



European
Commission

Management Plan 2020

Service for Foreign Policy Instruments

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List of acronyms

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

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

TFEU: Treaty on the Functioning of the European Union

TRADE: DG for Trade

INTRODUCTION

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

The mission of the Service for Foreign Policy Instruments is to put EU foreign policy into action, fast and flexibly, in a policy-driven and integrated approach, with global geographical and thematic scope, as part of a comprehensive geopolitical vision. FPI thereby supports achieving the objectives of the Common Foreign and Security Policy as defined in Article 21 of the Treaty on European Union, in particular as regards conflict prevention and peace, democracy and the rule of law, human dignity, and leveraging the EU's influence in the world. The Service plays a crucial role in the humanitarian-peace-development nexus, and acts as first responder to foreign policy needs and opportunities.

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

In 2020, FPI is set to manage EUR 872 million under Heading 4 of the current Multiannual Financial Framework (MFF) (versus EUR 839 million in 2019)¹. Conflict prevention and crisis response will remain the major share of FPI's action in the coming years.

The Service will continue contributing to the adoption of the legal basis for its financing instruments under the next MFF 2021-2027. This concerns the Commission's legislative proposal for a new Neighbourhood, Development and International Cooperation Instrument (NDICI)² which will include the current features of the IcSP, the Partnership Instrument (PI) and the Election Observation Missions (EOMs). A further point of attention for the Service will be the adoption of the European Peace Facility³ proposed by the High Representative with the support of the European Commission.

Further developing and implementing the EU's Regulatory Foreign Policy Instruments will remain a central and growing field of action. An important deliverable from the Commission

¹ The FPI budget for the current MFF is EUR 5.5 billion at current prices, which represents 8.3% of the Heading 4 budget of EUR 66.3 billion.

² Proposal of 14 June 2018 for a Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument (COM (2018)460, Procedure 2018/0243/COD)

³ Proposal of 13 June 2018 of the High Representative of the Union for Foreign Affairs and Security Policy, with the support of the Commission, to the Council for a Council Decision establishing a European Peace Facility (2018/2237(INI)).

Work Programme 2020 will be to complete the review of the Regulation concerning trade in certain goods which could be used for torture or capital punishment⁴.

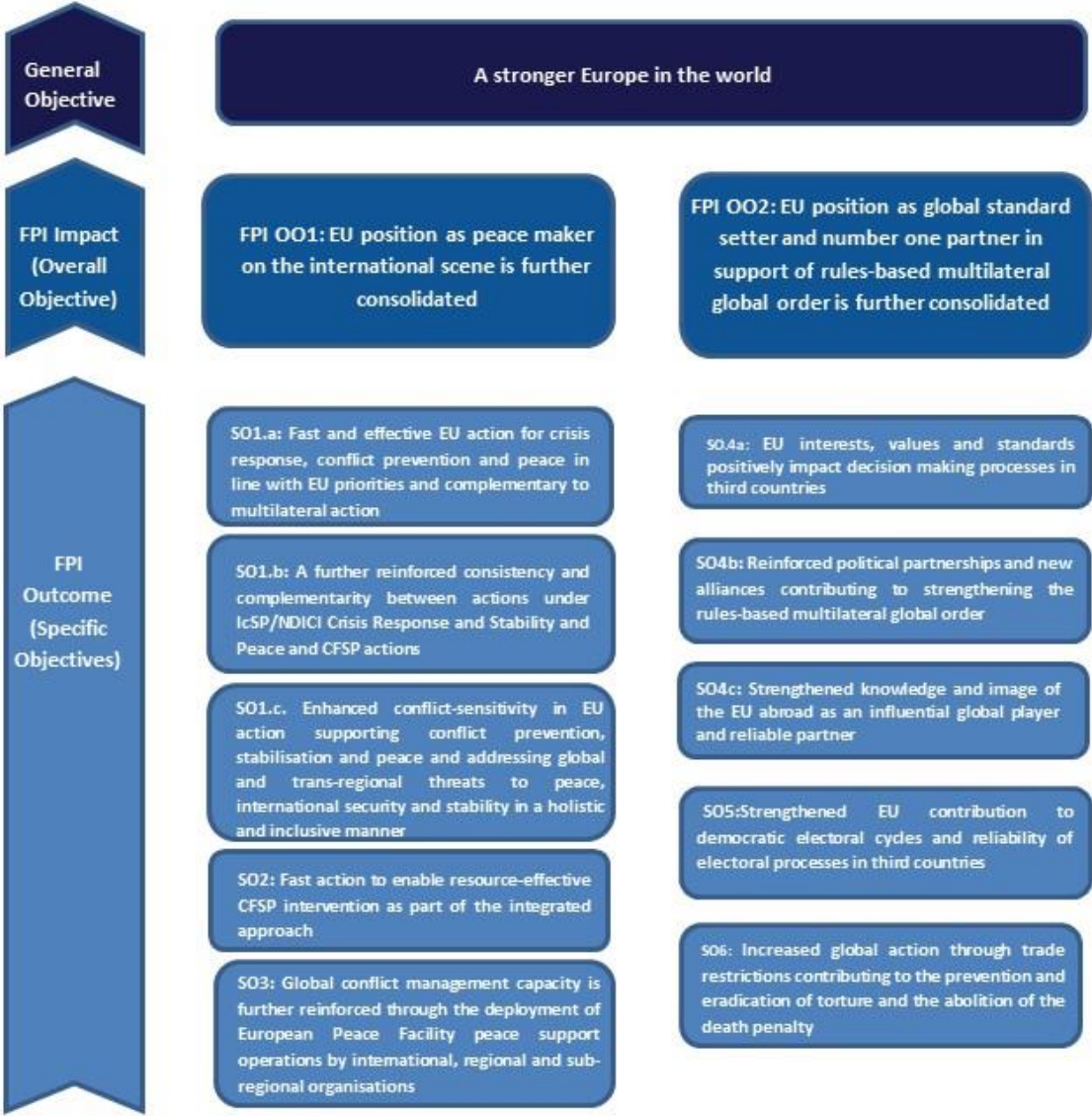
The Service will continue aiming to ensure consistently high standards and impact, even under the most difficult circumstances. A particular challenge for FPI in 2020 is to address the impact of the COVID-19 pandemic and possible similar future developments.

Recruiting, developing, retaining and motivating competent and engaged staff, and ensuring diversity, also under the circumstances relating to COVID-19, will remain a major objective.

Ensuring the effective functioning of the service's internal control system, preventing fraud, aligning its activities with the EU Data Protection Regulation and the Commission's Data Protection Action Plan, contributing to achieving the main objectives of the EC Digital Strategy 2020 Implementation Plan, retaining and further developing the positive aspects of the digital working methods developed under the impact of the COVID-19 pandemic, and contributing to sound environmental management will be key points of attention in 2020.

⁴ 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; OJ L 30, 31.1.2019, p. 1–57

FPI Intervention logic



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

A. Instrument contributing to Stability and Peace - Crisis response, conflict prevention, peace-building and crisis preparedness

In line with the IcSP Regulation⁵, at least 79% of total IcSP allocation (EUR 2.439 billion) is devoted to crisis response and conflict prevention actions. These actions are complemented by technical assistance and capacity-building programmes supporting partner countries in addressing trans-regional threats and mitigating risks from Chemical, biological, radiological and nuclear (CBRN) materials and their criminal use (currently managed by DG DEVCO). In addition, an envelope of EUR 100 million has been allocated for Capacity-Building in Security and Development (CBSD) activities through the amendment of the IcSP regulation of 12 December 2017.⁶

During 2020, FPI, including its five regional teams (Bangkok, Beirut, Nairobi, Dakar, Brasilia) and antenna offices (Bamako, Bogota, Kiev, Kinshasa, Tunis, Vienna), will continue to maintain close cooperation with EU Delegations, the European External Action Service (EEAS) and relevant Commission services to identify timely and flexible responses to new and emerging crises throughout the year. In particular, the IcSP will continue to address new challenges linked to conflict prevention, conflict dynamics, mediation and conflict resolution. The IcSP will be deployed to address crises affecting the EU and the global community, including in Afghanistan, Libya, the Sahel, Somalia, Sudan, Syria, Ukraine and Venezuela to name a few. Furthermore, the IcSP is used to respond to the COVID-19 crisis, notably in conflict- and crisis-affected areas as part of the Team Europe response to the pandemic. This has been done with a combination of new actions (EUR 52.45 million) and reorientation of activities under existing actions (more than 70 contracts).

FPI will maintain its close cooperation with the European Parliament through an active participation in Committee meetings (mainly the Foreign Affairs Committee (AFET) and in ad hoc working groups (namely the AFET Working Group on External Financing Instruments).

Following up on the Internal Audit Service (IAS) 2016 report on the IcSP, FPI will continue to further streamline IcSP procedures to ensure they are conducive to rapid decision-making and implementation monitoring and that results are adequately captured and accounted for via appropriate indicators.

⁵ Regulation No 230/2014

⁶ Regulation 2017/2306 amending Regulation 230/2014

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

The first Specific Objective to which IcSP contributes is Specific Objective 1.a: Fast and effective EU action for crisis response, conflict prevention and peace in line with EU priorities and complementary to multilateral action.

Actions through the Instrument 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 the funds under the instrument are allocated to crisis response, which is non-programmable.

The core challenge for FPI for 2020 with regard to crisis response is to be able 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, the IcSP is 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. The IcSP swiftly mobilised in response to the outbreak of the COVID-19 pandemic in February 2020 and will remain engaged in responding to the impact of the crisis, with a particular focus on conflict-affected areas and populations as well as areas where the pandemic increases the risk of conflict.

To uphold the global rules-based multilateral order and work towards convergence of interests, it is of the essence to dedicate significant resources to strengthen the EU's strategic partnership with the United Nations and other international organisations and to demonstrate that these partnerships deliver concrete results that matter to the citizens of our Member States.

Longer term engagement serves to build capacities for conflict prevention, peace-building and crisis preparedness. In cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations specific geographical and thematic contexts are addressed, such as, for example, the responsible sourcing of minerals, the role of women as mediators or the links between climate change and conflict.

The main outputs in 2020 will be, on the one hand, the design and delivery of an effective response in a situation of new or emerging crisis, with swift mobilisation of resources to implement actions for short-term crisis response and conflict prevention, while ensuring coherence with other actions; and on the other hand, the sound implementation of the 2019-2020 Multi-Annual Action Programme (MAAP).

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

The outputs for 2020 under the specific objective 1.a will be measured by the following indicators ⁷:

- Coordination of actions which increases the effectiveness of conflict prevention, crisis response and peace-building actions (indicator 1.a.4, page 36)
- Timely adoption of the Decision amending the IcSP art. 4 Multi-Annual Action Programme (MAAP) 2019-2020 (the 2020 budget) (indicator 1.a.5, page 36)
- Effective implementation of the Multiannual Action Programme (MAAP) 2019-2020 (indicator 1.a.6, page 36)
- Implementation of Action documents under AAPs 2014 - 2018 as planned (indicator 1.a.7, page 36)
- Swift IcSP contribution to the Team Europe response to the COVID-19 pandemic (indicator 1.a.8, page 37)
- Completion of evaluation on CBSD (indicator 1.a.9, page 37).

Specific objective 1.b: A Further reinforced consistency and complementarity between actions under IcSP and CFSP actions⁸

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

During 2020, the design and planning of crisis response, conflict prevention and peacebuilding interventions will continue to be designed and implemented in close partnership with EU Delegations, the European External Action Service, other Commission services and civilian Common Security and Defence Policy (CSDP) missions, thereby directly

⁷ The indicators 1.a.1, 1.a.2 and 1.a.3 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.a during the period 2020-2024.

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

contributing to the integrated approach to conflicts, one of the main objectives of the Global Strategy for the EU's Foreign and Security Policy⁹.

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

According to the World Bank and the United Nations preventing violent conflict is in all ways preferable, and even significantly cheaper, than crisis response or recovery and reconstruction. "A shift away from managing and responding to crises and toward preventing conflict sustainably, inclusively, and collectively can save lives and greatly reduce these costs"¹¹.

In line with the EU Global Strategy, the Service for Foreign Policy Instruments' key challenge is therefore to effectively prevent conflicts by strengthening states and societies' resilience, including their capacities to achieve transitions through inclusive and non-violent means.

During 2020, a composite indicator to measure the conflict-sensitivity of IcSP actions will be fully developed. Since there is evidence that more conflict-sensitive, inclusive and diverse peace-building and stabilisation efforts are more likely to result in sustainable peace, we have a higher chance of succeeding in our efforts if we ensure that our actions are designed with these qualities in mind. Progress against the indicator will be measured once the design of the action is complete at the moment of contract signature. It is a composite indicator that should draw on the existing Gender Marker¹² from the Gender Action Plan II, complementing this with age-sensitive and climate-related parameters reflecting links between climate change and instability and other elements of conflict-sensitivity. While the indicator cannot measure impact, it can measure the 'promise' of impact.

In line with the risk management methodology on EU support to the security sector as set out in the Joint Communication on Capacity-building in support of Security and

⁹ Shared Vision, Common Action: A Stronger Europe – A Global Strategy for European Union's Foreign and Security Policy, June 2016 – Section 3.3. Council Conclusions on the Integrated Approach to External Conflicts and Crises, adopted by the Foreign Affairs Council on 22 January 2018.

¹⁰ The indicators 1.c.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 1.c during the period 2020-2024.

¹¹ Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, World Bank and United Nations 2018.

¹² OECD-DAC Gender Equality Policy Marker

Development (CBSD)¹³ and point 2.2.1 of the Legislative Financial Statement for CBSD, during 2019 FPI rolled out its specific risk-assessment tool for CBSD. This will serve to monitor risks both during the design and formulation phase as well as during the implementation of actions. During 2020, the evaluation called for in Regulation 2017/2306 amending the IcSP regulation,¹⁴ will be carried out and completed. Its findings will inform both the evaluation of existing actions and the design of future CBSD interventions.

B. Common Foreign and Security Policy

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

As the Global Strategy makes clear, the European Union has a responsibility “...to act globally to address the root causes of conflict and poverty, and to champion the indivisibility and universality of human rights”. In promoting peace and stability abroad, the Union not only lives up to its principles and values, it also promotes the common interests of its citizens. As the Global Strategy also makes clear “Internal and external security are ever more intertwined”. Security within the EU depends upon peace beyond the EU’s borders.

The Common Foreign and Security Policy (CFSP) is a major component of the European Union’s commitment to delivering on these responsibilities for both its citizens and its partners worldwide. In particular, the CFSP contributes to the objectives of preserving peace, preventing conflicts and strengthening international security laid out in Article 21 of the Treaty on European Union (TEU). It is a crucial instrument in delivering on the von der Leyen Commission’s objective for a “Stronger Europe in the world”.

In order to further consolidate the **EU position as peace maker on the international scene**, FPI will 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 Union.

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

¹³ Joint Communication from the European Commission and the High Representative of the Union for Foreign and Security Policy on 'Capacity-building in support of security and development (CBSD) of 28 April 2015 (JOIN (2015) 17)

¹⁴ Regulation 2017/2306 amending Regulation 230/2014, indent (11)

strengthens the internal-external security nexus, identified as a priority by the Foreign Affairs Council of October 2016.

The success of the Union's Common Foreign and Security Policy depends upon having the ability to respond to changing circumstances as, when and where necessary. A key to this is having the necessary financial resources available. The CFSP budget supports civilian Missions, EU Special Representatives and non-proliferation and disarmament actions, as decided by the Council. FPI actively works in cooperation with the Council, the European Parliament, the EEAS and other Commission services to monitor and manage the utilisation and deployment of the CFSP budget, and continues to do so in 2020.

As observed by the Internal Audit Service of the Commission during a comprehensive audit on CFSP in 2019, the CFSP is implemented in a difficult operational environment, 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.

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

The Council, upon proposal by the European External Action Service (EEAS), establishes civilian CSDP Missions and appoints EU Special Representatives (EUSRs) to play an active role in efforts to consolidate peace, stability and the rule of law in troubled countries and regions as part of the Global Strategy. Civilian CSDP Missions work in core priority areas of our Union with activities ranging from strengthening the rule of law to supporting internal security sector efforts and reforms, strengthening border security, combatting piracy or monitoring peace agreements. EUSRs contribute to the integrated approach to conflicts through diplomacy, mediation and reporting.

The Commission, through FPI, provides its expert assistance on financial management and procurement so that Missions and EUSRs can put in place their mandates in accordance with their lines of operations. FPI also develops and adapts procedures in the area of finance, accounting and procurement and framework contracts and other support structures, notably through the Mission Support Platform (MSP) embedded in FPI³, so that the civilian CSDP Missions can be deployed and become effective at the shortest possible notice once decided by the Council. These procedures continue to be refined throughout 2020, whenever necessary and in light of the ongoing COVID-19 pandemic. FPI also supports the Council and EEAS in the monitoring of the Missions during their operation in its areas of competence, including budgeting and the anti-fraud strategy. In addition, FPI is fully playing its role in supporting the implementation of the Joint Action Plan on the Civilian CSDP Compact ('the Compact') in light of the second Annual Review Conference taking place in 2020.

As regards the MSP mentioned above, with the adoption of the Compact in November 2018 and the Joint EEAS/Commission Action Plan presented in early spring of 2019, and in particular its Commitment 12, the Council stressed the need to further enhance responsiveness by, inter alia, reinforcing mission support resources, including the MSP.

In this context, during 2020 FPI and CPCC will present to the Council a proposal for the reinforcement of the MSP to accelerate progress in the area of IT development, procurement and logistics. Given the current number of actions and level of responsibilities in these areas, these sectors are severely under-staffed.

The reinforcement of the MSP will ensure a stronger support to the CSDP Missions from Headquarters, and will secure more resources to implement strategic actions like the roll out of the Enterprise Resource Planning system (ERP) in all Missions, the launch of additional framework contracts, a more effective Warehouse, and standardisation of equipment and harmonisation of Missions' procedures.

In 2020, FPI will continue to provide its specific assistance and support to Missions. Indeed, during the COVID-19 pandemic, FPI has provided substantial clarifications and support to Missions as regards flexible procurement procedures in crisis situations and the application of allowances during the relocation of Mission staff outside their area of deployment. In this context, FPI is part of the Lessons Learnt Task Force created by the EEAS in late spring 2020 to formulate recommendations drawing on the impact of COVID-19 on civilian CSDP. During the remaining course of 2020, FPI will follow up on the tasks resulting from this Lessons Learnt exercise in its areas of competence.

In 2020, FPI will further continue to provide to civilian Missions enhanced and fine-tuned training programme in the areas of finance and procurement. This will include two specific workshops organised at Headquarters, one on accounting and finance matters, and the second on procurement procedures. However, these training programme will have to be planned flexibly in the light of the ongoing COVID-19 pandemic. Trainings initially planned for 2020, may have to be delivered at a distance or shifted to 2021.

FPI will also ensure that all Missions undergo additional pillar assessments to verify their compliance with the new pillars added by the Financial Regulation in 2018, for example in the area of data protection. Due to the travel restrictions FPI has requested external auditors to do as much audit work as possible remotely and limit the fieldwork until restrictions are lifted. Nevertheless, the planned pillar assessment audits might suffer some delays.

A particular focus will be on the new Mission in the Central African Republic and the conditions under which operations will be launched in summer 2020 (scheduled for early August 2020). In its establishment phase, the Mission benefited from massive support from FPI and will continue to require substantial assistance throughout the year.

The initial 2020 FPI 3 monitoring plan foresees monitoring missions to assess the situation in EUAM RCA and other Missions, inter alia the two Missions in the Middle East. Due to the travel restrictions, FPI staff may not be able to conduct these monitoring missions in 2020. The monitoring plan may therefore have to be adapted and possibly be delayed until the situation allows for visits on-the-ground. In the meantime, and as already indicated above, Missions continue to benefit from FPI's continued support in its matters of competence on a daily basis. Although this does not replace a monitoring mission, this support allows the Missions to acquire and consolidate the necessary know-how to operate in line with sound financial management.

The consolidation of the Warehouse II project, which contributes to enhancing the responsiveness of Missions through the rapid access to strategic items and logistical services (IT, fleet management, etc) will continue in 2020. This includes the further rolling out of the ERP system to EUAM RCA, EUAM Iraq and EUBAM Libya. At the same time, work is ongoing to further develop the ERP system in view of the future roll-out to the three bigger Missions (i.e. EUMM Georgia, EULEX Kosovo and EUAM Ukraine), by adding improvements to the existing system and preparing for procurement functionalities.

FPI will also keep up its support to Missions as regards the implementation of the anti-fraud strategy. In this respect, the planned anti-fraud training on the ground will be replaced by remotely delivered training.

New actions requiring funding in 2020 will have to be accommodated within the existing margins of the CFSP Budget. This has a particular relevance as regards the proposals by the High Representative to establish three new EUSRs respectively for Libya, for the Belgrade-Pristina Dialogue and other Western Balkan regional issues and for the Gulf/Iran, as well as the extension of the Article 28 TEU action in support of the UN Verification Mechanism in the Red Sea ports to keep up the flow of commercial goods into Yemen.

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 indicators selected to monitor and assess FPI's achievement of specific objective SO1.3 are directly linked to the speed with which EUSRs and civilian CSDP Missions can be deployed and the rapidity with which progress is achieved.

The outputs for 2020 will be measured by the following indicators under the specific objective 2 relating to CSDP Missions and EUSR mandates is measured by three indicators¹⁵:

¹⁵ The indicators 2.1, 2.2, 2.3 and 2.4 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 2 during the period 2020-2024.

- Percentage of Delegation Agreements with EUSR & CSDP Missions signed within 1 month after Commission Financing Decision adoption (Indicator 2.5 page 37)
- Logistical platform / warehouse fully stocked with strategic equipment and logistical services to provide all CSDP Missions with rapid access to strategic items (Indicator 2.6 page 37).

Non-proliferation of weapons and disarmament

CFSP actions in 2020 continue to promote the implementation of major strategies to restrict illegal and ill-intentioned access to and proliferation of weaponry, the importance of which is underlined in the Global Strategy.

Working together with, and providing funding for, international organisations, expert monitoring organisations and civil society, implementation of the EU's CFSP promotes collaborative approaches to combatting the destabilising proliferation and accumulation of weaponry. Consensus-building dialogue and discussion efforts are combined with tangible actions to support the ratification and implementation of, and the necessary monitoring / enforcement capacity for United Nations Security Council Resolutions and for other international treaties, agreements, conventions and codes of conduct.

Areas of activity are wide and varied tackling such issues as:

- Strengthening nuclear security through continued support for the International Atomic Energy Agency (IAEA). The long standing support for this organisation will enter its eighth cycle in 2020;
 - Support for the implementation of the Arms Trade Treaty (ATT) and for the promotion of arms export controls, including through the continuation of support for the promotion of effective arms export controls, which is expected to enter into its fifth cycle in 2020;
 - Support for the UN Secretary General's Mechanism for investigation of the alleged use of chemical, biological and toxin weapons;
 - Supporting the implementation of the EU strategy against proliferation of weapons of mass destruction, including in relation to support for the activities of the Organisation for the Prohibition of Chemical Weapons (OPCW) and notably in 2020 by launching the eighth cycle of the Union support for the Preparatory Commission of the Comprehensive Nuclear Test Ban Organisation (CBTBO);
 - Continue to support the implementation of United Nations Security Council Resolution 1540 (2004) on the non-proliferation of weapons of mass destruction
-

and their means of delivery, including in relation to chemical safety and security, through an ongoing project;

- Strengthening protection against risks arising from the illicit trafficking and excessive accumulation of small arms and light weapons (SALW) and conventional ammunition including through support for the promotion of effective arms exports controls as well as physical security and stockpile management;
- Supporting implementation of the Maputo Action Plan for the implementation of the 1997 Convention on the prohibition of the use, stockpiling, production and transfer of Anti-Personnel Mines and on their destruction.

As with other CFSP activities, progress in these complex areas depends both on a sustained and comprehensive approach and rapid action to respond to pressing needs or arising opportunities. Following the Council and EEAS's determination of the actions to be undertaken, the Commission, through FPI, deploys its expertise for the swift preparation of efficient and economic actions (projects) that can credibly and effectively realise the EU's overarching ambition of contributing to peace and security. Throughout the lifetime of actions, FPI also deploys its expertise and resources to ensure that actions are correctly managed and monitored so that they stay on track and envisaged results are achieved, whilst ensuring compliance with sound financial management.

During 2020, the outbreak of the COVID-19 pandemic has affected the implementation of most ongoing actions, as meetings, conferences and events have had to be postponed or cancelled. FPI has reacted rapidly and proactively in consultation with beneficiaries and implementing actors to review and update implementation plans and where needed grant extensions.

This has in turn had an impact on the launch of new cycles of of certain actions, notably IAEA and CTBTO, which are expected to start later in the year than originally envisaged due to the extension of the preceding cycle. The focus has been to, as far as possible, preserve continuity and predictability, as well as the flexibility to react to the evolution of the pandemic.

The outputs for 2020 under the specific objective 2 relating to Non-proliferation of weapons and disarmament actions is measured by two output indicators which are directly linked to the speed with which the Council's Decisions are translated into operational activities and the rapidity with which progress is achieved:

- Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption (Indicator 2.7 page 38).
- Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption (Indicator 2.8 page 38).

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

In June 2018, with the support of the Commission, the High Representative proposed a draft Council Decision establishing a European Peace Facility (EPF). The objective of the Facility is to finance actions under the CSDP with military and defence implications, which cannot be financed under the Union budget as per Article 41(2) TEU.

The Facility, as originally proposed, is to:

- contribute to the financing of Union operations under the CSDP having military or defence implications;
- strengthen the military and defence capacities of third states, regional and international organisations to preserve peace, manage and resolve conflicts and to address threats to international security;
- contribute to the financing of peace support operations led by a regional or an international organisation or by third States;
- finance other Union operational actions under the CFSP having military or defence implications.

The original financial ceiling that accompanied the proposal when first presented for the Facility for the period 2021–27 was set at EUR 10,500,000,000. It will operate off-budget.

In 2020, FPI will undertake the necessary preparatory and administrative steps.

C. Partnership Instrument

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

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

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

The Partnership Instrument was created in 2014 as an instrument specifically designed to pursue EU strategic interests and values globally. The instrument is of world-wide application charged with the task of promoting cooperation and alliance-building on issues

of EU or mutual interest and challenges of global concern. It is designed for the EU as a global actor partnering with third countries including middle-income countries - and in particular strategic partners - on a peer-to-peer basis. The Partnership Instrument is not subject to requirements for Official Development Assistance (ODA).

The Partnership Instrument (PI) allows the EU to weigh in on policy making in third countries and at international level, taking the EU interest as the starting point. Each action is developed jointly with the Commission services concerned and with the European External Action Service. Actions may cover any area of EU interest. They do not need formal agreement from the partner country, allowing the EU to make use, in a flexible manner, of windows of opportunity as they present themselves. The Partnership Instrument supports (trade) negotiations, policy dialogues and political agreements with countries across the globe. It aims to influence decision making processes in third countries, and helps create a level playing field and identify business opportunities for EU operators. The Partnership Instrument serves as a catalyst to build alliances and helps to underpin the multilateral, rules-based global order with the United Nations at its core. Public diplomacy is a key strand of this work.

Partnership actions underpin bilateral and regional dialogues and bilateral and multilateral negotiations (for example trade negotiations), particularly by providing follow-up support and concrete policy deliverables, strengthening the position of the EU as a credible partner that delivers. The proposed actions support the EU in building long-term alliances, strengthening bilateral and regional dialogues and influencing policy-making in partner countries and in multilateral fora by encouraging alignment with, and uptake of, EU policies, norms, standards, technologies and know-how; and enhancing market access for EU companies (notably SMEs).

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

In order to ensure responsiveness to developing policy priorities, FPI adopts Annual Action Plans for the Partnership Instrument in two packages spread over the year. This allows to take into account new and emerging priorities, including the needs stemming from the COVID-19 pandemic. Commission services, the EEAS and EU Delegations play a key role in ensuring a coherent policy-driven approach based on EU core priorities towards key partners, in line with the priorities of the von der Leyen Commission, the Global Strategy, and Agenda 2030.

Following the adoption of the revised Multiannual Indicative Programme for 2018-20 in June 2018¹⁶, the Partnership Instrument has consolidated its efforts in the four main

¹⁶ C(2018) 4001 final

intervention areas enshrined in the Regulation (global challenges, the international dimension of Europe 2020, trade & market access, and public & cultural diplomacy). All interventions take into account relevant cross-cutting issues.

Within the four main intervention areas, the priorities for the Partnership Instrument for 2020 are:

- Trade and economic diplomacy (including Responsible Business Conduct, and tax good governance);
- Environment, climate and energy (including water, ocean governance, circular economy, urbanisation aspects);
- Peace, security and defence;
- Digital (including cyber security, digital global governance);
- Global health (including Anti-Microbial Resistance).

The following cross-cutting issues are integrated or mainstreamed in the PI programming:

- Multilateralism (building alliances), contributing to a global order based on international law;
- EU principles and values (democracy, rule of law, human rights and fundamental freedoms, respect for human dignity, the principles of equality, including gender equality, and solidarity);
- Resilience;
- Innovation.

All PI actions focus on an interest-based discourse underpinned by EU values and principles; mainstream innovation and strengthen resilience; reinforce and promote effective multilateralism; and integrate a public diplomacy component focusing on the perception of the EU externally and by its citizens. As such, PI actions are fully in line with the following Commission priorities for 2019-2024:

- A European Green Deal;
- An economy that works for people;
- A Europe fit for the digital age;
- A stronger Europe in the world

Flagship actions in the pipeline for 2020 are closely aligned to the priorities of the von der Leyen Commission, and include among others the following initiatives:

The action **Policy Dialogue and Cooperation between EU and China on Emissions Trading** will continue efforts in partnering with China to build up a performing national emission trading system. Emissions trading represents an effective and efficient climate policy that the EU has been successfully employing since 2005. External actions in this field can support the EU in playing a leading role in international carbon markets and in reducing global greenhouse gas emissions. As the world's largest emitter of greenhouse gases

(28%), China is an important partner to tackle climate change successfully. The EU already has an emission trading system in place, which it aims to develop further, while China is establishing its own emission trading system to control and ultimately reduce greenhouse gases in an efficient manner.

Three proposed actions pursuing a **Global Digital Single Market** based on EU values and standards will specifically focus on data protection and data flows, cyber diplomacy/security, and electronic evidence. This effort will allow the EU to play a key role in influencing policy making on the basis of EU standards, ensuring protection of personal data, enhancing knowledge of the EU data protection legal frameworks in partner countries and encouraging international convergence towards the EU model of data protection. The EU will also promote and protect a single, open, free and secure cyberspace that fully respects the core EU values of democracy, human rights and the rule of law while strengthening the EU's role as a global standard setter and global security provider. The third action will contribute to secure more extensive and timelier access to electronic evidence held in the USA and other parts of the world for EU investigators and prosecutors.

The **Global Action to support EU Space Programmes** will support EU efforts to strive for Europe's global leadership and strategic autonomy. It will promote the uptake of European Global Navigation Satellite Systems (EGNSS) open services, technology and applications in high-potential markets across the world, develop EGNSS diplomacy and facilitate a favourable business environment for deploying EGNSS-based products and services. The action will also encourage Galileo-related innovation and market uptake and promote the Copernicus programme in view of the adoption of a future single EU Space Programme.

Through several **Public and Cultural Diplomacy Actions** around the world, the EU will continue long-term engagement to globally develop the EU's soft power by building alliances and better-informed decision-making on EU priority themes such as response to global challenges, the central role of multilateralism, EU values and principles, and 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 **Policy Support Facility** will provide rapid-response tools enabling flexible and tailor-made short and medium-term actions that support the EU's response to fast changing policy priorities or emerging political commitments and allow seizing opportunities when they arise. The allocation for **Technical Assistance and Information Exchange (TAIEX)** will provide short-term, peer-to-peer assistance to government administrations to support them in approximation with the EU acquis and standards, to share EU best practices, and to help implement bilateral/regional agreements.

The Partnership Instrument will also contribute to the EU response to the COVID-19 pandemic oriented towards the post-crisis recovery focusing on building back greener and

better. 56 ongoing actions for a total of EUR 218 million have been reoriented to take into account the COVID-19 crisis, addressing the adaptation and mitigation of the pandemic and sharing best practices, including the socio-economic impact of the crisis.

In addition, three future PI actions in Asia and in Latin America for a total of EUR 9 million are being designed to prevent future pandemics and build resilience while stressing the role of the EU as a convening partner and helpful broker in support of multilateral solutions.

For example, the current pandemic has seen a worrying rise of counterfeit products and pharmaceuticals, both in Europe and across the world, which hampers the possibility for patients to receive adequate treatment and fuels criminal networks. Through the PI, the EU builds alliances with international partners to protect intellectual property in the health sector, also creating a level playing field for our companies. Further, healthy ecosystems provide essential services to our economies and societies, including to reduce the risks of future pandemics. The Partnership Instrument supports the EU in leading the way to address the root causes of this and possible similar pandemics, by engaging with its partners on biodiversity protection and banning wildlife trafficking.

The outputs for 2020 under the specific objective 4.a *EU interests, values and standards positively impact decision making processes in third countries* will be measured by the indicators¹⁷:

- Adoption of the AAP 2020 in two phases (Indicator 4.a.3, page 38)
- Contracting of the AAP 2019 (Indicator 4.a.4, page 39)
- Continued implementation monitoring of AAPs 2016-2018 (Indicator 4.a.5, page 39)
- Swift PI contribution to the Team Europe response to the COVID-19 pandemic (Indicator 4.a.6, page 39).

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

D. Election Observation Missions

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

The overall objective of Election Missions is to strengthen democratic institutions, build public confidence in electoral processes and help deter fraud, intimidation and violence. They specifically aim to build confidence in and enhance the reliability and transparency of electoral processes and institutions at all stages of the democratic electoral cycle. They also aim to contribute to (directly or indirectly) reducing electoral violence and ensuring acceptance of credible results by all segments of society.

Election observation is a key element of the EU's human rights policy and makes a constructive contribution to the election process in third countries, thus promoting democracy and consolidating stability, particularly where the EU is engaged in post-conflict stabilisation. The deployment of Election Observation Missions (EOMs) as well as Election Expert Missions (EEM) brings substantial added value to the democratic process of partner countries as well as to the peaceful transition of countries emerging from civil strife or war.

In 2020, 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 the 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 the duty of care of all staff participating in them;
- EU capacity to deploy electoral missions (both in terms of budget as well as human resources).

The consequences of the COVID-19 pandemic on the implementation of election observation missions cannot yet be fully evaluated at this stage. However, several missions were cancelled such as the EOM to Sri Lanka or the EEM to Dominican Republic in July 2020, others were shortened like the EOM to Guyana in March 2020. However through Desk reviews, the electoral processes were still assessed as was the case for the Presidential elections in Malawi, June 2020.

To ensure seamless continuity of EU election observation support, the Annual Action Programme for 2021 would need to be adopted by mid-December 2020.

The output for 2020 under the specific objective 5 will be measured by the indicator¹⁸:

- Adoption of the 2021 Annual Action Programme (AAP) (Indicator 5.3, page 39).

E. Regulatory Instruments

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

FPI serves as the Commission's lead service for the adoption and implementation of foreign policy regulatory instruments: the **Kimberley Process Certification Scheme (KPCS)** preventing the trade 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 125/2019 codification). These EU foreign policy regulatory instruments impose certain (trade) restrictions in order to achieve EU CFSP and human rights policy objectives.

The 'Kimberley Process' and 'Anti-Torture' Regulations, are based on Article 207 TFEU (common commercial policy). FPI is responsible for representing the EU both internally and externally and for monitoring implementation by the competent authorities in the EU Member States.

FPI represents the European Union in the KPCS and is responsible for its implementation. FPI will continue to help ensure that the Kimberley Process remains a unique tool for conflict prevention and continues to be an important catalyst for good governance and transparency in natural resources management.

FPI will continue to closely follow the work of KP working bodies. As Vice-Chair of the Working Group on Monitoring, FPI will continue to promote the implementation of the Kimberley Process Certification Scheme through effective peer review, exchange of best practices and encouraging regional cooperation on compliance in diamond producing regions. Ensuring that the KP remains fit for purpose to address contemporary challenges and contributes to sustainable development, continue to be the main points of reference in 2020. In this context, FPI will continue to strive for a broadened definition of 'conflict diamonds'. FPI will work closely with Commission services, the EEAS, the EU Member States, KP structures, third countries and stakeholders.

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

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

FPI will continue to deal with all issues concerning the 'Anti-Torture Regulation' and in particular will prepare delegated acts as appropriate and administer the Dual-Use Electronic System (DUES)¹⁹ denial notifications system.

Promoting the Global Alliance for 'Torture Free Trade' launched in September 2017, strengthening cooperation with other partners to encourage and facilitate the introduction of similar measures and standards to protect human rights beyond the EU and engaging with civil society entities that advocate for the eradication of torture will be an increasingly important part of the work related to the Regulation in 2020.

As major milestone following its entry into force five years ago, the 'Anti-Torture' Regulation envisages a **review report by July 2020**. The review report will provide an analysis of the implementation of Regulation 2019/125 in line with the requirements set out in Article 32, and it may include proposals for its amendment. In reviewing in 2020 the 'Anti-Torture' Regulation, the Commission will seek to further enhance the Regulation's effectiveness underscoring the EU's wider commitment to combat torture and the death penalty in third countries.

The outputs for 2020 under the specific objective 6 will be measured by the indicators²⁰:

- Adoption of the review report by the Commission on the implementation of the 'Anti-Torture' Regulation which is a REFIT item in the Commission Work Programme 2020 (Indicator 6.2, page 40)
- Assessment of feedback / responses to the related public consultation.(Indicator 6.3, page 40).

F. Information outreach on the Union's external relations

The EU budget provides for the Commission to fund information and outreach activities to publicise and inform about the Union's external relations in general, promoting the EU's role as a global actor.

¹⁹ 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.

²⁰ The indicator 6.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 6 during the period 2020-2024.

In 2020, FPI will focus on how its actions under the EU budget contribute to achieving the political guidelines of the von der Leyen Commission (A Stronger Europe in the World) and contribute to communicate the EU's Global Response to Covid-19. It will reinforce the messages of the EU Global Strategy in key areas (e.g. human rights and climate change), the EU's strategic responsibility as a global actor and strong partner on security and defence, economic and cultural diplomacy. It will underline the relevance and added-value of these actions for the EU citizen.

In the framework of an administrative arrangement with the Commission, the EEAS carries out these information 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 for its part implements the EU Visitors Programme (in close collaboration with the European Parliament Secretariat-General) and provides for the running costs of its own website. This comes on top of the extensive public diplomacy actions the Service undertakes under the Partnership Instrument.

FPI is responsible for the Annual Work Programme (Financing Decision) for these information and outreach activities. Likewise, it is responsible for the overall control of the activity, in line with the implementation responsibilities delegated by the Commission to the Director/Head of Service. To ensure seamless coverage and financing for all press, information and communication activities from one year to another, the **Annual Work Programme for 2021** will be adopted by the end of the calendar year, i.e., during 2020. This is essential to ensure comprehensive funding for EU strategic communication activities in line with the priority accorded to it under the von der Leyen Commission's objective for Strategic Communication projecting a stronger Europe in the world and in the context of the EU Global Strategy.

In 2020, activities carried out by the EEAS will concentrate primarily on **improving capacity to monitor and analyse disinformation** both within and outside the EU and to raise greater awareness of the effects of disinformation through development of communication products and training material both for specialised audiences and the wider EU and international public. This is in line with the priority assigned to offering rapid, factual rebuttals of disinformation under the EU Global Strategy.²¹

Besides ensuring that **FPI's web presence** is user-friendly and relevant, and integrated with the new Commission web-architecture, as well as outreach activities, including social media, FPI will seek to further reinforce the visibility and recognition of its actions, and contribute to Commission and EEAS corporate communication efforts. To do so, it will strengthen its engagement with the Commission Spokesperson's Service, DG COMM's Strategic and Corporate Communications directorate and the Strategic Communication

²¹ Priority 3.1 'The Security of our Union – Strategic Communications'

Division of the EEAS, continuing to contribute with stories to both DG COMM and EEAS corporate campaigns on how FPI actions make a difference for EU citizens, especially in the framework of the EU's Global Response to Covid-19.

In 2020, FPI has the ambition to further increase the visibility of the **European Union Visitors Programme (EUVP)** which allows young leaders from outside the EU to participate in tailor-made study visits to the European Commission and the European Parliament. Through these visits, visitors receive first-hand information on the EU's values, functioning, activities, policies and perspectives, with a view to making them 'ambassadors' for the EU at home. A major project is the relaunch of the EUVP's website, which FPI is undertaking as a priority in 2020.

Support to the digital broadcasting of **Euronews in Farsi** in digital format will continue in 2020, with a budget of EUR 2.75 million²².

In 2020, FPI will also contribute EUR 500,000 to the **Citizens' Rights programme aimed at supporting the EU citizens in the UK**. As of 2021, the EU citizens' rights activities will be sub-delegated to the newly established EU Delegation in London in accordance with the decision to pass the management of these activities from DG COMM to FPI after the date of withdrawal of the UK from the European Union.

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

- Adoption of the Press & Information Annual Work Programme 2021 (Indicator C1, page 41)
- Number of visits organised under the EUVP (Indicator C2, page 41).

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

A key challenge for the Service is to make sure that scarce resources are used for optimal impact in the interest of the EU. Optimally targeting and calibrating interventions requires a sustained effort and dedicated capacity. Recruiting, developing, retaining and motivating competent and engaged staff, while ensuring diversity and gender balance, remains a

²² Compared to EUR 2.85 million in 2019.

major objective for the Service, taking into account the specific circumstances resulting from the impact of COVID-19 on the Service's working environment.

The internal control framework²³ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

FPI will adopt a new Anti-fraud Strategy (AFS), which also includes an Action Plan that sets out a number of measures to be implemented in 2020, including a tailor-made Action Plan for CSFP entities (CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers).

In terms of digital transformation, FPI will cooperate with DG DIGIT in terms of achieving the main objectives of the EC Digital Strategy 2020 Implementation Plan, adopted in March 2020.

As concerns data protection, FPI will continue working on aligning its activities with the EU Data Protection Regulation and the Commission's Data Protection Action Plan.

Contributing to sound environmental management will remain a priority, with a focus on waste reduction and recycling, a paperless office, and promotion of tap water.

A. Human resource management

FPI manages financial instruments with a worldwide outreach and an increasing operational budget of EUR 839 million in 2019 to some EUR 872 million in 2020 with limited human resources. It is therefore of utmost importance to employ these human resources effectively and flexibly for optimal impact in the interest of the EU.

To deliver on the Commission's priorities and core business, the Service will continue to use its human resources to maximum efficiency by ensuring continuous assessment of allocation of posts to respective activities and seeking to maintain a vacancy rate lower than the Commission average.

Key to any performing organisation, FPI will keep its focus on wellbeing as part of the follow-up to the 2018 Staff Survey. Continued emphasis will be put on competency development and maintaining the staff engagement rate at a high level. The Service is

²³ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

committed to supporting the Commission's overall objective of a gender-balanced management and has reached its current target for first appointment of female middle managers.

To implement the current proposals for the 2021-2024 MMF, and in particular taking up the envisaged duties of Administrator for the European Peace Facility, the Service will need to undergo a limited organisational change and recruit competent staff to build up capacity and expertise in the field.

New procedures will ensure an efficient integration of new staff.

Special attention is given to internal communication to maintain contact, preserve team spirit and keep motivation high under the particular circumstances related to COVID-19, while seeking to ensure that no-one is left behind.

An Internal Communication Strategy will be developed. It will include further upgrading of the FPI intranet and other staff engagement actions to reinforce FPI's corporate identity.

B. Sound financial management

With a view to ensuring that the **amount at risk at payment** and the **estimated risk at closure** remain as low as possible, FPI aims to ensure efficient and effective controls, by continuously reviewing the performance of the different elements of the control systems, and adjusting the control system elements when necessary. At the same time FPI will ensure adequate and speedy correction and recovery of ineligible amounts resulting from controls and audits.

In 2020, FPI's **Supervision Mission Plan** includes the Regional Team in Bangkok and the Delegation in Mexico, and will be aimed at assessing the effectiveness and efficiency of the management and control systems in place to manage FPI instruments.

In relation to the **pillar assessments** of the current 11 civilian CSDP missions and the EUSR Kosovo, FPI will during 2020 conduct full re-assessments of the six pillars of three CSDP missions (EUAM Ukraine, EUBAM Rafah, EUBAM Libya), in accordance with the FR 2018, and organise complimentary assessments covering the 3 new pillars (data protection, transparency and exclusion criteria) for all 11 CSDP missions and the EUSR Kosovo.

In the light of findings from the Supervision Missions to the Regional Teams in Nairobi, Beirut, Dakar and Brasilia in 2018 and 2019, FPI will develop **specific risk-management criteria for the IcSP** at instrument level which would be valid for IcSP operations in all 5 Regional Teams. These risk criteria will guide and inform future planning.

In the light of findings from the Supervision Missions to the Regional Team in Brasilia and the Delegation in Washington in 2019, FPI will strengthen financial monitoring by

introducing a number of ex-post controls at the first intermediate payment or first clearance of prefinancing. These **early ex-post controls** are aimed at disclosing and correcting possible misunderstandings and errors at an early stage in the action (project), and thereby potentially reducing the amounts to be recovered at the end of the action.

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

FPI will also fully cooperate with the **Commission's Internal Audit Service** in implementing the recommendations following the latter's performance audit of Common Foreign and Security Policy actions, and its performance audit of Commission-EEAS coordination. The full implementation of the recommendations stemming from these audits is due on 30 June 2020. In addition, FPI will work together with the IAS on the Multi-DG audit on Pillar assessments, and the IAS audit on Performance management which both started in early 2020, and for which final reports were initially planned for June 2020.

C. Fraud risk management

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

Finalised at the end of 2019, FPI's new AFS needs to be formally adopted in 2020, after a peer review by other external relations DGs together with OLAF. It possibly needs to be further updated in 2021, following the adoption of the new Multi-annual Financial Framework (2021-2027).

The new FPI AFS also includes an Action Plan that sets out a number of measures to be implemented in 2020, including a tailor-made Action Plan for CFSP entities (CSDP Missions, EU Special Representatives and the Kosovo Specialist Chambers).

Based on the results of the work in the OLAF Subgroups dealing with the implementation of the new CAFS, FPI will adjust its AFS and Action Plan as necessary.

D. Digital transformation and information management

In the context of the COVID-19 crisis, the main priority for FPI is to provide for effective teleworking and to offer support to staff so that colleagues can make the most of the digital tools available. FPI cooperates closely with DG DIGIT in terms of addressing specific issues or requests.

In terms of digital transformation, FPI will cooperate with DG DIGIT to achieve the main objectives of the Digital Strategy 2020 Implementation Plan, adopted in March 2020. The first step to be accomplished in 2020 is the mapping of main FPI digital needs based on the Digital Solutions Modernisation Plan (DSMP).

As part of the digital transformation, FPI introduced Skype for Business in March 2020 FPI aims to be among the first-mover services when it comes to the adoption of new digital cooperation tools, in particular M365 and Microsoft Teams.

FPI, in cooperation with DG DIGIT, will ensure that 100% of staff have corporate laptops by the end of 2020 (compared with currently 80%).

Additionally, FPI will continue to expand and streamline the use of the online cooperation platforms, such as Connected and SharePoint, that contribute to further digitalisation of the workflow.

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 established an inventory, which

includes 12 processing operations for which a record and privacy statement needs to be drafted. FPI will finalise the pending records and corresponding privacy statements and will continue assessing the need for drafting new records, depending on future activities of the Service. Additionally, FPI will continue coordinating with external action DGs and EU Institutions (notably, the European External Action Service and the European Parliament) to address issues of common concern. To ensure that all staff members embed data protection in their daily work, awareness raising activities and trainings will be organised. The established network of data protection focal points in FPI Units and Regional Teams in EU Delegations will play a key role in achieving the above objectives. By the end of 2020, all managers and data protection focal points as well as 50% of all staff will have attended at least one awareness raising activity and/or training on data protection. These actions will contribute to achieving the target of 100% awareness of all staff by 2024, as set out in the Strategic Plan 2020-2024.

E. Sound environmental management

FPI launched paperless procedures for its financial circuits in July 2019. The Service will continue its efforts towards a sound environmental management within the possibilities offered in the EEAS building. The objective will be reached through three main working strands: 1) Waste reduction and recycling, 2) a paperless office, and 3) promotion of tap water.

Teleworking has been the standard working method through much of 2020. FPI has used virtual meetings instead of missions wherever appropriate and economical. This has contributed and will contribute further to greening FPI's working methods as a service dealing with external relations.

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

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

To contribute to and assist the effective and efficient provision of administrative services common to civilian CSDP Missions, a mission support platform (MSP) was jointly established by FPI and the EEAS in 2016. During 2020, FPI assistance provided through the MSP will continue to focus on the adoption of harmonised and simplified operating procedures in CSDP Missions, contributing to a more responsive civilian CSDP, focussing on five key pillars: setting up and full operation of a central Warehouse; the implementation of a single IT platform (ERP – Enterprise Resource Management) connected to HQ and the Warehouse; provide CSDP Missions with a set of Framework contracts managed by HQ; provide standard guidelines and manuals on procurement and financial matters.

The process and procedures to establish a large-scale logistical platform / warehouse to provide all CSDP Missions with rapid access to strategic items and logistical services (IT,

fleet management, etc.) commenced in 2016. In 2019, the Warehouse became operational, providing CSDP Missions and EUSRs with strategic equipment. The last remaining tenders, such as for personal protective equipment and soft skin vehicles, were finalised towards the end of 2019, and will be fully operational by mid-2020. The Warehouse has witnessed a rising number of orders throughout 2019, and during the first months on 2020. During 2020, with the support of FPI and the EEAS-CPCC, the Warehouse will develop more automated and user-friendly ordering procedures to facilitate its use by civilian CSDP Missions, and better meet their demands.

ANNEX: Performance tables

Performance tables relating to Part 1

A. Instrument contributing to Stability and Peace - Crisis response, conflict prevention, peace-building and crisis preparedness

General objective: A stronger Europe in the world		
Specific objective 1.a: Fast and effective EU action for crisis response, conflict prevention and peace in line with EU priorities and complementary to multilateral action		<i>Related to spending programme: IcSP</i>
Main outputs in 2020:		
Other important output		
Output	Indicator 1.a.4 ²⁴	Target
IcSP actions (programmes/actions) coordinated and complementary with multilateral actions/actors	Percentage of actions (programmes/actions) that support/complement multilateral actions/actors	50% by end-2020
Other important output		
Output	Indicator 1.a.5	Target
Timely adoption of the Decision amending the IcSP art. 4 Multi-Annual Action Programme (MAAP) 2019-2020 (the 2020 budget)	Adoption of the amendment to the MAAP 2019-2020	September 2020
Other important output		
Output	Indicator 1.a.6	Target
Effective implementation of the Multi Annual Action Programme (MAAP) 2019-2020	Action documents under MAAP 2019-2020 (Component 2019) contracted	95% by 31 December 2020
Other important output		
Output	Indicator 1.a.7	Target
Action documents under AAPs from 2014 to 2018 implemented as planned	Action documents under AAPs 2014-2018 for which implementation is on track	100%

²⁴ 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.

Other important output		
Output	Indicator 1.a.8	Target
Swift IcSP contribution to the Team Europe response to the COVID-19 pandemic	Percentage of reoriented IcSP interventions to support the response to the COVID-19 pandemic	20%
Output	Indicator 1.a.9	Target
Completion of evaluation on CBSD	Reception of the final external study, meeting the contractual requirements on CBSD from contractor and finalisation of staff working document	<ul style="list-style-type: none"> - External study by end-June - Staff Working Document by end-September

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 2020:		
Other important output		
Output	Indicator 2.5 ²⁵	Target
Swift contracting by FPI after the adoption of Commission Financing Decision relating to CSDP Missions and EUSR mandates	Percentage of Delegation Agreements with EUSR & civilian CSDP Missions signed within 1 month after Commission Financing Decision adoption	90% by December 2020
Other important output		
Output	Indicator 2.6	Target
Fully equipped largescale logistical platform / warehouse	Logistical platform / warehouse fully stocked with strategic equipment and logistical services to provide all civilian CSDP Missions with rapid access to strategic items	End of June 2020

²⁵ The indicators 2.1, 2.2, 2.3 and 2.4 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 2 during the period 2020-2024.

Output	Indicator 2.7	Target
Swift preparation by FPI of the Commission Financing Decisions in support of Non-proliferation of weapons and disarmament ²⁶	Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption	90% by December 2020
Other important output		
Output	Indicator 2.8	Target
Swift contracting by FPI after the adoption of Commission Financing Decisions in support of Non-proliferation of weapons and disarmament ²⁷	Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption	90% by December 2020

C. Partnership Instrument

General objective: A stronger Europe in the world		
Specific objective 4.a: EU interests, values and standards positively impact decision making processes in third countries	Related to spending programme Partnership Instrument	
Main outputs in 2020:		
Other important output		
Output	Indicator 4.a.3²⁸	Target
Timely adoption of the Annual Action Programme (AAP) 2020	Adoption of AAP 2020 (phase 1)	April 2020
	Adoption of AAP 2020 (phase 2)	November 2020

²⁶ Non-proliferation of weapons and disarmament include:

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

²⁷ Please refer to previous footnote.

²⁸ 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.

Other important output		
Output	Indicator 4.a.4	Target
Timely contractualisation of AAP 2019 actions	Actions under AAP 2019 contracted	100% by end-2020
Other important output		
Output	Indicator 4.a.5	Target
Actions under AAPs 2014 to 2018 implemented as planned	Actions under AAPs 2014 to 2018 have achieved first results	90%
Other important output		
Output	Indicator 4.a.6	Target
Swift PI contribution to the Team Europe response to the COVID-19 pandemic	Percentage of reoriented PI interventions to support the response to the COVID-19 pandemic	29 of all ongoing contracts%

D. Election Observation Missions

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 Election Observation Missions (under EIDHR)
Main outputs in 2020:		
Other important output		
Output	Indicator 5.3 ²⁹	Target
Timely adoption of the 2020 Election Observation programme in cooperation with EEAS	Adoption of the Annual Action Programme (AAP).	Adoption by mid-December 2020

²⁹ The indicators 5.1 and 5.2 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 5 during the period 2020-2024.

E. Regulatory Instruments

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 regulatory instrument: the so-called 'Anti-Torture' Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation 125/2019 codification).
Main outputs in 2020:		
Evaluations and fitness checks		
Output	Indicator 6.2³⁰	Target
 Review of the 'Anti-Torture' Regulation	Adoption of the review report by the Commission on the implementation of the 'Anti-Torture' Regulation	July 2020
Public consultations		
Output	Indicator 6.3	Target
Public consultation to seek the views of target audience on the scope of prohibited and/or regulated goods and/or its procedural provisions.	Assessment of feedback / responses to the public consultation	2nd quarter 2020

³⁰ The indicator 6.1 from the FPI Strategic plan 2020-2024 will measure the results under the specific objective 6 during the period 2020-2024.

F. Information outreach

General objective: A stronger Europe in the world		
Communication objective: FPI's information and outreach activities aim to publicise information about the Union's external relations policies in general, promoting the EU as a global actor and highlighting FPI's role in putting foreign policy into action	<i>Related to spending programme: Not applicable</i>	
Main outputs in 2020:		
External communication actions		
Output/ Result	Indicator C1	Target
Timely adoption of the Press & Information Annual Work Programme for external outreach implemented by EU Delegations (AWP) 2021 in consultation with the EEAS	Adoption of AWP 2021	December 2020
Output/ Result	Indicator C2	Target
Promote the EU's interests and values through improved access to and information about EU to 3rd country visitors under EUVP	Number of visits organised, the number of followers on social media, the number of post-visit interactions by Alumni via a range of engagement channels and the degree by which the visitors' knowledge and perception of the EU has improved as per their own assessment	200 visits (some virtual due to Covid-19), 100 alumni-related posts on social media and 1600 followers on social media (Facebook) as well as post-visit interactions with alumni to gauge the increase of information about the EU

Performance tables relating to Part 2

A. Human resource management

Objective: The Service for Foreign Policy Instruments employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business		
Main outputs in 2020:		
Output	Indicator	Target
Further optimised use of human resources allocated to the FPI	Vacancy rates below the Commission average	December 2020
Well-trained staff	Implement 2020 Learning & Development Strategy	December 2020

Streamlined approach to integrating newcomers	Newcomers Guide	1 st semester 2020
Further reinforced wellbeing of staff	Enhanced staff survey wellbeing rates	December 2020
(Subject to approval of MFF proposal) Established structure of the EPF and a streamlined approach to recruitment of its staff	Updated organisation chart to reflect responsibilities relating to the implementation of the European Peace Facility, with relevant recruitment procedures	December 2020

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 2020:

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
	Implementation of complementary pillar assessments, covering the 3 new pillars introduced by FR 2018, in all CSDP missions.	100 % by 31 December 2020 (subject to lifting of travel restrictions)
	Review status of the control systems to differentiate the frequency and/or the intensity of the Service's controls	Positive conclusion on the status of the control systems.
Efficient controls	Time-to-pay	90% of payments (in value) on time
	Respecting the deadlines indicated in the Mutual Expectation paper of the IAS for replies to Audit Report	100% compliance with deadlines
	Ensure timely implementation of the recommendations stemming from the IAS audit on the EC-EEAS Coordination, and the IAS audit on CFSP	100% compliance with deadlines
Economical controls	Overall estimated cost of controls	remains <1% of funds managed

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 (CAFS)³¹ aimed at the prevention, detection and correction³² of fraud

Main outputs in 2020:

Output	Indicator	Target
Adoption of the new FPI Anti-Fraud Strategy	Adoption of the new AFS after peer review and OLAF approval	1st semester 2020
Implementation of the Anti-Fraud Strategy as planned in 2020	% of the implementation of 2020 actions in the new FPI AFS	100%
Increased anti-fraud awareness amongst FPI headquarters' staff (newcomers):	% of newcomers attending the training course in 2020	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 2020	60%

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 2020:

Output	Indicator	Target
Compliance with the European Union Data Protection Regulation and Commission's Action Plan on data protection	Finalisation of pending records and corresponding privacy statements	100%
	Raising awareness on data protection among staff	100% of managers 100% of data protection focal points 50% of staff
Mapping the main FPI digital	Filling in the template and mapping	100%

³¹ Communication from the Commission "Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

³² Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

needs based on the Digital Solutions Modernisation Plan (DSMP) template	in cooperation with DG DIGIT potential digital solutions	
Allocation of corporate laptops for all the FPI Headquarter staff	Percentage of FPI Headquarter staff having a corporate laptop.	100% of staff have corporate laptops.
Migration to Skype for Business and M365	Skype for Business and M365 accounts for all FPI staff are activated.	100% of the FPI Headquarter staff was migrated to Skype for Business and uses the platform.

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 2020:

Output	Indicator	Target
Move towards a paperless organisation	Reduction in the use of paper after introduction of paperless financial circuit in 2019	December 2020
Awareness-raising on waste reduction and recycling	Information campaign on how to reduce waste and how to sort office waste correctly	December 2020