

Annual Activity Report 2025

SERVICE FOR FOREIGN POLICY INSTRUMENTS

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FPI IN BRIEF

The Service for Foreign Policy Instruments (FPI) puts EU foreign policy into action, fast and flexibly, in a policy-driven and integrated approach. It supports the objectives of the Common Foreign and Security Policy (CFSP) as defined in Article 21 of the Treaty on European Union, under the authority and political guidance of the High Representative of the Union for Foreign Affairs and Security Policy in her capacity as Vice-President of the European Commission (HR/VP). It works in close cooperation with the European External Action Service (EEAS) and the other Commission services working on external relations or managing external aid and plays a crucial role in the Humanitarian–Peace–Development nexus.

The Service manages the implementation of financing instruments under the Common Foreign and Security Policy (CFSP) and under the Neighbourhood, Development and International Cooperation Instrument (NDICI) – Global Europe budgets. The latter includes actions on Crisis response, peacebuilding and conflict prevention as well as actions addressing global and trans-regional threats and foreign policy needs; EU Election Observation Missions; cooperation with high-income countries; and the information and outreach work programme on EU external action. The Service is also in charge of two EU foreign policy regulatory instruments: the Kimberley Process Regulation and the ‘Anti-Torture’ Regulation. Additionally, FPI’s Head of Service acts as the administrator for assistance measures under the European Peace Facility, an instrument outside the EU budget that provides funding for military aid to partner countries and international organisations.

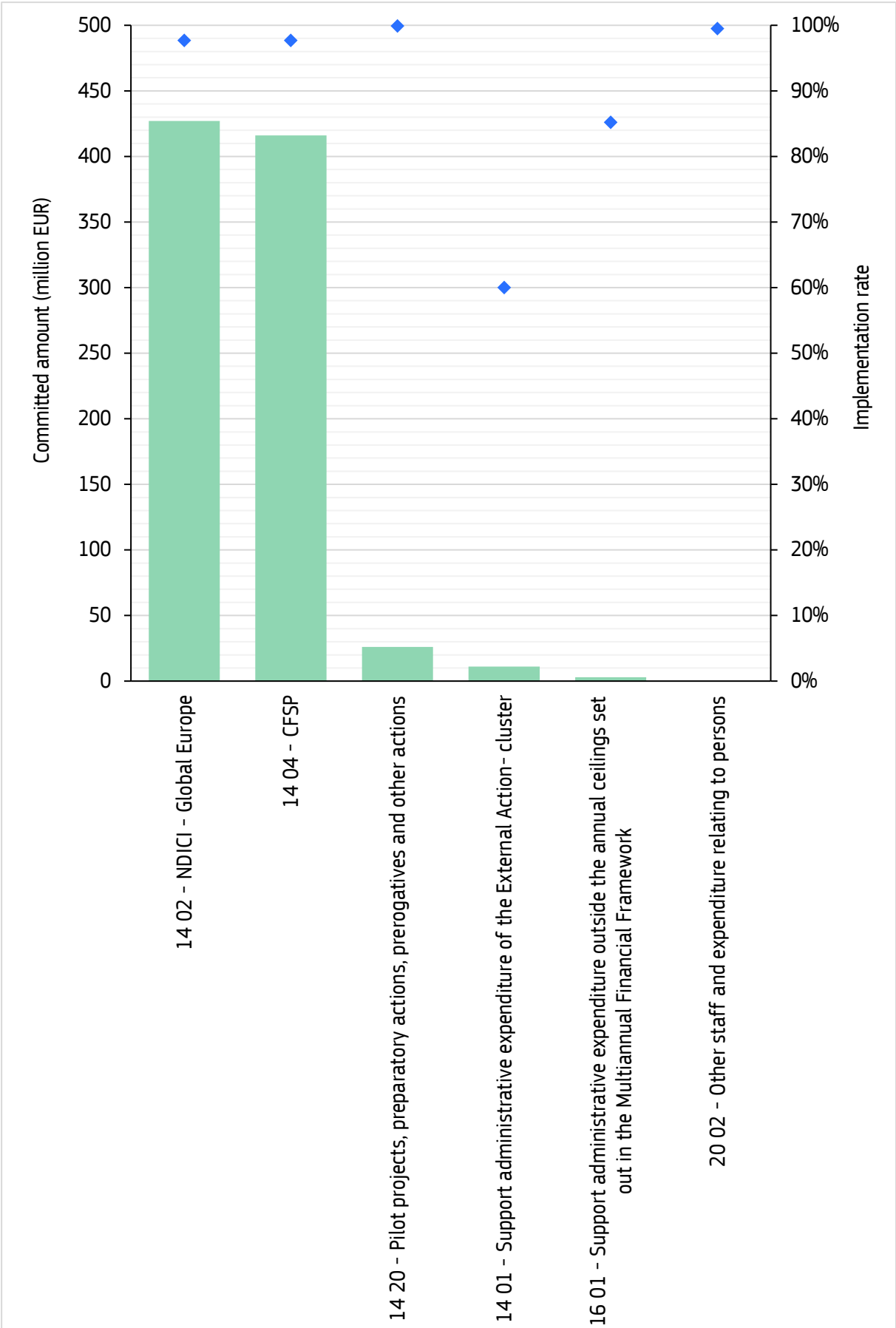
In terms of decision-making, foreign policy and its political priorities are defined and implemented by the European Council ⁽¹⁾ and by the Council of the European Union ⁽²⁾, where the HR/VP chairs its Foreign Affairs Council. In particular, the Council’s Political and Security Committee provides the strategic orientation and political steer for the areas covered by the CFSP and the Common Security and Defence Policy (CSDP), including operations and assistance measures to be funded under the European Peace Facility.

Regarding financial responsibility, the implementation of the operational budget for 2025 amounts to EUR 886 million in commitments and EUR 984 million in payments. As regards the off-budget European Peace Facility, in 2025 FPI committed EUR 3.562 million and paid EUR 4.225 million. Given that the European Peace Facility is an off-budget instrument, it is subject to separate reporting.

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

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

Figure 1 – 2025 FPI commitments by budget chapter



EXECUTIVE SUMMARY

A. Key results and progress towards achieving the Commission's general objectives and department's specific objectives

In 2025, FPI worked to support conflict prevention, stabilisation and peace; leverage the EU's influence in the world, build alliances, underpin multilateralism, support global stability and prosperity, link the internal and external aspects of EU policies, and promote EU values and standards abroad.

The major challenge continued to be the Russian war of aggression against Ukraine and its spillover effects across the globe. The European Peace Facility continued to be instrumental in providing support to the Armed Forces of Ukraine. At the same time, the Service provided critical on-the-ground assistance in the Middle East, not only through civil CSDP missions ⁽³⁾ but also by supporting civil society and diplomatic efforts in Syria, Gaza and the West Bank.

The Service continued to adapt its planning and implementation to highly volatile operational contexts, namely through the strategic use of FPI-managed budget lines under NDICI – Global Europe. This also involved advising on a sound use of the CFSP budget and maximising synergies with Member States and other external action departments. FPI ensured the swift implementation of **CFSP actions** ⁽⁴⁾ decided by the Council.

In its role of Administrator, the Service also ensured swift contracting and effective implementation of 15 **European Peace Facility assistance measures** established by Council decision in 2025 alongside the continued implementation of 24 measures adopted since 2021. ⁽⁵⁾

FPI implemented 27 **electoral missions**, including seven fully-fledged Election Observation Missions (i.e. observing the whole electoral process) in Ecuador, Kosovo, Philippines, Bolivia, Guyana, Malawi and Honduras.

As regards the **'Anti-Torture' Regulation**, the Service finalised, after extensive consultations with Member State experts, a proposal to expand the scope of products falling under the Regulation. Furthermore, FPI prepared a review report ⁽⁶⁾ assessing the Regulation as fit for

⁽³⁾ Through the EU Border Assistance Mission for the Rafah Crossing Point and the EU Police and Rule of Law Mission for the Occupied Palestinian Territory.

⁽⁴⁾ Including civilian CSDP missions, EU Special Representatives and Non-Proliferation and Disarmament actions.

⁽⁵⁾ Three assistance measures in Niger were terminated, following a *coup d'état*.

⁽⁶⁾ Report from the Commission to the European Parliament and the Council on the review of Regulation (EU) 2019/125 of 16 January 2019 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment, [COM\(2025\) 748 final](#), 09.12.2025.

purpose over the last five years and successfully stress-tested the proportionality of its administrative burden.

The Service continued to deploy flexible and timely support via 78 new **crisis response** interventions. This included providing essential support for the response to the war of aggression against Ukraine in areas such as demining, energy and accountability, but also for the wider Eastern Neighbourhood and globally, including in Palestine ⁽⁷⁾, Israel, Lebanon, Syria, Sudan and the Sahel, among others. These interventions addressed both the drivers and the consequences of instability and hostility, such as disinformation, hate speech or gender-based violence.

The thematic programme on **conflict prevention and peacebuilding** initiated 18 new interventions and continued to support multilateral as well as civil society actors in conflict-affected or conflict-prone settings to prevent conflict escalation and promote dialogue and reconciliation, including via innovative approaches. Work in 2025 also addressed **global and trans-regional threats**, with a focus on those with the potential to directly impact Europe's security and well-being. 14 new interventions included actions to mitigate Chemical, Biological, Radiological and Nuclear (CBRN) risks, enhance maritime and cyber security as well as strengthen global efforts against terrorism and organised crime.

FPI involvement in the **Kimberley Process**, a global tripartite initiative of governments, civil society and industry to stop the trade in conflict diamonds, was again marked by its efforts to address the implications of the Russian war of aggression against Ukraine ⁽⁸⁾ and by its advocacy for a substantive reform of the Process to ensure that it remains fit for purpose. The Process' certification scheme was stress-tested, finding its administrative burden proportionate.

Support to **foreign policy needs** actions focused on the external dimension of internal policies, on leveraging the EU's influence as well as on bolstering EU public and cultural diplomacy. 16 new interventions addressed challenges of global concern such as economic security, public diplomacy, disinformation and Foreign Information Manipulation and Interference.

Finally, eight new actions were adopted to **strengthen partnerships with high-income countries** ⁽⁹⁾ in priority areas such as public diplomacy and youth engagement with the United States; digital partnerships and digital cooperation in Asia and the Pacific; economic security cooperation with Indo-Pacific partners; cultural relations with Japan, Singapore and Thailand; and public diplomacy, private investment and energy and climate adaptation in Gulf countries.

All assistance provided during 2025 aligned with the provisions of the International Humanitarian Law.

⁽⁷⁾ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

⁽⁸⁾ Russia is one of the largest global producers of diamonds.

⁽⁹⁾ Such as Canada, Japan, Republic of Korea, Taiwan and the United States.

B. Key performance indicators

KPI #	KPI Title	Baseline (2024)	2025	Interim milestone (2027)	Target (2029)
Specific Objective 2.1: Reinforced EU contribution to global security through CFSP actions					
2.1.1	Percentage of contribution agreements with civilian CSDP Missions and EU Special Representatives signed within 6 weeks of the adoption of the relevant Council Decisions	93%	93%	93%	93%
Specific objective 2.2: Reinforced EU contribution to global security through European Peace Facility actions					
2.2.1	European Peace Facility assistance measures being implemented within three months of adoption of the related Council decision	85%	71%	90%	100%
Specific objective 5.1: Protection and promotion of EU values, democracy and human rights, through the deployment of Electoral Observation Missions and through the 'Anti-torture' Regulation					
5.1.1	Number of electoral processes and democratic cycles supported, observed, and followed	22	20	20	20
Specific objective 6.1: Strengthened EU action for peace, stability and for response to crises and global and transregional threats					
6.1.1	Number of crisis response interventions that respond to existing or emerging crises	250	311	400	500
	Number of peacebuilding interventions that respond to existing or emerging crises	60	78	100	130
Specific objective 6.2: Strengthened partnership and policy engagement with third countries in areas of EU strategic interest					
6.2.1	Number of processes related to partner country practices on trade, investment and business, or promoting the external dimension of EU internal policies or EU interest, which have been influenced	140	174	170	200

Caption: The table features a colour-coded (left-right) bar system to visually represent the evolution of the indicator in comparison with the target. A green colour (bar on the right) indicates that the indicator is moving in the correct direction, whereas a red colour (bar on the left) suggests that the indicator needs to change course. For numerical indicators, the size of the bar also indicates proximity (distance) to the target.

Comments: For indicator 2.2.1, the adoption of Commission Financing Decisions for European Peace Facility assistance measures must be preceded by the adoption of specific amending budgets by the European Peace Facility Committee in the Council, given the facility's off-budget nature. Council procedures fall outside the control of FPI and often explain delays in implementation.

C. Key conclusions on internal control and financial management

FPI has systematically examined the available control results and indicators, including those from supervised entities to which it has entrusted budget implementation tasks, as well as the observations and recommendations issued by the internal auditor and the European Court of Auditors.

The transition in 2025 to the Commission's new accounting system, SUMMA, has required the adjustment to a new system and has impacted budget implementation tasks, processes and financial management activities, particularly during the first part of the year. This has required careful management to ensure the same data quality as in previous years. In some cases, this may have resulted in lower performance for some standard financial indicators such as the timely payments.

All the above elements have been assessed to determine their impact on management's assurance about the achievement of the control objectives. Please refer for further details to section 2 on Internal Control and Financial Management.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated. The Director/Head of Service, in his capacity as Authorising Officer by delegation, has signed the Declaration of Assurance.

D. Provision of information to the HR/VP

In the context of the regular contacts and meetings during the year between FPI and the Cabinet of the HR/VP, the main elements of this report and assurance declaration have been brought to the attention of HR/VP Kaja Kallas, responsible for Foreign Affairs and Security Policy.

1. KEY RESULTS AND PROGRESS TOWARDS ACHIEVING THE COMMISSION'S GENERAL OBJECTIVES AND FPI'S SPECIFIC OBJECTIVES

FPI adapted programming and implementation to highly volatile operational environments through the targeted use of the instruments under its management to ensure a coherent and timely delivery of EU interventions.

FPI also contributed to the simplification, implementation and enforcement agenda. On 28 October 2025, the HR/VP hosted an implementation dialogue entitled '[Securing Peace: The EU as a Peace and Security Actor in a changing conflict landscape](#)', bringing together 24 civil society representatives to discuss the implementation of EU peace, security and defence objectives. The HR/VP's '[Annual Progress Report on Simplification, Implementation and Enforcement](#)', published on 21 October 2025, highlighted the Service's contributions, including stress-testing the regulatory instruments under its remit.

With a view to implement the criteria for a strengthened common control approach on the reliability of performance information on EU financial programmes, FPI has put in place an internal control process. No issues or significant weaknesses were identified in the process.

Specific objective 2.1. Reinforced EU contribution to global security through CFSP actions ⁽¹⁰⁾

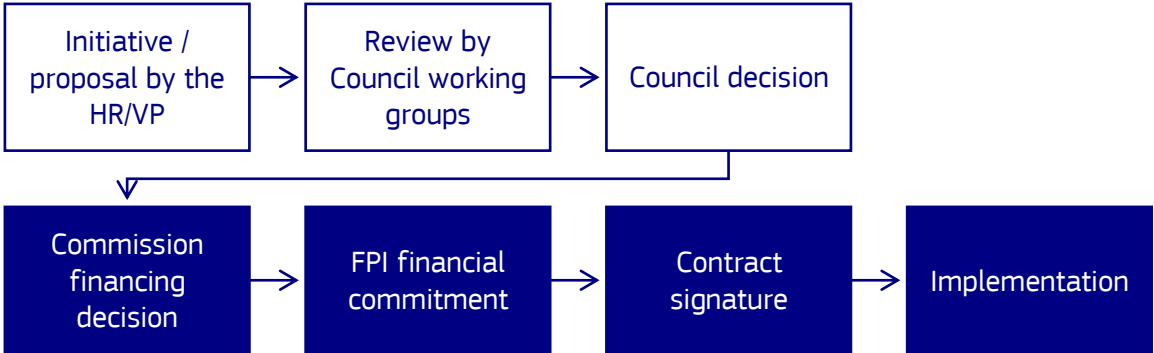
CFSP actions contribute to the **preservation of peace, the prevention of conflicts and to strengthening international security**. As such, specific objective 2.1. contributes to the Commission's general objective 2 "A new era for European defence and security" and to the United Nations Sustainable Development Goals 5 "Gender equality" and 16 "Peace, justice and strong institutions."

The achievement of this specific objective is not fully under FPI's control: for CFSP actions, which is responsible for the financing and contracting of actions, while the Council adopts specific decisions upon proposal by the High Representative. CFSP operations contribute to the preservation of peace, the prevention of conflicts and to strengthening international security. For CFSP operations, the Council adopts specific decisions upon a proposal by the HR/VP. On this

⁽¹⁰⁾ Further information on how operational expenditure contributed to the achievement of the strategic objectives of the Union is available in the [CFSP Programme Performance Statement for 2025](#).

basis, then, the Commission adopts financing decisions to provide the necessary funding. In turn, FPI is responsible for the financing and contracting of actions.

Figure 2 – CFSP actions’ decision process

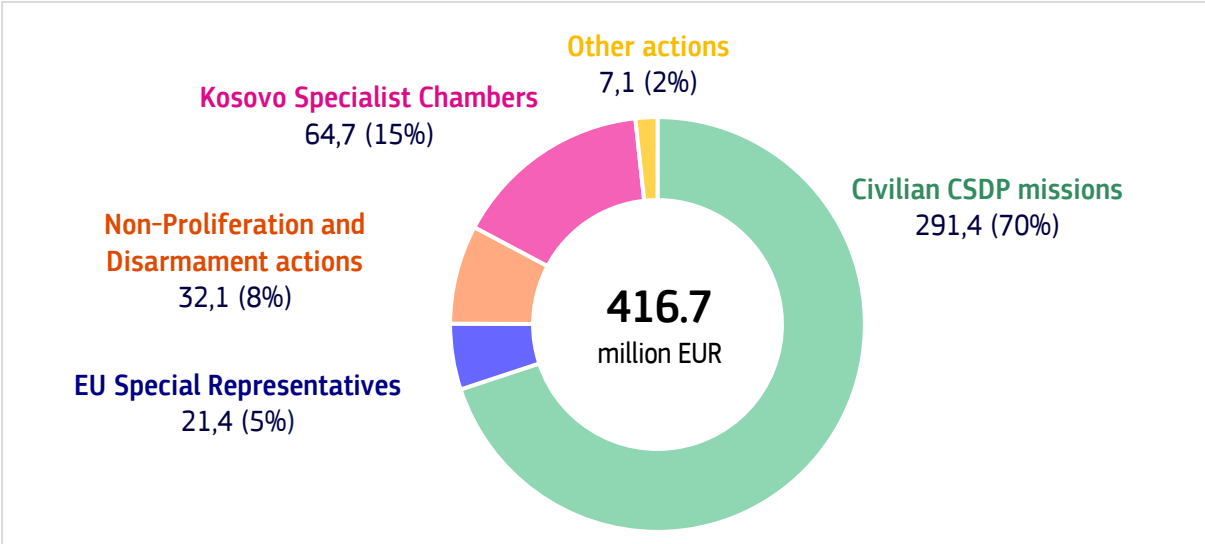


Additionally, FPI supervises the proper management of the expenditure in accordance with sound financial management principles, keeps track of the absorption of the funds by implementing partners and updates the Council on the overall situation of the CFSP budget.

In 2025, FPI committed 106% of the adopted CFSP budget of EUR 392.1 million ⁽¹¹⁾ and 97.7% of the available CFSP budget of EUR 426.7 million.

Figure 3 – 2025 CFSP commitments by action type

in EUR million



CFSP actions covered Eastern Europe, the Western Balkans and the South-Caucasus, Africa (including the Sahel), the Middle East and Central Asia.

⁽¹¹⁾ Including EUR 34.6 million of unused pre-financing amounts paid to implementing organisations in previous years that have been recovered in 2025.

CSDP missions and EU Special Representatives

In 2025, the mandates of eight civilian CSDP missions were renewed, ⁽¹²⁾ including the mandates of missions supporting Palestinian ⁽¹³⁾ border management, security and judicial institutions.

The Council also appointed four new EU Special Representatives ⁽¹⁴⁾ and extended the mandates of three EU Special Representatives ⁽¹⁵⁾ appointed in previous years.

Furthermore, FPI assists civilian missions, EU Special Representatives and the Kosovo Specialist Chambers in achieving their operational objectives and compliance with the principles of proportionality and sound financial management. To that end, the **mission support platform** provided, among others, guidance on procurement procedures and on access to Commission framework contracts. As part of ongoing internal simplification efforts, the Mission Support Platform also prepared a dedicated CFSP Wiki (subsequently launched on 26 January 2026), providing a centralised information hub for finance, procurement and operational guidance, thereby improving knowledge sharing and working efficiency between headquarters and civilian CSDP missions.

Non-proliferation and disarmament

In 2025, FPI signed 12 new non-proliferation and disarmament actions, bringing the total number of ongoing actions to 30 (total commitments: EUR 97.7 million by year end). FPI continued to **combat the proliferation of weapons of mass destruction** and their means of delivery by three new actions, including support to the Organisation for the Prohibition of Chemical Weapons' activities in Syria and Ukraine and to the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and the Biological and Toxin Weapons Conventions.

To **counter the illicit trade in and proliferation of Small Arms and Light Weapons and other conventional weapons**, five new actions were adopted. This included support to the

⁽¹²⁾ EU Capacity Building Mission in Mali, EU Mission in Armenia, the EU Partnership Mission in The Republic of Moldova, EU Rule of Law Mission in Kosovo, the EU Integrated Border Assistance Mission in Libya, EU Police and Rule of Law Mission for the Occupied Palestinian Territory, EU Border Assistance Mission for the Rafah Crossing Point and the civilian and military EU Security and Defence Initiative in Support of West African Countries of the Gulf of Guinea.

⁽¹³⁾ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

⁽¹⁴⁾ Ms Kajsa Ollongren as EU Special Representative for Human Rights (appointed to implement the mandate of her predecessor, Mr Olof Skoog), Mr Eduards Stiprais as EU Special Representative for Central Asia, Mr Peter Sørensen as EU Special Representative for the Belgrade–Pristina Dialogue and Mr Christophe Bigot as EU Special Representative for the Middle East Peace Process.

⁽¹⁵⁾ Ms Magdalena Grono, EU Special Representative for the South Caucasus and the crisis in Georgia, Mr Luigi di Maio, EU Special Representative for the Gulf region and Mr Johan Borgstam, EU Special Representative for the for the Great Lakes region.

United Nations Programme of Action on Small Arms and Light Weapons and to the Anti-Personnel Mine Ban Convention.

Three other new actions promoted **arms export control**, for example on outreach activities in support of the Arms Trade Treaty.

In addition, FPI also extended the support to the European **network of independent non-proliferation and disarmament think tanks**.

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

Specific objective 2.2. contributes to the Commission's general objective 2 "A new era for European defence and security" as well as to the United Nations Sustainable Development Goal 16 "Peace, justice and strong institutions."

The achievement of the objective is not fully under FPI's control, as the right of initiative to propose new assistance measures rests with the HR/VP and/or Member States.

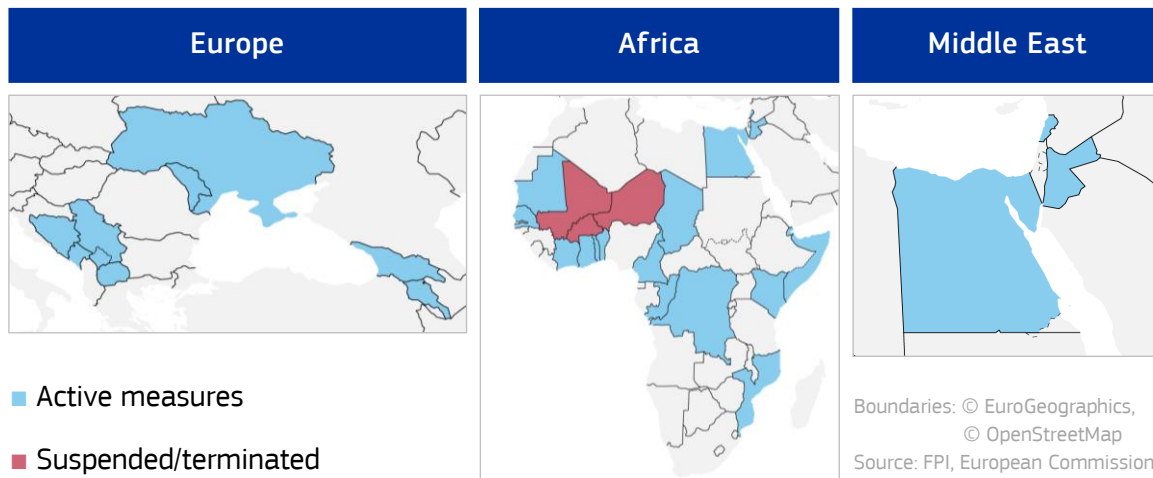
The European Peace Facility was established ⁽¹⁶⁾ as an off-budget mechanism to finance **CFSP actions having military or defence implications**, which cannot be financed under the Union budget as per Article 41(2) TEU.

The Commission carries out the role of Administrator for assistance measures, through FPI managing their financial and contractual implementation. Dedicated administrative resources were created for this purpose (16 statutory staff at the end of 2025). Expenditure linked to this statutory staff is financed by the administrative budget managed by the Service, free of charge to the facility.

⁽¹⁶⁾ Council Decision (CFSP) 2021/509 of 22 March 2021 establishing the European Peace Facility, OJ L 102, 24.3.2021, p. 14, ELI: <http://data.europa.eu/eli/dec/2021/509/oj>.

Figure 4 – Who benefits from the European Peace Facility?

Countries receiving support 2021–2025



In its role of Administrator for assistance measures, the Service contributed to the achievement of this objective by ensuring swift contracting and effective implementation of 15 new actions established by Council decision in the course of 2025 besides the continued implementation of the assistance measures adopted from 2021 to 2024, which overall represented commitment appropriations of EUR 3.56 billion and payment appropriations of EUR 4.22 billion.

FPI also contributed to ensure **coherence, consistency and complementarity between the European Peace Facility and the Union’s external financing instruments** funded under the Union budget. It has pro-actively engaged in a joint effort with EEAS to ensure faster delivery and implementation of assistance measures.

FPI has been working closely with the EEAS and the European Peace Facility Committee in the Council to update and implement the **reimbursement scheme and schedule for Member States’ deliveries to the armed forces of Ukraine**, which runs until 2027.

In 2025, the European Peace Facility financial ceiling was topped up by the amount of EUR 1.932 billion stemming from extraordinary revenues of the Russian immobilised assets in support to the Armed Forces of Ukraine.

Information and communication activities related to the European Peace Facility are the responsibility of the HR/VP ⁽¹⁷⁾. The Service has put in place an effective coordination mechanism between the Commission, the EEAS and the HR/VP Cabinet to provide information on equipment deliveries and its communication, including the provision of web and social media content.

⁽¹⁷⁾ Article 72 of Council Decision (CFSP) 2021/509.

Specific objective 5.1. Protection and promotion of EU values, democracy and human rights, through the deployment of Electoral Observation Missions and through the ‘Anti-Torture’ Regulation ⁽¹⁸⁾

Specific objective 5.1. contributes to the Commission’s general objective 5 “Protecting our democracy, upholding our values” and to the United Nations Sustainable Development Goals 5 “Gender equality” and 16 “Peace, justice and strong institutions.”

The achievement of this specific objective is not fully under FPI’s control: while the Service is responsible for the financing, contracting, logistics and security of electoral missions, the HR/VP decides on the deployment of missions. Similarly, while the Service is responsible for the implementation of the ‘Anti-Torture’ Regulation and represents the EU in the Global Alliance for Torture-Free Trade, progress depends on the Member States that are parties to the Alliance.

EU electoral missions under NDICI – Global Europe ⁽¹⁹⁾

Election Observation is a key part of the EU’s foreign policy, supporting the **strengthening of democracy and respect for human rights**. Election Observation Missions bring added value to strengthen democratic institutions, build public confidence in electoral processes and to deter fraud, intimidation and violence.

In 2025, FPI supported 20 electoral processes through the implementation of 27 missions as follows:

- **seven fully-fledged Election Observation Missions**, including assessments of the campaign, the legal and political context, and the overall electoral process,
- four Electoral Expert Missions,
- seven Follow-up missions and
- nine Election Exploratory Missions.

The fully-fledged Election Observation Missions in Ecuador, Kosovo, Bolivia, Guyana and Malawi went smoothly without major incidents and were successfully implemented. However, safety concerns in Ecuador required careful balancing between ensuring the safety of members and fulfilling mission goals.

⁽¹⁸⁾ This specific objective was amended after the publication of the [2025 FPI Management Plan](#) to better reflect the contribution of the ‘Anti-Torture’ regulation to the protection and promotion of EU values and human rights.

⁽¹⁹⁾ Further information on how operational expenditure contributed to the achievement of the strategic objectives of the Union is available in the [NDICI – Global Europe Programme Performance Statement for 2025](#).

Nevertheless, other missions encountered several challenges:

- Unpredictable election schedules in Bangladesh, Kosovo, Haiti, and Paraguay disrupted planning efforts.
- Issues on receiving official invitations, and complex negotiations around Administrative Arrangements in Gabon and Uganda added further difficulties.
- In the Philippines, just four days before the elections, the national Commission on Elections informed EU observers that they could not enter polling places, despite legal agreements allowing observation. In consequence, the mission could not assess the voting process in accordance with the established methodology.
- In Honduras, the Electoral Observation Mission was extended due to delays in verifying electronically transmitted results and concluded on 23 December 2025, the day final results were announced.

Despite these difficulties and challenges, flexible strategies were put in place to successfully implement a maximum of missions' objectives.

The 'Anti-Torture' Regulation

FPI serves as the Commission's lead service for Regulation (EU) 2019/125 concerning trade in certain goods which could be used for torture or capital punishment ⁽²⁰⁾. The Anti-Torture Regulation reflects the EU's commitment to the **eradication of torture and the death penalty through measures to prevent the trade in certain goods**. It introduced unprecedented and binding trade restrictions on a range of goods used for capital punishment, torture, or other ill treatment.

In 2025, FPI engaged in extensive consultations with Member States' experts through the Anti-Torture Coordination Group on a proposal to expand the Regulation's scope of regulated goods. A delegated act was published in July 2025 and was welcomed by the UN Special Rapporteur and civil society. A delegated act was published in July 2025 and was welcomed by the United Nations Special Rapporteur on torture and civil society. This underscores the Commission's lead role in regulating the trade in goods used for torture and the death penalty at a time when human rights are being severely challenged.

The report on export authorisations ⁽²¹⁾, the report on the activities of the Anti-Torture Coordination Group ⁽²²⁾ and the review report of the Regulation covering the implementation of

⁽²⁰⁾ Regulation (EU) 2019/125 of the European Parliament and of the Council of 16 January 2019 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment (codification), OJ L 30, 31.1.2019, p. 1, ELI: <http://data.europa.eu/eli/reg/2019/125/oj>.

⁽²¹⁾ Report from the Commission to the European Parliament and the Council on export authorisations in 2024 pursuant to Regulation (EU) 2019/125 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment, [COM\(2025\) 704 final](#), 21.11.2025.

⁽²²⁾ Report from the Commission to the European Parliament on the activities and consultations of the Anti-Torture Coordination Group referred to in Article 31 of Regulation (EU)

the last five years ⁽²³⁾ were adopted. Additionally, FPI **stress-tested** the proportionality of the Regulation's administrative burden. It was found to be adequate and appropriate to meet its objectives.

The Service also continued to engage with the United Nations, civil society and others to advance the Torture-free Trade process within the United Nations to end the global trade in goods that could be used for torture or capital punishment. Since the launch of the **Alliance for Torture-Free Trade** in 2017, FPI, together with the EEAS, has engaged in the process of promoting the high standards of the EU Anti-Torture Regulation globally.

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

Specific objective 6.1. contributes to the Commission's general objective 6 "A global Europe: Leveraging our power and partnerships" and to the United Nations Sustainable Development Goals 5 "Gender equality" and 16 "Peace, justice and strong institutions."

The achievement of this specific objective is not fully under FPI's control but relies on the agreement and close cooperation with EU Delegations, EEAS and Commission services.

Crisis response under NDICI – Global Europe ⁽²⁴⁾

Crisis response actions under the Rapid Response Pillar of NDICI – Global Europe enable the EU to swiftly contribute to stability in a situation of crisis or emerging crisis, by providing an effective response designed to help **preserve, establish or re-establish conditions of peace and respect for fundamental human rights** in line with policy priorities and EU values. It is a **global instrument** that can be rapidly deployed.

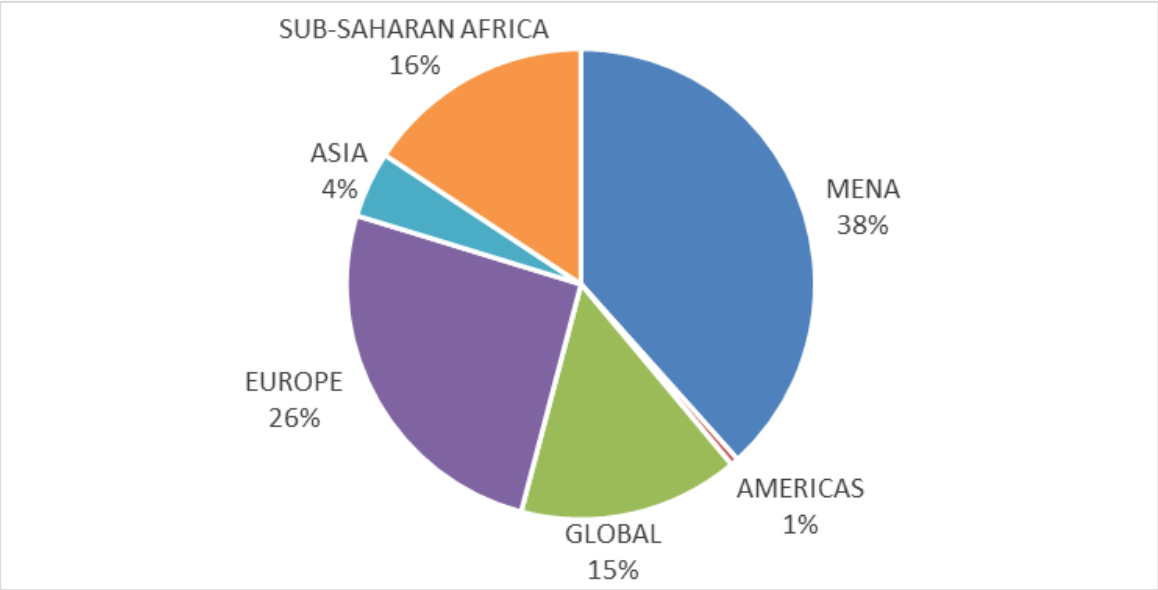
At the end of 2025, there were 257 ongoing crisis response interventions. During 2025, 78 new crisis response interventions were adopted.

2019/125 concerning trade in certain goods which could be used for capital punishment, torture or other cruel, inhuman or degrading treatment or punishment, [COM\(2025\) 482 final](#), 12.9.2025.

⁽²³⁾ See footnote 6.

⁽²⁴⁾ Further information on how operational expenditure contributed to the achievement of the strategic objectives of the Union is available in the [NDICI – Global Europe Programme Performance Statement for 2025](#).

Figure 5 – Number of 2025 crisis response actions by geographic area



In addition to maintaining significant **support for Ukraine** and neighbouring countries such as Moldova and Armenia, new actions were swiftly mobilised to **address emerging crises and conflicts**, notably in the **Middle East**. This included targeted interventions in Syria, Gaza and the West Bank, Lebanon and Iraq. Further interventions demonstrating the global nature of the instrument in **conflict and post-crisis contexts** were deployed in Sudan, South Sudan, the Democratic Republic of the Congo, the Central African Republic, Nigeria, Haiti and Myanmar, as well as across the Sahel and the Horn of Africa.

Peace, stability and conflict prevention; and response to global and transregional threats under NDICI – Global Europe (25)

Under NDICI – Global Europe (and the previous Instrument contributing to Stability and Peace), support was provided for actions focusing on conflict prevention, peacebuilding and crisis preparedness, and on addressing global and trans-regional threats, in line with the Union’s external policy priorities.

At the end of 2025, there were 80 ongoing thematic interventions responding to global threats and challenges, as well as 78 thematic interventions in conflict prevention, peace building and crisis preparedness. During 2025, 18 new conflict prevention and peacebuilding interventions and 14 interventions responding to global threats were adopted.

The new actions address global peace and security concerns, such as mediation, Women, Peace and Security, the use of new technologies in peacebuilding, early warning and foresight, **human**

(25) Further information on how operational expenditure contributed to the achievement of the strategic objectives of the Union is available in the [NDICI – Global Europe Programme Performance Statement for 2025](#).

security, cyber security, maritime security, disinformation as well as **accountability** and **prevention of electoral violence**.

Actions continued to **support** and **complement multilateral actions** and United Nations-led peace **processes**, as well as providing strategic support to the United Nations peacebuilding architecture, including the Peacebuilding Fund, the Standby Team of Senior Mediation Advisers, the Peace and Development Advisors programme, the UNDP's Insider Mediation programme and the Complex Risks Analytics Fund to strengthen crisis anticipation, prevention and response.

The EU Global Facility on Security Sector Governance aided reform in seven countries.

1) Conflict prevention, peacebuilding and crisis preparedness

Under the thematic programme for **peace, stability and conflict prevention** the focus was put on strengthening global capacities for mine action, supporting mediation and dialogues, social media and digital spaces, promoting transitional justice and accountability, and supporting youth and community-led responses to crises.

In parallel, a focus on **protracted crises** continued, including support to reconciliation efforts in Bosnia and Herzegovina and South Caucasus. Support was provided to civil society to de-escalate tensions (e.g. in Lebanon, Guinea, Somalia and Gabon).

2) Addressing global and trans-regional security threats

In 2025, thematic support was mobilised to help mitigate risks linked to **Chemical, Biological, Radiological and Nuclear (CBRN) materials**: 63 countries received specialised support for constituting inter-agency national teams, performing risk/threat assessments, drafting a National Action Plan or monitor its execution. In addition, a programme on protection of CBRN Critical Infrastructure attracted additional funding from other donors). Key support was also provided to Ukraine on CBRN detection, cybersecurity and demining efforts.

Key results in 2025 include significant achievements in **counter-terrorism and in preventing/countering violent extremism**. On counter-terrorism, the EU UN Global Terrorist Threat Facility delivered targeted support packages to Iraq, Nigeria and Somalia. In addition, significant progress was made on multilateral judicial cooperation mechanisms with the League of Arab States. On other actions on preventing/countering violent extremism, FPI advanced child reintegration in Nigeria and Iraq, supported 127 returnees from camps in North-East Syria in the Western Balkans and finalised an education initiative in Abu-Dhabi.

In the domain of **cybersecurity**, the network EU CyberNet was expanded to the Indo-Pacific, connecting 571 experts and 123 organisations through events. Furthermore, Budapest Convention-aligned reforms on cybersecurity were driven in nine countries, enabling Rwanda, Sao Tome and Principe, and Vanuatu to join the Convention.

With support from the EU Global Facility on **anti-money laundering and combating the financing of terrorism**, South Africa and Mozambique successfully implemented their respective Action Plans and were delisted by the Financial Action Task Force.

On the **global fight against organised crime**, an aviation operation across 19 countries yielded over 1 900 controls and seizures; and four prosecution guides and roadmaps for human rights integration were rolled out in Benin, Ecuador, The Gambia, and Trinidad and Tobago.

Finally, the agenda on **maritime security** progressed in Latin American and Caribbean partner countries, with the provision of training for 55 countries and 200 agencies.

The Kimberley Process

In 2025, FPI continued to represent the EU in the Kimberley Process, which is a global tri-partite initiative of governments, industry and civil society to **stop the trade in conflict diamonds**.

FPI's role was instrumental in leading the coordination among like-minded partners to jointly **push for reform to address the critical challenges** facing the Kimberley Process, resulting from the Russian aggression against Ukraine, to the definition of 'conflict diamonds.' Despite efforts and constructive engagement from the EU and other participants, the Russian Federation and its allies rejected any attempt to bring the implications for the Kimberley Process of the Russian war of aggression against Ukraine to the process' agenda.

Equally, during the 2025 Kimberley Process Plenary meeting no consensus was found on expanding the definition of 'conflict diamonds.' This continues to compromise the Kimberley Process' ability to stay fit for purpose and to address the unprecedented challenges that it is facing.

The Kimberley Process was also in deadlock concerning the future chairmanship of the Process, until India secured its chairmanship in 2026 at last moment.

FPI **stress-tested** the Kimberley Process certification scheme regulation through a desk review. It was found to be proportionate, with streamlined data processing and reporting tools made available to Member States via databases developed by the Joint Research Centre.

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

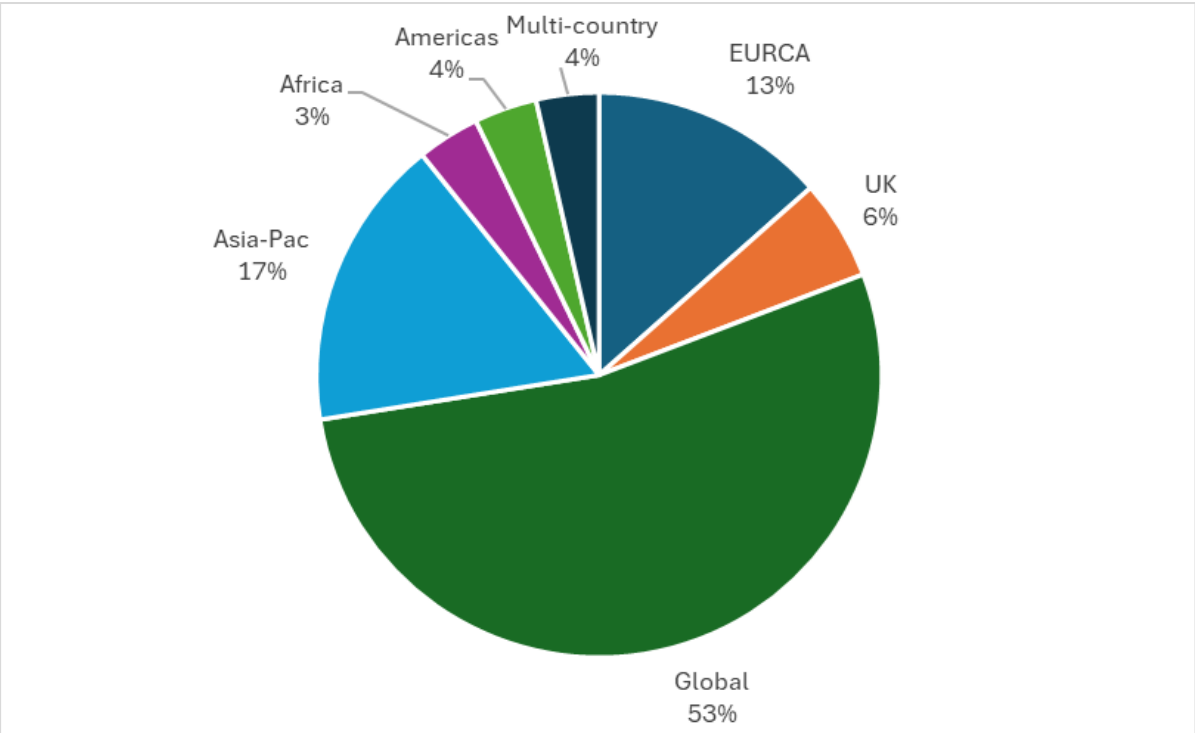
Specific objective 6.2. contributes to the Commission's general objective 6 "A global Europe: Leveraging our power and partnerships" and to the United Nations Sustainable Development Goals 5 "Gender equality" 8 "Decent work and economic growth," 11 "Sustainable cities and communities," 16 "Peace, justice and strong institutions" and 17 "Partnerships for the goals."

The achievement of this specific objective is not fully under FPI's control: while the Service is responsible for preparing the financing decisions and contracting, other important factors such as the political and security situation in partner countries and the timely identification of actions by the EEAS and other Commission services has an important impact on the successful implementation of actions.

Support to EU foreign policy needs and cooperation with high-income countries under NDICI – Global Europe (26)

In 2025, NDICI – Global Europe supported EU foreign policy priorities across policy, economic and security issues and was used to **build partnerships and alliances with key partner countries** of strategic interest. This included the **promotion of the external dimension of EU policies**, such as environment and data protection, addressing issues of global concern such as hybrid and cyber security, civil aviation security, combating disinformation and Foreign Information Manipulation and Interference, fostering EU public and cultural diplomacy and strengthening EU economic security.

Figure 6 – 2025 support to foreign policy needs’ commitments by geographic area



In terms of geographical distribution, the focus was put in addressing global challenges having an impact on EU interests. Considering the increasing geopolitical instability, special attention was given to various aspects of security, to the **fight against Foreign Information Manipulation and Interference** as well as to public diplomacy, including international cultural relations at global level.

Under the NDICI – Global Europe regional geographic programmes, FPI supported **policy dialogues on bilateral issues of mutual interest, on global and regional challenges and on multilateralism**. This work was based on existing or prospective framework

(26) Further information on how operational expenditure contributed to the achievement of the strategic objectives of the Union is available in the [NDICI – Global Europe Programme Performance Statement for 2025](#).

agreements, with the most important and influential **high-income countries** with a view to reinforcing strategic political alliances that underpin the role of the EU as geopolitical actor.

In Asia, foreign policy needs actions provided rapid support to address difficulties of implementation of the new EU Waste Shipment Regulation in key ASEAN countries. Other actions contributed to enhanced disaster management and civil protection capacities in Taiwan, and to advance the roadmap for the implementation of the EU–Australia strategic partnership on critical raw materials. In addition, new actions on cooperation with high-income countries were approved and will strengthen digital partnerships and digital cooperation, contribute to enhanced EU economic security, strengthen relations and foster mutual trust and understanding between the EU, Japan, Singapore, and Thailand through culture cooperation and foster support for the conclusion of the EU–Australia Free Trade Agreement. An important contribution in 2025 was the financing of the **advanced team of the Special Tribunal for the Crime of Aggression against Ukraine**, setting new international norms and mechanisms that provide a basis to hold the perpetrators to account, in line with the United Nations Charter principles.

The **Rapid Response Mechanism supporting EU Foreign Policy Needs** was launched in 2025. It is a demand-driven horizontal facility providing swift support to initiatives addressing urgent or imperative EU foreign policy priorities. During 2025, the implementation of 13 initiatives started on a wide array of topics and covering different geographies, for a total amount of EUR 3.5 million.

In the Arctic, an action was adopted in 2025 to deepen cooperation among cities and municipalities to exchange and share best practices to common challenges. This action will expand participation to more Arctic cities, while working with a local stakeholder to strengthen its capacity, ensure effective coordination and long-term impact.

FPI continued to foster a close relationship with the United Kingdom and reinforced the image of the EU as an important and reliable partner through policy support, public and cultural diplomacy initiatives, and people-to-people engagement. An action adopted in 2025 will contribute to nurturing trust and establishing networks, alliances and partnerships with target audiences and key stakeholders at the level of non-governmental actors, notably think tanks in the EU and UK.

Through actions on **public diplomacy, including international cultural relations**, the EU pursued its long-term engagement to globally develop its soft power by building alliances and better-informed decision-making on EU priority themes such as the response to global challenges, the centrality of multilateralism, our shared values and principles or economic partnerships. Ultimately, these actions enhanced the visibility, understanding and attractiveness of the EU and its global role. For instance, 110 EU film festivals, including 550 screenings and 100 side events, were organised in 2025, in cooperation with EU Delegations worldwide with an estimated outreach of over 400 000 viewers.

Information outreach on EU external relations

In line with the FPI/EEAS service level agreement of December 2013 and based on the Work Programme on information outreach on EU external relations prepared by FPI, the EEAS

continued to provide **strategic communication activities on EU external relations** as well as activities to **counter foreign information manipulation and interference** carried out both by EEAS headquarters and its 145 EU Delegations worldwide. Such activities notably helped improve capacity to monitor and analyse disinformation within and outside the EU amid the Russia's war of aggression against Ukraine. Several actions also raised awareness on the effects of disinformation by developing communication products and training materials.

Concerning its own information outreach activities, FPI ensured a user-friendly, relevant, and integrated **web presence** as part of the Commission web-architecture. FPI increased its own outreach activities, particularly through its corporate X account (@EU_FPI) and with the launch of a joint LinkedIn page shared with the Directorate-Generals for European Civil Protection and Humanitarian Aid Operations and for Health Emergency Preparedness and Response as well as the Copernicus Emergency Management Service. FPI's posts on LinkedIn delivered strong and consistent performance in 2025, with high engagement rates and reliable interaction from our audience.

FPI also contributed to the Commission's corporate communication activities, *inter alia* when **communicating on the EU's support to Ukraine** and its **neighbouring countries** amid Russia's war of aggression. This included a dedicated social media campaign on FPI's X and joint LinkedIn accounts, social media materials published on the occasion of various international days, such as on the International Day for Mine Awareness and Assistance in Mine Action. On the Europe Day 2025 FPI staff presented Service's work to the public and promoted the event on the X account. At the FPI stand, a popular demonstration with a demining dog showcased how demining is done worldwide. Joining the **Orange the World and Stop Violence against Women** UN campaign was another example of FPI's contribution to the corporate communication activities. International Day for the Elimination of Violence against Women was marked also at Service level and promoted internally.

In 2025, the FPI website had over 200 000 visits (86.6% increase compared to 2024) and 246 443 unique page views (70.6% increase compared to 2024). The Google Ad campaign that ran from the end of July through to early September yielded positive results. The campaign consisted of an awareness campaign that displayed an image and FPI's key messages and of a search word campaign increasing the display of the FPI website in Google search results. This resulted in an increased traffic to the FPI website leading to more visits and page views. FPI continued to enrich the website with news and articles as well as updating the thematic sections dedicated to the Service's key actions and interventions, which inform the public on the EU's impact and contribution around the world.

EU Visitors' Programme

In 2025, in close co-operation with the European Parliament, FPI continued its long-standing support of the EU Visitors Programme, which allows **young leaders from outside the EU** to participate in **tailor-made study visits** to the **European Institutions**. Through these visits, visitors received first-hand information on the EU's values, functioning, activities, policies, and perspectives.

Altogether, the EU Visitors Programme organised **258 visits for participants from 85 countries and international organisations**. The participants represented a wide range of professional backgrounds and perspectives, including ministers, members of parliament, high-level officials, journalists and civil society actors. The EU Visitors Programme maintained engagement with EU Visitors Programme alumni through webinars, events and a dedicated website and a LinkedIn group.

2. INTERNAL CONTROL AND FINANCIAL MANAGEMENT

Management monitors the functioning of the internal control systems on a continuous basis and carries out an objective assessment of their efficiency and effectiveness. In annex 7, there is a list and details of the reports that have been considered. The results of the above assessment are explicitly documented and reported to the Director-Head of Service.

FPI will issue a separate annual activity report for the European Peace Facility, including a separate declaration of assurance concerning its revenue and expenditure. Information concerning the European Peace Facility is therefore not included in this section.

2.1. Control results

Management uses control results to support its assurance and reach a conclusion about the cost-effectiveness of those controls, meaning whether the right balance between the following elements is achieved:

- **Effectiveness:** the level of error found, based on the controls carried out.
- **Efficiency:** the average time taken to inform or pay.
- **Economy:** the proportionality between the costs of controls and the funds managed.

FPI is building its assurance on ex-post verification results and findings from audits performed by the Internal Audit Service and the Court of Auditors. The purpose of ex-post verifications is to establish whether the materiality threshold of 2% (see annex 5) is respected. For further details on ex-post sampling and the FPI Control Strategy see annex 7. The Internal Audit Service undertook in 2025 an advisory engagement on internal control and assurance building in FPI, including support on the establishment of a control strategy for financial operations in line with the Directorate-General for Budget's guidance.

2.1.1. Overview of the budget and relevant control systems (RCS)

FPI has defined the relevant control systems (RCS) for which assurance is provided as listed in the table below. For a detailed description of each RCS see annex 6. The overall performance, in terms of effectiveness, of the RCS is measured by the residual error rate identified by ex-post controls. This indicator is compared to the established materiality criteria (for full detail see annex 5) when evaluating the RCS effectiveness. The efficiency of the RCS is measured as average cost of controls compared to historical data and other available statistics. In addition, performance in terms of economy is measured by the overall cost of the control systems compared to previous years, as well as benefits deriving from the controls in terms of financial findings. For a more detailed description of the RCS and the main indicators used to measure their performance see annex 6.

Table 1 – FPI payments

Instrument	2025		2024	
	EUR million	%	EUR million	%
CFSP	424.13	43.07	391.27	41.36
NDICI – Global Europe: Crisis Response, Thematic Programme on Stability and Peace; Instrument contributing to Stability and Peace; Instrument for Stability	399.92	40.61	394.79	41.73
NDICI – Global Europe: Foreign Policy Needs; Partnership Instrument	81.25	8.25	95.20	10.06
NDICI – Global Europe: Electoral Observation Missions	30.95	3.14	30.85	3.26
Press & Information Outreach	27.27	2.77	25.28	2.67
Administration	14.86	1.56	3.15	0.33
Co-delegation	5.92	0.60	4.39	0.46
Total	985.06	100	945.97	100

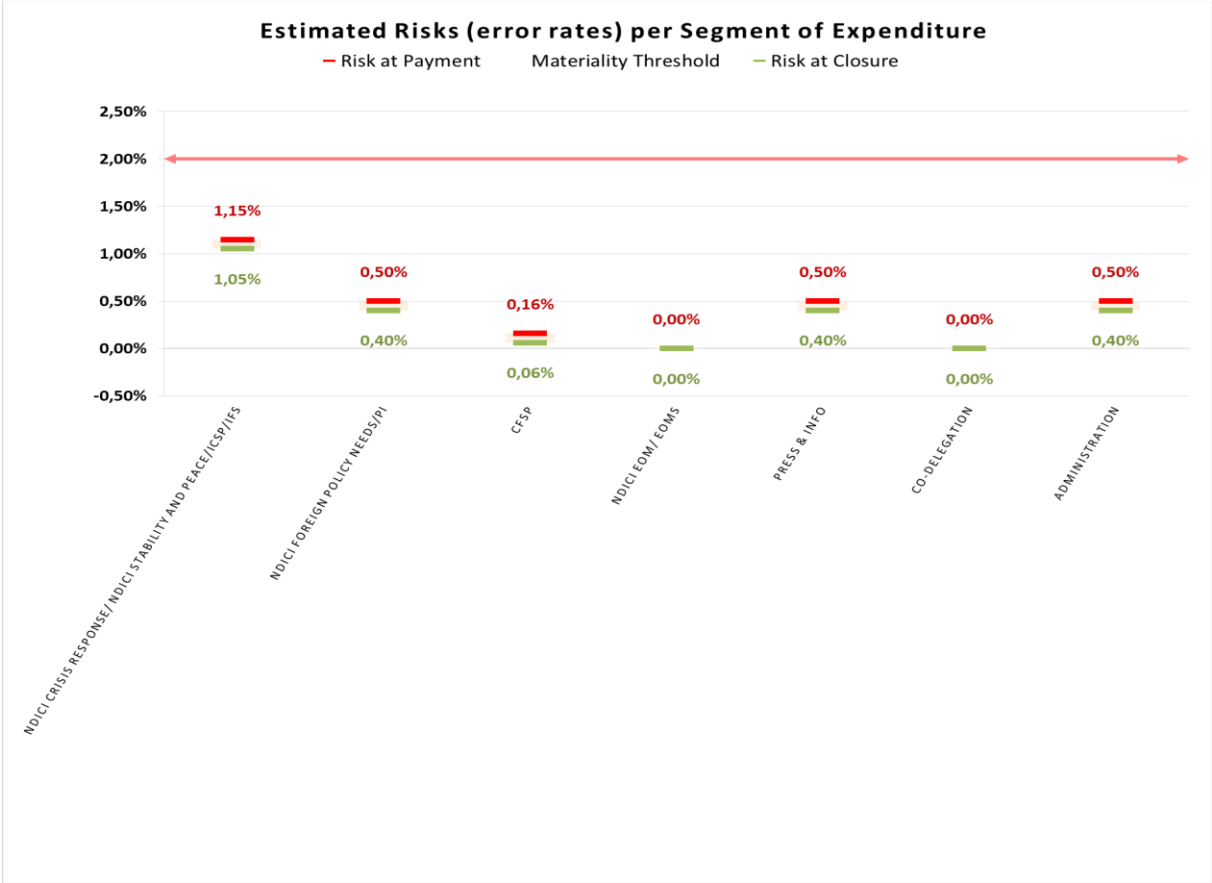
A summary of the main sources of assurance is presented in annex 7.

Management concludes that the control results presented below cover all the internal control objectives relevant for FPI. They are based on reliable and robust information. Completeness is ensured by covering at least 90% of the budget by the analysis based on indicators. Therefore, the results presented below can be used as a source of assurance on the achievement of internal control objectives.

2.1.2. Effectiveness of controls

a) Assessment of control results per segment of expenditure

Figure 7 – Estimated Risks (error rates) per 2025 Segment of Expenditure



Multiannual error rate (MER): FPI calculates an accumulated multi-annual error for the last 7 years. The results presented below are therefore based on the period 2019–2025. ⁽²⁷⁾

As the relevant control systems already in place for the instruments under the previous Multi-annual Financial Framework – Instrument contributing to Stability and Peace, Instrument for Stability, Partnership Instrument and Electoral Observation Missions – are applied to the corresponding parts of NDICI – Global Europe, error rates are calculated by relevant control system combining the instrument phasing out with the corresponding NDICI – Global Europe segment.

The overall MER decreased to 0.60% in 2025, compared to 0.89 % in 2024.

⁽²⁷⁾ The planning of ex-post controls is done on an annual basis.

Table 2 – Multiannual Residual Error Rate (MRER)

a	b	c	d	e	g	h	i	j	k	l	m	n	o
Budget lines	Activity	Payments made in 2019 - 2025 (€)	Number of ex-post controls	Sampled amount verified (includes previous years)	Related total amounts paid (incl. pref)	Value audited = EC share of value claimed	Ineligible amount (€)	Amount to be recovered	Corrections made (i.e. debit note issued or amount registered for offsetting)	Detected error rate (=J/E)	Residual error rate of the sample = [(J-K) + (G-E)xL]/G	Amount at risk in the population (€) = (CxL) - K	Multiannual RER in the population (%) = N/C
14 02 03 10 14 02 02 30 14 02 99 05	NDICI Crisis response / NDICI Stability and Peace / ICSP / IFS	2.462.568.390	81	130.253.879	313.106.551	313.106.551	1.575.554	1.520.980	489.868	1,17%	1,01%	28.265.647	1,15%
14 04 01 14 04 02 14 04 03	Common foreign and security policy (CFSP)	2.745.127.383	28	218.963.086	378.639.462	380.908.789	609.282	364.183	90.230	0,17%	0,14%	4.475.515	0,16%
14 02 02 10 14 02 99 04	NDICI EOM/ EOMs	184.751.815	17	22.312.542	42.655.410	42.655.410	3.599	80	0	0,00%	0,00%	662	0,00%
14 02 03 30 14 02 99 03	NDICI Foreign Policy Needs / PI	710.974.918	59	83.812.439	147.261.887	147.623.715	1.121.234	470.035	398.687	0,56%	0,29%	3.588.582	0,50%
	FPI	6.103.422.506	185	455.341.945	881.663.310	884.294.465	3.309.669	2.355.278	978.786	0,52%	0,41%	36.330.407	0,60%

The multi-annual residual error rate (RER) for 2019-2025 considers total ineligible expenditure detected and corrected compared to total payments made during that period. Based on the multi-annual RER, FPI is of the opinion that the control procedures in place give the necessary guarantees for the legality and regularity of the underlying transactions.

Control effectiveness: ex-post controls

FPI has quantified the cost of the resources required for carrying out the described controls and estimates, insofar as possible, their benefit in proportion to the amount of errors detected. Overall, during the reporting year the controls carried out by FPI in the framework of its annual ex-post control plan have a cost-effectiveness rate of 1.106 ⁽²⁸⁾ compared to 1.062 in 2024.

In addition, there are several non-quantifiable benefits resulting from the controls such as deterrent effects, efficiency gains and better value for money, system improvements and compliance with regulatory provisions. These non-quantifiable benefits are not directly reflected in our conclusion on cost-effectiveness (ratio benefits/costs).

Table 3 – Effectiveness of ex post controls

	NDICI Crisis response/ NDICI Stability and Peace/ICSP/IFS	Common Foreign and Security Policy (CFSP)	NDICI Foreign Policy Needs/PI	NDICI EOM/ EOMs	TOTAL
(A) Ineligible expenditure detected by ex-post controls	210.821	29.500	118.616	0	358.937
(B) Total cost of audit	168.136	60.000	67.881	30.769	326.787
(C) Average cost of audit (total audit cost/number of audit assignments)	11.209	15.000	9.697	10.256	12.103
(D) Efficiency ratio ((A)/(B))	1,25	0,49	1,75	0,00	1,10

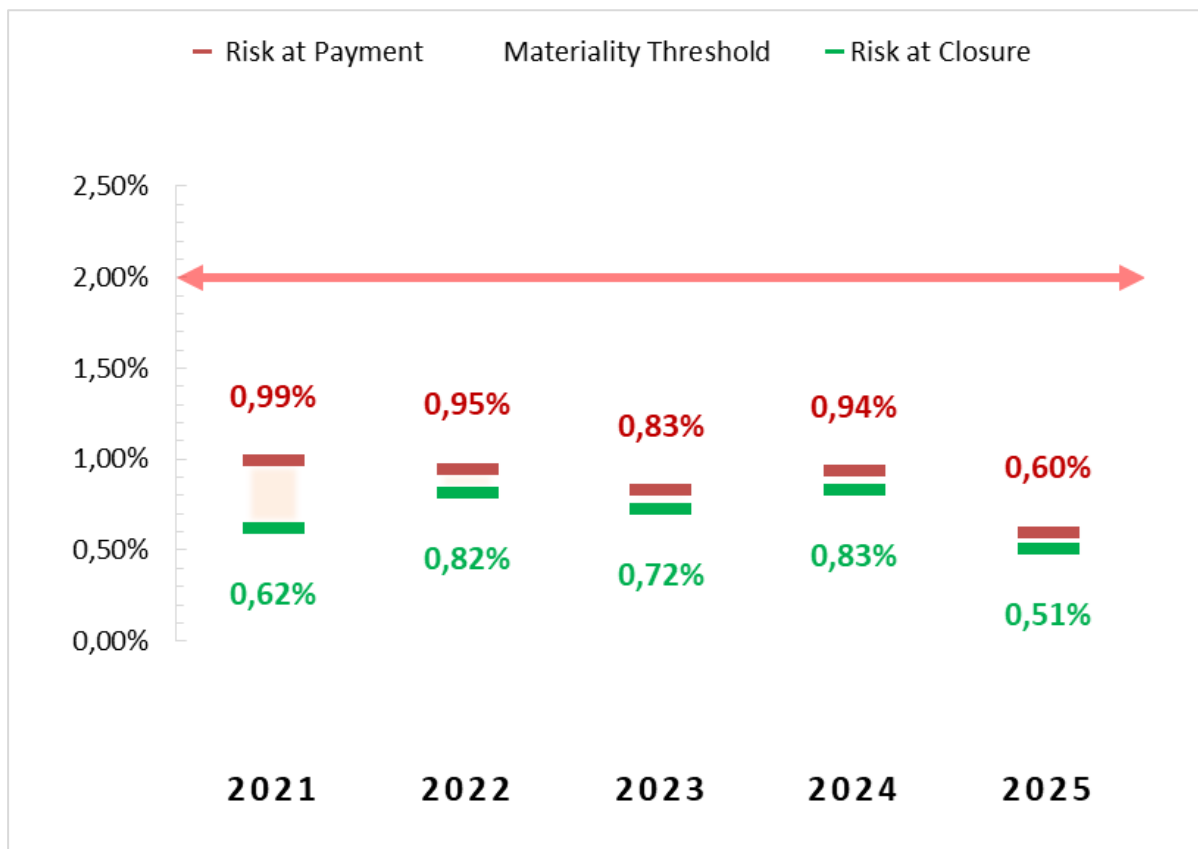
⁽²⁸⁾ EUR 1.106 of ineligible expenditure were detected for every EUR spent in ex-post control.

FPI undertook a detailed analysis of the types of errors encountered at beneficiary level following the ex-post controls.

The most encountered error is missing or using inadequate documentation to support the audited transactions, followed by incorrect procurement procedure applied by beneficiary and expenditure not addressing the contract purposes.

b) Estimation of the overall risk at payment and risk at closure

Figure 8 – Evolution of overall risks at payment and at closure for the period 2021–2025



The estimated overall risk at payment for 2025 expenditure is the AOD's best conservative estimate of the amount of relevant expenditure during the year, not in conformity with the contractual and regulatory provisions applicable at the time the payment was made. A proportion of the underlying errors will be corrected in subsequent years and until the end of the programming cycle, corresponding to the conservatively estimated future corrections for 2025 expenditure. The difference between the risk at payment and the estimated future corrections results in the estimated overall risk at closure. ⁽²⁹⁾

⁽²⁹⁾ This is the AOD's best, conservative estimation of the expenditure authorised during the year that would remain not in conformity of applicable regulatory and contractual provisions by the end of implementation of the programme.

There is a decreasing trend since 2021 mainly due to a decrease in detected errors for:

- 1) NDICI – Global Europe: Crisis Response, thematic programme on Stability and Peace; Instrument contributing to Stability and Peace; Instrument for Stability.
- 2) NDICI – Global Europe: Foreign Policy Needs; Partnership Instrument.

For an overview at Commission level, the departments' estimated overall risk at payment, estimated future corrections and risk at closure are consolidated in the Annual Management and Performance Report.

c) Quantitative benefits of controls: Preventive and corrective measures

FPI continued to perform ex-ante controls and ex-post controls as an effective mechanism for detecting and correcting errors. In 2025, due to the transition to SUMMA, only preventive measures exceeding EUR 500,000 are reported. All corrections made by FPI fall below this threshold and therefore are outside the reporting scope. Ex post controls resulted in corrective measures of EUR 0.029 million.

d) Fraud: prevention, detection, and corrections

FPI has developed and implemented its own anti-fraud strategy since 2020, based on the methodology provided by OLAF. It is updated every 3 years and was last updated in December 2025. Its implementation is being monitored and reported annually to the management. In 2025, FPI continued participating in the Commission Anti-Fraud Strategy (CAFS) implementation via the FDPNet and the External Actions Subgroup. FPI notably contributed to the update of the Action Plan annexed to the CAFS. Specifically, FPI contributed to measures 10, 20, 21, 22 and 24 in the context of external actions. All these measures have been completed except measure 10, that will be continued in 2026.

In December 2025, there were two ongoing EPPO investigations concerning projects managed by FPI and one case under selection. FPI is also party with another Directorate-General to an EPPO criminal proceeding in a Member State. Overall, the number of EPPO cases involving FPI in 2025 was the same as in 2024, showing a stable trend.

Corrective measures based on OLAF recommendations are reported on in the context of annual monitoring exercises conducted by OLAF, in accordance with Article 11 of Regulation 883/2013 (1). Since 2024, FPI has implemented all OLAF recommendations.

Until the end of 2025, 100% of new FPI staff ⁽³⁰⁾ followed a compulsory “OLAF for all” training and could also participate to a joint training alongside the Directorate-General for Enlargement and Eastern Neighbourhood, the Directorate-General for the Middle East, North Africa and the

⁽³⁰⁾ The newcomers should attend the compulsory training within one year of their arrival in FPI, not in the year they arrived.

Gulf and the Directorate-General for International Partnerships. There were four sessions of the joint training, with more than 350 participants, including 82 from FPI.

FPI reappointed in 2025 the anti-fraud contacts points (AFCP) in all the units and regional teams, and updated the AFCPs in all CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers. FPI keeps updated a full list of AFCPs of all CFSP bodies and persons on a continued basis.

FPI, jointly with OLAF, DG Digital Services and EEAS/CivOpsHQ/IT Support, conducted on 4 November 2025 an anti-fraud training session on cyber-fraud, cyber-awareness and cyber-security specifically recommendation, this training session has become annual.

All necessary measures have been implemented according to the Action Plan.

On the basis of the available information, FPI has reasonable assurance of effectiveness of its anti-fraud measures.

2.1.3. Efficiency of controls

Timely payments: In 2025, 91% of the amount managed by FPI (a decrease compared to the 98% in 2024) was paid on time compared to 97% Commission-wide. This was achieved by a weekly monitoring of all payments, as well as balancing payment obligations with availability of payment appropriations. Because of the lack of technical solutions due to SUMMA-ABAC transition, it is expected that this score for 2025 will not be as high as in previous years.

Amounts to disburse (reste à liquider): The RAL at end of year increased by EUR 24 million, or 4% compared to the RAL at end 2024. This increase is linked mainly to the technical difficulties to close contracts and de-commit funds in the new accounting system (SUMMA).

Note: Time to grant (Art. 114 (2) FR: this requirement does not currently apply to FPI as the greater part of its activities is not implemented by open calls for proposals/ grants.

Time to Inform: the six-month deadline as per Art.197 (2)a FR is always respected.

In 2025, FPI continued on-the-spot controls of contracts with a higher risk. This measure contributes to the increased efficiency of ex-ante controls and is considered as one of the preventive measures to avoid errors in financial statements.

Based on the results of the efficiency indicators described above and considering the contextual elements impacting the indicator of RAL, FPI considers that the controls put in place are efficient.

The transition in 2025 to the Commission's new accounting system, SUMMA, has required the adjustment to a new system and has impacted budget implementation tasks, processes and financial management activities, particularly during the first part of the year. This has required careful management to ensure the same data quality as in previous years.

2.1.4. Economy of controls

FPI complies with Article 74(9) FR by quantifying as far as possible the costs of the resources and inputs required for carrying out its controls and their benefits in terms of the number of errors and irregularities prevented, detected and corrected.

The total cost of controls in 2025 for FPI is estimated at EUR 6.86 million, that is 0.71% of operational payments executed in 2025 (EUR 971.5 million excluding co-delegation type III), which is slight decrease compared to the previous year (0.65% in 2024).

For FPI headquarters, the approximate cost of ex-ante controls is EUR 5.31 million, whereas the cost of ex-post controls is EUR 1.55 million (with the total of EUR 6.86 million as presented in the table below).

Table 4 – Cost of controls by management mode (EUR million)

		2025	2024	2023
Direct	Grants	1,96	1.51	1.37
	Procurement	0,97	0.99	1.64
Indirect		3,92	3.62	2.80
		6,86	6.12	5.81

Based on the analysis of the total cost of controls for 2025 ⁽³¹⁾ and its trend over the last three years, FPI concludes that the controls put in place by FPI are cost effective.

For further details on the cost of controls per control segment, see Table Y in annex 7.

FPI did not benefit from common shared/pooled control activities, provided by REA and hosted by RTD.

2.1.5. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results reported above, FPI has assessed the effectiveness, efficiency and economy of its controls of its financial management and reached a positive conclusion on the cost-effectiveness of the controls for which it is responsible. The control environment and the control strategy remained stable during 2025. FPI undertook to update the existing control strategy which will become an overarching policy that brings together all existing internal control documents. The ambition is to have the document approved in 2026.

⁽³¹⁾ In case of indirect management – the estimated cost of controls is reported separately from those incurred by the Entrusted Entities.

2.2. Audit observations and recommendations

This section sets out briefly the state of play for all audit observations and recommendations reported by auditors related to internal control and financial management. Further details for Internal Audit Service and the Court of Auditors audits can be found in annex 8.






Where an audit has detected weaknesses affecting an internal control principle or the department’s assurance, a detailed analysis is provided further below in section 2.3, accordingly.

Internal Audit Service

There were no audits completed, nor recommendations issued by the Internal Audit Service during this period (annual activity report 2025).



The following 'very important' recommendations were issued by the Internal Audit Service in previous years (no 'critical' recommendation was issued), which are either implemented, awaiting review from the Internal Audit Service or being implemented:



Reported	Audit Title	Accepted Recommendation (critical or very important)	State of play in 2025	Impact on the assurance for 2025
2023	Intervention-level evaluations	Very important: Implementation of the evaluation process	✓	✓
		Very important: Monitoring, overview, and reporting on the implementation of the evaluation process	✓	✓
2024	Allocation of human resources in EU Delegations	Very important: Design and implementation of the WLAD – addressed to FPI	⌚	🚩
2024	Controls over the financial management of the civilian Common Security and Defence Policy Missions implemented by the Service for Foreign Policy Instruments	Very important: FPI checks on the progress and final reports	✓	✓
		Very important: Audits on final reports and ex post audits	⌚	✓

State of play		Assurance	
	Action plan implemented or awaiting review from the Internal Audit Service		No impact on the assurance
	Action plan implementation is ongoing		Impact on the assurance
	Preparation of the action plan		

Regarding the open recommendation related to ‘Audits on final reports and ex post audits’, stemming from the audit on ‘Controls over the financial management of the civilian Common Security and Defence Policy Missions implemented by the Service for Foreign Policy Instruments’, FPI considers that the deficiencies identified together with the mitigating measures already implemented, do not have an impact on the assurance for 2025. See annex 8 for more details.

European Court of Auditors

Reported	Audit Title	Accepted Recommendation	State of play in 2025	Impact on the assurance for 2025
2024	Statement of Assurance (DAS)	2		

State of play	Assurance
 Action plan implementation is ongoing	 No impact on the assurance

As regards Special Reports of the Court of Auditors, FPI was not the ‘lead’ department for any audit in 2025 and is not the ‘lead’ department for any open recommendation from the Court of Auditors related to previous years.

For more information on audits and recommendations from the Internal Audit Service and Court of Auditors, see annex 8. During 2025, FPI has ensured the coordination, quality control and follow-up of the implementation of the recommendations from the Internal Audit Service and the Court of Auditors.

2.3. Assessment of the effectiveness of internal control systems

The Commission has adopted an Internal Control Framework based on the highest international standards. ⁽³²⁾

FPI has adapted the Internal Control Framework to its specific characteristics and organisational structure. The internal control systems are suited to achieving its policy and internal control objectives in accordance with the internal control principles, having due regard to the risks associated with the environment in which it operates.

There are only two ‘very important’ recommendations stemming from Internal Audit Service audits which remains open, one of them was assessed as having an impact on the assurance for 2025 (see section 2.2). This recommendation stemming from the Internal Audit Service audit on ‘Allocation of human resources in EU Delegations’ refers to the ‘Design and implementation of the WLAD’ and it is related to Internal control principle (ICP) 10 (The Commission selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels). The deficiencies identified are being

⁽³²⁾ The Committee of Sponsoring Organizations of the Treadway Commission Internal Control Integrated Framework, the golden standard for internal control systems.

addressed, with some actions already implemented, and do not have a significant impact on the implementation and functioning of ICP 10 nor will lead to a reservation. See annex 8 for more details.

There are no deficiencies stemming from open recommendations from the Court of Auditors audits which were assessed as having an impact on assurance for 2025.

The Residual Error Rate, as presented in Section 2.1.2, which is a major indicator of the effectiveness of the internal control system, has been steadily below the materiality level of 2% since the entry into force of the current Multi-annual Financial Framework.

FPI has used the following additional sources to assess the effectiveness of its internal control system:

- The updated internal control monitoring criteria, following an internal discussion and validation process with management were communicated to the HR/VP and reported together with the Management Plan 2025.
- FPI performed a comprehensive assessment of the effectiveness of internal control principles, using an Internal Control Assessment Tool (ICAT) survey. Results indicate an overall effectiveness rate of 84%, which is slightly below the one of last year (87%).
- Risk analysis and updates of the FPI Risk Register were carried out in 2025. While remaining realistic, it took into account cost/benefit aspects to avoid disproportionate mitigating actions, which may negatively impact the effectiveness, efficiency and smoothness of operations and thus budget execution. The last substantial update was performed in the last trimester of 2025, where identified risks and the corresponding mitigating measures were discussed with and approved by the Head of Service. All the risks identified were uploaded in CENTRICS on 16 January 2026. The risk assessment identified one critical risk related to “Physical security” of staff involved in particular in CFSP operations, such as in Ukraine, Palestine, (33) and the Sahel. This risk is being addressed, and several mitigating measures are in place, as detailed in annex 8.
- AOSD reports of all FPI units and regional teams managing FPI funds were analysed.
- Ongoing monitoring of the implementation of control and anti-fraud strategy.
- Exceptions and non-compliance events recorded during the year.

Further details are provided in annex 8.

FPI has assessed its internal control system during the reporting year and has concluded that it is effective, and the components and principles are present and functioning well overall, but some improvements are needed as minor deficiencies were identified related to internal control principle 10.

(³³) This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

2.4. Conclusions on the assurance

In conclusion, based on the elements reported above, management has reasonable assurance that, overall, effective controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Head of Service, in his capacity as Authorising Officer by delegation has signed the Declaration of Assurance.

2.5. Declaration of Assurance

I, the undersigned,

Head of Service for Foreign Policy Instruments

In my capacity as Authorising Officer by delegation

Declare that the information contained in this report gives a true and fair view ⁽³⁴⁾.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Brussels, 31 March 2026

.....

(signature)

Peter M. WAGNER

⁽³⁴⁾ True and fair in this context means a reliable, complete and correct view on the state of affairs in the DG/Executive Agency.

3. A MODERN AND SUSTAINABLE PUBLIC ADMINISTRATION

3.1. Human resource management

During 2025, the Service received three additional posts as well as funds for additional contract agents, to allow it to continue to fulfil its role of Administrator for the European Peace Facility assistance measures and to reinforce the teams dealing with CFSP operations and with global security threats. These additional resources facilitated the creation two new sectors covering multi-domain security as well as risk management, audit and control.

As part of its efforts to continuously align the deployment of human resources with political priorities and related funding, the Service evaluates regularly the portfolio trends across its regional teams in order to ensure that posts are redeployed as necessary to best meet the needs of the Service in a fast-changing environment. Whenever possible, these redeployments are aligned with the annual mobility of staff when jobholders are moving. As a result of these efforts and after consultation with the management, the Heads of Delegation concerned, and other inter-service interlocutors, decisions were taken on a number of contract agents post movements, coming into effect during 2025. ⁽³⁵⁾

In 2025, the relocation of the Americas Regional Team from Brazil to the US, which was launched in 2023, continued and will be completed in 2027. A decision to relocate the Middle East & North Africa Regional Team from Lebanon to Jordan was taken after extensive consultations with the two concerned Heads of Delegation and concerned services, as the constantly evolving situation in Lebanon was found to be incompatible with the good functioning of this regional team. This relocation has started and will be completed by 2029 at the latest. Currently, it is planned to have an FPI antenna remaining in both Brazil and Lebanon after the relocations.

Further to the results of the 2023 staff survey, throughout 2025 the Service has continued the additional internal communication actions that were defined in 2024, inter alia providing more communication with staff about major corporate initiatives, FPI-specific initiatives, and training opportunities. This was done via FPI intranet news, email messages to all staff and live online debriefs by the FPI Head of Service.

A series of hybrid internal events were organised for staff in FPI headquarters and regional teams on a variety of subjects of general interest, in particular four brown bag lunches focusing on matters of general interest to FPI staff, two of which presented the work of individual units. In November there was a dedicated session on the FPI in the context of the Commission-wide

⁽³⁵⁾ Relocation of a total of three posts from Canada, India and Korea to Jordan, Lebanon and Vienna, as well as creation of a new post in Vienna and the suppression of two local agent posts in India and Korea.

Career Days event with the purpose of raising awareness among Commission staff about the Service as an attractive workplace.

In 2025, the Service continued to focus on staff wellbeing with the organisation of a dedicated session with the Chief Confidential Counsellor for all FPI staff during the FPI days in March. In terms of the physical wellbeing, efforts continued to regroup staff in order to have teams who work together also sitting together on the same floor.

A significant part of the learning and development budget was allocated to team events, in the form of unit events, joint team events or study visits aiming at strengthening team cohesion and cooperation.

The biggest staff event of the year was once again the “FPI Days,” a three-day in-person event organised to allow all FPI staff at headquarters and in delegations to take time out from the daily work and come together in a series of reflection, knowledge-sharing, wellbeing and social events.

The Service remains committed to supporting the Commission’s objective of gender-balanced management. There was only one vacancy for middle managers in 2025 – towards the end of the year. The selection is ongoing. Currently five out of eight Heads of Unit are female as are four out of eight Deputy Heads of Unit.

3.2. Digital transformation and data management

The main priority for FPI in 2025 was to provide for an effective hybrid working environment, as well as to offer support to staff to make the most of the digital tools available, especially in the context of the Welcome and M365 transition.

In terms of digital transformation, FPI is integrated into the Directorate-General for Digital Services’ outreach to achieve the main objectives of the Digital Solutions Modernisation Plan and started the move towards alignment with the new Digital Strategy and its five strategic objectives.

When it comes to IT skills and cyber awareness, staff are encouraged to partake in online training to stay up to date on the latest trends and threats. In 2025, 36% of staff in headquarters participated in at least one IT training. This is in addition to an FPI-wide cybersecurity training for headquarters staff and one at management level, both of which were organised in collaboration with DG Digital Services.

At the technology infrastructure level, IT security plans are regularly updated and registered in GovIS in partnership with DG International Partnerships under the terms of the SLA. Concerning cybersecurity, FPI sits in the “Acknowledge” quadrant of the Risk Maturity Quadrant, which represents high maturity in terms of IT security risk and compliance. This is considered optimal status; however, the Service will continue to sustain and improve its risk and maturity posture.

The Service was among the early adopters of M365 and Microsoft Teams; staff uses these tools in daily workflows, thereby putting cloud-based collaboration into practice and incubating

a digital and modern culture of working. Additionally, the Service appointed an Artificial Intelligence Champion to promote internal Artificial Intelligence tools and Commission guidelines on safe and responsible use of Artificial Intelligence at work, additionally several awareness actions were organised on the use of Artificial Intelligence.

FPI streamlined the use of existing online cooperation and videoconferencing platforms to ensure the smooth communication flow within the Service, including with the regional teams, given the system differences that exist between the European Commission and the EEAS.

On FPI's external digital presence, the Service continued to focus on aligning the platforms for which the Service is the owner to the accessibility standards of the European Commission in accordance with corporate guidelines.

In 2025, FPI strengthened its data governance framework reaching a developing maturity level by implementing its Data Governance Guidelines, with a particular focus across the four key areas: data management, data quality, ownership and responsibilities, and data skills. Building on the internal awareness-raising actions and data assets updates undertaken in 2024, FPI reviewed its data assets for an appropriate data management, maintaining an up-to-date data catalogue to ensure its data quality. Along the 2025 key priorities, FPI ensured a proper allocation of roles and responsibilities per asset and the appointment of newly data stewards per unit. FPI Local Data Correspondent supported this process and continued its active participation in the LDC network and the Data Governance Board for the RELEX family, contributing to a coordinated and accountable approach to data management across the Commission and to clarify the approach on RELEX assets. In addition, FPI contributed to improving staff data skills by organizing internal awareness actions on the FPI Guidelines on Data Governance and in how to handle the Data Catalogue.

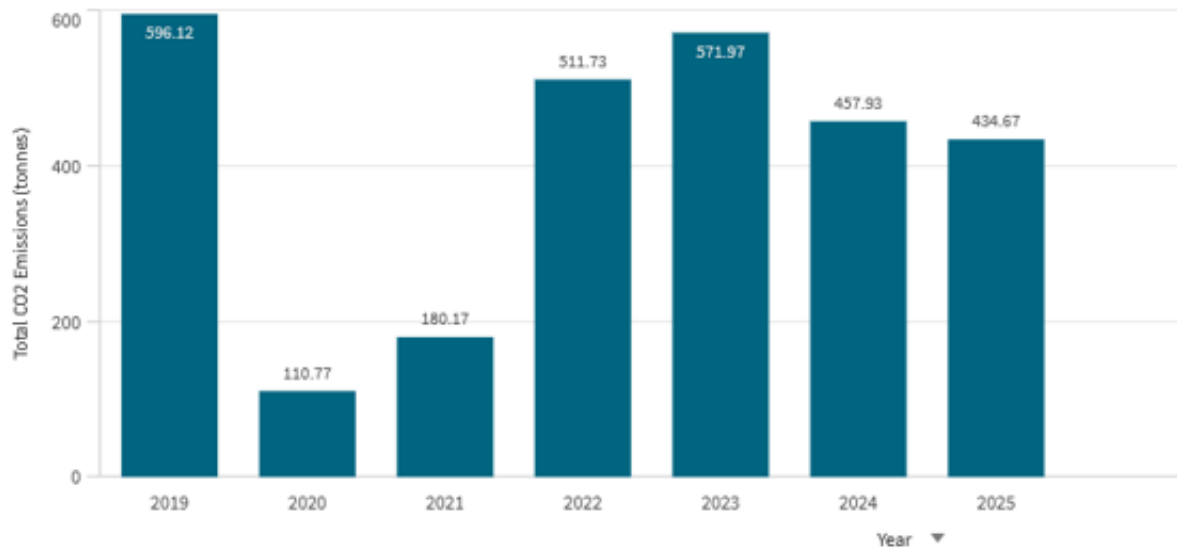
In terms of data protection, FPI, with its Data Protection Coordinator, continued to align its activities with Regulation (EU) 2018/1725 (EU Data Protection Regulation). In 2025, FPI archived one record bringing the number of its published records to eleven. To ensure that all staff embed data protection in their daily work, FPI continued to organise awareness raising activities, such as trainings, brown-bag discussions, publication of updated data protection related information on FPI intranet (EU data protection framework, templates, recommendations, prevention of data breaches and copyright policy). In 2025, FPI met the target of 100% awareness of all staff trained on data protection.

3.3. Sound environmental management

The FPI continually seeks to honour its pledge to reduce travel emissions by limiting missions and participants to the numbers strictly necessary and by supporting virtual and hybrid formats when possible. In 2025, the FPI's professional travel emissions amounted to approx. 434.67 tonnes, which constitutes a reduction of 4.8% compared to 2024 and of 27% compared to 2019.

Figure 9 – FPI travel emissions

2019–2025 (tonnes of CO₂ equivalents)



Since the introduction of hybrid working methods, paperless workflows are the norm across the Service, resulting in a significant reduction in paper purchase since 2019 ⁽³⁶⁾. Being housed in the EEAS building, staff make use of the recycling facilities put at its disposal. Water fountains are available in the staff canteen and on each of the floors where FPI staff are located.

The FPI prepared for moving to dynamic collaborative spaces in 2022. Since then, no floor plans or concrete timeline have been presented by the EEAS which is responsible for the refitting of the building. Work is finished or ongoing in some floors housing EEAS staff. In 2025, increases to staff numbers notably due to an increased workload and staffing related to the European Peace Facility, resulted in a relative increase in shared offices vs. individual offices, thus reducing the average floor space per person.

⁽³⁶⁾ For statistics relating to the EEAS building where FPI staff is housed, please refer to [Greening the EEAS | EEAS Intranet](#).