures (sanctions) and other foreign policy regulatory instruments such as the Kimberley Process Certification Scheme (KPCS) on conflict diamonds and the so-called 'Anti-Torture' Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation 1236/2005). All three regulatory instruments are foreign policy regulatory instruments imposing certain trade restrictions in order to achieve EU CFSP and human rights policy objectives. As regards EU sanctions policy, FPI's role is determined by the Treaties, in particular Article 215 TFEU which states that the Commission makes a "joint proposal" with the High Representative for a Regulation on restrictive measures. As for the 'Kimberley Process' and 'Anti-Torture' Regulations, both based on Article 207 TFEU (common commercial policy), FPI is responsible for representing the EU in Kimberley Process plenary and other meetings and monitoring of implementation by the Member States.

In 2016, the main focus of FPI's **sanctions-related work** will be on ensuring effective implementation of the EU restrictive measures in place against Russia and those against Iran to be lifted under the Joint Comprehensive Plan of Action (JCPOA) as agreed by the E3/EU+3 and Iran on 14 July 2015. In this context, FPI will also develop an electronic platform for information-sharing on sanctions implementation issues. Furthermore, FPI will continue working with the EEAS and other Commission services concerned on proposals to effectively combat terrorist financing and further speed up transposition of UN measures into EU legislation, in particular as regards the ISIL/Da'esh and Al Qaida sanctions regime for which the Commission has implementing powers. In this context, FPI will also need to further coordinate Commission efforts to adequately respond to decisions expected to be taken at the level of the UN Security Council.

As regards the **Kimberley Process**, in 2016 FPI will continue working closely with the Member States on developing a proposal for a potential EU bid for the KP Vice-chairmanship in 2017 and KP Chairmanship in 2018. And as for the '**Anti-Torture' Regulation**, FPI will aim to pro-actively seek a compromise between the European Parliament and the Council in the ongoing Trilogue talks on proposed amendments to its legislative proposal for amending the Regulation, with a view to concluding the ordinary legislative procedure in First Reading by mid-2016.

PART 2. Organisational management outputs for the year

Main outputs for organisational management:

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

Main outputs in 2016: Training courses

Description	Indicator	Target
Selection and appointment of new middle managers with preference to the under-represented gender in case of equal merit	Increased percentage of women in middle management	End 2019
Sound allocation of human resources ensuring effective and efficient operation of the DG	Delivery of the DG in the context of the 5% reduction	Delivery on all objectives as set out in part 1 of the MP
Employee Engagement Index	Percentage of staff who respond positively to Staff Survey	Increase on 2014 (59); Commission average: 65

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. This approach will continue in 2016.

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

Main outputs in 2016: Ex ante verification files, ex post controls

Description	Indicator	Target
Ex ante verification work	Percentage of suspended files	Less than n-1 (6.7%)
Description	Indicator	Target
Ex post controls	Number of EPCs	As per 2016 EPC plan

Objective (definition): Effective and reliable internal control system in line with sound financial management.

DGs are requested to reach a conclusion on cost effectiveness of controls.

Main outputs in 2016: Conclusion on cost effectiveness of controls (AAR 2015)

Description	Indicator	Target
Conclusion based on calculation of cost of controls	Cost effectiveness	Yes

FPI has set up internal control processes aimed to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the

multiannual character of programmes as well as the nature of the payments concerned. These processes include adequate and cost-effective ex ante verification and ex post control procedures.

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

Main outputs in 2016: Continued implementation of AFS

Description	Indicator	Target
OLAF cases	Number of cases	Less than in 2015

FPI has developed and implemented its own anti-fraud strategy since 2014, elaborated on the basis of the methodology provided by OLAF. FPI will continue to monitor the implementation of the AFS in 2016.

Objective (definition): Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.

Main outputs in 2016: Anti-Torture Regulation

Description	Indicator	Target
Legislative proposal	Adoption	2016

FPI does not manage other regulatory acquis.

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

Main outputs in 2016:

Description	Indicator	Target
Electronic filing of registered documents in Ares	Number of registered documents in Ares	100% of registered documents filed

All incoming and outgoing documents are registered and filed in ARES files. Procedures are in place to follow up on the correct and timely attribution and filing. All files have a retention code metadata to ensure the correct follow up in terms of archiving and accessibility at the long term.

Internal communication will focus on staff commitment to the Commission's political priorities and to FPI mission. FPI managers at all levels will play an important role especially in sharing information and providing feedback to staff who is encouraged to take part in communication activities.

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

Main outputs in 2016:

Description	Indicator	Target
The image of the EU (Commission wide indicator)	Eurobarometer	Increase on previous results (November 2015: 37% positive, 38% neutral, 23% negative)

FPI external communication will focus on how the EU budget contributes to the achievement of President Juncker's political priorities no.9, EU as a stronger global actor. FPI will ensure its website is kept up to date.

For external communication overall spending:

Annual communication spending (based on estimated commitments):	
Baseline (Year n-1): EUR 125000	Target (Year n): Increase

Examples of initiatives to improve economy and efficiency of financial and non-financial activities of the Service

- In order to improve the effectiveness and the efficiency of IcSP operations, and to better and faster respond to conflicts and stability challenges, in 2016 IcSP will start the implementation of a new organisational architecture based on Regional Teams to be deployed in three different locations and able to cover for a geographical region assigned to them. The first Regional Team to be implemented in 2016 will be based in Kenya (Nairobi).
- In 2016 FPI is planning to strengthen policy coordination and joint implementation mechanisms with EU Member States through a workshop that will bring relevant MS authorities and implementing agencies together. A further major new initiative planned is the piloting of a new more results-oriented reporting system which will encourage a greater focus on the analysis of political and operational outcomes and impacts. In addition, later in the year, the development of a manual with common indicators will help facilitate the establishment of a clear and agreed results framework for new IcSP actions.
- Discussions on the establishment of a mission support platform (MSP) with staff from FPI and CPCC have come to a conclusion in December 2015. The MSP will provide centralised administrative services to CSDP missions, leading to economies of scale, and reducing the replication of the same functions in all missions. The MSP will start operating in 2016.
- FPI has identified, together with the EEAS, services and products which are needed primarily by CFSP missions but also potentially by the EEAS. In order to avoid duplication, inter-institutional procurement procedures will be used. Specifically, FPI intends to conclude 2 framework contracts, which will be available for use by both the institutions and CSDP missions, for armored vehicles and VHS radio equipment. This will save time and effort and will be a clear win-win for the EU.
- A contract with a warehouse operator to maintain a stock of essential equipment, ready to be shipped at short notice to new CSDP missions, is in place since 2013. Discussions are ongoing on the set up as of 2017 of a larger warehouse, essentially a logistical platform that shall serve all CSDP missions, both existing and new ones. Setting up the logistical platform will generate economies of scale in terms of procurement and logistical services (e.g. IT, fleet management, etc.) and improve the overall efficiency of the operational support system for CSDP missions.