



European
Commission

Management Plan 2024

SERVICE FOR FOREIGN POLICY
INSTRUMENTS

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Introduction

The European Commission's Service for Foreign Policy Instruments (FPI) is responsible for the operational and financial management of budgets under the EU Foreign Policy Financial Instruments and for the implementation of two EU Foreign Policy Regulatory Instruments ⁽¹⁾.

The Service is attached directly to the High Representative/Vice-President 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 ⁽²⁾ adopted by the Council on 21 March 2022.

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 off-budget **European Peace Facility** ⁽³⁾, the budget of which grew rapidly during 2023.

The purpose of this management plan is to define the main outputs the Service will deliver in 2024 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". Under Heading 6 of the MFF 2021-2027, in 2024 FPI is set to manage a total of EUR 918 million (EUR 960 million in 2023). 2024 will be the third year of implementation of actions funded by **the Neighbourhood Development and International Cooperation Instrument (NDICI-Global Europe)** ⁽⁴⁾ under the 2021-2027 Multiannual Financial Framework (MFF). Under this instrument, FPI implements actions relating to Crisis Response; Peace, Stability and Conflict Prevention; the response to Trans-regional and Global Threats and Challenges; support to Foreign Policy Needs and High-Income Countries and Election Observation Missions. In 2024, the Service will also continue implementing the outstanding actions under the 2014-2020 MFF. In addition, FPI will continue to implement the CFSP budget line for the period 2021-2027 (Common Security and Defence Policy (CSDP) Missions, EU

⁽¹⁾ The Kimberley Process Certification Scheme (KPCS) preventing the trade in conflict diamonds (Regulation (EC) No 2368/2002) 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).

Special Representatives (EUSRs), non-proliferation and disarmament (NDP) projects, as well as other actions under [Article 28 of the Treaty on EU](#)). Conflict prevention and crisis response will remain the major share of FPI's field of action in the coming years.

In 2024, FPI will continue strengthening the EU's response to the Russian war of aggression against Ukraine. Under NDICI-Global Europe, FPI has put in place a number of crisis response, conflict prevention and peace building interventions in the region, as well as actions under foreign policy needs. In addition, under the CFSP, the EU Advisory Mission in Ukraine continues its support to the national authorities in managing refugee flows and investigating war crimes. The Mission is also assisting in the stabilisation efforts in the liberated and adjacent territories.

Finally, the Service will continue to ensure the implementation of assistance measures under the European Peace Facility (EPF) and will contribute to the mid-term review of the instrument.

Further developing and implementing the **EU's Regulatory Foreign Policy Instruments** will remain an important field of action. As part of this work, FPI will continue to represent the EU within the **Kimberley Process (KP)** ⁽⁵⁾ and monitor implementation of the KP Regulation, as well as to implement the **Anti-Torture Regulation** ⁽⁶⁾ and support the process towards 'Torture Free Trade' globally.

The final evaluation of the financing instruments under MFF 2014-2020 ⁽⁷⁾ **and the mid-term evaluation of NDICI-Global Europe under MFF 2021-2027** is a key workstream for the Service, with the synthesis report expected to be finalised in early 2024. Throughout 2024, FPI will be actively involved in the Spending Review and Impact Assessment exercises, with a view to gathering performance data and providing inputs for the next MFF.

Recruiting, developing, retaining and motivating competent and engaged staff, and ensuring diversity, in line with the recently adopted **human resources strategy for FPI**, remains a major objective in 2024. FPI will continue to implement its Equality Work Plan, through regular internal meetings to take stock of overall progress made, and dedicated actions will be undertaken to contribute to gender equality at all levels of management.

FPI will continue monitoring 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 to sound environmental management, will remain key points of attention for FPI in 2024.

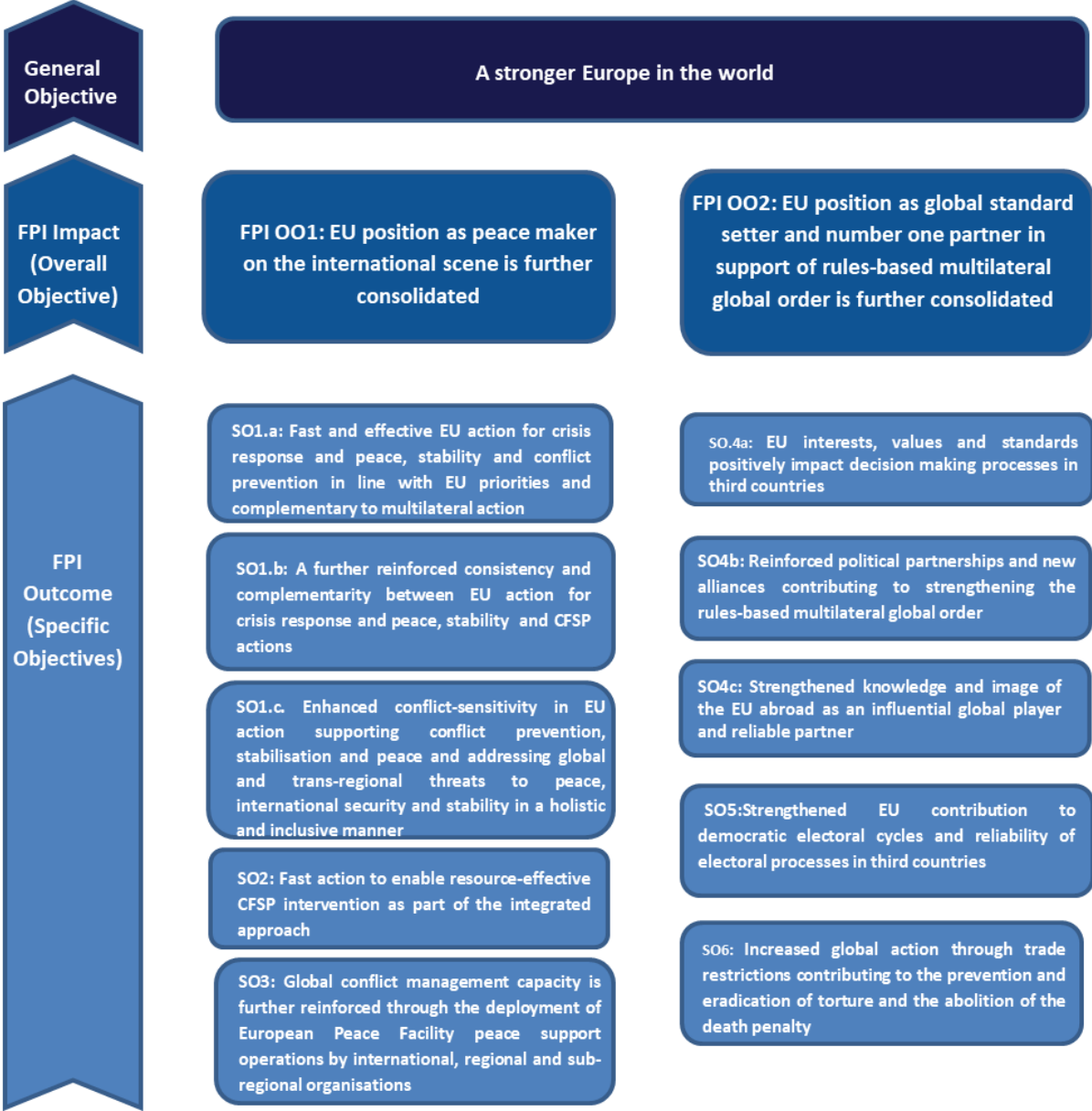
⁽⁵⁾ Regulation (EC) No 2368/2002

⁽⁶⁾ Regulation (EU) 125/2019

⁽⁷⁾ During the 2014-2020 MFF, FPI was responsible for the implementation of the following financing instruments: Instrument for Stability and Peace, Partnership Instrument and the Election Observation missions component under the European Instrument for Democracy and Human Rights.

PART 1. Delivering on the Commission’s priorities: main outputs for 2024

FPI intervention logic



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).

(i) Rapid Response Pillar

During 2024, FPI, including its five regional teams (Bangkok, Beirut, Dakar, Nairobi, Washington D.C.), their antenna offices (Beijing, Bogota, Brasilia, Islamabad, Manila, Mexico City, Ottawa, Riyadh, Seoul, Tokyo, Tunis) as well as the hub for Europe and Central Asia (Brussels, Chisinau, Kyiv, Vienna), will continue close cooperation with the EEAS, including EU Delegations, and relevant Commission services to identify timely and flexible crisis response actions to address new and emerging crises worldwide. Actions under NDICI-Global Europe will continue to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution. **Actions in response to the Russian war of aggression against Ukraine and its destabilising impacts in the wider European and Central Asia region** are expected to continue to be a main focus for crisis response interventions. FPI will uphold the stabilisation efforts in the Sahel as well as in neighbouring West African coastal states and respond to the devastating war in Gaza. It will also continue its engagement in the Americas, Africa and Asia in line with needs and opportunities identified during the year.

(ii) Thematic Pillar

In 2024, FPI will carry out the contracting and implementation of actions decided in 2023 under the Thematic Programme. Thematic funding complements and adds value to other NDICI components alongside other instruments including the CFSP. This approach implies close coordination and dialogue between FPI and other Commission services as well as the EEAS and EU Delegations.

These actions follow two strands:

(1) conflict prevention, peacebuilding and crisis preparedness, which includes support to early warning systems, mediation, post-conflict and post-disaster recovery, as well as other areas relevant to conflict prevention and peacebuilding;

(2) addressing global and trans-regional security threats, which support 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 enables a flexible response, allowing the EU to adapt its offer to an evolving geopolitical context through a wide range of activities. For example, FPI

has directed support towards Ukraine's Border Guards, in the form of chemical, biological, radiological and nuclear detection and protection equipment. The challenge in 2024 will be to address growing threats including the rise of violent extremism, new organised crime dynamics, and the impacts of broader geopolitical developments (e.g. Ukraine, Afghanistan, Sahel, Middle East). Addressing these threats also allows inter-linkages between the different themes to be developed, e.g. counterterrorism and organised crime, or critical infrastructure protection and CBRN, climate change adaptation and CBRN, etc. A strong internal-external security dimension underpins these actions, especially in the areas of CBRN, counterterrorism and organised crime, where the EU's own strategies and action plans will be supported.

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 action (8)

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 2024 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 NDICI-Global Europe are called upon to operate in various crisis situations, including in hostile and war-affected environments. Thus, the ability to **constantly adapt planning and implementation to highly volatile operational contexts** remains an inherent challenge. Another challenge will be to uphold support to the global rules-based multilateral order and to consolidate the EU's strategic partnership with the United Nations and other international organisations while maintaining focus on delivery of concrete results, despite the difficult operational environment and with shrinking budgets.

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

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

(⁸) 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.

organisations, specific geographical and thematic contexts will be addressed, such as, for example, the responsible sourcing of minerals, the role of women as mediators, disinformation in conflict-affected settings or the links between climate change and conflict.

Other long-term engagement focuses on **improving security in partner countries**, in particular where geographical or traditional cooperation approaches cannot be used. Actions will continue to address situations of conflict and/or insecurity that affect the development of partner countries and very often impact the EU's own security.

The main outputs in 2024 will be twofold. Firstly, the swift mobilisation of resources to implement actions through the adoption of the related financing decisions. Secondly, the launch of the 2024 Annual Action Programme and the effective programming and contracting of the 2023 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 all services.

The outputs for 2024 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 Table (9).

Specific objective 1.b: A further reinforced consistency and complementarity between Crisis Response, Peace, Stability and Conflict Prevention actions and CFSP actions (10)

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 2024, 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 Policy ⁽¹¹⁾.

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

⁽⁹⁾ 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.

⁽¹⁰⁾ 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.

⁽¹¹⁾ 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.

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 manner ⁽¹²⁾

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 engagement is more likely to result in sustainable peace, including detailed early warning systems and specific conflict analysis. Progress towards this objective will continue to be monitored for all interventions signed during 2024 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** when and where necessary. For example, in 2023, FPI supported the launching of three new CSDP missions, namely the EU Mission in Armenia, the EU Partnership Mission in Moldova and the EU Security and Defence Initiative in support of Western Africa countries of the Gulf of Guinea.

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 2024.

⁽¹²⁾ 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.

Given the **high pressure on the CFSP budget** as a result of ever-growing CFSP ambitions, FPI and EEAS will continue the process to reform the budget, thereby generating short-term and structural savings. This includes the budget adjustment mechanism endorsed by the PSC in December 2022. This set of measures is designed to sustainably balance the CFSP budget, including by linking past performance to the future allocation of resources. In parallel, and in light of increasing demands, FPI will continue to underline the importance of prioritising between different actions competing for funding in the context of the operational decision-making process at operational level. 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 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 EU Special Representatives can fulfil their mandates. Altogether, this assistance contributes to increasing the responsiveness of CSDP. FPI will also be called upon to examine funding options for any new actions that the Council may decide in 2024. 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 2024, 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. Investigations on putting in place a centralised framework contract on liability insurance is also one of **Mission Support Platform's** objectives for 2024. FPI will continue to support missions on accounting, financial issues and procurement. FPI will also perform on site training for ERP and organise a seminar for procurement and finance teams, as well as verification officers.

FPI has contributed to the elaboration of the Final Report for the Civilian CSDP Compact 2018-2023 and has been an integral part in the elaboration of the [New Civilian CSDP Compact 2023-2027](#). In 2024, FPI will continue actively contributing to the **Task Force for implementing the new Civilian CSDP Compact (2023-2027)** and will have a central role in the Compact Annual Review Conferences (ARC) taking stock of progress from the

Commission standpoint, most notably on budgetary issues, and ensuring synergies between EEAS actions and Commission-led activities.

In 2024, FPI will continue representing the Commission in the **Committee for Civilian Aspects of Crisis Management** ensuring coordination with the EEAS and Member States on the budgetary implications of operational planning for civilian missions and horizontal coordination in civilian aspects of CSDP.

FPI will also maintain its support to CSDP missions, EU Special Representatives (EUSRs) and the Kosovo Specialist Chambers/Specialist Prosecutor's Office as regards the implementation of the new FPI anti-fraud strategy and in particular, of its Objective number 4 concerning the specific anti-fraud action plan for CFSP operations, both updated on 8 June 2022.

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 2024 under the specific objective 2 are provided below in Section B: Common Foreign and Security Policy of the Performance Table.

Non-proliferation and disarmament

CFSP actions in 2024 will continue to contribute to the universalisation and effective implementation of international treaties, conventions and agreements addressing the proliferation of weapons of mass destruction, including their delivery mechanisms. As regards conventional arms, measures will target the illicit accumulation and trafficking of small arms and light weapons and aim to implement effective controls on international arms transfers, thereby contributing to peace, security and stability worldwide and to the safety of European citizens.

FPI will continue working with, and providing funding for, international organisations, notably the United Nations, the International Atomic Energy Agency, the Organization for Security and Co-operation in Europe and the Organisation for the Prohibition of Chemical Weapons, as well as smaller entities and think tanks. In 2024, 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 International Atomic Energy Agency in the area of nuclear security or the implementation of the Biological and Toxin Weapons Convention;
- the **countering of illicit proliferation and trafficking of small arms and light weapons** in South-Eastern Europe, Ukraine and Member States of the League of Arab States.

The outputs for 2024 under the specific objective 2 are provided below in Section B: Common Foreign and Security Policy of the Performance Table.

C. 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 EPF is financed through **contributions from the Member States (MS) outside the Union budget**. Its financial ceiling has been set at EUR 12.04 billion ⁽¹³⁾ for the period 2021-2027

The EPF will be subject to mid-term review in 2024.

The Head of Service acts as the Facility's Administrator for assistance measures (AM). The Service is in charge of the **management of the EPF budget for assistance measures** 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). FPI is also responsible for the financial and contractual implementation of AM ⁽¹⁴⁾, which entails *inter alia* preparing financing agreements, contracting implementing actors—once FPI has advised positively on their financial and contractual capacity— monitoring activities and achievement of results, launching contract award procedures and subsequent contract management.

In 2024 at the time of preparation of this plan, work on EPF will focus on the implementation of the twenty-six ⁽¹⁵⁾ ongoing measures and actions adopted by the Council in the course of 2021, 2022 and 2023 for a total amount of approximately EUR 972 million. In 2024 equipment will be delivered in Ukraine, Moldova, Georgia, Lebanon, Jordan, Bosnia and Herzegovina, North Macedonia, Serbia, Albania, Montenegro, Benin, Chad, Ghana, Mauritania, Mozambique, Rwanda, and Somalia.

The Administrator will monitor implementation of the measures through approximately 15 steering committees (i.e. in Lebanon, North Macedonia, Ukraine, Moldova, Georgia, Jordan, Bosnia and Herzegovina, Mauritania, Mozambique, Rwanda, Somalia, Cameroun, Democratic Republic of the Congo, Ghana). Communication and visibility around these events will

⁽¹³⁾ Financial ceiling set in Council Decision (CFSP) 2023/1304 of 26 June 2023 amending the legal basis. N.B.: this amount might be modified before the end of 2023.

⁽¹⁴⁾ 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.

⁽¹⁵⁾ Assistance measures in support to Niger are currently suspended.

continue to be coordinated very closely with the EEAS and the Commission Spoke-person Service.

A total of EUR 5.6 billion in assistance measures for the military support to Ukraine have been adopted in the period 2021-2023 with an overall financial ceiling of EUR 12.04 billion in June 2023. Member States are reimbursed on an agreed ex-post basis from 1 January 2022 onwards. The EPF Committee establishes how reimbursements are spread across years in order to limit the impact on the Facility's annual budgetary ceilings. While limited reimbursements started in 2022 (EUR 147.8 million) and 2023 (EUR 378.7 million), the bulk of reimbursements will be spread over 2024-2027. In 2024, reimbursements to Member States for military support to UA will continue for an estimated amount foreseen up to EUR 1.47 billion. Among this, it is foreseen to provide to the Ukrainian Armed Forces with artillery rounds and, if requested, missiles, via joint procurement for the value of EUR 1 billion under the second of the three-track approach agreed by the Council on 20 March 2023.

Further to the European Council of June 2023 confirmation of EU readiness to provide sustainable military support to Ukraine, reiterated by the European Council of December 2023- Member States started discussions in July 2023 on a High Representative's proposal that would ensure sustainable and predictable support , with a possible increase of financing in 2024.

FPI as the EPF's Administrator will also implement all new actions that the High Representative may still propose in the course of 2024 on the basis of the strategic guidance provided by the Council.

The outputs for 2024 under the specific objective 3 are provided below in Section B: Common Foreign and Security Policy of the Performance Table.

D. Support to EU Foreign Policy Needs and cooperation with High Income Countries under NDICI-Global Europe ⁽¹⁶⁾

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 2024, FPI will combine its work under NDICI-Global Europe with continued implementation of ongoing actions under the Partnership Instrument (PI), which are progressively coming to an end. Under the Rapid Response pillar FPI will keep responding to emerging EU foreign policy needs and interests, in close consultation with the EEAS and other Commission Services, and in areas that cannot be covered in a timely and adequate manner through other means. This will include measures to underpin the **EU's global soft-power and ability to advance on geo-political objectives**, as well as address political or trade irritants and wrongful perceptions linked to EU actions and policies. FPI will also support policy dialogues on bilateral issues of mutual interest, on global and regional challenges and on multilateralism, based on existing or perspective framework agreements, with the most important and influential **High-Income Countries**, with a view to reinforcing the strategic political alliances that underpin the EU role as a geopolitical actor. Overall, flagship actions for 2024 will be closely aligned to the priorities of the von der Leyen Commission and will underpin the Foreign Policy priorities of the EU, in particular the nexus between internal and external EU interests.

FPI will further step up its engagement in **Ukraine, with particular attention to the situation in liberated and adjacent areas and in the wider neighbourhood**. Here FPI will aim to further underpin the EU's soft-power and sustain its role as a champion for democracy and good multilateral governance regionally and globally. **People-to-people engagements, public diplomacy, support to independent media and civil society** stakeholders, as well as assistance to government-owned information resilience efforts will form the backbone of this approach. More specifically, actions will include support to Ukraine in expanding and sustaining its global partnerships against Russia's war of aggression, assistance to partners in the region to build media environments more resilient

⁽¹⁶⁾ 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.

to disinformation and Foreign Information Manipulation and direct support to civil society to broaden Russia's pro-democracy and anti-war movement.

In the context of the EU's role as a norm-setter in the fight against **climate change**, new actions will support the EU to manage the external impacts of its new regulation on **deforestation and forest degradation**. Concretely, FPI actions in Latin America and South-East Asia will mitigate political and trade irritants and wrongful perceptions linked to this regulation by countering the negative narratives produced by the affected sectors and by enhancing overall understanding. Ultimately, these actions will facilitate an inclusive transition towards deforestation-free and legal supply chains to the EU, thereby contributing to the main aims of the EU regulation and to minimising the EU's contribution to global deforestation and forest degradation.

In the current trend of "splinternet" tendencies by authoritarian regimes a new action will operationalize the commitments of the 70 signatories of the Declaration for the **Future of the Internet**, forming an integral part of the EU's strategic digital diplomacy agenda, initiated and promoted by the EU and the US, setting out a shared and comprehensive vision for the future of the open Internet. In 2024, FPI will continue promoting the external dimension of EU policies with **High-Income Countries**¹⁷ by implementing a series of flagship actions in strategic areas such as, inter alia, green partnerships and alliances, resilient and responsible supply chains, the future of work, sustainable urbanisation, trade and business cooperation. 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 the 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 consist in preparing the first ever EU pavilion at a World Expo, for **Expo Osaka 2025**. Further public diplomacy activities will underpin the EU's relations with the Russian pro-democracy and anti-war movement and seek to broaden its alliance with the EU, as well as its domestic networks and outreach.

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 approximation with the EU acquis and standards, to share EU best practices and to help implement bilateral/regional agreements.

The outputs for 2024 under the specific objective 4 are provided below in Section C: Support to EU Foreign Policy Needs under NDICI-Global Europe of the Performance Table (18).

¹⁷ High-income countries: Gross National Income per capita of USD 13 206 or more.

⁽¹⁸⁾ 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.

E. 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 accompanying the peaceful transition of countries emerging from civil strife or war. In addition, Electoral Follow-up Missions (EFM) are deployed to assess progress made in the electoral reform and the status of implementation of EOM recommendations, ensuring a national ownership.

In 2024, 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 Action Plan for 2024/2025 was adopted in 2023.

The outputs for 2024 under the specific objective 5 are provided below in Section D: Electoral Missions under NDICI-Global Europe of the Performance Table.

F. 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) ⁽¹⁹⁾ **preventing the trade in conflict diamonds** and the so-called Anti-Torture Regulation ⁽²⁰⁾ concerning **trade in certain goods, which could be used for torture or capital punishment**. 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 of these regulatory instruments.

Further to the Russian war of aggression against Ukraine, the obstructionist attitude of Russia and its allies have prevented the Kimberley Process (KP) from addressing the implications of the war of aggression for the global diamond trade. The exports of rough diamonds from Russia account for 30% of the global production and generate significant revenues streams for Russia, through its direct ownership interest of a major producer. Despite the KP’s inability to address the unprecedented challenges that it faces, the EU and like-minded KP Participants will in 2024 continue to advocate for measures to prevent Russia from trading its rough diamonds under the KP. Consideration by the KP of this matter is vital to protect the credibility and legitimacy of the certification scheme (KPCS).

Furthermore, despite the lack of any substantive progress within the review and reform cycle, FPI will keep advocating for a meaningful reform of the KP, particularly for broadening the definition of conflict diamonds to enable the KP to deliver on its mandate as a conflict prevention mechanism and to demonstrate its leadership in contributing to the regulation of the trade of rough diamonds. In this regard, FPI will continue to play an active role in the Ad Hoc Committee established by the 2022 KP Plenary.

In addition, following the designation of Gaborone, Botswana as the seat of the KP secretariat, FPI will continue to engage in 2024 with the KP mandated to oversee the transition process with a view to a formal launch in 2024, while underlining the purely administrative function of the Secretariat. Lastly, FPI will continue to monitor closely the developments related to the Central African Republic (CAR) while considering its request to lift all control measures currently in place and hence to be fully readmitted to trade all diamonds from its territory under the KPCS. Noting that consensus was not reached on this point at the 2023 KP Plenary, FPI will continue to engage on this matter as the Vice chair of the Working Group on Monitoring and as a member of the CAR monitoring team.

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

⁽¹⁹⁾ Regulation (EC) No 2368/2002

⁽²⁰⁾ Regulation (EU) 125/2019

To this effect, FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders. Close cooperation with DG Trade will remain instrumental in the context of the G7 restrictive measures against Russian diamonds.

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 in particular prepare delegated acts as appropriate and administer the **Dual-Use Electronic System (DUeS)** ⁽²¹⁾ denial notifications system.

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 2024.

Following the Interim report of the UN Special Rapporteur on torture and other cruel, inhuman or degrading treatment or punishment ⁽²²⁾ FPI will continue to support and give impulse to the 'Torture Free Trade' process globally, including engaging in a process in the UN towards an international instrument.

Following the Commission's review report on the implementation of the 'Anti-Torture' Regulation ⁽²³⁾, FPI has engaged with the informal group of experts. Established in 2021, and bringing together different perspectives (e.g. advocacy, law enforcement, research, and customs) the informal group of experts provides an advisory regular technical support to the Commission in exploring avenues to strengthen compliance and to make the Regulation and its implementation more effective. A proposal to amend certain annexes to the 'Anti-Torture' Regulation that the Commission intends to bring forward is expected to be submitted for consideration by the European Parliament and the Council in early 2024. The outputs for 2024 under the specific objective 6 are provided below in Section E: Regulatory Instruments of the Performance Table.

G. 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,

⁽²¹⁾ 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.

⁽²²⁾ UNGA A/77/502

⁽²³⁾ COM(2020) 343 final of 30.7.2020

FPI will ensure the adoption of the Annual Work Programme for 2025 and oversee its implementation.

Based on this Annual Work Programme, and in the framework of an administrative arrangement with the Commission, the EEAS will 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 to finance the information outreach and communication activities which are implemented by EEAS Headquarters and the EU Delegations.

In 2024, 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 websites. 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 2024, 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, their impact, and how they 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 Commission web-architecture, as well as organising outreach activities, including through social media. To do so, it will work with the Commission Spokesperson's Service, DG COMM's Strategic and Corporate Communications directorate and the Strategic Communication Division of the EEAS.

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

Part 2. Modernising the administration

A. Human resource management

In 2024, FPI staff is set to manage a total of EUR 918 million (EUR 960 million in 2023).

EUR 952 million (EUR 965 million was committed in 2023) 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 adopted budget is EUR 1 728 million in 2024. It is therefore of utmost importance that human resources continue to be made available and used effectively and flexibly for optimal impact in the interest of the EU.

To deliver on the Commission's priorities and core business, the Service will 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**, 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, including through brownbag seminars and all-staff events, such as FPI Days and General Assemblies;
- 3) Talent: **recruitment of high-quality staff** with the required expertise, in a speedy and timely fashion and optimising the use of allocated human resources. 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 2023 Staff Survey will provide essential input for human resources management in 2024.

The Service is committed to supporting the Commission's overall objective of a **gender-balanced management**. It has made one first appointment of female middle manager and will make all necessary efforts to maintain gender balance in management. With 4 female Deputy Heads of Unit (out of 8), FPI has reached the target of equal representation also within this category. Focus remains 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.

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. In parallel FPI is monitoring the cost/benefit of the implemented controls, and measured in this context the benefit/cost ratio to be positive at 1.35 Euro benefits per Euro spent on ex-post controls during 2022. At the same time, FPI will ensure adequate and speedy correction and recovery of ineligible amounts resulting from controls and audits. As a follow-up to the 2019 IAS audit on CFSP, FPI will reinforce the monitoring of CSDP missions, as necessary, by including FPI audit staff in the monitoring team. Audit staff will 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 analyse whether there is a need to 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 would be aimed to disclose and correct possible misunderstandings and errors at an early stage in the action/intervention thereby potentially reducing the amounts to be recovered at its end. Furthermore, FPI will also analyse whether there is a need to continue to launch ex-post controls outside the annual sample, targeted at high-risk actions.

In 2024, FPI will continue to cooperate with the Commission's IAS in the ongoing Limited review of Data protection, the audit on Stability and Peace actions under NDICI, the Multi-DG audits on Anti-fraud strategy, Allocation of Human Resources in EU Delegations, Intervention level evaluation, HR needs in the Commission, and the preparation of Assistance Measures under the European Peace Facility. In addition, FPI will fully cooperate with IAS in any audit launched in 2024.

In order to strengthen the assurance given on the implementation of Assistance Measures for the European Peace Facility, in 2024, 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 hybrid working and the arrival of new staff, there will be an ongoing need during 2024 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 hubs. 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. Focus will be given on training for the Commission's next generation corporate financial system SUMMA, to be rolled out

in January 2025. On-boarding training will be provided during the second and third quarters of 2024 in cooperation with DG BUDG.

C. Fraud risk management

Since 2013, FPI has implemented and updated its own anti-fraud strategy (AFS) and action plan. The last update took place in June 2022 after the adoption of the new EU Multiannual Financial Framework and the establishment of the European Peace Facility. FPI will continue to implement the corresponding revised action plan in 2024.

In this context, FPI will contribute to reinforcing the tools made available to CFSP entities to raise antifraud (AF) awareness of staff involved, mainly but not only, in financial management, procurement, staff management, management of assets, accounting. With this purpose, on-line and in-person antifraud training for CFSP entities staff will be organised. FPI will continue to collaborate with EEAS/CPCC and the ESDC College through an AF training module included in the pre-deployment training for new staff members of Missions and EUSRs organised in Brussels. In addition, FPI will continue to include an anti-fraud module in the training that the Mission Support Platform (MSP) specifically provides for the procurement and finance staff of CSDP Missions, EUSRs and the Kosovo Specialist Chambers.

It will also continue participating actively to the works of the external actions subgroup of the Fraud Prevention and Detection Network (FPDNet) on actions 20, 21, 22, 24 of the revised action Plan of the CAFS, which concern more specifically external relations.

It will implement the recommendations of the IAS audit on the Anti-fraud strategies of EEAS, INTPA, NEAR, FPI, ECHO, finalised at the end of 2023.

D. Digital transformation and information management

Digital transformation

As hybrid work is the new normal, the main priorities for FPI will be to continue providing an effective hybrid work environment and to offer support to staff to make the most of the digital tools available. FPI cooperates with DG DIGIT in this respect, supported by INTPA IT Unit under a Service Level Agreement.

In terms of digital transformation, FPI will cooperate with DG DIGIT to continue delivering on the main objectives of the 2022 New Generation Digital Commission Strategy ⁽²⁴⁾ 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 kick in in parallel with the release of the remaining functionalities in OPSYS –the

⁽²⁴⁾ COM (2022) 4388 of 30 June 2022

new IT platform for project management and evaluation⁽²⁵⁾. As part of its digital transformation, FPI will continue using the corporate digital cooperation tools, such as Microsoft365, including SharePoint Online and Microsoft Teams and make the most of them, while also continuing to request that DIGIT find solutions to difficulties experienced for their use of these tools due to incompatibilities with EEAS IT, notably for Regional Teams which are hosted in EU Delegations. FPI will also further develop its capacity to work in a hybrid way.

Information and IT security rules

FPI will ensure that the entries for the security section of GovIS2 of the information systems that it owns, are up to date. The FPI LISO function -managed by DG INTPA- will contribute to building capacity and maturity in managing IT security, risk, compliance and cybersecurity for FPI staff as well as for the information systems it owns. Advice will be provided to system owners via attendance at LISO meetings and assisting the Cyber Aware team in the preparation and roll-out of Cyber Aware campaigns. The GRC tool for the management of IT security, risk and compliance will remain compliant in cooperation with DG INTPA based on the SLA.⁽²⁶⁾ FPI will follow the guidelines deriving from the upcoming Cybersecurity Regulation (when adopted in cooperation with DG INTPA under the terms of the SLA). FPI will continue working to make sure that markers for expenditure in relation to migration, climate, gender and biodiversity will be ensured in ABAC and/or OPSYS for corporate reporting purposes.

Data protection

In terms of data protection, FPI will continue working on aligning its activities with Regulation (EU) 2018/1725 (EU Data Protection Regulation) and the Commission's Data Protection Action Plan (C (2018) 7432). To this end, FPI regularly keeps 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 interventions (projects). To ensure that all staff members embed data protection in their daily work, awareness raising activities and training courses will continue to be organised. The established network of data protection focal points in FPI Units and Regional Teams in EU Delegations plays a key role in achieving the above objectives. The objectives set for 2023 have been achieved and

⁽²⁵⁾ 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.

⁽²⁶⁾ 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.

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 2024, 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 has now in place a series of FWCs including Health and High-Risk Insurance, Travel Agency, Strategic supplies (medical, IT and security). The MSP also facilitates access to other FWCs from EU institutions such as transport services (ECHO), Satcom services (EDA), software and related services (DIGIT), radio equipment (EEAS). The continuous work to standardise the processes within the missions through a single IT business processes platform (ERP – Enterprise Resource Management) connected to HQ is also one of the on-going MSP's task.

Marking of spending targets for gender, climate, biodiversity and migration

In the context of delivering on the policy objectives of the von der Leyen Commission and of reporting effectively, in 2024 FPI will track all expenditure on gender, climate, biodiversity and migration and forced displacement. This tracking will be in line with specific targets is a

legal obligation under NDICI-Global Europe and will be input in OPSYS/DAC. The expenditure for climate, migration 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 tables for Part 2, Section D for details).

Annex: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

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

Related to spending programme: Crisis response, Peace,

Stability and Conflict Prevention under NDICI-Global Europe (and former IcSP)

Main outputs in 2024:

Other important output

Output	Indicator	Target
Decision on the Annual Action Programme (AAP) 2025 for the Peace, Stability and Conflict prevention programme	1.a.4 Adoption	April 2025
Contracting of AAP 2023 - AAP 2024 on the Peace, Stability and Conflict prevention thematic programme	1.a.5 Number of action documents under AAP 2023 - AAP 2024 contracted	100% of AAP 2023 by 31 December 2024
Reporting on earlier actions/AAP under IcSP Art. 3, 4 and 5 (pre-2021) submitted as planned	1.a.6 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

Related to spending programme: CFSP

Main outputs in 2024:

Other important output

Output	Indicator	Target
Contribution agreements with EUSR and civilian CSDP missions	2.5 Signature of Contribution agreements with EUSR & civilian CSDP Missions	1 month after each Commission Financing Decision
Financing Decisions in support of Non-proliferation of weapons and disarmament	2.6 Adoption by the Commission	1 month after each Council Decision
Grants or Contribution Agreements	2.5 Signature	1 month after each Commission Financing Decision

C. European Peace Facility

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

Related to spending programme: EPF

Main outputs in 2024:

Other important output

Output	Indicator	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	3.1 Average number of days after Council Decision adoption	30 days

D. Support to EU Foreign Policy Needs under NDICI-Global Europe ⁽²⁷⁾

<p>General objective: A stronger Europe in the world</p> <p>Specific objective 4.a: EU interests, values and standards positively impact decision making processes in third countries</p> <p><i>Related to spending programme: NDICI-Global Europe Support to EU Foreign Policy Needs (and former Partnership Instrument (PI))</i></p>		
<p>Main outputs in 2024:</p>		
<p>Other important output</p>		
Output	Indicator	Target
Financing Decisions/Commitment of available funds under Support to Foreign Policy Needs building on PI-practices	4.a.4 Adoption	100% of available funds under both pillars committed
Contracts covering individual measures adopted in 2023 and of AAP 2023 and 2024 actions	4.a.5 Percentage of contracted individual measures adopted in 2023 and of actions in AAP 2023.	100% by end-2024
Reporting on earlier actions under AAPs 2016 to 2020 under the Partnership Instrument	4.a.6 Percentage of reporting on actions under AAPs 2016 to 2020 submitted on time	100%

⁽²⁷⁾ To note that NDICI support to Foreign Policy Needs refers to actions under the Rapid Response and Geographic pillars of the instrument.

E. 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

Related to spending programme: Electoral Missions under NDICI-Global Europe (and Election Observation Missions under the former instrument EIDHR)

Main outputs in 2024:

Other important output

Output	Indicator	Target
Multiannual Action Plan for the EU electoral missions and complementary activities 2024 and 2025	5.3 Adoption	Last quarter of 2023

F. 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

Related to spending programme: No

Main outputs in 2024:

Other important output

Output	Indicator	Target
Meetings of the informal expert group on the 'Anti-Torture' Regulation.	6.2 Organisation	At least 2
Report on exports under the Anti-torture Regulation and report on the activities and consultations of the Anti-Torture Coordination Group report ⁽²⁸⁾	6.3 Adoption of the two reports for year 2023	4th quarter 2024

⁽²⁸⁾ Annual reports referred to in Articles 26(4) and 31(4) respectively.

G. Information outreach

General objective: A stronger Europe in the world

Specific 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

Related to a spending programme: No

Main outputs in 2024:

External communication output

Output/ Result	Indicator	Target
Information Outreach Annual Work Programme 2025.	C1 Adoption	December 2024/
Visibility of FPI actions	C2 Growth rate of followers on X/Twitter Growth rate of visits on FPI website	3-5% yearly increase 10% yearly increase
In-person and virtual EUVP visits organised Information of EUVP Alumni on website and social media Active exchange with EUVP Alumni through webinars and online conversations.	C3 Number of in-person and virtual EUVP visits organised Number of EUVP Webpage and social media posts featuring EUVP Alumni published Number of EUVP Alumni webinars organised Number EUVP Alumni online conversation organised	300 50 3 10

Part 2 – Modernising the administration

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 2024:

Output	Indicator	Target
Staff grouped in new space by '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
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)
Awareness-raising about training courses on digital proficiency	Number of awareness-raising campaigns	3 campaigns in 2024
Female applications to vacant Head of Unit and Deputy posts	Number of female applicants	50% of applications
Participation of future female managers in initiatives such as the FTDP	Number of applicants	Filling available FPI quota for FTDP
Coaching for middle managers and FPI regional team leaders 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 2024

Awareness-raising sessions on diversity and inclusion	Participation in awareness-raising activity	1 activity in 2024
Taking stock / Implementation of FPI Equality Work Plan	Number of internal meetings	At least three meetings in 2024

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 2024:

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
Economy of 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 2024:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy as planned in 2024	% of the implementation of 2024 actions in the FPI AFS	100%
Participation to the works of the external actions subgroup of the Fraud Prevention and Detection Network (FPDNet) on actions 20, 21, 22, 24 of the CAFS	As defined by the external actions subgroup	As defined by the external actions subgroup
Implementation of the recommendations resulting from IAS audit report on the Anti-fraud strategies of EEAS, INTPA, NEAR, FPI, ECHO	% of recommendations implemented as per the IAS audit report	100%
Increased anti-fraud amongst FPI headquarters' staff (newcomers):	% of newcomers attending the training course in 2024	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 2024	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 2024:

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.	100%
Regular use of Microsoft Teams for meetings	Proportion of FPI units organising regularly recurring meetings on Microsoft Teams	100% of FPI units organising regularly recurring meetings on Microsoft Teams when possible ()
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 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

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 2024:

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.	Number of actions related to waste/recycling and paper/energy/water consumption Number or % of staff informed	At least one action during 2024 100% of staff informed on environmental impact
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

