



Management Plan 2018

Service for Foreign Policy Instruments (FPI)



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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
CBRN: Chemical, biological, radiological and nuclear
CBSD: Capacity Building for Security and Development
CEOS: Conditions of Employment for Other Servants of the European Union
CFSP: Common Foreign and Security Policy of the European Union
CIVCOM: Committee for Civilian Aspects of Crisis Management
CPCC: Civilian Planning and Conduct Capability
CSO: Civil Society Organisation
DAS: Statement of Assurance
DCI: Development Cooperation Instrument
DEVCO: DG for International cooperation and development
DG: Directorate General
EAC: DG for Education and Culture
EAT: Election Assistance Team
EC: European Commission
ECHO: DG for humanitarian 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 Environment
EOMs: Election Observation Missions
EP: European Parliament
EPC: ex-post control
ETP: Equivalent Temps Plein
EU: European Union
EUDEL: Delegation of the European Union
EUSR: European Union Special Representative
ExM: Exploratory Mission
FPI: Service for Foreign Policy Instruments
FWC: Framework Contract
GROW: DG for Internal Market, Industry, Entrepreneurship and SMEs
HQ: Head Quarter
HR/VP: High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the
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
KPCS: Kimberley Process Certification Scheme
KPI: Key Performance Indicator
MEP: Member of the European Parliament
MFF: Multiannual Financial Framework
MSP: Mission Support Platform

MTR: Mid-Term Review (mid-term evaluation of the External Financing Instruments)
NATO: North Atlantic Treaty Organization
NEAR: DG for Neighbourhood and Enlargement Negotiations
NPD: non-proliferation and disarmament
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
TEU: Treaty on the European Union (Lisbon Treaty)
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 the budgets for the Foreign Policy Financing Instruments and for the adoption and implementation of Foreign Policy Regulatory Instruments.

The Service is directly attached to the High Representative/Vice-President and works closely with the European External Action Service to deliver operations that are directly connected to the EU's foreign policy agenda. The Foreign Policy Instruments which the Service manages serve the EU's external political priorities and help to project the EU's interests abroad, strengthening the EU's position as a credible partner that delivers and contributing to a rules-based global order.

The instruments managed by the Service are able to respond rapidly and flexibly to changing policy priorities and are therefore essential for the successful implementation of the Global Strategy for the European Union's Foreign and Security Policy¹ (Global Strategy).

As such, the Service for Foreign Policy Instruments helps to implement and is accounted for under the **general objective No 9 "A stronger global actor"** within the Commissions 10 political priorities, as stated in its Strategic Plan 2016-2020 and in President Juncker's State of the Union Address of 13 September 2017 - a "Europe that Protects, Empowers and Defends"². At the same time, FPI contributes to several other of the Commission's political priorities, in particular but not exclusively those related to "A new boost for jobs, growth and investment", "A Resilient Energy Union with a Forward-Looking Climate Change Policy", "Trade: A balanced and progressive trade policy to harness globalisation", and "A New Policy on Migration".

In implementing these political priorities, the Service for Foreign Policy Instruments focuses on two main aspects:

- Increase the EU position as a peace actor on the international scene and
- Advance and promote the EU and mutual interests on the international scene³.

As regards the allocated resources, under Heading 4 of the current MFF (EUR 66.3 billion at current prices), FPI is set to manage EUR 5.5 billion (8.3%), with an annual budget growing from EUR 713 million in 2014 to EUR 861 million in 2020. Crisis response will remain the major share of FPI's challenge in the coming years. Taken together, conflict prevention, crisis response and crisis management operations under the CFSP and the Instrument contributing to Stability and Peace (IcSP) represent 76% of the EUR 819 million budget to be implemented in 2018 by FPI.

¹ "Shared Vision, Common Action: A Stronger Europe". A Global Strategy for the European Union's Foreign And Security Policy, June 2016.

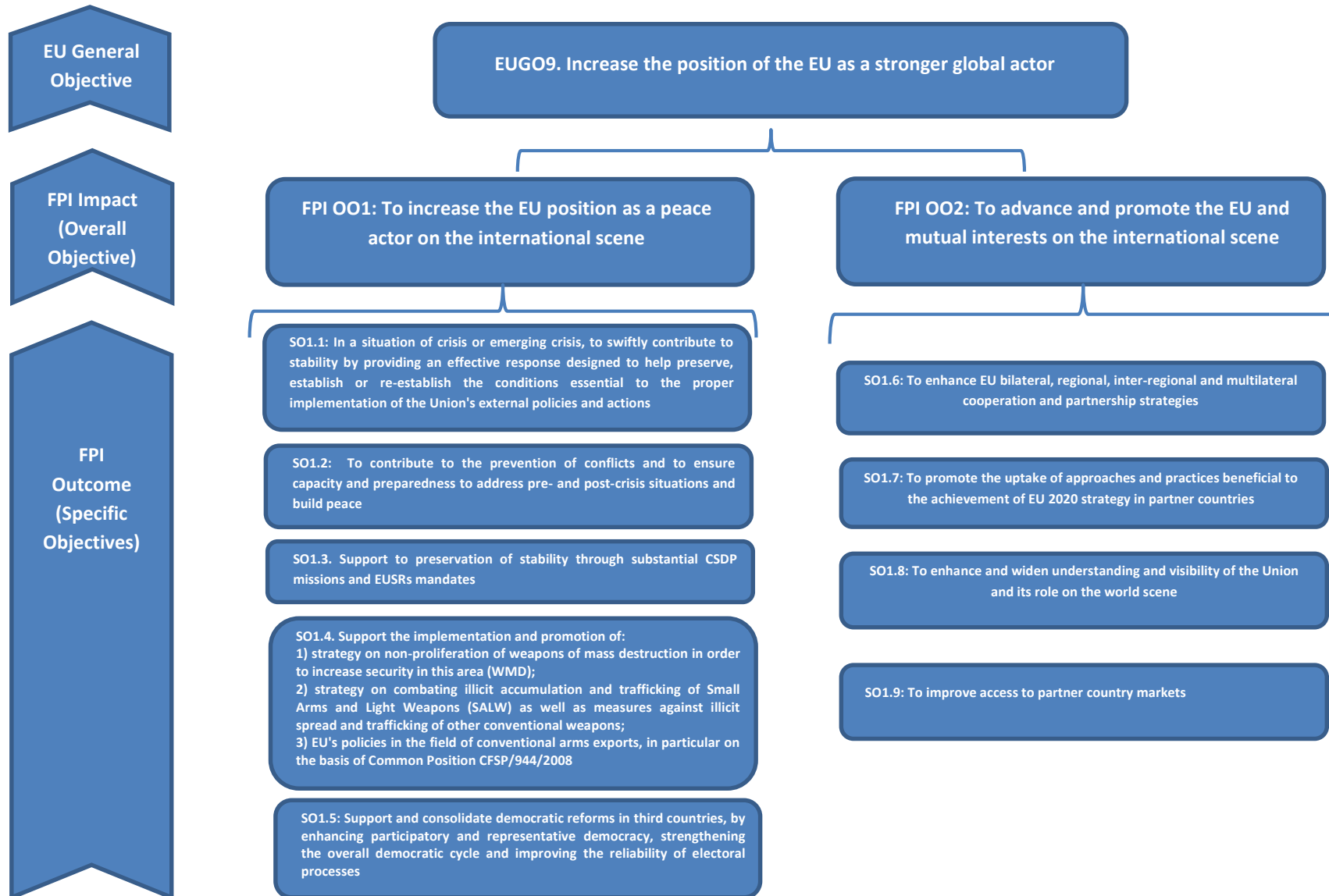
² The agenda for a "Europe that Protects, Empowers and Defends" was first presented the State of the Union Address of 14 September 2016.

³ The FPI Strategic Plan 2017-2020 mentioned 4 main aspects instead of 2. However, after an in-depth evaluation of the Partnership Instrument in 2016, for reasons of simplification the 3 original aspects related to this Instrument were merged into a single one: Advance and promote the EU and mutual interests on the international scene.

The continued effective and efficient management of FPI operations to meet the above political priorities will therefore remain the overarching objective in 2018, with emphasis on aiming for consistent high standards even in the most difficult circumstances.

Finally, FPI will continue work with the EEAS to give effect to key aspects of the June 2016 Global Strategy as regards developing an integrated approach to conflicts and crises and promoting global governance for the 21st century and cooperative regional orders.

Figure: FPI Intervention Logic



PART 1. MAIN OUTPUTS FOR THE YEAR

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

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace

The EU needs to act at all stages of the conflict cycle both in its immediate neighbourhood and around the world, prioritising those conflicts that have a direct impact on the Union. In line with the Global Strategy, it should do so by acting promptly on prevention, respond to crises in a decisive and responsible manner, investing in stabilisation and avoiding premature disengagement and relapse into conflict. 79% of total IcSP allocation (EUR 2.366 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 CBRN materials and their criminal use (managed by DG DEVCO and not covered in this MP).

The IcSP endows the EU with one of the largest peace and stabilisation funds in the world and enables the EU to play its role as an effective peace and security actor. It makes short-term funding available in the timely, flexible and politically sensitive manner that is necessary for the EU to fulfil its ambition of responding to conflicts and crises through an Integrated Approach⁴. Other actions reinforce third countries' capacity to deal with risks and threats, ultimately ensuring long-term stability. The Global Strategy gives priority to building resilience and the prevention of conflicts: IcSP is also a key tool to underpin the EU's diplomatic agenda with both analysis and targeted interventions. In addition, helping local institutions to effectively address key security concerns is vital for the EU as a global partner for peace, and IcSP provides significant support to security sector reform.

An amendment to the Regulation adopted on 12 December 2017 by ordinary legislative procedure⁵ - aims to give the instrument the ability to fund actions for capacity-building in security and development (CBSD) for a total of EUR 100 million over the period 2018-2020. The related CBSD actions will be prepared and launched in 2018.

As a continuous effort to implement its Strategic Plan⁶, in 2018, FPI will maintain close cooperation with the EEAS, EU Delegations and relevant Commission services to identify timely and flexible responses to new and emerging crises throughout the year. In particular, IcSP will continue contributing to address new challenges such as the

⁴ Pages 8 and 19 of the Joint Communication to the European Parliament and the Council "A Strategic Approach to Resilience in the EU's external action" (JOIN(2017) 21 final, 7 June 2017)

⁵ Regulation (EU) 2017/2306 of the European Parliament and of the Council of 12 December 2017 amending Regulation (EU) No 230/2014 establishing an instrument contributing to stability and peace; *OJ L 335, 15.12.2017, p. 6-10*

⁶ FPI Strategic Plan 2016-2020, page 16 paragraphs 2 and 3

fragmentation and criminalisation of violent conflict; violent extremism and terrorism; and also growing refugee and migrant flows within the framework of their prioritization under the Commission's Work Programme for 2018. IcSP will be deployed to address the main crises affecting the EU and the wider world, for example in Syria, Iraq, Libya and Ukraine. FPI will also 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).

The recently created five FPI Regional Teams will contribute to this effort as well as to the new challenge of implementing viable CBSD actions.

Following up on the IAS 2016 report on the IcSP, FPI will continue to 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.

SO 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

The first Specific Objective to which IcSP contributes is Specific Objective SO1.1 "Assistance in response to situations of crisis or emerging crisis to prevent conflicts" (Article 3 of IcSP Regulation) for which 70% of the financial envelope is allocated. This part of the Instrument is non-programmable, allowing a rapid mobilisation of resources to respond to a given crisis or emerging crisis situation. It often complements CFSP/CSDP operations, development instruments and/or humanitarian aid interventions.

The main challenge for the EU in the area of crisis response, conflict prevention, peace-building and crisis preparedness is linked to its capacity to act and intervene quickly, in a relevant and efficient way. The two indicators for the specific objective 1.1 (Article 3 of IcSP Regulation) therefore measure the **swift mobilisation of resources** to implement projects for short-term crisis response and conflict prevention where other financial instruments are not available and/or where the IcSP needs to contribute to a comprehensive response.

General objective 9: A stronger global actor

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

Related to spending
Instrument contributing to Stability and Peace (IcSP)
Unit in charge: FPI.2

Main outputs in 2018

Important items⁷

Output	Indicator	Target date
<i>Swift adoption of short-term crisis response measures (Exceptional Assistance Measures – Article 3 of the IcSP regulation) where other financial instruments are not available and/or where action is required to contribute to a comprehensive response (indicatively: some 33 EAMs)</i>	<i>Percentage of Financing Decisions adopted within 3 months of a crisis context (date of presentation to PSC)</i>	<i>70% by December 2018</i>
<i>Swift contracting of short-term crisis response measures (EAMs) after adoption of the Commission Decision.</i>	<i>Percentage of programmes/projects contracted within 4 months after adoption of the Commission Decision</i>	<i>70% by December 2018</i>

⁷ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

SO 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace

The second specific objective is **SO1.2 "to contribute to the prevention of conflicts and to ensuring capacity and preparedness to address pre- and post-crisis situations and build peace"** (Article 4 of IcSP Regulation). These programmable actions aim at enhancing capacities for conflict prevention, peace-building and crisis preparedness, working in cooperation with international, regional and sub-regional partners as well as EU Member States and civil society organisations. The main output in 2018 is also designed to **assess the EU reactivity** in this matter. It is therefore related to sound Annual Action Programme (**AAP**) **preparation and approval** and to the **full contracting of actions under the AAP 2016 and implementation of the AAP 2017**.

Moreover, in 2018, a new Multiannual Indicative Programme (MIP) for the period 2018-2020 will be prepared and approved following Comitology. The MIP will provide strategic guidance and technical information in relation to the financial means for the second half of the current MFF (2018-20). The MIP will include indicators drawn from the FPI Results Framework (see Part 2, Section F below) to measure results and, for the first time, include indicators for the activities to be undertaken for Capacity-building for Security and Development (CBSD) for both Article 4 and Article 5 of the IcSP (Article 5 is covered in the MP of DG DEVCO).

General objective 9: A stronger global actor		
Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace		Related to spending Instrument contributing to Stability and Peace (IcSP) Unit in charge: FPI.2
Main outputs in 2018		
Important item⁸		
Output	Indicator	Target
<i>Timely adoption of the Annual Action (AAP) Programme for Article 4 in cooperation with the EEAS</i>	<i>Adoption of AAP.</i>	<i>July 2018</i>

⁸ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2018.

Other important outputs		
Output	Indicator	Target
<i>Action documents under AAP 2017 contracted</i>	<i>% of action documents under AAP 2017 contracted</i>	<i>100% by 31 December 2018</i>
<i>Action documents under AAPs 2014, 2015 & 2016 implemented as planned</i>	<i>% of action documents under AAP 2014-2015 for which implementation is on track /first report received</i>	<i>100%</i>
	<i>% of action documents under AAP 2016 for which implementation is on track/first report received</i>	<i>50%</i>
<i>Timely adoption of Multiannual Indicative Programme (MIP) 2018-20 in cooperation with EEAS including indicators for CBSD activities</i>	<i>Adoption of MIP</i>	<i>May 2018</i>

SO 1.1: *In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions*

SO 1.2: *To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace*

Following the results of the Mid-Term Review, Impact Assessments will be launched regarding the post 2020 MFF and proposals for the new MFF will have to be drafted.

The conclusions of the mid-term evaluation of IcSP are feeding into the reflections on the future of External Financing Instruments for the post-2020 Multiannual Financial Framework (MFF). The contribution to the preparation of the proposals for the next MFF will be an important area of work for FPI in 2018.

In addition, the Annual Evaluation Plan for 2018 covers three sector evaluations and four IcSP project evaluations. All planned evaluations will cover projects/programmes with a baseline as well as output, outcome and impact indicators to measure results. The guidance provided in the FPI Manual will be followed (see Part 2, Section F, below).

In line with the Joint Communication on CBSD⁹ which called for the development of a risk-management methodology on EU support to the security sector and point 2.2.1 of the Legislative Financial Statement for CBSD, FPI will also develop specific risk-assessment and monitoring tools for CBSD. These tools will serve to continuously monitor risks during the implementation of projects involving a broad range of actors relevant to the context. To be effective, EU support to CBSD will need to be informed by solid analysis of the context and the conflict, take gender and human rights concerns duly into account and adopt a 'do-no-harm' approach. Good risk-monitoring is a prerequisite to identify short-comings in these and other respects early enough to take corrective action.

The IcSP mid-term evaluation also recommended that a robust risk assessment and a "do no harm"/conflict sensitivity framework for all SSR actions should be defined. The risk assessment to be developed for CBSD will cover one part of this and will thus feed into the overall SSR risk-assessment methodology to be developed by the EEAS.

In line with point 1.4.4 of the Legislative Financial Statement for CBSD, the relevant Programme Statement for IcSP for DB 2019 will need to include new indicators for CBSD.

Furthermore, findings from the IcSP mid-term evaluation¹⁰ also indicate that the concept of the *Theories of Change* should be systematically integrated into the design template for IcSP actions (in the Concept Note of each action) in view of better defining and capturing results at outcome level. In line with a recommendation of the IAS audit of IcSP in 2017, the IcSP Manual of indicators will be reviewed to ensure consistency with the FPI Manual and Results Framework and to align final indicators with OPSYS requirements.

Building on the creation of the online map-based tool for sharing information on IcSP projects (IcSP Map¹¹), work will continue on the development and roll-out of web-based communication tools highlighting key results and impact, such as, show-cases of IcSP projects to illustrate the work of the instrument; photo galleries, information sheets to include general information about the instrument and specific information about themes or regions of interest. This forms part of FPI's overall communication efforts under Part 2, section E below.

⁹ 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)

¹⁰ This point is also mentioned in the "Monitoring and evaluation" section (page 10) of the Commission Staff Working Document "Midterm evaluation of the Instrument contributing to Stability and Peace" Accompanying the document Report from the Commission and the European Parliament and the Council "Midterm Review Report on the External Financing Instruments" (Reference not known yet)

¹¹ <https://icspmap.eu/>

General objective 9: A stronger global actor

Specific objective 1.1: In a situation of crisis or emerging crisis, to swiftly contribute to stability by providing an effective response designed to help preserve, establish or re-establish the conditions essential to the proper implementation of the Union's external policies and actions

Related to spending

Instrument contributing to Stability and Peace (IcSP)

Unit in charge: FPI.2

and

Specific objective 1.2: To contribute to the prevention of conflicts and to ensure capacity and preparedness to address pre- and post-crisis situations and build peace

Main outputs in 2018

Other important outputs

Output	Indicator	Target
<i>Proposal(s) for the next generation of programmes (under the next MFF) in the area of IcSP</i>	<i>Adoption by the Commission</i>	<i>2018</i>
<i>Project- and sector evaluations finalised in line with guidance provided in the FPI Manual</i>	<i>Number of final evaluation reports completed</i>	<i>7 by 31 December 2018</i>
<i>New CBSD indicators for inclusion in Programme Statement for DB 2019</i>	<i>Update of the Programme Statement Draft Budget 2019 with CBSD indicators</i>	<i>April 2018</i>
<i>Theories of Change integrated into design of IcSP actions, specifically on SO 1.1 and SO 1.2 (in the Concept Note of each action)</i>	<i>% of action documents with explicit Theories of Change</i>	<i>100%</i>
<i>Web-based communication tools developed and rolled-out (show-cases; information sheets; photo gallery)</i>	<i>Number of web-based communication products developed</i>	<i>5 showcases 8-10 information sheets 8-10 projects - photo galleries</i>

B. Foreign Policy Regulatory Instruments: Restrictive Measures (CFSP-Related Sanctions), Kimberley Process and Anti-Torture Regulation

The Service for Foreign Policy Instruments serves as the Commission's lead service for the adoption and implementation of regulatory restrictive measures (sanctions) and other foreign policy regulatory instruments such as the Kimberley Process Certification Scheme (KPCS) on conflict diamonds and the so-called 'Anti-Torture' Regulation concerning trade in certain goods which could be used for torture or capital punishment (Regulation 1236/2005 as amended). These three EU foreign policy regulatory instruments impose certain (trade) restrictions in order to achieve EU CFSP and human rights policy objectives.

As regards EU sanctions policy, the role of the Service for Foreign Policy Instruments is determined by the Treaties and in particular Article 215 TFEU which states that the Commission makes a "joint proposal" with the High Representative for a Regulation on restrictive measures. As for the 'Kimberley Process' and 'Anti-Torture' Regulations, both of which are based on Article 207 TFEU (common commercial policy), the Service for Foreign Policy Instruments is responsible for representing the EU both internally and externally and for monitoring implementation by the Member States.

In 2018, the main focus of sanctions-related work will be on stepping up efforts to ensure effective and uniform implementation of the EU restrictive measures, in particular those in place as regards the Democratic People's Republic of Korea (DPRK), Russia and Syria as well as those that remain in place against Iran under the Joint Comprehensive Plan of Action (JCPOA). FPI will continue to issue guidance to Member States' competent authorities, economic operators and humanitarian aid providers on the scope of both restrictions and permissible activities under EU sanctions regimes. Furthermore, as part of its efforts in this respect, FPI has developed an electronic platform for information-sharing on sanctions implementation issues, which is to be fully operational on 1 January 2018. The platform will be further improved throughout the year.

In addition, FPI will continue to work with the EEAS and other Commission services concerned on proposals to effectively combat terrorist financing and mitigate the risk of asset flight by further speeding up the transposition of UN measures into EU legislation, in particular as regards the Da'esh and Al Qaida sanctions regime for which the Commission has implementing powers. In this context, FPI has developed a new application to its Financial Sanctions Database that enables to transmit information to EU financial institutions on new UN listings before transposition into EU legislation. FPI will also explore with UN stakeholders what could be done to ensure interoperability between the UN information-sharing system and its own Financial Sanctions Database.

As regards the Kimberley Process (KP), FPI will continue to ensure that the Scheme remains a unique tool for conflict prevention and an important catalyst for good governance and transparency in natural resources management.

In 2018, the European Union will hold the chairmanship of the Kimberley Process. The Service for Foreign Policy Instruments will chair the KP on behalf of the European Union and host a so-called inter-sessional meeting in Antwerp (18-21 June) and a plenary session in Brussels (12-16 November), with the expected participation of 300 to 500 high-level representatives from all 81 member countries. In its capacity as Chair, FPI will promote an open dialogue between the three pillars of the Kimberley Process – governments, industry and civil society – with a view to advancing reform of the Scheme so as to enhance its effectiveness. In doing so, FPI will work closely with the EEAS, Commission services, EU Member States, Australia and India as the outgoing KP Chair and KP Vice Chair respectively, other third countries and stakeholders.

With respect to the 'Anti-Torture' Regulation, and following the successful launch of a Global Alliance to end trade in goods that could be used for torture or capital punishment on 18 September 2017, FPI will continue its efforts to promote the EU model and encourage third countries to develop and adopt similar legislation. In this context, FPI will explore how best to provide technical assistance and encourage the exchange of best practices among Global Alliance member countries and other interested parties. FPI foresees to organise and host a workshop with relevant experts from Global Alliance member countries in Brussels during the first half of 2018.

C. Common Foreign and Security Policy

Specific objective 1.3: Support to preservation of stability through substantial CSDP missions and EUSRs mandates

Specific objective 1.4: Support the implementation and promotion of:

- 1) strategy on non-proliferation of weapons of mass destruction in order to increase security in this area (WMD);
- 2) strategy on combating illicit accumulation and trafficking of Small Arms and Light Weapons (SALW) as well as measures against illicit spread and trafficking of other conventional weapons;
- 3) EU's policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.

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 the European Union (TEU) as well as to the Commission's general objective 9 of increasing the position of the EU as a strong global actor.

So as to increase the EU position as a peace-actor on the international scene (FPI Overall Objective 01) the achievement of two specific objectives in relation to the CFSP (see SO1.3 and SO1.4 below) will be pursued. In doing so, FPI will work on the basis of an integrated approach to key issues influencing both the external and internal security of Union.

As highlighted by the EU's first year review of the implementation of the Global Strategy, by building capacity of partner countries and responding to external crises and conflict, the CFSP contributes to both conflict-prevention and post-conflict peace building, thereby strengthening the protection of the EU and its citizens. The CFSP also promotes effective global governance and multilateralism.

In pursuing specific objectives SO1.3 and SO1.4, 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 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. FPI, therefore, actively works in cooperation with the Council, the European Parliament, the European External Action Service (EEAS) and other Commission services to monitor and manage the utilisation and deployment of the CFSP budget.

The CFSP budget supports civilian crisis management missions; preparatory, follow-up and emergency measures such as fact-finding and technical assessment missions, EU Special Representatives and support for non-proliferation and disarmament projects.

Each CFSP mission requires a separate, ad hoc Council Decision under the TEU, based on a proposal from the High Representative.

SO1.3: Support to preservation of stability through substantial Common Security and Defence Policy (CSDP) missions and European Union Special Representative (EUSR) mandates.

Where necessary to head-off and respond to international and security crises, the Council (supported by the European External Action Service) 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. These civilian CSDP missions and EUSRs form an important part of the EU's "comprehensive approach to conflicts and crises" put forward in the Global Strategy.

The mandates of civilian CSDP missions and EUSRs are specifically tailored to the particular needs of afflicted countries and regions so that, in accordance with the Global Strategy, the EU can act at all stages of the conflict cycle to counter crises arising or escalating, to respond responsibly yet decisively and to foster stabilisation.

Civilian CSDP missions play an important role with respect to the core priority 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. Thus, both civilian CSDP missions and EUSRs contribute to the resilience of partner states and the establishment of core conditions for sustainable development efforts to be effective: security; the protection of rights; political participation.

Preventing and responding to crises requires rapid action. The Commission, through FPI, provides its expert assistance on project and financial management to the EEAS and the Council so that the necessary financial and human resources and other necessary assets are made available straightaway. FPI also develops, puts in place, adapts and refines operational policies, procedures, guidelines, mechanisms, procurement/Framework contracts and support structures so that the EUSRs and civilian CSDP missions can be deployed and become effective at the shortest possible notice.

In order to maintain flexibility and responsiveness, EUSR and CSDP mission mandates are initially established for short periods of time. Depending upon evolving circumstances and needs, the Council decides to extend or modify mandates or to close down the EUSR organisations / civilian CSDP missions that have achieved their purpose. So that those

Council Decisions can be rapidly taken on the basis of reliable information and implemented swiftly, FPI also supports the Council and EEAS in the monitoring of the missions during their operation.

Throughout the mandates of EUSRs and CSDP missions, FPI deploys its expertise and resources to ensure that the EUSRs and civilian CSDP missions are correctly resourced and comply with the financial and operational regulations, rules and procedures for the receipt of EU funding.

During 2018, particular emphasis shall be placed upon providing specific assistance and support for: the new civilian CSDP mission, EUBAM Iraq, to become rapidly effective so that it can deliver on the objectives set by Council; the foreseen in-country redeployment of EUBAM Libya; the rapid and effective implementation of the European Union stabilisation action in Mopti and Segou¹², and the possible redeployment of the civilian CSDP mission in Rafah (EUBAM Rafah) linked to the possible re-opening of the Rafah Cross Point.

In addition, FPI shall keep political circumstances under careful review to ensure it is well placed to assist EUSRs and civilian CSDP missions respond to changing conditions, which either provide opportunities for rapid progress to be made or require urgent preventive action to be taken. To enhance the responsiveness of CSDP missions and capitalise on economy of scale, a large-scale logistical platform / warehouse to provide all CSDP missions with rapid access to essential equipment and logistical services (IT, fleet management, etc.) will be established in 2018.

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.

¹² Council Decision (CFSP) 2017/1425 of 4 August on a European Union stabilisation action in Mopti and Segou, OJ L 204, P. 90-94, 5-8-2017.

General objective 9: A stronger global actor		
Specific objective 1.3: Support to preservation of stability through substantial CSDP missions and EUSRs mandates		Related to spending Common foreign and security policy (CFSP)
		Unit in charge: FPI.3
Main outputs in 2018		
Important items¹³		
Output	Indicator	Target date
<i>Swift preparation by FPI of the Commission Financing Decisions</i>	<i>Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption</i>	<i>90% by December 2018</i>
<i>Swift contracting by FPI after Commission Financing Decision adoption</i>	<i>Percentage of Delegation Agreements with EUSR & CSDP missions signed within 1 month after Commission Financing Decision adoption</i>	<i>90% by December 2018</i>

SO1.4: To support the implementation and promotion of:

- 1) The strategy on non-proliferation of weapons of mass destruction (WMDs) in order to increase security in this area;**
- 2) 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;**
- 3) The EU policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.**

CFSP actions also 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 Nation's 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:

- 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 of the Preparatory Commission

¹³ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2018.

of the Comprehensive Nuclear Test Ban Organisation (CBTBO) as well as in relation to Biological and Toxin Weapons Convention (BTWC);

- Supporting 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;
- Strengthening nuclear security and the secure management and storage of nuclear materials;
- Support for the implementation of the Arms Trade Treaty (ATT) and for the promotion of arms export controls;
- 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 implementation of a global reporting mechanism on illicit small arms and light weapons and other conventional weapons and ammunition to reduce the risks of their illicit trade;
- Supporting 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 projects that can credibly and effectively realise the EU's overarching ambition of contributing to peace and security. Throughout the lifetime of projects, FPI also deploys its expertise and resources to ensure that projects are correctly managed and monitored so that they stay on track and envisaged results are achieved, whilst ensuring compliance with sound financial management.

The output indicators selected to monitor and assess FPI's achievement of specific objective SO1.4 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.

General objective 9: A stronger global actor		
Specific objective 1.4: Support to the implementation and promotion of:		Related to spending Common foreign and security policy (CFSP)
1) Strategy on non-proliferation of weapons of mass destruction in order to increase security in this area (WMD); 2) Strategy on combating illicit accumulation and trafficking of Small Arms and Light Weapons (SALW) as well as measures against illicit spread and trafficking of other conventional weapons; 3) EU's policies in the field of conventional arms exports, in particular on the basis of Common Position CFSP/944/2008.		
Unit in charge: FPI.3		
Main outputs in 2018		
Important items¹⁴		
Output	Indicator (e.g. adoption by...; completion)	Target date
<i>Swift preparation by FPI of the Commission Financing Decisions</i>	<i>Percentage of Commission Financing Decisions adopted within 1 month after Council Decision adoption</i>	<i>90% by December 2018</i>
<i>Swift contracting by FPI after Commission Financing Decisions' adoption</i>	<i>Percentage of Grants or Delegation Agreements with partner organisations signed within 1 month after Commission Financing Decision adoption</i>	<i>90% by December 2018</i>

D. Election Observation Missions

Specific objective 1.5:

Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.

A key objective in the Global Strategy is for the EU to do more to uphold and promote its essential values of democracy, rule of law and protection of human rights.

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) 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.

¹⁴ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2018.

The total number of processes observed and assessed by the EU depends on:

- The political priorities defined by the High Representative/Vice President;
- The changes (postponements/cancellations) of the corresponding electoral calendars/processes;
- The security situation in the countries in which EOMs are to be deployed since the EC 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).

Main output in 2018 will concentrate on the preparation and adoption of **the next AAP** within the same calendar year to ensure seamless and uninterrupted EU funding for election observation missions in line with political prioritization by HRVP and on the **effective implementation of the missions foreseen**.

General objective 9: A stronger global actor		
Specific objective 1.5: Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.		Related to spending European Instrument for Democracy and Human Rights (EIDHR) Unit in charge: FPI.5
Main outputs in 2018		
Important items¹⁵		
Output	Indicator	Target
<i>Timely preparation of the 2019 Election Observation programme in cooperation with the EEAS</i>	<i>Adoption of the Annual Action Programme (AAP)</i>	<i>November 2018</i>
Output	Indicator	Target
<i>Organisation of EU Election Observation Missions (EOMs); EU Election Assessment Team missions (EATs) and EU Election Expert Missions (EEMs)</i>	<i>Number of missions deployed</i>	<i>18 by 31 December 2018</i>
<i>Deployment of Election Follow-up Missions (EFM) in countries after an Election Observation Mission to assess the implementation of recommendations</i>	<i>Number of EFM deployed</i>	<i>5 by 31 December 2018</i>

¹⁵ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

In 2018, a new Multiannual Indicative Programme (MIP) for the period 2018-20 will have to be prepared and approved following Comitology. The MIP will provide strategic guidance and technical information in relation to the financial means for the second half of the instrument's life under the current MFF (2018-20). The MIP will also include indicators drawn from the FPI Results Framework (see Part 2, Section F, below) to measure results.

Furthermore, the mid-term evaluation of the EIDHR concluded that overall the instrument has proven to be "fit for purpose". With its wide and comprehensive scope, the EIDHR was and has remained an enabling, flexible and responsive instrument to protect and promote human rights and democracy worldwide, at international, regional and local levels. In particular, the election observation activities and their follow-up play a key role in promoting democratic elections. The recommendations made do not concern objective 5 of the EIDHR, i.e. election observation missions managed by FPI.

Findings from a specific Evaluation of EU Election Observation Activities which finished in 2017 were positive. On recommendations to further improve electoral missions, the evaluation indicates the flexibility of the instrument could be improved by reviewing the toolbox. This recommendation will be addressed in 2018 via a joint reflection by FPI and EEAS on introducing greater flexibility and potentially creating a new mission format.

The conclusions of the mid-term evaluation of the EIDHR are also feeding into the reflections on the future of External Financing Instruments for the post-2020 Multiannual Financial Framework (MFF). The contribution to the preparation of the proposals for the next MFF will be an important area of work for FPI in 2018.

General objective 9: A stronger global actor		
Specific objective 1.5: Support and consolidate democratic reforms in third countries, by enhancing participatory and representative democracy, strengthening the overall democratic cycle, and improving the reliability of electoral processes, in particular by means of election observation missions.		Related to spending European Instrument for Democracy and Human Rights (EIDHR) Unit in charge: FPI.5
Main output in 2018		
Other important outputs		
Output	Indicator	Target
<i>Timely launch and adoption of Multiannual Indicative Programme 2018-20 in cooperation with the EEAS</i>	<i>Adoption of the MIP 2018-20</i>	<i>April 2018</i>
<i>Follow-up of Evaluation of EU Election Observation Activities recommendation: Improvement of the instrument's flexibility</i>	<i>Review of the toolbox</i>	<i>End-December 2018</i>
<i>Proposal(s) for the next generation of programmes (under the next MFF)</i>	<i>Adoption by the Commission</i>	<i>July 2018</i>

E. Partnership Instrument

Specific objective 1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern

Specific objective 1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 Strategy

Specific objective 1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened

Specific objective 1.9: Improved fulfilment of EU's economic interests (trade, investment and business)

The Partnership Instrument is specifically designed to pursue the EU's strategic interest worldwide. The Partnership Instrument has the capacity to respond flexibly and rapidly to global challenges and to changing policy priorities and agendas with (strategic) partner countries.

The Partnership Instrument is a policy-supporting instrument strengthening the EU by promoting its interests, values and visibility externally. It operates as such under the framework defined by the Global Strategy and other EU policies (Commission's ten priorities, Agenda 2030) and in support of EU foreign policy objectives. For example, Partnership Instrument actions underpin bilateral and regional dialogues and bilateral and multilateral (trade) negotiations particularly by providing follow-up support for concrete policy deliverables, thereby strengthening the position of the EU as a credible partner that delivers.

Several actions aim at developing common approaches with key partners to influence international processes and agendas, thereby underpinning multilateralism, fostering the building of partnerships and alliances in a global context, and contributing to a rules-based global order. Other actions enable the EU to project its interests and values through public and cultural diplomacy, engaging with key decision-makers and target groups in strategic partner countries.

The Partnership Instrument is the only thematic programme under Heading 4 that specialises in articulating the external dimension of internal policies. It thus brings coherence and adds value to the EU's action internally and externally, by interconnecting policy areas (e.g. climate/energy). Actions cover challenges of global concern like climate change and environmental protection; the international dimension of the Europe 2020 Strategy for jobs and smart, sustainable and intensive growth; improving access to markets and boosting trade, investment and business opportunities for EU companies (with particular emphasis on SMEs). This responds to the calls to strengthen the nexus between internal and external policies expressed in the EU Global Strategy and the reflection papers on the future of the EU.

In order to ensure responsiveness to developing policy priorities, FPI has developed an approach of adopting Annual Action Plans for the Partnership Instrument in two phases, indicatively in April/May and November/December, respectively.

In terms of process, the EEAS, Commission services 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 spirit of the Global Strategy, the Commission priorities and Agenda 2030.

All actions are designed from the perspective of the EU as a global actor, not a donor.

Findings from the Mid-Term Review of the Partnership Instrument, show that the instrument has enabled the EU successfully to implement strategies, strengthen dialogues and foster partnerships with relevant external stakeholders. The instrument has helped the EU become a recognised global player on issues like regulatory standards and climate action.

The aim in 2018 is to further reinforce the Instrument's focus and impact, through a clearly policy-driven approach which seeks to ensure that PI actions address EU interests from several angles simultaneously (including that of alliance-building), serve wherever possible as a catalyst for follow up through other actions, and support dialogues with key partners. As a result, the PI will focus on:

- add tangible results to the EU's bilateral and regional policy dialogues, strengthening the position of the EU as a credible partner and global actor that delivers;
- bring coherence and add value to the EU's action both internally and externally, including through interconnections between various policy areas and EU interests such as climate/energy, trade and jobs/growth;
- underpin multilateralism and the building of partnerships and alliances in a global context, contributing to a global order based on international law;

- embed resilience as a key principle of EU external action, wherever possible;
- offer avenues for mutually beneficial cooperation with key partners, including so-called graduated countries;
- enable the EU to engage and project its interests and values through public and cultural diplomacy with key target groups in partner countries.

Flagship actions in the pipeline for 2018 include: cooperation between cities on urbanisation and climate change which showcases European policy, technology and business solutions; action in support of ocean and environmental resilience through strengthened multilateral governance; action on product safety to shape globalisation in line with EU values and interest; action linking policy dialogue to EU business; and support to EU-Asia connectivity.

Communication on the actions financed by the instrument and their results is important, both internally and externally and will be coordinated with FPI's overall communication effort under Part 2, section E below. An online interactive map of Partnership Instrument actions worldwide should become operational in 2018.

Given the Specific Objectives:

- **SO1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern;**
- **SO1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 strategy;**
- **SO1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened;**
- **SO1.9: Improved fulfilment of EU's economic interests (trade, investment and business);**

the main outputs to be expected in 2018 are linked to the **preparation and adoption of the AAP 2018** (in two phases), the **full contracting of the AAP 2017 and continued implementation monitoring of AAPs 2014-2016**.

General objective 9: A stronger global actor		
Specific objective 1.6: EU and partner countries have developed joint approaches and responses to challenges of global concern		Related to spending Partnership Instrument (PI)
Unit in charge: FPI.4		
Main outputs in 2018		
Important items¹⁶		
Output	Indicator (e.g. adoption by...; completion)	Target date
<i>Annual Action Programme (AAP) 2018 adopted on time</i>	<i>Adoption of AAP 2018 (part 1) Adoption of AAP 2018 (part 2)</i>	<i>May 2018 November 2018</i>
Other important outputs		
Output	Indicator	Target
<i>Actions under AAP 2017 contracted</i>	<i>% of actions under AAP 2017 contracted by 31/12/2018</i>	<i>100%</i>
<i>Actions under AAPs 2014 to 2016 implemented as planned</i>	<i>% of actions under AAP 2014-2016 for which implementation is on track</i>	<i>90%</i>
Specific objective 1.7: Partner countries take up measures and actions towards the implementation of the international dimension of the EU 2020 strategy		Related to spending Partnership Instrument (PI)
Unit in charge: FPI.4		
Main outputs in 2018		
Important items¹⁷		
Output	Indicator	Target date
<i>Annual Action Programme (AAP) 2018 adopted on time</i>	<i>Adoption of AAP 2018 (part 1) Adoption of AAP 2018 (part 2)</i>	<i>May 2018 November 2018</i>
Other important outputs		
Output	Indicator	Target
<i>Actions under AAP 2017 contracted</i>	<i>% of actions under AAP 2017 contracted by 31 December 2018</i>	<i>100%</i>
<i>Actions under AAPs 2014 to 2016 implemented as planned</i>	<i>% of actions under AAP 2014-2016 for which implementation is on track/first results received</i>	<i>75%</i>

¹⁶ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

¹⁷ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

Specific objective 1.8: Understanding and visibility of the Union and its role on the world scene is enhanced and widened		Related to spending Partnership Instrument (PI) Unit in charge: FPI.4
Main outputs in 2018		
Important items¹⁸		
Output	Indicator	Target date
<i>Annual Action Programme (AAP) 2018 adopted on time</i>	<i>Adoption of AAP 2018 (part 1) Adoption of AAP 2018 (part 2)</i>	<i>May 2018 November 2018</i>
Other important outputs		
Output	Indicator	Target
<i>Actions under AAP 2017 contracted</i>	<i>% of actions under AAP 2017 contracted by 31 December 2018</i>	<i>100%</i>
<i>Actions under AAPs 2014 to 2016 implemented as planned</i>	<i>% of actions under AAP 2014-2016 for which implementation is on track/first results received</i>	<i>75%</i>
Specific objective 1.9: Improved fulfilment of EU's economic interests (trade, investment and business)		Related to the Partnership Instrument Unit in charge: FPI.4
Main outputs in 2018		
Important item¹⁹		
Output	Indicator	Target date
<i>Annual Action Programme (AAP) 2018 adopted on time</i>	<i>Adoption of AAP 2018 (part 1) Adoption of AAP 2018 (part 2)</i>	<i>May 2018 November 2018</i>
Other important outputs		
Output	Indicator	Target
<i>Actions under AAP 2017 contracted</i>	<i>% of actions under AAP 2017 contracted by 31 December 2018</i>	<i>100%</i>
<i>Actions under AAPs 2014 to 2016 implemented as planned</i>	<i>% of actions under AAP 2014-2016 for which implementation is on track/first results received</i>	<i>75%</i>

In 2018, a new Multiannual Indicative Programme (MIP) for the period 2018-20 will have to be prepared and approved following Comitology. The MIP will provide strategic

¹⁸ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

¹⁹ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

guidance and technical information in relation to the related financial means for the second half of the instrument's life under the current MFF (2018-20). The MIP will also include indicators drawn from the FPI Results Framework (see Part 2, Section F, below) to measure results.

The conclusions of the above-mentioned mid-term evaluation of the Partnership Instrument are also feeding into the reflections on the future of External Financing Instruments for the post-2020 Multiannual Financial Framework (MFF). The contribution to the preparation of the proposals for the next MFF will be an important area of work for FPI in 2018.

General objective 9: A stronger global actor		
Specific objective 1.6, 1.7, 1.8 and 1.9: other important outputs		Related to the Partnership Instrument Unit in charge: FPI4.
Main output in 2018		
Other important outputs		
Output	Indicator	Target
<i>Timely adoption of Multi-annual Indicative Programme (MIP) 2018-20 in cooperation with the EEAS</i>	<i>Adoption of the MIP</i>	<i>May 2018</i>
<i>Proposal(s) for the next generation of programmes (under the next MFF) in the area of IcSP</i>	<i>Adoption by the Commission</i>	<i>2018</i>

F. Information outreach on the Union's external relations

The 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. (This is distinct from information and communication about specific external actions through FPI-managed instruments as part of FPI's general communication work - see Part 2, section D below).

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 its DGs and for the benefit of the EU, promoting its role as a global actor. FPI for its part implements the EU Visitors Programme (in close collaboration with the European Parliament Secretariat) and provides for the running costs of its own website (see Part 2, Section D below).

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, it is foreseen to have the Annual Work Programme for 2019 adopted by the end of the calendar year, i.e, during 2018. This is essential to ensure comprehensive funding for EU strategic communication activities in line with the priority accorded to it under the Global Strategy

In 2018, activities 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. Specific focus will be given to countering disinformation on the EU in the Eastern Neighbourhood and the Western Balkans and on ensuring language plurality in strategic communication activities and products.

Further information on the foreseen activities in 2018 can be found under Section 2 D. "External Communication", namely on the EU Visitors' Programme and on the digital broadcasting of Euronews in Farsi.

General objective 9: A stronger global actor		General objective 9: A stronger global actor
Specific objective 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8 and 1.9: other important outputs		Related to all FPI instruments and operations Unit in charge: FPI.5
Main outputs in 2018		
Important item²⁰		
Output	Indicator	Target date
<i>Timely adoption of the Press & Information Annual Work Programme (AWP) 2018 in consultation with the EEAS</i>	<i>Adoption of AWP 2019</i>	<i>December 2018</i>

²⁰ For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The HR Modernisation project as laid down in the [Communication on Synergies and Efficiencies](#) continues to be rolled out in the Commission. In FPI, the HR services are now delivered by the Account Management Centre (AMC) while the HR Business Correspondent coordinates strategic human resources matters and prepares the related decisions of the service's management".

FPI manages financial instruments with a worldwide outreach and an increasing budget of EUR 713 to 861 million per year with limited human resources. It is therefore of utmost importance to employ these human resources effectively and flexibly according to political priorities.

FPI pooled resources in 5 Regional Teams for Foreign Policy Instruments in Asia, America, Africa and the Middle East to ensure worldwide coverage of its instruments and to provide a better service to High Representative/Vice-President while ensuring solidity of financial circuits. These teams are now fully staffed and have started to work. In 2018, the focus will lay on leading these FPI Regional Teams to their full potential which includes an enhanced quality of project design, more efficient project management, rapid reaction and better geographical coverage alongside full control of financial files and circuits.

Following these changes in Delegations, also the distribution of human resources in Headquarters needs to undergo an internal screening to ensure that the scarce staff available is attributed where they are most needed, to free posts for new priorities such as communication and to install the necessary flexibility in case of urgencies. For this purpose, FPI plans a workload assessment in 2018.

Continued efforts will also be invested in preparing promising talent for management positions. This already led to a first female middle management appointment in 2017 (representing 20% of its overall target of 40%). In 2018, FPI will again put an emphasis on first female appointments to middle manager posts and will seek to reach another 20% by July 2019 (1 additional HOU post). The scope for flexibility within FPI is limited because of its small size (only 5 units).

Due to the specificities of its instruments and operations, FPI staff needs to build up a specialised expertise in crisis management. To realise this objective, a learning and development strategy is being drafted which will be implemented in 2018.

Special attention also needs to be given to timely training for the new OPSYS application which will replace CRIS in 2019 and to the roll-out of the FPI Manual/FPI Results Framework as well as specific training (webinars and classroom) on the new evaluation methodology (EVAL module) being developed in cooperation with NEAR, DEVCO and ECHO.

FPI will also continue to work on an action plan following the latest Staff Survey, which shows the expectations of FPI staff with regard to career management, communication and well-being (work conditions in Delegations and work-life balance). As some of the staff expectations, e.g. relating to career development or work-life balance in Delegations, shall be addressed at corporate level, the Business Correspondent (BC) will work closely with the new Account Management Centre Unit (AMC) to develop an appropriate action plan. An internal communication strategy will also be developed. It will

include a revamped FPI intranet and other staff engagement actions to reinforce FPI corporate identity.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions		
Main outputs in 2018		
Output	Indicator	Target
<i>FPI Regional Teams at their full potential</i>	<i>Enhanced quality of project design (taking into account geographical specificities); full control of FPI financial circuits and files</i>	<i>February 2019</i>
<i>Most effective distribution of human resources to political priorities of FPI</i>	<i>Workload assessment of FPI workforce in Headquarters following the creation of the Regional Teams</i>	<i>End 2018</i>
<i>More appointments of promising young colleagues to middle management positions with a particular focus on female appointments</i>	<i>Newly appointed women in middle management</i>	<i>A further 20% by July 2019</i>
<i>Well trained FPI staff</i>	<i>Implement Learning & Development Strategy for FPI</i>	<i>December 2018</i>
<i>OPSYS roll-out</i> <i>Improved staff project management skills in line with approach of FPI Manual</i> <i>Improved staff knowledge of FPI Results Framework</i> <i>Improved staff knowledge of evaluation methodology via webinar and classroom training</i>	<i>Timely organisation of OPSYS training including participation in webinars</i> <i>Timely organisation of training on FPI Manual</i> <i>Timely organisation of training on FPI Results Framework</i> <i>Timely organization of training on EVAL module</i>	<i>December 2018</i>
<i>Employee Engagement Index</i>	<i>Percentage of positive responses from FPI staff to Staff Survey</i>	<i>60 %</i>

<i>Internal Communication Strategy reinforcing FPI corporate identity including targeted staff engagement actions</i>	<i>Easily accessible and revamped intranet</i> <i>Completion of other staff engagement actions</i>	<i>December 2018</i>
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B. Financial Management: Internal control and Risk management

FPI has set up internal control processes aimed to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned. These processes include adequate and cost-effective ex ante verification and ex post control procedures.

In 2018, FPI's Mission Supervision Plan will focus primarily on the Regional Teams not yet visited (Bangkok, Beirut, Dakar and Nairobi - the audit in Brasilia was already performed in 2016) with a view to assessing the effectiveness and efficiency of the management and control systems in place to manage FPI Instruments.

FPI will also fully cooperate with the Commission's Internal Audit Service during its planned audit of the Partnership Instrument.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions		
Main outputs in 2018		
Output	Indicator	Target
<i>Legality and regularity of the underlying transactions in FPI</i>	<i>Residual error rate (RER) of the underlying transactions for budget implementation</i>	<i>Residual error rate (RER) below 2% for budget implementation</i>
<i>Legality and regularity of the underlying transactions in FPI</i>	<i>Estimated overall amount at risk for the year for the entire budget under the Service's responsibility</i>	<i>None²¹</i>
<i>Ex-post controls plan</i>	<i>Number of EPCs implemented</i>	<i>100%</i>
<i>Effective cooperation with the IAS on the Audit on Partnership Instrument launched end 2017</i>	<i>Respecting the deadlines indicated in the Mutual Expectation paper of the IAS for replies to Draft Report</i>	<i>100% compliance with deadlines</i>
<i>Implementation of Mission Supervision Plan</i>	<i>Number of Supervision Missions conducted</i>	<i>100% by end-October 2018 (including the 4 RTs)</i>

²¹ The Service will aim to reduce the amount at risk through effective ex-ante and ex-post controls and corrections, if needed.

Objective 2: Effective and reliable internal control system in line with sound financial management

Main outputs in 2018

Output	Indicator	Target
<i>Control cost-effectiveness</i>	<i>Cost of controls / payments made</i>	<i>Positive conclusion on cost effectiveness of controls (cost/managed funds ratio to be maintained at the current level)</i>
<i>Risk-differentiated & cost-effective internal control systems</i>	<i>Review status of the control systems to differentiate the frequency and/or the intensity of the Service's controls</i>	<i>Reviewed with positive conclusion (no need to revise)</i>
<i>Implementation of the new Internal Control Framework (ICF)</i>	<i>Completion status of the implementation of the revised internal control framework</i>	<i>17 Principles</i>
<i>Timely execution of payments</i>	<i>Percentage of payments made within the time limits</i>	<i>≥90%</i>
<i>Open recommendations from European Court of Auditors (ECA)</i>	<i>Number of critical recommendations from ECA overdue for more than 6 months</i>	<i>None</i>

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud

Main outputs in 2018

Output	Indicator	Target
<i>Implementation of the Anti-Fraud Strategy as planned in 2018</i>	<i>% of the implementation of the actions planned for 2017 in the anti-fraud strategy</i>	<i>100%</i>
<i>Increased anti-fraud awareness amongst FPI headquarters' staff (newcomers):</i>	<i>% of newcomers attending the training course in 2018</i>	<i>100%</i>
<i>Use of Vademecum on financial and accounting procedures for CSDP Missions including specific chapters on anti-fraud internal control, ethics and integrity.</i>	<i>% of CSDP Missions using and implementing the Vademecum in 2018</i>	<i>100%</i>

In 2013 and 2014, FPI started the implementation of its own Anti-fraud Strategy (AFS) and Action Plan – elaborated on the basis of the methodology provided by OLAF and in line with the AFS for EU External Relations (2014/2015).

In 2015, in line with its AFS, FPI established an Action Plan and a specific Anti-Fraud Strategy for civilian Common Security and Defence Policy (CSDP) Missions.

In 2016, FPI also carried out a monitoring of the AFS for CSDP Missions focussing on their actions in the area of anti-fraud information and training, the reporting of suspected cases of fraud and irregularities and procedures and their instructions.

In 2017, FPI prepared a set of specific guidance documents for CSDP Missions covering topics like analysis on inherent risks, public procurement and ethics and integrity. Several CSDP Missions received anti-fraud awareness information sessions on the spot.

Recently, FPI replied to OLAF/FPDNet survey on the evaluation and update of the Commission Anti-fraud Strategy. FPI is also contributing to the reflection about fraud risk assessment and mitigation. This review is being conducted in tight coordination within the EU External Relations family in the context of an OLAF-led specific workshop.

In 2018, FPI will continue to monitor the implementation of its AFS as well as the specific AFS for CSDP Missions. Based on the results of the evaluation and updating of the CAFS, FPI will adjust its AFS and Action Plan as necessary.

C. Information management aspects

As a first priority, FPI will ensure business continuity to secure the effective delivery of its operations and will guarantee sound document management. Following the centralisation of finance and contract functions in one Unit in June 2016, FPI will further pursue and complete its archive reorganisation project during 2018 in order to ensure efficient and transparent management of all contract and financial information as a support to its operations including those in the 5 Regional Teams. Following analysis of the results of the Staff Survey – see point A – internal communication and interaction of staff with management will be points to which specific attention will be given.

Objective (definition): Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Main outputs in 2018

Output	Indicator	Target
<i>Business Continuity Plan</i>	<i>Update FPI business continuity plan including simulation exercise</i>	<i>December 2018</i>
Output	Indicator	Target
<i>Electronic filing of registered documents in Ares</i>	<i>Number of registered documents in Ares</i>	<i>100% of registered documents filed</i>
Output	Indicator	Target
<i>Ensure full traceability of financial and contractual information for operational and ECA audit purposes in line with ICS 11</i>	<i>Compliance with Internal Control Standard Nr 11 – Document Management</i>	<i>June 2018</i>

D. External communication activities

FPI external communication is mainly financed by the budget of Information outreach on the Union's external relations (see section 1E).

In 2018, it will focus on how its actions under the EU budget contribute to achieving the Commission's political priority Number.9, "A stronger global actor" as well as the other political priorities it contributes to, underlining the relevance and added-value of these actions for the EU citizen. Besides ensuring that FPI's web presence is user-friendly and relevant, and integrated with the new Commission web architecture, FPI will seek to improve the visibility and recognition of its actions, and contribute to Commission and EEAS corporate communication efforts. To do so, it will further reinforce its engagement with the Commission Spokesperson's Service and the Strategic Communication Division of the EEAS, contributing stories on how the actions FPI undertakes make a difference for EU citizens and help to make the world a better place.

In 2018, 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 EU institutions in Brussels and Luxembourg – European Commission and the European Parliament - and through them, receive first-hand information on the EU's values, functioning, activities, policies and perspectives. Visits are planned throughout the year based upon a specific policy area or theme. The EUVP helps promote common EU values through strengthening long-term bilateral relations between the EU and other countries.

It should also be noted that in 2018, the support to the digital broadcasting of Euronews in Farsi will be continued and in line with funding levels provided in 2017 (EUR 3 million). Euronews introduced a new production model in 2017 as a result of which the production and dissemination of the Farsi service became fully digital taking into account the evolution of the audiences and the increasing importance of the digital consumption among audiences, particularly young people. Funding for 2018 will allow the Iranian population to have access to non-biased information throughout the year on news stories

from Europe with a particular focus on EU actions of relevance to Iran and on issues of concern to its people and to the Iranian diaspora.

In 2018, FPI will also contribute EUR 200,000 towards the roll out of the DG COMM led and managed corporate information and communication campaign under its Strand III 'An EU that protects and defends in a volatile, uncertain environment'

Objective (definition): Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU

Main outputs in 2018

Output	Indicator	Target
<i>Improved access to and information about EU institutions - Commission and EP - to 3rd country visitors under EUVP</i>	<i>Number of visits facilitated under EUVP</i>	<i>110 visits</i>
Output	Indicator	Target
<i>Provision of full digital broadcasting service in Farsi through Euronews</i>	<i>Number of calendar days of coverage</i>	<i>365 calendar days</i>

FPI's external communication overall spending will be (not counting specific measures financed under IcSP and PI):

Annual communication spending (based on estimated commitments):

Baseline 2016: EUR 12,000,000	Target 2018: EUR 16,100,000
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E. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

E.1 OPSYS

FPI will pursue its cooperation and engagement with DGs DEVCO and NEAR in the development of OPSYS. OPSYS is the new operational information system of the European Commission to manage EU interventions in external assistance from their planning to evaluation. Based on a shared IT portal, OPSYS will support the operational, legal and financial management of all FPI-interventions and will be accessible to all Headquarter and FPI Regional Team staff.

FPI will cooperate with DG DEVCO and DG NEAR on the testing and implementation of the Results & Monitoring module (Track 1) of OPSYS with a view to completing pilot testing by mid-2018. This exercise will *inter alia* involve the electronic 'migration' of FPI projects' logical frameworks to OPSYS as well as the electronic encoding of all on-going and completed evaluations into the EVAL module of OPSYS. All evaluations conducted

since the beginning of the current MFF will be captured (i.e. since 2014). FPI will be similarly involved in the roll-out of Track 2 (Contracts & Procurement) and Track 3 (Programming, Actions & Decisions) of OPSYS whose detailed calendar remains to be set.

The sharing of development costs of the tool between DGs DEVCO, NEAR and FPI ensures an economy of scale for the Commission and the resulting tool will allow an improved operational management for the three concerned DGs leading to an increased efficiency in the management of external interventions.

E.2 Gender Action Plan – GAP II

FPI will continue to progressively implement the EU Gender Action Plan 2016-20 with regard to its interventions, more particularly under the theme "Institutional Culture Shift in EU External Relations". As for the previous year, FPI will measure the number of new interventions meeting the OECD aid-tracker/policy marker in support of gender equality and women's rights (G-marker)²² which is a qualitative statistical tool to record aid activities that target gender equality as a policy objective. In addition, a reporting on the use of gender expertise and gender analysis as an integral/ systematic part of project design will be introduced in 2018. Work will also commence on capturing sex disaggregation of project results to comply with GAP Indicator 5.1.2 using OPSYS data as the source of verification. Capturing such data and reporting on it annually will create a momentum within FPI which, over time, will lead to more efficient and more efficient project design predicated upon matching available funds with empirical gender-based needs. In addition, FPI will keep contributing to the effective implementation of GAP II objectives at institutional level²³.

E.3 FPI Results Framework and FPI Manual on project management, monitoring and evaluation

On 27 September 2017, the FPI Results Framework was adopted in conjunction with the FPI Manual providing a clear framework against which FPI can report on the results of its interventions – projects/programmes/missions – at Service level in line with the policy objectives of BFOR – Budget focused on Results.

The Results Framework is fully aligned with the FPI Strategy, the Commission's political priorities, the EU 2020 Strategy, the Global Strategy and the European Union's commitments under Agenda 2030. In time, the Results Framework will allow FPI to

²² The G-marker is used by OECD Development Assistance Committee (DAC) members as part of their annual aids activities reporting and is based on a three-point scoring system:

- Principal (marked 2) means that gender equality is the main objective of the activity and that the activity would not have been undertaken without this objective.
- Significant (marked 1) means that gender equality is an important but secondary objective.
- Not targeted (marked 0) means that the activity has been screened using the gender equality policy marker and does not target gender equality.

<http://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

The G-marker only covers IcSP (Articles 3 and 4) PI and EOM operations (EIDHR). It does not include CFSP operations as the latter are not registered in CRIS and consequently not marked against the OECD G- Marker.

²³ FPI contributed to the first year of GAP II under the Staff Working Document "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020" Annual Implementation Report 2016, SWD (2017) 288 final

provide easily-accessible and understandable information on results achieved for the wider EU public and for the benefit of stakeholder dialogue, including with industry and civil society. Effectiveness of EU spending will, over time, be demonstrated via summary information sourced from OPYS to feed into the BFOR database of results, managed by DG BUDGET.

As regards the Manual, it is targeted to all staff in Headquarters and Regional Teams. Its purpose is to bring together, for the first time since FPI was created in 2011, an overview of the way the Service works. It provides a detailed overview of terminology, concepts and processes used within FPI in four areas: FPI Strategy, Project Management, Monitoring & Evaluation, and Reporting at Service-level. The FPI Manual is a single repository of tools useful for designing and managing FPI-funded actions. It seeks to provide guidance and clarification, and to facilitate the sharing of information across FPI Units at Headquarters, EU Delegations and Regional Teams. The FPI intranet was updated with the addition of a specific page 'How we work' providing the necessary operational documents and guidance that staff may need in their daily work. In 2018, careful attention will be given to the implementation of the Results Framework and of the Manual including technical corrections and updates as necessary. The data to feed the FPI Results Framework will be progressively provided through OPSYS while a first set of technical updates to the Manual is foreseen by the end of the second quarter in 2018.

By implementing a common working methodology and processes both in Headquarters and in Delegations, the Results Framework and the Manual will contribute to further improving the efficiency and effectiveness of FPI and the operations it manages.

Specific objective 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8 and 1.9: other important outputs

Related to FPI spending instruments and policy

Unit in charge: FPI.1

Main outputs in 2018

Output	Indicator	Target
<i>Migration of project logical frameworks to OPSYS in line with Track 1 calendar</i>	<i>Logframes updated and successfully migrated in line with OPSYS Track 1 calendar</i>	<i>By end-of second quarter 2018</i>
Output	Indicator	Target
<i>Encoding and uploading of ongoing and completed evaluations (2014-2018) in EVAL module</i>	<i>Ongoing and completed evaluations (2014-18) encoded in EVAL module in line with OPSYS Track 1 calendar</i>	<i>By end-of second quarter 2018</i>
Output	Indicator	Target
<i>Roll out of Track 2 and Track 3 calendar in relation to FPI operations</i>	<i>Meeting the milestones set for Tracks 2 & 3 by OPSYS Management Board</i>	<i>By end of third quarter 2018</i>
Output	Indicator	Target
<i>Implementation of the EU Gender Action Plan 2016-2020 with regard to FPI interventions</i>	<i>Percentage of FPI interventions meeting G-marker-1 or -2 (GAP Indicator 5.3.2)</i>	<i>70% by 31 December 2018</i>
	<i>Percentage of FPI interventions meeting G-marker - 0 (GAP Indicator 5.3.1)</i>	<i>30% by 31 December 2018</i>
<i>Use of gender expertise/analysis as an integral/ systematic part of project design</i>	<i>Percentage of FPI actions using gender expertise/analysis as integral part of project design</i>	<i>50% by 31 December 2018</i>
<i>Sex/age disaggregation of project results via OPSYS</i>	<i>Percentage of project results disaggregated by sex/age (men/women/girls/boys) : GAP Indicator 5.1.2</i>	<i>50% capture by end 2018</i>
Output	Indicator	Target
<i>FPI Manual roll-out</i>	<i>First update (technical) of the FPI Manual</i>	<i>By end of-second quarter of 2018</i>

E.4 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 EEAS in 2016. During 2018, FPI assistance provided through the MSP will continue to be focused on the establishment and follow-up of framework contracts (FWCs) which provide economies of scale for, and which reduce the administrative burdens of, civilian CSDP missions. In addition, assistance provided by FPI through the MSP during 2018 could, upon official request of missions, support (i) new missions to establish the systems necessary to be able to comply with public procurement requirements, (ii) existing missions that have a protracted shortage of staff to undertake procurement tasks, (iii) missions being closed down to economically and efficiently sell and dispose of assets.

The process and procedures to establish a large-scale logistical platform / warehouse to provide all CSDP missions with rapid access to essential equipment and logistical services (IT, fleet management, etc.) commenced in 2016 and were continued in 2017. It is intended that the logistical platform becomes fully operational in 2018.