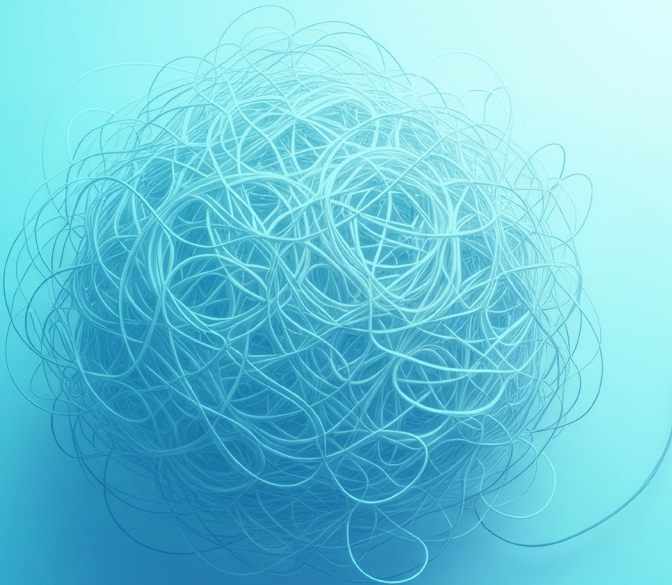




2026

ANNUAL PROGRESS REPORT

Simplification, Implementation & Enforcement

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1. Introduction

This report covers progress on key policy objectives, implementation and simplification¹ activities in the field of foreign affairs and security policy during the period 1 August 2025 – 31 July 2026.

At a time of increasing geopolitical uncertainty and growing expectations of the European Union as a global actor, delivering on our political priorities requires effective implementation. As **High Representative of the Union for Foreign Affairs and Security Policy and Vice-President of the Commission (HR/VP)**, my responsibilities – outlined in my [Mission Letter](#) – include advancing a more strategic, assertive and coherent EU foreign and security policy, strengthening Europe's security and defence, deepening international partnerships, and promoting democracy, human rights, multilateralism and the rules-based international order worldwide. In line with the Communication "[A Simpler and Faster Europe](#)", we have continued to place implementation at the centre of our work, while identifying opportunities to simplify processes and improve the effectiveness of EU action.

In terms of **decision-making**, in foreign policy, the European Council and the Council define the Union's strategic direction, while the Political and Security Committee (PSC) provides political guidance on the Common Foreign and Security Policy (CFSP) and Common Security and Defence Policy (CSDP), including operations and assistance measures financed under the European Peace Facility (EPF).

The **European External Action Service (EEAS)** supports me in conducting the Union's foreign, security and defence policy, strengthening international partnerships and promoting democracy, human rights and the rules-based international order through the global network of EU Delegations.

The **Service for Foreign Policy Instruments (FPI)** under my guidance implements EU foreign policy actions, including multilateralism, mediation, electoral observation, counterterrorism, mine action, maritime security, FIMI and public diplomacy. It manages the CFSP budget and administers EPF assistance measures. FPI also leads the work on two regulatory instruments supporting EU foreign policy objectives.

2. Executive Summary

The reporting period was marked by an **increasingly volatile international environment** characterised by Russia's continued war of aggression against Ukraine, escalating instability in the Middle East, persistent crises across Africa, and growing geopolitical and geoeconomic competition. These developments have **challenged the rules-based international order** and generated direct implications for Europe.

In this context, the European Union strengthened its role as a security provider, expanded its network of strategic partnerships and reinforced its capacity to defend its interests and values. EU foreign and security policy became increasingly integrated with broader European priorities, including defence readiness, economic security and competitiveness.

Against this backdrop, the services under my responsibility focused on translating political priorities into concrete action, with particular emphasis on simplifying procedures, accelerating delivery, strengthening coordination and directing resources towards priority areas. This work supported three strategic priorities: **defending Europe; securing peace and stability in our neighbourhood; and building strong global partnerships.**

Key achievements include sustained EPF support to beneficiaries, including through close coordination with Member States, stress-tested regulatory instruments in the field of human rights and conflict prevention, decisive crisis response interventions for the benefit of vulnerable persons across the world and increased legitimacy of actions in the fields of peace mediation and defence through Implementation Dialogues with relevant stakeholders.

Throughout the reporting period, my services pursued simplification by streamlining procedures, improving coordination and accelerating implementation, strengthening digital tools, enabling EU instruments to respond more effectively to evolving geopolitical challenges. Particular attention was given to reducing costs and administrative burdens, enhancing the flexibility and efficiency of resource allocation, and ensuring that EU instruments could be

¹ Enforcement of EU rules is mainly relevant for Executive Vice-Presidents and Commissioners responsible for legislative acquis in their portfolios. As this is only partially the case for Foreign Affairs and Security Policy, this report focuses only on the simplification and implementation of relevant policies.

deployed more rapidly in response to changing circumstances. The review and restructuring of the EU Delegation network further aligned the Union's diplomatic resources with evolving geopolitical priorities, while maintaining the network of 145 Delegations worldwide.

The EU continued to respond decisively to **Russia's war of aggression against Ukraine**, through military, financial and operational support to Ukraine, stronger sanctions constraining Russia's capacity to sustain its war efforts, and work to ensure accountability for international crimes committed in the context of Russia's aggression against Ukraine. Through the EPF, CSDP missions and operations, sanctions and dedicated crisis-response measures, the EU translated its political commitment to Ukraine into sustained operational and financial support.

In parallel, the EU supported de-escalation and humanitarian access in the **Middle East** while maintaining a strong operational presence through CSDP missions and maritime operations protecting critical sea lanes. Flexible crisis-response instruments enabled timely support to partners and vulnerable populations in Gaza, Syria, Lebanon and elsewhere, while CSDP missions and maritime operations provided sustained operational delivery on the ground.

Across regions, the EU reinforced its role as a global security provider through **expanded partnerships, increased defence cooperation, and sanctions policies** targeting threats to international peace and security. Implementation of these priorities was supported by the expansion of Security and Defence Partnerships, EPF assistance measures, CSDP engagement, counterterrorism and hybrid-threat dialogues, and targeted capacity-building with partners.

Under my leadership, the EEAS continued its **efforts to strengthen the coherence of EU external action** by promoting closer alignment between foreign, security, trade, enlargement and economic security policies within a whole-of-Europe approach.

3. Delivering Results: Key Measures

A. Simplification and costs savings

While the services under my responsibility have a limited legislative role compared to other services of the Commission, **improving efficiency, agility and resource allocation remains central** to ensuring that EU external action can respond effectively to a rapidly changing geopolitical environment.

During the reporting period, efforts focused on **simplifying regulatory and administrative processes, strengthening digital tools** and **directing resources towards the Union's most pressing foreign and security policy priorities**.

Following consultations with EU Member State experts, FPI under my guidance submitted a proposal to expand the scope of products falling under the '**Anti-Torture**' Regulation. A [review report](#) assessed the Regulation as fit for purpose and successfully stress-tested its administrative burden on stakeholders.

The reporting period has also seen significant strides in **simplifying administrative processes, optimising resource allocation, and reinforcing the EU's diplomatic agility**, while ensuring robust cost saving.

In particular, the EEAS achieved **cost-savings** through the implementation of targeted budgetary restraint measures, notably a global reduction in allocations for work travels and representation activities. Efficient resource allocation improved the efficiency and flexibility of resource management, ensuring that funds and posts are directed where they are most needed.

The **EU Delegation network** remains central to the Union's global diplomatic presence and external representation. During the reporting period, Delegations faced a growing operational workload in an increasingly volatile geopolitical environment, supporting visits by myself, Commissioners and European Parliament delegations, as well as external coordination, diplomatic representation, political reporting and operational responsibilities in delivering on the EU's multifaceted cooperation with partner countries and organisations.

To ensure that the EU Delegations could deliver on these growing expectations, while taking into account the budgetary and staffing constraints, I launched in December 2024 a **review and restructuring** of the network with the Commission to better align resources with geopolitical priorities. In May 2025, the Commissioners' Project Group on External Relations (CPGEA) took the strategic and political decision on the modernisation of the EU Delegation network. It aims to strengthen the EU's autonomy, enhance competitiveness and reinforce the EU's global role, and

to ensure that the network remains agile and fit for purpose, with the skills and resources needed to implement our ambitious partnerships and political agendas. This recalibration allows us to maintain the full network of 145 EU Delegations worldwide and ensures that the EU's diplomatic footprint remains responsive and efficient in a rapidly changing world.

The EEAS also strengthened **cyber security and crisis response** by consolidating secure communications and extending secure connectivity across the Delegation network. Throughout 2025, it maintained uninterrupted operational support to Headquarters and 145 Delegations despite multiple crises, balancing mission continuity with duty of care for staff and their families.

Taken together, these efforts strengthened the efficiency, resilience and responsiveness of EU external action despite limited legislative competences and underscore my **commitment to ensuring that EEAS and FPI contribute to the Union's competitiveness and effectiveness.**

B. Implementation and enforcement²

Defending Europe against aggression

Russia's war of aggression against Ukraine and its spillover effects across the globe continued to be a major challenge.

Support to Ukraine remained **the defining priority of EU foreign and security policy**. Beyond supporting Ukraine's sovereignty and territorial integrity, the Union's actions also defended the broader European security architecture reaffirming the principle that borders cannot be changed by force. Between 2022 and 2025, the EU and its Member States provided over EUR 69.7 billion in military support to Ukraine, including through innovative funding mechanisms such as the use of extraordinary revenues generated by the immobilisation of Central Bank of Russia's assets. In 2025, through the EU Military Assistance Mission (EUMAM) and EU Advisory Mission (EUAM) Ukraine, the EU provided specialised training to nearly 17,000 soldiers, reaching a total 85,200 soldiers trained since the start of Russia's full-scale aggression against Ukraine. At the same time, the establishment of a Special Tribunal for the Crime of Aggression against Ukraine was a major step towards holding Russia accountable for its war of aggression against Ukraine. Under my guidance, the EEAS focused on reinforcing sanctions against Russia and on isolating Russia internationally. To strengthen enforcement and coordinate Member States' efforts against the illicit shipping of Russian oil, I have appointed an **EEAS Shadow Fleet Coordinator**. The **EPF** - financed through Member States contributions outside the Union budget with a financial ceiling of EUR 17 billion for the period 2021-2027 - will continue to play a critical role in preserving peace, preventing conflicts and strengthening international security. It remained instrumental in providing support to the Armed Forces of Ukraine.

Within the **Kimberley Process**, FPI worked to address the implications of Russia's war of aggression against Ukraine on trade of conflict diamonds while advocating reforms to keep the Process fit for purpose. A stress-test confirmed that the Regulation's administrative burden remains proportionate.

More largely, reinforcing Europe's security and defence readiness remained a central objective. Against heightened geopolitical uncertainty, the EU continued its transformation into **a more capable and credible security actor**, strengthening partnerships, expanding operational engagement and enhancing its ability to act alongside Member States and like-minded partners. During the reporting period, **Security and Defence Partnerships** were expanded to India, Iceland, Australia and Ghana alongside the launch of a Defence Industry Dialogue with Japan. Through the **EPF**, the EU extended support to new partners such as Cabo Verde, Djibouti and Togo, while continuing EPF support on earlier assistance measures for partners including Moldova, and Lebanon (latter with substantial new packages of EUR 120 and 130 million). These partnerships are becoming a key pillar of the Union's security architecture, enhancing resilience, interoperability and strategic cooperation with trusted partners across regions. The EPF delivered military equipment, often accompanied by training, addressing partners' capability gaps in different domains, including ISR (intelligence, surveillance and reconnaissance), air defence and maritime security. Assistance measures have already strengthened political access to the partners' security and military authorities and increased

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their readiness to cooperate with the EU in this area, including with CSDP missions and operations and in addressing the shadow fleet.

FPI supports civilian **CSDP Missions, EU Special Representatives and non-proliferation and disarmament** actions through the CFSP budget, as determined by the Council. The monitoring of the budget implementation and the measuring of absorption rates of CFSP funding beneficiaries will remain key in 2026 and beyond.

Implementation of the [Defence Readiness](#) agenda continues, in cooperation with Commissioner Kubilius and in line with the [White Paper](#) for European Defence – Readiness 2030. The most tangible advances during this period have been achieved in the drone domain, with substantive work also underway in integrated air and missile defence. Together with the **European Defence Agency** (EDA) and the Commission, the EEAS continues to support EU Member States in driving this work forward.

The EU maintained a strong operational presence through its CSDP missions and operations. In our eastern neighbourhood, missions in Ukraine and Moldova enhanced resilience against instability, hybrid threats and conflict. A key milestone was the launch of the EU Partnership Mission in Armenia (EUPM Armenia) to enhance Armenia's democratic resilience and its ability to manage crises. The mission will support Armenia facing threats such as foreign information manipulation and interference, cyber-attacks and illicit financial flows. In the Middle East, EU civilian missions contributed to regional peace and stability, while maritime operations ATALANTA, ASPIDES and IRINI protected critical sea lanes, safeguarded commercial and humanitarian shipping, and strengthened maritime security.

During the reporting period, the EU conducted more than 50 **Peace, Security and Defence-related dialogues**, deepened cooperation with the UN and NATO, and attracted growing interest from partners wishing to participate in CSDP missions. The EEAS continued to organise and lead dialogues on **Counterterrorism** with key international partners, fostering a coordinated approach to addressing the evolving global terrorist threat. In the context of growing **hybrid and cyber threats**, the EU intensified efforts to respond to those malicious activities, while promoting responsible state behaviour and continuing to build strong partnership. This happened via dedicated dialogues and consultations with partners worldwide including Ukraine, UK, Japan, Brazil, Australia and the African Union, but also via concrete operational assistance to partners. The deployment of Hybrid Rapid Response Teams in Moldova and Armenia has offered tangible added value to our collective security and resilience. The link between this short-term assistance and longer-term capacity building via CSDP missions offers more impact and credibility for the EU.

Supporting the implementation of the EU's peace, security and defence objectives also requires structured engagement with those directly involved in delivering them, including civil society, experts and representatives of the European defence industry.

In October 2025, I held an **Implementation Dialogue** in Brussels with representatives of civil society and experts on peace mediation and security from around the world entitled ***"Securing Peace: The EU as a Peace and Security Actor in a Changing Conflict Landscape"***.

This dialogue reviewed progress towards the EU's peace, security and defence objectives and gathered civil society feedback on implementation.

Participants reaffirmed the EU's role as a credible peace and security actor and highlighted the importance of continued engagement in peace mediation and preventive diplomacy, including in post-war Ukraine, the Middle East, Sudan, the Thailand-Cambodia peace process, and the Armenia-Azerbaijan normalisation process.

As a consequence, the EU's role in this field was strengthened and made more coherent through increased synergies with and empowerment of civil society efforts.

A second **Implementation Dialogue**, entitled ***"Industry Priorities on the Path to EU Defence Readiness"*** was held in Brussels in January 2026 with representatives of the European defence industry and the Ukrainian Ministry of Defence.

Discussions took stock of progress towards the EU's Defence Readiness 2030 objectives.

Participants discussed implementation of key initiatives, including the Security Action for Europe (SAFE) instrument, measures to facilitate defence investment, and flagship initiatives under the Readiness Roadmap.

The discussion also examined the impact of the geopolitical environment on the European defence industry and challenges in implementing EU support to Ukraine's Armed Forces.

Industry representatives welcomed recent initiatives such as the Security Action for Europe (SAFE) instrument. Industry representatives stated the need for predictability, flexibility and continued commitment at EU level directly informs ongoing and upcoming work on the European Defence Readiness framework.

The dialogue confirmed broad support for continued efforts to strengthen European defence readiness and unity in addressing evolving security challenges.

Securing peace and stability in our neighbourhood

In the wider **European neighbourhood**, I hosted Foreign Ministers from Black Sea and Central Asian partner countries at the [Ministerial Meeting on Cross-Regional Security and Connectivity](#), where they welcomed the new Black Sea Strategy. Together with the European Political Community, I also participated in the EU–Armenia Summit and deepened cooperation with the Western Balkans and Türkiye. Together with Commissioners Kos and Brunner, I led the first ever [trilateral visit to Türkiye](#), for discussing and advancing on areas of common interest.

In the **Middle East and North Africa**, the EEAS prioritised crisis response, humanitarian aid, and long-term stability. In Gaza, the EEAS promoted ceasefire efforts through the redeployment of the EU Border Assistance Mission (EUBAM Rafah) and sustained diplomatic engagement, including through a high-level dialogue with the Palestinian Authority. Following the military escalation between Israel and Iran in June 2025, I led the EU's diplomatic efforts to promote de-escalation, restraint and a return to dialogue, while reaffirming the EU's commitment to regional security, international law and the objective of preventing Iran from acquiring nuclear weapons. At the same time, the EU through FPI provided critical on-the-ground assistance in the Middle East, not only through civilian CSDP missions but also by supporting civil society and diplomatic efforts in Syria, Gaza and the West Bank.

In the **Southern Neighbourhood**, important milestones were the first-ever EU–Egypt and EU–Jordan Summits, while I advanced relations through the EU–Morocco Association Council, the EU–Iraq Cooperation Council and the launch of the first EU–Syria High-Level Political Dialogue. With the Gulf region, an extraordinary EU–GCC Foreign Ministers' meeting addressed the escalation in the Middle East following Iran's attacks against GCC countries.

FPI continued to deploy flexible and timely support via **crisis response** interventions through the implementation of Rapid Response Actions under NDICI–Global Europe. This included providing essential support for the response to Russia's war of aggression against Ukraine in areas such as demining, energy and accountability, but also for the wider Eastern Neighbourhood and globally, including in Palestine, Israel, Lebanon, Syria, Sudan and the Sahel, among others. These interventions addressed both the drivers and the consequences of instability and hostility, such as disinformation, hate speech or gender-based violence. In Sudan, for instance, amid continued conflict, deepening fragmentation and the absence of a political solution, the EU continues to engage, aligned with the Council Conclusions on Sudan of 20 October 2025, which call for progress on ceasefire and de-escalation, humanitarian access and protection of civilians, civilian governance and inclusion and accountability.

Strengthening conflict prevention and resolution, strategic communication, advancing human rights and democracy

Sanctions remained one of the **EU's most effective instruments**. On a monthly basis, the EU adopted additional measures in response to Russia's war of aggression against Ukraine, its hybrid activities against the EU (including Foreign Information Manipulation and Interference), and its human rights violations. Moreover, the EU reimposed sanctions in relation to Iran's nuclear proliferation activities, and extended the scope of EU's restrictive measures to also target those involved in Iran's actions impeding freedom of navigation. The EU has listed Chinese and Iranian private companies as part of national cyber industry ecosystems that threaten the security of the EU and partners.

I continued to work to **support conflict prevention, stabilisation and peace**, leverage the EU's influence in the world, build alliances, underpin multilateralism, support global stability and prosperity, link the internal and external aspects of EU policies, and promote EU values and standards abroad. The thematic programme on **conflict prevention and peacebuilding** continues to support multilateral as well as civil society actors in conflict-affected or conflict-prone settings to prevent conflict escalation and promote dialogue and reconciliation, including via innovative approaches. Work also addressed **global and trans-regional threats** with direct implications for Europe's security including Chemical, Biological, Radiological and Nuclear (CBRN) threats, maritime and cyber security, terrorism and organised crime.

Actions supporting foreign policy needs focused on bolstering EU public and cultural diplomacy and on addressing challenges of global concern such as economic security, public diplomacy, disinformation and **Foreign Information Manipulation and Interference (FIMI)**. Under my guidance, the services stepped up efforts to counter FIMI, including through the deployment of advanced analytical tools such as the FIMI Situational Awareness Hub,

reinforced international cooperation (including with EU Member States, G7 partners, Moldova, Armenia), and various platforms. The adoption of the European Democracy Shield and the establishment of the European Centre for Democratic Resilience significantly strengthened the EU response to disinformation and FIMI, while opening cooperation to candidate countries.

Moreover, the EU's commitment to **human rights, democracy, information integrity and the rule of law** was confirmed through significant efforts to support human rights defenders, strengthen democratic processes, and engage closely with civil society, independent media and international partners. Our **human rights defenders' mechanism** – ProtectDefenders.eu – continued to provide material assistance helping more than 10,000 defenders in 2025.

Regarding our efforts to protect **democracy**, the EU continued to effectively deploy electoral observation missions, increasing public trust and countering polarisation. At the 26th EU-NGO Human Rights Forum, I reaffirmed the EU's commitment to placing human rights at the heart of its external action. Discussions with civil society and UN High Commissioner for Human Rights Volker Türk focused on equality, non-discrimination and the central role of civil society in resilient societies. EU electoral missions continued to strengthen democratic institutions by supporting transparent and credible electoral processes.

Building strong global partnerships

I worked to **strengthen the coherence of the EU's global outreach**, including through the Commissioners' Project Group on External Action. Efforts focused on expanding and deepening partnerships while ensuring that evolving EU strategic interests are systematically reflected across our external engagement to advance European security, economic security, resilience and global stability.

Relations with key global partners were further strengthened through the **EU-India** Summit as well as the first EU-India Strategic Dialogue and intensified engagement with Latin America and the Caribbean, notably through the **CELAC-EU** Summit, and the **EU-Mexico** Summit. **Canada** and the EU further strengthened our strategic partnership, paving the way for a bilateral agreement under the SAFE instrument concluded at the end of the year. On the **Indo-Pacific**, I hosted the 4th EU-Indo-Pacific Ministerial Forum in Brussels and launched a structured initiative on the protection of critical maritime infrastructure, further advancing the implementation of the EU Strategy for Cooperation in the Indo-Pacific. EU engagement with **ASEAN** continued to deepen. I chaired a working lunch with ASEAN Foreign Ministers and co-chaired the EU-ASEAN Ministerial Meeting in Brunei.

As the EU and the **African Union** celebrated 25 years of strategic partnership in 2025, I contributed to advancing our shared agenda through the 7th AU-EU Summit. Relations with key African partners deepened further, including through the Leaders' Meeting with South Africa, and the 8th EU-Nigeria Ministerial Dialogue, which I co-chaired. I continued to mobilise international support for conflict resolution and crisis response, notably by co-chairing the Third International Sudan Conference in Berlin, helping to sustain political attention and humanitarian support for Sudan.

During the reporting period, the EU expanded its network of **international agreements** through the initialling of the Partnership and Cooperation Agreement with Bangladesh, the launch of negotiations on Strategic Partnership Agreements with GCC countries, the signature of the EU-Mercosur Agreement and the conclusion of negotiations on the renewed Global Agreement with Mexico. These developments strengthened the EU's geopolitical reach and economic security despite an increasingly fragmented international environment.

EU Special Representatives continued to play a key role in advancing dialogue, crisis response and political engagement in priority regions. During the reporting period, several mandates were renewed or newly appointed, including for the Belgrade-Pristina Dialogue, Human Rights, Bosnia and Herzegovina, the Middle East Peace Process, the Horn of Africa, Kosovo and Sahel.

A coherent, efficient and strategic EU external policy

To ensure that the **Foreign Affairs Council** can respond more effectively to today's geopolitical challenges and the EU foreign policy decisions-making is commensurate with the EU geopolitical power, I continued to reflect with Member States on how to make EU decision-making in CFSP more efficient, flexible and fit for purpose including through more systematic use of the Treaty provisions, e.g. constructive abstention, as well as resorting to Qualified Majority Voting in specific cases.

Under my political steer services continued to **integrate external policy considerations across the internal policies agenda**. As geopolitical competition increasingly affects trade, energy, technology, climate, migration and industrial policy, the distinction between internal and external policies continues to narrow. The EEAS therefore

strengthened cooperation from the earliest stages of policy development to ensure that the external implications of EU legislation are systematically considered, improving policy coherence and reinforcing the Union's competitiveness, resilience and strategic autonomy.

This approach is evolving into a more structured coordination mechanism between the EEAS and the Commission's RELEX family. During the reporting period, meaningful progress was made in integrating the external dimension into legislative and policy files, reinforcing coherence between the EU's internal and external policies and strengthening the Union's competitiveness, credibility and influence with international partners. The EEAS also continued to strengthen dialogue with partners and civil society while improving the systematic assessment of the external impact of EU legislation, including cumulative effects on partner countries.

Lastly, substantial progress was made through strategic **policy communications**, including the first ever *Pact for the Mediterranean* and the *Joint Communication on a New Strategic EU-India Agenda*. Strategic policy development also advanced through the adoption of the *Joint Communication on Military Mobility*, the *Global Health Resilience Initiative* and the *Joint Communication on Humanitarian Aid*, marking an important step in further reinforcing the EU's strategic policy framework.

4. Way forward

My services will continue to **translate the European Union's foreign policy objectives into concrete action** in pursuit of a stronger, more secure and more influential Europe. Building on the Commission's [Political Guidelines](#) and the [Strategic Agenda](#), efforts will continue to advance the Union's security, prosperity and democratic values in an increasingly contested geopolitical environment.

The EEAS will continue to **help the Union navigate a rapidly changing international environment**, protect its citizens, advance its strategic interests and uphold its values, while **remaining a credible advocate for democracy, human rights, the rule of law and an effective multilateral order**. This commitment naturally extends across several key areas, including significant ramifications to cooperation on international partnerships, trade, cooperation on security and defence, neighbourhood policy, humanitarian aid and civil protection, sustainable development and green transition.

FPI will continue to ensure effective **implementation of the CFSP budget and support civilian CSDP missions, EU Special Representatives and non-proliferation actions**. FPI will continue to ensure compliance with the relevant regulations and put in place the necessary control framework for the budgets under its responsibility, turning European Foreign Policy into action in a fast and flexible way.

During 2026 and beyond, my services will continue to work with EU Delegations and relevant Commission services to deliver timely **crisis response actions** addressing conflict prevention and resolution, mediation, countering and preventing terrorism and violent extremism, and the consequences of Russia's war of aggression against Ukraine. My services will continue to respond to crises in the Middle East, Sudan and the Sahel while pursuing engagement across Africa, the Americas and Asia in line with evolving priorities.

The review of the network of Delegations taking effect in September 2026 will **better align with European strategic interests** and geopolitical priorities while preserving all Delegations in the network, and adapting a limited number to the **political priorities**, operational needs, and **budgetary constraints**.

As negotiations on the future **Multiannual Financial Framework** continue, a well-calibrated MFF will enable the Union to respond to crises, seize diplomatic opportunities and remain a credible global actor capable of defending its interests and values.