

# Management Plan 2025

Service for Foreign Policy Instruments

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## **PART 1. Introduction and strategic outlook**

### **Mission statement and operating context**

The mission of the Service for Foreign Policy Instruments (FPI) is to put EU foreign policy into action, fast and flexibly, in a policy-driven and integrated approach, and thereby to support achieving the objectives of the Common Foreign and Security Policy as defined in Article 21 of the Treaty on European Union, in particular as regards conflict prevention and peace, democracy and the rule of law, human dignity, and leveraging the EU's influence in the world. By exercising these Commission special competences, the Service plays a crucial role in the humanitarian-peace-development nexus and works in close cooperation with the European External Action Service (EEAS) and the other Commission services managing external aid.

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, FPI acts as first responder to foreign policy needs and opportunities. The service does so in a policy-driven way, with global geographical and thematic scope, as part of a comprehensive geopolitical vision, allowing opportunities to be seized as they present themselves, intervening fast and flexibly where needed, and taking a pioneering role where appropriate.

FPI is responsible for the operational and financial management of the budgets for the EU's Common Foreign and Security Policy and of foreign policy components of the Neighbourhood, Development and International Cooperation Instrument-Global Europe instrument (NDICI-Global Europe). This includes the crisis response and foreign policy needs components of the rapid response pillar and the thematic programme for Stability and Peace; as well as for Election Observation Missions and press and public diplomacy. FPI also manages the financial allocations for some high-income countries. NDICI actions are implemented either directly by the Commission or indirectly by entrusted entities.

Together with the European Parliament, the service funds the EU's flagship public diplomacy programme, the European Union Visitors Programme. The Head of the Service for Foreign Policy Instruments acts as Administrator for the European Peace Facility (EPF).

FPI is also responsible for regulatory instruments that support EU foreign policy objectives, including regulations to prevent the trade in conflict diamonds and in goods that could be used for the purposes of torture or capital punishment.

In terms of decision-making, foreign policy is defined and implemented by the European Council <sup>(1)</sup> and by the Council of the European Union <sup>(2)</sup>. In particular, the Council of the European Union's Political and Security Council (PSC) plays a central role in the definition of

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<sup>(1)</sup> Consisting of the heads of state or government of the Member States.

<sup>(2)</sup> Consisting of a representative of each Member State at ministerial level.

the response to crises. It provides the strategic orientation and political steer for the areas covered by the Common Foreign and Security Policy (CFSP) and the Common Security and Defence Policy (CSDP), including operations and assistance measures to be funded under the EPF.

## **Strategic outlook 2025 - 2029**

FPI will continue its work to translate European Union foreign policy into action as part of a comprehensive geopolitical vision.

In line with the Commission political guidelines and the mission letter to HRVP Kallas, FPI will deliver on the global aspects of security, democracy and prosperity in the period 2025-2029.

The FPI activities and operations under the CFSP and EPF will contribute to general objective 2 '*A new era for European defence and security*'. The EU electoral observation missions and the implementation of the 'Anti-torture Regulation' will contribute to general objective 5 '*Protecting our democracy, upholding our values*'. FPI activities in support of peace, stability and conflict prevention; and response to crisis and to global and transregional threats will contribute to general objective 6 '*A global Europe: leveraging our power and partnership*'.

An important milestone for all Commission services during the 2025-2029 period will be the preparation of the next multiannual financial framework (MFF) instruments. For FPI, this will involve a continuous contribution to the Commission proposals for adoption mid-2025, the subsequent interinstitutional negotiations (2025-2027) and the preparations for the legal basis implementation after 2028.

FPI will also closely be involved in the preparation and implementation of Council decisions to be taken on the CFSP post-2028 and on the EPF.

FPI intervention logic	
General Objective 2 A new era for European defence and security	
<b>Specific Objective 2.1</b>	
<b>Reinforced EU contribution to global security through CFSP actions</b>	KPI: Swift signature of contribution agreements with civilian CSDP Missions and EU Special Representatives
<b>Specific Objective 2.2</b>	
<b>Reinforced EU contribution to global security through European Peace Facility actions</b>	KPI: Swift implementation of EPF assistance measures
General Objective 5: Protecting our democracy, upholding our values	
<b>Specific Objective 5.1</b>	
<b>Protection and promotion of EU values, democracy and human rights, through the deployment of electoral observation missions</b>	KPI: Number of electoral processes and democratic cycles supported, observed, and followed
General Objective 6: A global Europe: leveraging our power and partnerships	
<b>Specific Objective 6.1</b>	
<b>Strengthened EU action for peace, stability and for response to crises and to global and transregional threats</b>	KPI: Actions launched to respond to existing or emerging crises
<b>Specific Objective 6.2</b>	
<b>Strengthened partnership and policy engagement with third countries in areas of EU strategic interests</b>	KPI: Processes related to state-level and sub-state level partnership strategies and policy dialogues which have been influenced

## Cross-cutting efforts – implementation and simplification agenda

The service will continue to **deliver simplification and reduce the administrative burden**. As part of the corporate exercise, FPI is planning to organise an implementation dialogue for HRVP Kallas in the fourth quarter of 2025. FPI will also contribute to the HRVP's Implementation Dialogues, to be organised as per the [President of the Commission's Mission Letter](#).

### **Rationalisation of reporting in FPI:**

FPI reduced the number of indicators for the service's Results Framework by 68% (from 512 to 166 indicators) in 2024. This concrete work on simplification was inspired by Better Regulation, responding to an IAS audit of the FPI performance management framework of 2020. Over the 2025-2029 period, FPI will proceed to implement this revised and simplified performance framework thereby ensuring that our implementing partners have clearer, streamlined and more transparent means of reporting on results of EU investment.

In addition, further to a simplification of financial circuits, Heads of Delegations are no longer requested to prepare annual Authorising Officer by Sub-Delegation (AOSD) reports for contracts signed after 31 August 2024. Regional Teams will continue to prepare AOSD reports for Heads of Delegation, implying a significant reduction of internal reporting burden for EU Delegations and related follow-up in Regional Teams and Headquarter.

### **Centralised provision of expert advice on procurement, contractual, budgetary and financial matters, as well as provision of strategic equipment for CSDP missions:**

The Mission Support Platform (MSP) was jointly established by FPI and the EEAS in 2016 to contribute to and assist the effective and efficient provision of administrative services common to civilian CSDP missions. In 2025 - 2029, the MSP will continue to support all CSDP missions by harmonising and simplifying their operating procedures and updating FPI guidance documents on procurement and accounting. MSP will also continue management of three FPI framework contracts for the supply of strategic equipment (i.e., IT, medical and security equipment), as well as a framework contract for the provision of Health and High-Risk Insurance services alongside the roll-out of the ambitious Enterprise Resource Planning (ERP) to improve delivery of resource-efficient procurement and best practices across CSDP civilian missions.

## PART 2. Delivering on the Commission's priorities in 2025

This second part lists the main outputs and deliverables that each department plans to deliver (or has delivered) in 2025.

Key areas of focus will be addressing the consequences of Russia's war of aggression against Ukraine, the ongoing conflicts in the Middle East, notably in Gaza, and in Africa, including the Sahel.

At global level, FPI will also address different foreign policy challenges. This includes issues such as support to multilateralism, mediation, electoral observation, counterterrorism, mine actions, maritime security and disinformation.

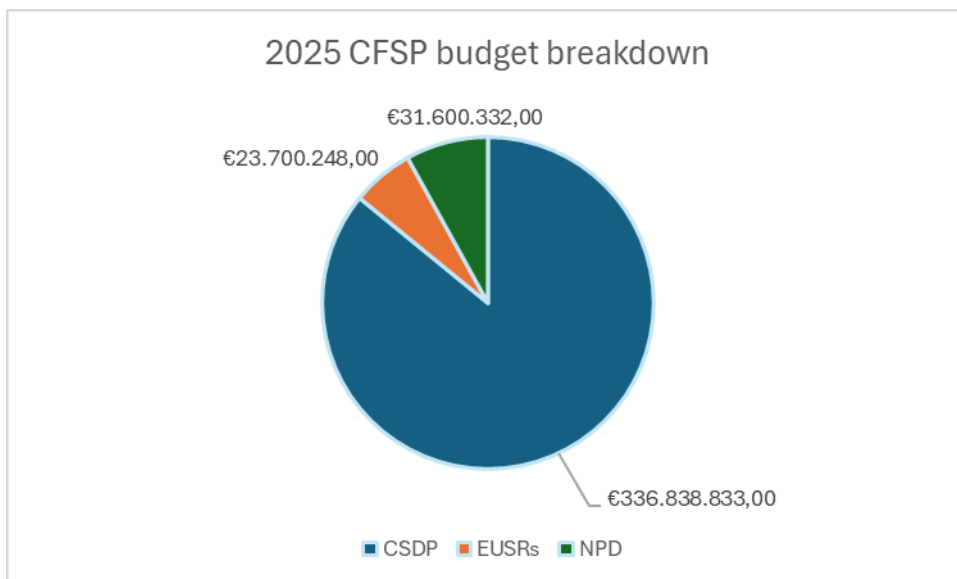
A judicious use of available funds will be particularly challenging following the freeze of the United-States' involvement in international aid to cooperation and development.

*Specific Objective 2.1: Reinforced EU contribution to global security through CFSP*

### **Common Foreign and Security Policy**

FPI will continue work to deliver fast action to enable resource-effective CFSP intervention, influencing both the external and internal security of the Union.

The CFSP budget managed by FPI supports **civilian CSDP Missions, EU Special Representatives and non-proliferation and disarmament actions**, as decided by the Council. FPI actively cooperates with the Council, the European 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 2025.



Given the **continuous pressure on the CFSP budget**, a key challenge in 2025 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, with numerous geographically dispersed intermediaries, which are directly controlled by the Council and the EEAS and not by FPI itself. This generates challenges in terms of working arrangements for the performance of FPI's mission.

### ***(1) Civilian Common Security and Defence Policy (CSDP) Missions and European Union Special Representative (EUSR) mandates***

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 2025, 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.

### ***(2) 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 EPF*

#### **European Peace Facility**

The European Peace Facility (EPF) is financed through **contributions from the Member States (MS) outside the Union budget** with a financial ceiling of EUR 17 billion <sup>(3)</sup> for the period 2021-2027. It plays a critical role in presenting the EU as a credible global actor, preserving peace, preventing conflicts and strengthening international security.

FPI will continue **managing the EPF budget and its Head of Service acting as the Facility's Administrator for assistance measures**. This entails preparing the budget forecasts, preparing and submitting for adoption the annual EPF budget and subsequent amending budgets, issuing the call for contributions to Member States, collecting funds and reporting to the EPF Budgetary authority (the EPF Committee). FPI is also responsible for the financial and contractual implementation of assistance measures <sup>(4)</sup>, which entails *inter alia* preparing financing agreements, contracting implementing actors —once FPI has advised positively on their financial and contractual capacity— monitoring activities and achievement of results, launching contract award procedures and subsequent contract management. In 2025, FPI will also finalise setting up an EPF-specific set of framework contracts to implement more measures under direct management.

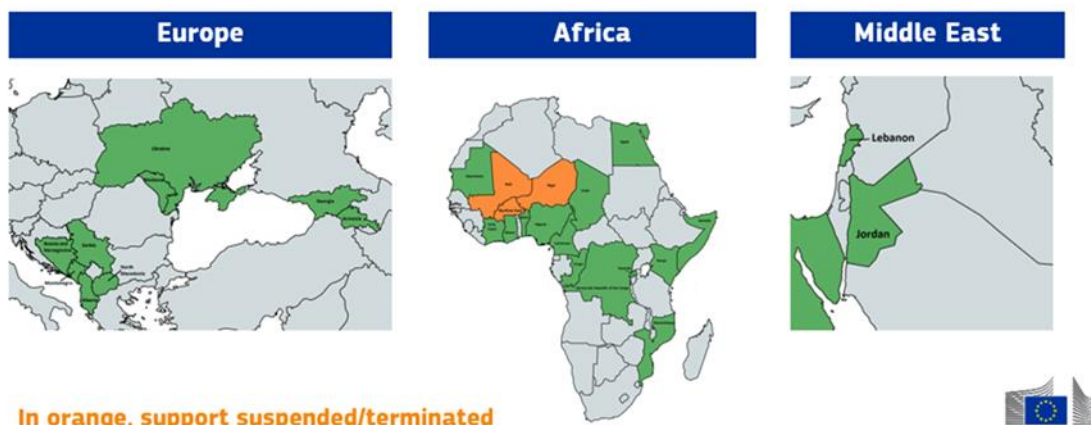
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<sup>(3)</sup> Financial ceiling set in Council Decision (CFSP) 2024/890 of 18 March 2024 amending the legal basis.

<sup>(4)</sup> 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.

## Who benefits from EPF?

- Armed Forces of third States
- Regional and international organisations
- Peace support operations



In 2025, EPF work will focus on the implementation of more than thirty <sup>(5)</sup> ongoing measures and actions adopted by the Council from 2021 to 2024, for a total amount of approximately EUR 6 546 million and assistance measures adopted to date in 2025, for a total amount of EUR 146 million. In 2025, equipment will be delivered in Ukraine, Moldova, Georgia, Lebanon, Jordan, Bosnia and Herzegovina, North Macedonia, Serbia, Albania, Montenegro, Benin, Chad, Ghana, Cameroon, Mauritania, Kenya, Rwanda<sup>6</sup>, and Somalia.

In 2025, reimbursements to Member States for lethal and non-lethal military support to the Ukrainian Armed Forces (UAF) will continue for an estimated amount foreseen up to EUR 1.47 billion. Implementation of the first instalment of the 2024 extraordinary revenues stemming from Russia's immobilised assets for the benefit of Ukraine, for a total amount of EUR 1392 million, will be further finalised in 2025. Implementation of the second instalment, worth EUR 1851 million, is also foreseen for 2025. Both instalments focus on swift delivery to the UAF of military equipment and platforms, designed to deliver lethal force, FPI as the EPF's Administrator will also implement all new actions that the High Representative may still propose in the course of 2025 based on the strategic guidance provided by the Council.

*Specific Objective 5.1: Protection and promotion of EU values, democracy and human rights, through the deployment of electoral observation missions*

### EU electoral missions

<sup>(5)</sup> Assistance measures in support to Niger are currently suspended or terminated.

<sup>(6)</sup> For the deployment of Rwandan troops in Mozambique.

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 2025, 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 the countries in which EOMs are to be deployed
- EU capacity to deploy electoral missions (both in terms of budget as well as human resources).

After a decision to launch an Election Observation Mission, FPI ensures the operational and security needs of the mission through outside contractors. It recruits the Deputy Chief Observer and sets up the Core Team of analysts and the Long-Term and Short-Term observers to be part of that mission. FPI works closely with EEAS, the European Parliament and Member States.

NDICI-Global Europe assures financing for EU Electoral Missions until 2027. To ensure the seamless continuity of EU election observation support, the Multiannual Action Plan for 2024/2025 was adopted in 2023.

### **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 <sup>(7)</sup> concerning **trade in certain goods, which could be used for torture or capital punishment**.

To this end, FPI will rely on the Dual-Use Electronic System (DUeS) <sup>(8)</sup> denial notifications system contributing to eradicating torture and capital punishment. In 2025, FPI will also prepare a **review report on the implementation of the 'Anti-Torture' Regulation** expected to highlight inter alia the adoption of a delegated act amending certain Annexes to the Regulation which broadens the scope of goods either prohibited or regulated when exported to third countries.

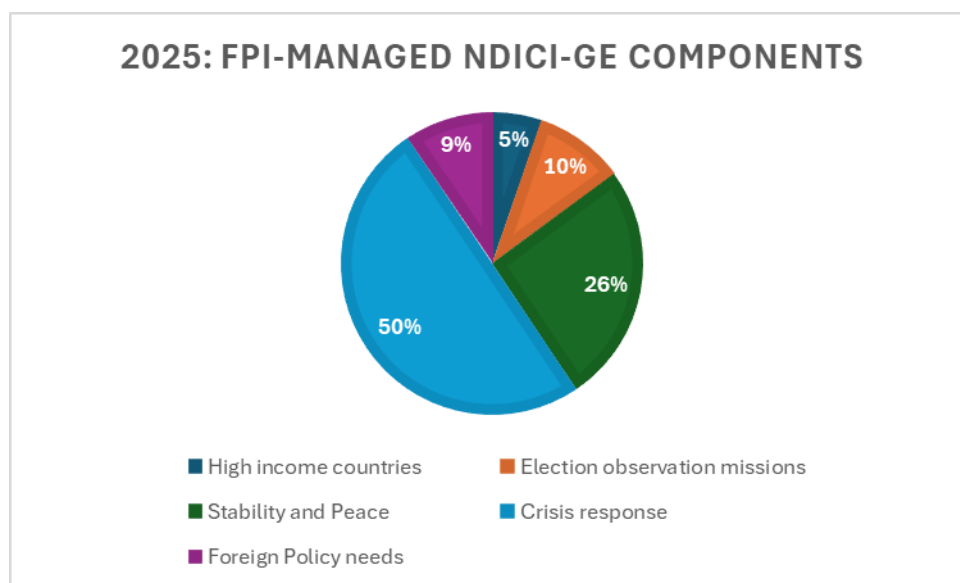
FPI will continue to support and give impulse to the 'Torture Free Trade' process globally, promoting the **Alliance for 'Torture-Free Trade'** launched in September 2017, further engaging in the UN 'Torture Free Trade' process in cooperation with the EEAS and relevant

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<sup>(7)</sup> Regulation (EU) 125/2019

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

EU Delegations, strengthening cooperation with other partners and engaging with civil society entities will also be central to work in 2025.



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

### **Crisis response under NDICI-Global Europe rapid response pillar**

During 2025, FPI, will continue close cooperation with the EEAS, including EU Delegations and relevant Commission services to identify timely and flexible crisis response actions to address new and emerging crises worldwide. Actions will continue to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution.

**Actions in response to the Russian war of aggression against Ukraine and its destabilising impacts in the wider European and Central Asia region** 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 2025 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.

Non-programmable actions will be prepared systematically in close cooperation with the EEAS and relevant Commission services. The Council is informed through regular NDICI-Global Europe Crisis Response Information Notes to the Political and Security Committee, which are also shared with the European Parliament.

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

In 2025, FPI will continue to ensure the swift mobilisation of resources to implement actions through the adoption of the related financing decisions. Another important output will be the launch of the 2025-2026 Multi-Annual Action Programmes, the effective contracting of the 2024 Action Programme. As in other areas, the follow-up of the presentation of the Commission proposals for the next Multiannual Financial Framework will require attention and resources.

To enhance efficiency, avoid duplications and address potential gaps, actions are identified and implemented in complementarity and close coordination with other actions and actors under NDICI-Global Europe and other financial instruments (including CFSP) with particular focus on the potential for continuity of these actions under the programmable pillars of the instrument in line with the NDICI-Global Europe Regulation (art. 4.5). This approach implies close coordination and dialogue between FPI and other Commission services as well as the EEAS and EU Delegations.

**(1) Conflict prevention, peacebuilding and crisis preparedness**, includes support to early warning systems, mediation, post-conflict and post-disaster recovery, as well as other areas relevant to conflict prevention and peacebuilding. It serves to **build capacities for conflict prevention, peacebuilding and crisis preparedness**. In cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations, specific geographical and thematic contexts will be addressed, such as, for example, the responsible sourcing of minerals, the role of women as mediators, disinformation in conflict-affected settings or the links between climate change and conflict. 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 (CBRN) 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 2025, FPI will continue to advocate for the Kimberley Process (KP) to address the implications for the diamond trade of the Russian war of aggression against Ukraine.

To this end, FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders. Close cooperation with DG Trade 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 keep advocating for a meaningful reform of the KP, particularly for broadening the definition of 'conflict diamonds' to break the link between diamonds and conflict and to ensure the KP keeps pace with contemporary challenges.

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

### **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 geo-political objectives**, strengthening our partnerships with key third countries. As such, 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 2025 will be contracted and implemented e.g. on **security cooperation** with Asia and the Pacific, on support to **independent media** in Russia, on irritants linked to the **EU deforestation regulation** in Indonesia, and on **public and cultural diplomacy** (EU Film Festivals & Cultural Relations Platform).

### **Information outreach on EU external relations**

FPI, in close cooperation with EEAS, will be responsible for the implementation of the Annual Work Programme 2025 and the preparation of the Annual Work Programme 2026, as well as the commitment of the funds to finance information outreach and communication activities implemented by 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.

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

In 2025, these activities will aim to increase awareness about the added value and impact of the service's actions.

## **PART 3. A modern and sustainable public administration: outputs in 2025**

This third part sets out the main steps that each department intends to take in 2025 to modernise its functioning, in line with the **harmonised mandatory objectives and, where available, the indicators**, that the Commission set out in the 2025-2029 strategic plan to measure the continuous building of a modern and sustainable public administration.

The main areas covered are:

- human resource management;
- digital transformation and data management;
- sound financial management;
- fraud risk management; and
- sound environmental management.

The internal control framework supports sound management and decision-making. In particular, 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 characteristics and to 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. Furthermore, the service is running a dedicated exercise to further strengthen FPI's control framework in an increasingly volatile external environment.

### **A. Human resource management**

FPI is committed to supporting the Commission's objective of a 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 Talent Development Programme, on the one hand and of the newly 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 increasing and sustaining high staff engagement (baseline: 72% in 2023) by continuing to implement, in a collaborative manner, the action plan defined



in 2024 in response to the 2023 staff survey. The planned actions will focus on effective leadership development and organisational growth through coaching opportunities for management staff, awareness-raising on mentoring opportunities for staff with team-lead responsibilities as well as increasing feedback to and exchange of views with senior management through regular debriefings, meetings and drop-in sessions with the Head of Service. The definition of an FPI learning package is also envisaged to complement the corporate learning opportunities offered.

FPI will continue working with other external relations Commission services (INTPA, ENEST, MENA, TRADE) and the EEAS on the planning and development of a single EU delegation network (EUDEL Network).

## **B. Digital transformation and data management**

### **Digital transformation and cybersecurity**

As hybrid work is the new normal, 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 digital tools available. FPI cooperates with DG DIGIT in this respect, supported by INTPA IT Unit under a Service Level Agreement (SLA).

In terms of digital transformation, FPI will cooperate with DG DIGIT 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 DIGIT. As part of its digital transformation, FPI will continue using the corporate digital cooperation tools, such as Microsoft365, including SharePoint Online and Microsoft Teams and make the most of them, while also continuing to request that DIGIT find solutions to difficulties experienced in use of these tools due to incompatibilities with 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.

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 LISO function -managed by DG DIGIT- 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. Advice will be provided to system owners via attendance at LISO meetings and assisting the Cyber Aware team in the preparation and roll-out of Cyber Aware campaigns. The GRC tool for the management of IT security, risk and compliance will remain compliant in cooperation with DG INTPA based on the SLA. 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 2025, FPI will continue to strengthen its data governance framework with a particular focus on reviewing its data assets, maintaining an up-to-date data catalogue, and implementing the newly drafted FPI Guidelines on Data Governance. These guidelines will guide FPI actions and support progress across the four key areas: data management, ownership and responsibilities, data quality, and data skills. Building on the internal awareness-raising actions and data asset updates undertaken in 2024 — which contributed to reaching the 80% target set by the corporate Rolling Action Plan — FPI aims to move from a basic to a developing maturity level in corporate data policy implementation. Key priorities include improving documentation of data ownership and fostering staff competencies through training actions. FPI Local Data Correspondent will support this process and continue its active participation in the LDC network and the Data Governance Board for the RELEX family, contributing to a coordinated and accountable approach to data management across the Commission. In addition, FPI will organise internal awareness actions to foster a responsible use of artificial intelligence tools by FPI staff.

## **Data protection**

In terms of data protection, FPI will continue working on aligning its activities with Regulation (EU) 2018/1725 (EU Data Protection Regulation) and the Commission's Data Protection Action Plan (C (2018) 7432). To this end, FPI regularly keeps their inventories of processing operations (records) up to date. FPI will take all possible steps to ensure that international transfers of personal data are carried out in line with the data protection framework. Additionally, FPI will continue coordinating with external action DGs and EU Institutions (notably, the EEAS and the European Parliament) to address issues of common concern. Finally, cooperation with implementing partners will be enhanced to ensure that data protection rules are applied in the context of implementation of FPI interventions (projects). To ensure that all staff members embed data protection in their daily work, awareness raising activities and training courses will continue to be organised. The established network of data protection focal points in FPI Units and Regional Teams in EU Delegations plays a key role in achieving the above objectives. The objectives set for 2024 have been achieved and awareness activities will continue to reach the target of 100% awareness of all staff by 2025.

## **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 are implemented correctly in a sound manner, a sample of 29 projects will be subjected to ex post verifications in 2025. These verifications will be outsourced to external audit firms. In addition, FPI's audit staff plans to carry out 4 ex post controls targeted at high-risk actions.

In 2025, FPI will continue to cooperate with the Commission's IAS in the ongoing audit on Implementation process of the European Peace Facility Assistance Measures, and in the IAS advisory engagement on internal control and assurance building. In addition, FPI will fully cooperate with IAS, ECA and the EPF College of Auditors on any audit launched in 2025, 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 European Peace Facility transactions at FPI Headquarters, by performing additional ex post controls on a sample of these transactions.

## **D. Fraud risk management**

Since 2013, FPI has implemented and updated its own anti-fraud strategy (AFS) and action plan. The last update took place in June 2022 after the adoption of the ongoing EU Multiannual Financial Framework (2021-2027) and the establishment of the European Peace Facility. FPI will continue to implement the corresponding revised action plan in 2025.

Since 2024, FPI contributes actively to the works of the external actions subgroup of the Fraud Prevention and Detection Network (FPDNet) on actions 20, 21, 22, 24 of the revised action Plan of the CAFS, which concern more specifically external relations.

Following the conclusion at the beginning of 2025 of an IAS audit of the antifraud strategies implemented by the external relations DGs (INTPA, NEAR [now ENEST and MENA], ECHO, FPI and EEAS), an Action Plan to update the FPI AFS for the third time, has been agreed. This process commenced in 2025 and will continue in 2026.

In 2025, as regards CFSP operations, FPI will contribute to reinforcing the tools made available to CFSP bodies and persons (cf. civilian CSDP Missions, EU Special Representatives [EUSRs] and the Kosovo Specialist Chambers [KSC]) to raise antifraud (AF) awareness of their staff members (involved, mainly but not only, in financial management, procurement, project, human resources management, management of assets, accounting, internal audit, IT security). To this end, on-line and in-person antifraud training for CFSP staff will be conducted.

In addition, FPI will continue:

- to include an AF module in the seminar conducted annually by the Mission Support Platform (MSP) specifically for the procurement and finance staff of CSDP Missions, EUSRs and the KSC.
- to collaborate with EEAS/CivOpsHQ and the ESDC College through an AF training module included in the pre-deployment training for the staff members of newly created civilian CSDP Missions.

Moreover, as of 2025, in implementation of a recommendation contained in the above IAS audit report, the joint OLAF/FPI train-the-trainer session addressed to all CFSP bodies and persons' AF contact points will be conducted annually.

FPI will continue to implement its Action Plan adopted in 2022, notably in terms of training.

## **E. Sound environmental management**

FPI continually seeks to honour its pledge to reduce travel emissions by limiting missions and participants to the numbers strictly necessary, by supporting virtual and hybrid formats and by prioritising greener modes of transport when possible.

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

These efforts will intensify in 2025.

## ANNEX 1: Specific objectives and result indicators 2025-2029

### General objective 2: A new era for European defence and security

#### **Specific Objective 2.1: Reinforced EU contribution to global security through CFSP actions**

*Related to spending programme: CFSP*

#### **Result indicator 2.1.1 Percentage of contribution agreements with EUSRs and civilian CSDP Missions and EU Special Representatives signed within 6 weeks of the adoption of the relevant Council Decisions**

**Explanation:** This indicator measures FPI's efficiency in implementing Council decisions. The unit of measurement is a percentage.

**Source of data:** FPI.6

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
93%	93%	93 %

#### **Specific Objective 2.2: Reinforced EU contribution to global security through European Peace Facility actions**

*Related to spending programme: EPF*

#### **Result indicator 2.2.1. EPF assistance measures being implemented within three months of adoption of the related Council decision**

**Explanation:** This indicator measures the FPI's efficiency in implementing EPF assistance measures. The unit of measurement is a percentage.

**Source of data:** FPI.7, FPI.8

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
85%	90%	100%

**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**

*Related to spending programme: NDICI-Global Europe*

**Result indicator 5.1.1. Number of electoral processes and democratic cycles supported, observed, and followed**

**Explanation:** This indicator measures the effective implementation of electoral missions. The unit measurement is a number.

**Source of data:** OPSYS and FPI.6

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027) [please add an additional column if necessary]	<b>Target</b> (2029)
22	20	20

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

*Related to spending programme: NDICI-Global Europe*

**Result indicator 6.1.1. Number of interventions that respond to existing or emerging crises**

**Explanation:** This indicator measures the relevance of EU actions implemented in line with political priorities on peace, stability and response to crises. The unit measurement is a number.

**Source of data:** OPSYS, FPI.2

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
For crisis response: 250	For crisis response: 400	For crisis response: 500
For peacebuilding: 60	For peacebuilding: 100	For peacebuilding: 130

**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 and EPF*

**Result indicator 6.2.1. Number of processes related to partner country practices on trade, investment and business, or promoting the external dimension of EU internal policies or EU interest, which have been influenced**

**Explanation:** This indicator measures how foreign policy needs actions are implemented to leverage the EU influence on partners in areas of strategic interest.

**Source of data:** OPSYS, FPI.3

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
140	170	200

**Result indicator 6.2.2. - Average number of days between the adoption of the Council decision and the related Commission Financing Decision, for all EPF related decisions**

**Explanation:** This indicator measures FPI's efficiency in implementing EPF assistance measures. The unit of measurement is calendar days

**Source of data:** FPI.7, FPI.8

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
60 calendar days	60 calendar days	60 calendar days

## ANNEX 2: Performance tables – delivering on Commission priorities in 2025

### General objective 2: A new era for European defence and security

#### *Specific Objective 2.1: Reinforced EU contribution to global security through CFSP actions*

*Related to spending programme: CFSP*

#### Main outputs in 2025:

##### Other major outputs

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%

#### *Specific Objective 2.1: Reinforced EU contribution to global security through EPF actions*

*Related to spending programme: EPF*

#### Main outputs in 2025:

##### Other major outputs

Output	Indicator	Target
Commission Decision on the amending budget related to European Peace Facility Assistance Measures for submission to the EPF 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**

*Related to spending programme: NDICI-Global Europe*

**Main outputs in 2025:**

**Other major outputs**

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

**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**

*Related to spending programme: Not applicable*

**Main outputs in 2025:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Commission Delegated Regulation amending Annexes II and III to the 'Anti-torture' Regulation	Adoption	2nd-3 <sup>rd</sup> quarter 2025
Report from the Commission to the European Parliament and the Council on the review of the 'Anti-torture' Regulation	Adoption	4 <sup>th</sup> quarter 2025

**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 2025:**

**Other major outputs**

Output	Indicator	Target
Decision on the Annual Action Programmes (AAP) 2025 for the Peace, Stability and Conflict prevention programme and response to global and transregional threats thematic programmes	Adoption date of AAP	By July 2025
Contracts signed under the AAP 2023 - AAP 2024 on the Peace, Stability and Conflict prevention and response to global and transregional threats thematic programmes	Percentage of signed contracts	70% by end-June 2025 100% by end-December-2025

**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 2025:**

**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%

## Information outreach

Main outputs in 2025:		
Other major outputs: Information outreach		
Output	Indicator	Target
Visits on FPI website	Growth rate	2.5% yearly increase
Number of EUVP visits organised	Number	230
Information Outreach Annual Work Programme 2026	Adoption	December 2025

## ANNEX 3: Performance tables – A modern and sustainable public administration

### A. Human resource management

<b>Objective:</b> FPI employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
<b>Main outputs in 2025:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Regular events (e.g. FPI days, Lunch 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  Staff survey indicators: Organisational objective and purpose; Learning & Development	FPI Days organised in 2025; At least five brown-bag lunches presenting different parts of FPI's mandate  Increase indicators compared to 2023 (70% and 50%, respectively)
Live debriefings by Head of Service to ensure staff are well informed about latest developments in the service;	Number of sessions; debriefings; meetings;	At least 4 live debriefings;
Regular Head of Service sessions with newcomers;	Newcomers invited to welcome meeting with HOS	All newcomers invited to welcome meeting with HOS
Regular drop-in sessions with Head of Service to allow free exchange of views with staff;	Number of drop in sessions	At least 4 drop-in sessions held;
Regular meetings with Regional Teams to enhance exchange of views between HQ and Regional Team staff	Staff survey indicators: senior management	Increased staff survey score on senior management compared to 2023 (69%)

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Organise regular FPI-wide events aimed at addressing wellbeing and work-life balance.  Highlight corporate well-being events and initiatives.	Number of events organised;  Number of awareness-raising initiatives for corporate events;  Staff survey indicator: well-being and work-life balance	At least one all-staff event;  At least 5 awareness-raising initiatives for corporate events;  Increase in staff survey score compared to 2023 (57%)
Enable coaching for managers/management teams to allow for leadership development and organisational growth	Number of managers/management teams coached;  Staff survey indicators: middle management	At least one manager/management team coached; Increased staff survey score on middle management compared to 2023 (71%)
Awareness-raising of the Management Talent 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, in order to increase the chances of FPI staff becoming future middle managers	Number of F/M applicants to the Management Talent Development Programme;  Number of F/M participants in corporate team leader coaching programme	Filling available FPI quota for the MTDP (min. 1 female participant);  At least one first female middle management appointment (across institutions) coming from FPI pipeline of FTDP/MTDP participants;  One coached staff member advancing to higher level of responsibility (e.g. Deputy HOU or HOU) by end 2026
Definition of FPI learning package	Number of job profiles with FPI-specific learning package  Staff survey indicator: Learning & Development	Learning package established for at least one of the three main job profiles in FPI;  Increased staff survey score compared to 2023 (50%)

## 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 2025:

Output	Indicator	Target
<i>Digital Transformation</i>		
Regular use of MS Teams for meetings	Proportion of FPI units organising regularly recurring meetings on MS Teams	100% of FPI units organising regularly recurring meetings on MS Teams
Update of IT security plans (at least every two years)	Updated IT security plans registered in GovIS	100% of IT security plans updated
Compliance with IT priority controls	Number of implemented controls in the GRC tool	100% of controls implemented
Cybersecurity awareness training	Number of cybersecurity awareness training sessions	1 for management team 1 for FPI HQ staff
Staff awareness on digital-ready policy making	Number of statutory personnel that has followed the digital-ready policy making course on EU Learn	30% of statutory staff followed a digital-ready policy making course on EU Learn
Staff Awareness on work with generative Artificial Intelligence (IA)	Number of actions related to awareness raising	2 awareness-raising events for staff New dedicated section on FPI's intranet
<b>Data Management</b>		

Output	Indicator	Target
Implementation and documentation of data management practices	% FPI assets incorporating the elements of ownership and responsibilities in FPI	80 %
Data governance awareness training	Number of staff informed	2 training actions for FPI staff to raise awareness to reach at least 20% of staff and 100 % of data stewards
<b>Data Protection</b>		
Compliance with the European Union Data Protection Regulation	Number of actions related to awareness raising	4 ad hoc awareness actions on data protection

## 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 2025

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure <sup>(9)</sup>
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls	timely payments	becomes 100% of payments (in value) made on time

<sup>(9)</sup> For the Research, industry, space, energy and transport family of departments, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria. The relevant departments should use a common approach.

Output	Indicator	Target
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 (CASF) aimed at the prevention, detection and correction of fraud**

### Main outputs in 2025:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy as planned in 2025	% of the implementation of 2025 actions in the FPI AFS	100%
Implementation of the recommendations resulting from IAS audit report on the Anti-fraud strategies of EEAS, INTPA, NEAR, FPI, ECHO as per the Action Plan agreed with IAS	% of recommendations implemented as per the IAS audit report	100%
Increased anti-fraud amongst FPI headquarters' staff (newcomers):	% of newcomers attending the training course in 2025	100%
Increased anti-fraud awareness amongst the staff of CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers	% CSDP entities' staff attending training on anti-fraud in 2025	75%



## E. Sound environmental management

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

### Main outputs in 2025

Output	Indicator	Target
Actions to reduce staff emissions <sup>(10)</sup>	Reduction of CO2 emission from FPI staff for professional travel	Minus 10% compared to 2019
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	Feature greening content on a monthly basis in newsletters and Intranet to maintain high awareness levels.
Reduction of paper use by service	Percentage reduction of volume	Minus 1% per year
Reduction of HQ missions to monitor actions and interventions devolved to Regional Teams Target	Percentage reduction of FPI's overall mission budget	Minus 1% per year

<sup>(10)</sup> DG/department emissions report from MIps+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).