

Management Plan 2025

Directorate-General for Economic
and Financial Affairs

Contents

Contents	2
PART 1. Introduction and strategic outlook.....	3
Mission statement and operating context.....	3
Strategic outlook 2025 - 2029.....	4
Cross-cutting efforts – implementation and simplification agenda	8
PART 2. Delivering on the Commission’s priorities in 2025.....	9
PART 3. A modern and sustainable public administration.....	20
A. Human resource management.....	21
B. Digital transformation and data management.....	22
C. Sound financial management.....	25
D. Fraud risk management.....	27
E. Sound environmental management	28
ANNEX 2: Performance tables – delivering on Commission priorities in 2025.....	32
ANNEX 3: Performance tables – A modern and sustainable public administration.....	36
A. Human resource management.....	36
B. Digital transformation and data management.....	37
C. Sound financial management.....	38
D. Fraud risk management.....	40
E. Sound environmental management	41

PART 1. Introduction and strategic outlook

Mission statement and operating context

The Directorate-General for Economic and Financial Affairs (DG ECFIN) aims to help raise the economic standards of citizens in the European Union and beyond by fostering competitive and resilient economies, ensuring fiscal sustainability and promoting productivity-focused investment. This mission is rooted in the Treaty on the Functioning of the European Union (TFEU), which provides that Member States are to regard their economic policies as a matter of common concern and coordinate them within the Council (Article 121 TFEU). In particular, the TFEU requires Member States to avoid excessive government deficits. DG ECFIN also contributes to the proper functioning of the economic and monetary union, in line with Article 136 of the TFEU. To achieve these objectives, DG ECFIN's activities are structured along two main angles: economic surveillance and financial support. Finally, DG ECFIN plays a pivotal role in representing the Commission in international economic fora and in managing macro-financial assistance to candidate countries and to partner countries in the EU neighbourhood (Article 212 TFEU).

DG ECFIN contributes to evidence-based policy advice and design to underpin economic growth based on competitive sustainability. Within the Union, it undertakes economic surveillance of Member States economies, focusing on macroeconomic and fiscal policies. Through the European Semester, DG ECFIN supports economic policy coordination and provides guidance to promote competitiveness, sustainability and social fairness. DG ECFIN has progressively integrated the United Nations' Sustainable Development Goals (SDGs) into the economic surveillance and will continue to provide updated and consistent reporting on progress towards the achievement of the SDGs across Member States. DG ECFIN strives for the smooth integration of economic and fiscal surveillance in the context of the reformed EU economic governance framework, thus ensuring that Member States address common EU priorities, including the build-up of defence capabilities, as well as national challenges. In addition, DG ECFIN contributes to the coordination and monitoring of the euro area. In particular, the DG works towards strengthening the international role of the euro as a reserve currency.

Secondly, DG ECFIN provides financial support to Member States and collaborates with international financial institutions. Together with SG REFORM, DG ECFIN directly manages the implementation of the Recovery and Resilience Facility (RRF), the temporary instrument launched in 2021 to help the EU emerge stronger and more resilient from the coronavirus pandemic and increase the resilience of the national economies. DG ECFIN ensures the implementation of the Recovery and Resilience Facility, monitoring progress towards the 2026 expenditure deadline. It pays particular attention to the dialogue with stakeholders and the involvement of regional and local authorities. DG ECFIN also coordinates with the European financial institutions, such as the EIB group, as well as with the IMF and

EBRD. This common work contributes to the integration, balanced development and economic and social cohesion of the EU.

Outside the EU, DG ECFIN contributes to strengthening the Union's international role by engaging in multi-lateral fora and providing financial assistance to partner countries. DG ECFIN manages the Macro-Financial Assistance (MFA) programme, which provides financial assistance to partner countries, including candidate countries and those in our geographical neighbourhood, faced with risks to their balance of payment. The MFA helps improve macroeconomic and financial stability, while encouraging structural reforms. In times of increased geopolitical tension, the support provided through the MFA instrument contributes to support and strengthen the economies of EU neighbouring countries, including Moldova, Georgia, Egypt, Jordan and North Macedonia — and, more recently and significantly, Ukraine. Notably, DG ECFIN contributes to the unwavering support of Ukraine through the Ukraine Facility. It also actively maintains multilateral and bilateral relationships with international financial institutions as well as with third countries.

This Management Plan describes how DG ECFIN will implement the Commission's priorities and contribute to the political priorities of the second von der Leyen Commission. The next section will provide a detailed overview of the specific objectives and associated activities we will implement to achieve the Commission's overarching goals.

Strategic outlook 2025 - 2029

The mission and objective of DG ECFIN are closely aligned with the general objectives of the Commission, outlined in the Commission's 2025-2029 strategic plan. The transversal role of DG ECFIN as regards economic policy means that each of the specific objectives pursued by the DG contributes to several general objectives set by the Commission. Nevertheless, while DG ECFIN contributes across all eight general objectives of the Commission (see Graph 1), it plays a particularly strong role in the following three general objectives: a new plan for Europe's sustainable prosperity and competitiveness; supporting people and strengthening our societies and our social models; and a global Europe: leveraging our power and partnership. In addition, throughout its operation, DG ECFIN strives to contribute to a modern, high-performing and sustainable European Commission.

Contributing to Europe's sustainable prosperity and competitiveness is at the core of DG ECFIN's mission. Through the management and implementation of financial support to Member States, in the context of the RRF, and its coordination with IFIs, DG ECFIN directly contributes to prosperity and competitiveness of the EU economy. The RRF, which is set to come to an end in 2026, provides financial support to Member States fostering the implementation of ambitious reforms and investments to make Europe more resilient and more competitive. At the end of 2024, more than 300 billion have been disbursed over a total EUR 650 billion, including EUR 359 billion in grants and EUR 291 in loans. Up until the end of the facility, DG ECFIN will strive to ensure timely implementation of the recovery and

resilience plans presented by Member States and the adequate absorption of RRF funds. In parallel, DG ECFIN will work on assessing the economic and social impact of the RRF and on gathering best practices. This work will support the internal work of the Commission for the design of the next multi-annual financial framework of the EU, in line with the general objective to delivering for the future and ensuring our Union is prepared to meet future challenges. Engaging and coordinating with international financial institutions, and particularly the European Investment Bank, is essential to ensure coordinated efforts to improve access to finance for the EU economy and foster competitiveness.

The economic and fiscal policy surveillance and guidance provided by DG ECFIN also contributes to economic prosperity and competitiveness, including through the implementation of the Competitiveness Compass.

The implementation of the European economic governance framework is one of the core roles of DG ECFIN. In line with Regulation (EU) 2024/1263, Member States submit medium-term fiscal structural plans that outline their fiscal objectives and reform and investment agenda. DG ECFIN assesses these plans and based on a Council recommendation; monitors progress in the implementation by Member States. Where justified, DG ECFIN takes steps under the Excessive Deficit Procedure. The fiscal surveillance implemented by DG ECFIN aims to ensure the sustainability of public finances while supporting economic growth in Europe. It ensures that Member States have the appropriate fiscal space to act in case of crisis. Moreover, with the activation of the national escape clause – allowing Member States to deviate from their fiscal targets to finance an increase defence expenditure – DG ECFIN contributes to the objective of the Commission to initiate a new era for European defence and security. Beside fiscal surveillance, DG ECFIN is also responsible, together with SG. REFORM for the implementation of the European Semester, the process through which the European Commission ensures the coordination of economic policy. Through the European Semester, DG ECFIN provides analysis to guide economic policies in the Member States and supports them in reaching European objectives. In this context, DG ECFIN will continue to analyse the macroeconomic impact stemming from the Union's trade, industrial and foreign economic policy decisions as well as from key international trade and industrial policy developments. DG ECFIN also monitors risks of macroeconomic imbalances and provides recommendations on how to address them. Under the framework of the Competitiveness Compass, the European Semester will translate its three main objectives: closing the innovation gap, decarbonising our economy and reducing dependencies into concrete policy recommendations for the Member States. DG ECFIN will also ensure that the European Semester works in synergy with the Competitiveness Coordination Tool announced in the Compass. As regards the euro area, the work conducted by DG ECFIN to deepen the economic and monetary union, in particular through its contribution to relevant aspects of the Savings and Investment Union, aims to build a more cohesive and dynamic economic environment. DG ECFIN will continue to promote Exchange Rate Mechanism (ERM) II participation and will work on possible adoption of the euro in Member States. Finally, advances on the digital euro, will help develop the international role of the euro and will further enhance Europe's role as a global leader.

Throughout its work, DG ECFIN aims to support people and strengthen our societies and social models. Ensuring that the European economy upholds high social standards for its citizens is fully integrated in the economic surveillance work conducted by DG ECFIN. The European Semester, as defined in Regulation 2024/1263 includes the formulation and the surveillance of the implementation of the employment guidelines, including the principles of the European Pillar of Social Rights. To support recommendations made in the context of the European Semester, DG ECFIN produces extensive analysis on labour market and social developments, including on the sustainability of healthcare and pension systems. In addition, in the framework of the European Semester, DG ECFIN supports Member States in addressing housing needs and making housing more accessible for all citizens. In their medium-term plans, Member States need to explain how they will implement reforms and investments to address the social and economic resilience, including the European Pillar of Social rights, putting the need to strengthen our social models at the heart of fiscal surveillance. Similarly, the RRF aims, among other objectives, to contribute to the implementation of the European Pillar of Social Rights. Plans presented by Member States in the context of the RRF, and the assessment by the Commission, revolved around 6 policy pillars including social and territorial cohesion, health, and economic, social and institutional resilience. Throughout the implementation of the RRF, DG ECFIN will monitor and report on progress made on the 6 policy pillars.

Further developing economic cooperation globally and providing support to key partner countries is a long-standing objective of DG ECFIN. DG ECFIN continues to play a leading role in economic policy discussions that take place in the finance track of the G20 and G7 fora where it strives to achieve common positions on issues of key interest for the EU and euro area. By coordinating economic policies, DG ECFIN strengthens the EU's voice in multilateral forums, promoting shared economic interests. This role is supported by DG ECFIN's monitoring of global trade dynamics, economic security concerns, and shifting supply chains, with particular attention to major non-EU economies like the United States, China, and other G20 countries. The DG will also continue to engage in bilateral economic dialogue with partner countries. Additionally, it will continue to support neighbourhood countries, especially Ukraine, through macro-financial assistance. Effective management of financial support strengthens the EU's role in international financial institutions and enhances economic influence. Dedicated financial support to Ukraine plays a direct role in addressing geopolitical tensions, thereby contributing to broader European security and defence efforts, in addition to showcasing EU's commitment to democracy, rule of law, human rights and social support, encouraging these values beyond its borders. Besides its international role, DG ECFIN efforts to strengthen the European economy will also allow Europe to leverage its power in partnerships.

DG ECFIN is also taking action to make its administration more efficient, focusing on key areas such as human resource management, digital transformation and data management, sound financial management, fraud risk management, and sound environmental management. In **human resources management**, DG ECFIN aims to reduce its reliance on temporary staff and create a more diverse management team, with a focus

on improving gender balance. The Directorate-General will also continue to support its highly specialized workforce with targeted learning and development programs.

Regarding **digital transformation**, DG ECFIN will execute the objectives and principles of the European Commission's Digital Strategy, as outlined in the DG ECFIN's Digital Strategy approved in the fall of 2024, including the redevelopment of its annual macro-economic database (AMECO) and the incorporation of AI into its operations, among other initiatives. The Directorate-General will also continue to improve its document management and implement the Commission's Data Governance and Data Policies.

Sound financial management remains a top priority, with DG ECFIN closely monitoring its financial performance, tracking progress, and identifying areas for improvement to ensure a sound and efficient management and the follow-up of financial transactions. Clear procedures, control measures, and financial circuits have been defined to ensure the legality and regularity of RRF transactions as well as full compliance with regulations and sound financial management principles using ex-ante and ex-post controls. In anticipation of upcoming audits by the European Court of Auditors (ECA) and the Internal Audit Service (IAS), DG ECFIN is preparing for an increased workload and enhanced coordination. The Directorate-General will also continue to work on implementing new corporate IT tools for financial management, including SUMMA and eProcurement.

On **fraud risk management**, DG ECFIN will update its Anti-Fraud Strategy (AFS) to cover the period 2025-2027 and will promote the use of ARACHNE as a risk scoring tool by encouraging Member States to use it as part of their RRF control systems. In addition, the Directorate-General will continue to promote training programmes and awareness-raising campaigns to its staff, as well as contribute to awareness-raising events on the prevention of anti-fraud, corruption, and conflict of interest and support actions in Member States.

Finally, DG ECFIN will prioritise **sound environmental management**, with a focus on reducing emissions from travel and promoting sustainable practices among colleagues. By implementing these measures, DG ECFIN aims to create a **more efficient, modern, and sustainable public administration**.

In addition, DG ECFIN will contribute to deliver on the Commission's **simplification and implementation agenda** by putting forward proposals for simplification of its activities and by coordinating the Commissioner's simplification dialogues.

Cross-cutting efforts – implementation and simplification agenda

The Management Plan also clarifies DG ECFIN's efforts in relation to crosscutting objectives related to better regulation and reducing administrative burden.

Better Regulation

DG ECFIN attaches great importance to working in an efficient manner and continuously strives to streamline and review the implementation of adopted initiatives, as well as reduce unnecessary burdens. DG ECFIN is actively engaged in the Commission-wide initiative to develop simplify and rationalise reporting requirements and to reduce related burden on businesses, without undermining the policy objectives. Building on streamlining initiatives from 2023 ⁽¹⁾, DG ECFIN will continue working on identifying reporting obligations imposed on businesses that could possibly be streamlined in 2025.

In line with the Commission Better Regulation guidelines, DG ECFIN will publish a series of evaluations in 2025 covering a range of policy areas. This will include the ex-post evaluation of SURE, the ex-post evaluation of MFA operations to Ukraine, Georgia and Moldova and the mid-term evaluation of the Pericles IV programme.

Reducing administrative burden

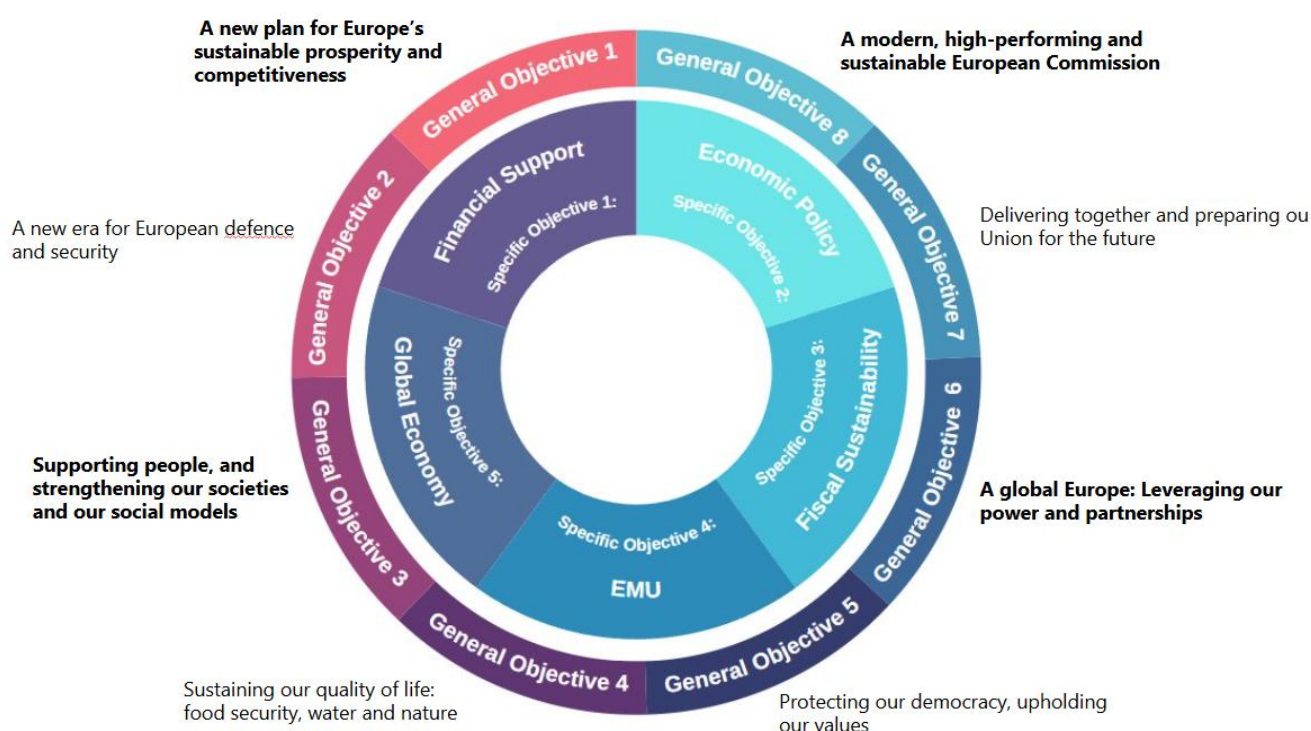
The mission letter for Commissioner Dombrovskis sets a clear direction for the new mandate, with a strong emphasis on simplification and effective implementation. DG ECFIN is already working on simplification proposals for policies and activities within its realm. This work is set to include both legislative changes and, where possible, simpler and more efficient avenues to implement the existing legal framework.

The new simplification agenda also mandates that Commissioners hold two implementation dialogues per year. DG ECFIN is currently preparing these dialogues, selecting relevant stakeholders and discussion topics in coordination with the Cabinet. The first dialogue is expected to focus on the implementation of the RRF to gather evidence, draw lessons and identify obstacles faced by stakeholders that could feed into its ex-post evaluation. Additionally, DG ECFIN will contribute to the preparation of the Annual Progress Report on Enforcement and Implementation.

⁽¹⁾ Proposal for a Regulation amending Regulation 2021/523 establishing InvestEU Programme, Proposal for a Directive amending Directive 2014/62/EU on the protection of the euro and other currencies against counterfeiting by criminal law, and Proposals under the Economic Governance Review [Proposal for a Regulation of the European Parliament and of the Council on the effective coordination of economic policies and multilateral budgetary surveillance and repealing Regulation (EC) No 1466/97 – COM(2023) 240, Proposal for a Council Regulation amending Council Regulation (EC) No 1467/97 on speeding up and clarifying the implementation of the excessive deficit procedure – COM(2023) 241, Proposal for a Council Directive amending Council Directive 2011/85/EU on requirements for budgetary frameworks of the Member States – COM(2023) 242].

PART 2. Delivering on the Commission's priorities in 2025

To deliver on the general objectives of the Commission, and in line with its strategic outlook, DG ECFIN will pursue 5 specific objectives. DG ECFIN will manage and implement financial support to Member States, aligning investments and reforms with EU priorities, in particular in the context of the Recover and Resilience Facility (RRF) and through coordination with IFIs. It will conduct economic analysis and coordinate the economic policy of the Member States to promote sustainable and inclusive economic growth while preserving macroeconomic and financial stability. In line with its mission to conduct fiscal surveillance, DG ECFIN will promote fiscal sustainability and economic growth by effectively implementing the revised economic governance framework. It will strengthen the Economic and Monetary Union by reinforcing both its economic and financial pillars and will promote Europe's role as a global leader in economic issues



Specific Objective 1: Manage and implement financial support to Member States, aligning investments and reforms with EU priorities, in particular in the context of the Recover and Resilience Facility (RRF) and the Multiannual Financial Framework (MFF) and through coordination with IFIs.

Implement the RRF, including RePowerEU

In 2025 and until the end of the RRF, in joint leadership with SG.REFORM, DG ECFIN will continue to ensure the adequate implementation of the RRF, and work to assess payment requests and revisions of recovery and resilience plans (RRPs).

DG ECFIN and SG. REFORM will continue to engage closely with national authorities on the implementation of their RRP through regular formal and informal contacts. DG ECFIN and SG. REFORM will also assess payment requests submitted by Member States in 2025. As of end 2024, more than EUR 300 billion have been disbursed. Implementation will continue in 2025, with the expectation of a higher disbursement amount than in 2024. ECFIN staff will continue to contribute to the Commission's reporting on the RRF, including via the RRF Scoreboard and the RRF Annual Report, as well as to the exchange of best practices in the context of the RRF Member States' Expert Group and to horizontal policy discussions in the relevant Member State committees. DG ECFIN also prepares exchanges on the RRF with other institutions, notably the European Parliament.

In the context of DG ECFIN's "RRF research programme", DG ECFIN and SG. REFORM have launched a call for papers to gather research and preliminary evidence on the impact of the RRF. In the second half of 2025, a selection committee, composed by ECFIN staff and external academics, will evaluate the submitted papers and select the best ones, which will be invited to present at the "Research Conference: Understanding the impact of the RRF" taking place in early 2026.

DG ECFIN and SG. REFORM, will continue to work closely with ECA, ensuring full access of the latter to necessary and relevant information. This will apply to ECA audits in the framework of the Statement of Assurance, as well as ECA Reviews and Special Reports that may touch on the RRF.

Monitor BOP needs

Should a non-euro area Member State request balance-of-payment (BOP) assistance, DG ECFIN stands ready to conduct the analysis and prepare the documents for financial assistance to be granted, as per the legal framework.

Coordinate with the EIB Group, EBRD and other IFIs

DG ECFIN ensures enhanced coordination with the European Investment Bank (EIB) and the European Investment Fund (EIF), the European Bank for Reconstruction and Development (EBRD) and other European and International Financial Institutions (EFIs and IFIs) in the implementation of EU policies, through the institutions' governing bodies and other means of cooperation.

In this capacity, ECFIN will continue to work to promote coherence among IFIs in the pursuit of sustainable development and other EU policies, including through closer institutional and policy link. This year, ECFIN will also start legislative work for the EU to become a shareholder in the Council of Europe Development Bank.

Contribute to the preparation of the new MFF

In 2025 DG ECFIN will contribute to the interservice work supporting the preparation of the next Multiannual Financial Framework (MFF). DG ECFIN's contributions concern the lessons learnt from the implementation of the Recovery and Resilience Facility, strengthening EU competitiveness and the Single Market, the external dimension of EU financial assistance, and supporting the development of a robust performance framework for the next MFF. In line with the Better Regulation Guidelines, DG ECFIN participates in the Inter-Services workstreams on the Impact Assessments underpinning the proposals.

Specific objective 2: Conduct economic analysis and coordinate the economic policy of the Member States to promote sustainable and inclusive economic growth while preserving macroeconomic and financial stability.

Monitor and forecast macroeconomic and fiscal developments and risks

Over the past five years, the global and EU economies have faced significant shocks, and the uncertainty surrounding the global economic landscape has now reached extremely high levels. In this context, effectively monitoring and anticipating macroeconomic and fiscal

developments in the EU, as well as assessing associated risks, is crucial for shaping and guiding policymaking. The European Economic Forecasts (EEFs) will remain a vital component of the European Commission's Treaty-based economic and budgetary surveillance framework. The production and analysis of business and consumer survey data will remain instrumental to assessing economic sentiment and detecting turning points in the economic cycle.

Strengthen our analytical framework for economic policies to strengthen sustainable prosperity and competitiveness

In 2025, DG ECFIN will continue to advance its economic models, econometric frameworks, and associated data infrastructure. The key objective of this analytical framework is to provide an economic assessment underpinning the key priorities in the Commission agenda, including as regards competitiveness, trade and economic security. DG ECFIN will do so based on state-of-the-art tools to offer policymakers a comprehensive understanding of the economic impact of macroeconomic policies and evolving geopolitical and international developments, including the associated policy tools and trade-offs.

DG ECFIN will carry on monitoring corporate sector and labour market performance as well as productivity developments in the EU from a macroeconomic perspective. Moreover, ECFIN will continue integrating a more complete picture of the economic impact of the green transition, including different policy options and broader environmental and distributional aspects.

DG ECFIN will further develop analytical frameworks to assess reforms under the Recovery and Resilience Facility, as well as the impact of the Facility on greenhouse gas emission reduction. ECFIN will continue to strengthen its analytical framework for medium- and long-term economic growth projections and to provide and analyse potential output growth, NAWRU (Non-Accelerating Wage Rate of Unemployment) and productivity estimates and projections for EU member states.

DG ECFIN will also continue to develop its macro-financial model. The model has been developed in-house as is being enhanced in collaboration with the JRC and the ESM. In 2025 ECFIN envisages to further extend the model to more accurately assess a larger range of issues in the fields of monetary policy, macro-financial dynamics and financial sector risks to public finances, inter alia, and to quantify the benefits of completing the savings and investment union.

Building on its monitoring of European housing markets since 2010, DG ECFIN continues to expand its assessment framework with a focus on housing affordability, housing investment needs, as well as the funding models for the provision of adequate housing.

Ensure economic policy coordination in line with the Union's priorities and monitor risks of macroeconomic imbalances through the European Semester

The European Semester is the framework for integrated multilateral economic surveillance and related policy recommendations to EU countries. The European Semester, which was updated to reflect the revision of the economic governance framework, includes the formulation and the monitoring of implementation of the country-specific recommendations (CSRs) and of the recommendation on the economic policy of the euro area, as well as the surveillance of macro-stability risks under the Macroeconomic Imbalance Procedure.

In 2025, the European Semester will continue to align with the European Commission's commitment to fostering competitiveness. Country reports will analyse key competitiveness challenges and country-specific recommendations will target improvement areas. The 2025 Semester Cycle also marks the beginning of gradual shift away from the focus on implementing the RRP as the RRF is set to come to an end in 2026.

On the macroeconomic front, the (MIP) will highlight any emergent macro stability risk to facilitate the timely preventive and corrective action and build the long-term resilience of EU economies. DG ECFIN ensures the provision of core macroeconomic surveillance under the MIP, inter alia through the 2025 MIP in-depth reviews and related publications, that lead to country-specific recommendations in June 2025, and by the Alert Mechanism Report and related publications in autumn to take stock of overall macro resilience across Member States.

Contribute to delivering on the Commission's simplification and implementation agenda

As outlined in the section on Simplification above, DG ECFIN is committed to advancing the Commission's simplification priorities. This will be done first through a streamlined implementation of the European Semester, in order to ensure transparency and reduce the reporting burden for Member States. Where possible and relevant, legal initiatives will be presented with a view to deliver on the Commission's simplification agenda, in particular as regards economic surveillance. Preparations for the simplification and implementation dialogues are ongoing, with the initial discussions expected to focus on the RRF.

Specific objective 3: Promote fiscal sustainability and economic growth by effectively implementing the revised economic governance framework.

Ensure the implementation the EU economic governance by providing guidance and monitoring the fiscal policy of Member States

In the context of the revised economic governance framework, DG ECFIN will continue to monitor Member States' fiscal policies. During the Spring of 2025, DG ECFIN will assess the implementation of the Council recommendations on the medium-term fiscal-structural plans, on the basis of Member States' first annual progress reports along with other relevant information. In Autumn 2025, DG ECFIN will assess the 2026 Draft Budgetary Plans of euro area Member States.

As part of its regular surveillance of fiscal policies in the euro area, DG ECFIN will continue to monitor the aggregate fiscal stance in the euro area, on the basis of annual progress reports and draft budgetary plans submitted by Member States. It will also assess submissions of new or revised national medium-term plans, and take steps under the Excessive Deficit Procedure where justified. Finally, DG ECFIN will continue policy-relevant analysis on fiscal policy, in particular in its annual Report on Public Finances in EMU, with a view to issue guidance on relevant topics and to support the implementation of the reformed EU economic governance framework.

Ensure that fiscal policy effectively responds to emerging challenges, including defence and economic security

In view of current geopolitical challenges, the Commission suggested in its March 2025 Communication the activation of the national escape clause of the EU fiscal framework to accommodate increases in defence expenditure. In 2025, DG ECFIN will assess the requests by Member States to activate the national escape clause and in line with Regulation 2024/1263, evaluate fiscal sustainability and prepare recommendations for Council recommendations activating the clause. ⁽²⁾ DG ECFIN will then monitor the implementation of the economic governance framework, taking into account the flexibility provided by the national escape clause as relevant. ..

⁽²⁾ On 4 June 2025, the Commission issues Recommendation for Council recommendations on the activation of the national escape clause for 15 Member States.

Contribute to long-term fiscal sustainability through deepening the analysis of economic, fiscal and social aspects of demographic change and ageing

In 2025, DG ECFIN will work together with the EPC Ageing Working Group (AWG) and the Member States to update the 2024 Ageing Report which assesses the sustainability of public finances and the budgetary impact of ageing.

In the second half of 2025, the Commission will provide discussion notes to the AWG on the macroeconomic assumptions and on the methodology for each projection item, laying the groundwork of the later phases of the long-term projection exercise.

Strengthen national fiscal governance and public finance management, supporting the implementation of green budgeting, and ensuring fiscal policies support decarbonisation efforts

ECFIN will provide guidance to Member States on transposing the amendments of the budgetary framework directive that stem from the revision of the Economic Governance Framework. An interim report on transposition will be prepared by end-June and a report on fiscal institutions by end-December. ECFIN will support the implementation of the new requirements for Member States to report in their budgetary documents on their assessments of macro-fiscal risks from climate change. In addition, ECFIN plans the third survey on green budgeting practices in EU Member States and the second such survey on public investment management. ECFIN will continue its annual conference series on national fiscal frameworks and on green budgeting to ensure in-depth exchange with stakeholders.

Specific objective 4: Strengthen the Economic and Monetary Union (EMU) by reinforcing both its economic and financial pillars

Monitor and provide guidance for economic policy coordination in the euro area

As part of the European Semester, DG ECFIN will continue to adopt tailored advice on the economic policy of the euro area Member States through the Euro Area Recommendation. The recommendation will review fiscal, financial and structural issues, as well institutional aspects of the Economic and Monetary Union, while also providing an agenda setting for the euro area as a whole and a framework to steer policy debates within the Eurogroup.

The recommendation will continue to be underpinned by a report analysing the main structural challenges that the euro area is currently facing. DG ECFIN will also continue to publish the Quarterly Report on the euro area, featuring topical and policy-relevant economic analysis on the euro area economy.

DG ECFIN will carry on discussing the euro area economic policy with international institutions, in particular in view of the consultations of the IMF Art. IV and the OECD Economic Survey of the EU and euro area

Contribute to overall EMU deepening and notably the savings and investments union, focusing on economic, monetary and fiscal aspects

In 2025, DG ECFIN will play a supporting role in advancing the Savings and Investment Union (SIU), within the broader framework of EMU deepening. ECFIN will provide targeted analysis and policy input considering the economic, monetary, and fiscal dimensions of the SIU. It will focus notably on increasing the uptake supplementary pensions, streamlining the securitisation framework, crowding in private investment for innovation, and contributing to the Crisis Management and Deposit Insurance (CMDI) reform.

Promote ERM II participation and expand euro area membership if possible

In 2025, DG ECFIN will prepare an extraordinary convergence report for Bulgaria, at the request of the country. It is envisaged that the Commission should issue this convergence report around 4 June 2025 alongside the European Semester package. In the case of Bulgaria, DG ECFIN will also continue to work with the competent national authority to monitor and report on the implementation of their post-Exchange Rate Mechanism (ERM) II entry commitments. DG ECFIN will keep working with the Bulgarian national authorities to ensure an appropriate technical preparation for a possible euro changeover in January 2026.

Promote the use and international role of the euro, in particular by protecting it against counterfeiting and advancing the digital euro

A strong international euro is vital for EU strategic autonomy, which DG ECFIN will continue to support by fostering a resilient EU economy, primarily through the implementing of the RRF and Savings and Investment Union.

In that respect, DG ECFIN will continue advancing the work on the digital euro as a matter of priority. DG ECFIN will in close collaboration with other services, keep engaging in the negotiations of the Proposal for a Regulation of the European Parliament and of the Council on the establishment of the digital euro (COM/2023/369 final),

The protection of euro banknotes and coins against counterfeiting will continue through the Pericles IV programme. Based on Art. 13 of Regulation (EU) 2021/840 establishing the Pericles IV programme the Commission will communicate the conclusions of the mid-term evaluation that took place in 2024 accompanied by its observations, to the European Parliament, to the Council and to the European Central Bank. The evaluation and the relevant Communication will also help inform the preparation of the new MFF. DG ECFIN will keep monitoring the application of the Regulation (EU) No 1210/2010 concerning authentication of euro coins and handling of euro coins unfit for circulation. Additionally, it will monitor the compliance of national measures transposing the Directive 2014/62/EU of the euro and other currencies against counterfeiting by criminal law and carry-on implementing euro cash policy and legislation.

Specific objective 5: Promote Europe's role as a global leader on economic issues

Support coordinated positions through IMF, G-groups and IFIs

DG ECFIN will remain an important player in the sphere of global economic policy coordination, working to reach consensus in the G7 and G20 EU international economic priorities, such as climate change migration and adaption, digital taxation and debt sustainability in low-income countries. ECFIN will continue to support a constructive cooperation between health and finance policymakers, to make the global community better prepared to tackle the next health threats, and help advance the discussion on financial sector regulation, including crypto assets, as well as on sustainable finance-related issues.

Together with other DGs in the European Commission, ECFIN will work on a concerted approach on climate to maximise the EU's impact in international fora on these issues, notably in the G7/G20 finance track. ECFIN is fully engaged, with support from CLIMA and TAXUD, in the G7 working group on Climate Change Mitigation. In addition, ECFIN is organising regular dialogues with the IMF on climate-related matters.

Develop strategic economic cooperation with key partners

In a complex and uncertain, geopolitical and economic environment, DG ECFIN will carry on providing timely, independent and comprehensive economic analysis to support the European Commission's global policy priorities and support economic security. DG ECFIN will closely monitor global macroeconomic trends, challenges, risks and policy developments, placing particular emphasis on large economies, notably the United States, China, and other non-EU G20 countries. Regular assessments will focus on global growth prospects, inflation trends, financial market developments and trade dynamics, while also examining the economic security concerns and shifting supply chains.

In parallel, DG ECFIN will actively pursue and strengthen bilateral macroeconomic dialogues with key G20 partner countries which in a year of heightened global uncertainty, will be essential for maintaining open lines of communication, building mutual understanding, and exploring areas for policy coordination on issues of shared interest such as economic security, resilience, productivity and sustainable growth.

Provide support to neighbourhood countries and enlargement countries

In 2025, DG ECFIN will prepare and implement new MFA operations. A fourth operation for Jordan was adopted by co-legislators in April 2025. The Memorandum of Understanding, outlining the policy conditions, is expected to be negotiated before summer, with implementation planned for the second half of the year. The second part of MFA to Egypt is currently being discussed by co-legislators, with potential adoption before the summer, and follow-up implementation steps planned for the remainder of 2025. Finally, the second and last tranche of MFA for North Macedonia is available until 2026 but appears unlikely to be drawn in 2025 due to a lack of progress in implementing policy conditions.

In 2025, DG ECFIN will also continue to closely monitor the economic developments in EU neighbourhood and enlargement countries and is prepared to intervene with additional MFA if requested by third countries and where the conditions for MFA are fulfilled. DG ECFIN will keep evaluating the impact of the MFA operations and promoting bilateral relations with partner countries. In this respect, the ex-post evaluation of the MFA operations to Moldova, Georgia (MFA III) and Ukraine (MFA IV) and the ex-post evaluation of the COVID-19 MFA package covering ten countries will be finalized in 2025. The ex-post evaluation of four MFA operations to Ukraine (2022-2023) will be launched.

Additionally, DG ECFIN will provide an assessment of the level of preparedness and progress by all enlargement countries towards meeting the economic criteria for joining the EU, to be published under the annual Enlargement Package in autumn 2025. In collaboration with the EEAS and relevant DGs, ECFIN will conduct macroeconomic dialogues and analytical work to support structural transformation of enlargement countries' economies and help them advance on their EU ascension process.

Provide dedicated financial support to Ukraine

Since the beginning of Russia's war of aggression against Ukraine, DG ECFIN has played a key role in managing Ukraine support. Following the disbursement of EUR 18 billion in 2023 under the MFA+ programme, the Ukraine Facility became the Union's primary budgetary support instrument for Ukraine in 2024, providing EUR 16.1 billion of budgetary assistance. Nevertheless, due to Russia's ongoing aggression, Ukraine's financing needs remained at exceptionally high levels in 2024. This prompted the G7's leaders to pledge in mid-2024 EUR 45 billion in Extraordinary Revenue Acceleration (ERA) loans that are to be repaid using revenues generated from immobilised Russian sovereign assets. The EU built on this pledge

by adopting Regulation (EU) 2024/2773 establishing the Ukraine Loan Cooperation Mechanism (ULCM) and providing exceptional MFA to Ukraine, worth up to EUR 18.1 billion in highly concessional terms to minimise the pressure on Ukraine's public finances, to be released via a single instalment. The Decision authorising the release of the sole instalment was adopted on 18 December 2024 by the European Commission, and the first disbursement to Ukraine for an amount of EUR 3 billion took place on 10 January 2025. Subsequent disbursements will follow throughout 2025.

DG ECFIN will continue contributing to the coordination of the reconstruction efforts of the European Financial Institutions for Ukraine. ECFIN will keep working with the EIB, the EBRD and other implementing partners that would intend to support Ukraine in 2025, including through their participation in the Ukraine Facility.

External Communication

DG ECFIN carries out external communication activities to promote its priorities, explain its action, and engage with institutional partners, stakeholders and the public. Such activities will include (i) regular press releases, Q&As and replies to journalists, in close cooperation with the Spokespersons' service; (ii) an informative and user-friendly DG ECFIN website and innovative social media content; (iii) major events, such as the Brussels Economic Forum; (iv) academic publications by DG ECFIN experts; (v) the external DG ECFIN newsletter; and (vi) media partnerships for the production of audio-visual content. Bulgaria's intention to adopt the common currency, will offer an opportunity to raise the public's awareness of the benefits of the euro and a well-functioning EMU. The Eurobarometer surveys will be an important tool to gauge sentiment, both in non-euro and euro area countries.

PART 3. A modern and sustainable public administration

This third part sets out the main steps that each department intends to take in 2025 to modernise its functioning, in line with the **harmonised mandatory objectives and, where available, the indicators**, that the Commission set out in the 2025-2029 strategic plan to measure the continuous building of a modern and sustainable public administration.

The main areas covered are:

- human resource management;
- digital transformation and data management;
- sound financial management;
- fraud risk management; and
- sound environmental management.

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

The Directorate-General for Economic and Financial Affairs has established an internal control system tailored to its particular 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.

In 2025, with implementation of the RRF at full speed, DG ECFIN will execute significant financial transactions driven by RRF payment requests expected from all 27 Member States. As Authorising Officer by Delegation (AOD) for the RRF, the Director-General must obtain reasonable assurance that DG ECFIN fulfils its role and responsibilities under the RRF Regulation and the Financial Regulation.

DG ECFIN will continue digitalising its processes and implementing important new IT tools, including for the modernisation of AMECO and the integration of AI into existing applications, notably for RRF. Further adoption of the use of AI by ECFIN staff is foreseen through the implementation of a vision elaborated by the ECFIN Community of Practice.

A. Human resource management

In 2025, DG ECFIN will continue to require agile, efficient, and creative human resource management across all directorates to tackle its current main policy priorities, e.g. the ongoing implementation of the RRF, including RePowerEU (which is expected to become more demanding as the RRF enters into a critical phase), as well the implementation of the new EU economic governance framework, and contributing to new policy initiatives notably in the areas of competitiveness and economic security. The workload is expected to increase in 2025, posing an even greater challenge than in previous years. Another upcoming challenge to address, as the RRF comes to an end, will be the need to manage the possible departure of staff on temporary contracts and to ensure the appropriate transfer of knowledge in this regard.

Despite maximum efforts to redeploy resources in the DG, DG ECFIN remains structurally understaffed. After several years, the new open competition in economics, launched by EPSO in May 2024, will result in the publication of a reserve list from which highly qualified and experienced permanent staff can be recruited in 2025. This will help ECFIN to reduce its reliance on temporary staff, contributing to a more stable workforce and consolidating expertise and know-how within the DG.

To help create a more diverse management team, DG ECFIN will continue to strive for better gender balance at all management and pre-management levels. Despite progress in recent years, the recent report by **ECFIN's Working Group for Gender Equality** highlighted areas for further improvement, notably in terms of creating a better balance amongst the pool of AD officials, from which future managers are drawn. In 2025, DG ECFIN will follow up on the recommendations of the Working Group. This will include measures to attract talent from across the institution and promoting ECFIN as an attractive and interesting place to work, both inside and outside the Commission. As part of its efforts to support female colleagues interested in management careers, in 2025 DG ECFIN will keep offering a dedicated career development programme, in collaboration with DG COMP, FISMA and GROW. At middle management level, where female representation stands at 29,4% at the beginning of the Commission's mandate (1 December 2024), DG ECFIN aims to make at least one additional first female appointment in 2025. Progress towards gender balance across the DG will continue to be analysed and imbalances further explored, and this will be regularly monitored by ECFIN's HR Board, composed of top management.

DG ECFIN will carry on supporting its highly specialised workforce with a targeted **learning and development programme**, including the annual Summer School geared to DG ECFIN's evolving policy remit and working environment. This programme will complement the central training offer developed by DG HR and will focus on strictly DG-specific subjects to address ECFIN staff learning needs. In 2025, emphasis will be placed on the need to support staff in tapping into the potential of AI, with targeted courses relating to AI in ECFIN's core business, and practical workshops for all staff.

Staff engagement is vital, and DG ECFIN will work to maintain its high level of staff engagement (74%) in 2025. DG ECFIN's HR and internal communication teams will keep working closely together, particularly on initiatives to favour connection between colleagues and to create space for open discussion and feedback. Support will continue to be provided

to managers and teams, to promote a collaborative and inclusive hybrid working environment. ECFIN's HR Strategy, updated for 2025, includes new actions arising from staff feedback provided through the 2023 Staff Survey, notably relating to staff well-being and work-life balance, career progression and development and organisational efficiency.

Lastly, DG ECFIN will keep implementing its Equality Plan, which was adopted in October 2021, and updated in June 2023. Another update is foreseen in 2025 and is currently under preparation with the help of DG ECFIN's Group on Equality Mainstreaming. Its internal dimension places emphasis on fostering an open and inclusive working culture. The "inclusive workplace" initiative launched last year will continue in 2025.

B. Digital transformation and data management

In 2025, DG ECFIN will keep implementing the objectives and principles of the European Commission's Digital Strategy, as outlined in the ECFIN Digital Strategy approved in the fall of 2024. Among its initiatives, it will propose actions focusing on the following objectives:

Digital Transformation

Digital Culture: Due to the DG activities, DG ECFIN staff is generally at ease with digital/data concepts and tools. MS Teams is widely used as a collaborative tool and staff is adopting the use of AI in its daily activities more and more. The focus for the coming year is to increase the skills of staff related to effective use of AI, in order to help staff identify ways to improve their productivity and the impact of their work. Furthermore, in 2024 26% of ECFIN statutory staff completed at least one IT Training course.

Business transformation: DG ECFIN is active in several domains, including the Recovery and Resilience Facility (RRF) and the Economic and Monetary Union (EMU). In this context, several flagship IT systems (FENIX, FASTOP) play a crucial role in implementing DG ECFIN's policies and programs. As part of the economic governance review, new modules related to fiscal surveillance are being introduced, particularly on the annual progress report and for the submission of medium-term plans by Member States.

The main digital transformation initiative for DG ECFIN will be the redevelopment of the DG's annual macro-economic database (AMECO), following a preliminary study which began last year. The goal is to modernize the legacy IT tool and leverage international standards such as SDMX to create a modern and future-proof version of this database.

Seamless digital environment: Incorporating AI into DG ECFIN's operations will facilitate seamless and efficient use of documents and data, particularly in tools for RRF and fiscal governance. This includes the FENIX tool for RRF and the CeSaR application used for Country Specific Recommendations. The evolution of corporate AI tools will also facilitate this process, in particular the foreseen integration between GPT@EC and the M365 platform.

Additionally, the adoption of Teams Telephony further integrates with the M365 platform, which is already extensively used for collaboration. In DG ECFIN, approximately 5% of IT

systems are utilising cloud infrastructure services compared to the total number of IT systems

Green, secure and resilient infrastructure

DG ECFIN closely monitors the IT security landscape to ensure systems under its responsibility comply with the requirements and recommendations of HR.DS and DIGIT. Specific DG-wide cybersecurity awareness events are organized at various times, targeting Senior Managers, during a Road Show, through the ECFIN training bulletin, and periodically in the ECFIN IT Steering Committee.

Data, Information management and knowledge management

DG ECFIN follows the Commission's rules on the security of communication and information systems for all its IT projects ⁽³⁾. The compliance with the Security Policies and Standards are recorded in the Governance Risk and Compliance (GRC) tool. As regards the management of security measures related to the IT services and systems procured from external suppliers, DG ECFIN will follow the guidelines drafted by DG HR and DG DIGIT once endorsed by the Information Technology and Cybersecurity Board (ITCB). DG ECFIN is also active in the Cyber security domain. Specific DG-wide cyber security awareness events will take place during the ECFIN Summer school.

DG ECFIN will continue with improvements in document management (DM). A first review exercise started in 2024 for closed NomCom files with a post Administrative Retention Period (post-ARP) action of elimination and permanent preservation. A similar exercise will be conducted in 2025 including for the first time the post-ARP action of sampling/selection.

Besides, DG ECFIN will be one of the pilot DGs for the e-Courrier project launched by the OIB aiming at digitising incoming mails.

The Secretariat General e-Domec team will require the collaboration of the DM team on:

- Enhancing Ares with improvements in Qualified Electronic Signature (QES) and personal data protection by giving regular feedback to the SG e-Domec team;
- Reviewing and refining the current processes for the Administrative Procedure for Elimination of Documents (APED) and post-Administrative Retention Period (ARP) actions in the NomCom application;
- Contributing to the Hermes-Ares-Nomcom (HAN) simplification, automation, and modernization plan.

DG ECFIN will continue to improve its document management by reducing unfiled documents and by using electronic validation and signature of documents (e.g., e-Signatory workflow, Qualified Electronic Signature).

⁽³⁾ Commission Decision (EU, Euratom) 2017/46 of 10 January 2017.

Concerning data governance, DG ECFIN will in 2025 continue to improve its data maturity along the four key dimensions. ECFIN currently stands at an “established” maturity level for three of the four dimensions, and at a developing level for the fourth dimension. In 2025 we will take actions aimed at progressively reaching an advanced level on all dimensions by 2028.

- Data management: Starting from an “Established” maturity indicator level, we will in 2025 re-screen the ECFIN data landscape and report further key data assets to the EC Data Catalogue where necessary. We will also improve the information on the data assets already reported. Data acquisition processes at ECFIN are at an advanced stage but will be further optimised.
- Ownership and responsibilities: Maturity for this dimension is at the “Established” level, with data owners and stewards internally assigned and an established Data Governance Board serving as a coordination mechanism for relevant actors across the DG. In 2025 and 2026, we intend to further enhance data governance structures by developing a more formalized local data strategy and by collaborating with other DGs from the Internal Market Family. As a first concrete action for 2025, data owners and data stewards will be encoded in the EC Data Catalogue.
- Data quality: DG ECFIN’s diverse data landscape comprises procured commercial databases, administrative and analytical databases produced in-house, and ‘other statistics’ falling under Eurostat’s Reference Quality Framework (RQF). Overall maturity is at the “Established” level, with the ‘other statistics’ fully complying with the RQF, with a DG wide metadata template adopted, and most other data assets having data quality procedures in place, albeit in different formats and degrees of documentation. In 2025, we aim to implement a more homogeneous approach to documenting metadata and quality principles for those data collections not covered by the RQF. Moreover, ECFIN is actively working towards updating and improving dissemination tools for some key data collections via a corporate dissemination platform (REDISSTAT).
- Data skills: The implementation of data skills is presently at a “Developing” stage. Building on established initiatives such as ECFIN’s Data User Skills Transfer Initiative (Dusti), data and statistics related courses in the context of ECFIN’s summer school, and asset specific workshops during the year, we aim this year at initiating a more formalised, comprehensive approach for communicating and organising data training activities.

Data protection

DG ECFIN complied with the Commission’s Data Protection Action Plan by running an Awareness Tour for all Directorates with (hybrid) meetings. 100% of ECFIN-Directorates have been covered by the Awareness Tour. The Awareness tour started at the end of 2022 and was completed in the first half of 2024, that is, within the end of the mandate of the Von der Leyen I-College, as foreseen in the Action Plan. Also, 100% of the existing ECFIN records

(total of 10) in the DPMS have been reviewed – in accordance with the DPO’s instruction, to become a bi-annual exercise (the next exercise to start in 2026). In addition, internal works to make the processing of personal data in the RRF-context fully compliant with data protection requirements were accomplished by the publication of a new record in the DPMS (DPR-EC-25469.1). Finally, the Data Protection website on ECFIN.net has been updated, including information on internal activities and the ECFIN-internal Data-Protection-Network consisting of the DPC and (newly appointed) Deputy DPC and the correspondents in the Directorates had its first meetings.

C. Sound financial management

DG ECFIN's budget is mainly implemented through direct management, supplemented by a limited number of transactions in indirect management, each with its own specificity and control system. Outside these traditional spending operations, **RRF expenditure is the most important budgetary element** and makes DG ECFIN the biggest spending DG in the Commission. Hence, the overall attention to sound financial management is very strong.

Clear procedures, control measures, and financial circuits have been defined to ensure the legality and regularity of RRF transactions as well as full compliance with regulations and sound financial management principles using ex-ante and ex-post controls.

For non-RRF expenditure, DG ECFIN will keep closely monitoring its financial performance, tracking progress and identifying areas for improvement through the Key Performance Indicators (KPIs) to ensure a sound and efficient management and the follow-up of financial transactions (budget consumption, time-to-register, time-to-pay, data quality of the financial transactions, etc.). The audit plan for non-RRF activities foresees 2 audits ⁽⁴⁾ to be launched in 2025.

Regarding the RRF, which covers the biggest payments, DG ECFIN expects to receive around 44 payment requests from the Member States in 2025.

The unit “Audit and Control” (ECFIN R4) is responsible for ex-post controls, mainly of the RRF. Its RRF audit strategy currently foresees more than 32 audits for 2025. As the implementation of plans progresses, and as payment requests include more targets corresponding to investments, these are primarily risk-based audits on the achievement of milestones and targets. Nevertheless, the Commission will continue conducting system audits wherever relevant to check if Member States’ internal control systems are reliable. In addition, the audit unit conducts an increasing number of compliance audits (4 are planned in 2025) to support and enhance further the work of national audit authorities and contribute

⁽⁴⁾ Details are as follows: one audit on BCS and one audit on MFA.

to building DG ECFIN assurance. Through the new ECA and IAS ⁽⁵⁾ audits ECFIN expects a commensurate increase in workload and need for coordination.

In 2025 DG ECFIN will be subject to a considerable number of audits by the European Court of Auditors (ECA) as well as by the Internal Audit Service (IAS) resulting in a commensurate increase in workload and need for coordination.

DG ECFIN will continue to work full speed on implementing all of its received and accepted recommendations.

Regarding **ECA work**, 4 performance audits were concluded in 2024 ⁽⁶⁾ while 8 performance audits or reviews focused on DG ECFIN have been completed in the first months of 2025 or are due to be completed still this year ⁽⁷⁾ and a further 5 are due for publication in 2026⁽⁸⁾. This means that in the course of 2025 DG ECFIN will have worked on 13 ECA performance audits and reviews, focused mainly on the RRF ⁽⁹⁾. Besides the performance audits DG ECFIN will also be the target of regular statement of assurance work underlying ECA's Annual Report with dedicated chapter on the RRF. These involve work for ECFIN services and will generate RRF recommendations (not just from ECA but also the Parliament and the Council) needing follow-up that come on top of the many already accepted by the Commission and still being implemented.

As for IAS work, one **IAS audit** on the RRF is currently on-going ⁽¹⁰⁾ and two new audits will be launched in 2025, one on the RRF (DG ECFIN's preparedness for the closure of the RRF programme), and another on Macro Financial Assistance (Management of MFA programme (Phase II)). In addition, DG ECFIN will keep working at full speed on implementing all of its received and accepted recommendations. All 5 recommendations from the earlier IAS audit on ex ante controls of the RRF payment requests were already implemented ⁽¹¹⁾ while 4 recommendations are still to be completed (from the audit on preparation of MFA programme (Phase I) which ended in 2024). The remaining 4 recommendations following IAS audit on human resources have been completed and submitted for review.

2025 marks the launch of a number of new corporate IT tools for financial management, including SUMMA and eProcurement. SUMMA replaces the current accounting and financial

(6) Special Reports 3/2024 ("The Rule of law in the EU"), 13/2024 (Absorption of funds from the RRF), 14/2024 (Green Transition), 22/2024 (Double funding from the EU budget).

(7) Published: Special Reports 9/2025 (RRF Control Systems – State aid and public procurement), 10/2025 (RRF Labour Market Reforms) and 13/2025 (RRF Digital Transition). To be published: RRF Review, Special Reports on Forest Fires, RRF Business environment reforms, RRF Control systems – fraud, and REPowerEU.

(8) Special Reports on RRF Transparency and Traceability of Funds, Energy Efficiency, RRF Public Administration Reforms, NGEU Green Bonds and RRF Multi-country projects.

(9) https://www.eca.europa.eu/ECAPublications/WP-2025/WP-2025_EN.pdf

(10) The IAS launched an audit on the Recovery and Resilience Facility risk assessment methodology and ex-post controls (fieldwork is expected to be finalised by July 2025 and final audit report is scheduled for December 2025).

(11) Currently one recommendation is under review by the IAS with the other four already closed.

system ABAC. The transition from ABAC to SUMMA system necessitates a thorough adaptation of the Accounting Quality Framework and reporting, including associated risks and controls. To facilitate this transition, DG BUDG has established a dedicated working group to update existing guidelines and align them with the new financial and accounting processes introduced by SUMMA and in which DG ECFIN will be actively involved.

The rollout of eProcurement modules will continue throughout 2025. A new feature of eProcurement is the integration of financial circuits and automated processing of financial transactions for procurement contracts.

Finally, the use of eGrants will be extended to Business Consumer Surveys grants in 2025, with a significant simplification of the grant preparation process expected to be achieved. The introduction of these new IT tools might trigger an update of the financial processes and financial circuits inside DG ECFIN.

D. Fraud risk management

DG ECFIN implemented its **Anti-fraud strategy (AFS)** for the period 2021-2023⁽¹²⁾ considering the results of the evaluation of the previous strategy as well as the anti-fraud management requirements regarding the instruments under its remit funded by NextGenerationEU (NGEU).

DG ECFIN will update its AFS to cover the period 2025-2027 taking account the revised Commission Anti-Fraud Strategy (CAFS) action plan and implementing the actions contained therein. By end 2025, DG ECFIN will implement 100% of the DG ECFIN's actions listed in the CAFS action plan (Action 13, 14, 15 and 18).

The update of the ECFIN AFS that is currently taking place will take into account the results of the ongoing ECA audit on fraud⁽¹³⁾ and will incorporate further actions on RRF in line with the July 2023 revision of the Commission Anti-Fraud Strategy⁽¹⁴⁾. In particular, DG ECFIN aims to increase the use of ARACHNE as a risk scoring tool, by encouraging Member States to use it as part of their RRF control systems. In parallel DG ECFIN continues also to promote basic and advanced ARACHNE trainings to its own staff.

While ECFIN's AFS aims to mitigate fraud risks internally, the implementation of DG ECFIN's RRF audit strategy includes continuous assessment of how Member States protect the financial interests of the union, including the prevention, detection, and correction of fraud.

Furthermore, DG ECFIN will continue the training programme and awareness raising campaign to its own staff that covers ethics and integrity training, including aspects of

⁽¹²⁾ The application of the current AFS 2021-2023 has been prolonged until September 2025.

⁽¹³⁾ Special report 'Member states' RRF control systems – fraud' (expected publication in 2025).

⁽¹⁴⁾ COM(2023)405 and COM(2023)245. For the CAFS action plan, DG ECFIN is in the lead for actions 13, 14, 15, and 18 and provides support for action 16.

conflict of interest, whistleblowing and the handling of indications of fraud and other irregularities. In 2025, DG ECFIN will contribute – in liaison with OLAF and where feasible, the Cohesion DGs – to awareness raising events on the prevention of anti-fraud, corruption and conflict of interest and support actions in Member States. The annual joint technical meeting with all Member States' audit services and the annual bilateral meetings with individual Member States' audit services will cover the risk -assessments and other audit and control matters including the anti-fraud related topics.

E. Sound environmental management

In 2025, emphasis will be placed on monitoring and analysing mission trends and on reduction of realised travel, with a view to lowering emissions from the current figure of 744,2 carbon tons (in 2024). ECFIN will raise awareness among colleagues and, where possible, encourage travel by train in line with new corporate guidance. Measures will be put in place to assess, in particular, missions with multiple ECFIN participants.

In 2025, DG ECFIN will continue to promote Teams and M365 tools to reduce heavy emails.

Emphasis will again be placed on awareness-raising actions to support the corporate environmental actions of central services and to highlight the impact of individual actions and behaviours. This will include actions relating to recycling – following an electronic appliance collection in December 2023 – and a 'bring your own mug' campaign (both initiatives possibly with other services in the building).

ANNEX 1: Specific objectives and result indicators 2025-2029

Specific Objective 1: Manage and implement financial support to Member States, aligning investments and reforms with EU priorities, in particular in the context of the Recover and Resilience Facility (RRF) and the Multiannual Financial Framework (MFF) and through coordination with IFIs.

Related to spending programmes: Recover and Resilience Facility

Result indicator: Amount of the share of RRF disbursed

Explanation: This indicator shows how much of the total envelope of the RRF is expected to be disbursed. The RRF disbursements depend on the performance of Member States in implementing their RRP and submitting payment requests to the Commission.

Source of data: European Commission

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2025)	Target (2026)
47%	[increase	100%

Specific Objective 2: Conduct economic analysis and coordinate the economic policy of the Member States

Result indicator 2.1 Potential growth for the EU

Explanation: This indicator captures the long-term growth capacity of the economy, taking into account trends in labor supply, capital accumulation, and technological progress.

Source of data: [Ameco](#) – based on Autumn 2024 Economic Forecast

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
1,4%	Decrease	Not available yet [

Specific Objective 2: Conduct economic analysis and coordinate the economic policy of the Member States

Result indicator 2.2 Unemployment rate in the EU

Explanation: The 'LFS main indicators' presents a selection of the main statistics on the labour market, based on the results of the European Labour Force Survey (EU-LFS), in few cases integrated with data sources like national accounts employment or registered unemployment. This indicator measures the percentage of population in labour force unemployed.

Source of data: Eurostat (online data code: [une_rt_a](#))

Baseline (2024)	Interim milestone (2027)	Target (2029)
5.9%	Decrease	Decrease

Specific Objective 3: Promote fiscal sustainability and economic growth

Result indicator 3.1 General government debt (average level of debt to GDP, weighted by GDP, for the ten euro area countries with the highest level of debt)

Explanation:

Source of data: DG ECFIN calculation based on Eurostat data (online table: [gov_10dd_edpt1](#), na_item: GD, sector: S13, unit: PC_GDP). The data is also available in AMECO (computed as UDGG (general government consolidated gross debt, indicator 18.1) divided by UVDG (GDP at current prices, indicator 6.1

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
112.59%	Not available yet	Not available yet

Specific Objective 4: Strengthen the Economic and Monetary Union (EMU) by reinforcing both its economic and financial pillars

Result indicator 4.1: Composite indicators of financial integration

Explanation: The composite integration indicator is a scale-free measure normalised to lie between 0 and 1, whereby 0 means no cross-border integration and 1 means full integration. For the price-based composite indicator, 1 would mean total absence of any price differentials in financial markets. For the quantity-based indicator, 1 would mean the lack of any home bias on the side of investors

Source of data: [European Central Bank](#)

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
Price Based Indicator: 0.65	Not available yet	Not available yet
Quantity Based Indicator: 0.42	Not available yet	Not available yet

Specific Objective 5: Promote Europe's role as a global leader in in economic issues

Result indicator 5.1: Promoting EU positions and interests, cooperation in the external field and coordinating EU positions in the G7, G20, IMF and EBRD

Explanation: Success can be measured on the basis of a demonstrated effort to coordinate EU positions for G7 and G20 finance track meetings and EU positions on IMF and EBRD policy issues. In quantitative terms we indicate the number of common positions developed for Member States to agree upon on relevant issues.

Source of data: [European Commission](#)

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
10	Remain Stable	Remain Stable

ANNEX 2: Performance tables – delivering on Commission priorities in 2025

Specific Objective 1: Manage and implement financial support to Member States, aligning investments and reforms with EU priorities, in particular in the context of the Recover and Resilience Facility (RRF) and the Multiannual Financial Framework (MFF) and through coordination with IFIs.

Related to spending programme(s): Recover and Resilience Facility ...

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Call for papers on the impact of the RRF	Launching the call	Q4 2025 Selection of at least 5 papers to be presented at the conference
Preparation and adoption of the Commission Decisions on investment and financing operations by the EIB under Article 19 of the EIB Statute.	Coordination of Inter-Service Consultations (ISC) on policy checks Coordination with 21 DGs and services consulted under the Article 19 procedure of the EIB Statute.	Throughout 2025
Communication of the Commission on the 2024 Annual Report of the EU Governor of the EBRD to the European Parliament.	Adoption of the communication	Q4 2025

Specific Objective 2: Conduct economic analysis and coordinate the economic policy of the Member States to promote sustainable and inclusive economic growth while preserving macroeconomic and financial stability.

...

Main outputs in 2025:

Other Major Outputs

Output	Indicator	Target
Preparation of two full-fledged European Economic Forecasts (EEF).	Publication of two full-fledged EEFs, in spring and autumn Release of monthly and quarterly business and consumer survey data.	Throughout 2025
Providing an understanding of the economic impact of macroeconomic policies	Developing 2 special topics/boxes with macroeconomic modelling results in ECFIN's forecast publication: 1 discussion paper with new modelling results	Throughout 2025
Analyses on the economics of green and digital transitions	Presentation of discussion papers and Commission notes at the Energy and Climate Change Working Group of the Economic and Policy Committee.	Throughout 2025
Country Reports and proposals for country specific recommendations	Within the context of European Semester issuing CSRs and CR	Q2 2025
Publication of IDRs for countries at risk of experiencing imbalances	Implementation of the MIP	Q2 2025
Implementation dialogues in 2025	Organise two dialogues during the course of the year	Q3 2025 Q4 2025
Annual Progress Report on Enforcement and Implementation	Deliver one report in 2025	Q4 2025

Specific Objective 3: Promote fiscal sustainability and economic growth by effectively implementing the revised economic governance framework.

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Commission recommendation for a Council recommendation on the activation of the national escape clause for the relevant Member states	Publication date	Throughout 2025

Output	Indicator	Target
Commission recommendation for a Council Recommendation on the economic, social, employment, structural and budgetary policies for all Member States	Publication Date	Q2 2025
Commission recommendation for a Council recommendation on the national medium-term fiscal-structural plan	Adoption date of the Commission Recommendation	Throughout 2025
Commission Opinion on the 2026 Draft Budgetary Plan of euro area Member States	Publication Date	Q4 2025
Timely submission of reports on transposition and IFIs; presentation of survey results	Submission of the reports	Throughout 2025
Commission assessment of the aggregate fiscal stance in the euro area	Publication date	Q4 2025
Report on Public Finances in the EMU	Publication date	Q1 2026

Specific Objective 4: Strengthen the Economic and Monetary Union (EMU) by reinforcing both its economic and financial pillars

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Digital Euro and legal tender of cash legislative progress	Preparation of the regulation to be adopted in 2026	2026
Implementation of the Pericles programme	Adoption of Commission Decision concerning the adoption of the work programme for 2025 of the Pericles IV Programme in first quarter 2025.	Q1 2025
Progress in the Pericles programme	Adoption of the legal proposal for the continuation of Pericles in the next MFF ideally by end 2025. Adoption of Commission Communication on the conclusions of the mid-term evaluation accompanied by its observations, to the European Parliament, to the Council and to the European Central Bank in third quarter 2025	Q1 2025; Throughout 2025

Output	Indicator	Target
Monitoring the implementation of legislation	Adoption of the Report from the Commission to the Economic and Financial Committee concerning authentication of euro coins and handling of euro coins unfit for circulation	2025

Specific Objective 5: Promote Europe's as a Global Leader on Economic Issues

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Provide MFA to partner countries, including Ukraine	Number of programmes approved during the year	Depending on individual needs of partner countries
Pursue ex post evaluations of past MFA operations to partner countries	Preparation of evaluation for past MFAs	Conclude evaluation for Moldova, Georgia (MFA III) and Ukraine (MFA IV) and for the COVID-19 MFA package
Macroeconomic dialogues with G20 countries	Around 10 Macroeconomic dialogues in the course of 2025 (China, India, Indonesia, Mexico, Argentina, Brazil, South Africa, Japan, Korea, Australia)	Throughout 2025
EU Terms of Reference for G20 meetings	Approval of the Terms of Reference in ECONFIN meetings	4 per year
Strategic discussions in EFC on G20 and IMF Priorities	Preparation of the strategic discussions	2 per year
Analytical output on global economic issues	Issues of the Global economy newsletter, notes and briefings throughout 2025	Throughout 2025
Assessment of economic reform programmes (ERP) of Western Balkans, Moldova and Türkiye	Producing the Commission Staff assessment of the ERP for each country Preparing the Economic and Financial Dialogue of the EU with Western Balkans, Moldova and Türkiye, which adopts joint conclusions with country-specific policy guidance	Q2 2025
Assessment of all enlargement countries' state of compliance with the economic accession criteria	Economic chapter of the country reports under the Enlargement Package	Q3-Q4 2025

ANNEX 3: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DG ECFIN employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities Main outputs in 2025:		
Output	Indicator	Target
Improving gender balance at pre- and middle management levels (<i>in view of Commission target to reach 50% representation of women in middle management by the end of this mandate</i>).	Number of first female appointments to middle management positions.	At least 1 first female appointment in 2025 ⁽¹⁵⁾ .
	Proportion of first female appointments to pre-management positions.	50% first appointments to pre-management positions.
	Dedicated career support (e.g. coaching, mentoring, career development programme, ...)	At least six colleagues to participate in such initiatives in 2025.
	Communication campaign to promote ECFIN as an attractive place to work.	At least one targeted communication activity in 2025.
Promoting staff engagement	Organisation of connecting activities (e.g. Country Day, informal staff events, etc)	At least 3 activities by the end of 2025
	Implementation of 2023 Staff Survey follow-up action plan	All 13 planned actions to be launched in 2025.
Support for staff well-being	Organisation of sessions and targeted workshops on well-being topics.	At least 5 activities by the end of 2025
Promoting learning and development	Activities to promote learning and development (e.g., ECFIN Summer School, specialist training courses, etc)	1 annual Summer School
		At least 6 specialist training courses in 2025

⁽¹⁵⁾ This would result into 13 out of 34 posts, corresponding to 38.2% of middle management positions.

B. Digital transformation and data management

Objective: DG ECFIN is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2025:

Output	Indicator	Target
<u>Digital Transformation</u>		
AI literacy and awareness	Number of ECFIN Staff enrolled to an AI training	150
Collaboration	Migration from SharePoint on premises towards MS Teams or other Office 365 solutions.	By end of 2025: 100%
Upgrade to Teams Telephony	Percentage of actual users in DG ECFIN upgraded to Teams Telephony	100%
Modernisation of ageing Information Systems	% of Windows 11 rollout	Windows 11 roll-out completed 100% AMECO modernisation project advanced according to roadmap.
IT security risk assessment of DG ECFIN's information systems	Percentage of information systems with an up-to-date IT Security plan.	100%
Compliance of ECFIN IT systems according to IT priority controls	Percentage of MFA/EU Login IT systems compliance for systems developed by the local IT unit.	100%
IT security	Review of the DIGIT.S evaluation and recommendations on IT security for DG ECFIN.	Twice a year
<u>Data Management</u>		
Data management	2024 baseline: Established	Advanced (2028)
Data ownership and responsibilities	2024 baseline: Established	Advanced (2028)
Data quality	2024 baseline: Established	Advanced (2028)
Data skills	2024 baseline: Developing	Advanced (2028)
<u>Document management</u>		
Maintain unfiled documents	% of unfiled documents in ARES	< 0.5%
Maintain use of e-Signatory validation/signature in Ares	% of electronic signatories	>70%
Maintain registration of emails via Areslook	% of emails registered via Areslook	At least 30%
<u>Data Protection</u>		

Output	Indicator	Target
Compliance with DPMS	Compliance check with data protection rules and requirements of existing ECFIN-records published in the Data Protection Management System (DPMS): Establishment of a note 'protocol' for each ECFIN-record published in the DPMS: Establishment of a 'compliance protocol' for each recorded processing (co-signed by operational controller + DPC)	100% of ECFIN-records
Raising awareness of staff	'Awareness Raising Tour of the Directorates': A training session on basic principles of data protection and directorate-specific issues for each directorate in DG ECFIN, with compulsory participation of each staff member, during 2024	100% of directorates
AI strategy document along three axes: Economy, economic/statistical domain, automation of day-to-day tasks.	The strategy is adopted by the ECFIN Senior management	Q1 2025

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 2025 (RRF excluded)

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains <2 % of relevant expenditure
	Non-compliance reports	Remains <0.5 % of the transactions (commitments, payments, recovery orders, and procurement procedures)
	Estimated risk at closure	Remains <2 % of relevant expenditure
Efficient controls	Time-to-pay	Remains >98% of payments (in value) on time.
	Execution of ex-post control audits (expenditure other than RRF).	>90 %
Economy of controls	Overall estimated cost of controls	Remains <2% of amount (of payments/ expenditure/ revenue/ assets/ liabilities/ other) concerned

Output	Indicator	Target
RRF-related control activities		
Control activities are performed to mitigate the identified risks and are cost-effective	<p>Execution of the RRF audit plan</p> <p>Number of planned audits executed</p> <p>Conduct risk-based audits on the achievement of milestones and targets.</p> <p>Conduct systems audits of the Member States' internal control set-up.</p> <p>Conduct compliance audits of the audit work of the Member States' audit authorities.</p> <p>Check Member States' obligations to ensure compliance with all applicable rules, in particular on state aid and public procurement</p>	<p>90% of annual RRF audit plan completed*</p> <p>*In the RRF context, the baseline planning of audits may be updated over the course of the year, due to externally induced circumstances, such as delayed payment requests, which would impact directly the timeline of audits on milestones and targets.</p>

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 ⁽¹⁶⁾ aimed at the prevention, detection and correction ⁽¹⁷⁾ of fraud

Main outputs in 2025:

Output	Indicator	Target
Adopt the ECFIN AFS 2025-2027 taking account of revised Commission Anti-Fraud Strategy (CAFS) action plan ⁽¹⁸⁾ and implement the actions contained therein.	<p>Adopt the ECFIN AFS 2025-2027</p> <p>Achieve DG ECFIN's actions listed in the CAFS action plan:</p> <p>Action 13: Further improve the prevention and detection of fraud to the RRF</p> <p>Action 14: Encourage Member States to put in place effective and proportionate anti-fraud measures, provide guidance and support in this respect</p> <p>Action 15: Provide regular anti-fraud training and awareness raising and exchanges of best practice examples and encourage reporting in the IMS</p> <p>Action 18: Verify that the national audit authorities and certification bodies have adequate procedures for timely and accurate reporting of detected irregularities and reporting them to the competent investigative bodies</p>	By end 2025, implement all actions set in the action plan.

⁽¹⁶⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁽¹⁷⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁽¹⁸⁾ COM(2023)245 of 11/07/2023.

E. Sound environmental management

Objective: DG ECFIN takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2025

Output	Indicator	Target
Actions to reduce emissions from staff missions ⁽¹⁹⁾	Information campaign linked to the adoption of the new Mission Guide. Communication twice a year to the DG ECFIN Senior Management the detail of the carbon footprint per mission (based on statistics from MIPS).	June 2025. July 2025 and January 2026.
Analysis of DG ECFIN mission trend among staff.	Statistics to be collected per Directorate via MIPS.	Report to the DG ECFIN Senior Management in early 2026.
Reduce energy use	Promoting AI, Teams and M365 with dedicated short sessions and courses during ECFIN Summer School	Less heavy email traffic.
Reduce gas consumption	Closure of the CHAR building the first week of January 2025 and whenever realistic.	At least one closure per year beyond standard weekends and holiday periods.
Waste reduction	Awareness campaigns: Use of 'hard' mugs instead of paper cups to take away in the cafeteria. Recycle clothes and/or electronic appliances.	Less use of paper cups in DG ECFIN, to be measured with the OIB's help (stocks management). Successful recycle campaign, late 2025.

⁽¹⁹⁾ DG/department emissions report from MIPS+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).