

Management Plan 2026

SERVICE FOR FOREIGN POLICY INSTRUMENTS

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PART 1. Introduction

The Service for Foreign Policy Instruments (FPI) puts EU foreign policy into action, fast and flexibly, in a policy-driven and integrated approach. It supports the objectives of the Common Foreign and Security Policy (CFSP) as defined in Article 21 of the Treaty on European Union. In particular, FPI's work concerns **conflict prevention and peace, democracy and the rule of law, human dignity, security and leveraging the EU's influence in the world** under the authority of the High Representative of the Union for Foreign Affairs and Security Policy in her capacity as Vice-President of the European Commission. The Service works in close cooperation with the European External Action Service (EEAS) and the other Commission services working on external relations or managing external aid and plays a crucial role in the Humanitarian-Peace-Development nexus.

In terms of decision-making, foreign policy is defined and implemented by the European Council ^(¹) and by the Council of the European Union ^(²). In particular, the Council of the European Union's Political and Security Committee plays a central role in defining the response to crises. It provides the strategic orientation and political steer for the areas covered by the CFSP and the Common Security and Defence Policy (CSDP), including operations and assistance measures to be funded under the European Peace Facility.

Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a **strategic outlook for 2025-2029** in the [2025 management plan](#). This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

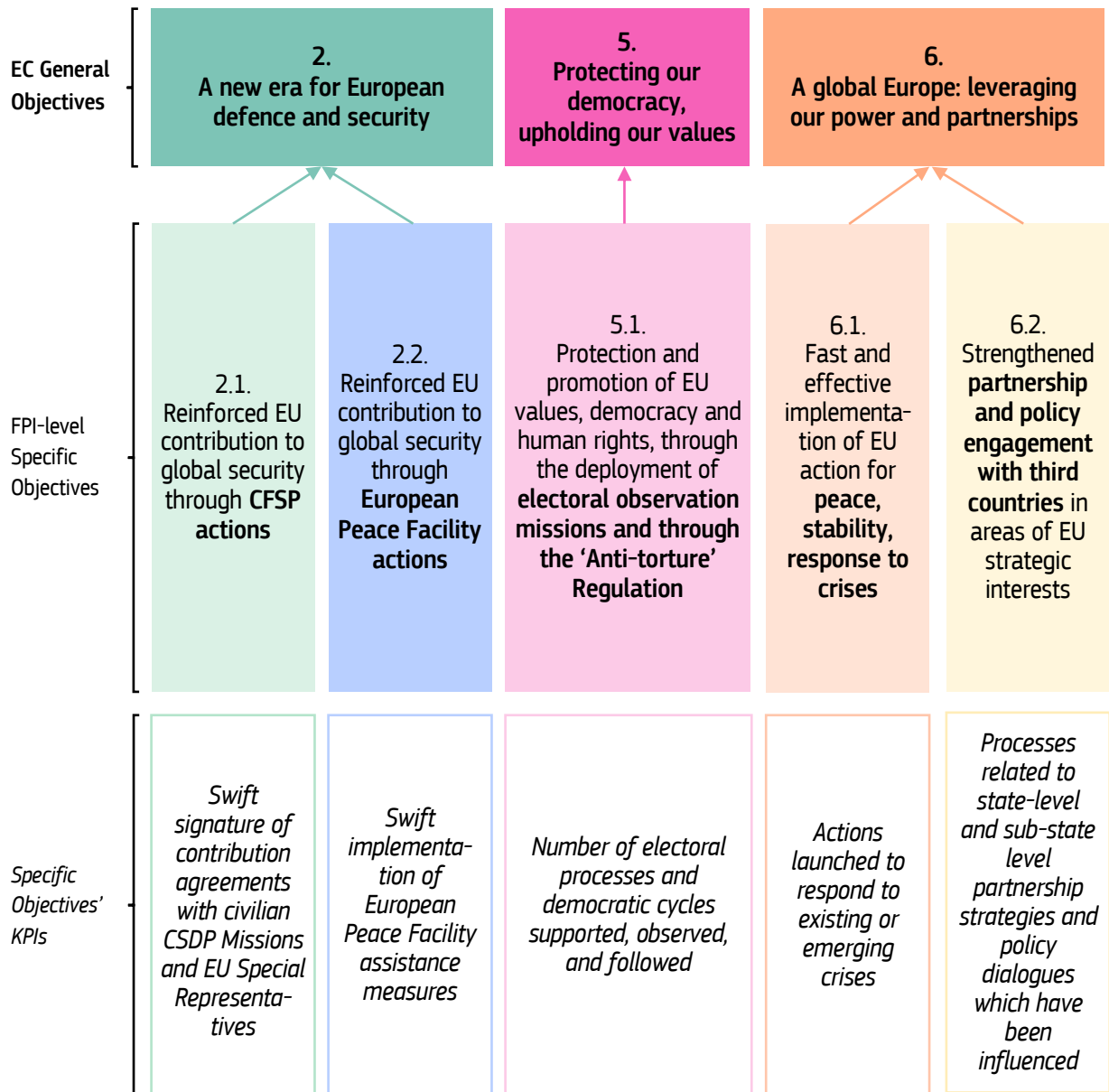
The **2026 management plan** sets out what FPI intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how FPI will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The chart below illustrates the performance framework for FPI.

⁽¹⁾ Consisting of the heads of state or government of the Member States.

⁽²⁾ Consisting of a representative of each Member State at ministerial level.

Figure 1 – FPI Intervention logic



PART 2. Delivering on the Commission’s priorities in 2026

This second part highlights the main outputs FPI plans to deliver in 2026.

Focus areas will be **addressing the consequences of Russia’s war of aggression against Ukraine** and other ongoing conflicts, notably in the Middle East and Africa, as well as **striving for sustainable peace and stability** in contexts such as Syria, the Horn of Africa and the Sahel. FPI will also address different **foreign policy challenges**. This includes issues such as support to multilateralism, mediation, electoral observation, counterterrorism, mine action, maritime security and fighting against Foreign Information Manipulation and Interference, and disinformation. Finally, FPI will actively contribute to the negotiations for the next Multiannual Financial Framework post-2027.

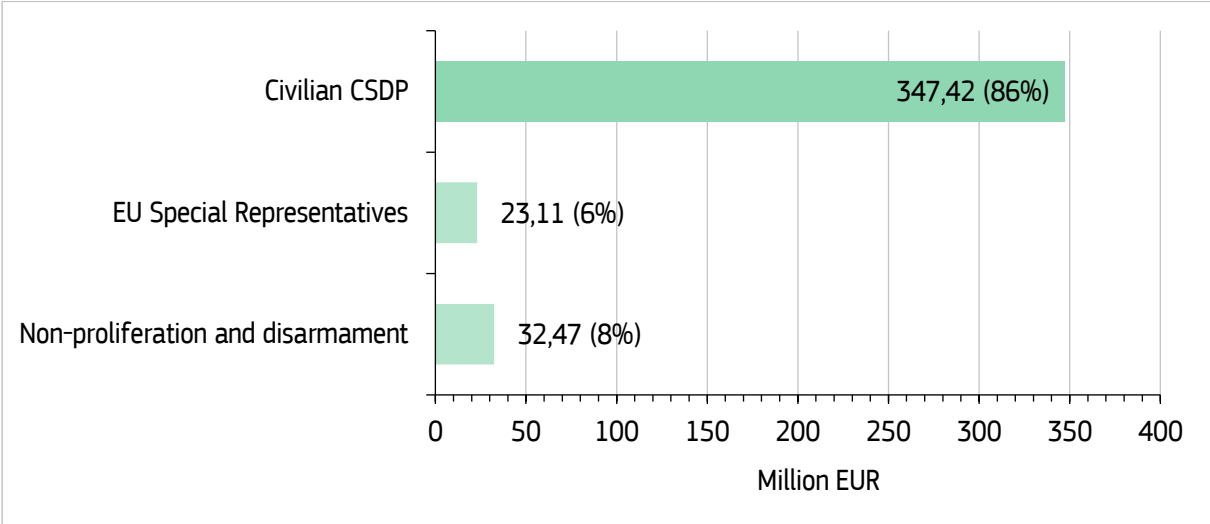
As for the previous year, the **strategic use of available funds** will be particularly challenging following the United States’ disengagement in international aid.

Specific Objective 2.1. Reinforced EU contribution to global security through CFSP actions

FPI will continue working to deliver fast action to enable resource-effective CFSP intervention, influencing both the external and internal security of the Union. The list of output indicators and targets for this specific objective is in a performance table in [Annex 1](#).

Figure 2 – What is the Union’s CFSP budget used for?

2026 CFSP budget breakdown (total: EUR 403 million)



The CFSP budget managed by FPI supports **civilian CSDP Missions, EU Special Representatives and non-proliferation and disarmament actions**, as decided by the Council of the European Union. FPI actively cooperates with the Council, the Parliament, the EEAS and other Commission services to monitor and manage the utilisation and deployment of the CFSP budget. The monitoring of the budget implementation and the close measuring of the absorption rates of CFSP funding beneficiaries will remain key in 2026.

Given the **continuous pressure on the CFSP budget**, a key challenge in 2026 will remain to contribute to a sustainable balance of the budget. FPI will therefore continue to implement the budget adjustment mechanism and underline the importance of prioritising between different actions competing for funding in the context of the operational decision-making process. Another challenge is that the CFSP is implemented in often difficult operational environments, through geographically dispersed intermediaries which are directly controlled by the Council and the EEAS. This complicates working arrangements for the performance of FPI's mission.

CSDP Missions and EU Special Representatives

The Commission, through FPI, underpins these actions through adequate funding and provides **expert assistance on financial management, budgetary planning and procurement** so that civilian CSDP missions and EU Special Representatives, established by the Council, can fulfil their mandates.

In 2026, the **FPI Mission Support Platform** will continue its substantial support to CSDP Missions in the areas of finance and procurement. FPI will also continue representing the Commission in the Council's **Committee for Civilian Aspects of Crisis Management** ensuring coordination with the EEAS and Member States on the budgetary implications of operational planning for civilian Missions and horizontal coordination in civilian aspects of CSDP.

Non-proliferation and disarmament

In line with Decisions of the Council, FPI will pursue working with, and providing funding for, international organisations, notably the United Nations, the International Atomic Energy Agency, the Organization for Security and Co-operation in Europe and the Organisation for the Prohibition of Chemical Weapons, as well as smaller entities and think tanks. This work will continue to contribute to the universalisation and effective implementation of international treaties, conventions and agreements **addressing the proliferation of weapons of mass destruction**, including their delivery mechanisms. As regards conventional arms, actions will target the illicit accumulation and trafficking of small arms and light weapons and aim to **implement effective controls on international arms transfers**, thereby contributing to peace, security and stability worldwide and to the safety of European citizens.

Specific Objective 2.2. Reinforced EU contribution to global security through the European Peace Facility

The European Peace Facility is financed through **Member States' contributions outside the Union budget** with a financial ceiling of EUR 17 billion ⁽³⁾ for the period 2021–2027. It provides support to:

- Armed forces of third states,
- Regional and international organisations,
- Peace support operations.

It plays a critical role, presenting the EU as a credible global actor, preserving peace, preventing conflicts and strengthening international security.

FPI will continue **managing the European Peace Facility budget** and its Head of Service acting as its **Administrator for assistance measures**. FPI is also responsible for the financial and contractual implementation of assistance measures. ⁽⁴⁾

In 2026, the Administrator for assistance measures will implement more measures under direct management. This is enabled by FPI having set up the first-ever European Peace Facility-specific set of framework contracts in the areas of military medical treatment facilities, combat dress, gear and accessories, night vision devices and personal protective equipment in 2025.

In 2026, the European Peace Facility's work will focus on the implementation of more than sixty ⁽⁵⁾ ongoing measures and actions adopted by the Council from 2021 to 2025, for a total amount of more than 6 billion EUR. Equipment will be delivered in 24 countries across Europe, the Middle East and Africa ⁽⁶⁾. In addition, FPI will start implementing new measures that are planned for adoption by the Council in 2026, including in countries not currently benefitting from it. Support to the African Union is also ongoing.

The list of output indicators and targets for this specific objective is in a performance table in [Annex 1](#).

⁽³⁾ Set in [Council Decision \(CFSP\) 2024/890 of 18 March 2024](#) amending the European Peace Facility legal basis.

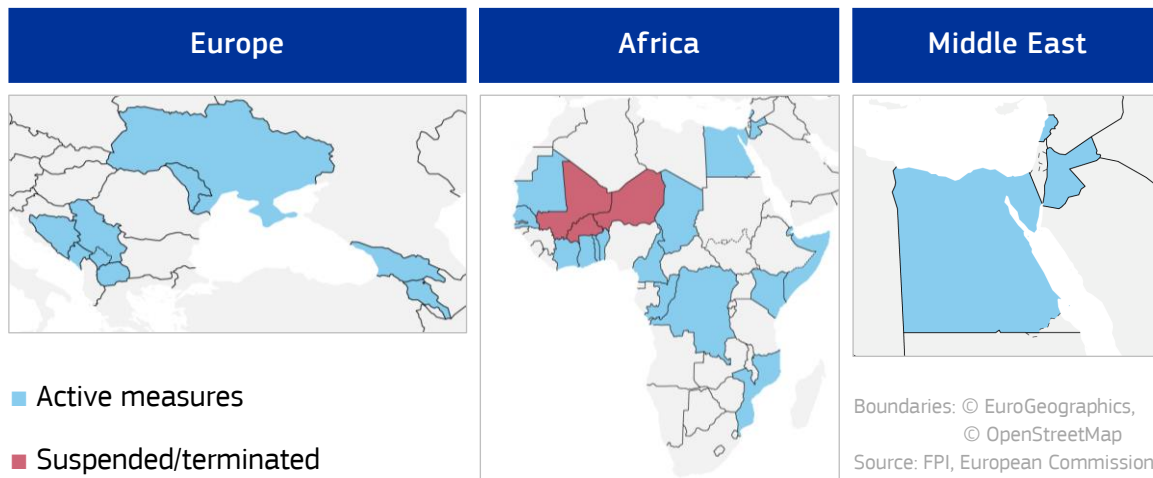
⁽⁴⁾ Commission Decision C(2021) 2011 of 24 March 2021 on accepting and implementing the roles of an administrator, accounting officer and internal auditor for assistance measures of the European Peace Facility and granting an empowerment to the High Representative for Foreign Affairs and Security Policy in the capacity of Vice-President of the Commission and a delegation to the Head of Department of the Service for Foreign Policy Instruments for the adoption of measures necessary for such implementation.

⁽⁵⁾ Assistance measures in support to Niger are currently suspended or terminated.

⁽⁶⁾ Albania, Benin, Bosnia and Herzegovina, Cabo Verde, Cameroon, Chad, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Egypt, Georgia, Ghana, Jordan, Kenya, Lebanon, Mauritania, Moldova, Montenegro, North Macedonia, Rwanda, Senegal, Somalia, Togo, and Ukraine.

Figure 3 – Who benefits from the European Peace Facility?

Countries receiving support 2021–2025



In 2026, **reimbursements to Member States for military support to the Ukrainian Armed Forces** will continue for an estimated amount up to EUR 3.9 billion. Additionally, implementation of 2024 and 2025 instalments, including the extraordinary revenues stemming from Russia’s immobilised assets for the benefit of Ukraine, for a total amount of more than EUR 3.3 billion, will continue in 2026. These instalments focus on **swift delivery of military equipment and platforms** to the Ukrainian Armed Forces, designed to deliver lethal force. FPI, as the European Peace Facility’s Administrator, will also implement all new actions proposed by the High Representative in 2026 based on the Council’s strategic guidance.

Specific Objective 5.1. Protection and promotion of EU values, democracy and human rights, through the deployment of Electoral Observation Missions and through the ‘Anti-torture’ Regulation

FPI will continue working to promote EU values worldwide, as well as democracy through EU electoral missions and human rights through coordinating the application of the ‘Anti-torture’ Regulation. The list of output indicators and targets for this specific objective is in a performance table in [Annex 1](#).

EU electoral missions under NDICI – Global Europe

EU electoral missions play a crucial role in EU support for human rights and democracy. The deployment of missions aims to **build confidence in and enhance the reliability and transparency of electoral processes** and institutions at all stages of the democratic electoral cycle.

In 2026, the total number of processes observed and assessed by the EU will depend on:

- The political priorities defined by the High Representative/Vice-President,
- Changes of the corresponding electoral calendars/processes,
- The security situation in partner countries,
- The EU's budgetary and human resources' capacity.

After a decision to launch an Election Observation Mission, FPI ensures the operational and security needs of the mission through outside contractors. FPI works closely with the EEAS, the Parliament and Member States.

To ensure the seamless continuity of EU election observation support, the Multiannual Action Plan for 2026/2027 was adopted in 2025.

The 'Anti-torture' Regulation

As part of its responsibilities for foreign policy regulatory instruments, FPI will continue serving as the Commission's lead service for the implementation of the so-called 'Anti-Torture' Regulation ⁽⁷⁾ concerning **trade in certain goods, which could be used for torture or capital punishment**. To this end, FPI relies on the Dual-Use Electronic System ⁽⁸⁾ denial notifications system contributing to eradicating torture and capital punishment.

In 2026, FPI will prepare an annual report on the activities and consultations of the Anti-Torture Coordination Group, as well as a report on export authorisations concerning goods that could be used for torture or capital punishment.

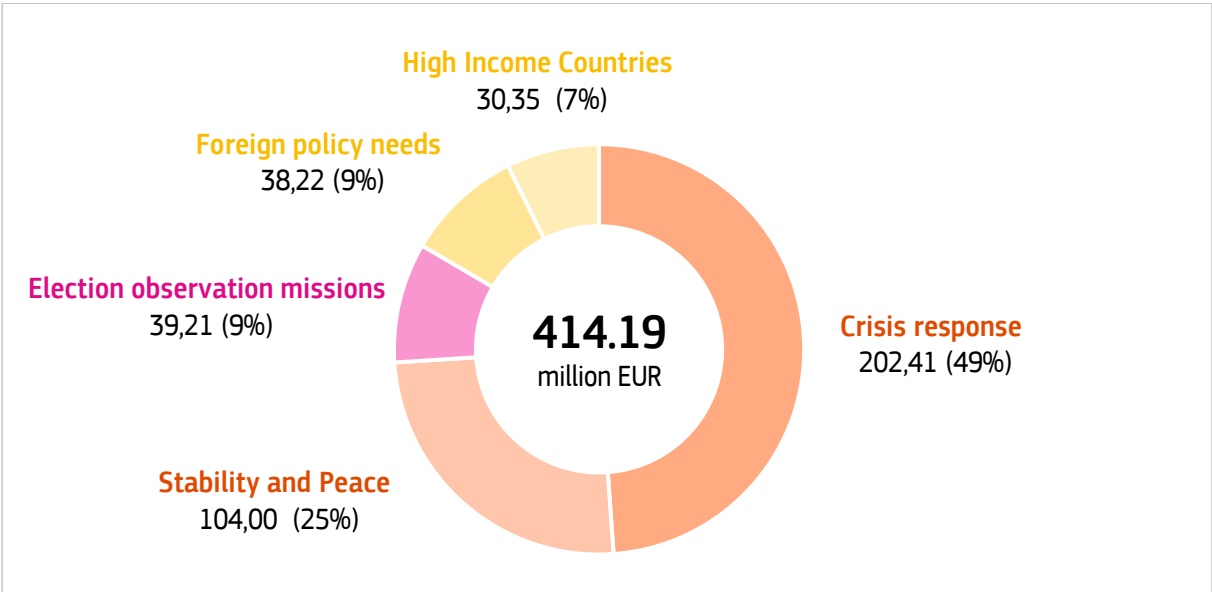
FPI will continue to support and give impulse to the 'Torture Free Trade' process globally, promoting the **Alliance for 'Torture-Free Trade'** launched in September 2017, further engaging in the UN 'Torture Free Trade' process in cooperation with the EEAS and relevant EU Delegations, strengthening cooperation with other partners and engaging with civil society entities.

(7) [Regulation \(EU\) 125/2019](#) concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment.

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

Figure 4 – FPI-managed components of the Neighbourhood, Development and International Cooperation Instrument (NDICI – Global Europe)

2026 budget distribution in million EUR



Specific Objective 6.1. Strengthened EU action for peace, stability and for response to crises and to global and transregional threats

FPI will continue its work swiftly responding to crises as well as fostering peace and security worldwide. The list of output indicators and targets for this specific objective is in a performance table in [Annex 1](#).

Crisis response under NDICI – Global Europe rapid response pillar

During 2026, FPI, will continue close cooperation with the EEAS, including EU Delegations and relevant Commission services to identify timely and flexible non-programmable crisis response actions to address new and emerging crises worldwide. Actions will continue to address new challenges linked to conflict prevention, stabilisation, mediation and peacebuilding and conflict resolution. Actions in **response to the Russian war of aggression against Ukraine and its destabilising impacts**, notably in the wider European and Central Asia region but also beyond, are expected to remain a primary focus for crisis response interventions. FPI will continue providing adapted responses to the complex situation in the Middle East and uphold stabilisation efforts in the Sahel and neighbouring coastal states. It will also continue its engagement in the Americas, Africa and Asia in line with needs and opportunities identified during the year.

The core challenge for FPI during 2026 regarding crisis response is to maintain the ability to **react effectively to conflict or the threat of conflict at short notice**, while ensuring a coherent perspective in relation to longer-term approaches. EU crisis response actions operate in crisis situations, including in hostile and war-affected contexts. Thus, the ability to constantly **adapt planning and implementation to highly volatile operational contexts** remains an inherent challenge. Another challenge will be to uphold support to the global rules-based multilateral order and to consolidate the EU's strategic partnership with the United Nations and other international organisations, while maintaining focus on delivery of concrete results, despite the difficult operational environment and with shrinking budgets. The withdrawal of substantial funding from the US will increase demand and pressure on the EU and thus also on FPI.

The Council will continue to be informed about non-programmable actions through regular NDICI – Global Europe Crisis Response Information Notes to the Political and Security Committee, which are also shared with the Parliament.

Finally, FPI will contribute to the implementation of the Joint Communication on a Middle East strategy, including supporting the transition in Syria and Lebanon envisaged for the first half of 2026. ⁽⁹⁾

Peace, stability and conflict prevention; and response to global and transregional threats under NDICI – Global Europe thematic pillar

In 2026, FPI will finalise the contracting of actions approved under the 2025–2026 Multiannual Action Programmes and launch the early identification of actions to be funded in 2027. Peace, stability and conflict prevention actions are identified and implemented in complementarity to other actions, both under NDICI – Global Europe and other financial instruments, including CFSP. This approach prioritises the continuity of actions under NDICI – Global Europe's programmable pillars in line with Article 4.5 of its Regulation ⁽¹⁰⁾. It involves close coordination between FPI, other Commission services, as well as relevant Council working groups, the EEAS and EU Delegations.

1) Conflict prevention, peacebuilding and crisis preparedness,

includes support to early warning systems, mediation, post-conflict and post-disaster needs assessment and recovery, as well as other areas relevant to conflict prevention and peacebuilding. These actions **build capacities to anticipate and avert conflicts, foundations for inclusive and durable peace and prepare the ground for long-term recovery**. In cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations, specific themes will be addressed.

⁽⁹⁾ Commission work programme 2026, with DG Middle East, North Africa and Gulf in the lead.

⁽¹⁰⁾ [Regulation \(EU\) 2021/947](#) of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe

In 2026, special attention will be devoted to **unfolding the role of technology and innovation in peacebuilding** while bridging the gender digital divide. Similarly, FPI will focus on ensuring **equal and meaningful participation** in all phases of the conflict cycle as well as **enhancing the protection of women human rights defenders and peacebuilders**. Mediation, transitional justice, countering disinformation, fact checking, support to independent media or the fight against hate speech and radicalisation will continue to be high on the agenda. Other long-term engagement will focus on **improving security** in partner countries, where geographical or traditional cooperation approaches often cannot be used. Actions will continue to address situations of conflict and/or insecurity that affect the development of partner countries and very often impact the EU's own security.

2) Addressing global and trans-regional security threats supports partner countries' efforts and capacities to tackle challenges relating to terrorism and violent extremism, organised crime, risks from chemical, biological, radiological and nuclear materials, the protection of critical infrastructure, including maritime and cyber security, and security related risks linked to climate change and environmental degradation. The global and transregional focus of actions enables a flexible response, allowing the EU to adapt its offer to an evolving geopolitical context through a wide range of activities while **facilitating opportunities for trans-regional cooperation**.

Actions for this purpose help the EU to **build and sustain peace, stability and security** by supporting conflict prevention and effectively responding to global and trans-regional issues directly threatening EU's internal security.

The Kimberley Process

FPI is responsible for representing the EU and for monitoring implementation by the competent authorities in the EU Member States of the Kimberley Process Certification Scheme regulation.

In 2026, FPI will continue to advocate for the Kimberley Process to **address the implications of the Russian war of aggression against Ukraine for the diamond trade**.

To this end, FPI will work closely with Commission services, the EEAS, the EU Member States, Kimberley Process' structures, third countries and stakeholders. Close cooperation with DG Trade and Economic Security will remain instrumental in the context of the G7 restrictive measures against Russian diamonds and efforts towards **enhanced traceability of natural diamonds**.

In an increasingly difficult and conflictual environment, FPI will continue to advocate for a meaningful reform of the Kimberley Process. It will call for an effective broadening the definition of 'conflict diamonds' to break the link between diamonds and conflict, and ensuring that the Kimberley Process fulfils its mandate, addressing contemporary challenges and new realities on the ground.

Specific Objective 6.2. Strengthened partnership and policy engagement with third countries in areas of EU strategic interests

FPI will continue working to promote the EU's standing and strategic interests globally. The list of output indicators and targets for this specific objective is in a performance table in [Annex 1](#).

Support to EU foreign policy needs and cooperation with High Income Countries under NDICI – Global Europe

Under the NDICI – Global Europe Rapid Response pillar, FPI will keep responding to emerging EU foreign policy needs and interests in areas that cannot be covered in a timely and adequate manner through other means. Considering the current geopolitical instability, this will include measures to underpin the **EU's global soft power and ability to advance on geopolitical objectives**, strengthening our partnerships with key third countries. Additionally, under the geographic pillars of NDICI – Global Europe, FPI will support policy dialogues on bilateral issues of mutual interest and on global and regional challenges with some of the most important and influential **High-Income Countries**, with a view to reinforcing the strategic political alliances.

Flagship actions in 2026 will be contracted and implemented e.g. on **public diplomacy** and people-to-people exchanges with the United States, support to the National Security Strategy of Mexico, on local urban development in the Arctic, support to Ukraine Special Tribunal support to the preparations of the launch of the **Special Tribunal for the Crime of Aggression against Ukraine** and to civilian crisis and disaster preparedness in Taiwan.

Information outreach on EU external relations

FPI, in close cooperation with the EEAS, will be responsible for implementing the Annual Work Programme 2026, based on the **Communication Strategy**, as well as the commitment of funds to finance information outreach and communication activities implemented by the EEAS Headquarters and the EU Delegations.

This work will support proactive information, communication and public outreach activities to **increase the visibility and understanding of the European Union's external action** in non-member countries, with international organisations and within the EU, promoting the EU's role as a global actor.

In 2026, FPI's communication activities will focus on enhancing awareness of the added value and tangible impact of the service's work. Through an active digital presence via its website, X and LinkedIn, and the organisation or participation in major events such as the EU Open Days, the EU Community of Practice on Mediation, the Ukraine Mine Action Conference and the Paris Peace Forum, FPI will continue to engage audiences online and in person, **showcasing the EU's contribution to addressing global challenges and crises and building partnerships worldwide**.

The Annual Work Programme also includes the funding for the **EU Visitors Programme**, co-funded with the Parliament, and the service's external communication activities and maintenance and development of FPI and EU Visitors Programme websites.

Implementation and simplification agenda

The service will continue to support simplification efforts and reduce administrative burden. FPI will contribute to two HR/VP's **Implementation Dialogues**, which will be organised in line with the HR/VP's Mission Letter. The first dialogue will take place on 28 January and will focus on "Industry priorities on the path to EU defence readiness". In addition, FPI will draft the 2026 Annual Progress Report on **Simplification, Implementation and Enforcement**, providing updates on progress made.

PART 3. A modern and sustainable public administration: outputs in 2026

An internal control framework supports sound management and decision-making. It ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

FPI is committed to contributing to the Commission strategy on Diversity and Inclusion, notably by sustaining achievements in gender-balanced management. The service has surpassed the overall objective of 50% female middle managers (baseline 2024: 62.5%). The service will seek to maintain full gender balance in management by supporting its female talent pool in advancing towards management responsibilities by raising awareness among all eligible staff of the Management Development Programme, on the one hand and of the recently created corporate mentoring opportunities for staff with team management experience on the other. This will ensure high participation of FPI staff of both genders (and female participation, in particular), thereby increasing the chances of FPI staff who apply for such posts of becoming middle managers.

The service is also committed to achieving and maintaining a high level of staff engagement by developing, in a collaborative manner, appropriate responses to the most recent staff survey results.

The list of output indicators and targets regarding FPI's human resource management is in a performance table in [Annex 2](#).

B. Digital transformation and data management

This section outlines the main outputs FPI plans to deliver in the fields of digital transformation as well as data management and protection. The list of output indicators and targets regarding FPI's digital transformation and data management is in a performance table in [Annex 2](#).

Digital transformation

To facilitate a modern workplace that is digital first, the main priorities for FPI will be to continue providing an effective hybrid work environment and to offer support to staff to make the most of the corporate digital tools available. FPI cooperates with DG Digital Services in this

respect, supported by the DG International Partnerships' IT Unit under a Service Level Agreement.

In terms of digital transformation, FPI will cooperate with DG Digital Services to continue delivering on the main objectives of the 2022 New Generation Digital Commission Strategy based on the mapping of FPI's main digital needs. Where opportunities arise during the year, attention will be given to work on data, information and knowledge-sharing, reusability and interoperability in consultation with DG Digital Services. As part of its digital transformation, FPI will continue empowering staff to use corporate digital tools, such as Microsoft 365, including SharePoint Online and Microsoft Teams to collaborate effectively, efficiently and ensure business continuity. To that point, where possible and with a demonstrated added value to business processes, corporate tools will be explored to introduce process automation. At the same time, FPI will continue to work with DG Digital Services and DG International Partnerships to find solutions to difficulties experienced in use of these tools due to incompatibilities with the EEAS IT, notably for Regional Teams which are hosted in EU Delegations. FPI will also further develop its capacity to work in a hybrid way.

Given the growing prominence of generative artificial intelligence, FPI will ensure that staff and management are aware of the potential of this technology as well as its limitations and risks. FPI will enforce corporate guidelines in relation to generative artificial intelligence whilst encouraging staff to explore corporate AI tools with the aim to improve workflows, processes and overall efficiency and productivity.

FPI will ensure that the entries for the security section of GovIS2 of the information systems that it owns, are up to date. The FPI c-LISO function – managed by DG Digital Services – will contribute to building capacity and maturity in managing IT security, risk, compliance and cybersecurity for FPI staff as well as for the information systems it owns in line with the objectives of the Commission's Cybersecurity Strategy for 2025 – 2026. Advice will be provided to system owners via attendance at c-LISO meetings and assisting the Cyber Aware team in the preparation and roll-out of Cyber Aware campaigns for staff and management. The GRC tool for the management of IT security, risk and compliance will remain compliant in cooperation with DG International Partnerships based on the Service Level Agreement. FPI will continue working to make sure that markers for expenditure in relation to migration, climate, gender and biodiversity will be ensured in SUMMA and/or OPSYS for corporate reporting purposes.

Data management

In 2026, FPI will further advance its data governance framework by solidifying its internal practices while DG International Partnerships continues to articulate the external relations services' ⁽¹¹⁾ overarching approach. The FPI Guidelines on Data Governance will remain central to guiding actions in four key areas: data management, ownership and responsibilities, data quality and data skills – aiming to reach an established level on overall data maturity in 2026 for a target set of 80%. FPI also aims to clarify the external relations services' approach on common assets and progress to an advanced maturity level by enhancing documentation of

⁽¹¹⁾ DG Enlargement and Eastern Neighbourhood, DG Middle East, North Africa and Gulf, DG International Partnerships, DG ECHO, as well as FPI and the EEAS.

data ownership and expanding staff competencies through targeted training initiatives. Additionally, FPI will consider how to integrate in its working practices responsible AI usage, organising the relevant data assets internally and providing comprehensive awareness sessions to equip staff with the necessary understanding and skills.

Data protection

In 2026, FPI will continue strengthening its data protection practices by ensuring regular updates and reviews of processing operation records to maintain alignment with Regulation (EU) 2018/1725. Collaboration within the external relations services will be tackled through bi-monthly meetings fostering a shared approach to data protection challenges and best practices. FPI will also take an active role in working groups and fora focused on providing ready-to-be-used solutions for the benefit of the external relations services, i.e. international data transfers, personal data breaches and risks assessments. FPI will revamp and regularly update the existing intranet to serve as a comprehensive resource hub for data protection, featuring the latest information, training materials, and guidance. Advanced training programs for staff engaged in high-risk activities and data protection focal points will be delivered through innovative tools and interactive webinars meanwhile keeping all staff to follow a mandatory training to target of 100% awareness.

C. Sound financial management

With a view to ensuring that the **estimated risk at payment** (0.94% of relevant expenditure in 2024) and the **estimated risk at closure** (0.83 % of relevant expenditure in 2024) remain as low as possible, FPI aims to ensure efficient and effective controls, by continuously reviewing the performance of the different elements of the control systems and adjusting the control system elements when necessary. In parallel, FPI will continue monitoring the economy of the implemented controls, where the ratio of the overall estimated cost of controls to total payments in 2024 was 0.65%. At the same time, FPI will ensure adequate and speedy correction and recovery of ineligible amounts resulting from controls and audits. To give assurance that funds managed by FPI within the EU budget are implemented correctly in a sound manner, a sample of 30 projects will be subjected to ex post verifications in 2026. These verifications will be outsourced to external audit firms. In addition, FPI's audit staff plans to conduct up to 4 ex post controls targeted at high-risk actions, subject to approval of 2026 audit plan.

In 2026, FPI will continue to cooperate with the Commission's Internal Audit Service in the ongoing audit on the Safeguards and monitoring arrangements of European Peace Facility's assistance measures, and in the Internal Audit Service advisory engagement on internal control and assurance building. In addition, FPI will fully cooperate with the Internal Audit Service, European Court of Auditors and the European Peace Facility College of Auditors on any audit launched in 2026, and in the follow-up to open recommendations stemming from previous audits.

To strengthen the assurance given on the implementation of the European Peace Facility Assistance Measures, FPI will continue to supplement the obligatory ex ante controls on

transactions at FPI Headquarters, by performing additional ex post controls on a sample of these transactions.

A list of outputs, targets and indicators regarding FPI's financial management can be found in [Annex 2](#).

D. Fraud risk management

Since 2013, FPI has implemented and updated its own anti-fraud strategy and action plan. The last update took place in December 2025 following the conclusion of an Internal Audit Service audit of the antifraud strategies implemented by the external relations services at the beginning of 2025. FPI will continue to implement the corresponding revised action plan in 2026.

Since 2024, FPI has actively contributed to the work of the external action's subgroup of the Fraud Prevention and Detection Network. This group will continue to review all the antifraud strategies of the external relations services in 2026.

As regards CFSP operations, in 2026 FPI will contribute to reinforcing the tools made available to CFSP bodies and persons (cf. civilian CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers) to raise antifraud awareness of their staff members. To this end, FPI will conduct online and in-person antifraud trainings for CFSP bodies and persons, especially in the context of FPI technical visits and monitoring missions to the CFSP bodies and persons.

In addition, FPI will continue to:

- conduct an antifraud training module in the Mission Support Platform's annual seminar for the procurement and finance staff of all CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers, and
- collaborate with the EEAS Civilian Operations Headquarters and the European Security and Defence College through an antifraud training module included in the pre-deployment training for the staff members of newly created civilian CSDP Missions.

Moreover, following up on a recommendation in the 2025 Internal Audit Service report, an annual joint OLAF/FPI train-the-trainer session for all CFSP bodies and persons' antifraud contact points will be conducted.

Finally, in 2026, FPI will continue to implement its Action Plan, notably in terms of training.

The list of output indicators and targets regarding FPI's fraud risk management is in a performance table in [Annex 2](#).

E. Sound environmental management

In 2026, FPI will continue striving to reduce travel emissions by limiting missions and participants to the numbers strictly necessary, supporting virtual and hybrid formats and prioritising greener modes of transport when possible. This will contribute to the Commission's

target to reduce travel emissions by 50% in 2030, compared to the 596 tonnes of CO₂ emitted in 2019 from professional travel.

Since the introduction of hybrid working methods, paperless workflows are the norm across the Service. This shift not only reduces resources but also enhances operational efficiency.

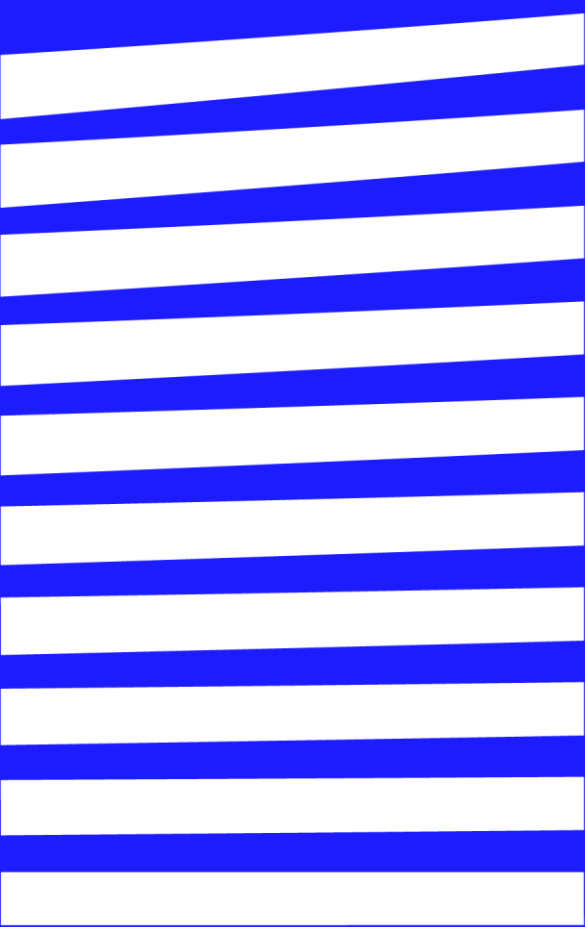
Located in the EEAS building, staff make use of the recycling facilities put at its disposal. Water fountains are available in the staff canteen and on various floors, promoting the reduction of single-use plastics.

FPI staff is regularly invited to attend EMAS training and info sessions. FPI is committed to further promote EMAS activities and other greening events (i.e. Green public procurement training, VeloMai) through the FPI intranet and HRC newsletters.

The list of output indicators and targets regarding FPI's environmental management is in a performance table in [Annex 2](#).



ANNEXES



ANNEX 1: Performance tables – delivering on Commission priorities in 2026

<p>General Objective 2: A new era for European defence and security Specific Objective 2.1: Reinforced EU contribution to global security through CFSP actions</p> <p style="text-align: right;"><i>Related to spending programme: CFSP</i></p>		
<p>Main outputs in 2026:</p>		
<p>Other major outputs</p>		
Output	Indicator	Target
Financing Decisions adopted for civilian CSDP Missions, EU Special Representatives and Non-proliferation and disarmament actions within 4 weeks of the adoption of the relevant Council Decisions	Percentage	90%
Grant or Contribution Agreements signed for Non-proliferation and disarmament actions within 6 weeks of the adoption of the relevant Council Decisions	Percentage	90%
<p>Specific Objective 2.2: Reinforced EU contribution to global security through European Peace Facility actions</p> <p style="text-align: right;"><i>Related to spending programme: European Peace Facility</i></p>		
<p>Main outputs in 2026:</p>		
<p>Other major outputs</p>		
Output	Indicator	Target
Commission Decision on the amending budget related to European Peace Facility Assistance Measures for submission to the European Peace Facility Committee	Average number of days for adoption	40

General Objective 5: Protecting our democracy, upholding our values
Specific Objective 5.1: Protection and promotion of EU values, democracy and human rights, through the deployment of electoral observation missions and through the 'Anti-Torture' Regulation

Related to spending programme: NDICI – Global Europe

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Multiannual Action Plan for the EU electoral mission and complementary activities 2026 and 2027	Adoption	By end-2025

Related to spending programme: Not applicable

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Report from the Commission to the Parliament on the activities and consultations of the Anti-Torture Coordination Group in 2025	Adoption	3 rd quarter 2026
Report from the Commission to the Parliament and the Council on export authorisations in 2025 pursuant to the 'Anti-torture' Regulation	Adoption	4 th quarter 2026

General Objective 6: A global Europe: leveraging our power and partnerships
Specific Objective 6.1: Strengthened EU action for peace, stability and for global and transregional threats

Related to spending programme: NDICI – Global Europe

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Decision on the Annual Action Programmes 2027 for the Peace, Stability and Conflict prevention programme and response to global and transregional threats thematic programmes	Adoption date of Annual Action Programme	By July 2026
Contracts signed under the AAP 2025 on the Peace, Stability and Conflict prevention and response to global and transregional threats thematic programmes	Percentage of signed contracts	70% by end-June 2026
		100% by end-December-2026

Specific Objective 6.2: Strengthened partnership and policy engagement with third countries in areas of EU strategic interest

Related to spending programme: NDICI – Global Europe

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Commitment of available funds during year N under both NDICI GEO High Income Countries & NDICI Rapid Response Foreign Policy Needs	Percentage of funds committed	100%
Contracting of available funds during year +1 under both NDICI GEO High Income Countries & NDICI Rapid Response Foreign Policy Needs	Percentage of funds contracted	100%

Other major outputs: Information outreach

Output	Indicator	Target
EU Visitors Programme visits organised	Number	240
Information Outreach Annual Work Programme 2027	Adoption	December 2026

Main outputs in 2026:

implementation dialogues and significant reality checks

Output	Indicator	Target
HRVP implementation dialogues (together with EEAS)	Number of dialogues organised	Two
Annual Progress Report on Simplification, Implementation and Enforcement (together with EEAS)	Adoption	December 2026

ANNEX 2: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: FPI employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2026:		
Output	Indicator	Target
Regular events to present units' work (thematic, instrument, etc.) to increase knowledge and understanding of FPI priorities, goals and outcomes and to provide learning material for FPI specific 'learning package'	Number of events organised	Five: one all-staff presentational event ('FPI Days') and four brown-bag lunches presenting different parts of FPI's mandate and made available also in FPI learning package
	Staff survey indicators: Organisational objective and purpose; Learning & Development	Increased scores in related questions compared to 2023
Live debriefings by Head of Service to ensure staff are well informed about latest developments in the service	Number of sessions	Four
Regular Head of Service sessions with newcomers	Percentage of newcomers participating in welcome sessions with the Head of Service	95%
Regular drop-in sessions with Head of Service to allow free exchange of views with staff	Number of drop-in sessions held	Four
	Staff survey indicators: senior management	Increased scores in related questions compared to 2023
Regular meetings with Regional Teams to enhance exchange of views between HQ and Regional Team staff	Number of meetings	Four with each Regional Team
Organise regular FPI-wide events aimed at addressing wellbeing and work-life balance	Number of events organised	One
Highlight corporate well-being events and initiatives	Number of awareness-raising initiatives for corporate events	5
	Staff survey indicator: well-being and work-life balance	Increased scores in related questions compared to 2023

Coaching for managers/management teams to allow for leadership development and organisational growth	Number of managers/management teams coached	One
	Staff survey indicators: middle management	Increased scores in related questions compared to 2023 related questions
Awareness-raising of the Management Development Programme as well as corporate coaching opportunities for staff with team management experience to ensure high participation of FPI staff of both genders and female participation, in particular, to increase the chances of FPI staff becoming future middle managers	Number of female/male applicants accepted to the Management Development Programme	One female participant Two participants overall (filling the FPI quota)
	Number of FPI participants in the Female Talent Development Programme or the Management Development Programme taking up middle management responsibilities across institutions	One first female middle management appointment
	Number of female/male coached staff members advancing to higher level of responsibility (e.g. Deputy Head of Unit or Head of Unit)	One

B. Digital transformation and data management

Objective: FPI is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission

Main outputs in 2026:

Digital Transformation

Output	Indicator	Target
Update of IT security plans (at least every two years)	Percentage of updated IT security plans registered in GovIS	100%
Compliance with IT priority controls	Percentage of implemented controls in the GRC tool	100%
Cybersecurity awareness training	Number of cybersecurity awareness training sessions	One for management team
		One for FPI Brussels staff
FPI-wide training on digital collaborative tools and methods to increase efficiency and productivity	Number of FPI-wide roadshows on modern ways of working to raise awareness of digital collaborative tools and methods	One
FPI awareness actions on working with generative artificial intelligence	Number of awareness raising events for staff	Two
	Revamped dedicated section on FPI's intranet	One

Data Management		
Output	Indicator	Target
Actions for the implementation and documentation of data management practices	Percentage of FPI assets reported in the EC Data Catalogue	80%
Actions to comply with data quality and FAIRness corporate policies	Number of training sessions with data stewards	One
Awareness training on data ownership and responsibilities	Number of training sessions with data stewards	One
	Percentage of data assets with an assigned data owner and data steward	100%
	Number of awareness raising events for staff	One
	Dedicated section on FPI's intranet	One
Data Protection		
Output	Indicator	Target
FPI actions to ensure compliance with the EU Data Protection Regulation	Percentage of staff trained on data protection compliance combined with the percentage of public records of processing operations reviewed within the last two years	95% of the combined indicators: <ul style="list-style-type: none"> • 100% staff trained on data protection • 90% records reviewed within last two years
	Percentage of data protection focal points who have completed advanced training programmes on data protection	100%
	Number of bi-monthly meetings held with external relations services to foster collaboration and shared approaches to data protection challenges	5
	Average number of unique users engaging with the Data Protection intranet resource hub at least once a quarter	20

C. Sound financial management

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

Main outputs in 2026

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2% of relevant expenditure
	Estimated risk at closure	Remains < 2% of relevant expenditure
Efficient controls	Timely payments	Remains 95% of payments (in value)
Economy of controls	Overall estimated cost of controls	Remains < 1% of funds managed

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽¹²⁾ aimed at the prevention, detection and correction of fraud.

Main outputs in 2026:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy	Percentage of the implementation of 2026 actions in the FPI Anti-Fraud Strategy	100%
Implementation of the recommendations resulting from IAS audit report on the Anti-fraud strategies of external action services as per the Action Plan agreed with IAS	Percentage of recommendations implemented as per the IAS audit report	100%
Increased anti-fraud amongst FPI headquarters' staff (newcomers)	Percentage of newcomers attending the training course in 2026	100%
Increased anti-fraud awareness amongst the staff of CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers	Percentage CSDP entities' staff attending training on anti-fraud in 2026	75%

⁽¹²⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" COM(2023) 405 of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2026

Output	Indicator	Target
Reduction of HQ missions to monitor actions and interventions devolved to Regional Teams ⁽¹³⁾	Percentage reduction in travel missions compared to 2025m	1%
Staff awareness actions	Number of actions to recall to staff the Guide to missions and authorised travel of 13 May 2025	One
	Number of staff awareness actions in line with EMAS/greening corporate campaigns	Feature greening content monthly in newsletters and Intranet to maintain high awareness levels
Reduction of paper use by FPI	Percentage of volume from 2024 baseline	1% reduction per year

revised action plan, [SWD\(2023\)245](#) – “the revised Action Plan”. “The Communication on the 2023 revision” – and the accompanying revised action plan, SWD(2023)245 – “the revised Action Plan”.

⁽¹³⁾ FPI emissions report from Mlps+. Emissions from staff whose place of assignment is one of the Commission’s sites: [EMAS](#).

