



European
Commission

Management Plan 2023

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
CPC: Civilian Planning and Conduct Capability
CSDP: Civilian Common Security and Defence Policy
CSO: Civil Society Organisation
DAS: Statement of Assurance
DG: Directorate General
DPO: Data Protection Officer
DRR: Disaster Risk Reduction marker (OECD DAC)
DUES: Dual Use Electronic System
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
EOMs: Election Observation Missions
EP: European Parliament
EPC: Ex-post control
EPF: European Peace Facility
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
FTDP: Female Talent Development Programme
FWC: Framework Contract

GAP: Gender Action Plan
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
IAS: Internal Audit Service
IcSP: Instrument contributing to Stability and Peace
INTPA: Directorate-General for International Partnerships
ISC: Inter Service Consultation
KP: Kimberley Process
KPCS: Kimberley Process Certification Scheme
KPI: Key Performance Indicator
MAIP: Multi-Annual Indicative 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 Co-operation 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 the implementation of two EU Foreign Policy Regulatory Instruments¹.

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 is implementing the relevant part of the Strategic Compass for Security and Defence adopted by the Council on 21 March 2022, thus ensuring a prompt implementation of its agenda in line with an Integrated Approach. In this role, FPI helps achieve through its specific instruments a more robust and efficient approach to Civilian Common Security and Defence Policy (CSDP)².

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 (CFSP) 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 Facility³.

The purpose of this management plan is to define the main outputs, which the Service will deliver in 2023 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".

2023 will be the second year of implementation of actions under the NDICI-Global Europe⁴ under the 2021-2027 Multiannual Financial Framework (MFF). Under the instrument, FPI will implement the actions relating to Crisis Response; Peace, Stability and Conflict Prevention;

¹ The Kimberley Process Certification Scheme (KPCS) preventing the trade in conflict diamonds (Regulation (EC) No 2368/2002)¹ and the so-called 'Anti-Torture' Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation (EU) 125/2019).

² A Strategic Compass for Security and Defence – For a European Union that protects its citizens, values and interests and contributes to international peace and security, adopted by the Council of the European Union 21 March 2022.

³ 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.

⁴ 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).

response to Trans-regional and Global Threats; Support to Foreign Policy Needs and Election Observation Missions. In 2023, the Service will also continue implementing the outstanding actions under the 2014-2020 MFF. In addition, FPI will continue implementing the CFSP budget line for the period 2021-2027. Conflict prevention and crisis response will therefore remain the major share of FPI's field of action in the coming years.

In 2023, FPI will continue contributing to the EU's response to the Russian war of aggression against Ukraine. Under NDICI-Global Europe, FPI has stepped up its work in the region through interventions addressing crisis response, conflict prevention and peace building as well as working on actions under foreign policy needs. Furthermore, under the CFSP, the EU Assistance Mission in Ukraine will continue to support national authorities in managing refugee flows and in investigating war crimes.

Under Heading 6 of the MFF 2021-2027, in 2023, FPI is set to manage a total of EUR 952 million (EUR 965 million in 2022).

Ensuring the implementation of assistance measures for the European Peace Facility (EPF) will be another challenge, especially in the context of the Russian war of aggression against Ukraine. On 15 December 2022 the Council decided to increase the overall financial ceiling by 2 billion EUR (in 2018 prices), with the possibility of a further increase at a later stage. The total increase of the EPF overall financial ceiling until 2027 could reach up to 5.5 billion EUR (in 2018 prices). The expected expenditure during the year will depend on the final list of actions foreseen by the Council.

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 represent the EU within the Kimberley Process (KP) and monitor implementation of the KP Regulation, as well as to implement the Anti-Torture Regulation and support the process towards 'Torture Free Trade' globally.

In 2023, the final evaluation of the financing instruments under MFF 2014-2020⁵ and the mid-term evaluation of NDICI-Global Europe under MFF 2021-2027 is a workstream of a great importance for FPI. The evaluation work will continue throughout the year, with the synthesis report expected to be finalised in early 2024.

COVID-19 may continue to impact the implementation of the Service's actions in 2023 albeit to a lesser extent than in 2022 due to mitigating measures in place and an improvement of the overall sanitary situation.

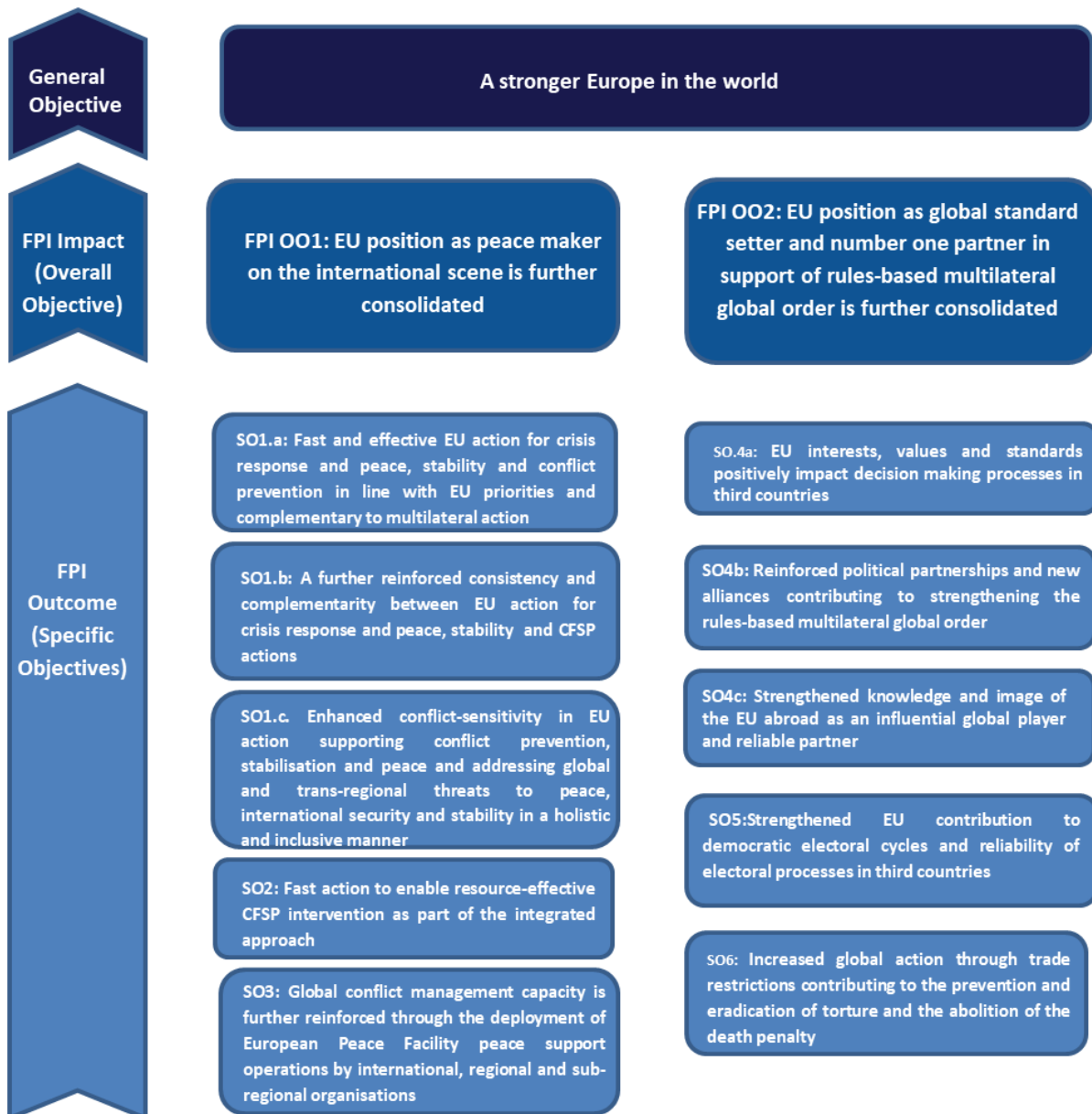
Recruiting, developing, retaining and motivating competent and engaged staff, and ensuring diversity, in line with the recently adopted Human Resources Strategy for FPI, remains a

⁵ Instrument for Stability and Peace, Partnership Instrument and Election Observation missions component under European Instrument for Democracy and Human Rights.

major objective in 2023. FPI will continue to implement its Equality Work Plan and dedicated actions will be undertaken to contribute to gender equality at all levels of management.

FPI will continue to contribute to the effective functioning of the 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 2023.

FPI Intervention logic



PART 1. Delivering on the Commission's priorities: main outputs for 2023

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

As of 1 January 2021, the former Instrument contributing to Stability and Peace (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).

Actions decided in 2022 under the Thematic Programme - follow two strands (1) conflict prevention, peacebuilding and crisis preparedness, and (2) addressing global and trans-regional security threats. The former, which under the IcSP was referred to as Article 4, includes support to early warning systems, mediation, post-conflict and post-disaster recovery, as well as other areas relevant to conflict prevention and peacebuilding including women, peace and security; youth peace and security; climate, peace and security; transitional justice; and support to local peacebuilders. These actions will be contracted and implemented in 2023.

FPI will continue supporting partner countries efforts to tackle challenges relating to terrorism and violent extremism, organised crime, risks from chemical, biological, radiological and nuclear (CBRN) materials, the protection of critical infrastructure including maritime and cyber security, and security related risks linked to climate change and environmental degradation.

The global and transregional focus of actions enable a flexible response, allowing the EU to adapt its offer to an evolving geopolitical context. For example, with the outbreak of the Russian war of aggression in Ukraine, FPI was able to rapidly direct support towards Ukraine's Border Guards, in the form of CBRN detection and protection equipment. It also stepped in to provide tailor-made technical assistance aimed at strengthening anti-money laundering frameworks in several countries, including Mozambique, South Africa, Turkey and Morocco. Growing threats linked to the rise of violent right-wing extremism, new organised crime dynamics including environmental crime, and the impacts of broader geopolitical dynamics (e.g. CBRN, trafficking in firearms and organised crime linked to developments in Ukraine, Afghanistan and the Sahel) will inform action design in 2023. Successful existing engagements will be further strengthened, including the EU Global Facility on anti-money laundering and counterterrorism financing, in operation since 2017, which is supporting countries that have already been, or are at risk of being listed by the EU or the Financial Action Task Force as non-compliant jurisdictions, with a view to their timely de-listing.

During 2023, FPI, including its five regional teams (Bangkok, Beirut, Brasilia, Dakar, Nairobi), their antenna offices (Bamako, Bogota, Islamabad, Manila, Tunis) as well as the hub for Europe and Central Asia (Kyiv, Vienna), will continue to maintain close cooperation with the EEAS, including EU Delegations, and relevant Commission services to identify timely and

flexible crisis response actions to address new and emerging crises worldwide. Actions under NDICI-Global Europe will continue to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution. While actions in response to the Russian war of aggression against Ukraine are expected to continue to be a main area for crisis response interventions, FPI will continue its engagement in the Americas, Africa and Asia in line with needs and opportunities identified during 2023.

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 action⁶

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 is allocated to the crisis response, non-programmable part of NDICI-Global Europe (Rapid Response Pillar).

The core challenge for FPI during 2023 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 remain an inherent challenge. Another challenge will be to uphold support to the global rules-based multilateral order and to consolidate the EU's strategic partnership with the United Nations and other international organisations while maintaining focus on delivery of concrete results despite the difficult operational environment and with shrinking budgets.

Non-programmable actions are prepared continuously in close cooperation with the EEAS and relevant Commission Services notably DG INTPA, DG NEAR and DG ECHO. The Council is informed through regular NDICI-Global Europe Crisis Response Information Notes to the Political and Security Committee, which are also shared with the European Parliament.

Programmable, longer-term engagement serves to build capacities for conflict prevention, peacebuilding and crisis preparedness. In cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations, specific geographical and thematic contexts will be addressed, such as, for example, the responsible sourcing of minerals, the role of women as mediators, disinformation in conflict-affected settings or the links between climate change and conflict.

Other long-term engagement focuses on improving security in partner countries, in particular where geographical or traditional cooperation approaches cannot be used. Actions will

⁶ 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.

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 2023 will be twofold. Firstly, the design and delivery of effective crisis response actions in situations of new or emerging crisis, with swift mobilisation of resources to implement actions, while ensuring coherence with other actions and identifying potential follow-up under the programmable parts of NDICI-Global Europe as appropriate. Secondly, the launch of the new Annual Action Programme under NDICI-Global Europe, and the effective implementation of the 2022 Action Programme. 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, peacebuilding and crisis preparedness remains linked to its capacity to act and intervene quickly, in a relevant and efficient way.

The outputs for 2023 under the specific objective 1.a are provided below in Section A: Crisis response, Peace, Stability and Conflict Prevention under NDICI-Global Europe of the Performance Table⁷ (page 31).

Specific objective 1.b: A further reinforced consistency and complementarity between Crisis Response, Peace, Stability and Conflict Prevention actions and CFSP actions⁸

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 2023, 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 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 Policy⁹.

⁷ 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.

⁸ 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.

⁹ 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.

To enhance efficiency, avoid duplications and address potential gaps, actions are identified and implemented in complementarity and close coordination with actions covered under geographic, other thematic and rapid response pillars of the NDICI-Global Europe and other financial instruments with particular focus on the potential for continuity of the actions under the programmable pillars of the instrument in line with the NDICI-Global Europe Regulation (art. 4.5).

Specific objective 1.c: Conflict-sensitive EU action supporting conflict prevention, stabilisation and peace in a holistic and inclusive manner¹⁰

In order to increase the effect of EU conflict prevention, peacebuilding and stabilisation efforts, FPI will continue to focus on implementing conflict-sensitive, inclusive and diverse NDICI-Global Europe actions based on the understanding that such actions are more likely to result in sustainable peace. Progress towards this objective will continue to be monitored for all interventions signed during 2023 using the composite indicator developed in 2020.

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, 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. In the context of Russia's ongoing war of aggression against Ukraine, the EUAM, for example, rapidly adopted two new lines of work, supporting Ukrainian authorities in managing refugee flows, and in investigating war crimes. 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 periodical reporting and the close measuring of absorption rates of CFSP funding beneficiaries, notably CSDP Missions, will remain key in 2023 and will be further enhanced. Given the high pressure on the CFSP budget as a result of ever-growing CFSP ambitions, FPI and EEAS have in 2022 started a process to reform the budget thereby generating short-

¹⁰ 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.

term and structural savings, including with the objective to reduce the workload on the service. A first set of short-term savings was endorsed by the PSC on 20 July 2022. More structural measures with the same purpose are being analysed for presentation to PSC, with the aim to start implementation in 2023.

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. While 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 2023. While the tasks of FPI in CFSP do not vary substantially from one year to another, the Service will continue to provide 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 demands, putting the CFSP budget under pressure, FPI will continue to consolidate the CFSP budget and to underline the importance of prioritising between different actions competing for funding in the context of the operational decision-making process at operational level.

In 2023, 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. 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 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 issues and procurement. FPI will also perform on site training 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 (ARC) taking stock of progress, both at national level and at EU level. FPI also helps to implement defined priorities (“waypoints”) for implementing the Civilian CSDP Compact¹¹. The Compact expires in 2023, and extensive discussions have taken place in 2022 to define the future of the Compact.

FPI has been involved from the outset from COM side in the discussions on the future of Compact, presenting its views and proposals during the formal and informal discussions leading up to ARC 2022 and, later, to the new Compact. The solutions proposed and discussed currently on the future of the Civilian CSDP Missions may have a significant impact on budget and resources and FPI has ensured that all such implications are taken into account when designing the new Compact.

In line with an increased emphasis on an integrated approach, FPI has played an active part in a series of important horizontal consultation exercises, including on COVID lessons-learned, Human Rights due diligence, Knowledge Management and “family status” in low to medium risk Civilian CSDP Missions. FPI represents the Commission in the Civilian Aspects of Crisis Management (CivCom) ensuring coordination with EEAS and Member States when it comes to the budgetary implications of operational planning for civilian missions and horizontal coordination in civilian aspects of CSDP.

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.

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 achievement of specific objective 2 is directly linked to the speed with which EUSRs and civilian CSDP Missions can be deployed.

The outputs for 2023 under the specific objective 2 are provided below in Section B: Common Foreign and Security Policy of the Performance Table (page 32).

Non-proliferation and disarmament

CFSP actions in 2023 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

¹¹ Council Conclusions on the Civilian Compact, adopted on 13 December 2021 (doc 14740/21).

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 2023, new non-proliferation and disarmament actions are planned to support:

- the non-proliferation of weapons of mass destruction and their means of delivery, including by supporting the activities of the Organisation for the Prohibition of Chemical Weapons and of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organisation, as well as the universalisation and effective implementation of the International Convention for the Suppression of Acts of Nuclear Terrorism and of the Hague Code of Conduct against ballistic missile proliferation and the implementation of United Nations Security Council Resolution 1540 (2004);
- the countering of illicit proliferation and trafficking of small arms and light weapons, including by supporting a global reporting mechanism on illicit conventional arms and their ammunition to reduce the risk of their diversion and illicit transfer (iTrace);
- the promotion of effective arms export controls in third countries.

The outputs for 2023 under the specific objective 2 are provided below in Section B: Common Foreign and Security Policy of the Performance Table (page 32).

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 EPF plays 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 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.

The Head of Service acts as the Facility's Administrator for assistance measures (AM). As such, FPI is responsible for the financial and contractual implementation of AM¹², 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. The service is also in charge for the management of the EPF budget which entails preparing the budget forecasts, preparing and submitting for adoption the annual EPF budget for AM and subsequent amending budgets, issuing the call for contributions to Member States, collecting funds and reporting to the EPF Budgetary authority (the EPF Committee). In 2023, work in the context of the EPF will focus on the implementation of the seventeen measures and actions **adopted by the Council in 2021**¹³ **and in 2022**¹⁴ for a total amount of commitment appropriations of EUR 741 million. The Administrator will also implement all new actions that the High Representative may propose in 2023 on the basis of the strategic guidance that the Council will provide before the end of 2022.

FPI has been working closely with the EEAS and the EPF Committee to set up the reimbursement scheme and the reimbursement schedule for Member States' deliveries to Ukraine from 1 January 2022 onwards. In July, the EPF Committee agreed that the reimbursement of the first EUR 2 billion will be spread across several years in order to limit

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 AM taking the form of a general programme for support to the African Union in 2022, AM to support capacity building of the Armed Forces of Bosnia and Herzegovina, AM to support military units trained by the EU Training Mission in Mozambique, AM to support the Armed Forces of the Republic of Mali in conjunction with the EU Training Mission in Mali, AM to support the Ukrainian Armed Forces 2021, AM to support the Georgian Defence Forces 2021, AM to support the Armed Forces of the Republic of Moldova 2021

¹⁴ AM taking the form of a general programme for support to the African Union for the period 2022-2024, AM to enhance the capacity of the Balkan Medical Task Force, AM to support the Armed Forces of the Republic of Moldova 2022, AM to support the Nigerien Armed Forces, and the preparatory Measure to support military actors and navies of coastal states involved in maritime security operations in the Gulf of Guinea, AM to support the Georgian Defence Forces 2022, AM to enhance the capacity of the Armed Forces of Bosnia and Herzegovina 2022, the AM to support the deployment of the Rwanda, Defence Force in Mozambique, AM in support to Mauritania, AM in support to Lebanon.

the impact on the Facility's annual ceilings. Overall, the bulk of reimbursements will be spread over 2024-2027, with only limited reimbursements in 2022 and 2023. FPI in 2023 will sign contracts and make payments to Member States for the amounts agreed in the schedule for the year.

The outputs for 2023 under the specific objective 3 are provided below in Section B: Common Foreign and Security Policy of the Performance Table (page 32).

C. Support to EU Foreign Policy Needs under NDICI-Global Europe ¹⁵

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

In 2023, FPI will combine its work under NDICI-Global Europe with continued implementation of ongoing actions under the Partnership Instrument (PI). Flagship actions for 2023 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.

The FPI will support the Solidarity Lanes initiative by boosting the capacity on the north-south rail-line in Moldova, which is a crucial alternative to the Black Sea routes for Ukraine's grain, food, and other commodities exports as well as for essential humanitarian aid, building materials, and other goods delivery to Ukraine. Besides mitigating the threat of a global food crisis caused by Russia's war of aggression against Ukraine and severely curtailed transport capacity via Black Sea routes, as well as helping to limit a further deterioration of the humanitarian crisis unfolding in Ukraine, an upgraded Moldovan railway system will increase the capacity of the railway network in Moldova and the region contributing to the country's development and perspective towards EU accession.

Two years after the entry into force of the **EU – UK Trade and Cooperation Agreement** and two years after the end of Withdrawal Agreement's transition period our relations with the United Kingdom would benefit from continued outreach. The EU has the opportunity to further explain and support EU policies for the benefit of EU interests through deeper relations with influencers, in particular pro-EU think tanks, as well as critical and neutral voices, which have a potential to improve the EU's engagement across the UK. New grants

¹⁵ To note that NDICI-Global Europe support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the new Instrument.

will be programmed to create new partnerships by specifically supporting think-tank initiatives in areas of EU interest.

A new action will be launched in 2023 to provide support to implement the adopted Communication on the EU integrated policy in the Arctic, promoting international cooperation and peer-to-peer exchanges. It will include the participation of relevant public institutions, research bodies, think tanks and civil society (indigenous, youth communities). The action will also aim to strengthen the coherence of EU actions in the Arctic (in the fields of transport, defence, space, ocean, climate change etc.) and increase the international leadership of the EU on topics relevant for the Arctic.

The Strategic Foresight action will start in 2023 to support the EU building and using collective intelligence to anticipate developments, help better develop possible transition pathways, prepare to withstand shocks and shape the future we want.

Through **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. The flagship action will be the participation of the EU as Guest of Honour at the Guadalajara International Book Fair in November 2023.

Based on pilot projects of 2022 on enhancing resilience against disinformation and foreign information manipulation & interference (FIMI) in Asia-Pacific and at global level, similar efforts will be replicated in the Americas in 2023 to further strengthen the EU's role as a global security provider and defender of democratic values.

The new 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.

The outputs for 2023 under the specific objective 4 are provided below in Section C: Support to EU Foreign Policy Needs under NDICI-Global Europe of the Performance Table¹⁶ (page 33).

¹⁶ 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.

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 (EOM) as well as the smaller Election Expert Missions (EEM) aims to build confidence in and enhance the reliability and transparency of 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 addition, Electoral follow-up mission (EFM) are deployed to assess the progress made in the electoral reform and the status of implementation of EOM recommendations, ensuring a national ownership.

In 2023, 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.

NDICI-Global Europe assures financing for EU Electoral Missions until 2027. To ensure the seamless continuity of EU election observation support, the Multiannual Work Programme for 2022/2023 was adopted in 2022.

In 2023, in cooperation with DGs INTPA and NEAR, FPI will also ensure the final external evaluation of the Electoral Observation Missions component of the European Instrument for Democracy and Human Rights as part of a single broader evaluation of external financing instruments under the MFF 2014-20 and the mid-term evaluation of NDICI-Global Europe.

The outputs for 2023 under the specific objective 5 are provided below in Section D: Electoral Missions under NDICI-Global Europe of the Performance Table (page 34).

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)¹⁷ and the so-called '**Anti-Torture Regulation** concerning trade in certain goods, which could be used for torture or capital punishment (Regulation (EU) 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.

In 2022, the Russian war of aggression has created unprecedented challenges for the Kimberley Process. Given the significant share of Russian diamonds in the global diamond trade and the Kimberley Process key commitment to remove conflict diamonds from the global supply chain, the EU has advocated that this matter be addressed within the Kimberley Process. Building on the compromise reached at the Plenary meeting in Gaborone, Botswana on 1-4 November 2022, FPI will continue to coordinate closely with like-minded partners on this matter including in the context of the annual UNGA Resolution on the KP.

Furthermore, FPI will advocate for a meaningful reform of the KP to enable the KP to fulfil its mandate as a conflict prevention mechanism and to demonstrate its leadership in the regulation of the trade of rough diamonds. In this regard, FPI will remain involved in the review and reform cycle steered by the Ad Hoc Committee established by the Plenary.

In addition, following the designation of Gaborone as the seat of the KP secretariat, FPI will engage with the KP Secretariat Task Force mandated to oversee the transition process with a view to a formal launch in early 2024. Lastly, FPI will follow the developments related a possible KP review mission to the Central African Republic (CAR) considering the security situation and the efforts by some KP participants to increase the trade under the KP certificate scheme of diamonds from CAR regardless of the KP control measures currently in place.

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

¹⁷ 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.

FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders.

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)¹⁸ denial notifications system as regards the 'Anti-Torture Regulation'.

Promoting the Alliance for 'Torture-Free Trade' launched in September 2017, further engaging in the UN 'Torture Free Trade' process in cooperation with the EEAS and relevant EU Delegations, strengthening cooperation with other partners and engaging with civil society entities will be at the centre of FPI's work related to the Regulation in 2023.

Following the report of the UN Secretary General¹⁹ and the more recent report of the UN Group of Governmental Experts²⁰, FPI will continue to support and give impulse to the process towards 'Torture Free Trade' globally.

Following the Commission's review report on the implementation of the 'Anti-Torture Regulation'²¹, FPI will continue in 2023 to 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 2023 under the specific objective 6 are provided below in Section E: Regulatory Instruments of the Performance Table (page 34).

¹⁸ 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.

¹⁹ A/74/969 of 28 July 2020: ('Towards torture-free trade: examining the feasibility, scope and parameters for possible common international standards').

²⁰ A/76/850: Towards torture-free trade: examining the feasibility, scope and parameters for possible common international standards - Report of the Group of Governmental experts, of 30 May 2022.

²¹ COM(2020) 343 final of 30.7.2020

F. Information outreach on EU external relations

FPI manages the Work Programme for information and outreach on EU external relations. Its objective is to support proactive information, communication and public outreach activities to increase the visibility and understanding of the European Union's external action in non-member countries, with international organisations and within the EU, promoting in particular the EU's role as a global actor. In order to ensure the seamless continuity of vital funding, the **Annual Work Programme for 2023** will be adopted in January 2023.

Based on this Annual Work Programme, and in the framework of an administrative arrangement with the Commission, the EEAS and FPI carry 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. FPI is responsible, in close cooperation with EEAS, for the preparation of the Annual Work Programme, as well as the commitment of the funds destined for the financing of the information outreach and communication activities which are implemented by EEAS headquarters and the EU Delegations.

In 2023, activities carried out by the EEAS and by 145 EU Delegations will concentrate primarily on enhancing strategic communication and public diplomacy capacity, carrying out information, communication and outreach activities, as well as countering and raising awareness on foreign information manipulation and interference, including 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.

The Annual Work Programme also covers the implementation of the **EU Visitors Programme** (EUVP) together with the European Parliament, and 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 NDICI-Global Europe.

The Work Programme also includes FPI's information and communication activities. In 2023, these activities will aim to increase awareness about the added value and impact of the Service's activity. This will be done notably 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.

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. 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 actions (projects) or policy areas. FPI will continue to contribute to both DG COMM and the EEAS

corporate campaigns. 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.

Support to the digital broadcasting of **information on European Affairs in Farsi** in digital format will continue in 2023 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.

Progress towards the horizontal communication objective related to information outreach activity will be measured by the output indicators given in Section F: Information outreach of the Performance Table (page 35).

PART 2. Modernising the administration: main outputs for 2023

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 framework²² 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.

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 updated its AFS in June 2022, after the adoption of the new EU Multiannual Financial Framework and the establishment of the European Peace Facility. It will implement the corresponding revised Action Plan in 2023, which might need to be adjusted further to take into account the results of an audit by the Internal Audit Service (IAS) starting in October 2022.

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 2023, FPI is set to manage a total of EUR 952 million (EUR 965 million was committed in 2022) under Heading 6 of the MFF 2021-2027. The Service will also ensure the implementation of assistance measures for the off-budget European Peace Facility for which the estimated budget would be EUR 798 million in 2023. It is therefore of utmost importance to ensure that human resources continue to be available and used effectively and flexibly for optimal impact in the interest of the EU.

²² [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

To deliver on the Commission's priorities and core business, the Service will continue, in a collaborative manner, to 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;
- 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, the emphasis on competency development for all FPI staff with a focus on communicating will remain. Special attention will be given to adapting to new ways of working, all while preserving the particular FPI culture and team spirit.

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 4 female Deputy Heads of Unit (out of 8), FPI has reached the target of equal representation within this category. Special attention will be put on the development of our possible future female managers, inter alia through the Female Talent Development Programme (FTDP).

The Service is also committed to the Commission's efforts in fostering a culture of inclusion and belonging at the workplace.

FPI will continue to develop its intranet, including the corporate migration to the SharePoint Online, 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 2023, FPI's provisional **Supervision Mission Plan** includes the Regional Team in Dakar and will be aimed at assessing the effectiveness and efficiency of the management and control systems in place to manage FPI instruments. As a follow-up to the IAS audit on CFSP, FPI will reinforce the 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 thereby potentially reducing the amounts to be recovered at the end of the action.

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

In 2023, FPI will continue to cooperate with the **Commission's IAS** in the ongoing audits on Anti-fraud strategy (Multi-DG), Contractual Expenditure verifications (Multi-DG), and European Peace Facility governance. In addition, FPI will fully cooperate with IAS in its planned audits on Stability and Peace (NDICI-Global Europe), Allocation of Human Resources in EU Delegations and data protection (Multi-DG).

In order to strengthen the assurance given on the implementation of Assistance Measures for the European Peace Facility, in 2023, FPI will continue to 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, there will be an ongoing need during 2023 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 the 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 as necessary with a particular focus on new staff and will promote dialogue and understanding of respective roles. Where necessary, targeted training for individual teams may be provided. In cooperation with BUDG, FPI will organise the required training for financial actors – financial initiating and verification agents and AOSD – within its financial circuits for use of SUMMA, a new tool which will replace ABAC as of January 2024. This training will be rolled out during the second and third quarters of the year.

C. Fraud risk management

Since 2013, FPI has implemented its own AFS and Action Plan.

FPI updated its AFS in June 2022 after the adoption of the new EU Multiannual Financial Framework and the establishment of the European Peace Facility. It will implement the corresponding revised Action Plan in 2023.

This Action Plan sets out a number of measures to be implemented in 2023, including, under its objective No. 4, a tailor-made Action Plan for CFSP entities (CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers/ Special Prosecutor’s Office). It may need to be adjusted further to take into account the results of an audit by the IAS starting in October 2022.

D. Digital transformation and information management

As hybrid work is the new normal, the main priorities for FPI will continue to be to provide for an effective teleworking and hybrid work environment and to offer support to staff to make the most of the digital tools available. FPI cooperates with DG DIGIT in this respect.

In terms of digital transformation, FPI will cooperate with DG DIGIT to begin delivering on the main objectives of the New Generation Digital Commission Strategy²³ 2022 based on the mapping of FPI’s main digital needs. Where opportunities arise during the year, attention will be given to work on data, information and knowledge-sharing, reusability and interoperability in consultation with DIGIT. Significant measures to increase and transform digital culture will only kick in when OPSYS – the new IT platform for project management and evaluation²⁴ – becomes fully functional in early 2024. As part of its digital transformation, FPI will continue using new digital cooperation tools, such as Microsoft³⁶⁵, including SharePoint Online, and Microsoft Teams and make the most of them. FPI will also further develop its capacity to work in a hybrid way.

In coordination with DG DIGIT and following the corporate schedule, FPI will ensure the finalisation of migration of its staff to “WELCOME”, the digital environment of the Commission that replaces the NET1environment.

FPI will ensure that the entries for the security section of GovIS2 of the information systems that it owns, will be kept updated. The FPI LISO function will contribute to building capacity and maturity in managing IT security, risk, compliance and cybersecurity for FPIs staff as well as for the information systems it owns. Advice will be provided to system owners via attendance at LISO meetings and assisting the Cyber Aware team in the preparation and roll-out of Cyber Aware campaigns. The GRC tool for the management of IT security, risk and compliance will remain compliant in cooperation with DG INTPA based on the SLA.²⁵ FPI will follow the guidelines deriving from the upcoming Cybersecurity Regulation (when adopted

²³ COM (2022) 4388 of 30 June 2022

²⁴ OPSYS is the Operational Information System of the European Commission to manage different aspects of EU external assistance from planning to design and right through to evaluation. It supports the operational, legal and financial management of all FPI interventions. OPSYS is being developed jointly by DG INTPA, DG NEAR and FPI with the technical support of DIGIT, RTD and JRC.

²⁵ FPI is a small Commission service with no dedicated IT resource. IT issues are covered by an SLA with DG INTPA from 2011 and revised in 2019.

in cooperation with DG INTPA under the terms of the SLA). Markers for expenditure in relation to migration, climate, gender and COVID-19 will also be ensured in ABAC and OPSYS for corporate reporting purposes.

In terms of data protection, FPI will continue working on aligning its activities with Regulation (EU) 2018/1725 (EU Data Protection Regulation) and the Commission's Data Protection Action Plan (C (2018) 7432). To this end, FPI regularly keeps its inventory of processing operations (records) up to date. FPI also took all possible steps to ensure that international transfers of personal data are carried out in line with the data protection framework. Additionally, FPI will continue coordinating with external action DGs and EU Institutions (notably, the EEAS and the European Parliament) to address issues of common concern. Finally, cooperation with implementing partners will be enhanced to ensure that data protection rules are applied in the context of implementation of FPI actions (projects). To ensure that all staff members embed data protection in their daily work, awareness raising activities and training courses will continue to be organised. The established network of data protection focal points in FPI Units and Regional Teams in EU Delegations plays a key role in achieving the above objectives. The objectives set for 2022 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 2023, the Service will continue its efforts towards a sound environmental management within the possibilities offered in the EEAS building where it is hosted and will focus on actions related to a greener working place and missions.

The objective of a greener working place will be met through four main working strands: 1) Waste reduction and recycling, 2) a fully paperless office, 3) promoting the use of tap water and 4) reduction of energy use.

Teleworking became the standard working method through lock down and beyond. Hybrid working has become the new normal. The FPI will continue to support a flexible approach to mixing telework and office work. 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, being fully aware of the limits of such a policy and related risks.

F. 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 support all Missions, inter alia aiming at harmonising and simplifying operating procedures in CSDP Missions. The focus concentrated on five key pillars: consolidate the Warehouse II (contract phasing out by 30 November 2022); the roll-out of a single IT business processes platform (ERP – Enterprise Resource Management) connected to HQ; provide CSDP Missions with a set of Framework contracts managed by HQ; and provide guidelines on procurement, budgetary and financial matters.

The current Warehouse contract expires in November 2022. As of now, IT and Security equipment will be provided to missions through two new framework contracts. A third framework contract for medical equipment is currently being negotiated and its signature is imminent.

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 2023 FPI will track all expenditure on gender, climate, biodiversity and migration and forced displacement as well as on COVID-19. Tracking 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 2023:		
Other important output		
Output	Indicator 1.a.4	Target
Decision on the Annual Action Programme (AAP) 2023 for the Peace, Stability and Conflict prevention programme	Adoption	April 2023
Output	Indicator 1.a.5	Target
Contracting of AAP 2022 on the Peace, Stability and Conflict prevention thematic programme	Number of action documents under AAP 2022 contracted	100% by 31 December 2023
Output	Indicator 1.a.6	Target
Reporting on earlier actions/AAP under IcSP Art. 3, 4 and 5 (pre-2021) submitted as planned	Timely submission of reporting of actions/AAP under IcSP Art 3, 4 and 5 (pre-2021)	100%

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 2023:		
Other important output		
Output	Indicator 2.5	Target
Signature of contribution agreements with EUSR and civilian CSDP missions	Percentage of Contribution Agreements with EUSR & civilian CSDP Missions signed within 1 month after Commission Financing Decision adoption	1 month after each Commission Financing Decision
Output	Indicator 2.6	Target
Financing Decisions in support of Non-proliferation of weapons and disarmament	Adoption by the Commission	1 month after each Council Decision
Output	Indicator 2.7	Target
Grants or Contribution Agreements	Signature	1 month after each Commission Financing Decision

General objective: A stronger Europe in the world		
Specific objective 3: Global conflict management capacity is further reinforced through the deployment of European Peace Facility peace support operations by international, regional and sub-regional organisations		<i>Related to spending programme: EPF</i>
Main outputs in 2023:		

Other important output		
Output	Indicator 3.1	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 ²⁶

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 2023:		
Other important output		
Output	Indicator 4.a.4	Target
Financing Decisions/Commitment of available funds under Support to Foreign Policy Needs building on PI-practices	Adoption	100% of available funds under both pillars committed
Output	Indicator 4.a.5	Target
Number of contracts covering individual measures adopted in 2022 and of AAP 2022 and 2023 actions	Number of individual measures adopted in 2021 and of AAP 2022 and 2023 actions, contracted	100% by end-2023
Output	Indicator 4.a.6	Target
Reporting on earlier actions under AAPs 2016 to 2020 under the Partnership Instrument submitted as planned	Timely submission of reporting on actions under AAPs 2016 to 2020 under the Partnership Instrument which demonstrate achievement of first results	90%

²⁶ To note that NDICI support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the instrument.

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 2023:		
Other important output		
Output	Indicator 5.3	Target
2024/2025 Multiannual Indicative Electoral Missions Programme in cooperation with EEAS	Adoption	Last quarter of Q4 2023.

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 2023:		
Other important output		
Output	Indicator 6.2	Target
Meetings of the informal expert group on the 'Anti-Torture' Regulation.	Organisation	At least 3
Output	Indicator 6.3	Target
Annual reports referred to in Articles 26(4) and 31(4) respectively of the Anti-Torture Regulation Anti-Torture Coordination Group in 2022	Adoption	3rd quarter 2023

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 2023:		
External communication actions		
Output/ Result	Indicator C1	Target
Information Outreach Annual Work Programme 2024.	Adoption	December 2023/January 2024
Output/ Result	Indicators C2	Target
Visibility of FPI actions	Growth rate of followers on Twitter Growth rate of visits on FPI website	30% yearly increase 10% yearly increase
Output/ Result	Indicators C3	Target
In-person and virtual EUVP visits organised	Number of in-person and virtual EUVP visits organised	300
Information of EUVP Alumni on website and social media	Number of EUVP Webpage and social media posts featuring EUVP Alumni published	50
Active exchange with EUVP Alumni through webinars and online conversations.	Number of EUVP Alumni webinars organised	3
	Number EUVP Alumni online conversation organised	10

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 2023:		
Output	Indicator	Target
Provide individual desk to each newcomer in unit-assigned area. Prepare FPI move to new space: grouping staff in 'family' clusters so as to encourage collaboration and efficient use of resources	Working arrangements: Satisfaction rate Office work/telework ratio	Improve satisfaction rates on working arrangements as compared to 2021 Staff Survey (>50% vs. 62% for EC as a whole) Increased rate of office work
At least one FPI-wide wellbeing event	Participation rate	80%
Regular all staff meetings and HOS messages to staff	FPI Staff engagement index in future Staff surveys at least at the level of the 2021 Staff survey Number of meetings/messages	Equal or above 77 % At least 2 all staff meetings Quarterly messages
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 the FPI welcome package: Meet and greet at HOS/HRC level; mentor/buddy assignments	Number of meetings Number of assignments	100% of new staff successfully integrated
Encourage participation in training courses on digital proficiency	Increased proficiency of staff and Service-wide use of relevant tools	Qualitative
Encourage female applications to vacant Head of Unit and Deputy posts	Number of female applicants	50% of applications
Encourage participation of future female managers in initiatives such as the FTDP	Number of applicants	Filling available FPI quota for FTDP

Continue coaching for middle managers and FPI regional team leaders Carry out 360° feedback for all middle managers	Staff survey indicators: Middle management – Feedback and recognition Participation of middle managers	Maintain rates of 2021 Staff survey (81%) 100% participation by end 2023
Diversity and inclusion: Awareness-raising	Participation in awareness-raising activity	1 activity in 2023

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 2023:

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	Timely payment and/or budget execution 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 Team staff	2 sessions per year / as necessary
Roll out of SUMMA training financial circuit actors in cooperation with BUDG	Delivery of training for Financial Initiating Agents (FIA), Financial Verification Agents (FVA) and Authorizing Officer by Sub Delegation/Authorizing Officer (AOSD/AO)	Quarter 2 - FIA, FVA Quarter 3 - AOSD/AO

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) aimed at the prevention, detection and correction of fraud

Main outputs in 2023:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy as planned in 2023	% of the implementation of 2023 actions in the FPI AFS	100%
Increased anti-fraud awareness amongst FPI headquarters' staff (newcomers):	% of newcomers attending the training course in 2023	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 2023	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 2023:

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.	70%
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

Implementation of corporate data governance	Percentage of FPI data assets for which corporate principles for data governance have been implemented	55%
Update of IT security plans (at least every two years)	Updated IT security plans registered in GoVIS2	100 %
Compliance with IT priority controls including MFA/EU Login is compliant.	Number of implemented controls documented in the GRC tool.	100 %
Cybersecurity awareness and training	Number of organised Cybersecurity awareness training sessions	1 for Management 1-2 for FPI HQ staff
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 in 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 2023:

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions to reduce/recycle waste and reduce paper/energy/water consumption in the framework of EMAS corporate campaigns and/or awareness actions about Service's total consumption in collaboration with OIB, where appropriate.	<p>Number of actions related to waste/recycling and paper/energy/water consumption</p> <p>Number or % of staff informed</p> <p>Volume of paper used</p> <p>Volume of waste produced</p> <p>Energy and water consumption</p>	<p>At least one action on energy consumption during 2023</p> <p>100% of staff informed on energy consumption</p> <p>Year-on-year reduction of paper/energy/water-use and waste produced relative to rates of staff working in the office</p>

Efficient use of resources by smart use of FPI office space	All FPI staff reassigned office space in one floor with smart grouping of units by 'family' cluster	2024
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