



Strategic Plan 2020-2024

Service for Foreign Policy Instruments

Contents

- INTRODUCTION 3
- PART 1. Delivering on the Commission’s priorities 4
 - A. Mission statement 4
 - B. Operating context..... 5
 - C. Strategy..... 6
 - General objective 5: A stronger Europe in the world..... 7
 - Instrument contributing to Stability and Peace/Rapid Response Pillar/Stability and Peace (NDICI)..... 13
 - Common Foreign and Security Policy (CFSP)..... 16
 - European Peace Facility..... 20
 - Partnership Instrument/NDICI Support to EU Foreign Policy Needs 21
 - Election Observation Missions (EOMs)/ NDICI Election Missions 24
 - Regulatory Instruments 25
 - Information outreach on the Union's external relations..... 26
 - EU Visitors Programme (EUVP)..... 27
 - D. Key performance indicators..... 28
- PART 2. Modernising the administration..... 29
 - A. Human resource management 29
 - B. Sound financial management 31
 - C. Fraud risk management 32
 - D. Digital transformation and information management..... 32
 - E. Sound environmental management..... 34
- ANNEX: Performance tables..... 35
 - Instrument contributing to Stability and Peace/Rapid Response Pillar/Stability and Peace (NDICI)..... 35
 - Common Foreign and Security Policy (CFSP)..... 37
 - Partnership Instrument/Support to EU Foreign Policy Needs (NDICI) 39
 - Election Observation Missions (EOMs)/ NDICI Election Missions 41
 - Regulatory Instruments 42

INTRODUCTION

The purpose of this Strategic Plan is to define and elaborate the policy objectives and organisational steps that the Service for Foreign Policy Instruments (FPI) intends to pursue to play its part in President von der Leyen's ambition of achieving a "Geopolitical Commission". In doing so, FPI contributes to the political objective of "A stronger Europe in the World". This general objective encompasses several dimensions of the EU's external policies: neighbourhood and enlargement, humanitarian crisis management, development and international cooperation, and foreign policy.

In line with the Mission Letter of HRVP Borrell, the Service will during the period 2020 – 2024 focus mainly on the foreign policy aspects of these dimensions, working in particular to leverage the EU's influence in the world, underpinning multilateralism and supporting global stability and prosperity, designing and delivering policy-driven action for conflict prevention and peace, linking the internal and external aspects of EU policies, promoting EU values and standards abroad, building alliances, and thereby increasing the EU's capacity to act as an autonomous foreign policy actor.

The Service will aim to make strategic use of the external financial instruments it manages, in full alignment with the EU's wider political aims and interests and thus contribute to enhancing the EU's leadership and influence in the world.

Part 1 sets out to explain via a policy narrative, how the Service will work to translate its interventions and actions into measurable results linked to the broader political objective, while Part 2 identifies the organisational and management steps that will be taken during the coming four years to accompany, underpin and assure the realisation of the former.

PART 1. Delivering on the Commission's priorities

A. Mission statement

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, and thereby to support 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.

Under the authority of the High Representative of the Union for Foreign Affairs and Security Policy in his capacity as Vice-President of the European Commission, the Service for Foreign Policy Instruments acts as first responder to foreign policy needs and opportunities. The Service does so in a policy-driven way, with global geographical and thematic scope, as part of a comprehensive geopolitical vision, allowing opportunities to be seized as they present themselves, intervening fast and flexibly where needed, and taking a pioneering role where appropriate.

The Service is responsible for the operational and financial management of the budgets for the EU's Common Foreign and Security Policy; the Instrument contributing to Stability and Peace and the Partnership Instrument--to be succeeded by the future Neighbourhood, Development and International Cooperation Instrument, in particular its Rapid response pillar and Thematic programme for Stability and Peace; as well as for Election Observation Missions and press and public diplomacy. Together with the European Parliament, the Service for Foreign Policy Instruments manages the EU's flagship public diplomacy programme, the European Union Visitors Programme. The Head of the Service for Foreign Policy Instruments, supported by the Service, is set to act as Administrator for the proposed European Peace Facility.

The Service is responsible for regulatory instruments that support EU foreign policy objectives, including regulations to prevent the trade in conflict diamonds and in goods that could be used for the purposes of torture or capital punishment.

The Service is directly attached to the High Representative/Vice-President and works closely with the European External Action Service and with all the Commission's Directorates-General in an integrated approach.

B. Operating context

The Service for Foreign Policy Instruments operates within the framework of Article 21 and Title V of the Treaty on European Union, where it acts to implement the objectives of the EU's Common Foreign and Security Policy, 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; and within that of Part Five of the Treaty on the functioning of the European Union, in particular Articles 207 and 212 acting to further reinforce the Common Commercial Policy and economic, financial and technical cooperation with third countries.

The Service was created for this purpose in 2010¹, at the same time as the European External Action Service. It reports directly to the High Representative of the Union for Foreign Affairs and Security Policy in his capacity as Vice-President of the European Commission. It plays a central role in translating the European Commission's political priorities into external action, in line with the EU's objectives for Foreign and Security Policy.

As part of the European Commission, the Service works closely with all Commission services in a collegiate way. As the 'Commission service of the High Representative and Vice-President', it works hand-in-hand with the European External Action Service.

The Service deals with the regulatory and financial aspects of EU foreign policy, managing a large budget (exceeding EUR 800 million annually) for financial programmes and operations covering the wide reach of EU foreign policy action. The budgetary management modes include direct and indirect management covering a wide range of financial transactions via direct grants, services and contribution agreements with international organisations and partners.

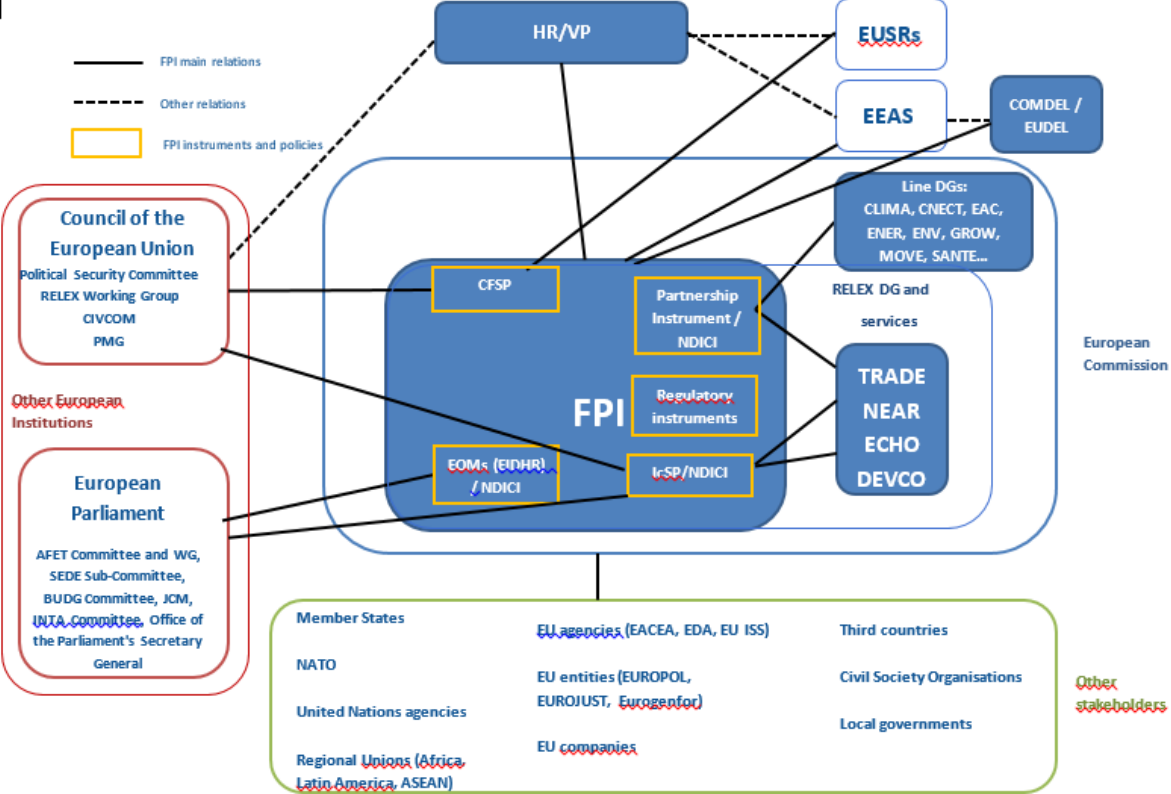
The instruments in the Service's toolbox are highly flexible, with global geographic and thematic reach. Activities are diverse, high in number and complexity, due to their nature and the variety of contexts in which the Service is mandated and called upon to operate. They are geographically dispersed, frequently implemented in volatile, fast-evolving environments, including in areas with difficult legal and institutional settings and/or political complexities. The Service's activities present a higher than average level of risk due to the geopolitical, social, institutional and administrative environment in which they are delivered, particularly in areas affected by instability. Activities involve a diversity of implementing organisations and partner countries with different management and control capacities.

FPI has a wide range of stakeholders across its different areas of operation (see the Map of FPI Stakeholders on page 6). In addition to the Council and the European Parliament, stakeholders range from United Nations bodies, Civil Society and Non-Governmental Organisations to industry bodies and chambers of commerce. In several cases, stakeholders are both beneficiaries and implementing partners for actions funded under the Service's instruments. For the Service's work on capacity building for security and development and in future under the proposed European Peace Facility, stakeholders include military actors.

FPI's responsibilities require intensive coordination with the EEAS, the different services of the European Commission—both those working on external relations and those dealing with internal EU policies—and the Service's various external stakeholders.

¹ Council Decision 2010/427/EU of 26 July 2010 establishing the organisation and functioning of the European External Action Service.

Map of FPI Stakeholders



C. Strategy

General objective 5: A stronger Europe in the world

The core business of the Service for Foreign Policy instruments is to put EU foreign policy into action – fast and flexibly – in a policy-driven approach. The Service deals with the regulatory and financial aspects of EU foreign policy. It acts as first responder to foreign policy needs and opportunities.

In the period 2020-24, the Service will continue its work to **translate European Union foreign policy into action** as part of a comprehensive geopolitical vision, in line with the Union's core foreign policy priorities and the EU's Global Strategy for Foreign and Security Policy². All FPI activities and operations will therefore contribute to, and be accounted for under, general objective 5 of the von der Leyen Commission: "A stronger Europe in the world".

The Mission Letter to HRVP Josep Borrell³ highlights the need for the EU to develop a strong common foreign policy to uphold and, where necessary, update the rules-based global order; to support global stability and prosperity; to become more competitive and better able to export its values and standards; to take a more strategic, more assertive and more united approach to external relations, strengthening its capacity to act autonomously and promote the EU's values and interests around the world; better link the internal and external aspects of EU policies; and make strategic use of our external financial instruments, contributing to the EU's wider political aims and enhancing Europe's leadership and influence in the world.

In this light, the Service will deliver **policy-driven support** for conflict prevention and peace and to externalise EU internal policies, promote the EU's interests, values and standards, build alliances and leverage the European Union's influence abroad. It will make strategic use of the external financial instruments it manages for this purpose. All these strands contribute to underpinning the rules-based global order and to implementing the Sustainable Development Goals. Thanks to its agile working methods, FPI is well placed to immediately address crises and their impact outside the EU as we have seen with the response to the COVID-19 crisis in the context of the Team Europe initiative. The flexibility provided for in its instruments allow the FPI to mount swift, relevant and visible EU actions when it is needed.

The Service will work for **conflict prevention and peace** through the Common Foreign and Security Policy budget and the Instrument contributing to Stability and Peace / future Neighbourhood, Development and International Cooperation Instrument (NDICI). From 2021, the Service's toolbox is to also include the proposed European Peace Facility, under which the Service is set to handle the financial implementation of actions with military and defence implications. Through its actions to support conflict prevention and peace across the globe, the

² Shared Vision, Common Action: A Stronger Europe – A Global Strategy for European Union's Foreign and Security Policy, June 2016

³ Pages 4 and 5 of the "Mission Letter from Ursula von der Leyen, Commission President-elect, to Josep Borrell, High Representative of the Union for Foreign Policy and Security Policy / Vice-President-designate of the European Commission", 10 September 2019

Service will play a crucial role in the humanitarian-peace-development nexus, and also contribute to general objective 4 of the von der Leyen Commission: “Promoting our European way of life.”

The Service will help externalise EU internal policies, promote the EU’s interests, values and standards, build alliances and **leverage the European Union’s influence abroad** through the Partnership Instrument and the future NDICI Instrument. The Service will further help promote European values and standards through the deployment of Election Observation Missions, the organisation of a structural visitors programme in cooperation with the European Parliament and the management of a set of regulatory instruments. By doing so, the Service will also contribute to the four other headline ambitions of the von der Leyen Commission: “A European Green Deal”, “An economy that works for people”, “A Europe fit for the digital age”, and “A new push for European democracy”, linking internal to external policies.

The Service’s actions have **global geographical and thematic scope**. With highly agile and flexible working modalities, the Service is able to **intervene fast** where needed, **seize opportunities** as they present themselves, and take a **pioneering role** where this is called for.

Strong external communication will accompany and underpin all FPI activities and operations. Over the period 2020-24, FPI external communication will target audiences in the EU and outside. Inside the EU, FPI communication will serve to demonstrate to EU citizens the EU’s role in the world. Outside the EU, in cooperation with the EEAS, FPI will work to support the activities of the EU’s Delegations worldwide in delivering targeted messages on EU policies and external action. Particular focus will be given to raising awareness of disinformation on the EU and countering foreign interference operations within specialised audiences and the wider EU and international public in line with the 2018 Action Plan against Disinformation⁴ and the European Council Conclusions of June 2019. Broadening this work to analyse and respond to manipulative interference in geographical areas beyond the EU and its Neighbourhood will be crucial. The impact of these actions and their progress through the period 2020-2024 can be measured by the perception of EU citizens that the EU’s voice counts in the world.

To further enhance understanding and visibility of the EU and its role on the world scene, FPI will continue strengthening the European Union Visitors Programme (EUVP) in cooperation with the European Parliament. The EUVP positions itself as a public diplomacy instrument undertaking information, communication and public outreach activities to increase the visibility and understanding of the EU and its external actions amongst external audiences. To help create a wide network of reliable and informed “Alumni” able to promote the EU’s interests and values, key focus will be placed on enhancing outreach amongst strategic partners and multinational parliamentary assemblies, linking up with other EU visitors’ programmes, and organising visits around key policy themes showcasing EU work and explaining its functioning and policies. By encouraging the organisation of visits around key policy themes, the EUVP will communicate strategically and purposefully on the von der Leyen Commission’s six priorities.

⁴ JOIN(2018)36

General objective 1: A stronger Europe in the world

Impact indicator 1: The European Union’s voice counts in the world according to its citizens

Explanation: This indicator shows the percentage of EU citizens that tend to agree that the EU’s voice counts in the world

Origin of the indicator: Eurobarometer

Source of the data: [Eurobarometer](#)

Baseline (2019)	Interim milestone (2022)	Target (2024)
73.91%	Increase	Increase

As mentioned, FPI will through its actions also contribute to the implementation of the **five other general objectives of the von der Leyen Commission:**

- “A new push for European democracy” through the Election Observation Missions and regulatory instruments;
- “A European Green deal”, “A Europe fit for the digital age” and “An economy that works for people” through the EU’s instruments to externalise the EU’s internal policies, build alliances and leverage the EU’s influence abroad (NDICI, ex-Partnership Instrument);
- “Promoting our European way of life” through Stability and Peace actions (NDICI), the Common Foreign and Security Policy budget and the proposed European Peace Facility.

FPI will report on how its operations are complementary and contribute to these objectives in its Annual Reports 2020-24.

Furthermore, FPI is committed, through all its interventions and at its level, to contribute to the achievement of the **Sustainable Development Goals** (SDGs). As most of its activities and operations focus on conflict prevention and peace, the Service will first and foremost contribute to SDG 16 “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective and inclusive institutions at all levels” and SDG 5 “Achieve gender equality and empower all women and girls”. By implementing actions to project the external dimension of internal EU policies, promote the EU’s interests, values and standards, build alliances and leverage the EU’s influence abroad, the Service will also — albeit more modestly — contribute to more than 10 other SDGs, in particular SDG 7 “Affordable and clean energy”, SDG 8 “Decent work and economic growth”, and SDG 11 “Sustainable cities and communities”. SDG 13 “Take urgent actions to combat climate changes and its impacts”, and SDG 17 “Partnerships for the goals” are important cross-cutting objectives for all FPI’s actions. The achievement of SDGs is assessed through dedicated indicators provided by the United Nations which FPI will not monitor directly. However, FPI will be able – through a policy narrative – to explain the logical link between its own interventions and their contribution to SDG achievement.

The objectives of “**gender equality**” and “**combating climate change and its impact**” take a central place in the indicators FPI will be using to monitor its performance. Based on the evidence that inclusive and diverse peace-building and stabilisation efforts are more likely to result in sustainable peace, and that climate change is increasingly affecting stability, gender and climate related parameters will be used to assess the “promise” of impact of the Service’s actions supporting conflict prevention, stabilisation and peace. Gender equality and climate action will also serve as benchmarks to gauge the potential of FPI’s actions to have a positive impact on decision making processes in third countries based on EU interests, values and standards. Gender further features as an important consideration in Common Foreign and Security Policy (CFSP) actions and continues to be an integral part in the planning and conduct of EU Election Observation Missions (EOM). In promoting the safety, the social and political empowerment of women, CFSP actions contribute to all three thematic priorities of the Gender Action Plan II⁵. Civilian CSDP missions and Non Proliferation and Disarmament (NPD) actions, alongside the Service’s actions for conflict prevention, stabilisation and peace, further contribute to the framework on Women, Peace and Security. FPI will pay particular attention to both conflict prevention and stabilisation and peace in the context of the post-COVID-19 recovery.

As first responder to political needs and opportunities in the foreign policy field, and thanks to its agile working methods and its fast and flexible instruments, FPI is ideally placed to contribute to addressing **new or emerging challenges**. Addressing the impact of the **COVID-19** pandemic as part of the Team Europe response and possible similar future developments on third countries will be a key aspect of the Service’s work for the duration of this Strategic Plan. COVID-19 will have an immediate impact on already vulnerable societies recovering from conflict or disasters while dislocating global economic supply chains and further straining international solidarity and cooperative networks. The pandemic will quickly exacerbate situations of fragility and pose a real risk of deepening existing conflict and crises in many countries. FPI will use all relevant instruments at its disposal to help avoid that this and possible similar future developments contribute to conflict, to ensure conflict-sensitive communication, to support avenues leading to peace, to help build preparedness and resilience, to contribute to prevention and avoiding the spread of pandemics, and to help ensure that recovery takes into account the need for green and digital transition.

FPI interventions and portfolios will therefore need to be designed and managed to provide for maximum **flexibility** to re-focus on the most urgent needs as they emerge and to continue working with the multilateral community, the UN system and strategic partners to prevent, and build long-term resilience against, systemic shocks of this kind.

In all its activities, FPI will keep the 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change and the EU’s commitment to the Women, Peace and Security Agenda⁶ in clear view.

⁵ The Gender Action Plan III (2021-2025) should serve as a framework to inform the EU’s policy dialogues with our strategic partners as well as the formulation and implementation of our actions on the ground. Further alignment of GAP indicators with our key priorities (WPS, Women’s Economic Empowerment and Political Participation) is currently ongoing.

⁶ UNSCR 1325 and 1820

Overall, the continued **effective and efficient management** of FPI operations will remain the overarching objective, with the emphasis on aiming for consistent high standards even in the most difficult circumstances. Security of FPI funded operations and the people serving in them will remain a challenge and an absolute priority, particularly for CFSP and EOM missions, by making sure that adequate means for providing security are at the disposal of all operations in the field, in liaison with the EEAS and Commission Security services in DG Human Resources. FPI will continue to ensure the capacity of the EU to respond fast and flexibly across the full range of its foreign policy instruments, including the regulatory ones.

The graphic below gives an overview of the FPI specific objectives for 2020-2024⁷. The service's main objectives are captured in **two overall objectives**⁸:

- EU position as peace maker on the international scene is further consolidated; and
- EU position as global standard setter and number one partner in support of the rules-based multilateral global order is further consolidated.

⁷ The FPI Manual will be modified to reflect the changes of the intervention logic compared to the previous FPI Strategic Plan 2016-2020.

⁸ These overall objectives are additional to the Strategic Plan exercise. They therefore do not figure further in this document.

FPI Intervention logic



Instrument contributing to Stability and Peace/Rapid Response Pillar/Stability and Peace (NDICI)

All actions through the Instrument contributing to Stability and Peace/Rapid Response Pillar & Stability and Peace (NDICI) contribute to the implementation of EU foreign policy under the umbrella of the High Representative of the Union for Foreign Affairs and Security Policy/Vice President of the European Commission. The Instrument contributing to Stability and Peace funds activities in the areas of (1) crisis response, (2) conflict prevention, peace-building and crisis preparedness, as well as (3) response to global, trans-regional and emerging threats⁹. The instrument's activities are implemented in partner countries around the world, in emerging crisis settings, in conflict zones and in post-conflict environments. Under the next Multiannual Financial Framework, the activities of the instrument will be continued through the new Neighbourhood, Development and International Cooperation instrument under its rapid response pillar for crisis response and the thematic programme for actions on stability and peace.

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

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 appropriately responding to conflicts and crises in a timely manner.

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 and where it is most needed. It should do so by investing in foresight and early warning, acting promptly on prevention, responding to crises in a decisive, responsible and visible manner, investing in stabilisation and avoiding premature disengagement and relapse into conflict. The speed of response is an essential attribute of EU action, key to its relevance and value added which will require constant monitoring under IcSP and the future NDICI.

Actions through the Instrument help the EU to respond rapidly to emerging and active crises to build and sustain peace, stability and security, providing a first, timely and flexible response where other funding instruments cannot (yet) intervene and supporting conflict prevention. 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 the next four years 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/NDICI Rapid Response Pillar 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.

⁹ The response to global, trans-regional and emerging threats under Article 5 of the IcSP Regulation is managed by DG DEVCO. Under the NDICI, it will be managed by FPI.

In recent years, the multilateral order has come under increasing pressure. To uphold the global rules-based multilateral order and work towards a 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.

Several initiatives to strengthen multilateral conflict-prevention efforts have already been undertaken but still more emphasis should be placed on the EU acting jointly with the United Nations and other international partners, by coordinating, sharing analysis, and developing joint approaches.

The Instrument allows the EU to leverage its role in the global crisis response and peace building architecture by working with other actors that share the objectives of the EU. At the global level, the Service for Foreign Policy Instruments supports the United Nations Department of Political and Peacebuilding Affairs, which plays a central role in the United Nations' efforts to prevent conflict and sustain peace. This includes support to the United Nations' Joint Programme on Conflict Prevention, rapid deployment of United Nations mediation experts, and close operational cooperation with the United Nations Peacebuilding Fund.

The Service for Foreign Policy Instruments, also provides leadership in important fora of multilateral cooperation, such as the EU/United Nations/World Bank High Level Advisory Group concerning joint Recovery and Peacebuilding and Post-Disaster Needs Assessments.

At the regional level, working closely with the Organisation for Security and Co-operation in Europe on the promotion of a comprehensive concept of security and joining forces on conflict prevention is core to promoting a stable future in Europe.

Progress towards specific objective 1.a will be measured by three result indicators:

- Effective response in a situation of a new and/or emerging crisis (Indicator 1.a.1, page 35)
- Swift mobilisation of resources to implement actions for short-term crisis response and conflict prevention (Indicator 1.a.2, page 35)
- Coordination of actions which increases the effectiveness of conflict prevention, crisis response and peace-building actions (Indicator 1.a.3, page 36).

Specific objective 1.b: A further reinforced consistency and complementarity between actions under IcSP/NDICI Crisis Response and Stability and Peace and CFSP actions

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 CFSP.

Activities related to crisis response are, by definition, ad-hoc and ideally short-term, to be followed up with longer term action, in an integrated approach with EU and other actors. Successful conflict prevention requires solid and robust international, multilateral commitment.

The design and planning of crisis response and peacebuilding interventions as well as those covering global and trans-regional threats is done in close partnership with EU Delegations, the

European External Action Service, Commission services and civilian Common Security and Defence Policy (CSDP) missions, thereby contributing directly to the integrated approach to conflicts, one of the main objectives of the Global Strategy for the EU's Foreign and Security Policy.

Progress towards specific objective 1.b will be measured by the indicator “Consistency of IcSP actions with civilian CSDP Missions, non-proliferation and disarmament actions as well as assistance measures funded through the European Peace Facility” (Indicator 1.b.1 page 36).

Specific objective 1.c: Enhanced conflict-sensitivity in EU action supporting conflict prevention, stabilisation and peace and addressing global and trans-regional threats to peace, international security and stability through holistic and inclusive approaches

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”¹⁰.

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.

Conflict prevention and crisis response activities by definition concern sensitive political files (e.g. Ukraine, Syria, Libya). The Service for Foreign Policy Instruments’ activities require substantial consultation. The ability to react and adapt to new developments is essential. Many of our activities result from and/or feed into the political dialogue with conflict-affected countries.

Due to its very nature, the impact of conflict prevention activities is difficult to measure as their objective is negative. The EU like many other donors, is working to devise methods to better measure impact. Ultimately, there will need to be a shift away from crisis response to conflict prevention and then to preserving peace. We still know far too little about how best to prevent conflicts and preserve peace. New technologies (big data, artificial intelligence, crowd sourcing and social media) offer opportunities but for now man-made conflict settlements, based on a clear-eyed analysis of the political economy of conflicts remain at the core of our work.

The increasing number and protracted nature of crises around the globe, the opportunities they offer for terrorist groups, and the impact they have on migratory movements are a formidable challenge to peace and security in the regions concerned and beyond. Challenges include threats to law and order from organised crime, to the security and safety of individuals as well as critical infrastructure from terrorist organisations or cyber-criminals and to public health as we are seeing with the COVID-19 pandemic. Furthermore, threats also include the effects of climate change on peace and security.

The Mid-Term Review of 2017 found that IcSP interventions translated EU political priorities into concrete activities with important contributions to the mainstreaming of conflict prevention,

¹⁰ Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, World Bank and United Nations 2018

democracy and good governance but with further work required on gender, conflict sensitivity and human rights. Attention to these aspects in future interventions alongside the interaction between conflict and climate change will feature as important considerations during the period 2020-24. In addition, better articulation of EU commitments under the Women, Peace and Security Agenda needs to be reflected in interventions supporting women's participation in peace building or acting to combat violent extremism.

Progress towards specific objective 1.c will be measured through a specially designed conflict sensitivity indicator (Indicator 1.c.1 page 37).

Common Foreign and Security Policy (CFSP)

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

Civilian CSDP Missions and EU Special Representatives (EUSRs) play an active role in efforts to consolidate peace and the rule of law in troubled countries and regions and thus contribute towards achieving global stability and prosperity. They are established or appointed by the Council supported by the European External Action Service (EEAS). The Commission is responsible for ensuring that these actions are underpinned by the necessary funding.

The volatile nature of challenges to the EU's strategic interests means that many of the actions that the EU undertakes to implement the CFSP actions cannot be programmed in advance. Rather, for the CFSP to be effective, the EU needs to be ready to react, rapidly and with determination, to respond to new emerging crises that threaten its strategic interests.

Civilian crisis management operations require rapid action. The Commission, through FPI, will continue to provide and further step up in coming years its expert assistance on project and financial management to the EEAS, the Council and CFSP bodies, building on past achievements. This shall ensure that the necessary financial and human resources and other required assets are made available without delay following a Council decision. The policies, procedures, guidelines and other supporting structures developed by the FPI help ensure maximum responsiveness. One important element in this support mechanism is to further expand the CFSP Mission Support Platform so that the level of assistance in finance and procurement can be even further stepped up in qualitative terms, in reply to the widening scope of mandates of Missions to be expected in coming years and to a possibly increasing number of Missions that may be established by 2024.

The effectiveness of the Commission's support and the credibility of the EU's actions depend on the ability to react immediately to evolving threats and crises. For this reason the indicator selected to monitor and assess FPI's support to the specific objective to ensure resource-effective CFSP interventions as part of the integrated approach refers to the speed with which EUSRs and civilian CSDP Missions can be deployed on the ground. Concretely, the signature of a Contribution Agreement with CFSP entities and EUSRs created by the Council is a prerequisite for operational deployment of staff and assets to the theatre of operation. Each action, and each crisis, is unique with its own time scale and urgency. This indicator should therefore be

understood as an approximate indicator that should be seen in aggregate for the 2020-2024 period. The target for this indicator (the time required to sign a Contribution Agreement) has been set higher in comparison with previous measurements in order to monitor the capacity to further shorten the time span, by 2024, between the adoption dates of Council Decisions and the signature of Agreements.

The EU is committed to making use of all its tools and instruments in a coherent manner. In 2018, the Foreign Affairs Council further reinforced this commitment by pledging to ensure henceforth an integrated approach to external conflicts and crises. The potential of the Common Security and Defence Policy in civilian and military Missions and operations, in a complementary manner, and in coordination with other relevant EU actors, including Justice and Home Affairs agencies, plays an important role in strengthening the EU's potential impact in dealing with external conflicts and crises.

In line with the EU policy on Women, Peace and Security Agenda, which includes UN Security Council Resolution 1325 and its follow-up resolutions, the Service for Foreign Policy Instruments supports actions aimed at empowering and protecting women and girls to achieve peace and security. Activities are funded through the Instrument contributing to Stability and Peace, the Partnership Instrument/future NDICI, as well as via the Common Foreign and Security Policy Operations. Under CFSP, some Non-Proliferation and Disarmament (NPD) actions directly mainstream gender issues and impact on peace and security, and hence contribute indirectly to reducing sexual, and gender based violence (which are too often even more common in conflict-affected areas).

Non-proliferation and disarmament actions have general impact on peace and security and thus on reducing sexual and gender based violence, and they also contribute directly to the WPS agenda; for example, one such specific action on gender mainstreaming in the fight against small arms trafficking, is implemented by the UNODA. Systematic integration of gender perspectives into EU crisis management missions and operations include the adoption of Operational guidelines on gender mainstreaming in civilian CSDP Missions, outreach activities, support for gender-related activities of national and local authorities and law-enforcement agencies.

The Council Decisions setting up CFSP civilian crisis management operations contain the legal obligation to ensure consistency and coordination with international organisations' missions (UN missions and OSCE missions). The CFSP operations must be consistent with other areas of the Union's external action including development assistance, as well as ensure coordination with International Organisations. There is also the possibility for third country states to contribute to civilian CSDP Missions.

Greater linkages and synergies with, for example, crisis response interventions funded by other EU instruments (principally NDICI), will create greater leverage over authorities and international partners to seek more integrative and structural responses to conflicts and support global stability, prosperity and international security. Such linkages will contribute to realising the *Integrated Approach* to Conflicts and Crises as set out in the Global Strategy for the European

Union's Foreign and Security Policy¹¹.

It is therefore proposed to include an indicator in the Strategic Plan 2020-2024 to measure specifically the percentage of civilian CSDP Missions coordinated with interventions financed from other EU funding sources in the spirit of fully implementing the EU Integrated Approach. The data to underpin this new indicator will be based on information provided by stakeholders outside FPI 3 (CSDP Missions, EU Delegations, other parts of FPI, EEAS, other DGs), as FPI 3 does not engage in the programming itself. At each renewal of its mandate and budget, a CSDP Mission is required to demonstrate that its interventions are coordinated with other EU instruments to avoid overlapping and duplications and ensure complementarity. As the Council gives mandates of different durations to the CSDP Missions and new CSDP Missions may be established during the reporting period, the population may fluctuate depending on the number of renewals each year. Therefore, this new indicator will measure the number of CSDP Missions that have effectively demonstrated the coordination of interventions with other EU instruments, against the total number of CSDP Missions whose mandates have been renewed during that calendar year. The target should be 100% as of 2022, with a baseline of 0%, this being a new indicator.

When funding civilian CSDP Missions, the Commission implements the budget in indirect management by entrusting budget implementation tasks to CSDP Missions, bodies entrusted with the implementation of specific actions in the CFSP pursuant to Title V of the TEU, and identified in the relevant Council Decisions.

Once the Council decides to launch a new civilian CSDP Mission, FPI signs a Contribution Agreement with the CSDP Mission and, in line with the Financial Regulation, takes appropriate supervisory and mitigating measures to ensure the protection of the financial interests of the Union such as *ex-ante* approval of procurement files.

Immediately after the CSDP Mission is deployed on the ground, FPI provides support to the Mission's structures to set up the internal control system, the accounting system and appropriate rules and procedures for procurement to ensure a level of protection of the financial interests of the Union equivalent to the one that is provided for when the Commission implements the budget in direct management.

After a thorough assessment of the measures put in place by the CSDP Mission, FPI launches an external audit to receive the opinion of an independent external auditor on the compliance of the CSDP Mission with the requirements of article 154.4 of the Financial Regulations (pillar assessment). Following the auditor's positive opinion and an integral assessment, FPI allows CSDP Missions to manage their budget in *ex-post* mode, and discontinues the mitigating measures required by the Financial Regulation.

¹¹ Shared Vision, Common Action: A Stronger Europe – A Global Strategy for European Union's Foreign and Security Policy, June 2016 – Section 3.3. Council Conclusions on the Integrated Approach to External Conflicts and Crises, adopted by the Foreign Affairs Council on 22 January 2018.

The ability of CSDP Missions to achieve the required level of protection of the financial interests of the Union and receive a positive audit opinion is directly linked to the level of support provided by FPI to the Missions, making available guidelines and standard operating procedures on finance and procurement matters, and providing direct support on the field.

The percentage of positively pillar assessed CSDP Missions well reflects the capacity to achieve the end result of a well-functioning and fully compliant CSDP Mission and should reach a target of 90% by 2022 and 100% by 2024. As the number of Missions deployed on the ground can vary between 2020-2024, depending on political decisions by Member States to open or close CSDP Missions, the population underlying the measurement may change during the period of reporting. Nevertheless, the aim is to reach a consistently high percentage level of pillar-assessed Missions (100% by 2024).

Non-Proliferation and Disarmament actions are funded under the CFSP budget to contribute to the universalisation and effective implementation of international treaties, conventions and agreements addressing the proliferation of Weapons of Mass Destruction, including their delivery mechanisms, and of conventional arms. Actions are adopted by the Council supported by the EEAS.

Support for non-proliferation and disarmament, like other actions under the Common Foreign and Security Policy budget, must be consistent and coherent with the Union's external action and the external aspects of other policies. This is particularly relevant in relation to the Instrument contributing to Stability and Peace – which funds a range of actions and interventions, including some that may have a non-proliferation or disarmament aspect. This work will be continued under NDICI. It is therefore essential to ensure close coordination between these two instruments.

The key stage in this process is at the action formulation stage, which, for non-proliferation and disarmament actions is the responsibility of the EEAS. Notwithstanding its lack of a formal role at this stage, FPI works closely with EEAS colleagues to flag any risks of overlap and identify possibilities for complementarity for those actions or interventions that are thematically or geographically close to actions under the Instrument contributing to Stability and peace/Stability and Peace under NDICI. Wherever possible, complementarity should be sought in line with the integrated approach.

Progress towards specific objective 2 will therefore primarily be measured by four results indicators:

- Percentage of Contribution Agreements with EUSRs and civilian CSDP Missions signed within 4 weeks of the adoption of the Council Decision (Indicator 2.1 page 37)
- Percentage of CFSP interventions coordinated with interventions financed under other EU instruments (Indicator 2.2 page 38)
- Percentage of positively pillar assessed civilian CSDP Missions not requiring supervisory measures as for article 154.5 FR (Indicator 2.3 page 38)

- Percentage of relevant non-proliferation and disarmament actions that are complementary with actions funded under the Instrument contributing to Stability and Peace / Stability and Peace under NDICI (Indicator 2.4 page 38).

European Peace Facility

Specific Objective 3: Global conflict management capacity is further reinforced through the deployment of European Peace Facility peace support operations by international, regional and sub-regional organisations

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, would:

- 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.

A financial ceiling of EUR 5 billion was agreed at the European Council 17-21 July 2020 for the European Peace Facility for the period 2021–27. It will operate off-budget.

As of 2021, it is expected that the FPI will be tasked with the financial implementation for part of the European Peace Facility. Specifically, FPI would act as administrator for the part related to assistance measures. In light of recent negotiations in Council, it is likely that this responsibility will not include the financing of military operations (point a), which is likely to fall under a separate Administrator.

On the basis of its closest antecedent - the programming of the African Peace Facility during 2019-20¹² - the intervention logic of the European Peace Facility may involve aiming to reduce the incidence, duration and intensity of violent conflicts across the world by improving global conflict management capacity through the deployment of peace support operations by international, regional and sub-regional organisations.

¹² Commission decision amending Commission Decision C (2019) 40470 on the financing of the 2019-20 Action Programme of the African Peace Facility

Provided that the future legal basis of the EPF allows and that it proves operationally feasible, complementarities between EPF actions and those under CSDP civilian Missions as well as Stability and Peace actions under NDICI may be pursued and documented.

Increasing the capacity of EU partners to address conflicts including their military and defence aspects will enable the EU to assume its role as a global player as envisaged under Article 21 of the Treaty on European Union “to preserve peace, prevent conflict and strengthen international security” thereby strengthening EU capacity to act autonomously under the general objective of a “Stronger EU in the World”.

Progress towards specific objective 3 relating to the European Peace Facility will as of the effective launch of the Facility be measured by the indicator: “*Number of EPF peace support operations deployed annually*”. At the time of the drafting of this Management Plan, the legal basis is still under negotiation. The first results are expected in 2021 at the earliest.

Partnership Instrument/NDICI Support to EU Foreign Policy Needs

The Partnership Instrument /NDICI Support to EU Foreign Policy Needs acts as first responder to foreign policy needs and opportunities, focussing on building alliances and leveraging the EU’s influence abroad. Taking EU interests as the guiding principle, this requires fast and flexible implementation modalities in a policy driven approach, to address new and emerging priorities. Through the NDICI rapid response pillar, FPI will seek to optimise catalytic effects: anticipate opportunities for engagement, seize political windows of opportunity and support political processes with actions on the ground, leading the way for more long term actions to be covered through the NDICI geographic pillar. Actions with industrialised and strategic partner countries as well as actions focusing on public diplomacy will in future also be funded through the NDICI geographic pillar.

Partnership Instrument/NDICI Support to EU Foreign Policy Needs operations will be entirely accounted for as a contribution to the von der Leyen Commission’s general objective of “A stronger Europe in the world”. This general objective is complex and encompasses the EU as an external actor in all its dimensions: political, economic, as a global standard setter, as an actor working for win-win solutions to global challenges, as a reliable partner promoting the rules-based multilateral global order, as a force driven by values and interests.

Actions under the PI/NDICI Support to EU Foreign Policy Needs contribute to strengthening the EU as a global actor, with three specific objectives, i.e. to ensure:

- that EU interests, values and standards have a positive impact on decision-making processes in third countries;
- reinforced political partnerships and new alliances contributing to reinforcing the rules-based multilateral global order;
- strengthened knowledge and image of the EU abroad as an influential global player and reliable partner.

Specific Objective 4a: EU interests, values and standards have a positive impact on decision making processes in third countries

To achieve its internal policy goals, the European Union works to create a level playing field with its partners, and promotes its values, norms and standards. Partnership Instrument/NDICI Support to EU Foreign Policy Needs operations focus on the external dimension of several EU general objectives, notably "A European Green Deal", "An economy that works for people", "A Europe fit for the digital age" and "Promoting our European way of life". They seek to influence decision making processes in third countries in line with EU interests and values, promoting EU norms and standards. In doing so, these actions contribute to creating a level playing field for EU companies and making EU standards globally accepted, thereby also contributing to facilitating acceptance and economic viability of these standards within the EU itself, strengthening the EU's strategic autonomy, and ultimately to achieving the twin green and digital transitions the EU is aiming for at global level.

Results for this specific objective will be measured through the following indicators:

- Number of processes related to partner country practices on trade, investment and business, or promoting the external dimension of EU internal policies, which have been influenced (Indicator 4.a.1, page 39)
- The gender and climate sensitivity indicator (Indicator 4.a.2, page 40).

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

The EU needs to further reinforce its leadership in areas that require global actions and effective multilateral governance, in full respect of EU principles and values. There is a need to strengthen the rules-based multilateral global order with the United Nations at its core. In addition to continued action to combat climate change, protect the environment and safeguard biodiversity, ensure sustainable ocean governance, or raise its profile as security provider, the EU needs to monitor emerging trends and, where appropriate, be ready to play a pioneering role.

As part of its strategic approach, the EU must identify in each case the stakeholders that are instrumental for maximising its influence, and build partnerships and alliances with them. To optimise impact, it is essential to engage with third countries, engaging with actors at different levels – cities and regions, business, civil society and academia, among others.

This specific objective covers a variety of fields. By way of example, to implement successfully the Paris Agreement, it is crucial to facilitate the exchange of climate policy options and good practices between the EU and non-European major economies, and advance bilateral cooperation and investment in pursuit of the goals of the Paris Agreement and of Nationally-Determined Contributions. In the context of the general

objective “Promoting our European way of life”, the EU has an interest in promoting Responsible Business Conduct (RBC) and ensuring that it is further taken up by governments and business across the globe, thereby also contributing to creating a more level playing field for EU firms.

The EU is a major global trade actor. Underpinning trade negotiations and, once negotiations are concluded, supporting implementation and outreach to economic operators and the public at large, both in our partner countries and the EU, is another type of activity that will be carried out under the Partnership instrument /NDICI Support to EU Foreign Policy Needs, in line with the general objective “An economy that works for people”.

There is growing demand for EU action in the field of global security, both inside the EU and by partners abroad. Actions will respond to the demand by the EU's partners for greater engagement and will help get a better overall balance between the economic and political/security legs of the EU's role as a global actor. They will also contribute to developing joint efforts with partners for peace and stability in other parts of the world, for example peacekeeping in Africa and the Middle East, and to agreeing on common approaches at the global level, for example norm building in the area of cybersecurity.

Results for this specific objective will be measured through the indicator “Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced” (Indicator 4.b, page 40).

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

In order to leverage EU influence, direct outreach to public audiences, both domestically and abroad, needs to be further strengthened. Building trust with key audiences and potential partners is crucial to facilitate future cooperation across policy areas and support achieving EU policy objectives. Stepping up public diplomacy in order to build mutual understanding and project EU fundamental principles and interests creates, nurtures and mobilises networks that share and support EU values and policy priorities.

This can be done by means of people-to-people exchanges, targeting various audiences and influencers and making use of cultural diplomacy at which the EU excels. These actions will ultimately contribute to enhancing the understanding of the EU and its visibility and role on the world scene.

Results for this specific objective will be measured through the indicator “Percentage of participants targeted by outreach and advocacy events who acknowledge a positive change in their perception of the EU and/or international policies and standards / having engaged further on the topic” (indicator 4.c, page 41).

Election Observation Missions (EOMs)/ NDICI Election 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 democratic electoral processes and institutions at all stages of the electoral cycle. They also aim to contribute (directly or indirectly) to reducing electoral violence and ensuring acceptance of credible results by all segments of society¹³.

In planning and implementing EU election observation missions, gender equality is always considered. In line with the Gender Action Plan II, FPI uses the OECD gender marker (G-marker)¹⁴ for actions under EOM. Since 2016, one hundred percent of contracted EOM actions reported a Gender Marker (G-Marker) 1.

The nature, cost and scope of each Election Mission varies significantly. However, the number of missions may, if taken as an aggregate for the 2020 – 2024 period, serve as an estimate of the support provided for this purpose.

Furthermore, it is essential that all contractual arrangements are in place well before the expected Mission. The signature of contracts within a reasonable time window of the HR/VP Decision is therefore also an important element.

Election Observation is part of the EU's foreign policy with respect to support to democracy and human rights. Every year, the EU deploys fully-fledged Election Observation Missions (EOMs) as well as smaller election missions, namely the Election Assessment Teams (EATs), Election Expert Missions (EEMs), Exploratory Missions (ExMs) and Election Follow-up Missions (EFMs), often in highly challenging security and safety environments.

EOMs are implemented in direct management through framework contracts with a re-opening of competition for each specific contract: this allows for an appropriate response to the specific operational challenges of each EOM in terms of speed of deployment, flexibility in the size and scope, and cost-effectiveness.

¹³ See Article 2 (d) of the EIDHR Regulation

¹⁴ 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>

A new framework contract (FWC) has been processed in 2020 with two lots: one for the fully-fledged missions and one for the other smaller missions.

Progress towards this specific objective will be measured by the indicators:

- Number of electoral processes and democratic cycles supported, observed, and followed by means of Election Observation Missions (fully-fledged Electoral Observation Missions, Election Expert Missions, Election Follow-up Missions, complementary activities) (Indicator 5.1, page 41)
- Percentage of specific contracts signed within 5 weeks after the HR/VP decision to deploy an EU Election Observation Mission (Indicator 5.2, page 41).

Regulatory Instruments

FPI serves as the Commission's lead service for foreign policy regulatory instruments, namely the **Kimberley Process Certification Scheme (KPCS)** preventing trade in so-called 'conflict diamonds' (Regulation 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). Both foreign policy regulatory instruments impose certain trade restrictions in order to achieve EU CFSP and human rights policy objectives. They do not have "operational" budgetary components (no spending programmes). The 'Kimberley Process' and 'Anti-Torture' Regulations are both based on Article 207 TFEU (common commercial policy). FPI is responsible for representing the EU both internally and externally and for monitoring the implementation of these Regulations by Member States.

The Kimberley Process remains an effective tool for conflict prevention, which has successfully stemmed the trade in conflict diamonds, from up to 15% in the 1990s to less than 1% today. The trade restriction imposed through the Kimberley Process Certification Scheme is accompanied by an international cooperation process and body of soft law, the so-called Kimberley Process (KP) involving countries producing, trading and consuming rough diamonds, industry, and civil society. The EU Member States act as a single participant in the KP, where they are represented by the Commission, notably FPI. FPI supports good governance in the diamond sector in all the KP Working Bodies through the promotion of transparency in reporting, exchange of best practices and information between KP Participant countries to strengthen the implementation of the Kimberley Process. FPI also continues to promote regional cooperation on KP matters and places the focus on the rights of artisanal mining communities, the contribution of rough diamonds to sustainable development, and ensuring that the KP remains fit for purpose to address contemporary challenges at the core of its work.

FPI serves as Vice-Chair of the scheme's most important working body, the Working Group on Monitoring, and is an active member of the monitoring team for the Central African Republic.

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

The 'Anti Torture' Regulation projects EU core values and reflects the EU's strong commitment to eradicating torture and the death penalty and to promoting this objective throughout the world.

The Regulation prohibits the import into, and export from, the EU of goods that have no practical use other than for the purposes of capital punishment or torture. The prohibition is also extended to transit, brokering services, training, advertising, trade fairs and advertising. The Regulation furthermore requires prior export authorisation for goods that could be used for such purposes but that may also have other legitimate use (law enforcement). Lastly, it includes specific rules for the control of exports applied to certain pharmaceutical substances used in lethal injections. The international human rights community has praised the EU system and has recommended it as a model for other regions and countries to follow. Inspired by the EU Regulation, in September 2017 the EU, together with Argentina and Mongolia, set up the **'Global Alliance for Torture-Free Trade'**. Alliance members commit to take measures to control and restrict exports of goods used to carry out the death penalty and torture through domestic legislation and efficient enforcement. Promoting the Alliance and engaging with civil society entities that advocate for the eradication of torture is an increasingly important part of the work related to the Regulation.

FPI needs to continue addressing the challenges of preparing legislation, keeping it fit for purpose, and ensuring swift and effective implementation in a rapidly changing environment where the Kimberley Process and the 'Anti-Torture' Regulation play a significant and very practical role in projecting EU core values and pursuing human rights policy objectives. FPI further needs to continue reaching out to partners outside the EU to help ensure that these EU legislative instruments impact decision making processes in third countries and inspire these countries to pursue similar objectives.

The progress towards this specific objective will be measured by the indicator "Number of countries having committed to taking effective measures, inter alia through legislation and effective enforcement, for the restriction of the trade in goods used for capital punishment or torture" (Indicator 6.1, page 42).

Information outreach on the Union's external relations

Over the period 2020-24, FPI external communication will target audiences in the EU and outside. Inside the EU, FPI communication will serve to demonstrate to EU citizens the EU's role in the world. Outside the EU, in cooperation with the EEAS, FPI will work to support the activities of the EU's Delegations worldwide in delivering targeted messages on EU policies and external action.

FPI and EEAS signed a service level agreement (SLA) in December 2013 allowing the EEAS to carry out information and communication activities on behalf of the Commission and its DGs within the framework established by the administrative arrangement between Commission and

EEAS services. The information and communication activities to be carried out on an annual basis by the EEAS are the following:

- Press and outreach activities, communication campaigns in EU Delegations;
- Information and Communication outreach activities in EEAS Headquarters;
- Countering disinformation and foreign interference operations.

FPI is responsible for the **Annual Work Programme** (financing decision) for this activity. Likewise it remains responsible for the overall control of the activity, in line with the implementation responsibilities delegated by the Commission to the Head of the Service.

The Service carries out regular communication activities in particular on the **FPI website** and through social media.

EU Visitors Programme (EUVP)

To further enhance understanding and visibility of the EU and its role on the world scene, FPI will continue strengthening the European Union Visitors Programme (EUVP) in cooperation with the European Parliament, linking up wherever possible with other EU visitors' programmes. The EUVP offers study visits for young political leaders and opinion-formers from countries outside the EU to promote EU values and interests in third countries.

The EUVP's strategic plan for 2020-2024 relies on two broad and related components i.e. enhanced outreach and impact. First, the EUVP aims to enhance the EU's outreach amongst strategic partners and multinational parliamentary assemblies. By pursuing this objective, the EUVP will help create a wider network of reliable and informed "Alumni" able to promote the EU's values and interests.

Second, the EUVP endeavours to enhance understanding and visibility of the EU and its role on the world scene on key policy themes by ensuring that each visit showcases the work of the EU and explaining its policies, functioning and processes to each participant. By encouraging the organisation of visits around key policy themes, the EUVP will communicate strategically and purposefully on the von der Leyen Commission's six priorities for 2019-2024.

The success of the EUVP's outreach can be measured by the number of visitors which the EUVP selects and for which it delivers visits. This could be complemented by the number of followers on social media, the number of post-visit interactions by Alumni via a range of engagement channels (social media engagement, response to targeted emails, participation in Alumni Webinar, Participation in Facebook series, organisation of activity related to EUVP-visit) and the degree by which the visitors' knowledge and perception of the EU has improved. An indicator for that can be the share of participants who report having gained a better understanding of the EU, its functioning, values and policies as a result of their visit.

D. Key performance indicators

As part of its firm commitment to pursue its mission, FPI has identified the following five Key performance indicators:

- Percentage of actions adopted within 3 months of a crisis context (period from date of presentation to PSC)¹⁵
- Percentage of actions (programmes/projects) that score 'High' or 'Medium' on the conflict-sensitivity index¹⁶
- Percentage of positively pillar assessed civilian CSDP Missions not requiring supervisory measures as for article 154.5 FR¹⁷
- Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced¹⁸
- Estimated risk at closure. As base value for monitoring of this KPI, the last measured value, from AAR 2019, i.e. 1% of relevant expenditure, will be used.

¹⁵ Result indicator 1.a.2 related to IcSP/NDICI – Response to crisis and emerging crisis to prevent conflict/Rapid response actions/ Stability and peace

¹⁶ Result indicator 1.c related to IcSP/NDICI – Response to crisis and emerging crisis to prevent conflict/Rapid response actions/ Stability and peace

¹⁷ Result indicator 2.3 related to the Common Foreign and Security Policy (CFSP)

¹⁸ Result indicator 4.b Related to Partnership instrument /NDICI EU Foreign Policy Needs

PART 2. Modernising the administration

FPI is committed to doing its share in creating a modern and efficient administration. In this spirit, it fully subscribes to efficient and flexible human resources management, in a context of scarce resources and high staff commitment, which the Service nurtures and aims to further reinforce (section A).

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. FPI has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan (Section B).

FPI also puts special emphasis on the fact that fraud prevention and the detection of irregularities are a matter and a duty for us all. FPI will strive to implement all elements of its 2020 Anti-fraud strategy in the coming years (section C).

Competent information management and high performing digital working tools have become fundamental requirements for a modern administration. FPI will continue to strive to be at the forefront of Commission services in implementing the most modern available solutions (Section D).

Last, but certainly not least, FPI staff will walk the extra mile to reduce its environmental impact (section E).

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 deliver effectively on the Commission's priorities and core business.

A key challenge for the Service, as for all spending services, is to make sure that scarce resources are used for optimal impact in the interest of the EU, while at the same time avoiding duplication or overlap. Optimally targeting and calibrating interventions, ensuring that actions respond quickly to fast-changing EU foreign policy needs, are delivered where and when they are most influential, and seizing windows of opportunity, requires a sustained effort and dedicated capacity.

The Service attracts professional, high-performing staff and attaches great importance to their wellbeing and career prospects. When moving on, many obtain excellent positions in other services and delegations.

The outcome of the 2018 staff survey was a high score on the staff engagement index for the Service. At 72%, the level is above the Commission average. Colleagues' commitment to going the extra mile for tangible impact and delivering high-quality results is remarkable. The Service is committed to maintaining staff engagement at a high level.

At the same time, workload is heavy. This is in spite of the fact that the Service makes it a priority to keep vacancy rates (as close as possible) to zero.

As a lean service, FPI has the additional challenge of managing constraints relating to staff movements (rotation, mobility, retirements, reinstatements, etc.), while ensuring equal opportunities, career progression and opportunities for its staff. The limited allocation of staff makes it challenging to meet these objectives whilst ensuring that all the necessary profiles and skills remain available in sufficient numbers to keep the level of workload within the limits acceptable in terms of staff well-being. These are areas that the Service will continue addressing from all angles (follow-up to staff surveys, workload assessment, internal resource allocation, maintaining vacancy rates as close as possible to zero).

Under the next Multiannual Financial Framework – in addition to its tasks relating to the CFSP budget, crisis response, foreign policy needs and opportunities, stability and peace and Election Observation Missions under the future NDICI and, subject to Member States' agreement, the European Peace Facility (EPF), all with global geographic reach – FPI will be in charge of the geographical parts of NDICI dealing with industrialised and EU strategic partner countries and public diplomacy.

The current structure of five units at headquarters and five regional hubs abroad remains broadly fit for purpose for the NDICI, with limited adaptations to optimise working arrangements. However, the envisaged duties of Administrator for the EPF will need to be accompanied by significant staff reinforcement and will require organisational change.

To accompany the expansion linked to the EPF, particular focus will be put on integrating new staff and activities into the FPI, as well as building up relevant capacity and expertise.

The Service's regional hubs allow the Service to work in direct contact with developments on the ground where its action is most needed. The Service works through five operational teams covering respectively the Asia/Pacific region, the Middle East and North Africa, the Americas, West and Central Africa, and East and Southern Africa. A small team located in Vienna covers the Western Balkans, the Southern Caucasus and Central Asia. In addition, the Service has antennae at the Delegations in Argentina, Canada, China, Colombia, India, Indonesia, Japan, Mali, Mexico, Russia, South Korea, Tunisia, Ukraine and the United States. This regional structure has proven its effectiveness and will be maintained, with possible limited changes with a view to optimising delivery in function of future needs.

FPI wishes to position itself at the forefront of organisational development, taking full advantage of the technical tools available to the institution. The service will take care to maintain its culture of encouraging a high level of individual responsibility and collaborative ways of working, and will continue its policy of direct access to management and active communication, in line with FPI's ongoing work to strengthen its internal communication

capabilities. Ensuring close links between Headquarters and our colleagues working in our Regional Teams and in other Delegations is key to our success.

Continued emphasis will be put on competency development for all staff and maintaining the staff engagement rate at a high level.

The Service establishes its annual learning priorities on the basis of the Commission-wide priorities, as well as on the following grounds:

- the particular challenges that FPI is facing, such as its staff being posted around the globe, adapting to a rapidly changing political environment, and coping with the scarcity of resources;
- the outcome of collaborative activities and the recent staff survey, i.e. a particular focus on simplification, communication and collaboration.

The Service is committed to supporting the Commission's overall objective of a gender-balanced management.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, the FPI will develop a local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

Results for this objective will be measured through the following indicators:

- Number and percentage of first female appointments to middle management positions
- FPI staff engagement index (see Performance tables relating to Part 2 (A)).

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

FPI will contribute to the Commission objective of sound financial management, by continuously monitoring and improving the procedures for detecting and correcting errors in the implementation of the operational expenditure.

FPI aims to guarantee compliance with the three assessment criteria for internal control effectiveness; i.e. (a) staff having the required knowledge and skills, (b) systems and procedures designed and implemented to manage the key risks effectively, and (c) no instances of ineffective controls that have exposed the DG to its key risks.

The functioning of the internal control system in FPI is assessed each year via a benchmarking against the Commission's internal control principles (ICP). Information

sources taken into account for this assessment are the recent audit reports, the follow-up of open recommendations from the ECA and the IAS, the risk management exercise, the reporting of exception and non-compliance reports and other specific actions carried out in the Service. Another source is the ICAT (Internal Control Assessment Tool) through which feedback is requested from a random selection of staff through a questionnaire.

The internal control strategy aims at detecting and correcting errors in the implementation of the operational expenditure. Results for this objective will be measured through the following indicators:

- Estimated risk at closure.

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF) aimed at the prevention, detection and correction of fraud

The internal control strategy aims at detecting and correcting errors in the implementation of the operational expenditure. FPI developed an **updated Anti-Fraud Strategy (AFS)**, as envisaged in the Commission's overall Anti-Fraud Strategy, with two main objectives: (1) raise awareness amongst the staff on the fight against fraud and the crucial importance of ethics, and (2) improve the internal procedures for fraud prevention and detection purposes. FPI's new AFS was adopted in 2020 after peer review by other external relations DGs and OLAF and may possibly need to be updated in 2021 after the adoption of the new Multi-annual Financial Framework. The new FPI AFS also includes an Action Plan that sets out a number of measures to be implemented as of 2020.

Results for this objective will be measured through the following indicators:

- Implementation of the actions included in FPI's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024) (see Performance tables relating to Part 2 (C)).

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

Following the approval of the **EC Digital Strategy 2020 Implementation Plan** in March 2020, the FPI started its implementation within the service based on its needs and available cost-efficient solutions. The **Digital Solutions Modernisation Plan (DSMP)** will be used to detail modernisation initiatives regarding the business capabilities and associated processes and solutions. Based on mapping of needs, priority will be given to

implementing the following digital solutions: full implementation of OPSYS; enhanced collaboration tools, including with FPI staff in the EU Delegations abroad (40% of total FPI staff); better internal and external communication tools; data management; data protection; data storage, going fully 'paperless' with electronic signatures. A special focus will be on the development of the digital skills of FPI staff.

In line with the **Commission strategy on data, information and knowledge management**, implemented by its 2020-2021 work programme, FPI identified and reported to SG its key data assets, such as the Election Observation Missions Roster and the Election Observation Mission Recommendations Repository, that were integrated in a Commission-wide data inventory. Building upon its current data assets, FPI will identify and designate data owners and data stewards per data asset. Acknowledging the importance of information sharing and re-use of data, FPI has designed processes for data collection, sharing, use, access, deletion and security of data, in coordination with central services. FPI will continue identifying key data assets on an ongoing basis.

In terms of **data protection**, compliance with Regulation (EU) 2018/1725 and the Commission Action Plan on data protection (C(2018) 7432) is a priority for FPI. Raising awareness and training of staff members on data protection is a cornerstone for achieving full compliance with the regulatory framework. To this end, FPI will organise each year two general trainings on how to apply data protection rules in practice as well as two specialised trainings on personal data breaches. Additionally, FPI will organise specialised trainings for data protection focal points as well as tailored-made trainings per Unit/Regional Team to address specific needs.

With regard to general trainings on data protection and specialised trainings on personal data breaches, 100% of management as well as data protection focal points should follow a data protection training per category by 2020. At least 50% of staff members should follow one training per category by 2020. 100% of staff members should follow one training per category by 2024.

Results for this objective will be measured through the following indicators:

- Degree of implementation of the digital strategy principles by the most important IT solutions
- Percentage of FPI's key data assets for which corporate principles for data governance have been implemented
- Percentage of staff attending awareness raising activities on data protection compliance (see Performance tables relating to Part 2 (D)).

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

Through its financial instruments, FPI actively contributes to the implementation of the European Green Deal objective of “Leading the green change globally”. Building on its strong track record in helping to build alliances for a greener future across the world, FPI will continue to put a strong emphasis on financing green actions.

In the management of its daily activities and work processes, FPI aligns with the EMAS objectives. The Service launched paperless procedures for its financial circuits in July 2019. It 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.

FPI will also build on the lessons learnt when teleworking was the standard working method in 2020 and use virtual meetings instead of missions wherever appropriate and economical. This will contribute significantly to greening FPI’s working methods as a service dealing with external relations.

ANNEX: Performance tables

Performance tables relating to Part 1

Instrument contributing to Stability and Peace/Rapid Response Pillar/Stability and Peace (NDICI)

Specific objective 1a: Fast and effective EU action for crisis response, conflict prevention and peace in line with EU priorities and complementary to multilateral action		Related to spending programme(s): IcSP/NDICI – Response to crisis and emerging crisis to prevent conflict/Rapid response actions/ Stability and peace
Result indicator 1.a.1: Percentage of actions (programmes/projects) that address a new and/or emerging crisis		
Explanation: In a situation of crisis or emerging crisis, the ability 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 is crucial.		
Source of data: FPI.2		
Baseline (2020)	Interim milestone (2022)	Target (2024)
60%	70%	75%
Result indicator 1.a.2: Percentage of actions adopted within 3 months of a crisis context (period from date of presentation to PSC)		
Explanation: Measure swift mobilisation of resources to implement actions 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.		
Source of data: FPI.2		
Baseline (2017-2019)	Interim milestone (2022)	Target (2024)
73%	80%	85%

Result indicator 1.a.3: Number of actions (programmes/projects) that support/complement multilateral actions/actors

Explanation: In addition to the EU's commitment to multilateralism, coordinated action increases the effectiveness of conflict prevention, crisis response and peace-building actions. This can be reflected either in coordinated actions or in implementation of actions through multi-lateral actors.

Source of data: FPI.2

Baseline (2017-2019)	Interim milestone (2022)	Target (2024)
50%	55%	60%

Specific objective 1.b: A Further reinforced consistency and complementarity between actions under IcSP/NDICI Crisis Response and Stability and Peace and CFSP actions

Related to spending programme(s): IcSP/NDICI – Response to crisis and emerging crisis to prevent conflict/Rapid response actions /Stability and peace

Result indicator 1.b.1: Percentage of actions (programmes/projects) complementary and consistent with measures adopted under Title V TEU

Explanation: In line with Article 2.2 of the IcSP Regulation (230/2014) and Article 5 of NDICI, IcSP actions and those under NDICI Crisis Response and Stability and Peace can be expected to be 100% complementary and consistent with CSDP civilian Missions, non-proliferation and disarmament actions as well as assistance measures funded through the European Peace Facility.

Source of data: FPI.2/FPI.3

Baseline (2020)	Interim milestone (2022)	Target (2024)
100%	100%	100%

Specific objective 1c: Enhanced conflict-sensitivity in EU action supporting conflict prevention, stabilisation and peace and addressing global and trans-regional threats to peace, international security and stability through holistic and inclusive approaches

Related to spending programme(s): IcSP/NDICI – Response to crisis and emerging crisis to prevent conflict/Rapid response actions and thematic actions/Stability and Peace

Result indicator 1.c.1: Percentage of actions (programmes/projects) that score ‘High’ or ‘Medium’ on the conflict-sensitivity index

Explanation: A conflict-sensitivity index is being 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. The indicator would 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 indicator from the Gender Action Plan, complementing this with age-sensitive parameters, 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. It is expected that the indicator would have a modest baseline and would show a gradual, improvement over time

Source of data: FPI.2

Baseline (2017-2019)	Interim milestone (2022)	Target (2024)
43%	60%	75%

Common Foreign and Security Policy (CFSP)

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

Related to spending programme(s): Common Foreign and Security Policy (CFSP)

Result indicator 2.1: Percentage of Contribution Agreements with EUSRs and civilian CSDP Missions signed within 4 weeks of the adoption of the Council Decision.

Explanation: This indicator measures the time elapsed between the adoption of relevant Council Decisions and the signature of the Contribution Agreements signed by FPI¹⁹.

Source of data: FPI3

Baseline (2018-2019)	Interim milestone (2022)	Target (2024)
86%	90%	95%

¹⁹ Signed Contributions Agreements with civilian CSDP Missions endowing them with the necessary funds for operations on the ground.

Result indicator 2.2: Percentage of civilian CSDP Missions coordinating with interventions financed under other EU instruments²⁰.

Explanation: Under their respective legal bases (Council decision) civilian CSDP Missions are obliged to ensure consistency and coordination with other areas of the Union's external action including development assistance. This indicator measures the number of CSDP Missions that have effectively demonstrated the coordination of interventions with other EU instruments, against the total number of CSDP Missions whose mandates have been renewed during that calendar year.

Source of data: CSDP Missions, EU Delegations, FPI3, other Units in FPI, EEAS, DEVCO, NEAR, HOME,

Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	100%	100%

Result indicator 2.3: Percentage of positively pillar assessed civilian CSDP Missions not requiring supervisory measures as for article 154.5 FR.

Explanation: The ability of civilian CSDP Missions to achieve the required level of protection of the financial interests of the Union and receive a positive audit opinion is directly linked to the level of Support provided by FPI to the Missions, making available guidelines and standard operating procedures on finance and procurement matters, and providing direct support on the field.

The percentage of positively pillar assessed CSDP Missions well reflects the capacity to achieve the end result of a well-functioning and fully compliant CSDP Mission.

Source of data: FPI3, FPI.5²¹

Baseline (2019)	Interim milestone (2022)	Target (2024)
82%	90%	100%

Result indicator 2.4: Percentage of relevant non-proliferation and disarmament actions that are complementary with actions funded under the Instrument contributing to Stability and Peace / Stability and Peace under NDICI

Explanation: Whenever a non-proliferation and disarmament action takes place in an area or addresses an issue which is also addressed through an action under the Instrument contributing to Stability and Peace / Thematic Programme Stability and Peace under NDICI, complementarity needs to be assured.

The indicator is calculated as the percentage of those actions whose thematic, geographic or other remit provides for complementarity, and which are demonstrated to be complementary with non-proliferation and disarmament actions under CFSP (Part V TEU).

²⁰ Including NDICI and as per CFSP Mission mandate

²¹ Results of the audits performed by professional external auditors (Final Audit Reports). After a thorough assessment of the measures put in place by the CSDP Mission, FPI launches an external audit to receive the opinion of an independent external auditor on the compliance of the CSDP Mission with the requirements of article 154.4 of the Financial Regulations (pillar assessment). Following the auditors' positive opinion and an integral assessment, FPI allows CSDP Missions to manage their budget in ex-post mode, and discontinues the mitigating measures required by the Financial Regulation.

Source of data: FPI.3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	100%	100%

Specific objective 3: Global conflict management capacity is further reinforced through the deployment of European Peace Facility peace support operations by international, regional and sub-regional organisations		Related to spending programme(s): European Peace Facility (EPF)
Result indicator 3.1: Number of EPF peace support operations deployed annually		
Explanation: Peace Support Operations are launched by the African Union to provide public security. Through the EPF, the EU will continue the support previously provided through the African Peace Facility for these actions, now with a worldwide geographic scope.		
Source of data: African Union, FPI.3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
7 ²²	8	8

Partnership Instrument/Support to EU Foreign Policy Needs (NDICI)

Specific objective 4.a : EU interests, values and standards positively impact decision making processes in third countries		Related to spending programme(s): Partnership instrument /NDICI Support to EU Foreign Policy Needs
Result indicator 4.a.1: Number of processes related to partner country practices on trade, investment and business, or promoting the external dimension of EU internal policies, which have been influenced		
Explanation: Unit of measurement: Number. In addition, a narrative specifies the type of process being influenced and the subject of the process (for example “assisting with the drafting of low carbon legislation” or “removal of barriers to trade in renewables”). It provides a narrative explanation of how the processes have been influenced in line with the objectives of the Action to justify the quantitative value reported.		
Source: FPI.4		
Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	5	15 ²³

²² All these figures will be reviewed or confirmed after the confirmation of the launch date of EPF and the level of available financial means.

Result indicator 4.a.2: Percentage of actions (programmes/projects) that score ‘High’ or ‘Medium’ on the gender sensitivity index

Explanation: Gender equality is an overarching priority for the Service. The indicator would be measured once the design of the action is complete at the moment of contract signature. It is an indicator that draws on the existing gender indicator from the Gender Action Plan, complementing this with climate related parameters reflecting links between climate change and security and green economic recovery. While the indicator cannot measure impact, it can measure the ‘promise’ of impact. It is expected that the indicator would have a modest baseline and would show a gradual improvement over time.

Source: FPI.4

Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	70%	90% ²⁴

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

Related to spending programme(s): Partnership instrument /NDICI Support to EU Foreign Policy Needs

Result indicator 4.b: Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced

Explanation: Unit of measurement: Number. In addition, a narrative specifies the type of process being influenced and the subject of the process (for example “developing a strategic partnership on urbanisation” or “influencing the position to be taken at the UN Conference on Climate Change”). It provides a narrative explanation of how the processes have been influenced in line with the objectives of the Action to justify the quantitative value reported.

Source: FPI.4

Baseline (2019)	Interim milestone (2022)	Target (2024)
N/A	5	15 ²⁵

²³ Figures to be reviewed or confirmed after the confirmation of the level of financial means that will be available under NDICI.

²⁴ *Idem.*

²⁵ *Idem.*

Specific objective 4.c Strengthened knowledge and image of the EU abroad as an influential global player and reliable partner		Related to spending programme(s): Partnership instrument /NDICI Support to EU Foreign Policy Needs
Result indicator 4.c: Percentage of participants targeted by outreach and advocacy events who acknowledge a positive change in their perception of the EU and/or international policies and standards / having engaged further on the topic		
Explanation: The unit of measurement is the: percentage, by gender. The data is collected by surveys after the events.		
Source FPI.4		
Baseline (2019)	Interim milestone (2022)	Target (2024)
73.91%	77%	80%

Election Observation Missions (EOMs)/ NDICI Election Missions

Specific objective 5: Strengthened EU contribution to democratic electoral cycles and reliability of electoral processes in third countries		Related to spending programme(s) Election Observation Missions/ NDICI Election Missions
Result indicator 5.1: Number of electoral processes and democratic cycles supported, observed, and followed by means of Election Observation Missions (fully-fledged Electoral Observation Missions, Election Experts Missions, Election Follow-up Missions, complementary activities)		
Explanation: Election observation provides a comprehensive, independent and impartial assessment of an electoral process and can enhance transparency and accountability. This helps to promote electoral participation and mitigate election-related conflicts, thus contributing to maintaining sustainable peace and stability and strengthens democratic electoral cycles and reliability of electoral processes.		
Source of data: FPI3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
23	23	23
Result indicator 5.2: Percentage of specific contracts signed within 5 weeks after the HR/VP decision to deploy an EU Election Observation Mission.		
Explanation: Indicator measures FPI preparedness and reactivity to sign the contract speedily to allow for timely deployment of a fully-fledged EU election observation mission.		
Source of data: FPI3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
87.5%	90%	95%

Regulatory Instruments

<p>Specific objective 6: Increased global action through trade restrictions contributing to the prevention and eradication of torture and the abolition of the death penalty</p>		<p>Related to regulatory instruments – ‘Anti-Torture’ Regulation</p>
<p>Result indicator 6.1: Number of countries having committed to taking effective measures, inter alia through legislation and effective enforcement, for the restriction of the trade in goods used for capital punishment or torture.</p>		
<p>Explanation: The number of countries that have committed to uphold standards in line with the EU trade measures laid down in the EU ‘Anti Torture’ Regulation</p>		
<p>Source of data: EU EEAS Reports, OHCHR, Council of Europe</p>		
<p>Baseline : (2020)</p>	<p>Interim milestone: (2022)</p>	<p>Target : (2024)</p>
<p>60</p>	<p>65</p>	<p>70</p>

Performance tables relating to Part 2

A. Human resource management

Objective: FPI 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

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data:

Baseline (female representation in management) (2019)	Target²⁶ (2022)
2 (50%)	1

Indicator 2: FPI staff engagement index

Source of data: Commission staff survey [data to be provided by DG HR]

Baseline (2109)	Target (2024)
72%	>72%

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

Indicator: Estimated risk at closure

Source of data: AAR

Baseline (2019)	Target (2024)
1.0 % of relevant expenditure	< 2% of relevant expenditure

²⁶ The target will be revised and extended for the period 2023-2024 by January 2023.

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 Strategy²⁷ aimed at the prevention, detection and correction²⁸ of fraud

Indicator: Implementation of the actions included in FPI's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: FPI's annual activity report, FPI's anti-fraud strategy, OLAF reporting

Baseline (2020)	Target (2024)
0% (Adoption of revised AFS)	100% of action points implemented on time

D. Digital transformation

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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions²⁹

Source of data: FPI.5, DG DEVCO R4

Baseline (2018)	Interim milestone (2022)	Target (2024)
0%	78%	95%

²⁷ 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'.

²⁸ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

²⁹ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

Indicator 2: Percentage of FPI's key data assets³⁰ for which corporate principles for data governance³¹ have been implemented

Source of data: [each service]

Baseline	Interim milestone	Target
2019	(2022)	(2024)
50%	50%	80%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data:

Baseline	Interim milestone	Target
(2018)	(2020)	(2024)
0%	100% of management 100% of data protection focal points 50% of staff	100% of staff

³⁰ A key data asset is defined as any entity that comprises a source of data based on actions or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata.

³¹ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory. In summary, this means that for each key data asset, services should assess if the following principles have been respected:

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes.

A data governance hub will shortly offer a single point of access on the intranet for related guidance and information. It will be complemented by further practical guidance in the course of 2020.