

EUROPEAN EXTERNAL ACTION SERVICE

# 2022

ANNUAL  
ACTIVITY  
REPORT



---

**2022**

**ANNUAL ACTIVITY REPORT  
European External Action Service**

# CONTENTS

|                                                                             |           |
|-----------------------------------------------------------------------------|-----------|
| <b>MISSION STATEMENT</b>                                                    | <b>6</b>  |
| <b>FOREWORD</b>                                                             | <b>8</b>  |
| <b>EXECUTIVE SUMMARY</b>                                                    | <b>11</b> |
| <b>PART I KEY POLITICAL ACHIEVEMENTS</b>                                    | <b>18</b> |
| SG.COORD, SG.2 and SG.GENDER AND DIVERSITY                                  | 19        |
| SG.AFFGEN – Directorate for General Affairs and Chief Legal Officer ('CLO') | 21        |
| SG.STRAT - Strategic Communication and Foresight                            | 21        |
| Crisis Response Centre                                                      | 24        |
| Political and Security Committee, Iran Division, Sanctions Division         | 25        |
| ECO.FIIC – Financial Instruments and International Cooperation Division     | 27        |
| <b>MD GLOBAL AGENDA AND MULTILATERAL RELATIONS</b>                          | <b>29</b> |
| MD AFRICA                                                                   | 31        |
| MD AMERICAS                                                                 | 34        |
| MD ASIAPAC                                                                  | 36        |
| MD EURCA                                                                    | 38        |
| MD EUROPE                                                                   | 40        |
| MD MENA                                                                     | 42        |
| MD Civilian Planning and Conduct Capability (CPCC)                          | 47        |
| <b>PART II MANAGEMENT OF RESOURCES</b>                                      | <b>50</b> |
| <b>2.1 Achievements of objectives in EEAS administration</b>                | <b>51</b> |
| 2.1.1 Modernising resource management                                       | 51        |
| 2.1.2 Enhancing crisis response capacities                                  | 51        |
| 2.1.3 A professional, balanced, diverse and flexible workforce              | 52        |
| 2.1.4 Building policy                                                       | 53        |
| <b>2.2 Management of human and financial resources by the EEAS</b>          | <b>54</b> |
| 2.2.1 Management of human resources                                         | 54        |
| 2.2.2 Management of financial resources                                     | 58        |

---

|                                                                                                   |           |
|---------------------------------------------------------------------------------------------------|-----------|
| <b>2.3 Management of infrastructure, security and information systems</b>                         | <b>60</b> |
| <b>2.4 Digital Transformation and information management</b>                                      | <b>62</b> |
| <b>2.5 Control results</b>                                                                        | <b>65</b> |
| 2.5.1 Control effectiveness as regards legality and regularity                                    | 65        |
| 2.5.2 Control efficiency and cost-effectiveness                                                   | 76        |
| 2.5.3 Fraud prevention and detection                                                              | 78        |
| 2.5.4 Inspections of EU Delegations                                                               | 78        |
| <b>2.6 Discharge of the EEAS Administrative budget</b>                                            | <b>79</b> |
| <b>2.7 Assessment of audit results and follow-up of audit recommendations</b>                     | <b>80</b> |
| 2.7.1 Audit functions                                                                             | 80        |
| 2.7.2 Results from audits during the reporting year                                               | 82        |
| 2.7.3 Follow up of audits from previous years                                                     | 85        |
| <b>PART III ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS</b>                   | <b>87</b> |
| <b>3.1 Financial circuits in Headquarters</b>                                                     | <b>88</b> |
| <b>3.2 Financial circuits in EU Delegations</b>                                                   | <b>88</b> |
| <b>3.3 Compliance and effectiveness of Internal Control Principles</b>                            | <b>89</b> |
| <b>PART IV MANAGEMENT ASSURANCE</b>                                                               | <b>92</b> |
| <b>4.1 Review of the assessment by Management at Headquarters - synthesis of the AOSD reports</b> | <b>93</b> |
| <b>4.2 Review of the assurance in EU Delegations – synthesis of the DAS of the Delegations</b>    | <b>93</b> |
| <b>4.3 Follow up of previous years' reservations</b>                                              | <b>93</b> |
| <b>4.4 Overall conclusions on the combined elements on the Declaration as a whole</b>             | <b>94</b> |
| <b>PART V DECLARATION OF ASSURANCE</b>                                                            | <b>95</b> |
| <b>ANNEXES</b>                                                                                    | <b>97</b> |

# MISSION STATEMENT

## DIPLOMACY

We are the diplomatic service of the EU. Democracy, human rights and the rule of law are at the core of our action. We support a rules-based international order. We represent the EU and engage with partners across the world and in international organisations through our global network of EU Delegations. We contribute to international peace and to the development of European defence through our military and security structures, including by deploying missions and operations. We provide a high level of awareness, offering a platform to our Member States for the sharing of intelligence analysis.

## ENGAGEMENT

We work under the authority of the High Representative of the Union for Foreign Affairs and Security Policy. We support him/her in the conduct of the Union's common foreign, security and defence policy. We address both long-standing challenges and threats and emerging security issues including conflicts, hybrid and cyber threats, disinformation and foreign interference. Building and consolidating international partnerships is at the centre of our engagement.

## PROTECTION

We work for and with EU citizens. We promote the interests of a stronger Europe in the world, working to increase the resilience of our societies. We ensure a crisis response capability to protect European citizens and support EU Member States in the provision of consular

assistance, notably in times of crisis. Through strategic communication and public diplomacy, we enhance the global projection of the EU.

## INCLUSIVITY

We strive to be a dynamic, efficient and inclusive service. Valuing talent and the professional excellence of our staff, we are committed to building an organisation where gender equality and the respect for diversity are core values.

We work to create a common European diplomatic culture. Results-oriented, we generate ideas and initiatives that meet the requirements of an evolving diplomacy, and act upon them.

## PARTNERSHIP

We cooperate with all EU institutions in a spirit of openness and partnership to ensure the overall political coordination, effectiveness and coherence of the EU's external action. We assist the Presidents of the European Council and of the European Commission in external relations. We work with the European Parliament and with all other European institutional partners. We cooperate closely with EU Member States to deliver policies with global reach in support of equality, prosperity and sustainability.

The mission statement reflects the essence of the European External Action Service ('EEAS') as the European Diplomatic Service, representing the European Union ('EU'), engaging with partners across the world and in Headquarters ('HQ') to build partnerships, contributing to international peace and to the development of

---

European defence, addressing longstanding threats as well as emerging security issues, contributing to increasing the resilience of our societies and enhancing the global projection of the EU. EEAS cooperates closely cooperating with the European Council ('EUCO'), the Council of the European Union ('Council'), the European Commission ('COM'), the European Parliament ('EP') and other European institutional partners and with EU Member States ('MS') to deliver policies with global reach in support of equality, prosperity and sustainability.

The text also reflects EEAS's own perception of its role, making a strong pledge for a dynamic, efficient, results-oriented and inclusive service which values talent and professional excellence, considers gender equality and the respect for diversity as core values and is committed to remaining agile to constantly adapt to the requirements of an evolving diplomacy.

# FOREWORD

This report looks back on the European External Action's (EEAS) work in 2022 the year in which war - an unprovoked and unjustified war of aggression - returned to Europe. It is the year which divides contemporary history in "before" and "after", with grave challenges to European security and the rules-based international order. But also the year in which Ukraine's resistance, resilience and determination to defend its future as a free and democratic country inspired Europe and the world. The year when the EU stood united and strong in its response to the aggression, its support to Ukraine and its resolve to respond to the geopolitical challenges and consequences.

The EEAS delivered legislative and policy proposals at an unprecedented scale and speed. In 2022, the Council adopted nine sanctions packages with listings of 1,193 mostly Russian individuals and 123 Russian entities supporting the aggression as well as six support packages under the European Peace Facility for the delivery of defensive military equipment to the Ukrainian Armed Forces for a total amount of EUR 3.1 billion. An EU Military Assistance Mission (EU-MAM Ukraine) was set up to provide training to the Ukrainian Armed Forces. The EEAS coordinated multilateral outreach to uphold the UN Charter, international law and multilateralism, which resulted in the adoption of five UN General Assembly resolutions in support to Ukraine and in the suspension of Russia's membership from the Human Rights Council.

The necessary focus on maintaining unity within the EU and solidarity with Ukraine was

matched by renewed efforts to strengthen partnerships around the globe to address the geopolitical consequences of the invasion and to uphold multilateralism. International cooperation is needed more than ever to cope with multiple crises, from food security to the climate emergency, environmental degradation and inequality, momentous transformations and challenges to human rights and democracy. The EEAS stepped up global action to keep the 2030 Agenda for Sustainable Development on track, for example through a Team Europe Global Food Insecurity Response with the commitment to deliver 18 billion EUR for 2021-2024 in support of the most vulnerable populations and countries. The EEAS also reinforced external climate and environmental diplomacy as well as digital diplomacy efforts. In the first full year after the launch of the Global Gateway, EEAS invested significant efforts to identify priority projects and to launch first Team Europe initiatives on connectivity, green and digital cooperation.

The EEAS intensified political engagement with partners in all regions. In its neighbourhood, focus was on building resilience, contributing to stability and bringing partners closer to the EU. Historic decisions of granting candidate status to Ukraine, Moldova and Bosnia and Herzegovina and opening accession negotiations with Albania and North Macedonia were taken. In Africa, the EEAS continued to develop the continent-to-continent partnership and advanced implementation of the 6th EU-AU Summit (17-18 February 2022) commitments. Given the intensified geopolitical competition in Asia and the



---

Pacific, EEAS priority was to ensure that the EU is active in the region, promoting its interests, as well as advancing democracy, rule of law and human rights. Transatlantic cooperation was at the centre of the international response to Russia's aggression. But 2022 also gave a new impetus to the partnership with Latin America and the Caribbean with the comprehensive agenda "The Road to 2023: A qualitative leap in EU-LAC relations".

The Russian aggression and its threat to European security considerably accelerated work on the security and defence agenda with a focus on defence capability development and cooperation. In March 2022, the EU adopted the Strategic Compass. The mobilisation of the European Peace Facility for support to Ukraine marked a paradigm shift but the EPF also financed African-led peace support operations under the general programme for support to the AU as well as a number of assistance measures in the Eastern and Southern Neighbourhoods, the Western Balkans and Africa. The Civilian Planning and Conduct Capability underwent a comprehensive reform process in order to improve civilian CSDP contribution to EU foreign policy capability.

In the current geopolitical context it is more than ever crucial to uphold the values of multilateralism, democracy and respect for human rights. The values that underpin the European Union. We need to do that inside the organisation as well as outside. The consequence of the Russian war on Ukraine combined with the global inflation in which in some countries is reaching 30%, impacted our budget and stretched our resources to the limit.

In the last year we created the Crisis Response Centre (CRC) in order to strengthen the EU's

ability to tackle security and consular crises abroad. The CRC brings together the EEAS consular, field security and situation room capabilities on a permanent basis, while working based on a flexible concept and drawing on all relevant capabilities in the EEAS in case of crises.

I am especially proud of advancing our work on anti-harassment, and diversity and inclusion. The EEAS applies a zero tolerance policy against harassment and carried out an anti-harassment awareness campaign in the autumn of 2022 as well as launched topical trainings for all staff and a specialised training for managers. The EEAS strives to be a truly diverse and inclusive service. We provided support to staff with disability, and to staff who care for disabled family members and adopted a Decision on the provision of reasonable accommodation for Officials, Temporary Agents and Contract staff with a disability both in HQ and in Delegations.

We put down the foundations for the Agenda for Diversity and Inclusion (2023-2025). The Agenda is built on the principles of equality and non-discrimination enshrined in the EU Treaties and in the Charter of Fundamental Rights and inspired by the results of the first ever European Commission - EEAS Joint Survey on Diversity and Inclusion 2022. Our commitment to achieve gender balance is firmly rooted in our diversity and inclusion initiatives. In 2022, the EEAS introduced the role of Deputy to the Director. Eleven women have been designated Deputy Director Posts among the 14 appointees.

We launched a pilot training on Gender Responsive Leadership (GRL) among Senior Managers at EEAS HQ. Recruitment and all selection procedures at the EEAS are based on merit. The EEAS strives to improve gender balance in all services and functions and to have a meaningful

---

presence of nationals from all Member States. 2022 was a good example in that 40% of the appointed Heads of Delegations appointed were women. The EEAS took a new step towards building a stronger common European diplomacy and European foreign policy. By launching a pilot project to establish a fully-fledged European Diplomatic Academy.

I will continue implementing the EEAS mission statement in order for the EEAS to best serve the EU political priorities, respond to the geopolitical realities and strengthen the institutional esprit de corps.

Stefano Sannino  
Secretary-General

# EXECUTIVE SUMMARY

Russia's war of aggression fundamentally altered the overall geopolitical context, fostered a significant global realignment as well as heightened risks and instability. As a consequence, most of EEAS' work in 2022 was either directly or indirectly affected by the military aggression which had a profound effect not only on European security but also on food security, energy prices, rising inequalities or increasing polarization in the global arena. The EEAS supported the HRVP and the Member States in delivering assistance to Ukraine, hampering Russia's ability to wage war and responding to the global consequences of the Russian aggression. The focus on the Russian aggression did not come at the expense of the EU's global action. Quite the contrary, engagement with partners around the globe has been stepped up, including through the Action Plan on the geopolitical consequences of the Russian aggression against Ukraine.

The EEAS continued to work on strengthening the EU's role as a global player through fostering strategic thinking, building consensus and developing its capacities. The EEAS Crisis Response Centre (CRC) was established in 2022, serving as a permanent response capability, speeding up decision making and improving the EEAS' ability to prepare, evaluate and react to emerging security and consular crises. Furthermore, the EEAS continued to support HRVP in delivering on other policy priorities as set out by the European Council<sup>1</sup>, the Council, and Com

mission<sup>2</sup> in the areas of external action and security and defence.

## Delivering on the horizontal and thematic priorities

In the face of the Russian aggression against Ukraine, [advancing multilateralism and standing for human rights and democracy across the world](#) was more important than ever. EEAS coordinated multilateral outreach to uphold the UN Charter, international law and multilateralism. This notably resulted in the adoption of five UN General Assembly resolutions in support to Ukraine and in the suspension of Russia's membership from the Human Rights Council. One priority was to [manage and respond to the geopolitical consequences of the Russian invasion of Ukraine](#). EEAS contributed to mobilising and coordinating EU action to address the global food security crisis with putting forward a Team Europe Global Food Insecurity Response with the commitment to deliver 18 billion EUR for 2021-2024. The dire global landscape has been hitting the world's most fragile countries the hardest, putting the achievement of the 2030 Agenda for Sustainable Development at risk. In 2022, humanitarian needs were at an all-time high with an increasing concentration of extreme poverty in fragile and conflict-affected environments. As a response to this challenge, EEAS coordinated EU efforts to fully operationalise the [humanitarian-development-peace nexus](#) (or "triple nexus") rolling out – after a pi-

<sup>1</sup> In particular, the European Council's "New Strategic Agenda for 2019-2024".

<sup>2</sup> Cfr the Political Guidelines of Commission President von der Leyen and her letters of mission to the HRVP and to other Commission members, and the Commission Work Programme for 2022.

---

lot phase – an increased coordinated and joined-up approach with Member States and relevant stakeholders on the ground. EEAS continued to promote gender equality and the implementation of the Women, Peace and Security agenda in its external action, such as through the support to set up an Afghan Women Leaders Forum and to thereby ensure Afghan women's participation in the political dialogue. EEAS worked on elaborating a strategy for diversity and inclusion covering both internal and external aspects which was launched in the beginning of 2023.

In support of [human rights and democracy](#) around the globe, EEAS conducted twenty nine human rights dialogues with partner countries and contributed to implementing six important Electoral Observation Missions (in Colombia, Timor Leste, Lebanon, Kenya, Lesotho and Sao Tome) and 5 Electoral Expert Missions (Philippines, Nigeria, Papua New Guinea and Angola).

Major efforts of the EEAS focused on [enhancing resilience against disinformation and amplifying the positive narrative in support of EU policies and actions](#). EEAS invested in proactive communication, including tailor made messages for different audiences, such as the engagement of the EU Regional Media Office in Lebanon with Arabic-speaking audiences and regional media in Arabic. Exemplary for [strengthening the cultural dimension](#) of EU's external relations was the Halaqat project, which focused on exchanges between European and Arabic artists in performing and visual arts, including expert roundtables, performances, screenings and installations. EEAS supported independent Russian media, dedicated efforts to strengthen EU Delegations' communication and spearhead the work on foreign information manipulation and interference (FIMI).

Throughout the year EEAS engaged with key international players to support strategically, through dialogue and cooperation, the [external dimension of EU policies on green transition](#) (taking into account energy security needs in the current geopolitical context and phasing out dependency on Russian gas), on migration as well as on [trade, fiscal, financial and industrial policies](#). EU's external climate and environmental diplomacy as well as digital diplomacy efforts were reinforced through adoption of respective Council Conclusions in February and July 2022. In the first full year after the launch of the [Global Gateway](#), EEAS invested significant efforts to set up and operationalise its governance structure, to identify priority projects and to launch first Team Europe initiatives on connectivity, green and digital cooperation.

### **Delivering on geographic policy priorities and CSDP**

On the African continent, the key priority in 2022 was to [strengthen and deepen EU-Africa relations and promote stability](#) through implementing the joint vision for a renewed partnership agreed by the leaders at the 6th EU-AU Summit in Brussels on 17-18 February 2022. EEAS worked hand in hand with the Commission and the Member States to address instability in geographical hotspots.

In West Africa, EEAS led the work to apply an integrated approach in the Sahel and West Africa coastal countries through humanitarian-development-peace nexus. EEAS continued to lead on the implementation of the EU integrated approach in Mozambique's violence affected Cabo Delgado province, including through EU Training Mission, support to SADC Mission in Mozambique (SAMIM) and to Rwanda Defence Force's deployment. HRVP visited Mozambique in September 2022.

In Central Africa, EEAS led on the review and adaptation of the EU's autonomous restrictive regimes in view of the situation in the Democratic Republic of the Congo and Burundi. In September 2022 Member States welcomed the EEAS-developed Political Framework for Crisis Approach (PFCA) for the Eastern Democratic Republic of the Congo (DRC), which details how an EU integrated policy can support the DRC's efforts for the stabilisation, security and prosperity of its eastern provinces. Ethiopia's Permanent Cessation of Hostilities Agreement (CoHA) signed on November 2, reflected the EU's three "asks": Ceasefire, Humanitarian access and Accountability. The EU deployed one of its largest-ever Election Observation Missions to Kenya to observe the August 2022 general elections, providing an important contribution to a credible, transparent and peaceful electoral process. HRVP met President-elect Ruto on 10 September in Nairobi to re-launch the Strategic Dialogue with the new administration without delay. In Somalia, the HRVP visited the newly elected President in Mogadishu in September, leading to a period of unprecedented engagement by the EU toward a more focused and incentive-based EU-Somalia partnership.

In this year of shifting geopolitical context, another EEAS priority was to [foster unity and cooperation with the like-minded countries in the Americas](#). EEAS worked in lockstep with the United States and Canada to impose comprehensive and hard-hitting sanctions against Russia, to provide substantial financial, humanitarian and military support to Ukraine, while also coordinating efforts to tackle Russian disinformation and to respond to the global impacts of the war, including in terms of rising costs of living and energy and food security. The EEAS and the US held high-level meetings on China and the Indo-Pacific, launched a high-level dia-

logue on Russia and a dialogue on security and defence, and held a number of ministerial sectoral meetings including EU-US Energy Council and EU-US Trade and Technology Council. For EU-Canada relations, 2022 marked a five-year anniversary of the provisional application of the EU-Canada Strategy Agreement (SPA) and the Comprehensive Economic and Trade Agreement (CETA) with Canada and witnessed efforts to increase cooperation on critical raw materials and energy, advancing the green and digital transitions. 2022 gave a new impetus to the EU's partnership with Latin America and the Caribbean with "The Road to 2023: A qualitative leap in EU-LAC relations". This comprehensive and positive agenda with the region was discussed at the Foreign Affairs Council of 18 July 2022, followed by the CELAC-EU Foreign Affairs Ministers meeting in Buenos Aires in October, co-chaired by HRVP. In the context of post-Covid-19 recovery and the new geopolitical challenges EEAS reinforced and diversified the bilateral partnerships with LAC countries, concluding the ambitious and innovative EU-Chile Advanced Framework Agreement in December, signing the EU-Peru Memorandum of Understanding on enhanced political and sectoral dialogue and cooperation in October, working towards negotiations on a similar MoU with Ecuador and implementation of the MoU with Colombia. EEAS started preparations for the launching of negotiations on the EU-Colombia Partnership and Cooperation Agreement and started the internal process on preparing for a similar agreement with Argentina. EEAS continued its work of maintaining a diplomatic presence in Venezuela and dialogue with all parties in the country. The EU has also continued to support national and regional efforts to address the Venezuelan migration crisis.

---

Given the intensified geopolitical competition in [Asia and the Pacific](#), EEAS priority in 2022 was to [ensure that a 'more geopolitical' EU is present and active in the region](#), promoting its interests, as well as advancing universal values, and in particular democracy, rule of law and human rights. EEAS continued the implementation of the EU's Indo-Pacific Strategy of 2021. EU relations with ASEAN progressed considerably in 2022: the HRVP participated in the first physical meeting in three years of the ASEAN Regional Forum in Phnom Penh in August; following the upgrade of relations to a strategic partnership, the EU hosted an EU-ASEAN Commemorative Summit in Brussels in December which saw the launch of the EU-ASEAN Plan of Action 2023-27. In the margins of the summit, Partnership and Cooperation Agreements were signed with both Malaysia and Thailand, while agreement was reached on a joint political declaration on establishing the Just Energy Transition Partnership with Vietnam. The EEAS together with G7 partners engaged with Indonesia throughout its inaugural G20 Presidency on the global consequences of Russia's aggression against Ukraine. EEAS contributed to the EU's coherence and unity on its strategic approach to China and to managing this complex relationship in a realist and multifaceted approach, based on the existing policy framework and on strategic discussions held in the Foreign Affairs and European Councils in October 2022. EEAS strengthened its relations with like-minded partners such as Japan, Republic of Korea or Australia. During the visit of Commission President to New Delhi in April, EU and India agreed to launch a Trade and Technology Council to tackle key trade, energy and technology challenges and further cooperation in these areas. In early 2022, EEAS re-established EU's physical presence in Afghanistan, as the only (to date) diplomatic representation of the EU and its Member States in Kabul since

the Taliban take-over in the summer of 2021. As part of the Team Europe effort, EU provided significant support to Pakistan in the aftermath of the devastating floods of the summer while continuing an active engagement with the government throughout the multiple political, economic and climate crises.

In February 2022 Russia started a full-scale invasion of Ukraine, which changed the landscape of the whole Eastern neighbourhood and prompted EU to increase its support [to strengthen the resilience of the countries of the Eastern Partnership and Central Asia](#). The EU responded united and in the strongest possible terms to Russia's war of aggression along three strands: wide-ranging support to Ukraine; pressure on and isolation of Russia, including restrictive measures, and work on holding Russia to account; and global outreach and addressing the wider fall out of the war.

For the first time ever, the EU decided to provide military assistance to a third country via the European Peace Facility. EEAS was instrumental in setting up a Military Assistance Mission (EUMAM), launched in November 2022, to train Ukrainian soldiers on EU soil. In total, including the military support, the EU and its Member States mobilised economic, financial, humanitarian support of at least EUR 67 billion for Ukraine and its people. In June 2022 the European Council recognised the European perspective and granted the status of candidate country to Ukraine. HRVP co-chaired the EU-Ukraine Association Council in September, which took stock of the reforms in the sphere of anti-corruption, fighting against fraud, anti-money laundering and rule of law. EEAS took on a leading role in re-adjusting the EU's approach towards Russia, activating diplomatic and financial tools as well as sanctions. EEAS, together with the Member States, listed a total



of 1,193 mostly Russian individuals and 123 Russian entities supporting the war, as part of the nine sanctions packages against Russia that the EU adopted in 2022. In light of the events, EEAS focused on strengthening the resilience of the Republic of Moldova and Georgia, enhancing cooperation on security and defence while the June European Council conclusions acknowledged the European perspective of both countries and granted candidate status to Moldova.

In 2022, EEAS had taken a leading peace-building role in the South Caucasus, deploying in October a civilian EU Monitoring Capacity to Armenia for a period of two months to contribute to stability in Armenian areas bordering Azerbaijan, and to build confidence between the two countries. EEAS also intensified its political outreach to the Central Asia region. The first regional high-level meeting in Astana between the Presidents of the Central Asian countries and the President of the European Council took place in October, followed by the 18th EU-Central Asia Ministerial meeting in November in Samarkand chaired by HRVP. The participants confirmed their commitment to strengthen EU-Central Asia cooperation to support a green and sustainable post-COVID-19 recovery and to work together to tackle challenges emerging from regional dynamics, with a focus on the fall-out of Russia's war of aggression against Ukraine and the situation in Afghanistan. In November 2022, a Memorandum of Understanding establishing a partnership between the EU and Kazakhstan was signed, to ensure the development of a secure and sustainable supply of raw materials and refined materials. The EEAS was in the lead on finalizing the negotiations of a new Enhanced Partnership and Cooperation Agreement (EPCA) with Uzbekistan and achieving the mandate to start negotiations on an EPCA with Tajikistan.

The 2022 EEAS priority in the [Western Balkans](#) was to implement the [EU's unequivocal commitment to the region and its pledge to re-dynamise enlargement policy](#), given the geopolitical context and the increased risks for the Western Balkans following Russia's war of aggression against Ukraine. In this context, EEAS work focused on intensifying the political engagement with the region through a series of high-level meetings including the EU-Western Balkans Leaders Meeting in June, the European Political Community Summit in Prague in October, the Berlin Process Summit in November and finally the EU-Western Balkans Summit in Tirana in December. Formal start of accession negotiations with Albania and North Macedonia took place in July and December respectively. In 2022 EEAS continued on keeping the relationship with [Türkiye](#) steady and securing continued de-escalation, notably in the Eastern Mediterranean. The resumption of EU-Türkiye senior officials' political dialogues with focus exclusively on foreign policy and regional files, contributed significantly to keeping the channels of communication open and enhancing engagement.

Another key priority in 2022 for EEAS was promoting a more strategic [EU approach towards the Gulf region](#), in line with the Joint Communication on a partnership with the Gulf adopted in May, and Council Conclusions from June. A number of high level visits to the region took place in 2022 including HRVP presence at the Doha Forum and in Kuwait in March and at Sir Bani Yas Forum in Abu Dhabi in November. The ministerial EU-GCC Joint Cooperation Council took place on 21 February and endorsed a 5-year Joint Action Programme, covering a wide array of sectoral areas of cooperation. Senior officials of the EEAS and LAS Secretariat met in June in Cairo and online in November, establishing a Joint Work Programme 2022-2024 and creating an ad-hoc working group on food security.

---

With the political, economic, communication and diplomatic consequences of the Russian aggression on the [MENA](#) region, EEAS worked towards [preventing further deterioration of the situation](#) in the region. 2022 witnessed a number of important high-level meetings and visits to the region, including the 14th EU-Jordan Association Council in Jordan and the 9th EU-Egypt Association Council in Luxembourg. Both meetings adopted relevant Partnership Priorities setting the political framework for EU-Jordan and EU-Egypt relations until 2027. For the first time in 10 years, the EU-Israel Association Council took place on 3 October and the official Political Dialogue and informal sub-committee on human rights with Israel were resumed in December, after a 6 year-hiatus. As a concrete step in implementing the EU priorities of tackling climate change and ensuring environmental protection, the EU signed a Green Partnership with Morocco in October, the first with a country of the Southern Neighbourhood. Despite good progress in some areas, in 2022 the protracted conflicts in the region remained obstacles to political stability and development. The EU continued to support and contribute to UN-led processes, as well as to pursue its contributions to stability and security in the region through a number of CSDP operations in Iraq, Libya and Palestine. EEAS supported efforts for a solution to the Syrian crisis and HRVP co-chaired the sixth Brussels Conference on supporting the future of Syria and the region in May. The Foreign Affairs Council reviewed its strategy towards Yemen in December (with comprehensive Council Conclusions) while after the formation of the new Iraqi government in October 2022 HRVP committed to hold the ministerial Cooperation Council and reiterated the EU's support to Iraq's security, sovereignty and territorial integrity. EEAS continued supporting the High Representative and, on his behalf, the

EEAS Deputy Secretary General for Political Affairs, in his coordinating and chairing role of the Joint Commission of the Joint Comprehensive Plan of Action (JCPOA). In light of the violent repression by the Iranian government of protests ensuing the death of Mahsa Amini in early September 2022, as well as Iran's enhanced military cooperation with Russia, including the delivery of drones deployed by Russia in its war of aggression against Ukraine, the EEAS coordinated a strong EU response, including in the form of restrictive measures comprising an asset freeze, a travel ban to the EU and a prohibition to make funds or economic resources available to targeted individuals.

Furthermore, in 2022 EEAS [consolidated and advanced its work on the security and defence agenda](#), with a focus on defence capability development and cooperation, in particular PESCO, on which the Council adopted its recommendation in November 2022 outlining the progress made by the participating Member States in fulfilling their commitments. Last year's priority was also a full implementation of the Strategic Compass, ensuring maximum use of relevant Commission tools and synergies with the Defence Package, Maritime and Space strategies. Further efforts focused on coherence amongst the defence initiatives, as well as on military mobility, climate and defence and the use of military assets and capabilities in support of civilian actors. The HR together with the Commission presented an Action Plan on Military Mobility 2.0 in November, aimed at substantially enhancing the military mobility of EU's armed forces. The fourth Annual Review Conference (ARC) on Civilian CSDP in November took stock of progress made and identified priorities for the next Civilian CSDP Compact, to be adopted in 2023. EEAS developed new tools in 2022 to consolidate the framework for EU actions un-



---

der the Integrated Approach, notably with a new concept on stabilisation in October 2022. The joint progress report on Climate Change, Defence and Security was presented to Member States and three Political Frameworks for a Crisis Approach were also prepared last year (for Eastern DRC, Gulf of Guinea, Moldova).

The cyber threat landscape had evolved in 2022, notably the use of cyber weapons that enabled and accompanied Russia's invasion of Ukraine has shown cyberspace to be a domain of conflict. Further strengthening the EU's cyber defence cooperation and capabilities, EEAS presented a Joint Communication on the EU Policy on Cyber Defence together with the Commission, EU Member States, European Defence Agency, European Security and Defence College and Single Intelligence Analysis Capacity. EEAS took an active role in the implementation of actions in the Strategic Compass aimed at countering hybrid threats, including the establishment of the EU Hybrid Toolbox. In addition, EEAS contributed to providing options for creating Hybrid Rapid Response Teams, relaunched the Hybrid Risk Survey with Moldova and co-organised a table-top exercise for Member States.

In 2022, EEAS worked closely with third countries and international organisations on countering terrorism and preventing violent extremism, including through dedicated Counter Terrorism Dialogues. The EU became co-Chair of the Global Counter Terrorism Forum in September, reinforcing its multilateral engagement in this area. The mobilisation of the [European Peace Facility](#) (EPF) in response to Russia's military aggression against Ukraine has marked a paradigm shift for EU foreign and security policy in 2022. Last year, the EU adopted six support packages for the delivery of defensive military equipment to the Ukrainian Armed Forces

for a total amount of EUR 3.1 billion. The EU also provided EPF support to the Ukrainian Armed Forces trained by the EU Military Assistance Mission (EUMAM Ukraine). Furthermore, EPF financed military components of African-led peace support operations under the general programme for support to the African Union, as well as a number of assistance measures aimed at strengthening capacities of partners in the Eastern Neighbourhood, the Western Balkans, the Southern Neighbourhood and in Africa. In addition, the European Council in December 2022 welcomed the agreement to raise the overall financial ceiling of the Facility by EUR 2 billion, while acknowledging that the evolution of the international security environment could make further increases necessary until 2027, up to a total increase of EUR 5.5 billion. This was a major political signal of the EU's enduring commitment to military support for Ukraine and other partners.

# **PART I KEY POLITICAL ACHIEVEMENTS**

## SG.COORD, SG.2 and SG.GENDER AND DIVERSITY

Against the backdrop of the geopolitical challenges of 2022, the [Policy Coordination Division \(SG.COORD\)](#) continued to ensure consistency and effectiveness of EU foreign policy through coordination of policies and processes inside the EEAS as well as with the EU institutions. With the PSC team fully incorporated, the Division assisted the High Representative in his role as a chair of the Foreign Affairs Council (FAC) and supported him in delivering on all policy priorities in close coordination with:

- i) the Council and the Member States, in particular the rotating Presidency of the Council,
- ii) the Commission in the area of external relations, as reflected in the Commission Work Programme and the annual State of the Union address to which EEAS provided a coordinated contribution.

The Division prepared in total 25 meetings of the FAC, including in the configuration of Development and Defence Ministers. These meetings were held in traditional format in Brussels and Luxembourg, as informal gatherings in the country holding the EU Presidency or in the margins of the UNGA, as well as on short notice via VTC in the weeks following Russia's invasion of Ukraine. While Ministers focussed on all work strands to counter the consequences of Russia's war of aggression – including support to Ukraine, stabilizing energy security, managing the influx of refugees, strengthening Europe's defence capabilities and cyber security, enhancing the strategic resilience of the European economy, as well as the resilience of the democratic institutions – these meetings also covered all world areas and global issues from Syria and Libya in January, Digital Diplomacy in July up to the preparations for a CSDP Military Partnership Mission in

Niger in December 2022. In addition, the EEAS successfully built consensus in strengthening the role of the EU as a global actor when planning and preparing the participation of the High Representative and EEAS senior management in other Council formations not chaired by the High Representative (in particular European Council, GAC and, JHA and Trade). The Division ensured a coherent preparation of external policy aspects throughout all preparatory bodies, including in Coreper and PSC, and in the Commission. Furthermore, the Division continued its work on advancing inter-institutional and in-house coordination in areas such as Declarations and Demarches, Legislative Procedures, Briefings, HRVP and Presidents'/Vice-Presidents' correspondence and other general EEAS working methods.

The [Parliamentary Affairs Division](#) ensured the proper fulfilment of the EEAS legal obligations vis-à-vis the European Parliament under Article 36 TEU, the commitments spelled out in the Declaration on Political Accountability, and in the HRVP's parliamentary hearing. The HRVP participated in 15 debates in 6 EP Plenary sessions, in 2 High Level Geopolitical Dialogues with AFET/DEVE, made 8 appearances in EP Committees (AFET, CONT, ING2) and participated in the EuroLat plenary. At the same time, EEAS management participated in more than 60 meetings of various EP Committees. The EEAS continued its proactive and targeted outreach to the EP on specific topics and major policy initiatives (e.g. EU action in support for the war of aggression against Ukraine, EU-LAC: Road to 2023, Strategic Compass), the EEAS Administrative Budget and the EEAS Discharge. The European Parliament was especially active in relation to the Russian war of aggression against Ukraine, with the HRVP and the EEAS participating in numerous exchanges and pro-

viding relevant oral and written information to the European Parliament. [EEAS transparency team](#) continued to ensure citizens' access to foreign affairs-related documents and information by replying to requests according to Regulation 1049/2001 and to foreign affairs-related questions via Europe Direct. The Division ensured smooth processing of Parliamentary Questions (PQ), handling approximately 1000 of them in 2022, with the EEAS being lead service in 408 cases, the second highest number of PQs received at the level of all Commission DGs. The Division also handled and coordinated replies to the 16 cases opened by [Ombudsman](#) for EEAS and 3 consultations for 3 Ombudsman cases where Commission was in the lead; to 25 requests addressed by National Parliaments and to 37 petitions received from EP's PETI Committee.

In 2022, two years after the launch of the [Gender Action Plan \(GAP\) III](#), the implementation of this important policy framework continued to direct the actions of the EEAS; monitoring global developments and trends regarding gender equality and diversity and promoting these core values through its external engagements. The Ambassador for Gender and Diversity continued to provide guidance to the EEAS and the EU delegations with a view to engrain the gender perspective in EU diplomacy, political dialogue and policy decisions. Following the Taliban take-over in August 2021, and a deteriorated situation for women's and girls' rights, the Ambassador for Gender and Diversity engaged in in-depth discussions with Afghan women, and jointly with the EU Special Envoy for Afghanistan supported the set-up of a Forum for Afghan Women Leaders (AWLF) in March of 2022, aimed at ensuring the participation of Afghan women in the political dialogue concerning Afghanistan. Several meetings of the AWLF took

place during the course of the year. Members of the AWLF met with EU Member States as well as with UN Special Rapporteur Richard Bennett during the Human Rights Council in Geneva in September. A smaller delegation of the Forum members met HRVP and Commissioner Jutta Urpilainen to express their views ahead of the November Foreign Affairs Council. During this Council, Conclusions were adopted to ensure EU commitment to the WPS agenda.

To promote the institutionalisation of gender mainstreaming and in line with the commitment of the GAP III, EEAS took steps to introduce a gender-responsive leadership with sessions on this topic organised with the EEAS senior level management as well as with EU Heads of Delegation during the annual ambassadors' conference in October.

In addition, EEAS and DG INTPA developed a pilot Gender Responsive Leadership (GRL) programme with support from the Swedish Government agency Folke Bernadotte Academy. Around 15 senior managers from the EEAS and the European Commission Headquarters as well as from EU Delegations participated in the first pilot course that started in autumn last year. In addition, the EEAS took a big step towards a more vigorous promotion of diversity and inclusion throughout its external and internal actions. The process to elaborate a first ever EEAS strategy for Diversity and Inclusion commenced in the beginning of the year, with the purpose of covering all grounds of discrimination, and bringing together in one comprehensive document both external and internal aspects of diversity and inclusion. Following a thorough drafting and consultation process, which included broad consultations with external stakeholders and partners, EU institutions, EU Heads of Delegation as well as internal staff

associations, the document was prepared to be launched in the beginning of 2023.

### **SG.AFFGEN – Directorate for General Affairs and Chief Legal Officer ('CLO')**

In 2022 the two divisions of the Legal Department continued to provide legal advice to the HRVP and the EEAS through formal notes, participation in meetings, and in response to consultations. They represented the HR and the EEAS in judicial proceedings, including before the European Court of Justice. They ensured that HR proposals are legally sound and in conformity with the Treaties and EU law. Among the main achievements was the full legal support for Ukraine in its case against Russia relating to the Genocide Convention before the International Court of Justice.

The work performed in 2022 by SG. AFFGEN 2, 3, 4 and DPO are further developed under Parts 2.5 and 2.7 of this annual activity report.

### **SG.STRAT - Strategic Communication and Foresight**

In a context heavily marked by the global effects of the Russia's war of aggression on Ukraine, the work of SG.STRAT focused on enhancing proactive communication, including tailor made messages for the different audiences, and improving perception of EU policies in the partner countries and organisations. Efforts were also dedicated to strengthen the cultural dimension of EU external relations by strategically mainstream the cultural policy perspective and the assets of culture in the relevant EU initiatives.



The Stand with Ukraine campaign highlighted the EU's unwavering support for [Ukraine](#) throughout the year, including focused campaigns such as Faces of Ukraine, Art vs War and Light Up Ukraine. In terms of resilience and capacity building, EEAS supported Ukraine's strategic communication efforts in partnership with the government of Ukraine, civil society and media.

The Directorate engaged in numerous public diplomacy and social media campaigns and supported Delegations in their outreach activities. In the European Year of Youth, the EEAS launched a global social media campaign with young activists from all continents in the lead-up to UNGA77. #OurVoiceOurFuture campaign raised awareness among young people on the meaning and the value of multilateralism and reached a successful number of over 55 million people. A large number of international days were marked with dedicated social media activities such as "Earth Day", demonstrating EU's support for environmental protection. The Orange the World campaign addressing the elimination of violence against women, Europe Day Celebrations and EU Beach Clean-up activities were also important actions to engage with world audiences on EU priorities and values.





The year 2022 was an extraordinarily challenging year, with Russia's invasion of Ukraine demanding a strong response to detect, analyse and expose disinformation and build capacities and societal resilience to [foreign information manipulation and interference \(FIMI\)](#).

EEAS led the work to develop policy to tackle FIMI, taking into account rapid evolution of the threat and strengthening the EU's framework through development of [FIMI Toolbox](#), covering actions under 4 pillars:

- 1) situational awareness,
- 2) resilience building,
- 3) disruption and regulation and
- 4) measures of the Common Foreign and Security Policy.

The [Council Conclusions on FIMI](#) from July 2022 highlighted the priority that this work takes and instruments that the EU and its partners have at their disposal to prevent, deter and respond to FIMI.

EEAS worked in close cooperation with European, international as well as private and civil society partners on the methodology for identifying 400 cases of FIMI incidents and the systematic recording and encoding of information on promoted narratives, used [tactics, techniques and procedures \(TTPs\)](#). This information, recorded in common, open data standards, was further shared with EU institutions and Member States as tailored analysis.



EEAS also collaborated with the [European Union Agency for Cyber Security \(ENISA\)](#) to identify analytical approaches that could facilitate cross-domain information sharing which resulted in the release of first joint report on “Foreign Information Manipulation Interference (FIMI) and Cybersecurity - Threat Landscape” (2022).

In 2022, EEAS [piloted strategic communications support to select CSDP missions and operations, both civilian and military, to build resilience against FIMI](#) which included establishing a dedicated 4 persons team working on ensuring a permanent liaison with the concerned Missions and Operations on FIMI, increasing their situational awareness and building local response capacity.

EEAS delivered over 120 public presentations and workshops in person and online raising [awareness on FIMI and hybrid threats](#) inside and outside of the EU. The East StratCom Task Force alone directly reached out to over 14000 people in the EU and beyond, with events organised in partnership with Stratcom Centres of Excellence, the European Digital Media Observatory and fact-checking organisations. The EUvsDisinfo website raised awareness of pro-Kremlin information manipulation and disinformation attracting [over 2.7 million visitors in 2022](#). [Estimated 20 million were reached via the EUvsDisinfo social media accounts, with multi-language content](#) consistently shared with the EU Delegations, the European Member States and international partners.

EUvsDisinfo also launched a dedicated section documenting China's FIMI activities and the convergence of Russian and Chinese disinformation efforts. In order to enhance capacity of third partners, EEAS also launched “LEARN” - a dedicated platform explaining the mechanisms, tactics, common narratives and actors behind

disinformation and information manipulation. The systematic evidence collected by the Directorate helped demonstrate that Kremlin-controlled outlets have been used as instruments of war propaganda which contributed to the EU Member States imposing sanctions on Russian state-controlled disinformation outlets such as RT and Sputnik and others, making it impossible for them to broadcast in the EU, offline and online. Individual sanctions have been imposed on several dozen of Russian war propagandists.

In the [Western Balkans](#), EEAS engagement advanced the understanding of EU values and positions and addressed the communication challenges related to the Russian aggression against Ukraine through public events in the region, briefing to the media and support to local studies on disinformation. In 2022 the fourth edition of the very popular campaign ‘Europeans making a difference’ was launched, reflecting and underpinning the Union's enhanced engagement in the region and with its citizens. The event ‘Media integrity in the age of disinformation’ (Sarajevo, 7 April 2022) brought together leading international journalists and young journalists from the Western Balkans.

In the [MENA region](#), the work of the EU Regional Media Office (RMO) provided an additional tool for the EU to engage with Arabic-speaking audiences. The RMO consolidated its presence among media in the region and expanded its social media activities on two platforms (‘EUinArabic’ on Twitter and ‘eubilaraby’ on Instagram). These channels became an important voice for the MENA region in the context of the Russian war of aggression against Ukraine, conducting more than 150 interviews with pan-Arab channels to counter Kremlin's disinformation on food and energy security in the Southern neighbourhood.

EEAS was instrumental in providing support to [Russian independent media](#) forced to flee the ever more repressive Russian regime and worked on reaching Russian audiences with messages countering Kremlin information manipulation.

EU Delegations' communication work focused on going back to in-person events, raising awareness on EU policies and values. Delegations also continued their efforts on on-line communications, managing websites and social media activities reflecting key EU political priorities.

In 2022 the [Policy Planning and Strategic Foresight Division](#) (STRATPOL) worked on policy analysis and policy planning in support of the HRVP and the EEAS senior management in relation to major foreign policy priorities, as well as on strengthening the strategic foresight role of the EEAS on external action. EEAS prepared a number of papers, notes and meetings focusing on the multiple and far-reaching policy and geopolitical implications for the EU and the world of the Russian war of aggression against Ukraine, including sanctions impact, energy/food/debts crises, battle of narratives etc. EEAS also organised meetings and seminars on multipolarity and multilateralism, China, geopolitics, the role of hedging states and the increased global geopolitical competition and polarisation. Through the policy analysis tools, EEAS studied major regional dynamics such as in the Gulf and the Indo-Pacific as well as geo-economic trends, EU resilience and strategic autonomy agenda. EEAS also coordinated the EU Member States Policy Planners network and maintained relations with counterparts in other third countries and organisations, particularly the G7 Policy Planners network, with the aim to link the dots in helping to make EU foreign and security policy and external action more effective and co-

herent. In 2022 EEAS also continued strengthening its strategic foresight capacities and role, and the links with the global foresight community (e.g. European Strategy and Policy Analysis System 'ESPAS', EU inter-institutional foresight network). Last but not least, the Division worked to further foster strategic culture in the EEAS through existing platforms (e.g. numerous Speakers' Corner events with high-level external speakers, and the regular weekly as well as special Reading Digests), by helping to shape the agenda of the annual Ambassador's week and other major events such as preparations for the Schuman Forum as well through contribution to the work of the European Diplomatic Academy and through continued outreach and public diplomacy with think tanks and academia (e.g. European University Institute).

### **Crisis Response Centre**

In the context of a series of major global crises including the on-going Russian war of aggression against Ukraine to the security crises in Afghanistan and the Sahel, and in line with the objectives of the EU Strategic Compass, the EEAS Crisis Response Centre (CRC) was established in 2022 as a Directorate reporting directly to the Secretary General. The CRC was created to serve as a permanent crisis response capability, speeding up decision making and improving the EEAS' ability to prepare, evaluate and react to emerging security and consular crises. The CRC brings together the EU Situation Room, Consular Affairs and Field Security Divisions. While the CRC was only created in the November 2022 reorganisation of the EEAS, some major achievements were already recorded last year.

In 2022, the [EU Situation Room](#) provided global, comprehensive and timely situational awareness, horizon scanning, and early warning to the



EEAS. This was of particular importance in the context of the Russian war of aggression, where following the activation of the EEAS Crisis Response Mechanism, the EU Situation Room provided 24/7 monitoring, robust alerting and reporting products (including up-to-date maps) to facilitate decision-making by senior management. As the EEAS focal point for the Integrated Political Crisis Response (IPCR) Mechanism of the Council, the EU Situation Room coordinated EEAS participation in dozens of roundtable meetings and contributed all Integrated Situational Awareness and Analysis (ISAA) reports covering COVID-19, Migration and Ukraine crises.

The [Consular Affair Division](#) fostered EU coordination for the consular protection of EU citizens facing crises abroad. Notably, the EEAS and its EU Delegations worked with EU Member States to ensure the safety and facilitate the home return of EU citizens affected by Russia's war of aggression against Ukraine. The Consular Affair Division also contributed to the ongoing process for the review of the Consular Protection Directive, by feeding lessons learned from recent consular crises on the coordination role of EU Delegations into the Commission's Report on the Implementation of the Directive, and in related exchanges with EU Member States. Overall, the EEAS contributed to strengthening EU consular preparedness worldwide. It scaled-up consular training for EU Delegations, and contributed to consular crisis exercises with EU Member States. EU Delegations and EU Member States also drew up new EU consular contingency plans, bringing their total number to more than 100 by the end of 2022.

The [Field Security Division](#) enhanced the security culture and the crisis response capabilities of the EU Delegations providing trainings, briefings and with the daily activity of its 68 Region-

al Security Officers (RSOs) responsible for the security of EU staff in 145 EU Delegations. It is important to highlight the vital role the Division and the RSO in Kyiv played in the evacuation of the EU Delegation in February 2022, as well as in ensuring the safety of essential staff that have returned to Ukraine since April 2022.

### **Political and Security Committee, Iran Division, Sanctions Division**

In 2022, the PSC continued to play a key role in conducting the EU's CFSP and CSDP, especially playing vital role in [ensuring the EU's unity and swift response to Russia's unprovoked and unjustified aggression against Ukraine](#), including its global consequences. Beyond offering a format for exchanging information and strategic assessments - including with key partners such as the US, UK and UN, the PSC provided political supervision of the EU's 12 Civilian and the 8 Military missions and operations. Most notably, PSC has agreed on the EU military support provided via the European Peace Facility (EPF). In 2022, the PSC endorsed 6 packages worth more than EUR 3.1 billion (lethal and non-lethal military equipment) and 2 assistance measures supporting EUMAM Ukraine (EUR 61 million). Furthermore, the European Union Advisory Mission (EUAM) Ukraine's mandate has been modified twice last year to meet the evolving challenges in the country. Firstly, to authorize the mission to advise Ukrainian authorities to facilitate the flow of refugees from Ukraine to Poland, Romania and Slovakia, and to facilitate the flow of humanitarian aid into Ukraine. Secondly, to enable EUAM Ukraine to provide support to Ukrainian authorities to facilitate the investigation and prosecution of any international crimes committed in the context of Russia's unprovoked and unjustified military aggression against Ukraine. In both cases, the decision-making pro-

cess was swift and EUAM was able to deploy at the borders with Ukraine and engage in support of the Ukrainian prosecutors on investigation of war crimes. In November, the Council established the CSDP Military Assistance Mission for Ukraine (EUMAM) – the first of this kind, set up on EU's soil. European soldiers advanced rapidly in training soldiers from the Ukrainian Armed Forces, with an initial target of 15,000 Ukrainian soldiers trained, which would later be doubled. Beyond reacting to the Russia's aggression against Ukraine, the PSC has played an essential role in [negotiating the Strategic Compass](#), which is to guide the EU's security and defence policy in the years to come. After its endorsement by the European Council in March, the PSC continued to occupy a key role in the strategic and political steering of the Strategic Compass' implementation. Via forward-looking discussions, the EEAS also served to [increase the EU's and MS's converging assessments on key regions](#), notably China, the Indo-Pacific, Africa, the Sahel and the Middle East, as well as the transatlantic relations and multilateral fora. In 2022, the PSC engaged in furthering existing links with partners across the globe, for instance by conducting its annual [meeting with League of Arab States](#) in Cairo, as well with the [African Union's Peace and Security Council](#) in Addis Ababa.

[The Iran Division](#) continued supporting the High Representative and, on his behalf, the EEAS Deputy Secretary General for Political Affairs, in his coordinating and chairing role of the Joint Commission of the Joint Comprehensive Plan of Action (JCPOA). EEAS also supported the negotiations in Vienna aimed at enabling a return to the JCPOA by the United States, as well as the resumption of full implementation of all JCPOA commitments by the United States and Iran. In light of the violent repression by the Iranian government of protests ensuing

the death of Mahsa Amini in early September 2022, as well as Iran's enhanced military cooperation with Russia, including the delivery of drones deployed by Russia in its war of aggression against Ukraine, EEAS coordinated a strong EU response in the form of political statements and restrictive measures including an asset freeze, a travel ban to the EU and a prohibition to make funds or economic resources available to targeted individuals. EEAS worked closely on preparing the Council Conclusions on Iran in December 2022, through which the EU reaffirmed its commitment to a comprehensive policy approach towards Iran considering all options at its disposal: critical where necessary, and, where interests align, ready to engage on the basis of mutual respect. Against the background of Iran's practice of arbitrary detention of foreign citizens, including EU and EU-Iranian dual nationals, the EEAS and the High Representative continued to use bilateral diplomatic channels with Iran to actively advocate – in support of the respective Member States holding consular responsibility - for the respect of consular rights and for the release of those unjustly detained.

2022 has been an exceptionally intensive year for the [Sanctions Division](#), especially as a result of - but not limited to - the Russian invasion of Ukraine and the negotiations regarding the JCPOA. In 2022 additional sanctions regimes were adopted and the Sanctions division now manages 40 EU autonomous or EU/UN mixed sanctions regimes, making sure they remain relevant, legally sound and up-to date. EEAS played a leading role in the development of new or modified sanctions regimes, the preparation and quality review of individual designations and in addressing horizontal questions of sanctions policy such as humanitarian exceptions, coordination with likeminded countries or countering unhelpful narratives regarding sanctions.

Sanctions are often part of the first response to major political crises, and the EEAS has – often in record time - elaborated new or modified sanctions regimes and successive packages of restrictive measures. In 2022 the work of the division contributed to the adoption of no less than 9 sanctions packages, including the designation of over 1500 individual and entities. The role of Belarus in the Russian invasion has also been addressed with sanctions. On many other fronts, work continued unabated. Notable examples are the adoption of further sanctions against individuals or entities for respectively their role in repression in Myanmar; serious human rights violations in Iran; their contribution to the armed conflict, instability and insecurity in the DRC, Mali or Somalia; or their involvement in terrorist acts. Sanctions reviews also led to the lifting of certain individual sanctions, notably in Zimbabwe or the Russia-Ukraine context.

### **ECO.FIIC – Financial Instruments and International Cooperation Division**

In 2022, the EEAS worked hand in hand with the Commission on steering the EU's financing instruments, the [Global Europe financing instrument \(NDICI-GE\)](#) in particular, to [direct financial resources to the EU priorities of international partnerships and cooperation](#), as well as to needs exacerbated by the Russian aggression against Ukraine and its global consequences.

Despite being under heavy pressure, the [NDICI-GE](#) has demonstrated that it is fit for purpose. Amongst others, the EEAS worked with the Commission to direct funds and use Global Europe's built-in flexibilities to address the global consequences of Russia's war of aggression against Ukraine, including the financing of pressing needs in Ukraine, food security actions worldwide, increased efforts linked to migra-

tion and forced displacement, EU commitments to global funds in support of health and vaccines, education, etc. 2022 marked the first year of the [implementation of the Global Europe instrument](#). The EEAS and the Commission successfully rolled out the enhanced policy-driven approach to international cooperation, linking the EU's political priorities with concrete cooperation deliverables to partners (e.g. deliverables of the EU-AU Summit in February 2022).

Since the start of the war, the [EU has stepped up its support for Ukraine's overall economic, social and financial resilience](#), by reprogramming assistance into a EUR 330 million emergency package and by mobilising EUR 620 million in budget support. Macro-financial assistance to the amount of EUR 7.2 billion has been disbursed in 2022 and by the end of the year, the EU agreed on the EUR 18 billion macro-financial assistance package (MFA+) to cover Ukraine's financial needs in 2023. The EEAS was instrumental in [bridging EU diplomatic and military support with the mobilisation of assistance](#) including from Member States, like-minded partners and International Financial Institutions and Development Banks. This included both short-term needs to see Ukraine through the winter ("winterisation") and medium-term reconstruction through a dedicated platform led by the Commission.

When it comes to the [global consequences of the war, the spill-over effects have been manifold, particularly regarding the 'cost-of-living' crisis](#) underpinned by the interlinked food, debt and energy crises. The EEAS actively reached out to the UN system and vulnerable partner countries on the ground and at multilateral level and supported the work of the Commission to address the consequences of the war. For instance, the EU contributed with EUR 100 million to the International Monetary Fund's Poverty

Reduction and Growth Trust to allow the IMF to make about EUR 630 million worth of zero interest loans for eligible African, Caribbean and Pacific countries facing balance of payments difficulties and a [food facility was established to respond to the emerging food and financing needs of the EU's Southern Neighbourhood countries](#).

EEAS played a particularly important role in [mobilising and coordinating EU action to address the global food security crisis](#). The global food crisis, initially triggered by climate change, conflicts, and COVID-19 consequences, was significantly aggravated by Russia's war of aggression against Ukraine, reaching a record level of around 222 million food insecure people in 2022<sup>3</sup>.

The EEAS together with the Commission, Member States (MS), the EIB and the EBRD put forward a [Team Europe Global Food Insecurity Response with the commitment to deliver EUR 18 billion for 2021-2024](#) (8.3 billion from the EU and 9.6 billion from MS as well as EIB and EBRD with additional 7 billion) in support of the most vulnerable populations and countries.

EEAS has led efforts in support of the [high-level engagement in the Black Sea Grain Initiative \(BSGI\) and specifically the MoU with Russia](#), underpinning UN work to broker an agreement acceptable to Ukraine, Russia and Türkiye. By getting food to the global markets, the BSGI and the EU's Solidarity Lanes initiative have contributed jointly to a 15% drop of the global food price in December 2022 compared with the price peak reached in March 2022, and allowed the shipments of grain by the World Food Programme to countries most in need. Both BSGI and the

Solidarity Lanes are also a life-line for Ukrainian farmers and Ukraine's economic sustainability.

The EEAS played an [instrumental role in countering Russian active and harmful disinformation on food security and fertilisers](#), aiming to shift the blame to the "Western" sanctions. The EEAS collaborated closely with the Commission on the production of numerous LTTs shared with Delegations to improve the EU's communication in this contested space. The EEAS furthermore collaborated closely with the G7 on sanctions and actively engaged with partner countries and operators to clarify doubts and address their concerns. Concrete examples include [facilitating meetings with the African representatives in Brussels, as well as with the diplomatic community and UN agencies in Rome](#).

2022 saw the dire global landscape hitting the [world's most fragile countries the hardest, putting the achievement of the 2030 Agenda](#) for Sustainable Development at risk. Humanitarian needs were at an all-time high with an increasing concentration of extreme poverty in fragile and conflict-affected environments. As a response to this challenge, [EEAS coordinated EU efforts to fully operationalise the humanitarian-development-peace nexus](#) (or "triple nexus") rolling out – after a pilot phase – an increased coordinated and joined-up approach with Member States and relevant stakeholders on the ground. The triple nexus approach combines short-term and medium- to longer-term action to meet immediate needs, address root causes and build resilience for long-lasting peace and development.

[The EEAS also supported the Commission in the selection of proposed investment pro-](#)

3 Global Report on Food Crisis of September 2022

grammes for a total of EUR 8.4 billion under the European Fund for Sustainable Development+ (EFSD+) global open call for proposals. These strategic investments under the Global Gateway initiative will accompany partner countries' twin green and digital transitions beyond Europe's borders, covering both hard infrastructure and the enabling environment, regulatory frameworks and norms and standards, technology transfer, know-how.

## MD GLOBAL AGENDA AND MULTILATERAL RELATIONS

In 2022, one of the Directorate's priority was to coordinate [multilateral outreach to uphold the UN Charter](#), international law and multilateralism in view of the Russian war of aggression against Ukraine. This resulted notably in the adoption of five UN General Assembly resolutions in support to Ukraine and in the suspension of Russia's membership from the Human Rights Council. The [EU-UN high-level retreat](#) confirmed the EU's commitment to UN-centred multilateral cooperation for all global challenges. EEAS strongly supported follow-up and implementation of key recommendations in the [UN Secretary General's Our Common Agenda report](#), looking ahead to a substantive outcome at the Summit of the Future in 2024. Thanks to the work of the Directorate, Council conclusions were adopted on the EU's priorities at the UN for the period of the 77th General Assembly, as well as on [EU priorities at the Council of Europe](#) for the period 2023-2024, highlighting the importance of reinforcing EU-CoE political dialogue and successfully completing the negotiations on EU accession to the ECHR.

The [Annual Report on Human Rights and Democracy in the World](#), was adopted in April for the first time as HRVP report, reflecting

achievements under the Action Plan on Human Rights and Democracy and geographic developments. The EU conducted 39 [human rights dialogues and consultations](#), with partner countries, as well as the [2nd Strategic Dialogue with the UN High Commissioner for Human Rights](#) and the Policy dialogue with the ASEAN Intergovernmental Commission on Human Rights. EEAS continued to support accountability and international justice mechanisms, celebrating in 2022 the [20th anniversary of the entry into force of the Rome Statute](#) and launch of the International Criminal Court. Another important development was the adoption of the [Corporate sustainable due diligence legislation](#) and of a comprehensive [framework on business and human rights](#). Enhanced attention was given to economic, social and cultural rights and to rights to a clean, healthy and sustainable environment. EEAS supported [human rights in the digital area](#) notably through a joint campaign against Internet shutdowns with OHRHC, an HRC49 side-event with the US on protecting women human rights defenders online, CSO consultations on human rights challenges of surveillance technologies and on further enhancing protection of human rights defenders online. In December, the [EU NGO Forum](#) gathered over 200 civil society participants around the topic of accountability.

In support to democracy in the world, EEAS contributed to implementing six important [Electoral Observation Missions \(EOM\)](#) in Colombia, Timor Leste, Lebanon, Kenya, Lesotho and Sao Tome. In addition, [Electoral Expert Missions](#) were deployed in the Philippines, Nigeria, Papua New Guinea and Angola while [Election follow-up missions](#) work with partners to implemented previous EOM recommendations in Mozambique, Zimbabwe, Madagascar, Nigeria, Senegal and Gambia. EEAS was heavily involved in the



[Summit for Democracy cohorts](#), most notably on Election integrity, Youth and on Deliberative Democracy. The [Implementing meeting of the Declaration of Principles \(DoP\)](#) on international election observation (about 50+ signatory organisations), co-hosted with the European Parliament, gathered more than 50 organisations from 6 to 9 December last year.

On [economic issues](#), EEAS objective was to support partner countries in managing the [global consequences of the war](#), most notably in terms of energy and food security. Cooperation with [IFIs](#), including the EIB and EBRD, contributed to the support of Ukraine. The concentrated effort in the [G20 Foreign Ministers meeting in Bali](#) helped pave way to the Black Sea Grain Initiative. EEAS cooperated closely with the Commission services on external aspects of the [EU list of Non-Cooperative Jurisdictions](#), which was updated twice over 2022. On [Anti-Money Laundering and Countering the Financing of Terrorism](#), EEAS contributed to the development of a new AML/CFT intelligence-driven policy, together with various Commission services, INTCEN and Europol.

A [Communication on the new EU Global health strategy](#) was adopted in November, supporting a strengthened Global Health Architecture, with the World Health Organisation at its centre, promoting innovative finance and pooling of resources internationally, strengthening capacities for surveillance, prevention and detection abroad, including biological threats, and fighting disinformation.

During the first year after the launch of Global Gateway in 2021, the Council, the EEAS, the Commission and the Member States invested significant efforts to set up and to operationalise its governance structures through the [first meetings of the Global Gateway Governance](#)

[Board and of Business Advisory Group](#). EEAS prepared the discussions on Global Gateway at the Foreign Affairs Councils in April, October and December and provided substantial input on Global Gateway at many of the 2022 Summits, including the EU-AU Summit, the Indo-Pacific Ministerial Conference, the EU-Central Asia Connectivity Conference in Samarkand, and the EU-ASEAN Summit. Mapping was finalised for ASEAN region and for Central Asia with two Team Europe Initiatives on green and digital cooperation. EEAS advanced the work with like-minded partners in the context of EU-US Trade and Technology Council, the G7 Partnership for Global Infrastructure and Investment (PGII), and with Japan, Australia and India.

EEAS contributed to the adoption of Council Conclusions on [EU Digital Diplomacy](#) in July 2022 that paved the way to new bilateral and regional digital partnerships, including with the Republic of Korea, Singapore, the Trade and Technology Council with India or the LAC Digital Alliance. Increasing its multilateral engagement on digital, the EEAS provided outreach in support of ITU, strengthened the Digital Ambassadors network and cooperated with the UN Tech Envoy. Implementation of actions in the field of human rights online was key, and included efforts on the protection of Human rights defenders, outreach on the Declaration for the Future of the Internet (endorsed by 70 partners in the world) in conjunction with the 'European Declaration on Digital Rights & Principles' adopted in December.

EEAS objective was also to reinforce the EU's [external climate and environmental diplomacy](#), supporting most notably the implementation of Climate Diplomacy Council Conclusions adopted in February 2022 and the Joint Communication on International Ocean Governance of June

2022, in particular through the Green Diplomacy Network. EEAS contributed to developing a series of demarches, in particular in favour of the environment agenda and to raise ambitions of the COP15 (on Biodiversity), COP19 (on Trade in Endangered Species), COP27 (on Climate) and the UN High Seas Treaty (BBNJ). EEAS continued to strengthen the dialogue on water as mandated by 2021 Council Conclusion on water in the EU's external action. The EEAS also utilised the EU Delegations to encourage the establishment of a UN special envoy for water. EEAS coordinated with the Commission on major green-deal legislative proposals having an external impact: Fit for 55 legislations, Deforestation, Sustainable Products Initiative, Waste Shipment Regulation, Environmental Crime Package, Wildlife action plan, Packaging and Packaging Waste Regulation, etc.

EEAS strengthened [energy diplomacy](#), through co-leading on the preparation of the new EU External Energy Engagement Strategy presented in May 2022 as part of the REPowerEU Plan, reflecting on the energy security challenges created by the Russian aggression against Ukraine and actions in support of an accelerated energy transition globally. The [EU Energy Platform was established](#) to secure the EU's energy supply in the current geopolitical context and to support diversification on track towards phasing out dependency on Russian gas. EEAS also continued to lead on the implementation of the Global Methane Pledge, together with the US, to decrease rapidly methane emissions from energy, agriculture, and waste sectors in the world. On behalf of the International Partner Group, the EU and UK successfully co-led the negotiations which resulted in the [new Just Energy Transition Partnership](#) with Vietnam in December 2022. Moreover, The Directorate supported the EU together with G7 partners, in the implemen-

tation of the established Just Energy Transition Partnership with South Africa.

In 2022, EEAS supported foreign policy activities on the [external dimension of relevant home affairs and migration policies](#), including in EU engagements on migration with relevant third countries, as well as in CSDP missions and operations. That meant supporting monitoring and solidarity initiatives to help [protect people fleeing the war against Ukraine](#). Ensuring complementarity between the external and internal dimension of the New Pact on migration, EEAS actively supported migration dialogues with partner countries, discussions on Talent Partnerships, blueprint meetings on countries in crisis and anti-smuggling operational partnerships. EEAS also supported the formulation of [Action Plans for the Central Mediterranean and Western Balkans migration routes](#) and contributed to the implementation of the external dimension of the EU Drugs Strategy, in particular through successful [dialogues with CELAC, Colombia and China](#) and the relaunch of the [dialogue with Central Asia](#).

## MD AFRICA

On 17-18 February 2022 the EU hosted in Brussels the [6th European Union-African Union Summit](#) following which, the EEAS was actively involved in the work on the implementation of the joint vision for a renewed partnership agreed by the Leaders which included (i) a EUR 150 billion "Global Gateway Africa-Europe Investment Package", (ii) a renewed and enhanced cooperation for peace and security, (iii) an enhanced and reciprocal partnership on migration and mobility, and (iv) a commitment to enhanced engagement on multilateralism.

The 5th Joint Retreat and the 13th Joint Consultative Meeting between the EU Political and Se-

curity Committee and the AU Peace and Security Council were held in Addis Ababa in June. Building on thematic exchanges, both sides shared analysis and recommendations on Somalia, Libya, the Great Lakes, the Sahel and Lake Chad Basin. EEAS engaged with the AU partners on the operationalisation of a Follow-Up Mechanism, which would monitor the implementation of all commitments from AU-EU Summits. In view of the geopolitical dynamics exacerbated by the Russian war of aggression against Ukraine, the EEAS intensified its outreach to African countries at all levels and in multiple formats. On 28 November, the European Commission hosted in Brussels the 10th EU-AU Commission to Commission. The HRVP co-chaired with the AU Commissioner for Political Affairs, Peace and Security, a workshop on peace, security and governance issues which highlighted the need to strengthen cooperation in various areas (multilateralism, conflict prevention, crisis management and peace building, and health security). The same day, the EEAS hosted the first Senior Officials' Meeting (SOM) under the 2018 EU-AU Memorandum of Understanding on Peace, Security and Governance, which allowed to chart the way for further progress in the implementation of the EU-AU partnership.

The [West Africa region](#) faced many challenges in 2022, notably regarding political instability with unconstitutional changes of Government and attempted coups in the region as well as the deteriorating security situation in the Sahel, with the spill over of terrorism and violent extremism to West African coastal States. The COVID pandemic and the implications of Russia's war against Ukraine had lasting socio-economic effects on the region, causing commodity price hikes and supply chain disruptions and a food security crisis. The region also suffered from macro-economic and debt sustainability chal-

lenges. As a result, in 2022 the EEAS led the work to apply an integrated approach to EU's engagement towards partner countries in West Africa, particularly in the Sahel and the West Africa coastal countries applying a humanitarian-development-peace nexus approach, on promoting stability as well as long-term socio-economic development to offer opportunities and hope to the youth and address root causes of conflict and prevent the spill over of the terrorist threat. Cooperation programs in West Africa supported the improvement of governance (including in the context of political transitions), education programmes, productive agriculture, entrepreneurship or energy production and distribution. Many of the actions adopted are key contributions to the implementation of the Global Gateway. Security and migration have been sectors of specific attention, as illustrated by the new EU-Niger military partnership mission (EUMPM) officially established in December as well as several assistance measures provided under European Peace Facility.

Throughout 2022 EEAS worked on development of [stronger relations with Southern African countries](#) and the Southern African Development Community (SADC) through an intensified political dialogue, support to peace and security, and delivery of initiatives to boost EU economic ties with the region. EEAS led on the preparation of senior consultations on political, security and human rights issues with South Africa and the Joint Cooperation Council (which oversees implementation of the EU - South Africa Strategic Partnership) as well as senior officials meeting with SADC representatives. On peace and security, the EEAS continued to lead on the implementation of the EU integrated approach in Mozambique's violence affected Cabo Delgado province. This included EU Training Mission in conjunction with the European Peace Facility for



the provision of non-lethal equipment, support to SADC Mission in Mozambique (SAMIM) and to Rwanda Defence Force's deployment. HRVP visited Mozambique in September, followed at the end of October by the Vice-President of the European Commission in charge of Democracy and Demography Dubravka Šuica. EEAS also facilitated submission of the EU application to join the Indian Ocean Rim Association (IORA) as a dialogue partner as part of the efforts to implement the EU strategy for Indo-Pacific. On the economic front, EEAS supported the successful conclusion of negotiations with the Republic of Angola on Sustainable Investment Facilitation Agreement (SIFA) as well the organization of the EU – Angola and EU – Zambia Business Forums. EEAS played a crucial role in the successful conclusion of a Memorandum of Understanding establishing a strategic partnership between the EU and Namibia on critical raw materials value chains and renewable hydrogen. In Zimbabwe, the EEAS continued its policy of constructive engagement, including a revision of EU restrictive measures.

When it comes to [Central Africa](#), the EEAS, together with the Commission and Member States, continued its efforts to contribute to peace, security and democratic governance. EEAS lead on the review and adaptation of the EU's autonomous restrictive regimes in view of the situation in the Democratic Republic of the Congo and Burundi, expanding or reducing their scope in pursuit of the Common Foreign and Security Policy goals. EEAS launched the process that led to the lifting of the EU's suspension of direct financial assistance to the Burundian administration as a result of the progress made by the Burundian government. EEAS, together with the Commission and Member States, adapted the EU's policy towards the Central African Republic, suspending where needed some

of its support in view of negative developments on human rights and security.

In September 2022 Member States welcomed the EEAS-developed Political Framework for Crisis Approach (PFCA) for the Eastern Democratic Republic of the Congo (DRC), which details how an EU integrated policy can support the DRC's efforts for the stabilisation, security and prosperity of its eastern provinces. The PFCA for Eastern DRC was matched in early 2023 by a broader and renewed strategic EU engagement on the Great Lakes region, adopted in the form of Council Conclusions. The EU deployed its first ever Election Observation Mission for the legislative and local elections in Sao Tome and Principe in September 2022. EEAS continued to monitor the situation in the Cameroon – especially the ongoing crisis in the North-West and South-West regions - and proposed new Council Conclusions adopted in March.

In Ethiopia, 2022 was marked by the signature of a Permanent Cessation of Hostilities Agreement (CoHA) on 2 November, after two years of an appalling conflict. The CoHA clearly reflects the EU's three requested "asks": Cease-fire, Humanitarian access and Accountability. Concrete progress on these three key areas will allow the gradual reestablishment of the full spectrum of EU's development cooperation and economic support in the country with a high importance for the region and the stability of the [Horn of Africa](#). The EU deployed one of its largest-ever Election Observation Missions to Kenya to observe the August 2022 general elections, providing an important contribution to a credible, transparent and peaceful electoral process. HRVP met President-elect Ruto on 10 September in Nairobi to re-launch the Strategic Dialogue with the new administration without delay. In Somalia, President Hassan Sheikh Mo-

hamud assumed office in May 2022 after a protracted period of electoral impasse. The HRVP visited the newly elected Somali President in Mogadishu in September, leading to a period of unprecedented engagement by the EU toward a more focused and incentive-based EU-Somalia partnership.

## MD AMERICAS

In 2022, EEAS strengthened transatlantic leadership, unity and partnership in a turbulent geopolitical global environment and ensured [swift, robust and closely coordinated response to Russia's illegal and unprovoked invasion of Ukraine](#). The EU worked in lockstep with the United States, Canada and other like-minded partners to impose comprehensive and hard-hitting sanctions against Russia, to provide substantial financial, humanitarian and military support to Ukraine, while also coordinating efforts to tackle Russian disinformation and to respond to the global impacts of the war, including in terms of rising costs of living and energy and food security. Coordination was frequent and systematic at all levels, with the respective political leaders meeting several times during the year, bilaterally as well as in the G7 context. US President Biden's attendance at the European Council on 24 March, and the joint participation of US Secretary of State and Canada's Foreign Minister in the Foreign Affairs Council on 4 March, sent a strong message of transatlantic unity and solidarity to Ukraine.

In 2022, the EEAS continued efforts to [deepen EU's partnership with the US to address other key foreign policy and global challenges](#), successfully implementing the commitments arising from the EU-US Summit taking place in Brussels in 2021. The EEAS and the US held high-level meetings on China and the Indo-Pacific, and launched a high-level dialogue on Russia

in March. Both parties reinforced its cooperation on energy security in the context of the ongoing efforts to reduce dependency on Russian fossil fuels and the transition towards renewable energy sources, holding the EU-US Energy Council in February in Washington D.C. and launching the EU-US Task Force on Energy Security on 25 March. Two ministerial meetings of the EU-US Trade and Technology Council took place in 2022, making tangible process on advancing cooperation on, inter-alia, digital infrastructure and connectivity, semiconductor supply chains, online protection of human rights and enhancing transatlantic trade. In a sign of reinforced EU-US cooperation on security and defence, the first EU-US dialogue on Security and Defence was held in April. Meanwhile, the joint work to defend democracy and human rights continued; EU-US Human Rights Consultations were held in March and EU-US collaboration continued to deliver tangible outcomes of the second Summit for Democracy in March 2023.

[2022 was a milestone in EU-Canada relations](#), marking the five-year anniversary of the provisional application of the EU-Canada Strategy Partnership Agreement (SPA) and the Comprehensive Economic and Trade Agreement (CETA) with Canada. In May 2022, at the EU-Canada Joint Ministerial Committee EEAS reaffirmed the comprehensive and resilient nature of the EU-Canada partnership, highlighting the determination to continue the strong engagement on key foreign policy priorities and global challenges including on security and defence, climate and biodiversity, digital technologies and democracy and human rights. During the year, the EU and Canada reinforced engagement to address the long-term impacts of Russia's war of aggression and committed to increase cooperation on critical raw materials and energy, while ramping up efforts to advance the green

and digital transitions. In March, President of the Commission and Canada's Prime Minister launched a dedicated working group to take forward the work on green transition and LNG. In December, the EU-Canada CETA Joint Committee highlighted the benefits CETA has provided in terms of job creation, spurring innovation and competitiveness and contributing to the resilience of shared supply chains. In 2022 bilateral trade in goods was 66% higher than in pre-CEFTA level.

The EEAS gave a new impetus to the EU's partnership with Latin America and the Caribbean with the ["The Road to 2023: A qualitative leap in EU-LAC relations"](#). This comprehensive and positive agenda with the region was discussed at the Foreign Affairs Council of 18 July 2022. Member States welcomed its four line of action (increased political dialogue; advancing in the network of trade and association agreements; building political partnerships on thematic priorities; promoting democracy, peace, human rights and humanitarian aid) and two cross-cutting priorities (cooperation in multilateral fora and visibility of the partnership including through people-to-people contacts and cultural diplomacy). On 27 October 2022, the [CELAC-EU Foreign Affairs Ministers Meeting](#) was held in Buenos Aires co-chaired by the HRVP and the Argentinian Minister of Foreign Affairs. This first formal Ministerial between the EU and the Community of Latin America and the Caribbean States (CELAC) since July 2018 marked the launch of a renewed process of engagement and the beginning of a major overhaul in the relations between the two regions. The outcome of the meeting included a joint CELAC-EU Roadmap 2022-23 with a list of bi-regional events and the agreement to organise a fully-fledged EU-CELAC Summit in 2023.

The cooperation with LAC countries at multilateral fora intensified in the context of the [Russian aggression against Ukraine](#). Most Latin American and Caribbean countries have been firm and clear in condemning Russia's aggression, hence confirming the position of the region as a staunch supporter of multilateralism and the rules-based international order and a key partner for the EU. The EU stood with the region in the face of the consequences of the war and provided additional funding to address food security needs and to support the resilience of food systems in the most affected countries.

The work towards the conclusion and signature of the [EU-Mercosur Association Agreement](#) continued throughout 2022 with good progress on the additional instrument with the objective to address concerns about sustainability and deforestation. The political conclusion of the ambitious and innovative [EU-Chile Advanced Framework Agreement](#) at a meeting between the EVP Valdis Dombrovskis and the HRVP, with the Chilean Minister of Foreign Affairs on 9 December in Brussels, was a main achievement in 2022. Work continued with a view to concluding the modernisation of the [EU-Mexico Global Agreement](#).

On 14 October HRVP and the Minister of Foreign Affairs of [Peru](#) signed a [MoU](#) on an Agenda of enhanced political and sectoral dialogue and cooperation, as well as a Framework Participation Agreement for the participation of Peru in European Union Common Security and Defence Policy crisis management operations. Work towards the negotiation of a similar MoU with [Ecuador](#) started in 2022. At the same time, the EEAS worked on the implementation of the MoU with [Colombia](#) and started preparations for the launching of negotiations of an [EU-Colombia Partnership and Cooperation Agreement \(PCA\)](#).

Work towards the reactivation of the [EU-Brazil](#) strategic partnership, notably in key areas such as environment and climate change, were pursued in 2022 with numerous technical and high-level contacts.

Finally, [EEAS promoted peace and stability in the LAC region](#). The flagship regional program [EL PACCTO](#) held its Annual Program Meeting in Buenos Aires from 9-10 November 2022. The new programme [EL PACCTO 2.0](#) will be extended to the Caribbean and will be operational in the second half of 2023. The EEAS continued EU's efforts to promote peace, democracy and the rule of law through bilateral [Human Rights dialogues](#) with Mexico, Brazil, Colombia, Argentina and Chile. The EEAS continued its work on maintaining a diplomatic presence in [Venezuela](#) and dialogue with all parties in the country. The EU has also continued to support national and regional efforts to address the Venezuelan migration crisis. In [Colombia](#), political and financial support to the implementation of the peace process remained key in our strengthened partnership with the country and in [Ecuador](#), the EEAS supported the negotiations between the government and the indigenous community, including through expertise/technical assistance. Moreover, the EEAS worked on assistance to fight violence in Ecuador's prisons. In [Chile](#), the EU engaged in accompanying and supporting the constitutional reform.

## MD ASIAPAC

In 2022, the [Managing Directorate for Asia and the Pacific](#), together with its 27 EU Delegations and Offices, ensured greater EU presence and visibility in the region and focused on having maximum impact on the ground.

EEAS continued the implementation of the [EU's Indo-Pacific Strategy](#) of 2021, which had a

positive impact on the EU's strategic engagement with the region, providing the framework for intensive exchanges both at bilateral and regional level, on political and sectoral issues. EU relations with [ASEAN](#) have progressed considerably in 2022. The HRVP participated in the first physical meeting in three years of the ASEAN Regional Forum in Phnom Penh in August. Following the upgrade of relations to a strategic partnership, the EU hosted an [EU-ASEAN Commemorative Summit](#) in Brussels in December, the first ever summit between the leaders of EU and ASEAN member states, marking 45 years of diplomatic relations. The consequences of Russia's aggression against Ukraine was a key issue on the agenda, including its impact on the global economy and on food security. The EEAS together with G7 partners engaged with [Indonesia](#) throughout its inaugural G20 Presidency on the global consequences of Russia's aggression against Ukraine. In the margins of the summit, Partnership and Cooperation Agreements were signed with both [Malaysia](#) and [Thailand](#), while agreement was reached on a joint political declaration on establishing the Just Energy Transition Partnership with [Vietnam](#). The summit saw the launch of the [EU-ASEAN Plan of Action 2023-27](#). In the context of the [Global Gateway](#), the EU launched the Team Europe initiative on sustainable connectivity, to enhance EU-ASEAN cooperation, and leaders welcomed the signing of the EU-ASEAN Comprehensive Air Transport Agreement, the first-ever region-to-region aviation agreement. EEAS contributed to preparing the joint statement to announce the conclusion of a new Digital Partnership between the EU and [Singapore](#).

Following the 2021 military coup in [Myanmar/Burma](#), the Council continued to extend its targeted sanctions on those responsible for the coup and for the suppression of democracy, as well as against entities which provided financial

and other support to the military regime. The EU continued temporary and partial withdrawal of Everything But Arms (EBA) trade preferences from [Cambodia](#) due to serious human rights concerns.

EEAS contributed to the strengthening of EU's coherence and unity on its strategic approach to [China](#), supporting preparation of strategic discussions with EU Member States and continuing its coordination work with the European Commission. EU-China relations remained complex: measures against EU decision makers (as a follow-up to EU human rights sanctions in 2021) remained in force; discussions on the economy and trade included concerns for economic coercion, market access and levelling the playing field; China's relations with Russia and its positioning on Russia's aggression against Ukraine were at the core of political exchanges. In this context, the EEAS supported the EU in managing this complex relationship in a realist and multifaceted approach, based on the existing policy framework (the 2019 Joint Communication "[EU-China: A Strategic Outlook](#)") and on strategic discussions held in the Foreign Affairs and European Councils in October 2022. In 2022, the EEAS contributed to coordination of the EU's response to the dismantling of the "One Country Two Systems" in [Hong Kong](#). The EEAS also continued EU's engagement with Taiwan, while increasing messaging on and attention to the growing tensions across the [Taiwan](#) Strait. The partnership with [Mongolia](#) was strengthened through the implementation of the Partnership and Cooperation Agreement.

The EEAS contributed towards organisation of the 28th [EU-Japan Summit](#) which produced a strong statement on cooperation to uphold the rules-based international order and opposing Russia's illegal war of aggression on Ukraine.

It announced also agreement on the EU Digital Partnership, to foster economic growth through a human-centric digital transformation. The EU maintained close contact with the new administration in the [Republic of Korea](#) with the high-level political dialogue taking place at the end of October in Seoul.

[EU-Australia relations](#) were on an upward trend in 2022. The Leaders met in the margins of the November 2022 G20 Summit in Bali and released a strong press statement condemning Russia's war of aggression against Ukraine, affirming their determination to uphold the international rules-based order, and their commitment to working together in the Indo-Pacific, and on issues such as climate change, trade and the digital transformation.

EEAS strengthened relations with the [Pacific](#) region during 2022 by preparing a dedicated ministerial meeting, senior official meetings and Political Dialogues. EEAS maintained its commitment to support a credible process leading towards a negotiated solution as regards the consultation process in the framework of the Bougainville Peace Process. The EU advanced steadily in the preparation of the Team Europe initiative Green Blue alliance for the Pacific and Timor-Leste that promotes equal societies, fundamental values, human development, and peace and security across 18 partner countries and Overseas Countries and Territories.

During the visit of Commission President to New Delhi in April, EU and [India](#) agreed to launch a Trade and Technology Council to tackle key trade, energy and technology challenges and further strengthen the cooperation in these areas. The EU and India also agreed to resume negotiations for an EU-India Free Trade Agreement, and start talks on an Investment Protection Agreement as well as an Agreement on Geographical Indications.



EEAS also worked on expanding EU cooperation with [Bangladesh](#), with the first Political Dialogue held in Dhaka in November. Bangladesh remained the biggest beneficiary globally of the EU's Everything But Arms (EBA) preferential trade scheme. The EU extended support to [Sri Lanka](#) at the time of unprecedented crisis, also helping the country to advance on reconciliation agenda, in full respect of democratic values.

In early 2022, EEAS worked towards re-establishing EU's physical presence in [Afghanistan](#), as the only (to date) diplomatic representation by the European Union and its Member States in Kabul since the Taliban take-over of Afghanistan in the summer of 2021. Together with the EU Delegation in Kabul, the EU Special Envoy (EUSE) for Afghanistan continued a principled engagement with the Taliban appointed care-taker government, according to the five benchmarks defined in the Foreign Affairs Council Conclusions of 2021. They also reinforced outreach to civil society, private sector, journalists, human rights defenders and other stakeholders in the country, with a specific attention to Afghan women inside and outside Afghanistan. The Safe Passage Task Force continued operations to allow those who felt threatened or wished to leave Afghanistan in a dignified and safe manner.

The EEAS continued its active engagement with the government of [Pakistan](#), especially given the multiple crises (political, economic, climate) faced by the country. In the aftermath of the devastating floods of summer 2022, the EU provided significant support as part of the Team Europe effort.

## MD EURCA

In February 2022, Russia started a full-scale invasion of Ukraine, which changed the landscape of the whole Eastern neighbourhood. The

EU responded united and in the strongest possible terms to Russia's war of aggression along three strands: wide-ranging support to Ukraine; pressure on and isolation of Russia, including restrictive measures, and work on holding Russia to account; and global outreach and addressing the wider fall out of the war.

For the first time ever, the EU decided to provide military assistance to a third country via the European Peace Facility (EPF). The military support including EU Member States' contributions totals EUR 12 billion, of which EUR 3,1 billion through the EPF. The EEAS was instrumental in setting up a Military Assistance Mission (EUMAM), launched in November 2022, to train Ukrainian soldiers on EU soil. In total, including the military support, the EU and its Member States mobilised economic, financial, humanitarian support of at least EUR 67 billion for Ukraine and its people.

On EU-Ukraine bilateral relations, the European Council recognised in June 2022 the [European perspective and granted the status of candidate country to Ukraine](#). The EU-Ukraine Association Council, co-chaired by HRVP on 5 September 2022 condemned the war in the strongest possible terms, and welcomed the steps that Ukraine had taken thus far with regard to reforms in the sphere of anti-corruption, fighting against fraud, anti-money laundering and rule of law. At the same time HRVP urged Ukraine to pursue further efforts in these areas. The meeting also reconfirmed the interest of the EU and Ukraine to further strengthen their relations including through well-targeted support to Ukraine's European integration efforts and exploiting fully the potential of the Association Agreement, including the Deep and Comprehensive Free Trade Area (DCFTA). All customs duties and trade defence measures on imports

from Ukraine were suspended until mid-2023, thereby further supporting EU-Ukraine trade.

To help Ukraine export its agricultural products despite the blockade of the Black Sea ports, the EU took a set of actions to create the [Solidarity Lanes](#), which, from May 2022, became the life-line for the Ukrainian economy and an investment into increased EU-Ukraine connectivity. In 2022, they allowed for the export of about [45 million tonnes](#) of Ukrainian goods and for the import of [23 million tonnes](#) into Ukraine. They generated an estimated [EUR 20 billion](#) in revenues for Ukraine.

Following Russia's unprovoked and illegal war of aggression against Ukraine, the EEAS took on a leading role in re-adjusting the EU's approach towards Russia, activating diplomatic and financial tools as well as sanctions. The HRVP outlined the EU's wartime approach towards Russia after the November Foreign Affairs Council<sup>4</sup>. The EEAS coordinated along with the European Commission the suspension or termination of most of the EU's engagement with Russian authorities, including all EU funded projects in and with Russia. Together with like-minded partners, the EEAS coordinated Russia's international condemnation and isolation. The EEAS supported Russian civil society, human rights defenders and independent media inside and outside Russia.

In light of the consequences of Russia's war of aggression against Ukraine, the EEAS focused on strengthening the resilience of the [Republic of Moldova](#) and [Georgia](#), enhancing cooperation on security and defence. Both countries benefited from significant assistance measures under the European Peace Facility, while cooperation

on fighting hybrid and cyber threat deepened. In 2022, the EEAS had also continued to monitor the implementation of the Association Agreements including reforms in line with the priorities identified in the Commission's opinions on both countries' application for EU membership. The June European Council conclusions acknowledged the European perspective of the Republic of Moldova and Georgia and granted candidate status to Moldova.

In 2022, the EU has taken a leading [peace-building role](#) in the [South Caucasus](#) through the facilitation efforts of the President of the European Council supported by the EEAS and the EU Special Representative for South Caucasus and the Crisis in Georgia. In this context, the EEAS deployed in October a civilian EU Monitoring Capacity to Armenia for a period of two months to contribute to stability in Armenian areas bordering Azerbaijan, and to build confidence between the two countries. Given its success, it was followed by preparations to launch a new full-fledged civilian EU Mission to Armenia, which was established in January 2023. The EEAS had strengthened the dialogue on human rights and on justice reform with Armenia and, in a context of increasing restrictions to fundamental freedoms, has kept rule of law and respect for human rights at the core of its dialogue with Azerbaijan. In July, the President of the European Commission signed a Memorandum of understanding with Azerbaijan on a strategic partnership in the field of energy to double the supply of gas from Azerbaijan to the EU by 2027.

The EEAS continued to lead the EU and international reaction against the human rights violations perpetrated in [Belarus](#). This included

<sup>4</sup> [https://www.eeas.europa.eu/eeas/foreign-affairs-council-defence-press-remarks-high-representative-josep-borrell-after-meeting\\_en](https://www.eeas.europa.eu/eeas/foreign-affairs-council-defence-press-remarks-high-representative-josep-borrell-after-meeting_en)

the preparation of further restrictive measures against the Belarusian regime, the support to international accountability mechanisms, and the support to Belarusian civil society, including to victims of repression, independent media and to the democratic movement.

Regarding [Eastern Partnership regional policy](#), Russia's war of aggression against Ukraine has fundamentally changed the geopolitical landscape in the region. Member States and partner countries were united in their calls for the continuation of the Eastern Partnership (EaP), albeit in a more flexible, streamlined format, focusing on the areas in which regional cooperation offers added value, and allows for the opportunity to work with other regions (such as the Western Balkans, the wider Black Sea region and Central Asia) as relevant. [Other regional formats](#) (Black Sea cooperation, Northern Dimension, BEAC, CBSS) were also affected by the geopolitical shifts in the region and continued to function in a limited format.

In 2022 the EU intensified its political outreach to the [Central Asia](#) region. In October, at the first regional high-level meeting in Astana between the Presidents of the Central Asian countries and the President of the European Council, participants reaffirmed their commitment to continue building a diversified and forward-looking partnership underpinned by shared values and mutual interests. They furthermore reaffirmed their commitment to work together for peace, security, democracy, rule of law and sustainable development in full respect for international law. EEAS prepared the 18th EU-Central Asia Ministerial meeting that took place in November 2022 in Samarkand chaired by HRVP, where the participants once again confirmed their commitment to strengthen EU-Central Asia cooperation to support a green and sustainable

post-COVID-19 recovery and to work together to tackle challenges emerging from regional dynamics, with a focus on the fall-out of Russia's war of aggression against Ukraine and the situation in Afghanistan. At the subsequent EU-Central Asia Connectivity Conference in Samarkand EEAS' efforts focused on promoting the shared goal of prosperous and secure region of Central Asia through increased sustainable connectivity. The meeting affirmed the EU's commitment to intensify cooperation with Central Asia in strengthening energy security through development of alternative energy supply routes, enhancing sustainable and secure digitalisation including digital sovereignty, improving transport connections, and transition to a green, sustainable, climate- and ecologically-positive economy and e-commerce.

In November 2022, the President of the European Commission and the Prime Minister of Kazakhstan signed a Memorandum of Understanding establishing a partnership between the EU and [Kazakhstan](#) to ensure the development of a secure and sustainable supply of raw materials and refined materials. The agreement also aims to develop renewable hydrogen and battery value chains, to boost the green and digital transformation of both sides' economies. The EEAS was in the lead on finalizing the negotiations of a new Enhanced Partnership and Cooperation Agreement (EPCA) with [Uzbekistan](#) and achieving the mandate to start negotiations on an EPCA with [Tajikistan](#). Special attention was paid to human rights, which were discussed with all Central Asian countries in the annual human rights dialogues.

## MD EUROPE

In 2022, the EEAS continued to promote EU values and interests in the relations with [non-](#)



EU western European countries and that is with Iceland, Liechtenstein, Norway, Switzerland, Andorra, Monaco and San Marino, as well as the Vatican/Holy See. In collaboration with the EU's Special Envoy for Arctic matters, EEAS represented the EU and engaged strongly on the Arctic issues with the wide range of countries, stakeholders and regional organisations. EEAS ensured external visibility for the EU Arctic policy (set out in the Joint Communication on the Arctic from October 2021) and further developed EU internal cohesion across the EEAS, Commission, Council and the Parliament. The implementation of the June 2022 Council conclusions on a homogeneous extended single market and EU relations with Non-EU Western European countries as well as with the Faroe Islands, showcased the EEAS' work towards further strengthening the unity regarding the Russia's war of aggression against Ukraine. Iceland, Liechtenstein and Norway aligned with EU statements and restrictive measures against the Russian Federation and Switzerland, Andorra, Monaco and San Marino, as well as the Faroe Islands, implemented equivalent restrictive measures. The EEAS also worked on setting-up the framework for bilateral political dialogues on foreign policy with Andorra, San Marino, Monaco and a structured and systematic process for their alignment with the EU on CFSP matters. EEAS was involved in organising relevant thematic and geographical political dialogues and consultations, including the ministerial level political dialogues at the biennial European Economic Area Councils. Through a senior management visit to the Holy See in 2022, EEAS re-launched the enhanced cooperation on areas of common interest.

The EEAS continued pursuing its geopolitical interest in stability and security in [South East Europe](#) by deepening the [Western Balkans'](#) inte-

gration with the EU. 2022 saw an intensification of political engagement with the region through a series of high-level meetings including the EU-Western Balkans Leaders Meeting in June, the European Political Community Summit in Prague in October, the Berlin Process Summit in November and finally the EU-Western Balkans Summit in Tirana in December. EEAS continued to strengthen the EU's overall political and security engagement with the region, in line with the May and November Foreign Affairs Council discussions and as enshrined in the December Tirana Summit Declaration. Main outcomes of these engagements were the formal start of accession negotiations with Albania and North Macedonia in July and in December respectively, as well as the granting of EU candidate country status to Bosnia and Herzegovina and the agreement on visa liberalisation for Kosovo at the latest by 1 January 2024.

In 2022 the work continued on keeping the relationship with Türkiye steady and securing continued de-escalation, notably in the [Eastern Mediterranean](#). These 2022 goals were overall accomplished, despite serious concerns underpinned by the situation in human rights and rule of law or Türkiye stance vis-à-vis Greece and with regards to the Cyprus issue. Further challenges in the relations included Türkiye's posturing on specific foreign policy files, which continued to be at odds with the EU priorities under the common foreign and security policy. The resumption of EU-Türkiye senior officials' political dialogues with focus exclusively on foreign policy and regional files, contributed significantly to achieving the EEAS goals through keeping the channels of communication open and enhancing engagement with Türkiye.

Throughout 2022, the EU and the [United Kingdom](#) remained important like-minded partners

in the area of foreign and security policy, linked by geography, shared history, shared values and shared interests. Last year the pragmatic and essential foreign and security policy cooperation between the EEAS services and the United Kingdom was intensified regarding the response to Russia's aggression of Ukraine. The EEAS worked closely with the United Kingdom's authorities to coordinate the respective responses and measures to support Ukraine, condemn and isolate Russia and its accomplice Belarus and address the consequences of the war. The EEAS contributed to monitoring and ensuring the implementation of the Withdrawal Agreement in close cooperation with relevant Commission services. The EU Delegation in London played an essential role in assisting EU citizens in the United Kingdom to help ensure the protection of their rights under the Withdrawal Agreement. The EEAS also participated, along with the European Commission, to negotiations on the future agreement between the European Union and the European Atomic Energy Community, on the one hand, and the United Kingdom of Great Britain and Northern Ireland, on the other, in respect of Gibraltar.

## MD MENA

Prioritising EU-Gulf relations in 2022, the High Representative and the Commission adopted on 18 May a [Joint Communication](#) on "A strategic Partnership with the Gulf", which was followed by Council Conclusions on 20 June. The EU's close contacts with other GCC partners intensified throughout the year, with HRVP's visit at the [Doha Forum](#) and to [Kuwait](#) in early March, at [Sir Bani Yas Forum in Abu Dhabi](#) in November, and at the Manama Forum (end of November) with the participation of the President of the European Commission. The EEAS launched Senior Officials Meetings (SOM) with [Saudi Arabia and Bah-](#)

[rain](#), accompanied by sectorial working groups. Despite challenges, EEAS continued to engage intensively on human rights through dedicated annual [Human Rights Dialogues](#) that took place with all the GCC partners in 2022. One of the important events in 2022 was [opening of the EU Delegation in Qatar](#) in September in the presence of the President of the European Council.

The EEAS also helped to reinforce its institutional engagement with the [Gulf Cooperation Council](#) (GCC). The ministerial EU-GCC Joint Cooperation Council took place on 21 February and endorsed a 5-year Joint Action Programme, covering a wide array of sectoral areas of cooperation. Following the EU-GCC Troika Meeting in New York in September in the margins of the UN General Assembly (UNGA), the EU and the GCC held the first ever Political Dialogue on 11 October in Riyadh, to discuss regional crises and conflicts of shared concerns

During 2022, the EU enhanced cooperation with other regional organisations including Organisation for Islamic Cooperation and League of Arab States (LAS). Senior officials of the EEAS and LAS Secretariat met in June in Cairo and online in November, establishing a Joint Work programme 2022-2024 and creating an ad-hoc working group on food security. In early 2022, the EU and Egypt presented a successful bid to [co-chair the Global Counter Terrorism Forum \(GCTF\)](#) as of May 2023.

EEAS worked towards organising the 4th [EU-Southern Neighbourhood Ministerial meeting](#) on 24 November that brought together in Barcelona Ministers of Foreign Affairs of the EU and of the Southern Neighbourhood. The meeting, attended also by EIB and EBRD, focused on the most pressing challenges in 2022 for that region including consequences of the Russian aggression against Ukraine and its food and

energy security. The HRVP also successfully co-chaired with Jordan the [7th Regional Forum of the Union for the Mediterranean \(UfM\)](#) on 24 November, where Ministers reconfirmed their shared ambition for a solid and equal Euro-Mediterranean partnership.

2022 witnessed a number of important high-level meetings and visits to the region, including the [14th EU-Jordan Association Council](#) in Jordan and the [9th EU-Egypt Association Council](#) in Luxembourg. Both meetings adopted relevant Partnership Priorities setting the political framework for EU-Jordan and EU-Egypt relations until 2027. The President of the European Commission visited Israel and Egypt in June and signed a [tripartite Memorandum of Understanding on natural gas exports](#). The Egyptian Foreign Minister Shoukry participated at an informal lunch at the June [Foreign Affairs Council](#) to discuss Egypt's preparation of COP27 and food security. Egypt also hosted COP27 in November with high-level attendance, including notably several Commissioners and the President of the Commission and the President of the European Council.

The [Middle East Peace Process remained a key EU priority in 2022](#). In the margins of the UN General Assembly in New York in September 2022, High Representative co-chaired a ministerial event on the Arab Peace Initiative with Saudi Foreign Minister Prince Faisal bin Farhan Al Saud. The Ad Hoc Liaison Committee ([AHLC](#)) met in Brussels on 9-10 May and in New York in September 2022. For the first time in 10 years, the [EU-Israel Association Council](#) took place on 3 October and the official Political Dialogue and informal subcommittee on human rights with Israel were resumed in December, after a 6 year-hiatus. In June 2022, the European Union announced a three-year multiyear contribution of EUR 246 million to the United Nations Relief

and Works Agency for Palestine refugees in the Near East ([UNRWA](#)), remaining the largest donor to Palestine\*.

EU Ministers addressed twice the political situation in [Tunisia](#) at the Foreign Affairs Councils of July and December 2022. Furthermore, the EU signed a [Green Partnership with Morocco](#) in October 2022, the first with a country of the Southern Neighbourhood, as a concrete step in implementing the EU priorities of tackling climate change and ensuring environmental protection.

[Lebanon](#) continued to face a critical political and socio-economic crisis last year, coupled with an inconclusive presidential election process. The EEAS deployed an [Election Observation Mission](#) to accompany the organisation of the [May 2022](#) parliamentary elections. On 30 July, the Council [renewed the framework for targeted restrictive measures](#), aimed at those responsible for undermining democracy or the rule law in Lebanon.

In terms of [programming and cooperation](#) through financial assistance, the work on the implementation of the Agenda for the Mediterranean had progressed in 2022, in all its priority areas. Multiannual programming under ND-ICI-Global Europe made good progress with, in particular, the adoption of Multiannual Indicative Programmes (MIPs) for Jordan, Egypt, Lebanon, Algeria and the Multi-country MIP on Migration. By the end of 2022 the Commission had mobilised EUR 3,3 billion in grants to the support of the region and EUR 5,7 billion of investments into our partners' societies and economies. Important work has been undertaken to identify Global Gateway flagship initiatives (ex. MEDUSA, ELMED).

Despite some progress, the [protracted conflicts](#) in the region remained obstacles to political stability and development. The EU continued to support and contribute to UN-led processes, as well as to pursue its contributions to stability and security in the region through a number of [CSDP operations in Iraq, Libya and Palestine](#). Following the postponement of the [Libyan elections](#) scheduled for December 2021, the EU remained committed to holding free, fair and inclusive elections as soon as possible and supported UN efforts towards this goal as well as the appointment of Abdoulaye Bathily as Special Representative of the Secretary-General for Libya in September 2022. The EEAS continued to support efforts for a solution to the [Syrian crisis](#), in line with the United Nations Security Council Resolution (UNSCR 2254) and to support the UN Special Envoy for Syria, Geir Pedersen, who attended the Foreign Affairs Council on 24 January 2022. On 10 May, HRVP co-chaired the [sixth Brussels Conference on supporting the future of Syria](#) and the region, which helped to mobilise donors pledges and sent a strong signal of EU's continued commitment to the Syrian people, refugee-hosting communities and to finding a political solution to the Syria conflict. The Foreign Affairs Council in December reviewed its strategy towards [Yemen](#) (with comprehensive [Council Conclusions](#)) and the EU continued to support the UN Secretary General's Special Envoy for Yemen Hans Grundberg and his efforts.

The EEAS welcomed the formation of the [new Iraqi government](#) in October 2022 after a year of political stalemate and escalation of violence. In his early engagement with Foreign Minister Hussein in October, the High Representative committed to hold the ministerial Cooperation Council, and at the [Baghdad II Conference on 20 December 2022 in Amman](#), he reiterated the

EU's support to Iraq's security, sovereignty and territorial integrity.

In the Middle East and North Africa (MENA) region, a [cross-cutting priority](#) was also to address the geopolitical consequences of Russia's war of aggression against Ukraine and especially its political, socio-economic, communication and diplomatic impacts. The region remains heavily targeted by Russian foreign information manipulation and interference. In this context, it was important to demonstrate that the EU is engaged and active with the Southern Neighbourhood partners and the Gulf.

### **MD Common Security and Defence Policy (CSDP)**

In 2022, EEAS continued working on the [Strategic Compass](#) that sets out the EU's ambitions over the next 5 to 10 years in the field of security and defence. After the adoption of the Compass in March 2022, CSDP Directorate supported its implementation, both through coordinating work within the EEAS but also providing an overview to the Member States (MS), including regular briefings to PSC and EUMC or presenting the document outlining progress across all four 'pillars' of the Compass. Furthermore, EEAS together with the EU MS advanced work on a number of topics related to the Strategic Compass, by presenting reflection papers and/or supporting exchanges by the Member States on issues such as EU Rapid Deployment Capacity, common costs in relation to exercises, Military Planning and Conduct Capability.

The mobilisation of the European Peace Facility (EPF) in response to Russia's military aggression against Ukraine has marked a paradigm shift for EU foreign and security policy in 2022. Last year, the EU adopted six support packag-

es for the delivery of defensive military equipment to the Ukrainian Armed Forces for a total amount of EUR 3.1 billion. The EU has also provided the EPF support to the Ukrainian Armed Forces trained by the EU Military Assistance Mission (EUMAM Ukraine).

The EPF also financed military components of African-led peace support operations under the general programme for support to the African Union, as well as a number of assistance measures aimed at strengthening capacities of partners in the Eastern Neighbourhood, the Western Balkans, the Southern Neighbourhood and in Africa. It has also covered the common costs of military CSDP missions and operations.

In addition, the European Council in December 2022 welcomed the agreement to raise the overall financial ceiling of the Facility by EUR 2 billion, while acknowledging that the evolution of the international security environment could make further increases necessary until 2027, up to a total increase of EUR 5.5 billion. This was a major political signal of the EU's enduring commitment to military support for Ukraine and other partners.

In 2022 important progress was achieved on PESCO with the Council adopting its recommendation in November on the progress made by the participating Member States to fulfil their commitments. This was drafted on the basis of the Annual Report on the Status of PESCO Implementation, provided by the High Representative and the first ever national political statements by the 25 Ministers of Defence. In addition, the process of agreeing on new collaborative projects was launched. The Council also adopted a positive decision to invite the UK to take part in the Military Mobility PESCO project in November 2022.

As set out in the Strategic Compass, the HR together with the Commission presented an Action Plan on Military Mobility 2.0 in November,

aimed at substantially enhancing the military mobility of EU's armed forces, considering the changed security situation in Europe following Russia's aggression against Ukraine. The Military Mobility Action Plan 2.0 builds on the progress made while opening new chapters for the period of 2022-2026, such as increased resilience and preparedness.

Following the Joint Communication by the HR and the Commission on "Defence Investments Gaps – The Way Forward" in May 2022, EEAS participated in the set up and the work of the Defence Joint Procurement Task Force. The Task Force delivered in October an aggregated picture of the Member States' most urgent and critical procurement needs. On this basis, the Task Force engaged with European defence industry to map and assess its supply capacities to meet this increased demand. The objective of this procurement was to avoid the competition among Member States for the same products and facilitate cost savings, as well as increase interoperability. At the same time, this effort should also allow the European defence industry to ramp-up production.

EEAS made substantial progress in consolidating the EU's contribution to maritime security and in enhancing EU's role in maritime areas of interest agreed by the Member States. The Coordinated Maritime Presence pilot case that was established in January 2021 in the Gulf of Guinea, was extended for two more years. A decision to expand the concept to the Northwest Indian Ocean was taken by the Council in February 2022. Together with the Commission, EEAS worked on a Joint Communication and Action Plan on the update of the EU Maritime Security Strategy, which was scheduled to be adopted in early 2023. EUNAVFOR Atalanta participated in joint naval exercises with Indo-Pacific partners,



including the first joint exercise with Indonesia in August 2022.

In 2022 EEAS continued its work to strengthen links between CSDP and Justice and Home Affairs (JHA) actors, e.g. Frontex, Europol and CEPOL. The fourth Annual Review Conference (ARC) on Civilian CSDP in November took stock of progress made and identified priorities for the next Civilian CSDP Compact, to be adopted in 2023.

The cyber threat landscape had evolved in 2022, notably the use of cyber weapons that enabled and accompanied Russia's invasion of Ukraine has shown cyberspace to be a domain of conflict. EEAS worked to strengthen partnerships, develop and coordinate support and capacity building to Ukraine, as well as the broader EU neighbourhood, and to prevent, deter and diplomatically respond to cyberattacks including by imposing sanctions on those responsible. Further strengthening the EU's cyber defence cooperation and capabilities, EEAS presented a Joint Communication on the EU Policy on Cyber Defence together with the Commission, EU Member States, European Defence Agency, European Security and Defence College and Single Intelligence Analysis Capacity. EEAS also collaborated with EU Member States and partners to advance the UN resolution to establish a UN Cyber Programme of Action (PoA), winning the vote over Russia's counter resolution with 157 in favour.

EEAS took an active role in the implementation of actions in the Strategic Compass aimed at countering hybrid threats, including the establishment of the EU Hybrid Toolbox by contributing to the preparation of the concept and adoption of the necessary documents. In addition, EEAS contributed to providing options

for creating Hybrid Rapid Response Teams, re-launched the Hybrid Risk Survey with Moldova and co-organised a table-top exercise for Member States.

The Council adopted a decision extending the operational responsibility of the Council and the HR to all EU space systems and services. In this area, one of the milestones was adopting in the beginning of 2022 the Joint Communication on Space Traffic Management, on which EEAS worked closely with the Commission. EEAS and Commission further worked together on preparing the space strategy for security and defence planned for adoption in early 2023.

In line with the Strategic Compass objectives to develop, expand and deepen cooperation with partners and further tailor partnership packages, EEAS engaged with partners on a range of security and defence issues. Cooperation with the UN and NATO was further consolidated and developed and progress was achieved with i.a. the OSCE, African Union, ASEAN, the US, Canada, Norway. Security and defence dialogues and consultations were strengthened with other partners in the European neighbourhood, Asia, Africa and Latin America. EEAS engaged with third states regarding their increased participation in CSDP missions and operations.

In 2022, EEAS worked closely with third countries and international organisations on countering terrorism and preventing violent extremism, including through dedicated Counter Terrorism Dialogues. The EU became co-Chair of the Global Counter Terrorism Forum in September, reinforcing its multilateral engagement in this area. EEAS further strengthened the network of CT/Security Experts in EU Delegations, currently present at 19 delegations around the world.



The increasing strain on the global disarmament, non-proliferation and arms control architecture was further amplified in 2022 in the wake of the Russian war of aggression. EU efforts throughout the year focused on upholding and strengthening the relevant multilateral frameworks, including through strong and coherent positions at the 10th Review Conference of the Nuclear Non-Proliferation Treaty, 77th UN General Assembly, and 9th Review Conference of the Biological and Toxin Weapons Convention last year. In the context of these meetings, particular attention was put on upholding export control regimes and to counter narratives seeking to undermine these.

One of the important events in 2022 was the start of preparations for a periodic review of Common Position 2008/944/CFSP defining common rules of exports of military technology and equipment. The process which is to end in 2024 is focusing on addressing jointly produced military equipment, enforcement and possible further harmonization. The EU continued to provide significant political and financial support, including through dedicated CFSP projects for a value of EUR 25.4 million in support of its non-proliferation, disarmament and arms export control priorities.

EEAS developed new tools in 2022 to consolidate the framework for EU actions under the Integrated Approach, notably with a new concept on stabilisation in October 2022. The joint progress report on Climate Change, Defence and Security was presented to Member States and three Political Frameworks for a Crisis Approach were also prepared last year (for Eastern DRC, Gulf of Guinea, Moldova). Furthermore, the first implementation report on the EU approach to cultural heritage in conflicts and crises was also presented last year. Internal monitoring structures were set for the EU concept

on climate change and security as well as, following Council conclusions in May 2022, for the Joint Communication on EU strategic approach in support of Disarmament, Demobilisation, and Reintegration of former combatants. EEAS also prepared the follow-up Baseline Study Report on Integrating Human Rights and Gender Equality into CSDP.

EEAS submitted the first Annual Report on EU Peace Mediation to the PSC. It engaged in mediation and dialogue support actions in more than 20 peace processes across the world, such as in Yemen, Syria or Colombia. Facing the new security challenges in 2022, EEAS continued assessing conflict risks and identifying EU response actions through the EU conflict Early Warning, Conflict Analysis Screening and Horizon Scanning tools. In 2022, it conducted 17 Conflict Analysis Screenings, 2 regional conflict analysis and 5 Conflict Prevention reports. Finally, in 2022 EEAS consolidated peace partnerships on conflict prevention and mediation with the UN and the OSCE and established new ones with the AU and ECOWAS.

### **MD Civilian Planning and Conduct Capability (CPCC)**

The Civilian Planning and Conduct Capability (CPCC) is the operational headquarters for 12 civilian Common Security and Defence Policy (CSDP) missions deployed around the world and in 2022, it celebrated the anniversary of 15 years since its creation. CPCC has been instrumental for the deployment by the European Union of a total of 23 civilian CSDP missions.

2022 has been a major year for the CPCC for two reasons. First, the directorate undertook a large reform process aiming at streamlining its role at headquarters and reinforcing its capacities to coordinate missions. Second, following

the Russia's aggression against Ukraine, it witnessed the fastest adaptation of mandate and deployment of missions in the Eastern neighbourhood.

As part of the reform, the EEAS created a position of managing director for CPCC, who is also the Civilian Operations Commander. The reform entailed a new CPCC division for horizontal coordination, reinforced the planning, conduct of civilian missions, and focused on taking steps to improve knowledge management both in the HQ and at the missions' level. The command and control guidelines for civilian missions were updated to reflect the reform and to enhance coordination and cooperation between the missions and EU Delegations and Commission services around the world.

On 24 February, the EU Advisory Mission in Ukraine evacuated its staff from the country as the Russian military aggression started. In less than 3 months, the mission returned to Kyiv to resume its support to the local authorities. With a record time decision of less than two weeks, its mandate was adapted twice, adding tasks such as supporting Ukrainian border guards in handling the refugees and humanitarian aid flows thereby contributing to the success of the EU-Ukraine solidarity lanes and enabling engagement with the Office of the Prosecutor General of Ukraine to support the investigation and prosecution of war crimes and crimes against humanity. The mission also joined the United States State Department and the United Kingdom Foreign Commonwealth and Development Office in the creation of the Atrocity Crimes Advisory Group.

The decision by the European Council to grant candidate status to Ukraine provided strong incentives for the political commitment to re-

forms, including the reform of the civilian security sector, which remains the core mandate of the EU mission. The mission has also been instrumental in helping the restoration of state authority in newly liberated areas and reopened its office in Odessa in October.

In the same month of October, after the political agreement between conflicting parties of Armenia and Azerbaijan, the CPCC deployed the EU Monitoring Capacity in Armenia (EUMCAP), a temporary initiative subsequently transformed in a full-fledged civilian mission. EUMCAP deployment took less than a month relying on its sister EU Monitoring Mission in Georgia for the deployment of 40 monitors in order to patrol the region around the international border between the two countries, monitoring the ceasefire with a view to contributing to restore peace and security in the area and to build confidence. The speedy intervention showed the capacity of EEAS and Member States to respond promptly and concretely to emerging crises and conflicts. It also allowed the EU to better support the work of the border commissions, in the context of the EU facilitation of the peace process.

2022 was also marked by the first ever agreement between a civilian CSDP mission (EUCAP Sahel Niger) and the European Border and Coast Guard agency FRONTEX signed in July that established a concrete framework for cooperation in addressing the irregular migration threats to Europe. This agreement reflects the increasingly relevant internal-external security nexus approach of the EEAS and the need to enhance operational cooperation between the civilian missions and the Justice and Home Affairs agencies.

In March and November 2022, due to increasing tensions arising respectively from the Serbian parliamentary elections and from the expiry

of the temporary agreement on licence plates between Pristina and Belgrade, the European Gendarmerie Force<sup>5</sup> deployed a reserve formed police unit to support the EU mission in Kosovo (EULEX Kosovo) in its role as security responder.

During this intense year, EEAS defined a new policy framework for cyber security in civilian missions and proposed an action plan to mitigate the identified risks, which include protection from threats encompassed in each mission's IT architecture design, detection of intrusion and response in case of cyber-attacks to guarantee business continuity thanks to a disaster recovery plan.

EEAS developed a reinforced approach to selection and recruitment of personnel in civilian missions, incorporating best practices and lessons learnt from recent experience. The revised civilian CSDP recruitment policy, issued in April,

has an objective to increase secondments and women representation and ensure coherence, transparency and accountability in recruitment across all civilian missions. One of the quantifiable effects is that women participation has increased compared to 2021, from 26% to almost 28% of the total international staff and from 30.3% to 31.1% when local staff is taken into account.

The civilian missions are one of the most important foreign policy instrument of the European Union. As such, their staffing is key for providing them with adequate capacity to undertake significant advisory, capacity building and monitoring tasks in accordance with the Feira Council areas of responsibility. The new strategy for enhancing women participation in civilian CSDP missions has a target of 40% women representation by 2024.

---

<sup>5</sup> The European Gendarmerie Force (EGF) is a multinational force with headquarters in Vicenza (Italy), made up of gendarmerie-type police forces belonging to EU Member States ES, FR, IT, NL, PL, PT and RO.

# **PART II MANAGEMENT OF RESOURCES**

## 2.1 ACHIEVEMENTS OF OBJECTIVES IN EEAS ADMINISTRATION

In 2022, the Directorate General for Resource Management (DG RM) focused on the following priority areas:

- 1) Modernising resource management;
- 2) A professional, balanced, diverse and flexible workforce;
- 3) Enhancing crisis response capacities;
- 4) Building policy.

DG RM also intensified its efforts to further enhance the efficiency and effectiveness of the administration. This section presents the key achievements of the EEAS' administration for the reporting year, divided by priority.

### 2.1.1 Modernising resource management

#### RM reorganisation

As the EEAS entered its eleventh year of operation, the need for adaptation and evolution to continue to be able to face effectively the unprecedented challenges was apparent. Under the circumstances, in particular the multiplication of crises and growing constraints in terms of resources, the EEAS needed to take a dynamic approach. With this in mind, DG RM underwent an in-depth reorganisation aimed at having a clearer definition of responsibilities within its entities and better matching the priorities of the EEAS with appropriate policies and administrative support. This led to a leaner structure (two directorates instead of three and 13 instead of 16 divisions) reducing decision levels/layers and grouping similar and related functions. Due to the significant implications of the reorganisation for some staff members, an internal Task Force was created to give audi-

ence to them and take into consideration their needs and concerns.

### 2.1.2 Enhancing crisis response capacities

#### Creation of new Crisis Response Centre Directorate

In view of the need to be better prepared for crises and in line with the objectives of the EU Strategic Compass, the EEAS Crisis Response Centre (CRC) was established in July 2022 as a Directorate reporting directly to the Secretary General. The CRC was created to serve as a permanent crisis response capability, speeding up decision making and improving the EEAS' ability to prepare, evaluate and react to emerging security and consular crises. The CRC brings together the EU Situation Room, Consular Affairs and Field Security Divisions. The Field Security Division moved from DG RM to the new CRC. The CRC will be able to better coordinate EEAS responses as well as to ensure swift follow up to relevant administrative decisions in EU Delegations which are operating in crisis environments. As regards staffing to facilitate crises responses, the EEAS recruited nine more Regional Security Officers (RSOs) who are deployed in EU Delegations, and seven staff members for EEAS Headquarters during 2022.

#### Competitions for new skills and motivated staff

The EEAS has taken a range of important measures to renew its talent pool through implementing a proactive recruitment strategy based on a series of competitions and training tailored to the needs of a modern European diplomatic service. Giving the chance for motivat-

ed candidates with new skills to join the service has been a priority throughout the year.

In 2022, the EEAS recruited staff from the EPSO Competition for Secretaries/Clerks and will continue recruiting on EEAS AST-5C posts from this competition's reserve list as a priority. The specialist competition, which was prolonged due to Covid-19 pandemic related issues, EPSO "External Relations", advanced well in 2022 and in 2023 the EEAS will be able to recruit laureates from its reserve list. Another pool from which the service was able to recruit laureates was the Directorate General for International Partnerships "International Cooperation" Competition. The EEAS depends on well-functioning Delegations. Heads of Administration play a crucial role in that respect. Therefore, work is ongoing on new competition for Heads of Administration which will be concluded in 2023. The EEAS has also worked on launching a series of internal competitions to retain in-house talent for those who have demonstrated a mix of skills, competencies and expertise fit for today's diplomacy.

All recruitment efforts are currently and will be also in the future matched with a robust training policy corresponding to the ever-changing tasks of the European diplomatic agenda. The seminars for Delegation staff have been updated to better prepare colleagues, in particular before they take up duty in host countries. Mentoring schemes to support first time Heads of Delegations, Heads of Administration and Assistants to Heads of Delegations are already a well-established practice.

### 2.1.3 A professional, balanced, diverse and flexible workforce

#### Pilot project to establish a European Diplomatic Academy

In September 2022, the EEAS launched the European Diplomatic Academy as a pilot project. The project gathered 42 junior diplomats from EU Member States, candidate countries and EU institutions for a residential programme at the College of Europe in Bruges, Belgium and Natolin, Poland. During the nine-month programme, the junior diplomats will be trained on EU foreign and security policies, with the objective of acquiring skills and competencies to promote and defend effectively the EU's principles and interests in the world. A feasibility study exploring options for the establishment of a permanent Academy was carried out by the European Institute for Public Administration (EIPA) in Maastricht and the European University Institute (EUI) in Florence.

#### Diversity and Inclusion policy

By appreciating, protecting and fostering a diversity of backgrounds and experiences among its staff members, the EEAS seeks to create an inclusive culture in the service, creating a workplace where everyone feels a sense of belonging and support in reaching their full potential. In 2022, the EEAS stepped up its engagement towards diversity and inclusion, firstly by updating its mission statement emphasising gender equality and the respect for diversity as core values. Secondly, Mission letters for Heads of Delegations and managers' appraisal criteria now include a reference to Gender Responsive Leadership<sup>6</sup> and the promotion of a harassment-free, respectful, safe and inclusive work

<sup>6</sup> Gender Responsive Leadership is part of the EEAS' ambitious Gender Plan for the period 2021-2025 to address gender inequalities. It refers to standing up for gender equality and diversity under all circumstances, engaging resources, actions and staff to make a difference towards EU objectives such as gender parity, freedom from sexual and gender-based violence and women's political participation.



environment. The EEAS published also the results of the first joint EEAS–European Commission Diversity, Inclusion, and Respect at the Workplace Survey for staff in its Headquarters and for expatriated staff in EU Delegations. The survey provided an opportunity to analyse the composition of staff in terms of diversity.

Furthermore, a draft Diversity and Inclusion Agenda and a draft action plan (2023 – 2025) on staff related matters concerning diversity and inclusion were consulted with COPEC (the EEAS Joint Committee on Equal Opportunities), staff representatives and staff associations, for adoption in early 2023. For the first time, the EEAS defined a strategy that covers all grounds of discrimination and brings together external and internal aspects of diversity and inclusion into one comprehensive document.

#### 2.1.4 Building policy

##### Environmental Management System (EMAS)

Implementing an eco-management system became part of the EEAS mandate in 2020. The aim is to set up an environmental management system in line with EMAS requirements for activities and buildings in Headquarters and to implement a light coordination and management system for Delegations. For Delegations, the system is intended to be gradually improved and extended according to the different local possibilities.

In 2022, a contract was signed for the necessary consultancy and training services, indispensable to the process of establishing a proper Environmental Management System based on EMAS. The first steps of the process were undertaken, including the gap and environmen-

tal analysis of EEAS activities in Headquarters, and several internal communication initiatives were carried out.

##### Adoption of new colocation policy

Colocation has proved a successful policy since the creation of the EEAS. The number of colocation arrangements grew exponentially and more than doubled over the past six years. As EU partners are increasingly interested in colocation, this trend is expected to continue. Currently, there are 134 colocations (44 with Member States and partner countries and 90 with other EU partners<sup>7</sup>). Joint presences generate synergies in host countries and enhance the EU's impact of external action as well as its visibility outside its borders. Moreover, it optimises the use of space in EU Delegation buildings, which has always been one of the main EEAS real estate policy objectives. However, as a drawback, colocations also create a certain amount of administrative burden on EU Delegations.

In October 2022, the EEAS adopted a colocation policy in order to provide a legal framework for these types of agreements with EU partners. The policy lays down specific rules and procedures that are associated with the hosting of colocation partners within EU Delegations and covers financial aspects of colocation, real estate, IT equipment and infrastructure, protocol and security. The decision on the colocation policy was accompanied by a concise and reader-friendly handbook that includes a comprehensive set of principles, rules and procedures for the management of colocations by the EEAS (Headquarters and EU Delegations) and allows the reader to find information swiftly on colocation arrangements.

7 EIB, EU Agencies, DG ECHO, CSDP missions, EUSRs, EP

## 2.2 MANAGEMENT OF HUMAN AND FINANCIAL RESOURCES BY THE EEAS

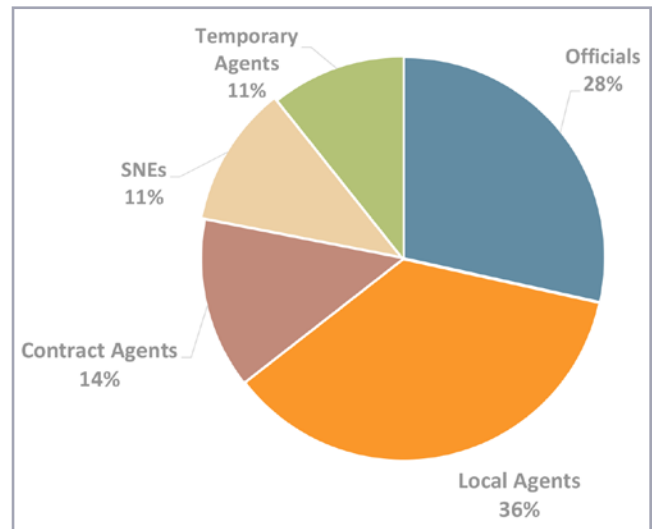
This section reports and assesses the elements identified by management that support the assurance on the achievement of internal control objectives.

### 2.2.1 Management of human resources

In 2022, the EEAS received 32 additional full-time equivalents from the Budgetary Authority. The EEAS allocated the majority of them to the European Peace Facility, the Strategic Communications team and the new Delegation in Qatar. The 2022 administrative budget however also saw a reduction of three AD posts and one AST post that were transferred to the European Commission to allow it to take over certain files related to the Internal Market.

By the end of 2022, 5,188 people were working in the EEAS, employed either directly by the EEAS or through external contractors. 2,419 of them were posted in HQ and 2,769 in Delegations, while 3,316 staff members from the European Commission also contributed to the work of the Delegations.

More specifically: 1,715 staff members were occupying official and temporary agents' posts in the AD, AST and AST/SC categories, the majority of whom were assigned in EEAS Headquarters (65%). The distribution of contract agents in EEAS Headquarters and Delegations was relatively balanced, with 57% of the 596 contract agents assigned in Headquarters. The largest contract agents group was FG IV and the majority of staff members in this group were working in EEAS Headquarters (49%).



491 seconded national experts (SNE) were working in the EEAS at the end of 2022, 88% of whom were assigned in Headquarters, with a majority posted to military support structures. 44% of SNEs in Headquarters were entirely paid by their Member-State (except for mission expenses and security costs).

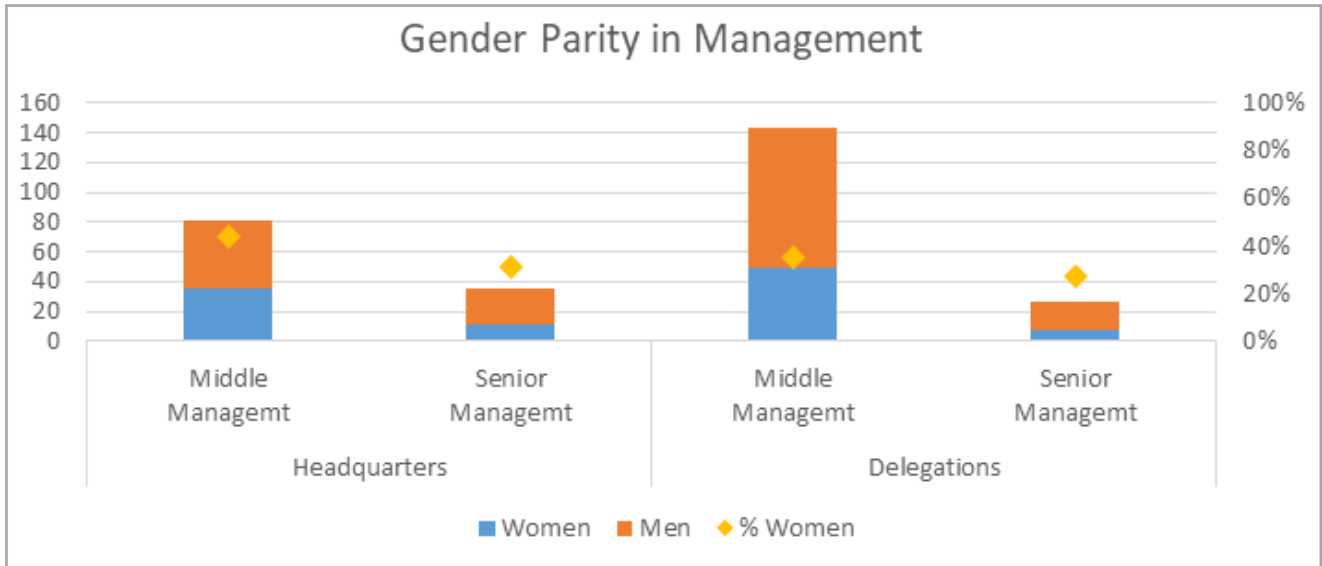
As regards **gender parity** in the EEAS, work aiming at achieving gender parity remained at the forefront of Human Resources policy development throughout 2022. At the end of 2022, women represented 38.6% of AD staff compared to 37.4% at the end of 2021. Numbers were relatively stable with 48.8% of women in the AD5 to AD8 grades (as end 2021), but with an increase in the middle and higher grades with 36.2% women in the AD9 to AD12 grades (35.5% end 2021) and 29.7% for the AD13 to AD16 bracket (26.7% in 2021).

Throughout the year, the EEAS continued to strive for a meaningful representation of men and women in management positions, undertaking dedicated actions to promote and sup-

port women in management positions, whilst ensuring that recruitments are based on merit.

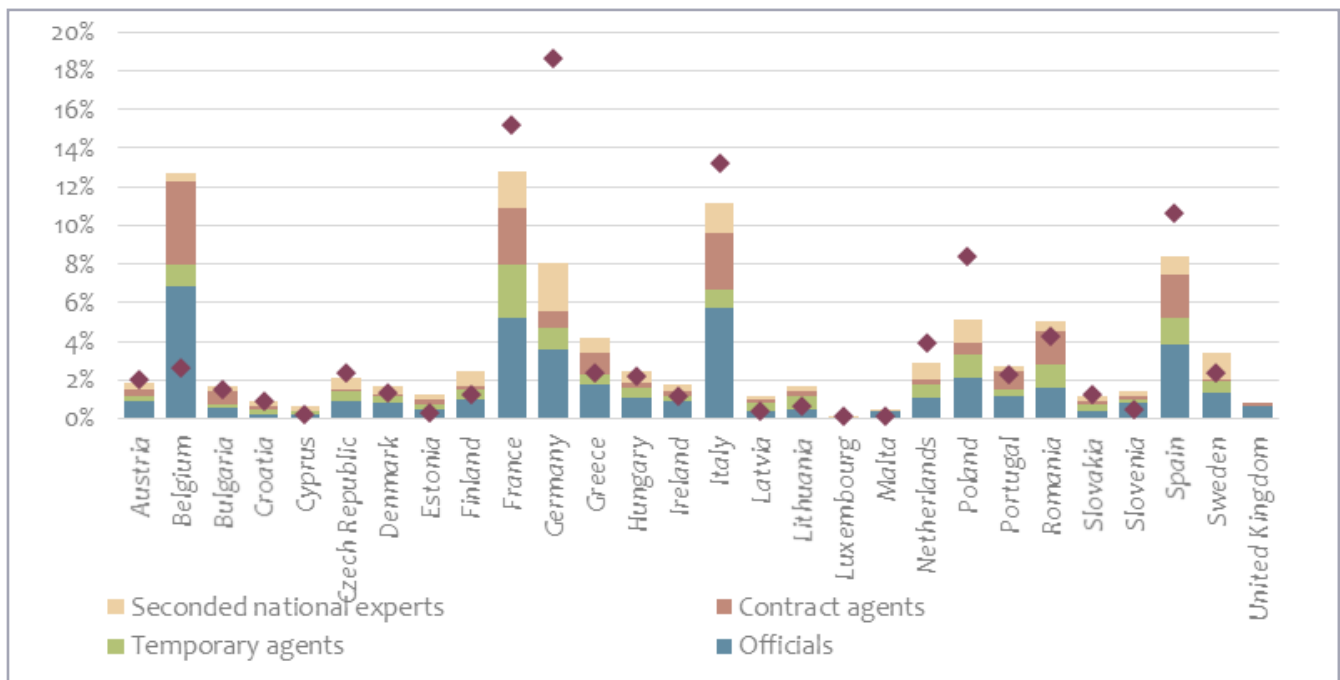
The upward trend of women in management positions continued in 2022, with a total presence of 36.4% women managers at the end of the year.

Women now represent 44.4% of middle-managers in Headquarters, while gender parity in Senior Management in Headquarters also increased from 24.2% to 30.6% women.



As regards geographical balance, at the end of 2022, EEAS staff included nationals from all Member States. Most countries had at least one national in each staff category, with the exceptions of Luxembourg, which (as in 2021) had only one seconded national expert in EEAS HQ

at the end of the year, and Malta without contract agent positions. In addition to EU nationals, staff members with UK nationality continued to work in the EEAS during 2022 in positions of officials and contract agents.



286 staff members held management positions in the EEAS at the end of 2022, out of which 32.9% were Member States diplomats. The majority of managers were assigned to EU Delegations, either as Heads of Delegation or Deputy Heads of Delegation. EU13 countries represented 17.9% of middle managers, compared to 16.2% in 2021.

Luxembourg remained the only Member State that did not hold a management position at the end of 2022, while Hungary, Luxembourg and Malta were the only Member States that did not hold a Head of Delegation position at the end of 2022.

In 2022, the EEAS recruited 33 Blue Book Trainees at headquarters, in cooperation with the European Commission Traineeship Office. The EEAS also hosted 438 trainees in 109 EU Delegations across the world, and the sixth round (2021-2023) of the Junior Professionals in Delegations (JPD) programme continued, with 89 JPDs posted in 70 Delegations.

In January 2022, the EEAS adopted new decisions for the appraisal and promotion of all statutory staff, applied for the first time in the 2022 appraisal and promotion exercises. The EEAS launched the EEAS Professional Development Hub to help staff find the training, mentoring and coaching opportunities in the EEAS best adapted to their individual needs. The EEAS Internal Coaching Service recruited four additional part-time coaches. These are internal colleagues who have been professionally trained prior to taking up their tasks.

The main part of the EEAS learning and development offer focused on diplomatic and pre-posting training. An important element for 2022 was to support staff with their return to

the office after the Covid-19 pandemic through teambuilding and learning opportunities on wellbeing and stress management. The EEAS also invested in training on security, finance, thematic issues and mentoring programmes as well as continued cooperation on diplomatic training with EU Member States. Most seminars for EU Delegation staff took place in Brussels, notably during the annual EU Ambassadors Conference in October, which brought together 134 EU Ambassadors and Heads of Common Security and Defence Policy (CSDP) missions for exchanges with the Presidents of the EU institutions, the HR/VP, Members of the European Parliament and the European Commission and other high level speakers on EU external relations and the strategic outlook.

The EEAS continued to centralise certain administrative processes, thus helping to alleviate the workload for EU Delegations. In March 2022, the EEAS centralised the processing and payment of allowances for expatriate staff under Annex X of the Staff Regulation (Art.23 accommodation, Taking-Up-Duty travel allowance and removals) for 24 Delegations in West and Central Africa and in November 2022 for a further 22 Delegations in East and Southern Africa. The last group of EU Delegations that remains to be centralised is in the Asia and Pacific region.

As a result of the reorganisation of the Directorate General for Resource Management which took effect on 1 November, the Support to Delegations Division joined the Budget and Human Resources Directorate and a range of new tasks were transferred with a view to streamline administrative processes and place the setting and processing of most individual entitlements for expatriate staff under Annex X and Annex VII of the Staff Regulations in a single entity.

The EEAS provided either remote or on-site support through a team of Heads of Administration and Assistants to Heads of Delegation floaters. Also upon request it stepped into Delegations' financial workflows, including as Authorising Officer by Sub-Delegation and provided accounting support in case of prolonged absence of the competent actors in Delegation. The business continuity services of the EEAS Division responsible for Support to Delegations, have been particularly significant in crisis or post-crisis situations (e.g. Ukraine, Russia, Afghanistan and Ethiopia).

The EEAS also operated the digital front desk @HelloAdmin through which administrative questions and enquiries from EU Delegations on inter alia budget, procurement, finance and contracts and document management have been channelled since October 2021. Additional services, such as reporting of security incidents and submission of proofs of payment by individual Delegation staff members, were integrated into the platform, thus expanding its usage by Delegations.

The support to Heads of Administration to ensure efficient administrative functioning of Delegations was further enhanced through an increased interaction between Heads of Administrations in the region through regional peer-to-peer sessions, supported by the Heads of Administration floaters in EEAS Headquarters. The mentoring programme and tailored training for newly appointed Heads of Administration and Personal Assistants to Heads of Delegations continued as a tool to accompany new colleagues in this key roles in EU Delegations.

### Mediation Service

The independent EEAS Mediation Service and

the EEAS Confidential Counsellors (overseen by the Mediator) stepped up their role in contributing to a respectful working environment in EEAS Headquarters and EU Delegations.

The Mediation Service handled, as part of informal procedures, 218 cases in 2022, an increase compared to previous years (190 in 2021; 176 in 2020). 75% of them came from EU Delegations. The majority concerned interpersonal conflicts (59%) and conflicts concerning rights and obligations (22%). There were also allegations of psychological harassment (9%) and sexual harassment (4%). More women than men contacted the Mediation Service. Interestingly, as a trend, managers increasingly approached the Mediation service on how to handle (emerging) conflicts.

In 2022, the EEAS Mediator enlarged the network of EEAS Confidential Counsellors by designating eleven well-trained EEAS colleagues from Headquarters and Delegations. In 2022, Confidential Counsellors received 19 requests for support, more than in previous years. In all but one case, these came from staff based in EU Delegations.

Last year, the Covid-19 pandemic and its consequences continued to affect the work environment, in particular in some parts of the world where measures remained very strict. While some colleagues were able to adjust well, for others it was a potential cause of tension and conflict.

The EEAS Mediation Service stepped up its internal communication efforts on what staff mediation and confidential counselling can offer in work-related conflicts and alleged harassment situations. The service took an active role in a substantial number of presentations and

trainings for EEAS managers and staff in Headquarters and EU Delegations. Through this, the service also contributed to supporting awareness-raising and prevention.

## 2.2.2 Management of financial resources

### Implementation of the administrative budget

The total budgetary amount managed by the EEAS in 2022 was EUR 1,143.6 million (commitment appropriations).

The final voted budget for the EEAS HQ, after transfers, amounted to EUR 308.1 million. The execution in commitments on 31 December 2022 amounted to EUR 308.1 million or 100% of the credits, significantly higher than 98.5% for 2021. In payments, the execution was EUR 269.2 million or 87.4%, increased in absolute terms by EUR 30.9 million and by 6.6% in comparison with the previous year.

The final voted budget for the EEAS delegations budget, after transfers, amounted to EUR 478.9 million. The execution in commitments on 31 December 2022 amounted to the same figure or again, 100%, even higher than the 99.9 % in 2021. In payments, the execution reached EUR 443.4 million or 92.6%, much higher than 86.8% in 2021.

Overall, the EEAS final voted budget of 2022 on 31 December 2022 was executed in commitments at 100% and at 90.6% in payments, increased from 99.4 % and 84.5% respectively in 2021.

The rate of execution in payments will further increase with the payments to be executed in 2023 on credits carried forward from 2022 to 2023 according to the rules of the Financial Regulation.

The lower impact of the Covid-19 pandemic on budget execution in comparison to previous years, in combination with the EEAS' continuous efforts to maximise the use of its budget, brought the execution to the absolute maximum of 100%.

In addition to the EEAS's own budget, the EEAS also disposed of an amount of EUR 241.4 million (including assigned revenues and carried over amounts) from the European Commission to cover the administrative costs of European Commission staff working in EU Delegations. This amount was split between the European Commission's Heading 7, the administrative lines of operational programmes (ex-BA lines), and the Trust Funds. Moreover, the EEAS received additional fixed-amount contributions to cover common costs of EDF staff in Delegations and for co-locations, and other amounts received under co-location and other agreements.

### Budget management

To maximise its available resources, the EEAS runs a very active appropriations management, reverting to transfers either from Title to Title, Chapter to Chapter or from Article to Article or also within articles, depending on needs.

The Budgetary Authority (BA) has been informed of intended transfers on three occasions in accordance with Article 29(1) of the Financial Regulation and did not raise any objections. The EEAS also adopted seventeen autonomous transfers in accordance with Article 29(4) of the Financial Regulation.

In absolute terms, the value of all transfers made within the EEAS section of the budget amounted to EUR 38.2 million. The transfers increased the EEAS Title 3 (Delegation) budget by EUR 0.9 million and decreased the EEAS Title 1 (Staff at Headquarters) and Title 2 (Buildings,



equipment and operating expenditure) budgets by EUR 0.5 million and EUR 0.4 million respectively.

Thanks to the good cooperation between the EEAS and the European Commission, no significant difficulties have been encountered with the implementation of the European Commission's contribution to the administrative costs of the EU Delegations. The unavoidable imbalances between needs and availabilities have been handled by internal transfers or additional contributions. Excess amounts have also been returned in some cases.

### Accounting function and information

The EEAS, as an independent Institution according to the Financial Regulation, is responsible for the preparation of its own annual accounts, which are the subject of an annual discharge procedure.

In this respect, when it was established, the EEAS was not granted the resources to deal with the tasks of the accountant such as treasury management, preparation of annual accounts, etc. Therefore, it opted to benefit from economies of scale and the experience and resources already existing with the European Commission. The Accountant of the European Commission is also the Accountant of the EEAS and the bulk of the accounting functions of the EEAS are in fact implemented by the services of the Accountant (European Commission's Directorate-General for Budget).

Nevertheless, over the years the EEAS has increased its accounting capacity by transferring a part of the clearing process from the Directorate-General for Budget to the EEAS. The clearing of several suspense accounts in SAP (central accounting IT tool) for the EU Delegations

has been performed directly by the EEAS. This brought new requirements in terms of internal organisation and collaboration with EU Delegations.

During 2022, efforts were maintained to control the total value and number of outstanding open items on suspense accounts, used in particular by the EU Delegations but also by some Divisions at the EEAS Headquarters. The procedure for a monthly automatic clearing of the open items has improved the efficiency of clearing. In coordination with EU Delegations and the Directorate-General for Budget for the clearing suspense accounts, it was possible to maintain the number of open items at a very good level in line with the situation of the past two years.

It is emphasised that the use of suspense accounts in the EU Delegations is necessary due to the nature of certain transactions which are undertaken, in particular the withholding of local taxes and social security from local staff salaries for subsequent payment to the local authorities and the accounting for Value Added Taxes which are reimbursable by the host country.

The accounting files for the EEAS are established through a close cooperation between the EEAS Headquarters Division responsible for Budget and Post Management and the Accounting Officer's services in the European Commission's Directorate-General for Budget. Regarding the cooperation with the European Court of Auditors, on 28 February 2023, the Accounting Officer issued a management representation letter that accompanied the transmission of the EEAS' provisional annual accounts for the financial year 2022.

The EEAS accounting quality was assessed by the Accounting Officer's service in the frame-

work of the yearly risk assessment of accounting quality. No comments have been received.

## 2.3 MANAGEMENT OF INFRASTRUCTURE, SECURITY AND INFORMATION SYSTEMS

### Field Security

Through its network of 71 Regional Security Officers (RSOs) and staff in Headquarters, the EEAS provides security expertise that supports the work of EU Delegations.

In terms of security equipment in EU Delegations, the EEAS continued its deployment plan for new armoured vehicles and ensured contractual support for existing fleet maintenance, as well as for radio network maintenance the purchase and management of satellite communications equipment. A contract to purchase Personal Protection Equipment was finalised, enabling the supply of these materials to several EU Delegations while keeping an emergency supply available in EEAS Headquarters.

The EEAS has several agreements with EU Member States to cooperate in country evacuations. Work on updating the EEAS-France Declaration of Intent to include 14 new countries began in 2022. After the Declaration of Intent is finalised, France will support the evacuation of 68 EU Delegations. The EEAS concluded an agreement with Italy reaching three agreements in total and another one with Germany.

In 2022, the new Hostile Environment Awareness training (HEAT) policy entered into force in order to improve the security preparedness of EU staff when posted or going on mission to high-risk parts of the world. The policy intro-

duced the validity of HEAT training of up to five years, after which and, under the condition that it is still applicable for the country of posting or mission destination, staff members should repeat the training. This new policy update emphasises the value of this training for Local Agents as well, and has led to the organisation of a number of Local HEAT trainings worldwide. Local HEAT trainings are organised by EU Delegations, after the agreement of EEAS' Headquarters.

### Security incidents and evacuations in EU Delegations

2022 saw a continuation of the trend from the previous year, with an increase in the number of security incidents. During the year, 527 incidents were reported – the highest number since the creation of the EEAS – which is a 22% increase from 2021. The deteriorating security situation in a number of countries where the EEAS is present through its Delegations, increasing international tensions and their indirect economic consequences, are some of the causes of such a significant increase in the number of incidents.

The EU Delegations in Afghanistan, Yemen, Libya and Syria maintained their evacuated status throughout the year, while the evacuation of the EU Delegation in Myanmar was lifted on 15 February 2022. Due to the war in Ukraine, the Delegation in Kiev was evacuated in February and a reduced group of essential staff returned

in April 2022. In the EU Delegations to Russia, Belarus, Moldova and Burkina Faso, evacuation level 1 (voluntary departure of non-essential staff and family members) was authorised. In Haiti, because of rampant crime and gang-related violence, non-essential staff of the EU Delegation have been evacuated since June 2022.

Enhancing Security Training Opportunities for all Staff and RSA/RSOs.

During 2022, the EEAS continued its efforts to train EEAS staff on security matters with the objective of improving their skills and increasing the security awareness of staff in EU Delegations.

To achieve this, it organised several one-week Security Management Team (SMT) trainings virtually (4) and in person (1 dedicated to Heads of Delegation). This training had the objective of introducing SMT members to their responsibilities and duties in terms of security, the security rules and the security management in Delegations.

The Annual Seminar for Regional Security Officers took place between 20 and 24 June 2022 in Brussels for the first time since the start of the Covid-19 pandemic. This seminar allowed RSOs to be updated on upcoming processes and policies and to exchange views and knowledge in different regional workshops.

The EEAS also supported the organisation of nine Local HEAT trainings in EU Delegations (Colombia, Mali, Burundi, Kenya, Nigeria, Pakistan and Niger). Moreover, the tenders for Benin-Togo, Jordan, Ghana and the Philippines were finalised for the trainings to take place in 2023.

In addition to the 2022 Annual Local Security Training Plan, during 2022 the SECUR online training was launched. The objectives of this

training is to provide participants with guidance on how to apply the EEAS Security Risk Management methodology in EU Delegations, to familiarise themselves with basic concepts and processes and most importantly, to clarify the roles of each member in the Security Management Team. Members who complete the training will be capable of contributing more effectively and actively to the protection of Delegation staff, assets and information.

Lastly, the EEAS Head of Administration College training (for candidates interested in becoming Heads of Administration in EU Delegations) included two half-day training sessions with presentations focusing on the main aspects of the security management in an EU Delegation.

### EEAS Security Policy

During 2022, the EEAS delivered on its commitment to increase institutional resilience by improving the security of its working environment, communications and the security awareness of its staff.

Through the EEAS Security Awareness Programme, staff are informed of existing and emerging threats to security and of which is according to the EEAS security policy, the appropriate security behaviour. Staff who complete the Programme are trained to adopt security conscious conduct. In 2022, the programme focused on two key goals: the first was to boost the cyber-literacy skills of staff in response to an increase in the number and severity of cyber-attacks. For the first time, the EEAS rolled out a tiered cyber-literacy curriculum that is based on the staff's cyber-literacy level. The second goal was to support staff in protecting sensitive and classified information while they adjust to the 'new normal' which is characterised by collaborative workspaces, regular tele-

working, and increased travel to catch up on missions postponed during the Covid-19 pandemic. In this regard, the EEAS developed new instructions on the protection of information in collaborative spaces and campaigns to solidify the new protective measures. The EEAS also developed a range of specialised security briefings for all staff, from trainees and newcomers to senior management. In particular, online and in-person briefings on the protection of classified information were delivered to all key stakeholders. These efforts resulted in an increase of 20% of Heads of Divisions briefed on the protection of EU classified information compared to 2021. EEAS staff are better prepared to recognise and respond to threats to security in general and information security in particular.

Improvements to physical security were also made during 2022; inspections of EU Delegations were undertaken to assess the security measures and to accredit secured areas in which

classified information can be stored and handled. The creation of additional secure speech rooms across EEAS Headquarters and EU Delegations means that staff can hold meetings in which highly classified information is discussed in secure environments and where the information is protected against eavesdropping.

Finally, in 2022 the EEAS saw a significant increase in the number of visitors to its premises in Brussels (59 875), which surpassed by almost four times the previous year's number (15 266). The EEAS ensured interventions and first response activities while supervising the guarding services. The EEAS intensified its coordination and collaboration with the Belgian National Police and the National Crisis Centre as well as other EU Institutions pertaining to various areas of security.

## 2.4 DIGITAL TRANSFORMATION AND INFORMATION MANAGEMENT

The EEAS IT services continued to make progress in this area throughout the year.

The EEAS launched a pilot project introducing a document-centric collaborative platform in several Divisions. The goal is to improve in-house information management and collaboration and to share, co-author and edit documents.

The EEAS finalised the rollout of the Qualified Electronic Signature (QES) to Headquarters and EU Delegations. The QES allows the digital signature of documents which otherwise would require a handwritten signature on paper. This measure will reduce significantly the number of documents to be managed and stored on paper.

Training and support continued to be a dominant part in the area of document management. In 2022, trainings in presence were offered again to Headquarters staff, in particular to newcomers to equip them with the necessary knowledge to perform their daily tasks.

The EEAS Records Management and Archives policy was discussed and approved by the Information Management Committee and, in December 2022, signed by the Secretary-General.

The EEAS successfully launched new initiatives to improve its IT services and strengthen its IT security posture, although it faces shortage of

human resources due to difficulties in recruiting IT profiles.

Another improvement has been to the hybrid working experience for EEAS Staff in Headquarters and in Delegations with the modernisation of the corporate network with new hardware equipment and new technologies to improve its stability and performance, at home at EU Delegations or at Headquarters.

On enabling new ways of working throughout the organisation, one focus area has been the enhancement of workplace communication and collaboration. The EEAS continued the deployment of unified communications features (voice calling, instant messaging and video conferencing) selected with ease of use in mind. EEAS staff held 15 000 online meetings per month over the reporting period, with a total duration of 8.8 million minutes.

The EEAS also improved the overall IT services to staff by (i) streamlining IT on-boarding and user management processes, and by (ii) taking over services provided until then by the European Commission for the management of the network and telephony services in order to gain flexibility, simplify organisation and enhance the effectiveness of delivery to staff.

The EEAS continued its efforts to simplify and digitalise administrative processes with a view to enhance the efficiency and effectiveness in matters of administrative, budgetary procedures and improve support to the administrative sections of EU Delegations. Among the efforts, the EEAS launched an investigation into an Enterprise Resource Planning (ERP) system to manage its human and financial resources, with success regarding the local agents' management.

On IT Security, the EEAS further reinforced its IT security posture with the conduct of cyber preparedness activities, the strengthening of its cyber security capacity, and the improvement of tools and features to exchange sensitive and classified information. The EEAS also took further steps to increase cyber literacy to mitigate human risks as a part of overall security awareness programme of the EEAS.

During 2022, more features were added to the RESCOM system in particular to facilitate the exchange of restricted information with the European Commission and the Council.

### Data Protection

The EEAS attributed high priority to improving the compliance of the processing of personal data of citizens participating in various events and programmes of its communications and public diplomacy activities, organised both in Member States and in third countries. With the support of the Data Protection Officer (DPO), the data controllers ensured, by putting in place appropriate procedures and providing tailor-made information to the registrants that they are aware of how their personal data are used and can give or deny their consent for data which were to be provided voluntarily. The EEAS finalised the data protection documentation for the EU Alumni platform enabling former participants and beneficiaries of EU programmes to keep in contact and to interact with each other.

Throughout 2022, the EEAS continued to process personal data relating to both new and regular activities in compliance with EU data protection rules. With the guidance of the EEAS Data Protection Officer, new processes and purchase of new tools were assessed and accompanied by appropriate contract conditions, procedures and documentation, laying an em-

phasis on the protection of individuals' personal data. Data controllers reviewed personal data processing activities supported by the DPO to improve their compliance and documentation, mainly in the field of human resources, audit, controls and the fight against disinformation. The EEAS DPO issued guidelines, on a number of topics, including on handling personal data in EU Delegations. The DPO also contributed to the update of the archiving policy and the establishment of the EEAS information sharing policy. In 2022, monitoring concentrated on compliance of ICT systems with data protection rules, including availability and completeness of privacy statements. Together with the Digital Solutions Division, the DPO launched a review of access rights and implementation of retention periods of personal data. Requests of individuals, including staff members, citizens and external partners whose data the EEAS processes, were handled in accordance with the Rights of the Data Subject in Chapter III of Regulation 2018/1725 and information was duly provided about the processing of their personal data. The EEAS worked further on the compliance efforts assessing personal data transfers to third countries, including the United States, in particular in the context of activities of EU Delegations and

of using ICT tools.

The EEAS regularly coordinates its activities on data protection with other EU institutions as well as with the European Data Protection Supervisor (EDPS). The EEAS Data Protection Officer assists with information exchange and co-chairs the Working Group of European institutions on International Transfers within the DPO Network.

Awareness raising and training activities were an essential part of the tasks of the DPO office in 2022. The annual EEAS Data Protection Day conference was held in January 2022 with renowned speakers from six international enterprises focusing on online tools for both private and professional use of staff. The DPO organised targeted training sessions for EU Delegations and induction for newly appointed data protection coordinators in the EEAS Headquarters entities and data protection correspondents in Union Delegations. The Internet and Intranet pages displaying data protection information, including privacy statements and personal data processing records were updated together with the revamping of the EEAS website in close cooperation with the Strategic Communication and Foresight Directorate.



## 2.5 CONTROL RESULTS

### 2.5.1 Control effectiveness as regards legality and regularity

#### Ex ante control function and results

In order to detect and eliminate errors before financial transactions (commitments, payments and recovery orders) are authorised by the responsible Authorising Officer by Sub-Delegation, two ex ante verification modes are used in the EEAS:

1. For Headquarters transactions in the framework of procurement contracts executed by external contractors (services, supplies and work), a decentralised ex ante financial verification with counterweight is carried out by the Public Procurement, Contracts and Finance Division. In this case, the ex ante financial verification is an independent function from the Authorising Officer by Sub-Delegation responsible for the transaction. This verification mode was introduced by the Authorising Officer by Delegation (AOD) with a view to enhancing the compliance, legality and regularity of the verified transactions.

2. For all other financial transactions carried out at Headquarters (such as staff entitlements, services provided under Service Level Agreements, reimbursement of experts, etc.) and for the financial transactions in Delegations, the ex ante verification is assured internally by the operational divisions in Headquarters or by the Delegations respectively.

In 2020, after a Review of the Control Strategy for transactions linked to public contracts, payments linked to invoices whose amount is below EUR 5 000 are subject to the decentralised ex ante financial verification with counterweight

only if they are sampled. In 2021, a second Review of the Control Strategy for transactions linked to public contracts was conducted and other types of transactions are excluded from the decentralised ex ante financial verification with counterweight. These are the transactions relating to the expenditures dealt with through the MIPS and PRESTO tools, payments linked to the automatically generated "internal documents" for late interests if below EUR 5 000, provisional budgetary commitments and de-commitments.

In 2022, for transactions falling under point 1 above, the EEAS performed:

- 1,571 ex ante financial verifications on commitments (1,454 in 2021) concerning 1118 commitments;
- 1,448 ex ante financial verifications on payments (1,540 in 2021) concerning 1,120 payments.

The errors detected linked to irregularities such as "amount not in accordance with legal commitment/framework", "amendment to the contract not in agreement with FR" and "expenditure not covered by legal basis" were minor: 37 for commitments and 37 for payments.

For public procurement, two ex ante verification modes are also in place in the EEAS:

1. For high-value contracts (those above EUR 140,000 for services and supplies, and above EUR 500,000 for works), the ex ante verification by the Public procurement, Contracts and Finance Division is independent from the AOSD in charge of the procurement file in the oper-

ational Divisions and Delegations. This mode aims at enhancing compliance, legality and regularity.

2. For (very) low and middle-value contracts, the ex ante verification is assured internally by the operational Divisions in Headquarters or by Delegations. During 2022, for procedures falling into the first category, the EEAS performed:

- 62 verifications of the tender files prior to the launch of the procedure (publication of contract notice / invitation to tender); and
- 46 verifications of the entire procurement procedure prior to the signature of the award decisions that led to the signature of 26 contracts.

The EEAS had issued a policy to manage centrally public procurement procedures leading to services, supplies and works contracts with a value equal or greater than the 2014/24/EU Directive thresholds for services and supplies and greater than EUR 500,000 for works. The aim of the centralisation was to professionalise public procurement procedures at the EEAS and therefore minimise inefficiencies by pooling the expertise required in this complex area. This also relieved the Authorising Officers by Sub-Delegation of a great number of tasks, allowing them to concentrate on delivering strategic outcomes. Since 2020 the centralisation has been implemented gradually and currently, thanks also to the addition of new staff members, all new procedures are managed centrally.

### Ex post control function and results

Internal control processes at the EEAS aim at managing and mitigating the risks within the organisation, in order to ensure the reliability of financial reporting, the timely feedback on

the achievement of operational and strategic goals, and the compliance with applicable regulatory and contractual provisions. The ex post control function is a critical part of the internal control environment. Its objective is to check the financial and operational aspects of finalised budgetary transactions and to measure the level of error, in order to assess whether financial operations have been implemented in compliance with the applicable rules, and ultimately to obtain assurance on the legality and regularity of the underlying transactions. The residual error rate is compared with the materiality threshold of 2% of the total expenditure and revenue, as used by the European Commission (Directorate-General for Budget) and the European Court of Auditors, above which a reservation in the Declaration of Assurance of the Authorising Officer by Delegation may be considered. Ex post controls provide a comprehensive management information tool for the Secretary-General in accordance with article 74(9) of Financial Regulation 2018/1046 applicable to administrative appropriations as from 1/1/2019.

All financial transactions of the EEAS budget recorded during the budget year are controlled through random stratified samples:

- Payments (including the matching commitments), stratified into four expenditure domains (staff expenditure, security, IT and telecommunication, infrastructure and other operating expenditure),
- Revenues – only the revenues duly registered in the accounts. All the entries in the suspense account (also called hors budget) fall within the scope once they are cleared and accounted for.

The methodology for the sampling of transactions, follows the one used by the European

Court of Auditors for its Statement of Assurance. It applies the same parameters for the sample size (95 % confidence level and 5 % audit risk/margin of error) and the same non-judgmental sampling techniques (Monetary Unit Sampling (MUS)).

The stratification is based on the administrative budget lines of the EEAS, which have been divided in accordance with the nature of the expenditure/revenue and the posting criteria. This methodology provides a reduced sample size (150 transactions per domain) while ensuring an objective opinion with the same degree of assurance on the execution of the budget as the one resulting from the more extensive sampling used in the previous methodology.

In order to take into account the heterogeneity of the population of the revenues transactions, the sampling method used for revenues stratifies the revenue population into:

- the transactions linked to the European Commission's contribution to the EEAS budget (more than 80 % of the total revenues in 2020, 2021 and 2022) - a few number of transactions of very high value, where the totality of the revenues in 2020 and 2021 as well as the methodology have been tested through a financial reassurance audit initiated in 2020 and finalised in 2021, and
- the transactions linked to EEAS activities - a very high number of smaller value transactions, where the Monetary Unit Sampling was applied (testing of 150 transactions).

Following remarks of the European Court of Auditors on their assessment of the EEAS Annual Activity report for 2019, the Internal Audit Strategy was amended to provide more accurate information on the error rates used

for the annual statement of assurance of the EEAS. These changes make a clear distinction between the detected error rate (ex-post controls' draft results) and the residual error rate (ex-post controls' final results). Therefore, the results of the controls, which provided the Authorising Officer by Delegation with the residual error rates per domain and aggregated error rates, will also provide the respective detected error rates.

The distinction between the detected and the residual error rates provides a more accurate information of the action taken by management to correct the errors detected during the ex post control exercise. The detected error rate (based on a representative sample of the population) corresponds to errors detected by ex post controls (after the payment/recovery has been made) which were not detected and corrected through ex ante controls.

The residual error takes account of any corrective action made by management by the end of the reporting year to clear the detected error. Additional corrections made after the closure of the reporting year but before signing of the Annual Activity Report (registered by 31st of March) can be considered as well.

The corrective action taken by management must be substantiated by adequate supporting documents: (a) errors with a financial impact - recovery order authorised even if not yet cashed or amount due recorded in the accounting system for offsetting against the next payment or (b) errors with a reputational impact - launching of a tendering procedure in accordance with the regulatory framework (publication notice or letters of invitation sent to tenderers or any other key document submitted to clear the detected error).

In order to follow strictly the Directorate-General for Budget instructions and considering that only a sample of payments/recoveries are subject to ex post controls, it may occur that other (non-audited) payments/recoveries in the population are still affected by errors which are probably of the magnitude of the representative detected error rate. Therefore, the residual error rate in the population combines two parts: it is the weighted average of (i) the error rate in the audited part after corrections and (ii) the error presumed to be affecting the non-audited part.

The 2022 ex post assessment is both quantitative (evaluation of financial errors) and qualitative (nature of the errors detected, showing

the main areas of concern in the execution of the budget). Concerning the quantitative assessment, the EEAS follows the guidance of the European Commission (Directorate-General for Budget) in the calculation of the error rates, including the treatment of the anomalies detected in procurement according to which there are two categories of irregularities: financial procurement errors and reputational procurement errors. Thus, the ex post controls provide two types of residual error rate:

- error rate with a financial impact;
- error rate with a reputational impact.

The figures relating to the current and previous exercises are set out hereafter:<sup>8 9</sup>

8 The proportion of the sampling in the population in 2021 and 2022 is calculated as the amount of revenues sampled under MUS on the total population which includes the "core population for the sampling" (population of the transactions linked to EEAS activities) and the population of revenues linked to the European Commission's contribution to the EEAS budget (subject to a financial audit: 332 and part of 3202 in GL 70762). The revenues sampled under MUS excludes Chapter 30 (taxes and special levies on remunerations and staff contributions to pension scheme) and corresponds to Chapters 31, 32 (except 3202 in GL 70762), 33 (except 332 in GL 70762), 40, 41.

9 The proportion of the sampling in the population in 2020 is calculated as the amount of revenues sampled under MUS on the total population which includes the "core population for the sampling" (population of the transactions linked to EEAS activities, subject to ex post controls) and the population of revenues linked to the Commission's contribution to the EEAS budget (subject to a financial audit). This is due to the amendment in 2020 of the EEAS sampling methodology for ex post controls regarding revenues.

## a) Quantitative assessment – Error rate with a financial impact

| Financial transactions (EUR million) | Ex Post Controls 2022 |                                       | Ex Post Controls 2021 |                                       | Ex Post Controls 2020 |                         |
|--------------------------------------|-----------------------|---------------------------------------|-----------------------|---------------------------------------|-----------------------|-------------------------|
|                                      | Expenditure           | Revenue (Titles 3 and 4) <sup>8</sup> | Expenditure           | Revenue (Titles 3 and 4) <sup>9</sup> | Expenditure           | Revenue (Titles 5 to 9) |
| Total Population (a)                 | 1,090.87              | 285.88                                | 953.60                | 248.85                                | 919.22                | 255.05                  |
| Core Population for the audit (b)    | NA                    | 253.95                                | NA                    | 234.15                                | NA                    | 236.05                  |
| Core Population for the sampling     | 1,090.87              | 31.93                                 | 953.60                | 14.70                                 | 919.22                | 19.00                   |
| Sampling (c)                         | 202.62                | 20.52                                 | 126.15                | 12.69                                 | 133.70                | 14.33                   |
| % on total population = (b+c)/ (a)   | 18.57%                | 96.01%                                | 13.23 %               | 99.15%                                | 14.55 %               | 98.17 %                 |

| Authorising officers by sub delegation | Ex Post Controls 2022 |                | Ex Post Controls 2021 |                | Ex Post Controls 2020 |                |
|----------------------------------------|-----------------------|----------------|-----------------------|----------------|-----------------------|----------------|
|                                        | HQ Divisions          | EU Delegations | HQ Divisions          | EU Delegations | HQ Divisions          | EU Delegations |
| Total (a)                              | 18                    | 145            | 21                    | 144            | 21                    | 144            |
| Entities controlled (b)                | 16                    | 121            | 13                    | 124            | 14                    | 122            |
| % controlled = (b) / (a)               | 88.89%                | 83.45%         | 61.90 %               | 86.11 %        | 66.67 %               | 84.72 %        |

For 2022, the quantitative threshold for materiality of 2% as defined by the European Commission has been used. The level of financial error is understood as the EUR value of any payments overstated or revenues understated, which would be liable for recovery as detected during ex post controls.

The overall residual error rate with financial impact for the Administrative Budget of the EEAS (financial impact on the whole budget) resulting from the ex post controls is **0.12 % for Expenditure**. This rate corresponds to a weighted average error rate for stratified sampling, in accordance with the guidance issued by the European Commission (Directorate-General for Budget). This rate is below the threshold of 2 % used by both the European Commission and the European Court of Auditors to define the material level of error. Therefore, we can trust that

these results provide a reasonable assurance that the errors noticed do not have a significant effect regarding the legality and regularity of the underlying transactions for the expenditure side.

The tables hereafter detail the detected and residual error rates per domain, with regard to the samples tested: It is estimated that overall net amount at risk for payments over 2022 – that is the estimated financial exposure in monetary terms for the reporting year – was EUR 1 317 146, that is 0.12 % of all the payments authorised over the year.

Regarding the revenues, the EEAS has amended its sampling methodology as from 2020 by applying the same approach as for expenditure to the transactions linked to EEAS activities (not subject to the financial reassurance audit), as previously mentioned.

| Expenditure - Financial Detected Errors – Sampling 2022 (January to December) |                                               |                                |                               |                                                        |                                                        |                                          |                                             |         |
|-------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------|-------------------------------|--------------------------------------------------------|--------------------------------------------------------|------------------------------------------|---------------------------------------------|---------|
| Budget Domain                                                                 | Population<br>EUR                             | Sampling                       |                               | Detected Financial Error on the sampling               |                                                        |                                          |                                             |         |
|                                                                               |                                               | Number of sampled transactions | Value of the sample<br>EUR    | Number of transactions with a detected financial error | Value of detected financial error<br>EUR               | Financial Detected Error rate            |                                             |         |
| Expenditure                                                                   | Staff Expenditure                             | 582,421,124                    | 150                           | 2,253,813                                              | 12                                                     | 3,108                                    | 0.14%                                       |         |
|                                                                               | Infrastructures & other operating expenditure | 315,904,855                    | 150                           | 105,241,513                                            | 2                                                      | 880                                      | 0.0008%                                     |         |
|                                                                               | Security                                      | 104,075,265                    | 150                           | 33,112,598                                             | 6                                                      | 163,046                                  | 0.49%                                       |         |
|                                                                               | IT & Telecommunication                        | 88,465,354                     | 150                           | 62,014,170                                             | 1                                                      | 762                                      | 0.0012%                                     |         |
|                                                                               | <b>Total Expenditure</b>                      | <b>1,090,866,598</b>           | <b>600</b>                    | <b>202,622,095</b>                                     | <b>21</b>                                              | <b>167,796</b>                           |                                             |         |
| Expenditure - Financial Residual Errors – Sampling 2022 (January to December) |                                               |                                |                               |                                                        |                                                        |                                          |                                             |         |
| Budget Domain                                                                 | Population<br>EUR                             | Sampling                       |                               | Corrections and recoveries                             | Residual Financial Error on the sampling               |                                          |                                             |         |
|                                                                               |                                               | Number of sampled transactions | Value of the sample<br>EUR    | Value of corrections and recoveries<br>EUR             | Number of transactions with a residual financial error | Value of residual financial error<br>EUR | Residual Financial Error rate on the sample |         |
| Expenditure                                                                   | Staff Expenditure                             | 582,421,124                    | 150                           | 2,253,813                                              | 811                                                    | 8                                        | 2,298                                       | 0.14%   |
|                                                                               | Infrastructures & other operating expenditure | 315,904,855                    | 150                           | 105,241,513                                            | 848                                                    | 1                                        | 32                                          | 0.0006% |
|                                                                               | Security                                      | 104,075,265                    | 150                           | 33,112,598                                             | 643                                                    | 3                                        | 162,402                                     | 0.49%   |
|                                                                               | IT & Telecommunication                        | 88,465,354                     | 150                           | 62,014,170                                             | 0                                                      | 1                                        | 762                                         | 0.0012% |
|                                                                               | <b>Total Expenditure</b>                      | <b>1,090,866,598</b>           | <b>600</b>                    | <b>202,622,095</b>                                     | <b>2,302</b>                                           | <b>13</b>                                | <b>165,494</b>                              |         |
| Expenditure - Financial Impact - Budget 2022 - Amount at Risk                 |                                               |                                |                               |                                                        |                                                        |                                          |                                             |         |
| Budget Domain                                                                 | Population<br>EUR                             | Value of the Sample<br>EUR     | Detected financial error rate | Estimated GROSS amount at risk<br>EUR                  | Residual financial error rate                          | Estimated NET amount at risk<br>EUR      |                                             |         |
| Expenditure                                                                   | Staff Expenditure                             | 582,421,124                    | 2,253,813                     | 0.14%                                                  | 803,255                                                | 0.14%                                    | 802,444                                     |         |
|                                                                               | Infrastructures & other operating expenditure | 315,904,855                    | 105,241,513                   | 0.0008%                                                | 2,641                                                  | 0.0006%                                  | 1,793                                       |         |
|                                                                               | Security                                      | 104,075,265                    | 33,112,598                    | 0.49%                                                  | 512,464                                                | 0.49%                                    | 511,821                                     |         |
|                                                                               | IT & Telecommunication                        | 88,465,354                     | 62,014,170                    | 0.0012%                                                | 1,087                                                  | 0.0012%                                  | 1,087                                       |         |
|                                                                               | <b>Total Expenditure</b>                      | <b>1,090,866,598</b>           | <b>202,622,095</b>            |                                                        | <b>1,319,448</b>                                       |                                          | <b>1,317,146</b>                            |         |
| <b>Materiality of the amount at risk</b>                                      |                                               |                                |                               |                                                        |                                                        | <b>0.12%</b>                             |                                             |         |



The overall residual error rate is **0.62 % for Revenue**. This rate corresponds to a weighted average error rate between the transactions linked to the European Commission's contribution to the EEAS budget (89 % of the total revenue for 2022) which have been fully reviewed

and the transactions linked to EEAS activities subject to a sampling by applying the same methodology as for expenditure.

The table below gives an overview of the composition of the revenues for 2022:

| Revenues 2022                            |                                      |                    |                    |
|------------------------------------------|--------------------------------------|--------------------|--------------------|
|                                          |                                      | Population<br>EUR  | Sample<br>EUR      |
| EC Contribution                          | SLA DEVCO                            | 227,542,937        | 227,542,937        |
|                                          | SLA DEVCO – additions/returns        | 6,496,500          | 6,496,500          |
|                                          | SLA FPI                              | 19,909,200         | 19,909,200         |
|                                          | <b>Sub-total EC contribution (a)</b> | <b>253,948,637</b> | <b>253,948,637</b> |
| Other revenues (non EC contribution) (b) |                                      | 31,930,701         | 20,522,659         |
| <b>TOTAL</b>                             |                                      | <b>285,879,338</b> | <b>274,471,296</b> |

a) Review of entire population (Financial audit tested methodology and full population in 2020 and 2021).

b) Testing of 150 transactions sampled under MUS.

As regards the transactions related to the contribution of the European Commission to the EEAS budget, the audit on the matter concluded that the overall amounts recovered are in compliance with the applicable legal basis.

As the amounts recovered correspond to amounts decided by the European Commission, the risk of misstatement is very low. When the level of assigned revenue is insufficient to cover the costs of European Commission staff in Delegations, the European Commission will have to bear those costs and the costs will revert to the following budget. Therefore, the error relat-

ing to this part can be evaluated at 0%, even though the legal framework needs to be clarified and some provisions of the Service Level Agreement (SLA) with the Directorate-General for International Partnerships (DG INTPA) would need to be updated to reflect the practices currently followed. The details are outlined in the audit report.

The tables hereafter detail the detected and residual error rates per domain, with regard to the audit and the samples tested:

| Revenue - Financial Detected Errors – Audit & Sampling 2022 (January to December) |                                      |                                |                               |                                                        |                                                        |                                          |                                               |              |
|-----------------------------------------------------------------------------------|--------------------------------------|--------------------------------|-------------------------------|--------------------------------------------------------|--------------------------------------------------------|------------------------------------------|-----------------------------------------------|--------------|
| Budget Domain                                                                     | Population<br>EUR                    | Sampling                       |                               | Detected Financial Error on the sampling               |                                                        |                                          |                                               |              |
|                                                                                   |                                      | Number of sampled transactions | Value of the sample<br>EUR    | Number of transactions with a detected financial error | Value of detected financial error<br>EUR               | Financial Detected Error rate            |                                               |              |
| Revenues                                                                          | EC contribution                      | 253,948,637                    | N/A                           | 253,948,637                                            | 0                                                      | 0                                        | 0%                                            |              |
|                                                                                   | Other revenues (non EC contribution) | 31,930,701                     | 150                           | 20,522,659                                             | 18                                                     | 1,142,390                                | 5.57%                                         |              |
|                                                                                   | <b>Total Revenues</b>                | <b>285,879,338</b>             |                               | <b>274,471,296</b>                                     | <b>18</b>                                              | <b>1,142,390</b>                         |                                               |              |
| Revenue - Financial Residual Errors – Audit & Sampling 2022 (January to December) |                                      |                                |                               |                                                        |                                                        |                                          |                                               |              |
| Budget Domain                                                                     | Population<br>EUR                    | Sampling                       |                               | Corrections and recoveries                             | Residual Financial Error on the sampling               |                                          |                                               |              |
|                                                                                   |                                      | Number of sampled transactions | Value of the sample<br>EUR    | Value of corrections and recoveries<br>EUR             | Number of transactions with a residual financial error | Value of residual financial error<br>EUR | Residual Financial Error rate on the sampling |              |
| Revenues                                                                          | EC contribution                      | 253,948,637                    | N/A                           | 253,948,637                                            | N/A                                                    | 0                                        | 0                                             | 0%           |
|                                                                                   | Other revenues (non EC contribution) | 31,930,701                     | 150                           | 20,522,659                                             | 3,157                                                  | 16                                       | 1,139,233                                     | 5.56%        |
|                                                                                   | <b>Total Revenues</b>                | <b>285,879,338</b>             |                               | <b>274,471,296</b>                                     | <b>3,157</b>                                           | <b>16</b>                                | <b>1,139,233</b>                              |              |
| Revenue - Financial Impact - Budget 2022 - Amount at Risk                         |                                      |                                |                               |                                                        |                                                        |                                          |                                               |              |
| Budget Domain                                                                     | Population<br>EUR                    | Value of the Sample<br>EUR     | Detected financial error rate | Estimated GROSS amount at risk<br>EUR                  | Residual financial error rate                          | Estimated NET amount at risk<br>EUR      |                                               |              |
| Revenues                                                                          | EC contribution                      | 253,948,637                    | 253,948,637                   | 0%                                                     | 0                                                      | 0%                                       | 0                                             |              |
|                                                                                   | Other revenues (non EC contribution) | 31,930,701                     | 20,522,659                    | 5.57%                                                  | 1,777,417                                              | 5.56%                                    | 1,774,259                                     |              |
|                                                                                   | <b>Total Revenues</b>                | <b>285,879,338</b>             | <b>274,471,296</b>            |                                                        | <b>1,777,417</b>                                       |                                          | <b>1,774,259</b>                              |              |
|                                                                                   | Materiality of the amount at risk    |                                |                               |                                                        |                                                        |                                          |                                               | <b>0.62%</b> |

It is estimated that overall net amount at risk for revenues over 2022, that is the estimated financial exposure in monetary terms for the reporting year, was EUR 1 774 259 that is 0.62 % of all the revenues cashed over the year. This means that the financial exposure from the amounts at risk remains below the materiality threshold of 2 % of the related payments.

This is the best conservative estimate intended for the Authorising Officer by Delegation of the amount of expenditure and revenues that does not comply with the applicable contractual and regulatory provisions at the time the transactions were made.

b) Quantitative assessment – Error rate with a reputational impact

Since 2012, the European Court of Auditors has been quantifying all the payments linked to a contract stemming from a procurement procedure containing serious procedural errors

in the procurement process with an error rate of 100%<sup>10</sup>. The EEAS acknowledges that such errors are indeed serious and uses the same quantification method in order to allow for a comparison of the results of controls of the EEAS with the results of the ECA on the extrapolation of the "most likely error rate".

However, the EEAS, like the European Commission, is of the opinion that the actual financial impact of such errors cannot be quantified in a manner which is consistent with other errors and should therefore not be added to the financial exposure (amount at risk) nor considered for a potential financial reservation. In fact, even if the contractor should/could have been different, this does not mean that the full value (100%) of the contract is at risk.

The tables hereafter detail the detected and residual procurement procedural errors per domain, with regard to the samples tested:

| Expenditure – Procurement Procedural Detected Errors – Sampling 2022 (January to December) |                                               |                                |                            |                                                       |                                                       |                                            |       |
|--------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------|----------------------------|-------------------------------------------------------|-------------------------------------------------------|--------------------------------------------|-------|
| Budget Domain                                                                              | Population<br>EUR                             | Sampling                       |                            | Detected Procurement Procedural Error on the sampling |                                                       |                                            |       |
|                                                                                            |                                               | Number of sampled transactions | Value of the sample<br>EUR | Number of transactions with a Detected Error          | Value of Detected Procurement Procedural Error<br>EUR | Procurement Procedural Detected Error rate |       |
| Expenditure                                                                                | Staff Expenditure                             | 582,421,124                    | 150                        | 2,253,813                                             | 1                                                     | 172                                        | 0.01% |
|                                                                                            | Infrastructures & other operating expenditure | 315,904,855                    | 150                        | 105,241,513                                           | 17                                                    | 715,927                                    | 0.68% |
|                                                                                            | Security                                      | 104,075,265                    | 150                        | 33,112,598                                            | 25                                                    | 1,168,036                                  | 3.53% |
|                                                                                            | IT & Telecommunication                        | 88,465,354                     | 150                        | 62,014,170                                            | 19                                                    | 2,432,808                                  | 3.92% |
|                                                                                            | <b>Total Expenditure</b>                      | <b>1,090,866,598</b>           | <b>600</b>                 | <b>202,622,095</b>                                    | <b>61</b>                                             | <b>4,316,943</b>                           |       |

10 The ECA has considered as errors serious infringements (namely to the Directive on Public Procurement) which impair the compliance with the principles of open, fair and transparent competition. Although the ECA has quantified this type of errors and included them in the error rate, the Commission has considered that these errors are not necessarily quantifiable (at least not to the same extent as the errors where the amount paid would have been different) and therefore has not added them to the financial exposure but calculates an error rate with a reputational impact instead. The EEAS has been following the same approach as the Commission in this regard.

| Expenditure – Procurement Procedural Residual Errors – Sampling 2022 (January to December) |                                               |                                |                               |                                       |                                                       |                                     |                                                            |              |
|--------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------|-------------------------------|---------------------------------------|-------------------------------------------------------|-------------------------------------|------------------------------------------------------------|--------------|
| Budget Domain                                                                              | Population<br>EUR                             | Sampling                       |                               | Corrections                           | Residual Procurement Procedural Error on the sampling |                                     |                                                            |              |
|                                                                                            |                                               | Number of sampled transactions | Value of the sample<br>EUR    | Value of corrections<br>EUR           | Number of transactions with a Residual Error          | Value of Residual error<br>EUR      | Residual Procurement Procedural Error rate on the sampling |              |
| Expenditure                                                                                | Staff Expenditure                             | 582,421,124                    | 150                           | 2,253,813                             | 0                                                     | 1                                   | 172                                                        | 0.01%        |
|                                                                                            | Infrastructures & other operating expenditure | 315,904,855                    | 150                           | 105,241,513                           | 7,869                                                 | 13                                  | 708,057                                                    | 0.68%        |
|                                                                                            | Security                                      | 104,075,265                    | 150                           | 33,112,598                            | 895,562                                               | 10                                  | 272,474                                                    | 2.67%        |
|                                                                                            | IT & Telecommunication                        | 88,465,354                     | 150                           | 62,014,170                            | 1,300                                                 | 17                                  | 2,431,508                                                  | 3.92%        |
|                                                                                            | <b>Total Expenditure</b>                      | <b>1,090,866,598</b>           | <b>600</b>                    | <b>202,622,095</b>                    | <b>904,731</b>                                        | <b>41</b>                           | <b>3,412,212</b>                                           |              |
| Expenditure – Procurement Procedural Impact - Budget 2022 - Amount at Risk                 |                                               |                                |                               |                                       |                                                       |                                     |                                                            |              |
| Budget Domain                                                                              | Population<br>EUR                             | Value of the Sample<br>EUR     | Detected financial error rate | Estimated GROSS amount at risk<br>EUR | Residual Procurement Procedural error rate            | Estimated NET amount at risk<br>EUR |                                                            |              |
| Expenditure                                                                                | Staff Expenditure                             | 582,421,124                    | 2,253,813                     | 0.01%                                 | 44,538                                                | 0.01%                               | 44,538                                                     |              |
|                                                                                            | Infrastructures & other operating expenditure | 315,904,855                    | 105,241,513                   | 0.68%                                 | 2,149,007                                             | 0.68%                               | 2,141,138                                                  |              |
|                                                                                            | Security                                      | 104,075,265                    | 33,112,598                    | 3.53%                                 | 3,671,221                                             | 2.67%                               | 2,775,659                                                  |              |
|                                                                                            | IT & Telecommunication                        | 88,465,354                     | 62,014,170                    | 3.92%                                 | 3,470,484                                             | 3.92%                               | 3,469,184                                                  |              |
|                                                                                            | <b>Total Expenditure</b>                      | <b>1,090,866,598</b>           | <b>202,622,095</b>            |                                       | <b>9,335,250</b>                                      |                                     | <b>8,430,519</b>                                           |              |
|                                                                                            | <b>Materiality of the amount at risk</b>      |                                |                               |                                       |                                                       |                                     |                                                            | <b>0.77%</b> |

| Expenditure                                      |                      | EEAS & EC approach                                 |                       | European Court of Auditors approach                                                  |                                                                                         |                                                        |
|--------------------------------------------------|----------------------|----------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------|
|                                                  | Population<br>EUR    | Residual<br>Financial<br>Error Rate                | Net amount<br>at risk | Residual<br>procurement<br>procedural<br>error rate<br>(Breach of key<br>principles) | Residual<br>procurement<br>procedural<br>errors (Breach<br>of key<br>principles)<br>EUR | Total<br>ECA error<br>amount                           |
|                                                  |                      |                                                    | (a)                   |                                                                                      | (b)                                                                                     | (c) = (a) + (b)                                        |
| Staff expenditure                                | 582,421,124          | 0.14%                                              | 802,444               | 0.01%                                                                                | 44,538                                                                                  | 846,982                                                |
| Infrastructures & other<br>operating expenditure | 315,904,855          | 0.0006%                                            | 1,793                 | 0.68%                                                                                | 2,141,138                                                                               | 2,142,931                                              |
| Security                                         | 104,075,265          | 0.49%                                              | 511,821               | 2.67%                                                                                | 2,775,659                                                                               | 3,287,480                                              |
| IT & Telecommunication                           | 88,465,354           | 0.0012%                                            | 1,087                 | 3.92%                                                                                | 3,469,184                                                                               | 3,470,272                                              |
| <b>Total</b>                                     | <b>1,090,866,598</b> | <b>0.12%</b>                                       | <b>1,317,146</b>      | <b>0.77%</b>                                                                         | <b>8,430,519</b>                                                                        | <b>9,747,665</b>                                       |
| Financial impact                                 |                      | 0.12%                                              | 1,317,146             | Not meaningful                                                                       | Not meaningful                                                                          | Not meaningful                                         |
| Assessment of materiality                        |                      | 0.12 %<br><i>Lower than material<br/>threshold</i> |                       | 0.77 %<br><i>Lower than material threshold</i>                                       |                                                                                         | 0.89 %<br><i>Lower than<br/>material<br/>threshold</i> |
| Conclusion on potential reservation              |                      | <i>No financial reservation</i>                    |                       | <i>No reputational reservation</i>                                                   |                                                                                         | <i>No reputational<br/>reservation</i>                 |

The reputational error was found in 41 transactions. The net amount at risk related to procurement procedural errors amounted to EUR 8 430 519.

The error rate that would be comparable with the ECA error rate would be of 0.89 %, which is below the materiality threshold; therefore the AOD's Declaration of Assurance should not include a reputational reservation.

## 2.5.2 Control efficiency and cost-effectiveness

The purpose of ex post control is to help the entities of the EEAS achieve sound financial management in the implementation of the administrative budget of the Institution by detecting operational weaknesses in their processes. The principle of economy requires that the resources used by the Institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price. The principle of efficiency concerns later to attaining the specific objectives set and achieving the intended results. The Finan-

cial Regulation foresees that control activities shall be assessed on their efficiency and effectiveness and that an overall assessment of the costs and benefits of controls shall be included in the Annual Activity Report of the Institution. Ex post control is one segment of the control environment. This analysis aims at considering the costs of ex post control in relation to the results achieved over the year.

a) Estimation and assessment of the cost of ex post controls

The cost of ex post control has been estimated over recent years as shown in the table below:

| Estimated Cost of Ex Post Control Operations (1) |            | 2020            | 2021            | 2022            |
|--------------------------------------------------|------------|-----------------|-----------------|-----------------|
| FTE AD Officials (1) (2)                         | Count      | 1               | 1               | 1               |
|                                                  | EUR        | €172,700        | €177,300        | €192,200        |
| FTE AST Officials (1) (2)                        | Count      | 6               | 6               | 6               |
|                                                  | EUR        | €668,400        | €684,000        | €743,400        |
| FTE Contract Agents (1) (2)                      | Count      | 0               | 0               | 0               |
|                                                  | EUR        | €0              | €0              | €0              |
| <b>Total Costs on a full-cost basis (3)</b>      | <b>EUR</b> | <b>€841,100</b> | <b>€861,300</b> | <b>€935,600</b> |

The table below also shows the cost of ex post control activities as a percentage of the total audited value:

| Assessment of the Cost of Ex-Post Control Operations (Economy) |     | 2020         | 2021         | 2022         |
|----------------------------------------------------------------|-----|--------------|--------------|--------------|
| Total costs of Ex-Post Controls                                | EUR | €841,100     | €861,300     | €935,600     |
| Total value verified and/or audited                            | EUR | €384,078,419 | €372,989,740 | €477,093,391 |
| Ratio                                                          | %   | 0.22%        | 0.23%        | 0.20%        |



This analysis shows that the cost of ex post control activities remain moderate, in relation to the total value verified.

b) Assessment of the effectiveness of ex post controls including their benefits

Ex post controls are by nature performed after events have taken place. Due to this feature, the main element in the assessment of ex post control activities remains qualitative. The main qualitative benefits of ex post controls are their deterrent effects and the fact that it constitutes

a support for the management to take informed decisions on how to deal with the operational weaknesses of the Institution. Among other unquantified benefits of ex post controls are a reduced risk of fraud, prevention of conflict of interests, and avoiding financial and reputational damage.

There are also quantitative benefits, inherent in the implementation of a budget. The table below shows a monitoring of the effectiveness of ex post control operations based on the value of errors detected through ex post control:

| Assessment of the effectiveness of Ex-Post Control Activities |                                                                        | 2020               | 2021               | 2022               |
|---------------------------------------------------------------|------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Qualitative Benefits                                          | Management decision support instrument by nature and deterrent effects |                    |                    |                    |
| Detected Errors available for quantitative assessment         | EUR value of material error detected in the sample                     | € 2,295,797        | € 1,835,485        | € 1,310,186        |
|                                                               | EUR value related to ECA Reputational Errors                           | € 1,387,128        | € 1,690,078        | € 4,316,943        |
|                                                               | <b>Total EUR value of Detected Errors</b>                              | <b>€ 3,682,925</b> | <b>€ 3,525,563</b> | <b>€ 5,627,129</b> |

c) Assessment of the efficiency of ex post controls

In 2022, for every Euro spent on ex post control activities, the EEAS detected EUR 6.0 worth

of errors. In other words, the EEAS spent 17 Euro cents for every Euro of detected errors

| Assessment of the efficiency of Ex-Post Control Activities |     | 2020        | 2021        | 2022        |
|------------------------------------------------------------|-----|-------------|-------------|-------------|
| Total EUR value of Detected Errors                         | (a) | € 3,682,925 | € 3,525,563 | € 5,627,129 |
| Total EUR costs of Ex-Post Control Activities              | (b) | €841,100    | €861,300    | €935,600    |

|                                                                       |         |        |        |        |
|-----------------------------------------------------------------------|---------|--------|--------|--------|
| Value in EUR of errors detected for each EUR spent on Ex Post Control | (a)/(b) | € 4.4  | € 4.1  | € 6.0  |
| Cost in EUR of Ex Post Control for every EUR detected                 | (b)/(a) | € 0.23 | € 0.24 | € 0.17 |

|                                      |  |              |              |              |
|--------------------------------------|--|--------------|--------------|--------------|
| Total number of transactions audited |  | 750          | 750          | 750          |
| Total of audited amounts             |  | €384,078,419 | €372,989,740 | €477,093,391 |

d) Conclusion on the cost-effectiveness of ex post controls.

Quantitatively, ex post controls can be considered as cost-efficient. From a qualitative point of view, ex post controls provide the EEAS management with fact-based guidance for future decisions as it identifies and measures the financial impact of operational weaknesses in the execution of the Administrative Budget of the EEAS. It supports the entities, in particular EU Delegations, by highlighting weaknesses and offering recommendations to improve the overall financial and operational management. Therefore, the ex post control strategy is considered cost-effective overall and will be maintained.

### 2.5.3 Fraud prevention and detection

Cooperation with the European Anti-Fraud Office (OLAF) continued effectively during the year, with numerous exchanges taking place in the framework of internal and external investigations between the OLAF Correspondents in the Directorate General for Resource Management and OLAF.

The EEAS has been actively implementing OLAF's financial and disciplinary recommendations and reporting on follow up. Whenever necessary, appropriate actions have been taken to this effect, in close contact with Delegations. In addition, close coordination continued with the Investigation and Disciplinary Office (IDOC), and with other pertinent European Commission Services.

The European Commission updated its Anti-Fraud Strategy in 2019 to prepare for a new generation of spending programmes in the 2021-2027 Multiannual Financial Framework

(MFF). In this context, the EEAS continued work on the updating of its anti-fraud strategy as did Commission line DGs active in the area of foreign relations. The new Anti-fraud Strategy is expected to be approved in the first half of 2023.

In 2022, particular efforts were devoted to staff training. The EEAS staff posted in EU Delegations actively participated in a series of workshops and seminars on fraud awareness and prevention. Staff newly assigned to a Delegation systematically received training on these issues prior to taking up post. Furthermore, the intranet page related to anti-fraud was revamped with the aim to facilitate the reporting of potential fraud cases. In the course of 2022, OLAF transmitted five final reports on investigations involving EEAS staff or interests.

### 2.5.4 Inspections of EU Delegations

As foreseen in the Council Decision establishing the organisation and functioning of the European External Action Service, the operation of each EU Delegation is periodically evaluated (each Delegation is evaluated in principle every few years). The EEAS Inspection Service evaluates the performance and the functioning of the Delegations and gives guidance and support to them and HQ Services in order to improve the effectiveness and efficiency of the implementation of their mission and tasks.

Based on its mandate, the EEAS Inspection Service assesses the following aspects of the EU Delegations' work:

- Delegation's performance and impact on its local environment in terms of the implementation and promotion of EU policies, the effectiveness of the EU representation and coordination,

the image of the European Union in the host country;

- Management of the Delegation, its internal organisation, the staff management, the allocation and efficient use of resources, and operational, financial and security matters.

In 2022, the Inspection Service inspected 24 Delegations accredited in African, Asian and South and North American countries. The lifting of COVID related restrictions allowed performing almost all inspections on the spot (two inspections only were conducted via digital means). The Service formulated more than one thousand recommendations and advices to the EU Delegations inspected and HQs services, including 5 critical and 102 - very important recommendations. In parallel to the ongoing inspections, the Inspection Service also regularly monitored the implementation of recommen-

dations from the inspections carried out in 2021 and at the beginning of 2022 (the Service starts monitoring the implementation of the recommendations six month after the distribution of the final inspection reports). Most of the recommendations have been satisfactorily implemented. Some are subject to further exchanges of information with the Delegations and HQ services concerned.

The inspection of EU Delegations again proved to be an important managerial tool. The inspection reports, the recommendations and their effective implementation contributed to greater coherence, homogeneity and efficiency in the Delegations' work.

## 2.6 DISCHARGE OF THE EEAS ADMINISTRATIVE BUDGET

The EEAS considers the discharge procedure of crucial importance in terms of accountability for the sound financial management of the EU budget. It is committed to implementing the main recommendations and observations raised during the discharge procedure with the aim of further improving the management of EU funds.

At its plenary session of 10 May 2023, the European Parliament decided by 553 votes in favour, 82 against and 5 abstentions to grant discharge to the HR/VP in respect of the implementation of the EEAS budget for the 2021 financial year. This continues the positive record since the establishment of the EEAS in 2011. The European Court of Auditors, in its annual report,

mentioned two quantifiable errors in payments made by the EEAS, one concerned the absence of an underlying contract for services acquired by an EU Delegation, the other related to allowances paid to a member of staff who had not declared recent changes in their personal situation. However, the European Parliament noted with satisfaction that the Court did not find significant issues with the supervisory and control systems it examined at the EEAS.

In the 2021 discharge resolution, the European Parliament acknowledged that the Covid-19 pandemic affected heavily the operations of the EEAS in Headquarters and Delegations and that it created possibilities for spreading of disinformation and foreign manipulation and

interference, which added to the Service's challenges. The resolution highlights the European Parliament's support to the EEAS's continuous effort to enhance security (physical and digital) and prevent espionage threats both at its Headquarters and in EU Delegations and Offices, given the current geopolitical situation.; The EEAS was called to strengthen the role of the EU Delegations in third countries in order to reinforce their ability to debunk disinformation campaigns threatening democratic values orchestrated by foreign state actors. The EEAS works closely with independent media and civil society partners in the Eastern Partnership region to build their capacity to counter foreign information manipulation and interference threats and also supported Ukraine in its strategic communication efforts in the face of unprovoked Russia's military aggression.

Regarding human resource matters, the European Parliament welcomed the appointment of the Ambassador for Gender and Diversity with the goal to raise awareness and consideration in diplomacy, political dialogue and policy decisions. It also welcomed the opening up of mentorship programmes for women in AST

and lower AD grades in order to offer them a career path to more senior positions, as part of the EEAS' #NoWomanNoEUDiplomacy strategy. It called the EEAS to continue its efforts on ensuring gender balance of staff and management and to report its progress accordingly to the discharge authority.

The European Parliament welcomed the updating process of the anti-fraud strategy following the 2021 methodology and guidance issued by OLAF and the EEAS' plans to ensure that awareness trainings will target all categories of staff and asked the EEAS to make such trainings mandatory at least to all staff that will be posted abroad. It also noted that the EEAS' work is being audited by several audit bodies and mentioned that while it is important to ensure thorough controls and audits it is equally important to avoid duplication. Finally, the European Parliament stated its satisfaction that the Court found no significant issues with the supervisory and control systems they examined at the EEAS.

## 2.7 ASSESSMENT OF AUDIT RESULTS AND FOLLOW-UP OF AUDIT RECOMMENDATIONS

This section reports on and assesses the observations and conclusions reported by auditors, which could have a material impact on the achievement of the internal control objectives, and therefore on assurance, together with any management measures taken in response to audit recommendations.

### 2.7.1 Audit functions

#### EEAS Internal Audit Division

As foreseen by the Council Decision establishing the organisation and functioning of the EEAS<sup>11</sup>, an Internal Audit Division (IAD) has been

11 Council Decision of 26 July 2010 (2010/427/EU), Article 4.3(b).

set up in the EEAS. The mission of the IAD is to assist senior management with independent, objective assurance and consulting services, mainly to evaluate and improve the effectiveness of governance, risk management and control processes.

The assignments of the IAD cover all the activities of the EEAS related to:

- the management and control risks;
- the monitoring of control systems, including financial, operational and management controls and
- the assessment of the performance.

The IAD operates in accordance with internationally established professional standards (Institute of Internal Auditors - IIA) and best practices. To ensure independence vis-à-vis operational Divisions, this Division reports directly to the Director for General Affairs and Chief Legal Officer and to the Secretary-General.

The Ex Post Control section, previously part of the Inspection Division, has been merged with the IAD on 1 July 2017. The Ex post audit is one pillar of the new Internal Audit Strategy together with Financial system audits and Operational Audits.

In 2022, the multiannual Strategic Internal Audit Plan was updated to cover the 2022-2024 period. In addition, the Internal Audit Mission Charter and the Mutual Expectations Paper were also updated to take into account the setting up of the Audit Progress Committee, the first meeting of which was held on 22 November 2022.

### European Commission Internal Audit Service (IAS)

Article 118(4) of the Financial Regulation requires that: “[...] *The internal auditor shall sub-*

*mit to the Union institution concerned an annual internal audit report indicating the number and type of internal audits carried out, the principal recommendations made and the action taken with regard to those recommendations”. The function of the internal auditor of the EEAS is entrusted by Article 117(2) of the Financial Regulation to the internal auditor of the European Commission: “For the purposes of the internal auditing of the EEAS, Heads of Union delegations, acting as authorising officers by subdelegation in accordance with Article 60(2), shall be subject to the verifying powers of the internal auditor of the Commission for the financial management sub-delegated to them. The internal auditor of the Commission shall also act as the internal auditor of the EEAS in respect of the implementation of the section of the budget relating to the EEAS.”*

The purpose, authority and responsibility of the internal audit activity in the EEAS are formally defined in the Internal Audit Mission Charter signed in 2022. Their audit scope includes all the relevant departments in the General Secretariat of the Council and in the European Commission, which were transferred to the EEAS with effect from January 2011. It should be noted that policy-making is outside the scope of the IAS. The European Commission's Internal Audit Service has assessed that the internal audit activity's purpose, authority and responsibility, as defined in the Charter, continued to be adequate to enable the activity to accomplish its objectives in 2022.

Following the start of activity of the Audit Progress Committee (APC) of the EEAS, which held its first meeting in November 2022, the IAS prepared an update of its Internal Audit Mission Charter to reflect its reporting responsibilities and working arrangements with the APC. The draft version of the updated Mission Charter

has been submitted for comments to the EEAS in November 2022.

The IAS will follow-up with the EEAS on its (potential) comments on the draft version of the updated Mission Charter to ensure its signature and adoption. It will also coordinate with the EEAS on the scheduling of the strategic risk assessment for 2024-2026 to be performed in the second half of 2023.

### European Court of Auditors (ECA)

The European Court of Auditors (ECA) is the EEAS's independent external auditor. It enhances the quality of the EU's financial management, fostering accountability and transparency and acts as the "independent guardian of the financial interests of the citizens of the Union".

### EEAS Audit Progress Committee

The Decision approving the Charter of the Audit Progress Committee (APC) of the EEAS was adopted by the HR/VP on 18 December 2020. The EEAS APC will assist the HR/VP in fulfilling its obligations under the Treaties, the Financial Regulation and under other statutory instruments by ensuring the independence of the internal audit function, monitoring the quality of internal audit work, and by ensuring that internal and external audit recommendations are properly taken into account and that they receive appropriate follow-up.

The EEAS APC will also contribute to the overall further improvement of the EEAS' effectiveness and efficiency in achieving its goals and facilitates the HR/VP's oversight of the EEAS's governance, risk management, and internal

control practices. The EEAS APC will ensure that the HR/VP is appropriately informed on a timely basis on any issues arising from its work. The EEAS APC is an oversight body and has no management powers.

The EEAS APC comprises four members appointed by the HR/VP, as follows: the Secretary General of the EEAS, one Deputy Secretary General of the EEAS, one member of HR/VP's Cabinet and one independent external member with proven professional expertise in audit and related matters.

The APC is chaired by the Secretary General or, in his absence in case of force majeure, by a Deputy Secretary General of the EEAS. A secretariat (positioned in the Directorate General for Resource Management) assists the APC which reports directly to the Secretary General and supports in preparing, conducting and reporting on the meetings. The first meeting of the EEAS APC took place on 22 November 2022.

### 2.7.2 Results from audits during the reporting year

#### EEAS Internal Audit Division

As part of the audit plan, the following audits were finalised in 2022:

- an audit on the European Commission's contribution to the EEAS budget<sup>12</sup>, and
- an audit on the management of training expenses of the EEAS<sup>13</sup>

In addition, a special assignment on the management of the EU Delegation building in Washington was completed in 2022.

12 Ares(2022)3623069 - 12/5/2022

13 Ares(2022)768929 - 2/2/2022



The audit plan for 2022 also included:

- an audit on the management of the EEAS registry of exceptions and non-compliance events, launched in 2021 at the request of management and
- two follow up audits on (a) the management of recoveries in the EEAS - final report of 2018 and (b) financial audit of contract with security company PAGE - final report of 2017. These should be concluded in 2023.

Two audits launched under the multiannual Strategic Audit Plan for 2018-2021 are still ongoing. Their conclusion has been delayed due to several constraints and they should be finalised in 2023:

- Audit on the management of local agents salary. The objective of this audit is to evaluate the compliance with the legal framework, the efficiency and effectiveness of the internal control system in place and the completion and accuracy of the IT tools/databases used.
- Audit on the recruitment and management of local agents and equivalent local staff.

This audit aims at replying to audit issues regarding the compliance of these processes with: a) the applicable rules and the principle of transparency and equal treatment and b) the efficiency and effectiveness of the control system put in place for recruitment and tasks assigned to local staff.

### European Commission Internal Audit Service (IAS)

The audit work of the IAS in the EEAS is based on the strategic internal audit plan<sup>14</sup> (SIAP) that originated from the in-depth risk assessment

performed in 2019 and which covers the period 2020 – 2022.

The IAS issued two final audit reports in 2022, on 'information security of EU-restricted and non-classified information' and on 'controls over procurement and contract monitoring'. The action plans of these audits were submitted to IAS and they will be implemented between 2023 and 2024.

The EEAS was also associated to two other audits, which were launched in 2021: 'Management of restrictive measures' which is postponed to 2023, and 'Complementarity and cooperation mechanisms between the ETF and the EC services' on which EEAS was included in the preliminary survey but not in the fieldwork.

The IAS launched two audits in 2022: on Allocation of Human Resources in EUDs (INTPA, NEAR, FPI, EEAS, TRADE) to assess the HR policies and management in EUDs and allocation of human resources to EUDs and on Anti-fraud strategy (INTPA, NEAR, FPI, EEAS, ECHO) in order to assess design and implementation of anti-fraud strategy in external action DGs. Both audits will be completed by the end of 2023.

### European Court of Auditors (ECA)

As for previous years, the EEAS actively cooperated with the European Court of Auditors in the preparation of the Statement of Assurance for 2022. Numerous sample transactions are currently examined and as per the date of this report, they have not given rise to any observations.

In the course of the year, the EEAS addressed recommendations issued by the ECA in sever-

14 Ares(2019)4788046 - 23 July 2019

al Special Reports, as an associated service together with the European Commission Directorates-General:

Special Report 01/2022: EU support for the rule of law in the Western Balkans: despite efforts, fundamental problems persist<sup>15</sup>.

In this audit, the ECA assessed whether EU support for the rule of law in the six Western Balkan countries aspiring for EU accession has been effective. The ECA found that, while EU action has contributed to reforms in technical and operational areas, such as improving the efficiency of the judiciary and the development of relevant legislation, it has had little overall impact on fundamental rule of law reforms in the region.

The ECA recommended the European Commission and the EEAS to strengthen the mechanism for promoting rule of law reforms, to intensify support to civil society organizations and independent media, to reinforce the use of conditionality and to strengthen project reporting and monitoring.

Special report 07/2022: SME internationalisation instruments - A large number of support actions but not fully coherent or coordinated<sup>16</sup>.

The ECA assessed whether the EU policy for SME internationalisation is supported by a coherent and coordinated strategy and whether the Enterprise Europe Network and the Startup Europe initiative successfully contributed to the internationalisation of SMEs.

The ECA found that while the European Commission and the EEAS has put in place many ac-

tions to support SME internationalisation, they lack sufficient coherence and coordination. The Enterprise Europe Network has met its targets, but needs more visibility and better coverage in third countries. Startup Europe only addresses the needs of the start-ups in the short term and lacks sufficient monitoring and coordination.

The ECA recommended the European Commission and the EEAS to increase awareness, coherence and sustainability of the actions, increase the visibility of the Enterprise Europe Network, its cooperation with similar programmes, its geographical coverage, and improve the monitoring and long-term effectiveness of Startup Europe.

Special report 27/2022: EU support to cross-border cooperation with neighbouring countries<sup>17</sup>.

In this audit, ECA found that the programmes targeted relevant needs and provided valuable support to regions on both sides of the EU's external border. However, their implementation started very late and their complementarity with other EU-funded programmes was insufficient, as was the involvement of EU Delegations in neighbouring countries. The ECA made recommendations aimed at addressing these coordination and complementarity problems and enhancing the monitoring of the programmes' results. This will be essential as cross-border cooperation faces a challenging future: Russia's invasion of Ukraine has cast severe doubt on half of the programmes proposed for the 2021-2027 period.

The EEAS accepted most of the Court's recommendations falling under its responsibility

15 [https://www.eca.europa.eu/Lists/ECADocuments/SR22\\_01/SR\\_ROL-Balkans\\_EN.pdf](https://www.eca.europa.eu/Lists/ECADocuments/SR22_01/SR_ROL-Balkans_EN.pdf)

16 [https://www.eca.europa.eu/Lists/ECADocuments/SR22\\_07/SR\\_Internationalisation-SMEs\\_EN.pdf](https://www.eca.europa.eu/Lists/ECADocuments/SR22_07/SR_Internationalisation-SMEs_EN.pdf)

17 [https://www.eca.europa.eu/Lists/ECADocuments/SR22\\_27/SR\\_EU\\_support\\_to\\_crossborder\\_cooperation\\_EN.pdf](https://www.eca.europa.eu/Lists/ECADocuments/SR22_27/SR_EU_support_to_crossborder_cooperation_EN.pdf)

and is firmly committed to working towards the mitigation of these important issues. The EEAS is also pleased to see that the follow up reports conclude that the ECA's recommendations were implemented in their wide majority.

2022 was a busy year for the EEAS with ECA. ECA launched the following performance audits, which targeted the EEAS as an associated service, together with the European Commission Directorates-General:

- The Programming of the Neighbourhood, Development and International Cooperation Instrument – NDICI – Global Europe.
- The Spotlight Initiative (SI) to eliminate violence against women and girls.
- A Performance Audit on the European External Action Service.

### 2.7.3 Follow up of audits from previous years

#### EEAS Internal Audit Division

In the auditor's view, there are 4 critical and 26 very important audit recommendations which remain open in 2022:

- three very important recommendations linked to the audit assignment on "Commission's contribution to the EEAS budget" (audit plan 2022)
- three critical and two very important recommendations linked to the audit assignment on "Management of the EU Delegation building in Washington" (special assignment)
- eight very important and three important recommendations linked to the audit assignment on "Management of training expenses" (audit plan 2018-2021)

- twelve very important recommendations linked to the audit assignment on "Information flows between the EEAS, DG HR and the PMO" (audit plan 2018-2021)
- one critical and one very important recommendation linked to the audit assignment on "Operational and Financial Audit in the Delegation of Mali" (special assignment)

#### European Commission Internal Audit Service (IAS)

In 2022, the IAS followed-up on four long overdue recommendations addressed to the EEAS stemming from the audit on Management of service level agreements (SLA) which was completed in 2013. These recommendations were set by the EEAS as 'ready for review' in the issue tracking audit tool (Team Central) in January 2022.

The IAS is completing the work and will send to the EEAS the follow-up closure note in due course. In total, two important recommendations stemming from previous IAS audits<sup>18</sup> remained open on 31 January 2023. There were no open 'critical' or 'very important' recommendations as at that date.

The two outstanding important recommendations are delayed by 25 months compared to their initial/original implementation date but EEAS is in the process of implementing the agreed action plans for these recommendations.

#### European Court of Auditors (ECA)

In 2021, the ECA decided to follow up on its recommendations made in the following reports:

18 Audit on EC-EEAS coordination and Limited review on the implementation of the internal control framework.

- No 04/2018 – “EU Assistance to Myanmar/Burma”

- No 14/2018 – “The EU Chemical, Biological, Radiological and Nuclear Centres of Excellence: more progress needed”

- No 15/2018 – “Strengthening the capacity of

the internal security forces in Niger and Mali: Only limited and slow progress”

- No 20/2018 – “The African Peace and Security Architecture: need to refocus EU support”.

The final results of the audits are expected to be released in 2022.

# **PART III ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS**

### 3.1 FINANCIAL CIRCUITS IN HEADQUARTERS

The EEAS, represented by the HR/VP, performs the duties of Authorising Officer (AO) in accordance with Article 92 of the Financial Regulation. In accordance with the Decision on the Internal Rules on the implementation of the Budget of the EEAS the powers of authorisation have been delegated to the Secretary General, who is the Authorising Officer by Delegation (AOD) of the EEAS.

The Secretary-General has subdelegated the majority of the powers to the Director General for Budget and Administration, who acts as Principal Authorising Officer by Subdelegation (P/AOSD). The latter has subdelegated specific powers to Managing Directors, Directors, Heads of Delegation and Heads of Division (AOSD). At operational level, the budget is implemented by the Heads of Division in Headquarters and by the Heads of Delegations throughout the EU Delegations network.

For the purpose of budget implementation, the EEAS has adopted the following financial circuits at Headquarters:

(1) EEAS STANDARD, which is fully de-centralised with all operations, including initiation and

verification, taking place within the line manager's services. The operations processed using this circuit are those consisting of provisional commitments/de-commitments for the Delegations, accounting regularisations and payments to members of staff.

(2) EEAS STANDARD A2, which is also de-centralised with all operations, including financial and operational initiation, and operational verification, taking place within the line manager's services. This model also contains an ex-ante verification which is carried out by the ex-ante control function of division EEAS.BA.B5.2 and is used in particular for payments related to public procurement to third parties.

(3) EEAS EXTRA LIGHT, used in particular for payment of mission expense claims which have been examined by the PMO for conformity with the mission guide and for payment of representation expenditure to EEAS staff members.

In Headquarters, the financial circuits are operated entirely by EEAS staff.

### 3.2 FINANCIAL CIRCUITS IN EU DELEGATIONS

The EEAS, represented by the HR/VP, performs the duties of authorising officer (AO) in accordance with Article 92 of the Financial Regulation. In accordance with the last Decision on the Internal Rules on the implementation of the Budget of the EEAS the powers of authorisation have been subdelegated by the Director General

for Resource Management to the Heads of Delegation.

For the purpose of budget implementation, the EEAS has adopted the following financial circuits in the EU-Delegations network:

(1) DEL\_NORM (Initiating Agent – Verifying



Agent / Imprest Account Holder – AOSD) – this is the standard workflow in application in the delegations. The Initiating Agent role is normally performed by a local agent (accountant or administrative assistant), the Verifying Agent / Imprest Account Holder is performed by the Head of Administration / Imprest Account Holder, the AOSD role is performed by the Head of Delegation or another AD official of the EEAS;

(2) DEL\_SMALL (Initiating Agent / Imprest Account Holder – Verifying Agent – AOSD) – This 2nd workflow permits the signature by the same AOSD, of both the Verifying Agent and AOSD roles. It is used in case of unavailability of actors.

The responsible authorising officer shall define the framework for the use of these financial workflows.

In Delegations, where a large proportion of the personnel are European Commission staff members, the role of initiating agent (both financial and operational) is sometimes performed by members of the Commission staff working in the administrative sections of the Delegations. The roles of financial and operational verification are restricted to EEAS staff

members. The function of AOSD is performed by the Head of Delegation who is an EEAS staff member or by another EEAS staff member in the category AD (with the exception of the Support to Delegations Division at EEAS Headquarters<sup>19</sup> where also senior-AST officials are allowed to receive a subdelegation).

Up to 2019 the budget granted to Delegations was totally implemented by the Heads of Delegation. As from 2020, the EEAS decided to deviate from this principle for payments under Annex X of the Staff Regulations. The Support to Delegations Division at Headquarters received budget for that type of payments for the Delegations under the Annex X mandate, the Division at Headquarters thus becoming fully accountable for the implementation of the this budget. The mandate expanded gradually in 2022 and is intended to cover all Delegations over time.

These circuits are considered the most appropriate taking into account the nature of the transactions to be authorised (entirely administrative expenditure) and the resources available to the EEAS.

### 3.3 COMPLIANCE AND EFFECTIVENESS OF INTERNAL CONTROL PRINCIPLES

The European Commission's Internal Audit Service (IAS) conducted a Limited Review on the implementation of the new EEAS internal control framework in 2020.

Following the recommendations of the IAS, the Director-General for Resource Management set

up an Internal Control Committee (ICC) in 2021. The role of the ICC is to assess the effectiveness of EEAS' internal control framework, adopt and monitor the mitigation actions for identified weaknesses. The ICC agreed to extend its role to risk governance in late 2021.

<sup>19</sup> It should be noticed that the Support to Delegations Division at Headquarters is providing specific services for 27 Delegations covered by the former Regional Centre Europe mandate. The Division can intervene directly in the financial workflows of these EU Delegations

The Internal Control Committee (ICC) met twice in 2022. The discussions focused on the functioning of internal controls, defining and reporting on the state of remedial actions of the Action plan, as well as the results of the risk management exercises.

In 2021, to support the work of the ICC, the EEAS developed a rolling Action plan on Internal Controls. This reflects the results of the annual Internal Control Survey and other sources. The Action plan serves as an operational tool for following up on the state of play of the actions proposed in response to identified deficiencies and weaknesses. According to the EEAS methodology on evaluating the state of play of internal controls, the Action plan includes proposed actions on principles for which critical and major deficiencies or weaknesses have been reported.

The 2022 Action plan covered 37 actions on findings under 11 Principles of the EEAS Internal Control Framework, namely on Ethical values, Risk Management and Risk mitigation, Talent management, Information technology, Corporate policies and Objectives, Internal Control and Information communication. These actions vary in complexity and require various amount of time for completion.

Principles 2, 3, 6, 8, 9, 15<sup>20</sup> were assessed to be functioning without any major or critical deficiencies and do not fall within the scope of the Action Plan on Internal Controls.

In 2022, EEAS Divisions reported 13 out of the 37 actions as completed. For example on Ethical values, the EEAS adopted new Principles for Professional Behaviour in the EEAS, conducted an Anti-Harassment campaign, and launched an obligatory e-learning on anti-harassment for managers. On talent management, the EEAS improved its recruitment and rotation procedure to include a pilot project on psychological assessment for EEAS candidates to hardship posts. The EEAS adopted a Decision on the guidelines, rules and procedures for implementing the Colocation Policy in response weaknesses identified in the principle of risk mitigation. The dialogue between Headquarters and Delegation was strengthened by shifting the focus of the Annual Management Plans. The goal is to use the AMP as a tool to intensify team work and complementarity when setting objectives. In addition, an Audit Progress Committee met for the first time, bringing together various stakeholders from within the EEAS as well as the EU institutions.

These actions contributed to strengthening the internal controls as well as continuous improvement of EEAS administrative policies.

The 2022 analysis of the Internal Control Survey from Delegations showed that the number of Delegations reporting deficiencies remained stable, with 87 Delegations in 2020, 86 Delegations in 2021 and 88 Delegations in 2022. Of the 17 Control Principles, principle 4<sup>21</sup> on talent management and principle 11<sup>22</sup> – which relates

---

20 Principle 2: Senior Management exercises oversight of the development and performance of internal control.  
 Principle 3: Management establishes structures, reporting lines and responsibilities in the pursuit of objectives  
 Principle 6: Management specifies objectives with sufficient clarity so as to enable the identification and assessment of risks relating to these objectives  
 Principle 8: Management considers the potential for fraud in assessing risks to the achievement of objectives  
 Principle 9: Management identifies and assesses changes that could significantly impact the internal control system  
 Principle 15: Management communicates with external parties about matters affecting the functioning of internal control

21 Principle 4: Management demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.

22 Principle 11: Management selects and develops general control activities over technology to support the achievement of objectives.

to issues with IT, have remained consistently the control principles with most reported deficiencies. They are therefore part of the considerations when developing new EEAS policies as

well as when redirecting resources. The consistency of these deficiencies also demonstrates that these are complex issues to improve.

# **PART IV MANAGEMENT ASSURANCE**

## 4.1 REVIEW OF THE ASSESSMENT BY MANAGEMENT AT HEAD-QUARTERS - SYNTHESIS OF THE AOSD REPORTS

In accordance with the Charter of tasks and responsibilities of Authorising Officers by Delegation (AOD), the AOD is assisted by the Authorising Officers by Sub-Delegation (AOSD) for the drafting of the Annual Activity Report. For this purpose, all AOSDs were requested to submit a report for the financial year 2022 based on a common template, with a view to consolidating the results and providing an overall assessment for the EEAS 2022 Annual Activity Report.

The analysis of these reports lead to the following conclusions:

- All AOSDs provided a positive assurance with regard to the management of the administrative budget entrusted to them.

- The material error rate detected was below the 2% threshold.

- Structural understaffing and the difficulties to attract specialists remain key risks for several AOSDs; understaffing also hampers business continuity.

- Occasionally, unilateral cancelation of framework contracts by external contractors can occur and there is a need for preventive mechanisms.

- Improved corporate tools will assist in achieving better communication with the EU Delegations.

## 4.2 REVIEW OF THE ASSURANCE IN EU DELEGATIONS – SYNTHESIS OF THE DAS OF THE DELEGATIONS

As part of the annual reporting of the administrative budget of the EU Delegation, the Heads of Delegation in their role of AOSD provide a Statement of Assurance each year. The 2022 exercise was launched in November 2022 via the electronic application Reporting Portal,

which also encompasses the Internal Control Principles survey.

For 2022, EU Delegations have not submitted any reservations.

## 4.3 FOLLOW UP OF PREVIOUS YEARS' RESERVATIONS

In 2022, despite the challenging political environment and the crises the EEAS had to face around the globe, the positive trend of zero reservations by Heads of Delegation continued.

The declarations and the accompanying information remain always available to the EEAS Divisions in Headquarters in order to assist the EU Delegations with their controls. They form

a basis for the Declaration of Assurance of the Authorising Officer of the EEAS and provide collectively an overview of the financial func-

tioning of the administrative budget in the EU Delegations.

## **4.4 OVERALL CONCLUSIONS ON THE COMBINED ELEMENTS ON THE DECLARATION AS A WHOLE**

On the basis of the results of the internal controls, the ex ante and ex post controls as well as specific audits and declarations by the AOSDs, the Authorising Officer by Delegation's estimate of the risk relating to the legality and regularity for the expenditures authorised during the reporting year is below 2%.

On the basis of the analyses of the internal control system of the EEAS as well as the control results, it is concluded that the internal control system implemented by the EEAS is providing sufficient assurance to adequately manage the risks relating to legality and regularity of the underlying transactions.



# **PART V DECLARATION OF ASSURANCE**

I, the undersigned, Secretary General of the EEAS, in my capacity as authorising officer by delegation:

- Declare that the information contained in this report gives a true and fair view.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.
- This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex post controls, the work of the internal audit capability, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.
- Confirm that I am not aware of anything not reported here which could harm the interests of the Institution.

29 June 2023,  
Brussels

[e-Signed]  
Stefano Sannino

# ANNEXES

**CONTENTS**

|                                                                           |            |
|---------------------------------------------------------------------------|------------|
| <b>ANNEX 1: STATEMENT OF THE DIRECTOR GENERAL FOR RESOURCE MANAGEMENT</b> | <b>99</b>  |
| <b>ANNEX 2: EEAS HQ ORGANISATION CHART</b>                                | <b>100</b> |
| <b>ANNEX 3: EU DELEGATIONS AND OFFICES</b>                                | <b>101</b> |
| <b>ANNEX 4: HUMAN RESOURCES</b>                                           | <b>102</b> |
| <b>ANNEX 5: FINANCIAL REPORTS AND ANNUAL ACCOUNTS</b>                     | <b>103</b> |
| Table 1: Outturn on Commitment appropriations in 2022                     | 103        |
| Table 2: Outturn on payment appropriations in 2022                        | 105        |
| Table 3: Breakdown of Commitments to be settled at 31.12.2022 for EEAS    | 107        |
| Table 4: Balance Sheet                                                    | 109        |
| Table 5: Statement of Financial performance                               | 110        |
| Table 6: Average payment times                                            | 111        |
| Table 7: Situation on revenue and income                                  | 112        |
| Table 8: Financial impact of ex-ante and ex-post controls                 | 112        |
| Table 9: Ageing balance of Recovery Orders at 31.12.2022                  | 113        |
| Table 10: Recovery Orders waivers in 2022                                 | 113        |
| Table 11: Negotiated procedures                                           | 113        |
| Table 12: Building contracts signed in 2022 (Headquarters)                | 114        |
| Table 13: Building contracts signed in 2022 (Delegations)                 | 115        |
| Table 14: Contracts declared secret in 2022                               | 119        |

**ANNEX 1: STATEMENT OF THE DIRECTOR GENERAL FOR RESOURCE MANAGEMENT**

I declare that in accordance with the EEAS Decision on the Internal Control Framework (ADMIN (2018)26), I have reported my advice and recommendation to the Secretary General on the overall state of internal controls in the EEAS.

Based on the 2022 reports of the Authorising Officers by Sub-Delegation, I hereby certify that the information provided in the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and exhaustive.

29 June 2023,  
Brussels

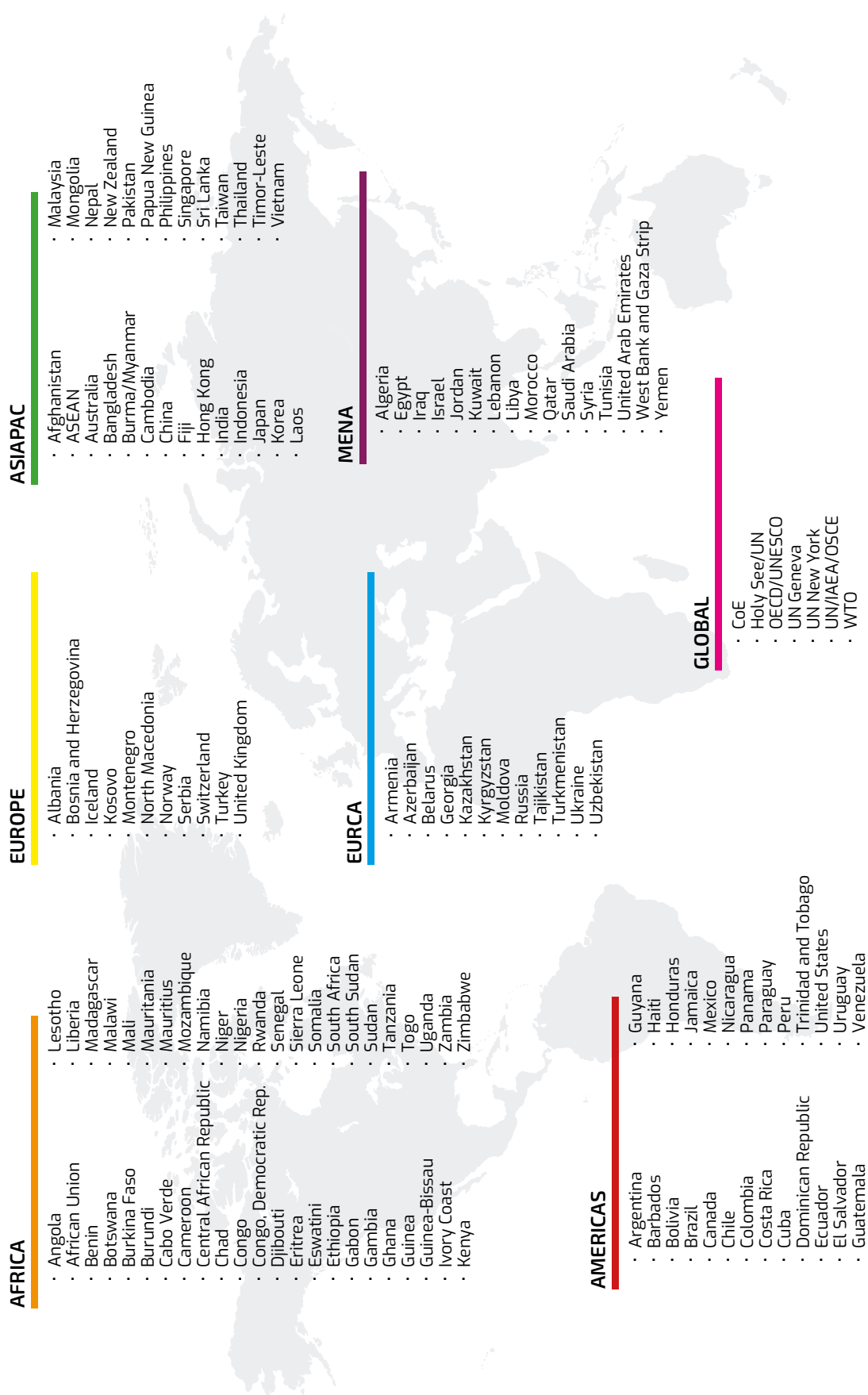
*[e-Signed]*

Gianmarco Di Vita





## ANNEX 3: EU DELEGATIONS AND OFFICES



ANNEX 4: HUMAN RESOURCES

| Posts occupied 31/12/2021 | Officials  |              | Temporary Agents |           | Seconded National Experts | Junior Professionals in Delegations | Contract Agents | Local Agents | Total       |
|---------------------------|------------|--------------|------------------|-----------|---------------------------|-------------------------------------|-----------------|--------------|-------------|
|                           | AD         | AST & AST/SC | AD               | AST       |                           |                                     |                 |              |             |
| Headquarters              | 419        | 425          | 219              | 29        | 406                       |                                     | 321             |              | 1819        |
| Delegations               | 243        | 187          | 184              | 0         | 61                        | 43                                  | 246             | 1543         | 2507        |
| <b>Total</b>              | <b>662</b> | <b>612</b>   | <b>403</b>       | <b>29</b> | <b>467</b>                | <b>43</b>                           | <b>567</b>      | <b>1543</b>  | <b>4326</b> |

| EEAS Staff     | Headquarters      |                   |                | Delegations       |                   |                | Overall           |                   | Management Gender Balance |
|----------------|-------------------|-------------------|----------------|-------------------|-------------------|----------------|-------------------|-------------------|---------------------------|
|                | Middle Management | Senior Management | Gender Balance | Middle Management | Senior Management | Gender Balance | Middle Management | Senior Management |                           |
| Women          | 48                | 8                 | 37.6%          | 45                | 7                 | 30.4%          | 93                | 15                | 34%                       |
| Men            | 68                | 25                | 62.4%          | 102               | 17                | 69.6%          | 170               | 42                | 66%                       |
| Total          | 116               | 33                |                | 147               | 24                |                | 263               | 57                |                           |
| <b>% Women</b> | 41%               | 24%               |                | 31%               | 29%               |                | 35.4%             | 26.3%             |                           |

| EEAS Staff     | Heads of Delegations |     |                |
|----------------|----------------------|-----|----------------|
|                | Officials            | TAs | Gender Balance |
| Women          | 23                   | 14  | 26.8%          |
| Men            | 56                   | 45  | 73.2%          |
| Total          | 79                   | 59  |                |
| <b>% Women</b> | 29%                  | 24% |                |

## ANNEX 5: FINANCIAL REPORTS AND ANNUAL ACCOUNTS

Table 1: Outturn on Commitment appropriations in 2022

| TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2022 (in EUR million) for EEAS |    |                                                                 |                                      |                  |                |
|---------------------------------------------------------------------------------|----|-----------------------------------------------------------------|--------------------------------------|------------------|----------------|
|                                                                                 |    |                                                                 | Commitment appropriations authorised | Commitments made | %              |
|                                                                                 |    |                                                                 | 1                                    | 2                | 3=2/1          |
| Title 1 Staff at Headquarters                                                   |    |                                                                 |                                      |                  |                |
| 1                                                                               | 11 | Remuneration and other entitlements relating to statutory staff | 154.97                               | 154.97           | 100 %          |
|                                                                                 | 12 | Remuneration and other entitlements relating to external staff  | 40.93                                | 37.01            | 90.42 %        |
|                                                                                 | 13 | Other expenditure relating to staff management                  | 2.75                                 | 2.73             | 99.23 %        |
|                                                                                 | 14 | Missions                                                        | 8.52                                 | 7.89             | 92.64 %        |
|                                                                                 | 15 | Measures to assist staff                                        | 2.74                                 | 2.74             | 100 %          |
| <b>Total Title 1</b>                                                            |    |                                                                 | <b>209.91</b>                        | <b>205.34</b>    | <b>97.82 %</b> |
| Title 2 Building, equipment and operating expenditure at Headquarters           |    |                                                                 |                                      |                  |                |
| 2                                                                               | 20 | Buildings and associated costs                                  | 53.41                                | 51.69            | 96.78 %        |
|                                                                                 | 21 | Computer systems, equipment and furniture                       | 44.41                                | 44.07            | 99.22 %        |
|                                                                                 | 22 | Other operating expenditure                                     | 17.28                                | 17.03            | 98.57 %        |
| <b>Total Title 2</b>                                                            |    |                                                                 | <b>115.10</b>                        | <b>112.78</b>    | <b>97.99 %</b> |
| Title 3 Delegations                                                             |    |                                                                 |                                      |                  |                |
| 3                                                                               | 30 | Delegations                                                     | 818.84                               | 753.66           | 92.04 %        |
| <b>Total Title 3</b>                                                            |    |                                                                 | <b>818.84</b>                        | <b>753.66</b>    | <b>92.04 %</b> |
| <b>Total EEAS</b>                                                               |    |                                                                 | <b>1,143.85</b>                      | <b>1,071.79</b>  | <b>93.70 %</b> |

\* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

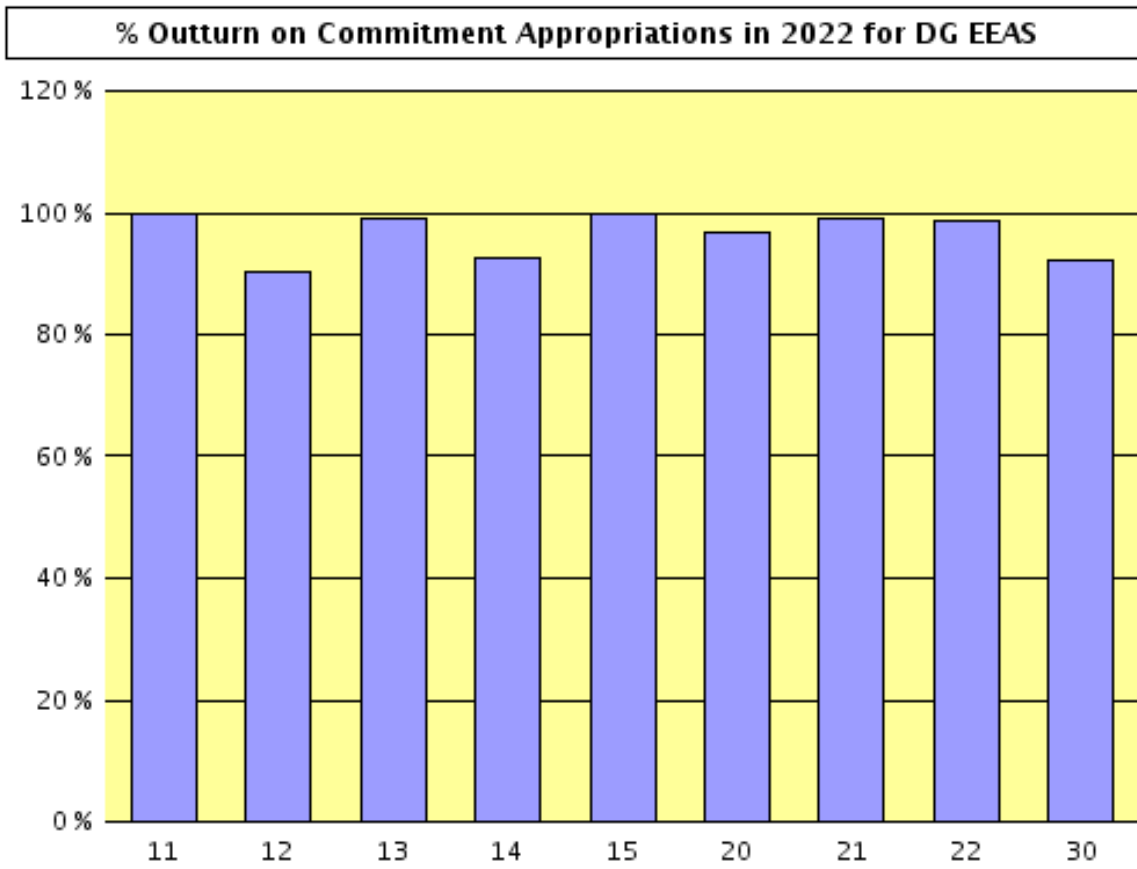


Table 2: Outturn on payment appropriations in 2022

| <b>TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2022 (in EUR million) for EEAS</b> |    |                                                                 |                                     |                 |                |
|-------------------------------------------------------------------------------------|----|-----------------------------------------------------------------|-------------------------------------|-----------------|----------------|
|                                                                                     |    |                                                                 | Payment appropriations authorised * | Payments made   | %              |
|                                                                                     |    |                                                                 | 1                                   | 2               | 3=2/1          |
| <b>Title 1 Staff at Headquarters</b>                                                |    |                                                                 |                                     |                 |                |
| 1                                                                                   | 11 | Remuneration and other entitlements relating to statutory staff | 154.97                              | 154.97          | 100 %          |
|                                                                                     | 12 | Remuneration and other entitlements relating to external staff  | 42.78                               | 37.50           | 87.67 %        |
|                                                                                     | 13 | Other expenditure relating to staff management                  | 3.15                                | 2.32            | 73.68 %        |
|                                                                                     | 14 | Missions                                                        | 11.47                               | 7.07            | 61.63 %        |
|                                                                                     | 15 | Measures to assist staff                                        | 2.85                                | 1.78            | 62.55 %        |
| <b>Total Title 1</b>                                                                |    |                                                                 | <b>215.22</b>                       | <b>203.65</b>   | <b>94.62%</b>  |
| <b>Title 2 Buildings, equipment and operating expenditure at Headquarters</b>       |    |                                                                 |                                     |                 |                |
| 2                                                                                   | 20 | Buildings and associated costs                                  | 64.47                               | 58.03           | 90.01 %        |
|                                                                                     | 21 | Computer systems, equipment and furniture                       | 75.26                               | 50.00           | 66.44 %        |
|                                                                                     | 22 | Other operating expenditure                                     | 22.72                               | 13.15           | 57.89 %        |
| <b>Total Title 2</b>                                                                |    |                                                                 | <b>162.45</b>                       | <b>121.19</b>   | <b>74.60%</b>  |
| <b>Title 3 Delegations</b>                                                          |    |                                                                 |                                     |                 |                |
| 3                                                                                   | 30 | Delegations                                                     | 920.88                              | 766.03          | 83.18 %        |
| <b>Total Title 3</b>                                                                |    |                                                                 | <b>920.88</b>                       | <b>766.03</b>   | <b>83.18%</b>  |
| <b>Total EEAS</b>                                                                   |    |                                                                 | <b>1,298.55</b>                     | <b>1,090.87</b> | <b>84.01 %</b> |

\* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

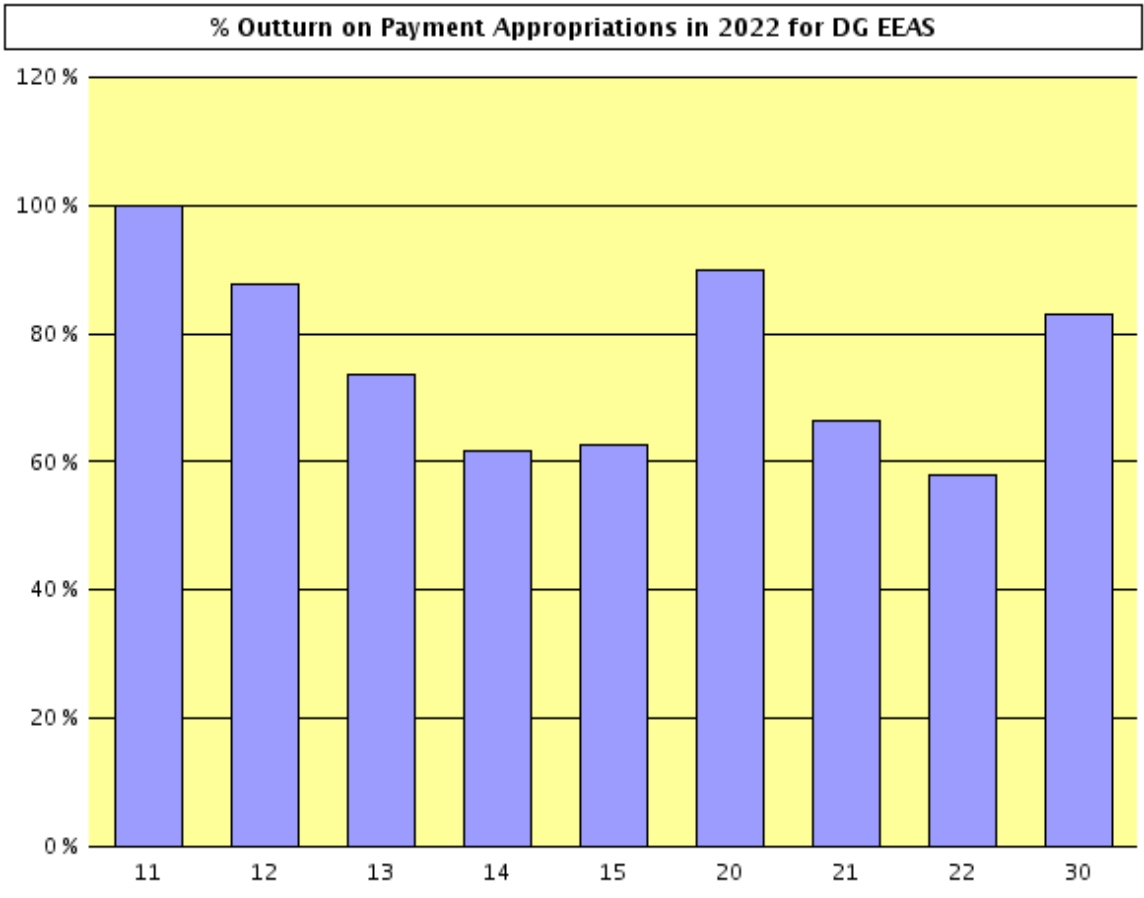




Table 3: Breakdown of Commitments to be settled at 31.12.2022 for EEAS

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2022 (in EUR million) for EEAS |    |                                                                 |                           |               |             |                 |                                                                 |                                                                  |                                                                  |
|------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------|---------------------------|---------------|-------------|-----------------|-----------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|
| Chapter                                                                                  |    |                                                                 | Commitments to be settled |               |             |                 | Commitments to be settled from financial years previous to 2021 | Total of commitments to be settled at end of financial year 2022 | Total of commitments to be settled at end of financial year 2021 |
|                                                                                          |    |                                                                 | Commitments               | Payments      | RAL         | % to be settled |                                                                 |                                                                  |                                                                  |
|                                                                                          |    |                                                                 | 1                         | 2             | 3=1-2       | 4=1-2/1         | 5                                                               | 6=3+5                                                            | 7                                                                |
| 1                                                                                        | 11 | Remuneration and other entitlements relating to statutory staff | 154.97                    | 154.97        | 0           | 0%              | 0                                                               | 0                                                                | 0                                                                |
|                                                                                          | 12 | Remuneration and other entitlements relating to external staff  | 37.01                     | 35.67         | 1.34        | 3.63%           | 0                                                               | 1.34                                                             | 1.34                                                             |
|                                                                                          | 13 | Other expenditure relating to staff management                  | 2.73                      | 1.96          | 0.77        | 28.14%          | 0                                                               | 0.77                                                             | 0.77                                                             |
|                                                                                          | 14 | Missions                                                        | 7.89                      | 6.59          | 1.31        | 16.57%          | 0                                                               | 1.31                                                             | 1.31                                                             |
|                                                                                          | 15 | Measures to assist staff                                        | 2.74                      | 1.68          | 1.06        | 38.64%          | 0                                                               | 1.06                                                             | 1.06                                                             |
| <b>Total Title 1</b>                                                                     |    |                                                                 | <b>205.34</b>             | <b>200.86</b> | <b>4.48</b> | <b>2.18%</b>    | <b>0</b>                                                        | <b>4.48</b>                                                      | <b>4.48</b>                                                      |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2022 (in EUR million) for EEAS |    |                                           |                           |              |              |                 |                                                                 |                                                                  |                                                                  |
|------------------------------------------------------------------------------------------|----|-------------------------------------------|---------------------------|--------------|--------------|-----------------|-----------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|
| Chapter                                                                                  |    |                                           | Commitments to be settled |              |              |                 | Commitments to be settled from financial years previous to 2021 | Total of commitments to be settled at end of financial year 2022 | Total of commitments to be settled at end of financial year 2021 |
|                                                                                          |    |                                           | Commitments               | Payments     | RAL          | % to be settled |                                                                 |                                                                  |                                                                  |
|                                                                                          |    |                                           | 1                         | 2            | 3=1-2        | 4=1-2/1         | 5                                                               | 6=3+5                                                            | 7                                                                |
| 2                                                                                        | 20 | Buildings and associated costs            | 51.69                     | 47.06        | 4.63         | 8.95%           | 0                                                               | 4.63                                                             | 4.63                                                             |
|                                                                                          | 21 | Computer systems, equipment and furniture | 44.07                     | 20.15        | 23.92        | 54.28%          | 0                                                               | 23.92                                                            | 23.92                                                            |
|                                                                                          | 22 | Other operating expenditure               | 17.03                     | 8.58         | 8.45         | 49.61%          | 0                                                               | 8.45                                                             | 8.45                                                             |
| <b>Total Title 2</b>                                                                     |    |                                           | <b>112.78</b>             | <b>75.79</b> | <b>36.99</b> | <b>32.80%</b>   | <b>0</b>                                                        | <b>36.99</b>                                                     | <b>36.99</b>                                                     |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2022 (in EUR million) for EEAS |    |             |                           |               |              |                 |                                                                 |                                                                  |                                                                  |
|------------------------------------------------------------------------------------------|----|-------------|---------------------------|---------------|--------------|-----------------|-----------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|
| Chapter                                                                                  |    |             | Commitments to be settled |               |              |                 | Commitments to be settled from financial years previous to 2021 | Total of commitments to be settled at end of financial year 2022 | Total of commitments to be settled at end of financial year 2021 |
|                                                                                          |    |             | Commitments               | Payments      | RAL          | % to be settled |                                                                 |                                                                  |                                                                  |
|                                                                                          |    |             | 1                         | 2             | 3=1-2        | 4=1-2/1         | 5                                                               | 6=3+5                                                            | 7                                                                |
| 3                                                                                        | 30 | Delegations | 753.66                    | 677.99        | 75.67        | 10.04%          | 0                                                               | 75.67                                                            | 75.67                                                            |
| <b>Total Title 3</b>                                                                     |    |             | <b>753.66</b>             | <b>677.99</b> | <b>75.67</b> | <b>10.04%</b>   | <b>0</b>                                                        | <b>75.67</b>                                                     | <b>75.67</b>                                                     |

|                       |  |  |                 |               |               |                |          |               |               |
|-----------------------|--|--|-----------------|---------------|---------------|----------------|----------|---------------|---------------|
| <b>Total for EEAS</b> |  |  | <b>1,071.79</b> | <b>954.65</b> | <b>117.14</b> | <b>10.93 %</b> | <b>0</b> | <b>117.14</b> | <b>117.14</b> |
|-----------------------|--|--|-----------------|---------------|---------------|----------------|----------|---------------|---------------|

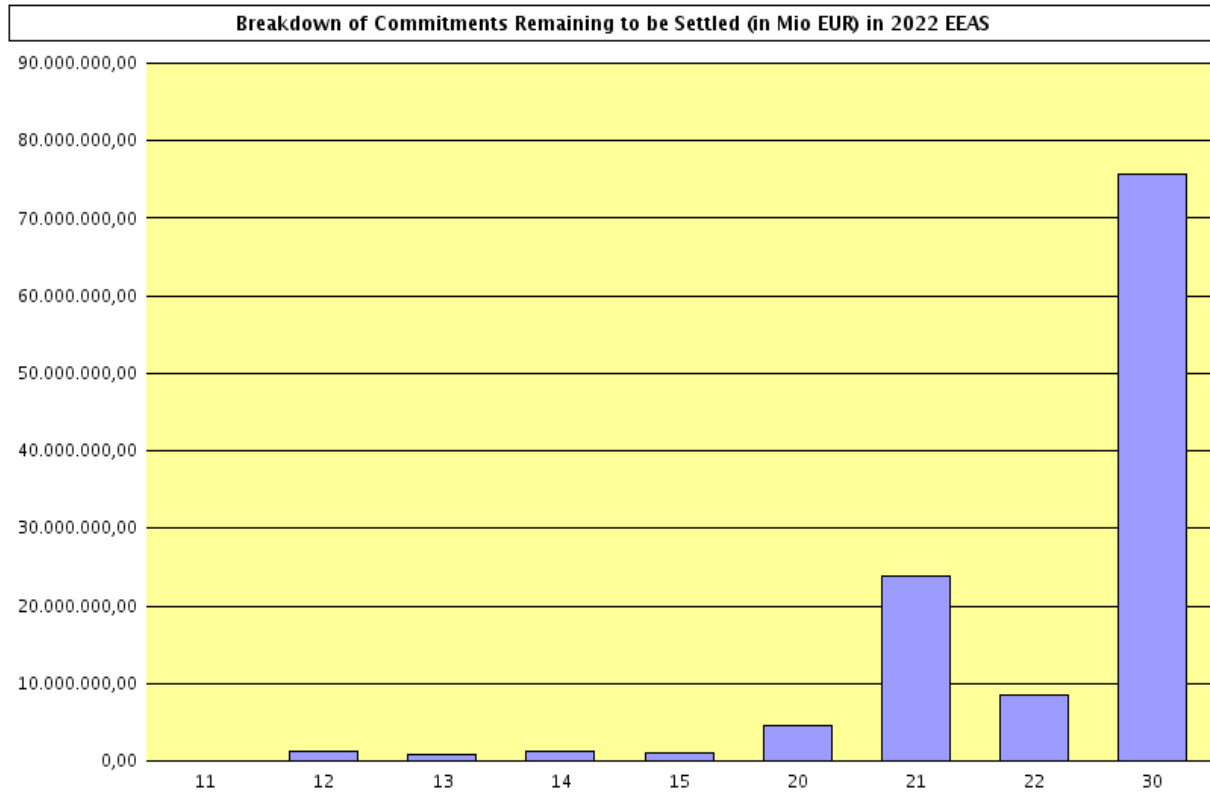


Table 4: Balance Sheet

| <b>TABLE 4 : BALANCE SHEET for EEAS</b>        |                        |                        |
|------------------------------------------------|------------------------|------------------------|
| <b>BALANCE SHEET</b>                           | <b>2022</b>            | <b>2021</b>            |
| <b>A.I. NON CURRENT ASSETS</b>                 | <b>428,765,743.72</b>  | <b>444,572,025.88</b>  |
| A.I.1. Intangible Assets                       | 769,831.44             | 641,560.51             |
| A.I.2. Property, Plant and Equipment           | 358,220,896.85         | 373,068,601.03         |
| A.I.4. Non-Current Financial Assets            | 65,801,432.85          | 66,962,754.00          |
| A.I.6. Non-Cur Exch Receiv & Non-Ex Recoverab  | 3,973,582.58           | 3,899,110.34           |
| A.I.7. OLD LT Pre-Financing                    | 0                      | 0                      |
| <b>A.II. CURRENT ASSETS</b>                    | <b>167,357,739.82</b>  | <b>124,421,223.00</b>  |
| A.II.1. Current Financial Assets               | 18,146,434.06          | 2,221,401.08           |
| A.II.2. Current Pre-Financing                  | 256,167.46             | 156,171.36             |
| A.II.3. Curr Exch Receiv & Non-Ex Recoverables | 57,511,501.95          | 33,243,558.29          |
| A.II.6. Cash and Cash Equivalentents           | 91,443,636.35          | 88,800,092.27          |
| <b>ASSETS</b>                                  | <b>596,123,483.54</b>  | <b>568,993,248.88</b>  |
| <b>P.I. NON CURRENT LIABILITIES</b>            | <b>-314,730,037.16</b> | <b>-330,374,312.17</b> |
| P.I.3. Non-Current Financial Liabilities       | -314,730,037.16        | -330,374,312.17        |
| <b>P.II. CURRENT LIABILITIES</b>               | <b>-111,935,532.16</b> | <b>-137,720,328.80</b> |
| P.II.2. Current Provisions                     | -80,000.00             | -80,000.00             |
| P.II.3. Current Financial Liabilities          | -3,347,879.78          | -17,613,515.80         |
| P.II.4. Current Payables                       | -64,145,822.08         | -80,210,794.46         |
| P.II.5. Current Accrued Charges & Defrd Income | -44,361,830.30         | -39,816,018.54         |
| <b>LIABILITIES</b>                             | <b>-426,665,569.32</b> | <b>-468,094,640.97</b> |
| <b>NET ASSETS (ASSETS less LIABILITIES)</b>    | <b>169,457,914.22</b>  | <b>100,898,607.91</b>  |
| P.III.1. Reserves                              | 0.00                   | 0.00                   |
| P.III.2. Accumulated Surplus/Deficit           | -100,898,607.91        | -133,294,324.43        |
| Non-allocated central (surplus)/deficit*       | -68,559,306.31         | 32,395,716.52          |
| <b>TOTAL EEAS</b>                              | <b>0</b>               | <b>0</b>               |

Table 5: Statement of Financial performance

| <b>TABLE 5a : STATEMENT OF FINANCIAL PERFORMANCE for EEAS</b> |                       |                      |
|---------------------------------------------------------------|-----------------------|----------------------|
| <b>STATEMENT OF FINANCIAL PERFORMANCE</b>                     | <b>2022</b>           | <b>2021</b>          |
| II.1 REVENUES                                                 | -1,170,555,471.34     | -963,799,992.42      |
| II.1.1. Non-exchange revenues                                 | -1,103,367,289.97     | -936,745,619.44      |
| II.1.1.6. Other non-exchange revenues                         | -1,103,367,289.97     | -936,745,619.44      |
| II.1.2. Exchange revenues                                     | -67,188,181.37        | -27,054,372.98       |
| II.1.2.1. Financial income                                    | -5,011,819.24         | -782,661.63          |
| II.1.2.2. Other exchange revenue                              | -62,176,362.13        | -26,271,711.35       |
| II.2. EXPENSES                                                | 1,101,996,165.03      | 996,195,708.94       |
| II.2. Expenses                                                | 1,101,996,165.03      | 996,195,708.94       |
| II.2.10 Other expenses                                        | 532,089,552.88        | 481,118,838.25       |
| II.2.6. Staff and pension costs                               | 556,088,885.61        | 507,421,964.08       |
| II.2.8. Finance costs                                         | 13,817,726.54         | 7,654,906.61         |
| <b>STATEMENT OF FINANCIAL PERFORMANCE</b>                     | <b>-68,559,306.31</b> | <b>32,395,716.52</b> |

| <b>TABLE 5bis : OFF BALANCE SHEET for DG EEAS</b> |                 |                 |
|---------------------------------------------------|-----------------|-----------------|
| <b>OFF BALANCE</b>                                | <b>2022</b>     | <b>2021</b>     |
| OB.1. Contingent Assets                           | 2,759,098.81    | 977,429.40      |
| GR for performance                                | 2,759,098.81    | 977,429.40      |
| GR for pre-financing                              | 0               | 0               |
| OB.2. Contingent Liabilities                      | -18,567,908.37  | -5,229,086.82   |
| OB.2.7. CL Legal cases OTHER                      | -18,567,908.37  | -5,229,086.82   |
| OB.3. Other Significant Disclosures               | -488,274,604.01 | -481,758,639.02 |
| OB.3.2. Comm against app. not yet consumed        | -49,752,230.85  | -88,462,507.44  |
| OB.3.3.7. Other contractual commitments           | -52,077,524.19  | -57,361,683.53  |
| OB.3.5. Operating lease commitments               | -386,444,848.97 | -335,934,448.05 |
| OB.4. Balancing Accounts                          | 504,083,413.57  | 486,010,296.44  |
| OB.4. Balancing Accounts                          | 504,083,413.57  | 486,010,296.44  |
| <b>OFF BALANCE</b>                                | <b>0</b>        | <b>0</b>        |

It should be noted that the balance sheet and statement of financial performance presented in Annex 4 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium. Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Table 6: Average payment times

TABLE 6: AVERAGE PAYMENT TIMES in 2022 for EEAS

| Legal Times                       |                          |                                   |               |                              |                      |               |                              |                      |               |
|-----------------------------------|--------------------------|-----------------------------------|---------------|------------------------------|----------------------|---------------|------------------------------|----------------------|---------------|
| Maximum Payment Time (Days)       | Total Number of Payments | Nbr of Payments within Time Limit | Percentage    | Average Payment Times (Days) | Nbr of Late Payments | Percentage    | Average Payment Times (Days) | Late Payments Amount | Percentage    |
| 1                                 | 1                        |                                   |               |                              | 1                    | 100.00%       | 10.00                        | 29.00                | 100.00%       |
| 7                                 | 3                        | 3                                 | 100.00%       | 5.33                         |                      |               |                              | 0.00                 | 0.00%         |
| 8                                 | 20                       | 16                                | 80.00%        | 6.00                         | 4                    | 20.00%        | 9.50                         | 1,348.16             | 18.70%        |
| 30                                | 144778                   | 123714                            | 85.45%        | 13.57                        | 21064                | 14.55%        | 48.75                        | 76,973,274.27        | 12.58%        |
| 45                                | 3                        | 3                                 | 100.00%       | 8.00                         |                      |               |                              | 0.00                 | 0.00%         |
| 60                                | 786                      | 732                               | 93.13%        | 22.43                        | 54                   | 6.87%         | 77.20                        | 5,143,619.24         | 11.70%        |
| 90                                | 74                       | 58                                | 78.38%        | 23.88                        | 16                   | 21.62%        | 97.19                        | 1,182,991.05         | 37.56%        |
|                                   |                          |                                   |               |                              |                      |               |                              |                      |               |
| <b>Total Number of Payments</b>   | <b>145665</b>            | <b>124526</b>                     | <b>85.49%</b> |                              | <b>21139</b>         | <b>14.51%</b> |                              | <b>83,301,261.72</b> | <b>12.64%</b> |
| <b>Average Net Payment Time</b>   | <b>18.74</b>             |                                   |               | <b>13.62</b>                 |                      |               | <b>48.85</b>                 |                      |               |
| <b>Average Gross Payment Time</b> | <b>18.90</b>             |                                   |               | <b>13.77</b>                 |                      |               | <b>49.12</b>                 |                      |               |

| Suspensions                             |                                 |                              |                   |                          |                              |                   |                   |
|-----------------------------------------|---------------------------------|------------------------------|-------------------|--------------------------|------------------------------|-------------------|-------------------|
| Average Report Approval Suspension Days | Average Payment Suspension Days | Number of Suspended Payments | % of Total Number | Total Number of Payments | Amount of Suspended Payments | % of Total Amount | Total Paid Amount |
| 0                                       | 26                              | 904                          | 0.62 %            | 145665                   | 31,443,650.44                | 4.77%             | 659,248,892.26    |

| Late Interest paid in 2022 |            |                                             |                  |
|----------------------------|------------|---------------------------------------------|------------------|
| DG                         | GL Account | Description                                 | Amount (Eur)     |
| EEAS                       | 65010000   | Interest expense on late payment of charges | 51.90            |
| EEAS                       | 65010100   | Interest on late payment of charges New FR  | 37,989.06        |
|                            |            |                                             | <b>38,040.96</b> |

Table 7: Situation on revenue and income

| TABLE 7 : SITUATION ON REVENUE AND INCOME in 2022 for EEAS |                                                                      |                               |                   |                       |                                |                   |                       |                     |
|------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------|-------------------|-----------------------|--------------------------------|-------------------|-----------------------|---------------------|
|                                                            |                                                                      | Revenue and income recognized |                   |                       | Revenue and income cashed from |                   |                       | Outstanding         |
|                                                            | Chapter                                                              | Current year RO               | Carried over RO   | Total                 | Current Year RO                | Carried over RO   | Total                 | balance             |
|                                                            |                                                                      | 1                             | 2                 | 3=1+2                 | 4                              | 5                 | 6=4+5                 | 7=3-6               |
| 30                                                         | Revenue from staff                                                   | 52,238,714.27                 |                   | 52,238,714.27         | 52,238,714.27                  |                   | 52,238,714.27         | 0.00                |
| 31                                                         | Revenue linked to property                                           | 13,864,788.60                 | 107,510.28        | 13,972,298.88         | 13,447,356.86                  | 107,510.28        | 13,554,867.14         | 417,431.74          |
| 32                                                         | Revenue from the supply of goods, services and work assigned revenue | 51,355,360.54                 | 255,422.38        | 51,610,782.92         | 50,849,214.56                  | 255,238.12        | 51,104,452.68         | 506,330.24          |
| 33                                                         | Other administrative revenue                                         | 221,160,610.22                | 67,095.00         | 221,227,705.22        | 221,084,228.77                 | 52,553.74         | 221,136,782.51        | 90,922.71           |
| 40                                                         | Revenue from investments and accounts                                | 83,221.91                     |                   | 83,221.91             | 83,221.91                      |                   | 83,221.91             | 0.00                |
| 41                                                         | Default interest                                                     | 13.52                         |                   | 13.52                 | 13.52                          |                   | 13.52                 | 0.00                |
| <b>Total EEAS</b>                                          |                                                                      | <b>338,702,709.06</b>         | <b>430,027.66</b> | <b>339,132,736.72</b> | <b>337,702,749.89</b>          | <b>415,302.14</b> | <b>338,118,052.03</b> | <b>1,014,684.69</b> |

Table 8: Financial impact of ex-ante and ex-post controls

| EX-ANTE CONTROLS                 | Irregularity | Total undue payments recovered |
|----------------------------------|--------------|--------------------------------|
| NON ELIGIBLE IN COST CLAIMS      |              |                                |
| CREDIT NOTES                     | 48,081.84    | 48,081.84                      |
| RECOVERY ORDERS ON PRE-FINANCING |              |                                |
| <b>Sub-Total</b>                 | 48,081.84    | 48,081.84                      |

| EX-POST CONTROLS                            | Irregularity      | Total undue payments recovered |
|---------------------------------------------|-------------------|--------------------------------|
| INCOME LINES IN INVOICES                    |                   |                                |
| RECOVERY ORDERS OTHER THAN ON PRE-FINANCING | 137,817.25        | 137,817.25                     |
| <b>Sub-Total</b>                            | 137,817.25        | 137,817.25                     |
| <b>GRAND TOTAL (EX-ANTE + EX-POST)</b>      | <b>185,899.09</b> | <b>185,899.09</b>              |



Table 9: Ageing balance of Recovery Orders at 31.12.2022

| TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2022 for EEAS |                      |                      |                |                                 |                                 |                 |
|-------------------------------------------------------------------|----------------------|----------------------|----------------|---------------------------------|---------------------------------|-----------------|
|                                                                   | Number at 01/01/2022 | Number at 31/12/2022 | Evolution      | Open Amount (Eur) at 01/01/2022 | Open Amount (Eur) at 31/12/2022 | Evolution       |
| 2015                                                              | 2                    | 2                    | 0.00 %         | 9,577.09                        | 9,305.95                        | - 0.03          |
| 2019                                                              | 2                    | 1                    | -50.00 %       | 4,477.88                        | 2,219.00                        | - 0.50          |
| 2020                                                              | 5                    | 1                    | -80.00 %       | 32,359.86                       | 184.26                          | - 0.99          |
| 2021                                                              | 34                   | 4                    | -88.24 %       | 516,249.28                      | 105,691.94                      | - 0.80          |
| 2022                                                              |                      | 42                   |                |                                 | 1,427,685.72                    |                 |
|                                                                   | <b>43</b>            | <b>50</b>            | <b>16.28 %</b> | <b>562,664.11</b>               | <b>1,545,086.87</b>             | <b>174.60 %</b> |

Table 10: Recovery Orders waivers in 2022

| TABLE 10 :Recovery Order Waivers >= 60 000 € in 2022 for EEAS |                      |                       |                          |                  |                     |          |
|---------------------------------------------------------------|----------------------|-----------------------|--------------------------|------------------|---------------------|----------|
|                                                               | Waiver Central Key   | Linked RO Central Key | RO Accepted Amount (Eur) | LE Account Group | Commission Decision | Comments |
|                                                               | Total EEAS           |                       | 0                        |                  |                     |          |
|                                                               | Number of RO waivers |                       | 0                        |                  |                     |          |

There is 1 waiver below EUR 60 000 for a total amount of -77,77

Table 11: Negotiated procedures

| TABLE 11 : Negotiated Procedures in 2022 for EEAS                                                                 |                      |                      |
|-------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|
| Internal Procedures > € 60,000                                                                                    |                      |                      |
| Negotiated Procedure Legal base                                                                                   | Number of Procedures | Amount (€)           |
| Annex 1 - 11.1 (b) - Artistic/technical reasons or exclusive rights or technical monopoly/captive market          | 4                    | 1,359,804.64         |
| Annex 1 - 11.1 (c) - Extreme urgency caused by unforeseeable events not attributable to the contracting authority | 2                    | 3,663,776.34         |
| Annex 1 - 11.1 (e) - New services/works consisting in the repetition of similar services/works                    | 3                    | 16,409,752.58        |
| <b>Total</b>                                                                                                      | <b>9</b>             | <b>21,433,333.56</b> |

Table 12: Building contracts signed in 2022 (Headquarters)

The EEAS did not sign a building contract for its Headquarters in 2022.

Table 13: Building contracts signed in 2022 (Delegations)

| REGION | DELEGATION             | TOWN        | CONTRACT TYPE | SIGNED AMOUNT IN EUR |
|--------|------------------------|-------------|---------------|----------------------|
| AFRICA | ANGOLA                 | Luanda      | RESIDENCE     | 2,040,000.00         |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 172,568.76           |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 247,269.73           |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 187,924.99           |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 197,815.78           |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 113,304.72           |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 95,674.71            |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 95,674.71            |
| AFRICA | AU                     | Addis Ababa | ACCOMMODATION | 98,907.89            |
| AFRICA | BENIN                  | Cotonou     | RESIDENCE     | 905,547.16           |
| AFRICA | BOTSWANA               | Gaborone    | ACCOMMODATION | 41,074.99            |
| AFRICA | CAMEROON               | Yaoundé     | RESIDENCE     | 1,073,461.00         |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 301,849.05           |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 182,938.82           |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 310,996.00           |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 168,303.72           |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 292,702.11           |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 109,763.29           |
| AFRICA | CAMEROON               | Yaoundé     | ACCOMMODATION | 131,715.95           |
| AFRICA | CHAD                   | NDjamena    | ACCOMMODATION | 32,928.99            |
| AFRICA | CHAD                   | NDjamena    | ACCOMMODATION | 198,183.72           |
| AFRICA | CHAD                   | NDjamena    | ACCOMMODATION | 87,810.63            |
| AFRICA | CONGO REP              | Brazzaville | ACCOMMODATION | 148,180.44           |
| AFRICA | CONGO REP              | Brazzaville | ACCOMMODATION | 151,144.05           |
| AFRICA | CONGO REP              | Brazzaville | ACCOMMODATION | 109,763.29           |
| AFRICA | CONGO REP              | Brazzaville | ACCOMMODATION | 126,227.79           |
| AFRICA | CONGO REP              | Brazzaville | ACCOMMODATION | 126,227.79           |
| AFRICA | CONGO, DEMOCRATIC REP. | Kinshasa    | ACCOMMODATION | 536,240.00           |
| AFRICA | CONGO, DEMOCRATIC REP. | Kinshasa    | ACCOMMODATION | 532,510.13           |
| AFRICA | DJIBOUTI               | Djibouti    | ACCOMMODATION | 174,398.03           |
| AFRICA | DJIBOUTI               | Djibouti    | ACCOMMODATION | 190,582.99           |
| AFRICA | DJIBOUTI               | Djibouti    | ACCOMMODATION | 122,749.38           |
| AFRICA | DJIBOUTI               | Djibouti    | ACCOMMODATION | 123,331.60           |
| AFRICA | DJIBOUTI               | Djibouti    | ACCOMMODATION | 92,498.70            |
| AFRICA | DJIBOUTI               | Djibouti    | ACCOMMODATION | 92,498.70            |
| AFRICA | ERITREA                | Asmara      | ACCOMMODATION | 51,714.85            |
| AFRICA | ERITREA                | Asmara      | OFFICES       | 1,032,000.00         |
| AFRICA | ESWATINI               | Mbabane     | ACCOMMODATION |                      |
| AFRICA | ESWATINI               | Mbabane     | ACCOMMODATION |                      |
| AFRICA | ESWATINI               | Mbabane     | ACCOMMODATION | 8,305.30             |
| AFRICA | ESWATINI               | Mbabane     | ACCOMMODATION | 120,529.74           |
| AFRICA | ETHIOPIA               | Addis Ababa | ACCOMMODATION | 195,654.52           |

|        |                 |              |               |            |
|--------|-----------------|--------------|---------------|------------|
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 220,122.90 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 149,184.00 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 154,086.03 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 158,488.49 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 165,092.18 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 148,582.96 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 176,098.32 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 189,305.70 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 176,098.32 |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 88,938.77  |
| AFRICA | ETHIOPIA        | Addis Ababa  | ACCOMMODATION | 110,061.45 |
| AFRICA | GUINEA BISSAU   | Bissau       | ACCOMMODATION | 72,000.00  |
| AFRICA | GUINEA BISSAU   | Bissau       | ACCOMMODATION | 128,107.00 |
| AFRICA | GUINEA BISSAU   | Bissau       | ACCOMMODATION | 108,049.00 |
| AFRICA | GUINEA BISSAU   | Bissau       | ACCOMMODATION | 162,049.00 |
| AFRICA | GUINEA REPUBLIC | Conakry      | ACCOMMODATION | 80,000.00  |
| AFRICA | KENYA           | Nairobi      | ACCOMMODATION | 25,215.18  |
| AFRICA | KENYA           | Nairobi      | ACCOMMODATION | 57,900.06  |
| AFRICA | KENYA           | Nairobi      | ACCOMMODATION | 44,150.74  |
| AFRICA | KENYA           | Nairobi      | ACCOMMODATION | 45,909.73  |
| AFRICA | KENYA           | Nairobi      | ACCOMMODATION | 25,187.82  |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 19,932.23  |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 172,568.76 |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 190,748.84 |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 156,490.81 |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 181,922.00 |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 132,345.26 |
| AFRICA | LIBERIA         | Monrovia     | ACCOMMODATION | 75,043.00  |
| AFRICA | LIBERIA         | Monrovia     | OFFICES       | 71,184.61  |
| AFRICA | MADAGASCAR      | Antananarivo | RESIDENCE     | 13,680.15  |
| AFRICA | MADAGASCAR      | Antananarivo | RESIDENCE     | 576,000.00 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 154,036.28 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 131,594.55 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 122,272.27 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 129,256.53 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 126,931.44 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 130,238.17 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 131,715.95 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 109,763.29 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 109,763.29 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 105,372.76 |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 95,128.19  |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 87,810.63  |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 76,834.30  |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 73,175.53  |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 62,199.20  |
| AFRICA | MALAWI          | Lilongwe     | ACCOMMODATION | 128,057.17 |

|          |              |              |                          |              |
|----------|--------------|--------------|--------------------------|--------------|
| AFRICA   | MALAWI       | Lilongwe     | ACCOMMODATION            | 80,493.08    |
| AFRICA   | NIGER        | Niamey       | ACCOMMODATION            | 65,857.98    |
| AFRICA   | NIGER        | Niamey       | ACCOMMODATION            | 80,493.08    |
| AFRICA   | NIGER        | Niamey       | ACCOMMODATION            | 88,115.53    |
| AFRICA   | NIGER        | Niamey       | ACCOMMODATION            | 73,175.53    |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 150,266.90   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 208,915.20   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 233,280.00   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 200,880.00   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 142,488.00   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 134,730.44   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 96,000.00    |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 100,177.93   |
| AFRICA   | NIGERIA      | Abuja        | ACCOMMODATION            | 129,960.56   |
| AFRICA   | NIGERIA      | Abuja        | RESIDENCE                | 691,616.44   |
| AFRICA   | SENEGAL      | Dakar        | OFFICES                  | 4,777,241.00 |
| AFRICA   | SIERRA LEONE | Wilberforce  | ACCOMMODATION            | 102,330.87   |
| AFRICA   | SIERRA LEONE | Regent       | ACCOMMODATION            | 99,488.35    |
| AFRICA   | SOUTH SUDAN  | Juba         | RESIDENCE+ACCOMMODATIONS | 9,022,214.85 |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            | 77,317.00    |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            | 33,363.00    |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | SUDAN        | Khartoum     | ACCOMMODATION            |              |
| AFRICA   | ZIMBABWE     | Harare       | ACCOMMODATION            | 134,167.00   |
| AFRICA   | ZIMBABWE     | Harare       | ACCOMMODATION            | 78,454.00    |
| AFRICA   | ZIMBABWE     | Harare       | ACCOMMODATION            | 95,509.00    |
| AFRICA   | ZIMBABWE     | Harare       | ACCOMMODATION            | 93,235.00    |
| AFRICA   | ZIMBABWE     | Harare       | ACCOMMODATION            | 148,495.12   |
| AFRICA   | ZIMBABWE     | Harare       | ACCOMMODATION            | 86,400.00    |
| AMERICAS | ARGENTINA    | Buenos Aires | RESIDENCE                | 668,687.59   |
| AMERICAS | BARBADOS     | Bridgetown   | RESIDENCE                | 2,690,851.11 |
| AMERICAS | COSTA RICA   | San Jose     | OFFICES                  | 465,774.63   |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 41,857.68    |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 48,000.00    |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 180,475.40   |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 154,309.37   |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 101,518.36   |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 71,972.25    |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 75,123.59    |
| AMERICAS | CUBA         | La Habana    | ACCOMMODATION            | 62,058.62    |
| AMERICAS | EL SALVADOR  | San Salvador | RESIDENCE                | 936,233.84   |

|          |                |                |               |               |
|----------|----------------|----------------|---------------|---------------|
| AMERICAS | GUYANA         | Georgetown     | RESIDENCE     | 840,000.00    |
| AMERICAS | HAITI          | Port-au-Prince | ACCOMMODATION | 35,371.30     |
| AMERICAS | HAITI          | Port-au-Prince | ACCOMMODATION | 205,381.76    |
| AMERICAS | HAITI          | Port-au-Prince | ACCOMMODATION | 193,930.69    |
| AMERICAS | JAMAICA        | Kingston       | ACCOMMODATION | 137,339.06    |
| AMERICAS | MEXICO         | Mexico DF      | RESIDENCE     | 775,000.00    |
| AMERICAS | NICARAGUA      | Managua        | RESIDENCE     | 456,464.28    |
| AMERICAS | PANAMA         | Panama         | RESIDENCE     | 1,928,000.00  |
| AMERICAS | PARAGUAY       | Asuncion       | RESIDENCE     | 379,041.25    |
| AMERICAS | VENEZUELA      | Caracas        | ACCOMMODATION | 2,292.95      |
| AMERICAS | VENEZUELA      | Caracas        | ACCOMMODATION | 241,181.79    |
| AMERICAS | VENEZUELA      | Caracas        | RESIDENCE     | 1,187,500.00  |
| ASIAPAC  | BANGLADESH     | Dhaka          | RESIDENCE     | 500,854.57    |
| ASIAPAC  | HONG KONG      | Hong Kong      | ACCOMMODATION | 10,697.74     |
| ASIAPAC  | HONG KONG      | Hong Kong      | ACCOMMODATION | 245,330.22    |
| ASIAPAC  | INDIA          | New Dehli      | OFFICES       | 55,475.70     |
| ASIAPAC  | INDIA          | New Dehli      | OFFICES       | 1,342,534.62  |
| ASIAPAC  | INDIA          | New Dehli      | OFFICES       | 1,845,984.96  |
| ASIAPAC  | INDIA          | New Dehli      | RESIDENCE     | 914,175.92    |
| ASIAPAC  | JAPAN          | Tokyo          | ACCOMMODATION | 151,856.02    |
| ASIAPAC  | NEPAL          | Kathmandu      | ACCOMMODATION | 153,428.93    |
| ASIAPAC  | NEPAL          | Kathmandu      | ACCOMMODATION | 133,196.93    |
| ASIAPAC  | NEPAL          | Kathmandu      | ACCOMMODATION | 112,464.32    |
| ASIAPAC  | NEPAL          | Kathmandu      | ACCOMMODATION | 119,891.32    |
| ASIAPAC  | SRI LANKA      | Colombo        | ACCOMMODATION | 23,960.00     |
| ASIAPAC  | SRI LANKA      | Colombo        | ACCOMMODATION | 19,172.17     |
| ASIAPAC  | SRI LANKA      | Colombo        | ACCOMMODATION | 73,648.07     |
| ASIAPAC  | TAIWAN*        | Taipei         | RESIDENCE     | 465,572.04    |
| EURCA    | AZERBAIJAN     | Baku           | RESIDENCE     | 556,800.00    |
| EURCA    | KAZAKHSTAN     | Nur-Sultan     | RESIDENCE     | 662,400.00    |
| EURCA    | SERBIA         | Belgrade       | RESIDENCE     | 78,000.00     |
| EURCA    | TURKEY         | Ankara         | RESIDENCE     | 654,738.00    |
| EURCA    | TURKMENISTAN   | Asgabat        | OFFICES       | 2,516,100.00  |
| EURCA    | UNITED KINGDOM | London         | RESIDENCE     | 1,117,557.00  |
| GLOBAL   | HOLY SEE       | Rome           | OFFICES       | 600,000.00    |
| MENA     | ALGERIA        | Algiers        | OFFICES       | 389,500.49    |
| MENA     | EGYPT          | Cairo          | OFFICES       | 13,138,318.15 |
| MENA     | EGYPT          | Cairo          | OFFICES       | 82,981.84     |
| MENA     | IRAQ           | Baghdad        | ACCOMMODATION | 30,281.35     |
| MENA     | KUWAIT         | Kuwait city    | OFFICES       | 61,644.02     |
| MENA     | KUWAIT         | Kuwait city    | OFFICES       | 72,254.95     |
| MENA     | LIBYA          | Tripoli        | RESIDENCE     | 207,758.84    |
| MENA     | LIBYA          | Tripoli        | OFFICES       | 3,700,000.00  |
| MENA     | LIBYA          | Tripoli        | ACCOMMODATION | 623,276.52    |
| MENA     | LIBYA          | Tripoli        | ACCOMMODATION | 623,276.52    |
| MENA     | LIBYA          | Tripoli        | ACCOMMODATION | 623,276.52    |
| MENA     | LIBYA          | Tripoli        | ACCOMMODATION | 623,276.52    |

|      |                      |           |               |            |
|------|----------------------|-----------|---------------|------------|
| MENA | LIBYA                | Tripoli   | ACCOMMODATION | 623,276.52 |
| MENA | QATAR                | Qatar     | RESIDENCE     | 140,799.96 |
| MENA | UNITED ARAB EMIRATES | Abu Dhabi | ACCOMMODATION | 49,052.95  |
| MENA | UNITED ARAB EMIRATES | Abu Dhabi | ACCOMMODATION | 61,545.99  |
| MENA | UNITED ARAB EMIRATES | Abu Dhabi | ACCOMMODATION | 64,101.00  |
| MENA | UNITED ARAB EMIRATES | Abu Dhabi | ACCOMMODATION | 127,628.24 |
| MENA | UNITED ARAB EMIRATES | Abu Dhabi | ACCOMMODATION | 102,266.22 |
| MENA | UNITED ARAB EMIRATES | Abu Dhabi | ACCOMMODATION | 88,505.21  |
| MENA | YEMEN                | Amman     | RESIDENCE     | 169,766.48 |
| MENA | YEMEN                | Amman     | OFFICES       | 255,513.75 |

Table 14: Contracts declared secret in 2022

| Total Number of Contracts | Total Awarded Amount |
|---------------------------|----------------------|
| 2                         | EUR 125,200          |







