

# Management Plan 2026

DIRECTORATE-GENERAL FOR REGIONAL AND  
URBAN POLICY

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# PART 1. Introduction

Strategic planning and programming is the cornerstone of the **Commission’s performance management framework**. The [Commission’s strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

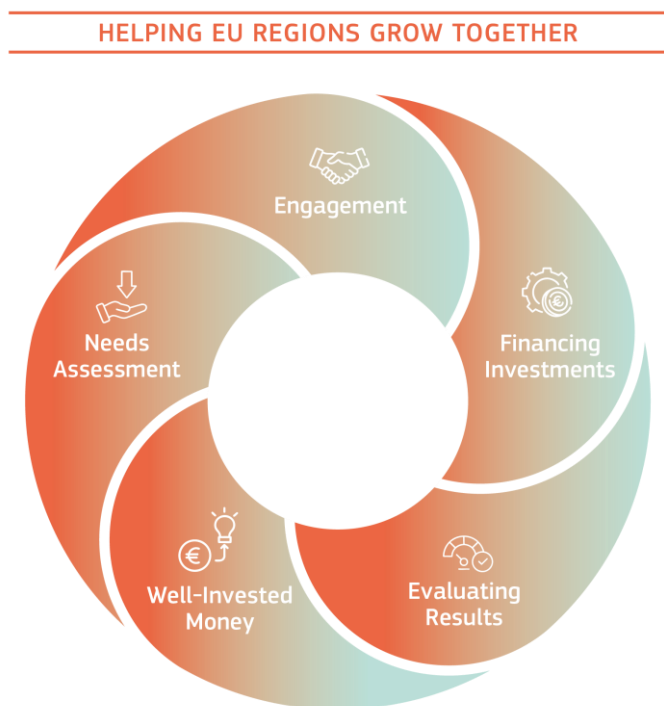
Within this framework, each Commission service has developed a **[strategic outlook for 2025-2029](#)**.

This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 management plan** sets out what REGIO intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how REGIO will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

















REGIO’s activities are directed by **Article 174 of the Treaty on the Functioning of the European Union (TFEU)** aimed at strengthening Union’s economic, social, and territorial cohesion. Over the years, cohesion policy has invested in reducing the disparities between Member States and their regions and in the structural transformation of their economies. Thanks to cohesion policy’s specific features such as multiannual programming, place-based approaches, multi-level governance and interregional cooperation, the supported investments bring strong European added value, while respecting the principle of subsidiarity.

REGIO engages with EU Member States, regions, citizens, and other stakeholders to assess needs, finance investments and evaluate the results from a long-term EU perspective. Together, REGIO ensures that the money is well-invested, in line with applicable rules. REGIO manages the total available EU envelope of nearly **EUR 284 billion** of European cohesion policy investments in the 2021-2027 period, in close partnership with national and regional managing authorities, under the principle of shared management.



The chart below illustrates the performance framework for REGIO:

**REGIO Management plan 2026**

2025-2029 GENERAL OBJECTIVES	REGIO'S SPECIFIC OBJECTIVES	KEY PERFORMANCE INDICATORS
 <p><b>1. A NEW PLAN FOR EUROPE'S SUSTAINABLE PROSPERITY AND COMPETITIVENESS</b></p>	 1.1 Boosting innovation through investments in research and digitalisation  1.2 Reaching climate neutrality through just transition and clean mobility	<p><b>ENTERPRISES SUPPORTED TO INNOVATE</b></p> <p><b>ADDITIONAL RENEWABLE ENERGY PRODUCTION CAPACITY</b></p>
 <p><b>2. A NEW ERA FOR EUROPEAN DEFENCE AND SECURITY</b></p>	 2.1 Cohesion support to defence and civil preparedness	<p><b>NUMBER OF MEMBER STATES HAVING COHESION SUPPORT TO DEFENCE AS A SPECIFIC PRIORITY IN ONE OF THEIR PROGRAMMES</b></p>
 <p><b>3. SUPPORTING PEOPLE, STRENGTHENING OUR SOCIETIES AND OUR SOCIAL MODEL</b></p>	 3.1 Delivering on the EU Agenda for Cities and promoting investments in affordable housing  3.2 A stronger support to communities ensuring the right to stay	<p><b>INVESTMENT FROM ERDF IN SUSTAINABLE URBAN DEVELOPMENT</b></p> <p><b>NEW OR MODERNISED CAPACITY FOR CHILDCARE AND EDUCATION INFRASTRUCTURE</b></p>
 <p><b>4. SUSTAINING OUR QUALITY OF LIFE: FOOD, SECURITY, WATER AND NATURE</b></p>	 4.1 Climate and water resilience and preparedness	<p><b>NEW OR UPGRADED CAPACITY FOR WASTEWATER TREATMENT</b></p>
 <p><b>5. PROTECTING OUR DEMOCRACY, UPHOLDING OUR VALUES</b></p>	 5.1 Promoting a fair, transparent and democratic Europe with cohesion policy	<p><b>NUMBER OF PROJECTS INCLUDED IN THE KOHESIO PLATFORM</b></p>
 <p><b>6. A GLOBAL EUROPE: LEVERAGING OUR POWER AND PARTNERSHIPS</b></p>	 6.1 Strategic cooperation with neighbouring and enlargement countries	<p><b>READINESS OF ENLARGEMENT COUNTRIES ON CHAPTER 22</b></p>
 <p><b>7. DELIVERING TOGETHER AND PREPARING OUR UNION FOR THE FUTURE</b></p>	 7.1 Ensure full, effective and compliant implementation of cohesion policy and preparing for the future MFF	<p><b>PROJECT SELECTION RATE IN 2021 -2027 PERIOD</b></p>

# PART 2. Delivering on the Commission's priorities in 2026



**GENERAL OBJECTIVE 1: A new plan for Europe's sustainable prosperity and competitiveness**



**Specific objective 1.1: Boosting innovation through investments in research and digitalisation**

As outlined in the Competitiveness Compass, the EU must restart a virtuous innovation cycle. Closing our competitiveness gap requires investments in innovation, digitalisation as well as research and development (R&D).

Cohesion policy plays a vital role in **boosting regional capacities**. By the end of the 2021-2027 period, over EUR 33 billion of cohesion policy funds will help develop and enhance research and innovation capacities, as well as the uptake of advanced technologies, and specialised skills – all vital to ensure regional and European competitiveness. The policy will also invest more than EUR 13 billion in connectivity and digitalisation of businesses and public services, and over EUR 23 billion in support for SMEs, including business start-ups. Through the European Semester cycle, REGIO will concentrate its effort on identifying concrete sub-national bottlenecks impeding competitiveness, analysing depth of disparities and outlining specific and operational sub-national reform and investment needs across territories of each Member State <sup>(1)</sup>.

Investing in projects under the **Strategic Technologies for Europe Platform (STEP)** helps increase regions' competitiveness. STEP channels coordinated investments into strategic technologies to strengthen Europe's industrial resilience and innovation. Over EUR 13 billion have been allocated from cohesion policy to STEP, making it its biggest contributor. Following the mid-term review reprogramming, projects within the scope of STEP will occupy an even more central place in cohesion policy for the upcoming year, via investments in critical technologies, clean technologies, biotechnologies, and critical raw materials. STEP funding towards large enterprises has been made possible through the mid-term review and will materialise in 2026.

**Smart Specialisation Strategies (S3)** will enhance innovation and industrial transformation. In 2026, the ERDF will focus on empowering enterprises and skills —especially in the digital sphere and AI. Thematic Smart Specialisation Platforms and the Smart Specialisation Community of Practice will unite researchers, businesses, civil society, and public administrations to promote partnerships. These alliances strengthen strategic value chains for key technologies, such as batteries, hydrogen, and fuel cell technology. They also support advancements in the fields of health, circular economy, and tourism. In addition, the S3 Community of Practice will support capacity building activities.

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<sup>(1)</sup> See ANNEX 1: Performance tables – delivering on Commission priorities in 2026 for all Part 2 indicators

The **Interregional Innovation Investments (I3) instrument** helps regions to position themselves in European and global value chains. The Work Programme for 2025-2027 allocates EUR 176 million to support projects in their scale-up phase. In 2026, two new I3 investment calls will be launched. REGIO will reinforce I3 dissemination and capacity-building activities as a follow-up to the Implementation Dialogue on Regional Competitiveness.



### Specific objective 1.2: Reaching climate neutrality through just transition and clean mobility

The Draghi report, the Competitiveness Compass and the Clean Industrial Deal all point to the achievement of climate neutrality by 2050 to solve the climate crisis and to restore Europe's declining competitiveness.

Cohesion policy supports investments in renewable energy, energy efficiency and the circular economy – to reduce energy costs and improve Europe's strategic autonomy. Nearly EUR 120 billion are earmarked for climate-related investments from 2021-2027.

In 2026, the mid-term review priorities will be the driving force of future reprogramming – especially for infrastructural investments. Technical assistance such as the **Cohesion for Transitions (C4T) Groundwork**, will be crucial for authorities helping them to develop high-quality projects funded by cohesion funds. Twelve assignments in nine different Member States covering water management, circular economy, energy transition and nature protection are under implementation (until February 2026). A new call for technical assistance was launched in October 2025 providing regions new support in their climate-related investments in 2026.

REGIO will keep implementing the **Just Transition Fund (JTF)**. With more than EUR 19 billion for 2021-2027, the JTF will support economic diversification in areas impacted by the move to climate neutrality. The **Just Transition Platform (JTP)** will remain a central hub for EU Member States and regions to navigate the shift.

The **Public Sector Loan Facility (PSLF)** offers loans and grants to public entities for transitioning towards a climate-neutral economy. In collaboration with the EIB and CINEA, EUR 200 million worth of grants have been signed under the first call, and proposals worth EUR 313 million are under evaluation. The second call, launched in October, has a budget of EUR 630 million. It will provide funding until 2027, further increasing REGIO's just transition support.



## GENERAL OBJECTIVE 2: A new era for European Defence and Security

### Specific objective 2.1: Cohesion support to defence and civil preparedness

The mid-term review has widened the eligibility criteria, allowing cohesion policy to mobilise budgetary resources for **defence-related investments**. As a result, funding can be re-allocated towards enhancing defence industry capabilities, dual-use infrastructure related to military transport, and **civil preparedness**. It can also support research and innovation capacities of defence businesses, notably SMEs. Similarly, cybersecurity for communication,

transport and utilities networks and public services can be strengthened against cyberattacks. In 2026, REGIO will monitor the implementation in this field, also taking into account synergies with the European Preparedness Union Strategy.



### **GENERAL OBJECTIVE 3: Supporting people, strengthening our societies and our social model**



#### **Specific objective 3.1: Delivering on the EU Agenda for Cities and promoting investments in affordable housing**

Cities remain a core focus on the EU agenda. The ERDF has allocated EUR 24 billion to cities and urban areas for sustainable urban development strategies. This accounts for 12% of the total national ERDF allocation. Additionally, EUR 100 billion is available through cohesion policy programmes to support urban areas via sectoral measures.

In 2026, REGIO will focus on the implementation of the **EU Agenda for Cities**. Effective coordination with other Commission Services is essential to provide consistent support to cities. A dedicated governance framework will be created and launched.

The **European Urban Initiative (EUI)**, with a budget of EUR 395 million for innovation and capacity building, will continue being implemented and monitored. This includes the launch of the final call for urban innovative action projects. In 2026, the Commission will report to the Council and EP on the progress with the EUI implementation.

To address the housing crisis, REGIO will support Member States in significantly increasing cohesion policy investments in affordable housing - in line with the President's political guidelines, starting with the mid-term review and as part of the **European Affordable Housing Plan**. This also involves financial instruments combining cohesion policy funding with the resources from the EIB and other financial institutions. The **PSLF** will continue to offer grants and loans for affordable housing projects.

REGIO will further promote the **New European Bauhaus (NEB)** across the 2021-2027 period. REGIO supports Member States' authorities in integrating NEB into cohesion programmes through a technical assistance call. REGIO's Peer2Peer NEB Community will continue sharing best practices and encouraging NEB project investment. REGIO will organise the sixth edition of NEB Prizes and, with European Parliament's support, launch the second NEB Boost for Small Municipalities. This helps smaller local governments to implement projects with focus on NEB.

REGIO keeps leading the **International Urban and Regional Cooperation (IURC) programme** to advance the UN New Urban Agenda. This initiative links EU cities and regions with those in the Americas, Asia, and Australasia, enhancing collaboration and facilitating knowledge exchange. The programme seeks to develop innovative pilot projects for the benefit of all participants.



#### **Specific objective 3.2: A stronger support to communities ensuring the right to stay**

Cohesion policy is vital for supporting EU communities by investing in inclusive growth. As outlined by Enrico Letta's report on the EU Single Market, demographic disparities between different regions within the Single Market can lead to uneven access to talent, markets, and resources - hindering businesses growth in less populated or economically disadvantaged regions. And this is precisely where cohesion policy and the work of REGIO comes in.

Cohesion policy has a crucial role in tackling these regional disparities and ensuring every citizen has the **right to stay** in the place they call home by addressing the needs of their communities: important investments for healthcare and long-term care, education and training, housing, connectivity, and access to well-functioning transport systems. Cohesion policy invests in strategies that strengthen urban and rural connections, economic opportunities and access to services vital for people to be able to work and live comfortably in all territories across the EU. Preparations for a right to stay strategy will start in 2026.

REGIO manages the **Harnessing Talent Platform** and **Talent Booster Mechanism** to build knowledge and allow exchanges, especially in EU areas in demographic decline. The support so far has led to the launch of different projects in 89 regions and cities. In 2026, the outcome of this support will be showcased in an event planned for May 2026. REGIO will oversee the completion of the support and share lessons learnt as a contribution to the 'right to stay'.

REGIO co-leads the work on the **Long-term Vision for Rural Areas (LTVRA)**, providing important steer and contribution to improve the quality of life in rural areas. Leveraging these past successes, REGIO is launching a reflection on a new policy initiative specifically targeted at the 'right to stay'.

Islands in the EU face unique challenges alongside opportunities. Cohesion policy alone provides at least EUR 19.3 billion over the 2021-2027 period to support these areas. Further support is needed, and REGIO will lead the work on an **EU Strategy for Islands** to be adopted in 2026.

**Interreg** remains a key contributor to territorial development. Cross-border cooperation combined with broader transnational programmes provide a targeted territorial approach. In 2026, REGIO will invest over EUR 300 million in the **"Europe closer to the citizens"** objective, through territorial strategies and community-led projects. An additional EUR 1.5 billion will target better cooperation governance - boosting local capacities and funding people-to-people projects.

In 2026, REGIO will implement the **BRIDGEforEU** Regulation, facilitating cross-border solutions. This follows up on a call for proposals published in August 2025. The aim is to establish Cross-Border Coordination Points to help overcome legal and administrative barriers in border regions. A second call is planned for 2026.

REGIO will also continue its engagement with the **Interreg Volunteer Youth** initiative (**IVY**) through a grant agreement that will run until 2027. Following its success in 2024, the initiative 'Cross-Border Ambassadors' will be expanded - providing a young voice to the life in border regions.

The **EU's Eastern border regions** - particularly those bordering Russia and Belarus - face the dual challenge of needing to enhance security while revitalising their economies due to the negative impact of Russia's war of aggression against Ukraine. Regions bordering Ukraine also

face challenges related to the influx of displaced people and trade disruption. The mid-term review offers an opportunity to redirect investments to boost their recovery. A Communication planned for early 2026 will establish a common framework to best support the EU's Eastern border regions in the current geopolitical context, taking into account insights received through Call for Evidence.

REGIO will continue supporting the implementation of the four **macro-regional strategies**, (Baltic Sea, Danube, Adriatic-Ionian and Alpine). They address common challenges across borders. In 2026, the focus will be on the implementation of the revised action plans in three of the four strategies, as well as on the integration of candidate countries. In addition, based on the European Council's conclusions from December 2025, work will start on preparing the EU macro-regional strategy for the Atlantic in 2026.

In 2026, REGIO will put forward a renewed strategy for the **EU's outermost regions**, as outlined in the Commission's Work Programme. This strategy will address new political priorities and challenges brought by the current geopolitical context with vision for the region's prosperity and competitiveness. The strategy will emphasise integrating these regions' specificities into EU laws, policies and programs to boost their development through tailored and place-based approaches. The strategy is set to be adopted in the first quarter of 2026, followed by a regulatory simplification package in the second quarter of the year.

REGIO will continue the **Aid Programme for the Turkish Cypriot community** to promote socio-economic development and support Cyprus' reunification. REGIO will also oversee the Green Line Regulation for crossings of people and goods. Main initiatives include scholarships for Turkish Cypriots to study in European universities, restoration of cultural heritage sites across the island and support to trade over the Green Line. The Commission will evaluate the Aid Programme's performance from 2019 to 2024. REGIO will continue to support the United Nations facilitated Cyprus settlement process.



#### **GENERAL OBJECTIVE 4: Sustaining our quality of life: food security, water and nature**



##### **Specific objective 4.1: Climate and water resilience and preparedness**

Climate and water resilience are key to the EU's quality of life (food security, water and nature) and sustainable prosperity amid growing environmental risks - like climate change, natural resource depletion, biodiversity crisis and pollution. The interconnected crisis in recent years and the intensifying climate impacts highlight Europe's need to shift from reactive crisis management to proactive resilience as advocated by the Niinistö report and the Preparedness Strategy.

Cohesion policy is well equipped to improve Member States and regions' resilience and preparedness. In the 2021-2027 period, EUR 14.5 billion of EU funds are contributing to climate adaptation and disaster risk management (including preparedness and response) - of which EUR 7 billion are dedicated specifically to preventing floods. Moreover, EUR 13 billion are allocated to improved water services. This will connect more than 16 million people to improved water supply.

The implementation of programmes aligned with the **mid-term review priorities for water resilience and preparedness** will require specific attention due to persistent bottlenecks hampering investments. Technical assistance which encourages Member States to transition to a water resilient society will be crucial to strengthen investments linked to adaptation and disaster risk management, biodiversity and pollution reduction – Cohesion for Transitions (C4T) Groundwork is a good example of this.

Natural disasters, e.g. floods and wildfires, equally require both immediate actions, as well as preventive measures. REGIO will oversee the uptake of RESTORE, so that the post-disaster support reaches the targeted territories and populations. Moreover, the **European Union Solidarity Fund (EUSF)**, as the largest EU financial support for disaster relief with an annual budget of EUR 1.2 billion, will continue to provide assistance to Member States and accession countries for the damages caused by natural disasters.



## **GENERAL OBJECTIVE 5: Protecting our democracy, upholding our values**

### **Specific objective 5.1: Promoting a fair, transparent and democratic Europe with cohesion policy**

To uphold the Commission's dedication to support democracy and our European values, REGIO steers and supports the **European Community of Practice on Partnership** (ECoPP). The ECoPP advocates for a quality-oriented implementation of the partnership principle, encouraging stakeholders - including workers, employers, academia and civil society – to exchange views and build their expertise in programme implementation at all levels.

Effective investments rely on three elements: strong administrative skills, trustworthy institutions, and the role of citizens in enhancing transparency. Since 2020, REGIO and the OECD have been working closely to engage citizens in investment decisions. The next phase is planned for 2026-2027 with a focus on **innovative citizen participation**, like AI use, and guidance for Managing Authorities and cities to integrate those in the next EU cohesion policy cycle's governance.

Increasing the visibility of EU action is a collective effort, and shared responsibility between project beneficiaries, Managing Authorities, and the European Commission. The **INFORM EU network** enables exchanges on best practice on communicating the policy and its achievements with around 1300 communication officers from all programmes. In this context, REGIO provides training and tools to professionalise the communication practice.

Moreover, REGIO fosters project visibility through social media and local communication campaigns in partnership with regions - notably the **EU in My Region** campaign format. The **European Week of Regions and Cities**, the **REGIOSTARS awards** and the **award of the New European Bauhaus Prizes** highlight meaningful projects. Regularly updated platforms like [INFOREGIO](#) and [KOHESIO](#) provide a wealth of information and are available to all citizens in a user friendly format and easy to understand language.

**Youth Policy Dialogues** will continue to be avenues for EVP Fitto to exchange on the topic of EU values and impact of cohesion policy in 2026.



## **GENERAL OBJECTIVE 6: A global Europe: Leveraging our power and partnerships**



### **Specific objective 6.1: Strategic cooperation with neighbouring and enlargement countries**

Cohesion policy will intensify dialogues and share expertise with **Eastern and Southern Neighbourhood countries** on urban, regional and territorial issues. The goal is to advance the Commission's strategic objectives and priorities while supporting EU regions and cities, facilitating accession, and creating business opportunities for all.

REGIO will intensify capacity building and targeted technical assistance with **candidate countries** to enable them to be operational and ready prepare to implement cohesion policy upon accession. Involving candidate countries in Interreg programmes and in macro-regional strategies contributes further to their preparedness.

The EU's cooperation with **neighbouring countries**, including those near its outermost regions and enlargement countries, offers a unique opportunity for third countries to work with Member States on common challenges. In 2026, the focus will be on the implementation of the programmes, which received additional contribution from NDICI funds.

Moreover, REGIO steers the implementation of the two **Union for the Mediterranean strategic action plans** for 2040 on sustainable urban development and affordable housing. It also contributes to the implementation of the Pact for the Mediterranean. REGIO actively supports cooperation with the Southern Neighbourhood countries engaged in the implementation of Interreg programmes.



## **GENERAL OBJECTIVE 7: Delivering together and preparing our Union for the future**



### **Specific objective 7.1: Ensuring full, effective and compliant implementation of cohesion policy and preparing for the future MFF**

REGIO ensures full and compliant implementation of cohesion policy using effective tools. These include:

- Regular implementation reports presented to the senior management (selection and payment rates of 2021-2027 period, also with JTF focus)
- Report on programmes at risk of decommitment
- Monitoring tool for programmes with critical risks (e.g. low selection rates)
- Biannual reporting to Member States on N+3 decommitment risks.

2026 will mark the **closure of 2014-2020 period**. In February Member States will submit their closure documents. The results of the evaluation show already that the GDP of the EU is estimated to be up to 0.6% higher thanks to the investments in 2014-2020.

The **mid-term review** provided an opportunity to boost the redeployment of available 2021-2027 cohesion policy funds into new European strategic priorities. It will help accelerate investments in common priority areas such as **competitiveness, security, defence and civil preparedness, affordable and sustainable housing, water resilience and the energy transition**. Managing authorities will continue to carry out programme amendments throughout the year.

The **10<sup>th</sup> Cohesion Report**, expected to be released in 2026, will consolidate relevant data analysis and research. It will provide horizontal and country-specific analysis of progress in economic, social and territorial cohesion, and the impact of national policies and the EU's cohesion policy.

**Good governance** and robust **administrative capacity** are essential for effective implementation. Administrative capacity support to Member States will continue via the Network of Heads of Managing Authorities and Peer2Peer+, training on public procurement, State aid, anti-fraud and corruption. In 2026, REGIO will publish studies on roadmaps for administrative capacity building and managing authorities' structures. Furthermore, REGIO will launch a **Pilot action with the OECD** on improving the attraction, development and retention of key skills in the cohesion policy management and control system.

**JASPERS** assists Member States in delivering high-quality projects, offering advice during their whole life cycle, focussing on new areas and future strategies, notably at regional and local level.

Following the publication of the **ex-post evaluation for the 2014-2020 period and mid-term evaluation for the 2021-2027 period**, REGIO will present and disseminate its findings, including through a dedicated conference. Moreover, REGIO will continue improving the quality of monitoring and evaluation and evidence-based policy making with a series of dedicated studies. These aim to prepare the next programming period and serve as preparation for the 2021-2027 ex-post evaluation.

In the framework of the Better Regulation, in 2026, two Implementation Dialogues and a series of reality checks will further inform opportunities for **simplifying and streamlining the delivery of cohesion policy** and access to funding, notably for businesses. Furthermore, REGIO will continue stress testing its acquis, with particular focus on the take up of simplification options embedded in the regulatory framework (linked to mid-term review, SCOs, FNLC), as well as by enabling simpler, automated transmission of data by Member States. The above will inform EVP Fitto's 2026 Annual Progress Report on Simplification, Implementation & Enforcement.

In 2026, REGIO will launch a series of actions looking at the post 2027 period to modernise its support services and help building the administrative and analytical capacities for a **performance-based implementation model**. This includes mapping needs across programme authorities and ensuring the Commission's readiness for negotiations, including multilevel governance.

In 2026, REGIO will continue working with SG-REFORM to align **growth-enhancing reforms** and cohesion policy investments, evaluating requests by Member States under the Technical Support Instrument to find synergies and avoid overlaps.

The next **MFF proposal** has cohesion as an overarching objective. It aims to strike a balance between the need to modernise while maintaining the underlying principles of place-based approach, shared management and partnership. REGIO will support the **co-legislative negotiations** with the Parliament and Council and is already actively engaging with all stakeholders to explain the building blocks of the proposals. This enables a constructive dialogue around the key elements and preparation for the programming negotiations. In parallel REGIO will contribute in 2026 through several workstreams to internal Commission preparations for the new National and Regional Partnership Plans. REGIO is committed to shaping a simpler, more focused, more impactful policy aligned to EU priorities and challenges.

For the 2026 cycle, REGIO is preparing the necessary analytical input to the **European Semester** process to guide informal discussions towards formal programming negotiations with Member States and regions. This will prepare for the future implementation – ensuring that regions remain at the centre of the policy and that implementation of the future National and Regional Partnership Plans can kick-start in early 2028.

# PART 3. A modern and sustainable public administration: outputs in 2026

## A. Human resource management



REGIO remains committed to enhancing operational efficiency through streamlined working methods, targeted workforce allocation, and performance monitoring.

In response to the 2023 staff satisfaction survey, a local action plan was developed, aligned with corporate guidance. REGIO is working to enhance the staff engagement. Once the results of the 2025 staff survey are available, a new action plan will be developed in response <sup>(2)</sup>.

In 2026, the optimal use of job quotas aligned with political priorities and organisational needs is crucial, especially due to taxation, new programme demands and the mid-term review follow-up of cohesion policy. Staff mobility and job shadowing will be encouraged for skills development and cross-unit knowledge sharing.

REGIO has already achieved (57.1%) the Commission's 50% target for **female middle management appointments** by investing in leadership development, including the new Management Development Programme. In 2026, REGIO will remain dedicated to promoting diversity, inclusion, and equal opportunities by implementing its **Equality Mainstreaming Work Plan**. Namely, REGIO will continue its commitment to equality and staff well-being through internal communication efforts, team-building activities, and events focused on diversity, inclusion and mental health.

REGIO continues to strengthen staff motivation and commitment to its values and political mission through **enhanced internal communication**, such as the REGIO News and Newsletter Bulletin, to ensure smooth and transparent information flow. Promoting staff well-being and team spirit remains a priority, particularly within the flexible working environment. In 2026, these actions will be accompanied by internal **learning and development** (L&D) activities, as well as by promotion of corporate learning paths.

## B. Digital transformation and data management



REGIO is committed to advancing digital transformation. It fosters a collaborative, innovative, and digitally empowered environment in line with the **five strategic objectives of the Commission's digital strategy**:

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<sup>(2)</sup> See ANNEX 2: Performance tables – A modern and sustainable public administration for all Part 3 indicators

**1. Digital Culture:** REGIO will continue to emphasise a digital-first mindset. Through its Team up for Teams digital transformation initiative, aimed to digitally upskill REGIO's staff and accelerate the adoption of M365, it will continue to promote REGIO's wide digital collaboration through corporate tools. Cybersecurity remains a focus, with targeted trainings and awareness campaigns strengthening our security and supporting CyberAware programmes, ensuring all our IT systems have up to date ITSP coverage.

**2. Fostering digital-ready policymaking:** REGIO will continue to promote and support staff to participate in relevant training activities on digital-ready policymaking and interoperability. The focus will be on embedding digital considerations into future policy design through early digital checks and the completion of relevant Legislative Financial and Digital Statement (LFDS) linked to the digital aspects of shared management in the next MFF negotiations.

**3. Business-driven transformation:** REGIO aims to leverage platforms like Compass Corporate, MyWorkplace, PowerBI and SFC2021 for business automation, while also promoting data openness through comprehensive data governance. Additionally, REGIO will integrate AI solutions, enhance AI literacy, and explore collaboration across departments.

**4. Seamless digital environment:** REGIO will improve its digital landscape by refining the Digital Landscape Cartography Quadrant. REGIO will replace and transform IT systems under the Reuse-Buy-Build approach, incorporate Reusable Solutions Portfolio's solutions and sovereign open-source options. Our efforts in cloud adoption will be strengthened through collaboration with DIGIT's cloud services to prepare for the migration of systems like REGIO GIS and Kohesio.

**5. Green, Secure and Resilient Infrastructure:** REGIO ensures its security by promoting the Digital Workplace Portal, addressing staff's IT needs, increasing cybersecurity awareness, and sustaining DG REGIO's position within the Risk Maturity Quadrant.

REGIO has made significant improvements on all data maturity areas. At present, the data maturity level is considered as "Developing". Our target for 2026 is to reach at least the "Established" level.

The Data Governance Team ensures sound **data management**, by completing the mapping of over 150 data assets owned by REGIO. The Team is currently assigning ownership and responsibilities of each asset in terms of data owners (at Head of Unit level) and data stewards (at operational level). Thanks to our yearly updated EC Data Catalogue, such data has now become easier to find.

Regarding **data quality**, most assets owned by the DG are managed within IT systems and have dedicated validation rules and data quality safeguards following FAIR principles. Our DG is closely following the ongoing work to define a data quality framework as presented by DIGIT.

Finally, REGIO promotes **data skills** by highlighting key corporate learning opportunities and launching a data literacy page on the internal wiki. Over the past months, the Team has organised ad hoc trainings on interactive dashboards and activated AI Champions in delivering presentations AI to REGIO Staff.

In 2026, REGIO will continue the implementation of the **Commission Data Protection Action Plan**, especially in the areas of accountability, record keeping, agreements with external processors, and procedures for data subject rights. REGIO will keep its specific records updated.

Regarding **awareness raising** activities, Data Protection Coordinator (DPC) finalised the training for all units on data protection by the end of last year. DPC will however continue to deliver training for colleagues on specific issues, such as data protection rules in procurement and on how to navigate contracts with external contractors and keep practical guidance and templates updated in RegioWiki. Newcomers' training also contains section on data protection.

## C. Sound financial management



For **shared management** programmes, the Joint Audit Directorate for Cohesion (DAC) of REGIO and EMPL will, through the single audit approach, rely on the work and opinions issued by Audit Authorities (AA) of the Member States, complemented by the DAC's own audit work. The single audit strategy is implemented through a biannual audit plan which is monitored and reviewed regularly.

REGIO's **assurance** is built on granular audit information obtained for each programme. This allows to calculate the risk at payment, assess whether the management and control systems functioned effectively, and to provide assurance to the Director-General on payments made during the year, issuing the necessary reservations when this is not the case.

The baseline for the estimated risk at payment is 2.5% (AAR 2024). For programmes where it is not yet below the target of 2%, REGIO will request additional corrective actions by the Member States, including additional work and/or financial corrections.

To systematically address the detection capacity of the programme authorities, the DAC will continue its preventive system audits, assess the completeness and adequacy of the methodological tools, checklists and procedures used by the AA and carry out thematic audits at the managing authorities.

As follow up to the high error rate reported by the ECA's annual reports, the DAC focuses on enhancing its preventive role. As such, the DAC has assessed together with the AAs all undetected errors and their root causes, leading to a jointly agreed action plan with 22 measures to strengthen detection capacity. Implementation is ongoing, closely monitored by the DAC, which also provides guidance, tools, and training to all programme authorities. Moreover, the 2026 Audit Plan is drafted with respect to an updated approach to compliance and thematic audits, with an aim to increase the DAC audit presence in the field and cover more AAs and programmes each year (applying where necessary a more targeted scope for audit re-performance of certain operations).

REGIO will continue to apply a proportionate approach to payment **interruptions, suspensions and financial corrections**. This policy will equally be applied at programmes' closure in case serious deficiencies or irregularities remain unsolved. As for resources managed through **direct and indirect management**, DAC will continue to audit a sample of payments.

The **internal control framework** supports sound management and decision-making. It ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

REGIO has established an internal control system tailored to its characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

## D. Fraud risk management



REGIO effectively minimises the risk of fraud by implementing robust anti-fraud measures and adhering to the **Commission Anti-Fraud Strategy** (CAFS) and its comprehensive action plan of 2023 <sup>(3)</sup>. It also collaborates with EMPL and MARE to execute a **Joint Anti-Fraud Strategy** (JAFS). A revised JAFS, which will have its backbone in objectives and the action plan of the CAFS, will be adopted at the beginning of 2026 and will cover the period 2026-2028. In 2026, REGIO will enhance the **fraud risk management** by <sup>(4)</sup>:

- Supporting the Member States in building administrative capacity on fraud prevention and avoiding conflict of interests.
- Promoting **data-mining** IT tools like Arachne and, in collaboration with OLAF, carry out actions focused on anti-fraud cooperation, knowledge and support addressed to the Member States.
- Supporting the **anti-fraud knowledge and capacity of REGIO services**, e.g. by increasing the cooperation with other Commission departments, OLAF and EPPO and by animating an Anti-fraud Network composed of representatives of all geographical units of REGIO and EMPL.
- Increasing cooperation between the services, **OLAF and EPPO**, to ensure the implementation of financial and administrative recommendations and measures resulting from OLAF reports and EPPO notifications.

## E. Sound environmental management



REGIO will continue to implement several initiatives to **reduce carbon emissions**, while keeping in mind the importance of being on the ground and engaging with local stakeholders when implementing cohesion policy. The baseline emissions level against which reductions are measured is 646.7 tCO<sub>2</sub>eq in 2019.

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<sup>(3)</sup> COM(2023) 405 final and SWD(2023) 245 final; REGIO and its Audit Directorate 'DAC' are leading or co-leading the following actions of the CAFS: 1, 2, 11a, 14, 15, 18, 19b and 36.

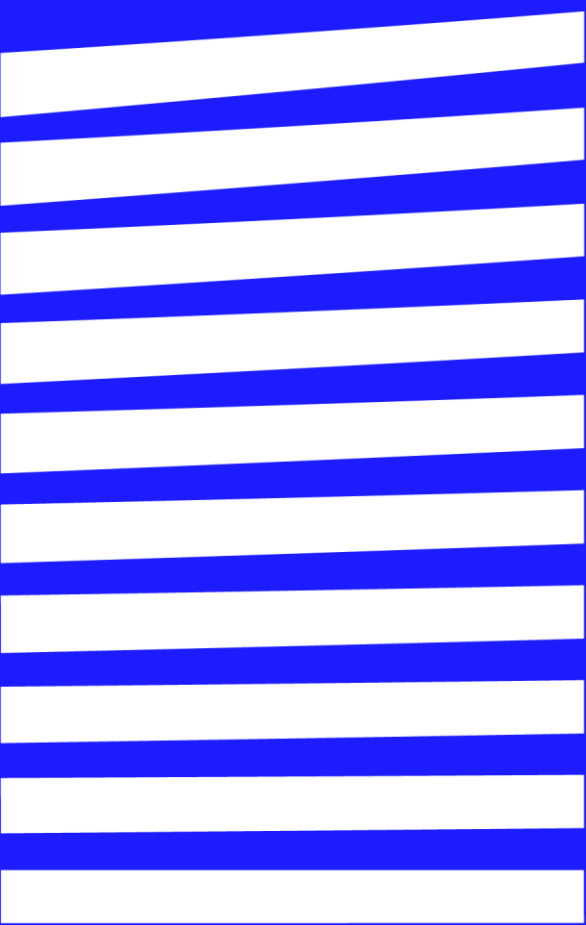
<sup>(4)</sup> Further details about outputs, indicators and targets regarding the listed actions are present in Annex 2.D

For missions, shared transport or trains are prioritised. When flights are necessary, direct flights are favoured when financially possible. Hybrid meetings and online sessions further reduce travel, especially for large annual meetings alternating between in situ and virtual sessions.

REGIO promotes sound environmental practices and encourages public transport and soft mobility for commuting, while facilitating telework to reduce emissions from staff commutes.

REGIO recognises the importance of a robust and environmentally conscious IT infrastructure and will **promote the Digital Workplace Portal** to address staff's IT needs. Emphasising IT greening, REGIO plans to decommission legacy IT Systems, encourage paperless practices, and follow Green Public Procurement Criteria for IT acquisitions, thus ensuring that infrastructure remains secure, resilient, and aligned with green principles, supporting seamless operations and sustainable growth.

**TANNEXES**



# ANNEX 1: Performance tables – delivering on Commission priorities in 2026

**General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness**

**Specific Objective 1.1: Boosting innovation through investments in research and digitalisation**

*Related to spending programme(s): ERDF, CF, JTF*

**Main outputs in 2026:**

**Other major outputs**

Output	Indicator	Target
Seamless continuation of the Smart Specialisation Community of Practice (S3 CoP) platform for 2025 to 2027	Number of targeted assignments to regions who express interest in overcoming any challenges they may face during the development or execution of their Smart Specialisation Strategies	8
Supporting Europe’s Clean Industrial Deal (CID) and the Competitiveness Compass (CC) through interregional innovation projects	Percentage of supported projects by I3 in 2026 that are CID/CC relevant	at least 50%

**General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness**

**Specific Objective 1.2: Reaching a climate neutrality through just transition and clean mobility**

*Related to spending programme(s): ERDF, CF, JTF*

**Main outputs in 2026:**

**Major implementation activities and enforcement actions**

Output	Indicator	Target
Further development and management of Cohesion for Transitions (C4T) on the ground (technical assistance for the implementation energy investments)	Number of energy-related assignments supported under C4T Groundwork	4

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Further development and operation of the Just Transition Platform (JTP) – Provision of support to JTF territories on the implementation of the Just Transition Mechanism	Number of JTP Groundwork technical assistance applications supported	5

## **General objective 2: A new era for European Defence and Security**

### **Specific Objective 2.1: Cohesion support to defence and civil preparedness**

*Related to spending programme(s): ERDF, CF*

#### **Main outputs in 2026:**

#### **Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Dedicate funding to mid-term review priority on defence and civil preparedness	Number of Member States considering adding defence in their programmes	At least 15

## **General objective 3: Supporting people, strengthening our societies and our social model**

### **Specific Objective 3.1: Delivering on the EU Agenda for Cities and promoting investments in affordable housing**

*Related to spending programme(s): ERDF, CF, JTF*

#### **Main outputs in 2026:**

#### **Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Promotion of the New European Bauhaus (NEB) values in 2021-2027 cohesion policy programmes	Number of selected beneficiaries who will benefit from the technical assistance provided under a 'NEB' framework contract	Up to 15
	Organising the NEB prizes ceremony and announcing the winners	Q3
Implementation of the EU Agenda for Cities (in cooperation with other DGs), including targeted discussions with relevant stakeholders	Organisation of dialogues to focus on EU regulations that impact local authorities	2
Support to urban authorities in innovating, building their capacities and exchanging knowledge under the European Urban Initiative (EUI)	Launch of the last, fourth call under EUI - innovative actions	Q1

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
The International Urban and Regional Cooperation (IURC) programme generates tangible city-to-city and region-to-region cooperation on sustainable urban development and regional innovation	Number of pilot projects that the three IURC programme activities in North America (IURC and EU Cities Gateway), Asia/Australasia and Latin America and Caribbean will generate	25




### **General objective 3: Supporting people, strengthening our societies and our social model**

#### **Specific Objective 3.2: A stronger support to communities ensuring the right to stay**

*Related to spending programme(s): ERDF, CF*

#### **Main outputs in 2026:**

##### **New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Providing support to Eastern border regions to address their specific challenges and support them in the reorientation of their local economy	Adoption of a Communication on Eastern border regions	Q1
 Enhancing competitiveness, growth and resilience of the outermost regions	Adoption of a strategy for the outermost regions	Q1
 Addressing the long-standing structural challenges and development opportunities of islands across the EU	Adoption of a Communication on islands	Q2

##### **Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Supporting the reunification of Cyprus through the Aid Programme and bringing the Turkish Cypriot community closer to the EU	Number of scholarship grants awarded to Turkish Cypriots in 2026 for studying in an EU Member State	140
Work on the capitalisation and dissemination of lessons learnt of the Talent Booster Mechanism	High level event	Q2
Support to macro-regional strategies	Number of high-level meetings organised in the context of the macro-regional strategies with REGIO participation	5

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Implementation of BRIDGEforEU to address in a systematic way legal and administrative obstacles in border areas that hamper the proper functioning of the Single Market	Setting-up a single European public Registry for providing information on cross-border cases dealt with in each Member State	Q4

**General objective 4: Sustaining our quality of life: food security, water and nature**

**Specific Objective 4.1: Climate and water resilience and preparedness**

*Related to spending programme(s): ERDF, CF, EUSF*

**Main outputs in 2026:**

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Dissemination of knowledge internally and externally, promoting the effective use of cohesion policy funds to contribute to the mid-term review priority of water resilience, climate resilience (including RESTORE) and preparedness	Number of meetings of the European Network of Environmental and Managing Authorities (ENEA-MA)	2
Further development and operation of Cohesion for Transitions (C4T) on the ground (technical assistance for the implementation of investments in climate, water resilience and preparedness)	Number of C4T Groundwork technical assistance applications supported	4
EU Solidarity Fund annual report for 2025	Adoption of the report	Q3

**General objective 5: Protecting our democracy, upholding our values****Specific Objective 5.1: Promoting a fair, transparent and democratic Europe with cohesion policy***Related to spending programme(s): ERDF, CF, JTF***Main outputs in 2026:****Major implementation activities and enforcement actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Successful implementation of Integrated umbrella campaign EU in my Region	Percentage of the targeted regional population reached by the regional communication campaigns	> 50%
Organisation of the annual REGIOSTARS contest to highlight cohesion policy achievements at local level	Number of applications for the awards	> 200

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Efficient use of INFOREGIO and KOHESIO to increase visibility and transparency of cohesion Policy	Total number of visitors	> 1,000,000
The community of practice meets regularly to exchange on the implementation of the partnership principle in cohesion policy and shared management	Number of ECoPP meetings led by the community of practice	1 plenary meeting in Brussels 2 virtual webinars 4 working group meetings

**General objective 6: A global Europe: Leveraging our power and partnerships****Specific Objective 6.1: Cooperation with neighbouring and enlargement countries***Related to spending programme(s): ERDF, CF, IPA-CBC, ENI-CBC***Main outputs in 2026:****Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Support to candidate countries (including Ukraine and Moldova) to improve their readiness to implement cohesion policy (Chapter 22) upon accession	Capacity building actions	5, out of which 2 actions for Ukraine and Moldova
Contribute to the preparation of the Accession Treaty for Montenegro	Provide timely and high-quality input for technical adaptations and necessary policy content for the preparation of the Accession Treaty for Montenegro	100%

**General objective 7: Delivering together and preparing our Union for the future**

**Specific Objective 7.1: Ensuring full, effective and compliant implementation of cohesion policy and preparing for the future MFF**

*Related to spending programme(s): ERDF, CF, JTF*

**Main outputs in 2026:**

**Initiatives linked to regulatory simplification and burden reduction**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Enhanced accountability and dialogue with the European Parliament and the Council on the implementation and simplification agenda	EVP Fitto's Annual Progress Report on Simplification, Implementation & Enforcement	1
Foster enhanced dialogue on the implementation of cohesion policy	Number of Implementation Dialogues held by EVP Fitto, supported by REGIO	2
Identify bottlenecks and good practices in delivering cohesion policy to final beneficiaries	Number of reality checks with cohesion policy stakeholders	3

**Evaluations and fitness checks – part of the stress testing of the EU acquis**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Dissemination of the findings of the ex-post evaluation 2014-2020 and of the mid-term evaluation 2021-2027	Conference to present the findings to stakeholders	Q1

**Major implementation activities and enforcement actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Regular reporting to the hierarchy on the implementation of the programmes	Number of implementation reports to the hierarchy	4

**Other major outputs**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Implementation progress shown via Open Data Platform	Updates linked to the 2021-2027 period to reflect implementation progress for all programmes	2
Implementation of the strategic training programme for Member States (state aid, public procurement, anti-fraud/corruption, integrity)	Number of participants trained	350
(Re-)engineering internal business processes to deliver on strategic priorities (including on mid-term review) and to leverage technological and business advancements	Share of targeted business processes timely (re-)engineered	85%

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Present results of mid-term review of cohesion policy funds	Report on the outcome of the mid-term review submitted to the European Parliament and to the Council	Q4
Delivering on mid-term review Regulation outlining specific measures to address strategic challenges in the context of the mid-term review of Cohesion Policy programmes	Number of programmes amended to dedicate funding to mid-term review priorities	At least 100
Monitoring of implementation and preventive actions concerning the de-commitment risk in 2026	Number of Monitoring Reports to hierarchy	5
Exchange of experience and expertise between staff working in administrations managing the ERDF/Cohesion Fund/JTF using TAIEX- REGIO Peer2Peer+ instrument	Number of participants in TAIEX-REGIO Peer2Peer exchange events	700
Promotion and use of Simplified cost options (SCOs) and Financing not linked to costs (FNLC), and, more generally, simplification of the cohesion policy implementation	Number of bilateral and multilateral meetings with Member States, including workshops/trainings and meetings of the Transnational Network on Simplification	7
	Number of FNLC schemes adopted in ERDF/CF/JTF programmes	10
Support of the co-legislative negotiation process on the 2028-2034 cohesion policy proposals	Obtain a partial negotiating mandate for the sectoral proposal establishing the ERDF including for Interreg and the Cohesion Fund from at least one of the co-legislators	Q2
Support the preparation of post-2027 Interreg cooperation	Drafting of Cooperation orientation papers for the Interreg chapters	86 papers

# ANNEX 2: Performance tables – A modern and sustainable public administration

## A. Human resource management

**Objective:** REGIO employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.

**Main outputs in 2026:**

Output	Indicator	Target
Informal coffees with senior management	Number of events	3
Implementation of 2026 Equality Mainstreaming Work plan	Number of equality related activities organised	2
Staff survey 2025 follow-up	Action plan following the results of the staff survey 2025	1

## B. Digital transformation and data management

**Objective:** REGIO is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission.

**Main outputs in 2026:**

**Digital Transformation**

Output	Indicator	Target
Business reporting system ensures provision of reporting, data services and AI	Share of reporting services, advanced data analytics and AI solutions on the existing business data sets provided on request	100%
The financial IT systems (SFC2014 and SFC2021 Back Offices) are efficiently supporting the shared management implementation in line with REGIO's work plans	Deliver updated financial transactions and features in the SFC Back-Office on time, ensuring continuous integration with evolving SUMMA	100%

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
The business process workflow system MyWorkplace is efficiently supporting shared management implementation of the 2014-2020 and 2021-2027 programmes in alignment with REGIO's work plans	Deliver all business processes and features in time, as defined by the Business Process Team	100%
Operational and development support in alignment of the Knowledge Management and RegioWiki strategic work plans	Optimisation of automation workflows and reporting mechanisms within RegioWiki	Q4
Maintain REGIO's position in the optimal quadrant "Acknowledge" (signifying low risk and high maturity) of the corporate Risk Management Quadrant – RMQ model	Cybersecurity compliance (through timely delivery of attestations, update of IT security plans along the continuous staff awareness raising)	100%

### **Data Management**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
The REGIO Data Assets Inventory is completed	Update all relevant information in the EC Data Catalogue	Q2
Corporate roles (i.e. Data Owners and Stewards) are assigned	Update all relevant information in the EC Data Catalogue	Q2
Improve staff skills related to data and data management	Number of trainings delivered to staff	6
REGIO involvement in the corporate pilot initiative on data quality and FAIR principle	Participation in corporate initiative	Q1
Knowledge and information effectively shared and reused within REGIO, in alignment with related corporate policies	Number of visitors to RegioWiki (monthly)	> 700
Policy implementation data is visualised in dashboards for user-friendly exploitation	The Regio Data Insights app is further enriched with a set of dashboards supporting monitoring and preparation for the next programming period	Q4

### **Data Protection**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Data Protection - awareness raising by Data Protection Coordinator (DPC)	Number of data protection awareness raising activities for all staff	At least two
Review of data protection records in DPMS in line with DPO guidance (for each record at least every 2 years)	Share of Data Protection records in DPMS up to date	At least 90%

## C. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

### Main outputs in 2026

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Becomes < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Efficient controls	Budget execution	Remains 100% of payment appropriations in the voted budget
	Timely payments	Remains above 98% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 1% of funds managed
Reliance on the management and control systems	% of all 2021-2027 programmes assessed as 'functioning well' or 'functioning with only some improvements needed'	Becomes at least 90%

## D. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy <sup>(5)</sup> aimed at the prevention, detection and correction <sup>(6)</sup> of fraud.

### Main outputs in 2026:

Output	Indicator	Target
New Action Plan of the Joint Anti-Fraud Strategy of REGIO, EMPL and MARE covering the period 2026-2028 <sup>(7)</sup>	Adoption of the Action Plan	Q1

<sup>(5)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', [COM\(2019\) 196](#) of 29 April 2019; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" [COM\(2023\) 405](#) of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying revised action plan, [SWD\(2023\)245](#)– “the revised Action Plan”.

<sup>(6)</sup> ‘Correction of fraud’ is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>(7)</sup> This output contributes to the implementation of Action 36 of the CAFS.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Support capacity building and dissemination of information to Member States on fraud prevention and detection and conflict of interest <sup>(8)</sup>	Number of presentations and training sessions on anti-fraud offered to Member States, including EIPA seminars and presentations on fraud topics during Technical and Coordination Meetings with Audit Authorities	33
Support the anti-fraud knowledge and capacity of REGIO services and improve their cooperation with OLAF and EPPO	Number of training courses on anti-fraud and relations with OLAF and EPPO	8
Increase the systematic use of ARACHNE and contribute to its development (or encourage Member States to use alternative datamining tools available at national level) and encourage Member States to use exclusion databases such as EDES when selecting beneficiaries <sup>(9)</sup>	Share of all 2021-2027 cohesion policy programmes using Arachne	50%

## E. Sound environmental management

**Objective:** Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

### Main outputs in 2026

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Actions related to awareness to reduce emissions from staff professional travel (e.g. explanatory emails, Ares notes, discussion at Board of directors)	Number of actions	3
Energy saving actions	Share of DG REGIO's buildings participating in the annual BEST energy saving actions	100%

<sup>(8)</sup> These outputs contribute to the implementation of Actions 14, 15, 18 and 19b of the CAFS.

<sup>(9)</sup> These outputs contribute to the implementation of Actions 1 and 2 of the CAFS where REGIO and its Audit Directorate 'DAC' are in lead or co-lead.