



Management Plan 2022

Service for Foreign Policy Instruments

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List of acronyms

ABB: Activity Based Budgeting
AAP: Annual Action Programme
AFET: European Parliament - Committee on Foreign Affairs
AFS: Anti-Fraud Strategy
AOD: Authorising Officer by Delegation
AOSD: Authorising Officer by Sub-Delegation
AWP: Annual Work Programme
CAFS: Commission Anti-fraud Strategy
CBRN: Chemical, biological, radiological and nuclear
CBSD: Capacity Building for Security and Development
CEOS: Conditions of Employment for Other Servants of the European Union
CFSP: Common Foreign and Security Policy of the European Union
CIVCOM: Committee for Civilian Aspects of Crisis Management
CPCC: Civilian Planning and Conduct Capability
CSDP: Civilian Common Security and Defence Policy
CSO: Civil Society Organisation
DAS: Statement of Assurance
DCI: Development Cooperation Instrument
DG: Directorate General
DPO: Data Protection Officer
DRR: Disaster Risk Reduction marker (OECD DAC)
DUES: Dual Use Electronic System
EAC: Directorate-General for Education and Culture
EAT: Election Assistance Team
EC: European Commission
ECHO: Directorate-General for European civil protection and humanitarian aid operations
EEAS: European External Action Service
EEM: Election Expert Mission
EFI: External Financing Instrument
EFM: Election Follow-up Mission
EIDHR: European Instrument for Democracy and Human Rights
ENER: Directorate-General for Energy
ENV: DG Directorate-General for the Environment
EOMs: Election Observation Missions
EP: European Parliament
EPC: Ex-post control
EPF: European Peace Facility
ETP: Equivalent Temps Plein
EU: European Union
EUAM: EU Advisory Mission
EUBAM: EU Border Advisory Mission
EUDEL: Delegation of the European Union

EUSR: European Union Special Representative
ExM: Exploratory Mission
FPI: Service for Foreign Policy Instruments
FR: Financial Regulation
FWC: Framework Contract
GAP: Gender Action Plan
GROW: Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
HQ: Head Quarters
HR/VP: High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission for External Relations
ICI: Instrument for Cooperation with Industrialised Countries
IAS: Internal Audit Service
IcSP: Instrument contributing to Stability and Peace
IfS: Instrument for Stability
INTPA: Directorate-General for International Partnerships
ISC: Inter Service Consultation
ISIL: Islamic State of Iraq and the Levant
KP: Kimberley Process
KPCS: Kimberley Process Certification Scheme
KPI: Key Performance Indicator
MAAP: Multi-Annual Action Programme
MEP: Member of the European Parliament
MFF: Multiannual financial framework
MSP: Mission Support Platform
MTR: Midterm Review (midterm evaluation of the External Financing Instruments)
NATO: North Atlantic Treaty Organization
NDICI-Global Europe: Neighbourhood, Development and International Cooperation Instrument-Global Europe
NEAR: Directorate-General for Neighbourhood and Enlargement Negotiations
NPD: non-proliferation and disarmament
ODA: Official Development Assistance
OECD-DAC: Development Assistance Committee of the Organisation for Economic Cooperation and Development
OLAF: Office européen de lutte antifraude
PI: Partnership Instrument
PRAG: Practical Guide to Contract Procedures for EU external actions
PSC: Political and Security Committee
RAL: Reste à Liquider
RELEX family: INTPA, ECHO, FPI, NEAR, TRADE
RER: Residual Error Rate
RT: FPI Regional Teams
SLA: Service Level Agreement
SPF: Statement of Preliminary Findings
SSR: Security Sector Reform
SWD: Staff Working Document

TAIEX: Technical Assistance and Information Exchange
TEU: Treaty on European Union
TFEU: Treaty on the Functioning of the European Union
TRADE: Directorate-General for Trade
WPS: Women, Peace and Security

INTRODUCTION

The European Commission's Service for Foreign Policy Instruments (FPI) is responsible for the operational and financial management of budgets under the Foreign Policy Financial Instruments and for adopting and implementing EU Foreign Policy Regulatory Instruments.

The Service is attached directly to the High Representative/Vice-President (HRVP) and works closely with the European External Action Service (EEAS) and with all Commission services concerned, delivering operations closely connected to the EU foreign policy agenda.

FPI's mission is to put EU foreign policy into action, fast and flexibly, in a policy-driven and integrated approach, with global, geographical and thematic scope, as part of a comprehensive geopolitical vision. FPI thereby supports 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. The Service plays a crucial role in the humanitarian-peace-development nexus, and acts as first responder to foreign policy needs and opportunities. It is also responsible for the administration of the new off-budget European Peace Facility¹.

The purpose of this management plan is to define the main outputs which the Service will deliver in 2022 to realise the objectives set in the FPI Strategic Plan 2020-2024, contributing to President von der Leyen's objective of "A stronger Europe in the World".

2022 will be the first complete year of implementation of actions under the NDICI-Global Europe² under the MFF 2021-2027. Under the instrument, FPI will implement the actions relating to Crisis Response; Peace, Stability and Conflict Prevention; response to trans-regional and global threats; Support to Foreign Policy Needs and Election Observation Missions. In 2022, the Service will also continue implementing the remaining actions decided under the 2014-2020 Multiannual Financial Framework (MFF). In addition, FPI will also continue implementing the Common Foreign and Security Policy (CFSP) budget line for the period 2021-2027. Conflict prevention and crisis response will therefore remain the major share of FPI's action in the coming years.

¹ Council Decision (CFSP) 2021/509 of 22 March 2021 establishing a European Peace Facility, and repealing Decision (CFSP) 2015/528, OJ L102/14 of 24 March 2021.

² Regulation (EU) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU (OJ L 209, 14.6.2021, p. 1–78)

Under Heading 6 of the MFF 2021-2027, in 2022, FPI is set to manage a total of EUR 917 million³ (EUR 892 million in 2021).

Ensuring the implementation of assistance measures for the European Peace Facility (EPF) will be another challenge throughout 2022. The expected expenditure during the year will depend on the final list of actions foreseen by the Council. A provisional estimate would be EUR 350 million, further rising in the following years.

Further developing and implementing the EU's Regulatory Foreign Policy Instruments will remain a central and growing field of action. As part of this work, FPI will continue to follow closely developments in the Kimberley Process, leading the EU's participation in the process. Further, in addition to the existing Anti-Torture Coordination Group (ATCG) composed of Member State representatives, FPI will work with an informal group of experts which provides technical support to the Commission in exploring avenues to strengthen compliance and to make the Anti-Torture Regulation and its implementation more effective. The Service will continue aiming to ensure consistently high standards and impact, even under the most difficult circumstances.

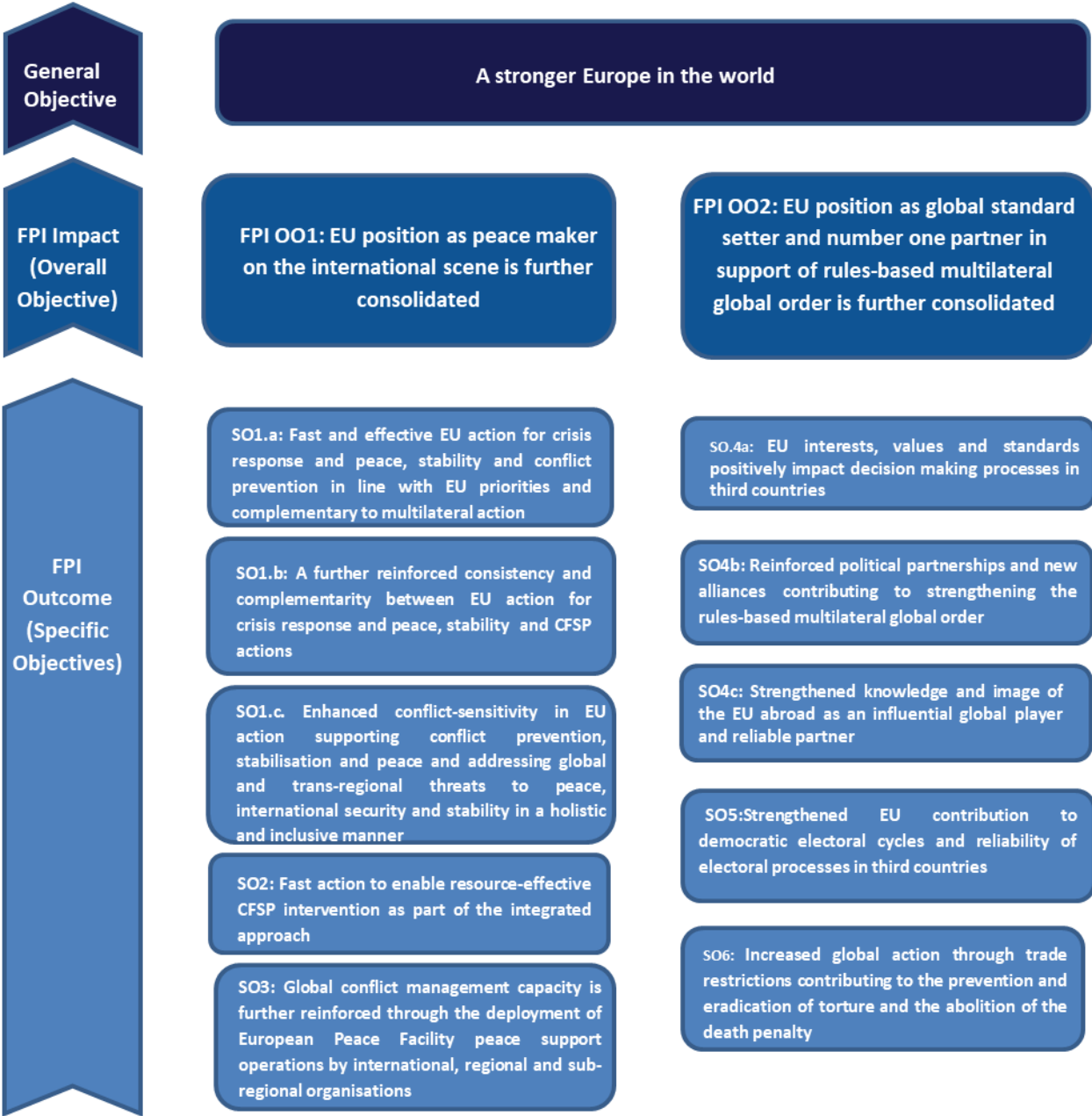
COVID-19 will continue to impact on the Service's actions in 2022 (projects/missions delay etc.), albeit to a lesser extent than in 2021 due to mitigating measures in place/improvement of the overall sanitary situation?

Recruiting, developing, retaining and motivating competent and engaged staff, and ensuring diversity, in line with the recently adopted Human Resources Strategy for FPI, remains a major objective in 2022.

FPI will continue to contribute to the effective functioning of the Service's internal control system, preventing fraud, aligning its activities with the EU Data Protection Regulation and the Commission's Data Protection Action Plan. Contributing to achieving the main objectives of the Commission's Digital Strategy, retaining and further developing the positive aspects of the digital working methods developed under the impact of the COVID-19 pandemic, and contributing to sound environmental management will remain key points of attention for FPI in 2022.

³ Including EUR 895 million of operational: budget: and EUR 20.9 million of administrative budget.

FPI Intervention logic



PART 1. Delivering on the Commission's priorities: main outputs for the year

A. Crisis Response, Peace, Stability and Conflict Prevention under NDICI-Global Europe

As of 1 January 2021, the IcSP has been succeeded by NDICI-Global Europe, notably through its Rapid Response Pillar (non-programmable actions) and the Peace, Stability and Conflict Prevention Thematic Programme (programmable actions).

The non-programmable actions are complemented by two strands of programmable actions: (1) conflict prevention, peacebuilding and crisis preparedness, and (2) addressing global and trans-regional security threats. The latter, which under the IcSP was referred to as Article 5, includes supporting partner countries to mitigate risks from chemical, biological, radiological and nuclear (CBRN) materials and their criminal use. This part, previously managed by DG INTPA, was transferred to FPI as of January 2021. FPI continues to design and manage actions aiming to contribute to conflict prevention, peacebuilding and crisis preparedness and to counter global and trans-regional security threats under the Thematic Programme. Actions under both strands of the Thematic Programme were decided in 2021 and will be contracted and implemented in 2022.

During 2022, FPI, including its five regional teams (Bangkok, Beirut, Brasilia, Dakar, Nairobi) and the antenna offices involved (Bamako, Bogota, Islamabad, Kyiv, Manila, Tunis, Vienna), will continue to maintain close cooperation with the European External Action Service (EEAS), including EU Delegations, and relevant Commission services to identify timely and flexible responses to new and emerging crises throughout the year. Actions under NDICI-Global Europe continue to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution. NDICI-Global Europe is deployed to address crises worldwide, with particular attention paid to the EU's Eastern and Southern neighbourhood, the Sahel, the Horn of Africa, South Asia and Latin America. NDICI-Global Europe will also be deployed to provide assistance for addressing global and trans-regional and emerging threats.

Specific objective 1.a: Fast and effective EU action for crisis response and peace, stability and conflict prevention in line with EU priorities and complementary to multilateral action⁴

Actions for this purpose help the EU to respond rapidly to emerging and active crises to build and sustain peace, stability and security, supporting conflict prevention and providing a first, timely and flexible response where other funding instruments cannot (yet) intervene. With a view to allowing the EU to respond quickly to (emerging) crises, a sizeable part of available funds are allocated to crisis response, which is non-programmable.

The core challenge for FPI during 2022 with regard to 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. By its very nature, EU crisis response actions under the Rapid Response Pillar of NDICI-Global Europe are called upon to operate in various crisis situations, including in hostile and war-affected environments. 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.

The non-programmable part is prepared in real time in close cooperation with the EEAS and regularly presented to the Political and Security Council in the Council.

Programmable, longer term engagement serves to build capacities for conflict prevention, peace-building 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 focuses on improving security in partner countries, in particular where geographical or traditional cooperation approaches 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.

The main outputs in 2022 will be twofold. Firstly the design and delivery of an effective response in a situation of new or emerging crisis, with swift mobilisation of resources to implement actions for short-term crisis response and conflict prevention, while ensuring coherence with other actions. Secondly, the launch of the new Annual Action Programme

⁴ Specific objective 1.a was slightly modified compared to the FPI Strategic Plan 2020-2024 for further alignment with the adopted NDICI-Global-Europe regulation.

under NDICI-Global Europe, and the effective implementation of the 2021 Action programme and of the remaining actions under pre-2021 action plans under the IcSP. The launch of the Annual Action Programme follows the programming by the EEAS (Multi-Annual Indicative Programme) and is prepared in close cooperation between the two services.

The main challenge for the EU in the area of crisis response, conflict prevention, peace-building and crisis preparedness remains linked to its capacity to act and intervene quickly, in a relevant and efficient way.

In 2022, FPI will also conduct the preparatory work for the final external evaluation of the IcSP with a view to its launch in 2023 in conjunction with the final evaluations of the Partnership Instrument and EOM (see below). The evaluation will build on the 2017 mid-term evaluation of the IcSP. It will pay particular attention to Capacity-Building in support of Security for Development (CBSD) that was available under the IcSP as a pilot between 2017 and 2020 and which has been continued under NDICI-Global Europe as Capacity Building in support of Development and Security for Development (CBDSD).

The outputs for 2022 under the specific objective 1.a will be measured by the following indicators⁵:

- Timely adoption of the Decision on the Annual Action Programme 2022 for the Peace, Stability and Conflict Prevention programme (2022 budget) (indicator 1.a.4, page 33)
- Effective implementation of the Action Plan 2021 under the Peace, Stability and Conflict prevention programme (indicator 1.a.5, page 33)
- Actions under NDICI-Global Europe - Rapid Response Pillar (non-programmable actions), IcSP Art. 3 and under previous action programmes under IcSP Art. 4 and 5 (pre-2021) implemented as planned (indicator 1.a.6, page 33).

All indicators above include also the actions on global and trans-regional threats that were transferred to FPI in January 2021.

⁵ The indicators 1.a.1, 1.a.2 and 1.a.3 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.a during the period 2020-2024.

Specific objective 1.b: A further reinforced consistency and complementarity between Crisis Response, Peace, Stability and Conflict Prevention actions and CFSP actions⁶

The credibility of the EU in this particular area is linked to its capacity to act and intervene quickly and in an efficient way, where it is most needed, and in complementarity and synergy with other actions and actors, including under the CFSP.

During 2022, the design and planning of crisis response, conflict prevention and peacebuilding interventions will continue in close partnership with the European External Action Service, in Brussels and in EU Delegations, other Commission services and civilian Common Security and Defence Policy (CSDP) missions, thereby directly contributing to the integrated approach to conflicts, one of the main objectives of the Global Strategy for the EU's Foreign and Security Policy⁷.

Specific objective 1.c: Conflict-sensitive EU action supporting conflict prevention, stabilisation and peace in a holistic and inclusive manner⁸

During 2022, the composite indicator to measure the conflict-sensitivity of IcSP and NDICI-Global Europe actions developed in 2020 will continue to be applied. Since there is evidence that more conflict-sensitive, inclusive and diverse peace-building and stabilisation efforts are more likely to result in sustainable peace, we have a higher chance of succeeding in our efforts if we ensure that our actions are designed with these characteristics in mind. Progress against the indicator will be measured once the design of the action is complete at the moment of contract signature. It is a composite indicator that draws on the existing Gender Marker⁹ from the Gender Action Plan III, complementing this with age-sensitive and climate-related parameters reflecting links between climate change and instability and other elements of conflict-sensitivity. While the indicator cannot measure impact, it can measure the 'promise' of impact.

⁶ The indicator 1.b.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.b during the period 2020-2024.

⁷ Shared Vision, Common Action: A Stronger Europe – A Global Strategy for European Union's Foreign and Security Policy, June 2016 – Section 3.3. Council Conclusions on the Integrated Approach to External Conflicts and Crises, adopted by the Foreign Affairs Council on 22 January 2018.

⁸ The indicators 1.c.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.c during the period 2020-2024.

⁹ OECD-DAC Gender Equality Policy Marker

B. Common Foreign and Security Policy

Specific Objective 2: Fast action to enable resource-effective CFSP intervention as part of the integrated approach

In order to further consolidate the EU position as a peace maker on the international scene, in 2022 FPI will continue work to deliver fast action to enable resource-effective CFSP intervention as part of an integrated approach to challenges influencing both the external and internal security of the Union.

In pursuing specific objective 2, the CFSP is coherent with and reinforces other internal and external initiatives that impact the security of the EU and its partners. As such, it strengthens the internal-external security nexus.

The success of the Union's CFSP depends on the ability to respond to changing circumstances as, when and where necessary. A key to this is having the necessary financial resources available. The CFSP budget supports civilian 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 implementation of the CFSP budget, inter alia through the close measuring of absorption rates of CFSP funding beneficiaries, notably CSDP Missions, will remain key in 2022 and will be further enhanced, given the high pressure on the CFSP budget as a result of ever-growing CFSP ambitions.

As observed by the Internal Audit Service of the Commission during a comprehensive audit on CFSP in 2019, the CFSP is implemented in sometimes 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. Despite the fact that the EEAS is responsible for the programming, FPI will continue to work towards ensuring that these challenges can be addressed to the extent possible.

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

The Council, upon proposal by the High Representative, establishes civilian CSDP Missions and appoints EU Special Representatives (EUSRs) to play an active role in efforts to consolidate peace, stability, the rule of law and to support security sector reform in troubled countries and regions as part of the Global Strategy. The Commission, through FPI, underpins these actions through adequate funding and provides expert assistance on financial management, budgetary planning and procurement so that Missions and EUSRs can fulfil their mandates. Altogether, this assistance contributes to increasing the responsiveness of CSDP. FPI will also be called upon to look into funding options for any new actions that the Council may decide in 2022. While the tasks of FPI in CFSP do not vary

substantially from one year to another, the Service will continue to consolidate its role in providing early cost estimates for CSDP operations, to properly assess the extent of the impact of these actions on the CFSP budget. In light of increasing and indeed competing demands, FPI will also continue to underline the importance of prioritising between different actions competing for funding under the CFSP budget in the context of the decision making process at operational level.

In 2022, the FPI Mission Support Platform will continue its substantial support to CSDP Missions in the areas of finance and procurement. Work will continue on key strategic actions, such as the roll-out of the Enterprise Resource Planning (ERP) system to selected Missions, including finalising the roll-out to EULEX Kosovo, one of the largest Missions. Improving the existing ERP through the integration of procurement and contract management functionalities and starting preparatory arrangements to centralise the hosting of the ERP functionality in-house both in EEAS-CPCC and FPI when the contract with the current external provider of the ERP expires in 2022, will also be in focus. Where necessary, new and additional framework contracts will be launched. Furthermore, the implementation and use of current framework contracts, such as that covering Health and High Risk insurance for staff and travel agency services will be further fine-tuned in light of best practices. The sustainable management and detailed follow-up of these framework contracts will be key. FPI will continue to support Missions through specific remote webinars dedicated to accounting, financial matters and procurement. FPI will also perform on site trainings, if conditions allow.

In addition, FPI contributes to the implementation of the Joint Action Plan on the Civilian CSDP Compact and participates actively in the Annual Review Conferences taking stock of progress, both at national level and at EU level. FPI also helps implement defined priorities (“waypoints”) for implementing the Civilian CSDP Compact¹⁰. As the Compact expires in 2023, discussions are about to start and gain speed in 2022 to define the follow-up arrangements and move towards a possible ‘2.0 version’ of the Compact.

As regards pillar assessments of CSDP Missions, FPI intends to proceed with the first pillar assessment of the Mission in the Central African Republic in the first half of 2022 if the conditions allow. This is the only CSDP Mission out of the 11 Missions that yet remains to be positively assessed.

FPI will also maintain its support to Missions, the Kosovo Specialist Chambers (KSC) and EU Special Representatives as regards the implementation of the new anti-fraud strategy (AFS) adopted on 19 May 2020 and in particular, of its Objective number 4 concerning the specific Action Plan for CFSP operations.

¹⁰ Council Conclusions on the Civilian Compact, adopted on 7 December 2020 (doc 13571/20).

As the credibility of the EU's actions and the effectiveness of the Commission's support depend upon the ability to react immediately to evolving threats and crises, the indicator selected to monitor FPI's achievement of specific objective 2 is directly linked to the speed with which EUSRs and civilian CSDP Missions can be deployed.

The output for 2022 will be measured by the following indicator under the specific objective 2 relating to CSDP Missions and EUSR mandates¹¹:

- Percentage of Delegation Agreements with EUSR & CSDP Missions signed within 1 month after Commission Financing Decision adoption (Indicator 2.5 page 34).

Non-proliferation and disarmament

CFSP actions in 2022 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, measures 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.

FPI will continue 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. In 2022, new non-proliferation and disarmament actions are planned to support:

- the non-proliferation of weapons of mass destruction, including by supporting the implementation of United Nations Security Council Resolution 1540 (2004);
- the countering of illicit proliferation and trafficking of small arms and light weapons, including in the Western Balkans, Latin America and Africa;
- the effective arms export controls in third countries, including by supporting outreach activities for the Arms Trade Treaty.

The outputs for 2022 under the specific objective 2 relating to non-proliferation of weapons and disarmament actions will be measured by two output indicators, which are directly linked to the speed with which the Council's Decisions are translated into operational activities and the rapidity with which progress is achieved:

¹¹ The indicators 2.1, 2.2, 2.3 and 2.4 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 2 during the period 2020-2024.

- Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption (Indicator 2.6 page 34)
- Percentage of Grant or Contribution Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption (Indicator 2.7 page 34).

European Peace Facility

Specific objective 3: An improved global conflict management capacity through the deployment of European Peace Facility funded peace support operations by international, regional and sub-regional organisations

The European Peace Facility (EPF) is financed through contributions from the Member States outside the Union budget. Its financial ceiling has been set at EUR 5.69 billion for the period 2021-2027. It serves to finance both the common costs of Union military operations under Article 42(4) and Article 43(2) TEU and assistance measures consisting of Union actions under Article 28 TEU.

Global conflict management capacity is further reinforced through the deployment of European Peace Facility peace support operations by international, regional and sub-regional organisations and provision of capacity building and equipment to international, regional and sub-regional organisations.

The EPF will play a critical role presenting the EU as a credible global actor, preserving peace, preventing conflicts and strengthening international security. The Facility's role is to:

- contribute to the financing of Union operations under the CSDP having military or defence implications;
- strengthen the military and defence capacities of third states, regional and international organisations;
- support the military aspects of peace support operations led by a regional or an international organisation or by third States.

The Facility is composed of two pillars, one for operations (managed by the Council Secretariat) which has taken over the former Athena mechanism and subsequent actions, and one for assistance measures.

FPI is responsible for the financial management of EPF assistance measures¹² and its Head of Service acts as the Facility's administrator for assistance measures. The Service also provides the Secretariat to the EPF Committee as regards matters pertaining to assistance measures¹³, which is tasked with adopting the annual budget of the EPF and approving its accounts.

FPI is then in charge of the financial and contractual implementation of assistance measures, which entails *inter alia* preparing financing agreements with the beneficiaries, contracting implementing actors — once FPI has advised positively on their financial and contractual capacity — launching contract award procedures and subsequent contract management (e.g. financial transactions processing, operational monitoring, controls and verifications linked to the financial execution).

In 2022, the work of FPI in the context of the EPF will focus on implementing the general programme providing EU support to the military components of the African-led Peace Support Operations (PSOs) that were previously funded by the African Peace Facility (APF). Also, two individual assistance measures (in Mozambique and Bosnia-Herzegovina) have been adopted in the last quarter of 2021 and will be implemented in 2022. A further batch of assistance measures is currently being considered for adoption before the end of the year by the Council for implementation in 2022, notably in Ukraine, Georgia, Republic of Moldova, Mali, Gulf of Guinea and continuation of the support to African-led PSOs.

FPI will also be called upon to implement new actions that the High Representative may propose in 2022 on the basis of the strategic guidance that the Council will provide before the end of 2021.

The outputs for 2022 under the specific objective 3 will be measured by the indicator “Swift preparation by FPI of the Commission Decision on the amending budget related to European Peace Facility Assistance Measures for submission to the EPF Committee” (indicator 3.2, page 35).

¹² 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.

¹³ As provided by Article 11(9) of the EPF Council Decision

C. Support to EU Foreign Policy Needs under NDICI-Global Europe ¹⁴

Specific objective 4.a: EU interests, values and standards positively impact decision making processes in third countries

Specific objective 4.b: Reinforced political partnerships and new alliances contributing to strengthening the rules-based multilateral global order

Specific objective 4.c: Strengthened knowledge and image of the EU abroad as an influential global player and reliable partner

The Foreign Policy Needs component under the NDICI-Global Europe Rapid Response Pillar acts as first responder to foreign policy needs and opportunities globally, focussing on building alliances and leveraging the EU's influence abroad. Taking EU interests as the guiding principle, this requires fast and flexible implementation modalities in a policy-driven approach, to address new and emerging priorities in response to the three specific objectives outlined above.

The NDICI-Global Europe Geographic pillar, for its part, allows FPI to enable the EU to pursue its strategic interests and values in, and in its partnerships with, High Income Countries (HICs)¹⁵. Actions aim at developing common approaches with key partners to influence international processes and agendas, thereby underpinning multilateralism, fostering the building of partnerships and alliances in a global context, and contributing to the rules based global order. FPI also promotes EU interests and values through public diplomacy and promoting cultural exchanges, engaging with key decision makers and target groups in High Income Countries and other Strategic Partners¹⁶.

Through both pillars, FPI seeks to maximise catalytic effects: anticipate opportunities for engagement, seize political windows of opportunity and support political processes with pilot actions on the ground, paving the way for more long-term actions to be covered through the Geographic pillar more generally.

Each action is developed jointly with the EEAS and with the Commission services concerned. Actions may cover any area of EU interest. These do not need formal agreement from the

¹⁴ To note that NDICI support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the new Instrument.

¹⁵ <https://data.worldbank.org/income-level/high-income> The World Bank defines a high-income country as one with a gross national income per capita exceeding \$12 056. The gross national income (GNI) is calculated by adding gross domestic product to factor incomes from foreign residents, then subtracting income earned by non-residents.

¹⁶ FPI will continue its Public Diplomacy work in Argentina, Brazil, China, India and Mexico.

partner country, allowing the EU to pursue, in a flexible manner, its own foreign policy needs and interests, and to make use of windows of opportunity as they present themselves.

Concretely, FPI supports (trade) negotiations, policy dialogues and political agreements with HICs. It aims to influence decision making processes in third countries, and helps create a level playing field and improve market access for EU operators. It also serves as a catalyst to build alliances and helps to underpin the multilateral, rules-based global order with the United Nations at its core.

Public and cultural diplomacy actions enable the EU to promote its image and understanding abroad, engaging with key decision-makers and target groups in strategic partner countries thereby promoting itself as an influential and reliable global partner.

In 2022, FPI will combine its work under NDICI-Global Europe with continued implementation of ongoing actions under the Partnership Instrument. Flagship actions for 2022 will be closely aligned to the priorities of the von der Leyen Commission, and will underpin the Foreign Policy priorities. They will include among others the initiatives described below.

With the conclusion of the Withdrawal Agreement with the United Kingdom, the end of the transition period and the entry into force of the Trade and Cooperation Agreement, it is now crucial to engage with audiences at the beginning of a new cycle in EU-UK relations. FPI will work on an action aiming to contribute to building a close and stable relationship with the United Kingdom (UK), through supporting the promotion of EU policies and priorities and strengthening the EU's engagement across the UK with key target audiences and potential partners.

A high-level Trade and Technology Council was established by the EU and US Presidents during the EU-US Summit of 15 June 2021 as part of a Joint Transatlantic Agenda for the post-pandemic era. The Council was first proposed in the Communication on "A New EU-US agenda for global change" adopted by the Commission on 2 December 2020, which sees the Trade and Technology Council as a cornerstone of a positive trade agenda based on transatlantic common values, interests and global influence. To increase the benefit of such cooperation, the inclusion of EU and US stakeholders is crucial. The Trade and Technology Council will deliver on its mission if its aims are supported and influenced by civil society, innovators, researchers, trade unions and industry associations on both sides of the Atlantic. While a number of projects are already ongoing or are planned, FPI will further make possible the creation of a dedicated support platform to this essential initiative with a view to mobilizing support by the key stakeholders.

Through several **Public and Cultural Diplomacy Actions**, the EU will continue long-term engagement to globally develop the EU's soft power by building alliances and better-informed decision-making on EU priority themes such as response to global challenges, the central role of multilateralism, EU values and principles, or economic partnerships. This will

be done by means of people-to-people exchanges, notably in the academic world, targeting influencers and making use of cultural diplomacy at which the EU excels. These actions will ultimately enhance understanding and visibility of the EU and its role on the world scene.

In this context a new action to enhance resilience against disinformation and Foreign Information Manipulation & Interference (FIMI) and strengthen the EU's role as a global security provider and defender of democratic values will be launched in 2022.

The allocation for **Technical Assistance and Information Exchange (TAIEX)** will provide short-term, peer-to-peer assistance to government administrations in the HICs to support them in approximation with the EU acquis and standards, to share EU best practices, and to help implement bilateral/regional agreements.

In 2022, FPI will also conduct the preparatory work for the final external evaluation of Partnership Instrument with a view to its launch in 2023 in conjunction with the final evaluations of the IcSP (see above) and EOM (see below).

The outputs for 2022 under the specific objectives 4.a, 4.b and 4.c will be measured by the indicators¹⁷:

- Timely adoption of Financing Decisions /Commitment of available funds under Support to Foreign Policy Needs and Geographic pillar, building on PI-practices (Indicator 4.a.3, page 35)
- Timely contracting of individual measures and of Annual Action Plan (AAP) adopted in 2021 and 2022 (Indicator 4.a.4, page 36)
- Actions under Annual Action Plans (AAPs) 2016-2020 under the Partnership Instrument implemented (Indicator 4.a.5, page 36).

D. EU Electoral Missions under NDICI-Global Europe

Specific objective 5: Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries

EU electoral missions play a crucial role in EU support for human rights and democracy.

The deployment of EU Election Observation Missions as well as the smaller Election Expert Missions aims to build confidence in and enhance the reliability and transparency of

¹⁷ The indicators 4.a.1 and 4.a.2, 4.b.1 and 4.b.2 from the FPI Strategic plan 2020-2024 will measure the results under respectively the specific objectives 4.a, 4.b and 4.c during the period 2020-2024.

electoral processes and institutions at all stages of the democratic electoral cycle. These missions also aim at contributing to (directly or indirectly) reducing electoral violence, ensuring acceptance of credible results by all segments of society, and ensuring the peaceful transition of countries emerging from civil strife or war.

In 2022, 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 (postponements/cancellations) of the corresponding electoral calendars/processes as well as pandemic related travel restrictions and/or sanitary rules;
- The security situation in the countries in which EOMs are to be deployed since the European Commission has a duty of care to all staff participating in them;
- 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, 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.

Following the adoption of NDICI-Global Europe in June 2021, the financial sourcing of EU Electoral Missions is assured until 2027. To ensure the seamless continuity of EU election observation support, the Multiannual Work Programme for 2022/2023 will need to be adopted by early 2022 at the latest.

In 2022, in cooperation with DG INTPA, FPI will also conduct the preparatory work for the final external evaluation of the Electoral Observation Missions component of the European Instrument for Democracy and Human Rights with a view to its launch in 2023. This evaluation will be planned in conjunction with the final evaluations on the IcSP and the Partnership Instrument (see above).

The output for 2022 under the specific objective 5 will be measured by the following indicator¹⁸:

- Adoption of the 2022 Multiannual Work Programme (Indicator 5.3, page 36).

¹⁸ The indicators 5.1 and 5.2 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 5 during the period 2020-2024.

E. Regulatory Instruments

Kimberley Process Certification Scheme (KPCS) and the 'Anti-Torture' Regulation

FPI serves as the Commission's lead service for the adoption and implementation of foreign policy regulatory instruments: the **Kimberley Process Certification Scheme (KPCS)** preventing the trade in conflict diamonds (Regulation (EC) No 2368/2002)¹⁹ and the so-called **'Anti-Torture' Regulation** concerning trade in certain goods which could be used for torture or capital punishment (Regulation 125/2019). These EU foreign policy regulatory instruments, based on Article 207 TFEU (common commercial policy), impose certain (trade) restrictions in order to achieve EU CFSP and human rights policy objectives.

FPI is responsible for representing the EU and for monitoring implementation by the competent authorities in the EU Member States.

FPI will continue to help ensure that the Kimberley Process remains a unique tool for conflict prevention and continues to be an important catalyst for good governance and transparency in natural resources management.

Following a 'pause' caused by the COVID-19 pandemic, the KP resumed its activity in 2021 under the Chairmanship of the Russian Federation. The Plenary took place in November 2021 in a hybrid format. Consensus-building on key issues including progress on the scope of the KP, ensuring effective compliance, the monitoring of shipments from the Central African Republic and the seat of a permanent secretariat will continue in 2022, including in the context of a possible Ministerial Conference. 2022 will also mark 20 years since the launch of the KP.

In 2022, FPI will continue to engage in the work of KP working bodies and will follow closely the above-mentioned issues as well as the selection of the Chair of several Working bodies and work towards the digitalisation of KP certificates that are likely to be on the KP agenda in 2022. Monitoring of the situation in the Central African Republic will remain an important area of FPI work in relation to the KP. FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders.

¹⁹ The Commission has adopted a proposal (COM(2021) 115 final of 12.03.2021) to undertake a codification of Council Regulation (EC) No 2368/2002 of 20 December 2002 implementing the Kimberley Process certification scheme for the international trade in rough diamonds.

Specific objective 6: Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty

The **EU 'Anti-Torture' Regulation**, for which FPI is responsible, expresses the EU's commitment to eradicating torture and capital punishment. FPI will continue to deal with all issues concerning the 'Anti-Torture Regulation' and in particular will prepare delegated acts as appropriate and administer the Dual-Use Electronic System (DUES)²⁰ denial notifications system as regards the anti-torture regulation..

Promoting the Alliance for 'Torture-Free Trade' launched in September 2017, strengthening cooperation with other partners and engaging with civil society entities will continue to be an increasingly important part of the work related to the Regulation in 2022. Following the report of the UN Secretary General²¹, FPI will continue to engage in the process towards 'Torture Free Trade' globally and give impulse and support to the work of the group of UN governmental experts. This group was established in 2021 and will carry the work forward on the basis of the UNSG report.

Following the Commission's review report on the implementation of the 'Anti-Torture' Regulation²², FPI will in 2022 engage with the informal group of experts established in 2021 to provide in a regular manner, technical support to the Commission in exploring avenues to strengthen compliance and to make the Regulation and its implementation more effective.

The outputs for 2022 under the specific objective 6 will be measured by the indicators²³:

- Increased support for 'Torture-Free Trade' through engagement with the informal group of experts and through cooperation with the UN and regional processes in this area (Indicator 6.2 page 37)

²⁰ 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.

²¹ A/74/969 of 28 July 2020: ('Towards torture-free trade: examining the feasibility, scope and parameters for possible common international standards'),

²² COM(2020) 343 final of 30.7.2020

²³ The indicator 6.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 6 during the period 2020-2024.

- Adoption of the annual reports referred to in Articles 26(4) and 31(4) of the Regulation regarding the trade activity and the activities of the Anti-Torture Coordination Group in 2021, respectively (Indicator 6.3 page 37).

F. Information outreach on the Union's external relations

The EU budget provides for the Commission to fund information and outreach activities to publicise and inform about the Union's external relations in general, promoting in particular the EU's role as a global actor. In 2022, FPI will continue to focus on how its actions under the EU budget contribute to achieving the political guidelines of the von der Leyen Commission (A Stronger Europe in the World).

The overall objective of the information and communication activities implemented by FPI is to increase awareness about the added value of the Service's activity by showcasing examples of concrete actions that support EU foreign policy, contribute to global peace and security and promote EU interests abroad. FPI collaborates closely with other Commission DGs and the EEAS to achieve this objective.

In the framework of an administrative arrangement with the Commission, the EEAS carries out information outreach and communication activities on behalf of the Commission and for the benefit of the EU, promoting the EU's role as a global actor. In 2022, activities carried out by the EEAS will concentrate primarily on enhancing communication and public diplomacy capacity, as well as countering and raising awareness on disinformation. The impact of communication activities undertaken in this framework will be covered by the annual reporting of the EU Delegations and by EEAS headquarters.

FPI enables these activities through its annual work programme on information outreach in external relations. The **Annual Work Programme for 2022** was adopted in December 2021. This work programme covers also the implementation of the EU Visitors Programme (EUVP) together with the European Parliament and covers the Service's external communication activities and maintenance and development of the FPI website. This comes on top of the extensive public diplomacy actions that the Service undertakes under the Partnership Instrument and as from 2021 under NDICI-Global Europe.

Besides ensuring that **FPI's web presence** is user-friendly, relevant, and integrated with the new Commission web-architecture, as well as organising outreach activities, including through social media, FPI will seek to further reinforce the visibility and recognition of its actions, and contribute to the Commission's and the EEAS' communication efforts in line with its communication strategy adopted in July 2021. To do so, it will continue its engagement with the Commission Spokesperson's Service, DG COMM's Strategic and Corporate Communications directorate and the Strategic Communication Division of the EEAS, showcasing specific actions and results achieved under specific projects or policy areas. FPI will continue to contribute to both DG COMM and the EEAS corporate campaigns, especially in the framework of the Next Generation EU corporate campaign and the upcoming 'EU in the World' campaign led by DG INTPA. The showcases will demonstrate the

results and impact on the final beneficiaries, i.e., people, specific communities, countries, or regions, linking these to the overall policy priorities of the EU.

In 2022, FPI has the ambition to increase the visibility of the **European Union Visitors Programme (EUVP)** in spite of the challenges posed to in-person visits from abroad. The revamped EUVP website along with the EUVP Facebook page maintained by the European Parliament will contribute to achieving that objective. The EUVP will continue to implement its virtual visits programme and resume physical visits once the sanitary situation allows.

Support to the digital broadcasting of **information on European Affairs in Farsi** in digital format will continue in 2022 aiming to enhance knowledge of European policies among native Farsi speakers, by providing regular and reliable information on European affairs and their impact on citizens.

In 2022, FPI will continue to support measures informing the EU citizens' about their rights in the United Kingdom, protected by Part 2 of the EU-UK Withdrawal Agreement, implemented by the EU Delegation in London. .

Progress towards the horizontal communication objective related to Information outreach activity will be measured by the indicators:

- Adoption of the Press & Information Annual Work Programme 2022 (Indicator C1, page 38)
- Number of visits organised under the EUVP (Indicator C2, page 38).

PART 2. Modernising the administration: main outputs for the year

A key challenge for the Service is to make sure that scarce resources are used for optimal impact in the interest of the EU. Optimally targeting and calibrating interventions requires a sustained effort and dedicated capacity. Recruiting, developing, retaining and motivating competent and engaged staff, while ensuring diversity and gender balance, remains a major objective for the Service, taking into account the specific circumstances resulting from the impact of COVID-19 on the Service's working environment.

The internal control framework²⁴ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

²⁴ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

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

FPI will continue to implement its Anti-fraud Strategy (AFS) adopted in May 2020 and may adjust it, depending on the requirements of OLAF Subgroups dealing with the implementation of the corporate Commission AFS and other possible measures adopted at Commission level.

In terms of digital transformation, FPI will continue to cooperate with DG DIGIT in order to achieve the main objectives of the EC Digital Strategy.

FPI will also continue ensuring compliance of its activities with the EU Data Protection Regulation and the Commission's Data Protection Action Plan.

Contributing to sound environmental management will remain a priority by fulfilling the EMAS objectives with a focus on waste reduction and recycling, a paperless office, and promoting the use of tap water.

A. Human resource management

In 2022, FPI is set to manage a total of EUR 917 million²⁵ (EUR 892 million in 2021) under Heading 6 of the Multiannual Financial Framework (MFF) 2021-2027. The Service will also ensure the implementation of assistance measures for the off-budget European Peace Facility (EPF) for which the estimated budget would be EUR 350 million in 2022. It is therefore of utmost importance to employ the limited human resources effectively and flexibly for optimal impact in the interest of the EU.

To deliver on the Commission's priorities and core business, the Service will, in a collaborative manner, implement the actions defined in its local HR strategy, with particular attention to matters related to the following three areas:

- 1) Wellbeing and workplace: Ensure wellbeing and work-life balance in the FPI, promoting focus on results and flexibility;

²⁵ Including EUR 895 million of operational budget and EUR 20.9 million of administrative budget.

- 2) Collaborative and modern organisation: Maintain the high level of staff engagement and ensure cohesion and exchange by continuing and further developing internal communication at all levels;
- 3) Talent: Recruitment of high-quality staff with the required expertise, in a speedy and timely fashion and optimise the use of human resources allocated to the FPI. A continued implementation of the enhanced procedures for welcoming newcomers will remain key to the efficient integration of new staff.

In addition, there will be a continued emphasis on competency development for all FPI staff with a focus on communicating in an impactful manner and making effective use of the collaborative IT tools at our disposal. Special attention will be given to adapting to new ways of working, all while preserving the particular FPI culture and team spirit. FPI staff will be offered a tailor-made wellbeing event on strengthening resilience.

The Service will collaborate closely with DG HR on the implementation of the new corporate HR strategy, including the decision on working time and hybrid working. 2022 will also see the development and implementation of new procedures related to the reorganisation of DG HR.

The 2021 Staff Survey will provide crucial input for work in the field of HR management in 2022.

The Service is committed to supporting the Commission's overall objective of a gender-balanced management. It has reached its current target for first appointment of female middle managers. With the appointment of 5 female Deputy Heads of Unit (out of 8), FPI has gone beyond the target of equal representation within this category. Special attention will be put on the further development of the recently recruited Deputy Heads of Unit and other possible future female managers.

The Service is also committed to the Commission's efforts in fostering a culture of inclusion and belonging at the workplace. To this end, FPI is organising an awareness raising campaign, which includes a session on unconscious bias.

As part of FPI's work in implementing its Communication Strategy adopted in 2021, FPI will continue to develop its intranet and other staff engagement actions to reinforce FPI's corporate identity.

B. Sound financial management

With a view to ensuring that the **amount at risk at payment** and the **estimated risk at closure** 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. At the same time FPI will ensure adequate and speedy correction and recovery of ineligible amounts resulting from controls and audits.

In 2022, FPI's provisional **Supervision Mission Plan** includes the Regional Team in Brasilia, and will be aimed at assessing the effectiveness and efficiency of the management and control systems in place to manage FPI instruments. In addition, FPI will conduct the Supervisions of the Regional Teams in Bangkok, Beirut and Nairobi, included in the Supervision Mission Plan 2021, which were delayed due to the COVID-19 crisis. As a follow-up to the IAS audit on CFSP, FPI will reinforce monitoring of CDSP missions, as necessary, by including FPI audit staff in the monitoring team. The task of the audit staff will be, to address any outstanding issues following previous audits or emerging new issues such as risk management, accountancy and asset management, internal control and archiving/document management.

FPI will continue to strengthen financial monitoring by carrying out a number of ex-post controls at the first intermediate payment or first clearance of prefinancing. These **early ex-post controls** are aimed at disclosing and correcting possible misunderstandings and errors at an early stage in the action (project), and thereby potentially reducing the amounts to be recovered at the end of the action. In 2022, FPI will for the first time select contracts signed under the European Peace Facility for early ex-post controls.

Furthermore, and in order to further strengthen its control system, FPI will continue to launch ex-post controls outside the annual sample, **targeted at high risk actions**.

In 2022, FPI will also fully cooperate with the **Commission's Internal Audit Service** in their planned audit on the European Peace Facility, in other IAS audits launched during the year²⁶, and in the follow-up to the IAS audit on performance management.

As it will be the first full year of implementing the assistance measures for the European Peace Facility, in 2022, FPI will supplement the obligatory Ex-ante controls on European Peace Facility transactions at FPI Headquarters, by introducing additional ex-post controls on a sample of these transactions.

In the context of teleworking and the arrival of new staff during 2021, there will be an ongoing need during 2022 for the provision of a 'dive-in' or 're-fresh' training on applicable financial circuit roles and procedures for operational staff in both Headquarters and all five Regional Teams and their antennae. The objective is to encourage exchange of best practices between financial and operational staff and to streamline processes, thereby contributing to greater efficiency within financial circuits and sharper internal control. Training will be organised every quarter with a particular focus on new staff and will promote dialogue and understanding of respective roles. Where necessary, targeted training

²⁶ The IAS strategic audit plan 2021-23 for FPI includes the following Multi-DG audits in which FPI might be selected as one of the auditees: IAS audits on Data protection, Anti-fraud strategy, Project evaluation, and Allocation of resources in EU Delegations.

for individual teams may be provided.

C. Fraud risk management

Since 2013, FPI has implemented its own Anti-fraud Strategy (AFS) and Action Plan. After the adoption of the Commission AFS in April 2019, FPI developed an updated AFS with two main objectives: (1) raising awareness amongst the staff on ethics and integrity and the fight against fraud, and (2) improving its internal procedures for fraud prevention and detection purposes.

FPI adopted its AFS on 18 May 2020, after a peer review by other external relations DGs together with OLAF. It may need to be further updated in 2022, following the adoption of the new Multi-annual Financial Framework (2021-2027) and possible new measures related to the implementation of the Commission AFS in 2021. Further developments are also expected in relation with the start of the operations of the European Public Prosecutor Office (EPPO) in June 2021.

The FPI AFS includes an Action Plan that sets out a number of measures to be implemented in 2021, including a tailor-made Action Plan for CFSP entities (CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers) and possibly action 29 of the Commission anti-fraud strategy action plan concerning the evaluation of fraud risks and vulnerabilities with regard to spending in emergency situations.

Based on the results of the work in the OLAF Subgroups dealing with the implementation of the new CAFS and possible measures adopted at Commission level, FPI will adjust its AFS and Action Plan as necessary. This could include measures needed for the cooperation with the EPPO.

D. Digital transformation and information management

As hybrid work becomes the new normal in the wake of the COVID-19 pandemic, the main priorities for FPI are to provide for an effective teleworking and hybrid work environment and to offer support to staff so that colleagues can make the most of the digital tools available. FPI cooperates with DG DIGIT in this respect.

In terms of digital transformation, FPI will cooperate with DG DIGIT to continue delivering on the main objectives of the Digital Strategy 2020 Implementation Plan based on the mapping of main FPI digital needs and in line with the Digital Solutions Modernisation Plan (DSMP).

As part of the digital transformation, FPI will continue using new digital cooperation tools, such as Microsoft³⁶⁵ and Microsoft Teams and make the most of them. FPI will also further develop its capacity to work in a hybrid way, with part of FPI staff teleworking, and others present in the office.

In coordination with DG DIGIT and following the corporate schedule, FPI will ensure the smooth migration of its staff to “WELCOME”, the new digital environment of the Commission that will gradually replace the current environment NET1.

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 undertook a mapping exercise to address whether its current inventory of processing operations will have to be updated. FPI also took the necessary 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 projects. To ensure that all staff members embed data protection in their daily work, awareness raising activities and trainings 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 2021 have been achieved and awareness activities will continue in order to reach the target of 100% awareness of all staff by 2024, as set out in the Strategic Plan 2020-2024.

E. Sound environmental management

FPI is committed to supporting the objectives of the European green deal and the greening of the Commission. In 2022, the Service will continue its efforts towards a sound environmental management within the possibilities offered in the EEAS building and will focus on actions related to a greener working place and missions.

The objective of a greener working place will be met through three main working strands: 1) Waste reduction and recycling, 2) a fully paperless office, and 3) promoting the use of tap water.

Teleworking has been the standard working method through much of 2021 and will continue being an important way of working in 2022.

In 2022, the Service will be allocated more office space to accommodate the additional staff members hired as part of the expansion of the FPI. Arrangement of the office space will be made in line with the new EC provisions on working time/hybrid working and buildings, aimed to meet the objective of smarter use, more efficient/sustainable buildings and working space.

As regards missions, FPI will continue opting for virtual meetings instead of missions wherever appropriate and economical. This will further contribute to greening FPI’s working methods as a Service dealing with external relations.

F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities

Pooling of resources and central stocking of equipment for CFSP and CSDP Missions

To contribute to and assist the effective and efficient provision of administrative services common to civilian CSDP Missions, a Mission Support Platform (MSP) was jointly established by FPI and the EEAS in 2016. The MSP was further reinforced in 2021 with additional procurement staff and will continue to focus on harmonising and simplifying operating procedures in CSDP Missions aiming at making civilian CSDP more responsive. The focus concentrates on five key pillars: consolidate the Warehouse II; the roll-out of a single IT platform (ERP – Enterprise Resource Management) connected to HQ and the Warehouse; provide CSDP Missions with a set of Framework contracts managed by HQ; and provide standard guidelines on procurement and financial matters.

As the current contract with the operator expires in May 2022, new flexible and fast arrangements for the supply of strategic items to civilian Missions are currently being discussed.

Marking of spending targets for gender, climate, biodiversity and migration and of expenditure in response to COVID-19

In the context of delivering on the policy objectives of the von der Leyen Commission and of reporting effectively on its contribution to mitigating the impact of COVID-19 on third countries, in 2022 FPI will track all expenditure on gender, climate, biodiversity and migration and forced displacement as well as on COVID-19. Tracking of expenditure on gender, climate, biodiversity and migration and forced displacement in line with specific targets is a legal obligation under NDICI-Global Europe, whereas expenditure reporting on COVID-19 in third countries is a quarterly obligation for FPI as part of Team Europe, in conjunction with INTPA, NEAR and EU Member States.

Clear and transparent marking of related expenditure for climate, migration, COVID-19, gender and biodiversity will be input in OPSYS/DAC. The expenditure for climate, migration and COVID-19 will also be logged in ABAC. The aim is to cover 100% of all expenditure in both systems by year end, thereby contributing to greater efficiency in corporate reporting and to improved information management (See Performance table for Part 2, Section D for details) .

ANNEX: Performance tables

Performance tables relating to Part 1

A. Crisis response, Peace, Stability and Conflict Prevention under NDICI-Global Europe

General objective: A stronger Europe in the world		
Specific objective 1.a: Fast and effective EU action for crisis response; peace, stability and conflict prevention in line with EU priorities and complementary to multilateral action		<i>Related to spending programme: Crisis response, Peace, Stability and Conflict Prevention under NDICI-Global Europe (and former instrument IcSP)</i>
Main outputs in 2022:		
Other important output		
Output	Indicator 1.a.4²⁷	Target
Timely adoption of the Decision on the Annual Action Programme (AAP) 2022 for the Peace, Stability and Conflict prevention programme ²⁸	Adoption of the AAP 2022	June 2022
Output	Indicator 1.a.5	Target
Effective implementation of Action plan (AAP) 2021 on the Peace, Stability and Conflict prevention programme ²⁹	Action documents under action plan 2021 contracted	100% by 31 December 2022
Output	Indicator 1.a.6	Target
Actions under previous action programmes under IcSP Art. 3, 4 and 5 (pre-2021) implemented as planned ³⁰	Implementation of actions under pre-2021 AAPs is on track	100%

²⁷ The indicators 1.a.1, 1.a.2 and 1.a.3 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.a during the period 2020-2024.

²⁸ Idem

²⁹ Idem

³⁰ Idem

B. Common Foreign and Security Policy

General objective: A stronger Europe in the world		
Specific objective 2: Fast action to enable resource-effective CFSP intervention as part of the integrated approach		<i>Related to spending programme: CFSP</i>
Main outputs in 2022:		
Other important output		
Output	Indicator 2.5³¹	Target
Swift contracting by FPI after the adoption of Commission Financing Decision relating to CSDP Missions and EUSR mandates	Percentage of Delegation Agreements with EUSR & civilian CSDP Missions signed within 1 month after Commission Financing Decision adoption	90% by December 2022
Output	Indicator 2.6	Target
Swift preparation by FPI of the Commission Financing Decisions in support of Non-proliferation of weapons and disarmament ³²	Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption	90% by December 2022
Output	Indicator 2.7	Target
Swift contracting by FPI after the adoption of Commission Financing Decisions in support of Non-proliferation of weapons and disarmament ³³	Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption	90% by December 2022

³¹ The indicators 2.1, 2.2, 2.3 and 2.4 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 2 during the period 2020-2024.

³² Non-proliferation of weapons and disarmament include:

- The strategy on non-proliferation of weapons of mass destruction (WMDs) in order to increase security in this area;
- The strategy combatting illicit accumulations and trafficking of small arms and light weapons (SALW) as well as of other measures against the illicit spread and trafficking of other conventional weapons;
- The EU policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.

³³ Please refer to previous footnote.

General objective: A stronger Europe in the world		
Specific objective 3: An improved global conflict management capacity through the deployment of European Peace Facility funded peace support operations by international, regional and sub-regional organisations		<i>Related to spending programme: EPF</i>
Main outputs in 2022:		
Other important output		
Output	Indicator 3.2³⁴	Target
Swift preparation by FPI of the Commission Decision on the amending budget related to European Peace Facility Assistance Measures for submission to the EPF Committee	Average number of days after Council Decision adoption	30 days

C. Support to EU Foreign Policy Needs under NDICI-Global Europe ³⁵

General objective: A stronger Europe in the world		
Specific objective 4.a: EU interests, values and standards positively impact decision making processes in third countries		<i>Related to spending programme NDICI-Global Europe Support to EU Foreign Policy Needs (and former instrument Partnership Instrument (PI))</i>
Main outputs in 2022:		
Other important output		
Output	Indicator 4.a.4³⁶	Target
Timely adoption of Financing Decisions/Commitment of available funds under Support to Foreign Policy Needs building on PI-practices	Percentage of available funds covered by relevant Financing Decisions adopted by year-end	100% of available funds under both pillars committed

³⁴ The indicator 3.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 3 during the period 2020-2024.

³⁵ To note that NDICI support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the instrument.

³⁶ The indicators 4.a.1, 4.a.2, 4.a.3, 4.b.1, 4.b.2 and 4.abc.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objectives 4.a, 4.b and 4.c during the period 2020-2024. Change of numbering from 4.a.3 to 4.a.4 due to a revision of results indicators in the FPI Strategic Plan 2020-2024.

Output	Indicator 4.a.5³⁷	Target
Timely contracting of individual measures adopted in 2021 and of Annual Action Plan (AAP) 2021 and 2022 actions	Actions under individual measures adopted by end-June 2022 and under AAP 2021 contracted	100% by end-2022
Output	Indicator 4.a.6³⁸	Target
Actions under Annual Action Plans (AAPs) 2016 to 2020 under the Partnership Instrument	Actions under AAPs 2016 to 2020 have achieved first results	90%

D. Electoral Missions under NDICI-Global Europe

General objective: A stronger Europe in the world		
Specific objective 5: Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries		<i>Related to spending programme(s) Electoral Missions under NDICI-Global Europe (and Election Observation Missions under the former instrument EIDHR)</i>
Main outputs in 2022:		
Other important output		
Output	Indicator 5.3	Target
Timely adoption of the 2022/2023 Electoral Missions programme in cooperation with EEAS	Adoption of the 2022/2023 Multiannual Programme .	Adoption by first quarter of 2022.

³⁷ Change of numbering from 4.a.3 to 4.a.4 due to a revision of results indicators in the FPI Strategic Plan 2020-2024.

³⁸ Change of numbering from 4.a.4 to 4.a.5 due to a revision of results indicators in the FPI Strategic Plan 2020-2024.

E. Regulatory Instruments

General objective: A stronger Europe in the world		
Specific objective 6: Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty		<i>Related to regulatory instrument: the so-called 'Anti-Torture' Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation 2019/125 codification).</i>
Main outputs in 2022:		
Other important output		
Output	Indicator 6.2³⁹	Target
Engagement with the Commission's informal group of experts as a follow up to the Commission's review report on the 'Anti-Torture' Regulation	Organised meetings of the informal expert group	At least 3
Output	Indicator 6.3	Target
Reporting trade activity under the Anti-Torture Regulation and the activities of the Anti-Torture Coordination Group in 2021	Adoption of the Annual reports referred to in Articles 26(4) and 31(4) respectively of the Anti-Torture Regulation	3rd quarter 2022

³⁹ The indicator 6.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 6 during the period 2020-2024.

F. Information outreach

General objective: A stronger Europe in the world		
Communication objective: FPI's information and outreach activities aim to publicise information about the Union's external relations policies in general, promoting the EU as a global actor and highlighting FPI's role in putting foreign policy into action		<i>Related to spending programme: Not applicable</i>
Main outputs in 2022:		
External communication actions		
Output/ Result	Indicator C1	Target
Timely adoption of the Information Outreach Annual Work Programme for external outreach implemented by EU Delegations (AWP) 2022 in consultation with the EEAS	Adoption of AWP 2022	December 2021 or January 2022
Output/ Result	Indicator C2	Target
Promote the EU's interests and values through improved access to the EU and information about the EU to 3rd country visitors under EUVP	Number of visits organised, the number of followers on social media, the number of post-visit interactions by Alumni via a range of engagement channels and the degree by which the visitors' knowledge and perception of the EU has improved as per their own assessment	300 visits (some virtual due to Covid-19), and 3500 followers on Facebook to gauge the increase of information about the EU

Performance tables relating to Part 2

A. Human resource management

Objective: The Service for Foreign Policy Instruments employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2022:

Output	Indicator	Target
Implementation of new working time and hybrid working decision, including work-life balance guidelines for FPI management and staff	Working methods: use of flexitime based on trust with a focus on results and delivery while providing flexibility	Maintain or further enhance satisfaction rates on working methods as compared to 2018 Staff Survey (>73% as compared to 52% for EC as a whole)
Tailor-made wellbeing events: Workshop on strengthening resilience	Satisfaction rate of participants	Equal or above 80%
Maintained staff engagement	FPI Staff engagement index in 2021 Staff survey at least as high as in the 2018 Staff survey	Equal or above 72 %
Create and encourage participation in communication training courses	Participation in training courses	Minimum 1 communication-related training course per staff member, over the period of the HR strategy (2021-2024)
Implement and further develop the FPI welcome package	Satisfaction rate of newcomers with welcoming process	Equal or above 80%
Create and encourage participation in training courses on digital proficiency	Increased proficiency of staff and Service-wide use of relevant tools	Qualitative
Maintaining female representation in the Head of Unit function	Number of female Heads of Unit	50%
Maintaining female representation in the Deputy Head of Unit function	Number of female Deputy Heads of Unit	At least 4 out of 8 at end-2022
	Support initiatives for future female managers, such as the FTDP	
Coaching for middle managers and FPI regional team leaders	Staff survey indicators: Middle management – Feedback and recognition	Further enhanced rates compared to 2018 Staff survey (>60%)

Diversity and inclusion: Awareness-raising and training actions	Participation in awareness-raising and educational activities	Minimum 1 activity over the period of the HR strategy (2021-2024)
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B. 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 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls	Time-to-pay	90% of payments (in value) on time
	Respecting the deadlines indicated in the Mutual Expectation paper of the IAS for replies to Audit Report	100% compliance with deadlines
Economical controls	Overall estimated cost of controls	remains <1% of funds managed
Provision of 'dive-in' or 're-fresh' training on applicable financial circuits and procedures for operational staff in both Headquarters and Regional Teams.	Number of 'dive-in' or 're-fresh' training sessions organised for Headquarter and Regional staff	1 session per quarter (4 by year end)

C. 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)⁴⁰ aimed at the prevention, detection and correction⁴¹ of fraud

Main outputs in 2022:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy as planned in 2022	% of the implementation of 2022 actions in the FPI AFS	100%
Update of the Anti-Fraud Strategy	Revised text of FPI AFS	Adoption of the new text by June 2022 at the latest
Increased anti-fraud awareness amongst FPI headquarters' staff (newcomers):	% of newcomers attending the training course in 2022	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 2022	75%

D. Digital transformation and information management

Objective: FPI is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2022:

Output	Indicator	Target
Compliance with the European Union Data Protection Regulation and Commission's Action Plan on data protection	Updating current inventory of processing operations	100%
	Percentage of staff attending awareness raising activities on data protection compliance.	60%

⁴⁰ Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD (2019) 170 – 'the CAFS Action Plan'.

⁴¹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Use Microsoft Teams regularly	Proportion of FPI units organising regularly recurring meetings on non-sensitive subjects on Microsoft Teams	100% of FPI units organising regularly recurring meetings on non-sensitive subjects on Microsoft Teams
Clear and transparent marking of FPI-managed expenditure on gender, climate, biodiversity, migration and forced displacement under NDICI-Global-Europe	Compliance with markers for expenditure on gender, climate, biodiversity, migration and forced displacement in ABAC and/or in OPSYS/DAC	100% by year-end
Clear and transparent marking of FPI expenditure on response to the Covid-19 pandemic in third countries under NDICI-Global-Europe	Compliance with markers for expenditure on response to the Covid-19 pandemic in ABAC	100% by year-end

E. Sound environmental management

Objective: FPI takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2022:

Output	Indicator	Target
Fixing a baseline for environmental indicators	Adoption of a set of indicators which will enable future assessment of environmental impact	December 2022 (subject to return to the office on a normal basis)
Awareness-raising on waste reduction and recycling	Information campaign on how to reduce waste and how to sort office waste correctly	1st semester 2022 (subject to return to the office on a normal basis)
Rearrangement of FPI office space	All FPI staff housed in the EEAS building	2022