

Management Plan 2026

Directorate-General for Enlargement and Eastern
Neighbourhood

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PART 1. Introduction

The European Union's future is closely tied to the future of its neighbours and its partners. A stable, secure and prosperous region around the Union is of paramount importance.

The mission of the Directorate-General for Enlargement and Eastern Neighbourhood (DG ENEST) is to take forward the EU's Enlargement and Eastern Neighbourhood policies, which cover thirteen partner countries, including the ten candidate countries and potential candidates, as well as Armenia, Azerbaijan and Belarus. It does so under the political steer of the Commissioner for Enlargement and Eastern Neighbourhood, Marta Kos. DG ENEST works closely with the Commission services in charge of thematic priorities and with the European External Action Service (EEAS).

DG ENEST plays a crucial role in implementing the von der Leyen Commission priority **“A global Europe: Leveraging our power and partnerships”** and contributes towards other priorities related to ensuring Europe's sustainable prosperity and competitiveness, its defence and security, and protecting democracy and EU values.

In the **Enlargement** field, DG ENEST assists countries with a perspective to join the EU in their efforts to meet the EU membership criteria, as defined by the Treaty on European Union (TEU) and the European Council ⁽¹⁾. Article 49 of TEU provides the legal framework guiding the work on the **enlargement policy**, noting in particular that *"Any European State which respects the values referred to in Article 2 and is committed to promoting them may apply to become a member of the Union"*. DG ENEST closely monitors the progress made by candidate countries and potential candidates on their path towards EU membership and supports accession negotiations as required by the Council ⁽²⁾.

In the **Eastern Neighbourhood**, DG ENEST supports reforms and democratic consolidation, thereby contributing to strengthening stability and security around Europe. DG ENEST helps to promote EU values, policies and interests in the region, and contributes to developing the special relationship of the EU with its neighbouring countries.

The DG is also delivering support for **Ukraine's** recovery and reconstruction and hosts the Brussels-based Secretariat of the Ukraine Donor Platform.

In line with its mission and wider Commission priorities, in 2026 DG ENEST will prioritise actions to drive forward and support the enlargement process, including pre-enlargement reforms and policy reviews. It will further support democratic resilience and security in partner countries through an integrated approach and enhance cross-regional connectivity, while engaging actively in outreach and strategic communication on enlargement, including within the Union jointly with Directorate-General for Communication.

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

(1) <https://www.consilium.europa.eu/en/european-council/>

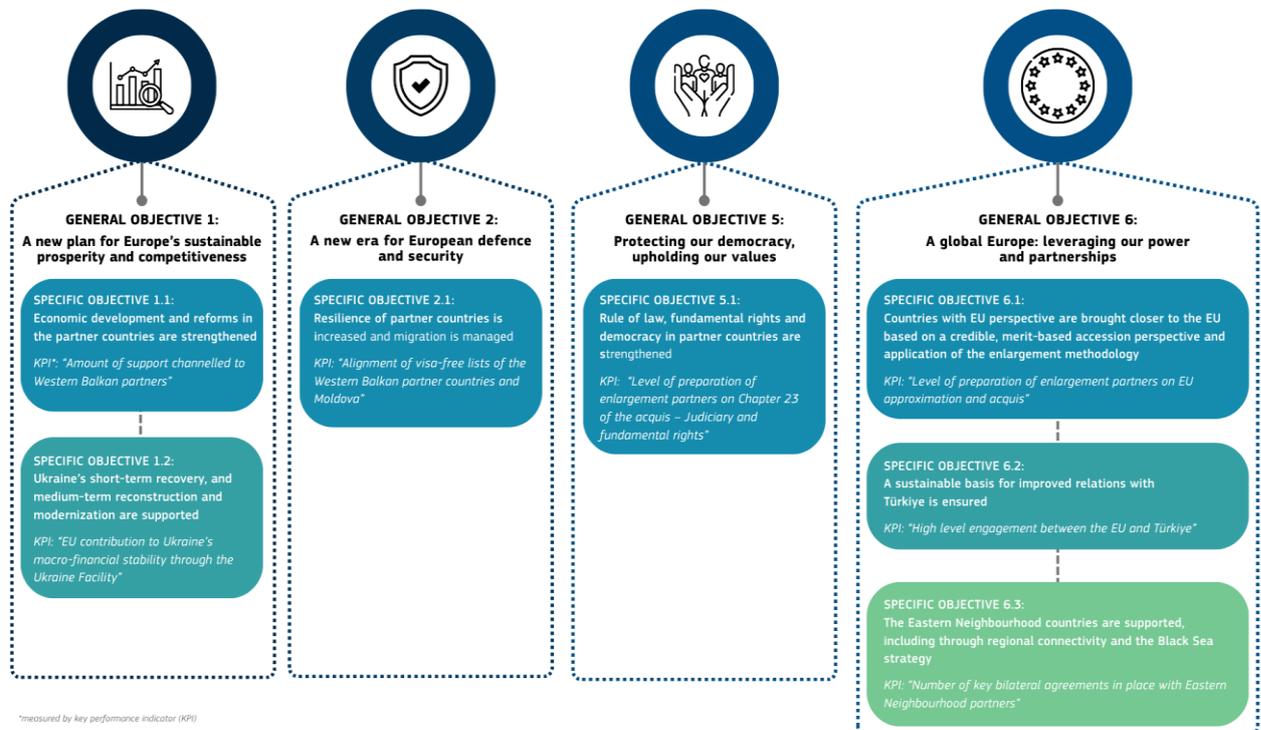
(2) <https://www.consilium.europa.eu/en/council-eu/>

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** in its **Management plan 2025**. 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. DG ENEST has included the key performance indicators 'Estimated risk at payment' and 'Estimated risk at closure' in its strategic outlook; the former indicator is lower due to the implementation of future corrections.

The **2026 management plan** sets out what DG ENEST intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DG ENEST 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.

The chart below illustrates the performance framework for DG ENEST.



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: Economic development and reforms in the partner countries are strengthened

In 2026, DG ENEST will continue implementing all four pillars of the Growth Plan for the **Western Balkans**: 1) integration into the EU's single market; 2) improving regional cooperation through the Western Balkans Common Regional Market; 3) facilitating fundamental reforms necessary for EU accession; and 4) providing financial assistance through the Reform and Growth Facility for the Western Balkans to support these initiatives. Specifically, work will continue to integrate the Western Balkans into the EU single market, for example with the extension of the Roam Like at Home regime through bilateral agreements. As regards regional integration, DG ENEST will continue to deliver technical and financial support towards the implementation of the newly adopted Common Regional Market Action Plan 2025-2028. As regards the Reform and Growth Facility, DG ENEST, with the support of other Commission services, aims to conduct an assessment of the reform steps reported by partner countries in mid-March and mid-July and disburse funds accordingly.

DG ENEST will continue the implementation of the **Moldova** Growth Plan which is underpinned by a Reform Agenda setting out fundamental reforms to be undertaken by Moldova to accelerate growth and economic convergence with the EU. It is supported by a Reform and Growth Facility adopted in early 2025, which will provide the country with financing worth almost EUR 1.9 billion for the 2025-2027 period. In addition to the pre-financing in 2025 amounting to EUR 288.9 million, two further disbursements are expected in 2026, tentatively in Q1 and Q3. In parallel, continued progress in Moldova's accession process will contribute to economic development and reforms in the country.

DG ENEST will continue implementing the **Armenia** Resilience and Growth Plan. Under the Plan, grants will be provided to support socio-economic reforms and sectoral cooperation, as well as to mobilise public and private investments in trade, energy and transport connectivity, and to strengthen the private sector.

Across the **Eastern Neighbourhood**, DG ENEST will continue to mobilise its financial instruments (blending and guarantees) to support investments in the economic resilience and prosperity of our partners, including through improved connectivity and trade. DG ENEST's work in this region will cover several strategic areas: developing digital connections, enhancing the energy transition and energy security, extending transport connections, promoting environmental and climate resilience, and supporting territorial cohesion and development through initiatives such as coordinating investment planning and developing strategic cross-border infrastructure. This is expected to ultimately promote economic development and reforms, fostering a more integrated, competitive, and sustainable regional economy.

In parallel, through its regional programmes DG ENEST will continue to promote alignment with EU regulations, standards and policies, as well as encourage cooperation, exchange of good practices and know-how.

Detailed outputs for all specific objectives are presented in the performance tables in Annex 1 (page 22).

Specific Objective 1.2: Ukraine's short-term recovery, and medium-term reconstruction and modernisation are supported

DG ENEST will lead, in close coordination with other Commission departments, the quarterly assessment of progress made by the Government of Ukraine in meeting the agreed conditionalities set out in the **Ukraine Plan**. Four payments to the state budget are planned in 2026 in line with this progress, combining non-repayable support and highly concessional loans under the Ukraine Facility. Also, in 2026, DG ENEST will continue to deploy the **Ukraine Investment Framework** as a de-risking mechanism available to investors through international financial institutions and aimed at scaling up public and private sector investment in Ukraine.

Under the **Ukraine Facility**, DG ENEST will deliver inter alia technical assistance related to EU acquis or structural reforms, as well as support capacity building at national, regional and local government level. Civil society will also benefit from assistance under this pillar.

DG ENEST will continue to represent the Commission in the **Steering Committee of the Ukraine Donor Platform**. Established in 2023, the Platform focuses on Ukraine's financing needs and future economic recovery and reconstruction. DG ENEST will continue to host the Brussels office of the Platform's secretariat, while also ensuring information-sharing and coordination with EU Member States in a Team Europe approach.

DG ENEST will also coordinate the EU's input to the Fifth Rapid Damage and Needs Assessment, prepared together with the World Bank and the Government of Ukraine.

Finally, DG ENEST will carry out a **mid-term evaluation** of the Ukraine Facility to be published by the end of 2026.

General Objective 2: A new era for European defence and security

Specific Objective 2.1: Resilience of partner countries is increased and migration is managed

DG ENEST will further support efforts to strengthen the preparedness and resilience of partner countries, including the protection of democratic institutions and addressing cyber threats, hybrid threats and foreign information manipulation and interference. With a view to an accelerated integration of enlargement countries, DG ENEST will also promote integration of partner countries in new policy initiatives in this area (e.g. the Preparedness Union Strategy and "ProtectEU" Internal Security Strategy, future European Democracy Shield and future Media Resilience Programme) as well as further pursue closer cooperation with EU agencies in the security and migration field. DG ENEST will promote integration of partner countries in new security and migration policy initiatives, such as the revision of some of the agencies' mandates (Europol, Frontex, ENISA), a new EU Agenda on preventing and countering terrorism

and violent extremism, EU Action Plan against drug trafficking and the EU visa policy strategy. The coordination with other Commission services of the external dimension of the European Multidisciplinary Platform Against Criminal Threat (EMPACT) will continue, to support qualitative engagement by DG ENEST's partner countries. For 2026, this involves taking an active role in the renewal of the EMPACT cycle, where enlargement countries will collaborate closely with EU Member States to address shared security challenges. The coordination of EMPACT external dimension will also aim at facilitating integration of EU funded projects in the cycle.

DG ENEST will continue to support partner/candidate countries to improve their migration management, and to ensure alignment with EU legislation such as the Migration and Asylum Pact or the Schengen acquis, and ongoing reforms such as enhanced return policy. Similarly to the Entry Exit System, the envisaged entry into operation of ETIAS in the second half of 2026 represents an important step for the EU border management and for the visa-free partner countries.

Work to ensure access by partner countries to tools and instruments to address cyber and hybrid threats will continue (the Cybersecurity Reserve or the Hybrid Rapid Response Teams). Synergies with other players, such as NATO, will be sought, including through the EU-NATO staff-to-staff talks on security and defence capacity building for partner countries. DG ENEST will continue to engage with **Ukraine** on synergies with EU programmes on defence and support to EDITB (EU's Defence Technological and Industrial Base), including in the context of financial support, and on leveraging the full potential of dual-use strategic investments to foster integration with the EU internal market and European value chains.

DG ENEST is supporting **Ukraine** also in implementing EU-consistent migration and asylum legislation and ensures cooperation with Frontex through joint risk-analysis activities. Support is provided to assist Ukraine in its ongoing institutional reforms to be better placed to manage displacement and irregular migration. However, institutional fragmentation and resource limitations continue to affect implementation in Ukraine. DG ENEST will continue to provide assistance to Ukraine to adopt additional legislation on border control, and the simplification of border and customs procedures, as well as fully implement Integrated Border Management (IBM), based on principles of the European Integrated Border Management (EIBM).

DG ENEST will support the visa liberalisation dialogue launched with **Armenia** in 2024, which will require the delivery of reforms including on border management, rule of law or document security, via the Resilience and Growth Plan and in line with the Visa Liberalisation Action Plan.

In **Georgia**, DG ENEST will continue cooperating in areas directly pertaining to EU security interests through its bilateral and regional assistance portfolios on a case-by-case basis.

The EU supported **Moldova** through the energy crisis brought about by Russia's weaponisation of energy supplies in early 2025. To reduce Moldova's vulnerability in the energy sector, the Action Plan for Energy Resilience and Independence of Moldova was agreed. In 2026, the EU will continue to support the plan to accelerate reforms, make Moldova's energy sector more resilient and to create economic growth. As part of the EU's support of Moldova's resilience to foreign interference and disinformation campaigns, DG ENEST will continue the work on strategic communication and will increase the support for civil society and independent media in strengthening democratic resilience.

In the **Western Balkans**, DG ENEST will address security threats such as organised crime and terrorism, promoting regional and cross-border cooperation, including criminal investigations, transfer of judicial cases, and exchanges of best practices. Additionally, in line also with the “ProtectEU” Internal Security Strategy, DG ENEST will accelerate integration of the candidate countries in the EU’s security architecture, including with the work of the EU Justice and Home Affairs agencies to combat cross-border crime and terrorism. On cybersecurity, DG ENEST will foster the Western Balkans’ cyber resilience, build cybersecurity capabilities, and strengthen capacities to counter cybercrime, while supporting alignment with EU cybersecurity legislation. Regarding migration, DG ENEST will assist beneficiaries in developing systems and institutions for the identification and registration of migrants upon arrival at the borders, as well as for referral, protection, and returns. Furthermore, it will strengthen the technical capacities of partners to conduct border checks and surveillance through specialised training, provision of equipment, and building of regional networks.

When it comes to migration, DG ENEST will continue to cooperate with **Türkiye** on the basis of the 2016 EU-Turkey Statement, with the aim of decreasing irregular migration flows and enhancing Türkiye’s migration management capacity. DG ENEST helps to provide support to millions of refugees in Türkiye for their basic needs, health care, education and protection, and facilitate their socio-economic integration. In addition, DG ENEST provides support to facilitate voluntary, safe and dignified returns to Syria, including through the EUR 1.5 billion in financial assistance programmed for the period 2025-27.

General Objective 5: Protecting our democracy, upholding our values

Specific Objective 5.1: Rule of law, fundamental rights and democracy in partner countries are strengthened

In 2026, DG ENEST will continue to work with partner countries in the Enlargement and Eastern Neighbourhood regions to strengthen the rule of law, fundamental rights and democracy.

In the context of the EU’s enlargement policy, the DG will continue to provide **targeted policy guidance, financial and technical support and monitoring** to support candidate countries and potential candidates on their EU accession path. In particular, clear progress on the ‘fundamentals’, including the rule of law, fundamental rights, functioning of democratic institutions and public administration reform, will help to entrench reforms and enable partners to meet their accession negotiation benchmarks across all chapters of the EU acquis.

Country chapters for Albania, North Macedonia, Montenegro and Serbia within the **Rule of Law Report** will provide a clear assessment of the state of play of the rule of law, comparable to that conducted for EU Member States. This will complement the annual Enlargement Package reports, which remain the primary reference point for monitoring progress and identifying gaps and reform recommendations for the coming year.

DG ENEST will continue to monitor the enlargement partners’ **track record** of investigations, prosecutions and convictions in corruption, as well as serious and organised crime cases. These are key elements for assessing the capacities of their respective criminal justice systems, in particular in the context of accession negotiations. To this end, DG ENEST will continue to enhance data collection through the e-platform for the enlargement countries’ criminal track record, to ensure that qualitative assessments can be drawn from the data aggregated and

continue to engage with partners to streamline data collection. It will also conclude the latest round of case-based peer-reviews on organised crime and corruption and translate the findings into actionable policy options.

DG ENEST will continue to support all its partners in both the Enlargement and Eastern Neighbourhood regions through **financial support** to fundamental reforms, cooperation with strategic partners such as the Council of Europe and the OSCE, and support to civil society (notably through the Civil Society Facilities and the NDICI thematic programmes on human rights and democracy, and on civil society organisations) and independent media. Working with framework partners and financial support to third parties will be crucial for the delivery of funding to independent media and civil society organisations in constrained contexts.

DG ENEST will **contribute to the implementation of Commission initiatives** in this regard, including the European Democracy Shield and the EU Civil Society Strategy (both adopted on 12 November 2025) and the new LGBTIQ+ Equality Strategy (adopted on 8 October 2025), as well as the upcoming Gender Equality Strategy and the anti-Racism Strategy. DG ENEST will notably continue to be guided by the Gender Action Plan III (GAP III) for the design and implementation of gender-responsive and gender-targeted actions, and to apply gender mainstreaming to EU blending operation funds and guarantees. Moreover, DG ENEST will contribute to the development of the next iteration of the GAP over the course of 2026.

DG ENEST will also continue to support partner countries to tackle **corruption and organised crime**. As stated in the Joint Communication on the fight against corruption of May 2023, DG ENEST will use the EU's enlargement policy to support EU candidate countries' and potential candidate's capacities to respond to threats, to increase operational cooperation and information exchange, and to ensure alignment with EU principles, legislation, and tools.

With a view to ensure the gradual integration of enlargement partners into the EU's **security architecture**, DG ENEST will contribute to the implementation of recent initiatives, notably the "ProtectEU" Strategy and the Preparedness Union Strategy as well as promote the integration of partner countries in upcoming security policies and initiatives (e.g. new EU Drugs Strategy and Trafficking in Human Beings Strategy). The coordination of the external dimension of the European Multidisciplinary Platform Against Criminal Threats (EMPACT) will continue, together with other Commission services in order to support active and qualitative engagement by DG ENEST's partner countries in EMPACT. DG ENEST will also support candidate countries and potential candidates in aligning with the EU acquis in the field of migration and building their operational capacities, as well as support the development of their Schengen governance framework in parallel to EU accession. It will ensure that new policy initiatives, such as the upcoming Migration Strategy and Visa Strategy take into account the specificities related to enlargement.

Finally, DG ENEST is carrying out **evaluations** of EU cooperation on migration in the Western Balkans and of EU support to Roma inclusion projects funded under the Instrument for Pre-accession. The final reports of these evaluations are to be published in 2026.

General Objective 6: A global Europe: leveraging our power and partnerships

Specific Objective 6.1: Countries with EU perspective are brought closer to the EU based on a credible, merit-based accession perspective and application of the enlargement methodology

Over the course of 2026, DG ENEST will continue to support enlargement partners in meeting further milestones on their EU accession path, with a view to facilitate Council decisions on the next steps.

With **Montenegro**, DG ENEST's objective is to support the provisional closure of all remaining chapters, in line with the country's stated ambitions and to facilitate the drafting of the Accession Treaty. With **Albania**, DG ENEST's objective is to support the fulfilment of the interim benchmarks that will pave the way for the provisional closure of negotiating chapters. With **Moldova** and **Ukraine**, DG ENEST's objective is to support the opening of cluster 1 "Fundamentals" as soon as possible and subsequently all remaining clusters. With **North Macedonia**, DG ENEST's objective is to support the opening of cluster 1 "Fundamentals" once the conditions set by the Council have been met. With **Serbia**, DG ENEST's objective is to continue to support the opening of cluster 3 "Competitiveness and inclusive growth", when conditions allow. With **Bosnia and Herzegovina**, DG ENEST's objective is to continue supporting the country in adopting the reforms necessary for the organisation of the first intergovernmental conference opening accession negotiations. With **Kosovo** ^(¹), DG ENEST supports the implementation of the Stabilisation and Association Agreement based on a renewed engagement and stands ready to deliver the opinion on Kosovo's membership application.

Regarding **Georgia**, the European Council's June and October 2024 conclusions note that the course of action undertaken by the Georgian authorities leads to a *de facto* halt of the accession process. DG ENEST has halted assistance directly benefitting the Georgian authorities, while standing ready to engage should Georgia reverse course and resume its European path. The support provided by DG ENEST in 2026 will be directed towards civil society, independent media and other non-state actors, as in 2024 and 2025.

Accession negotiations with **Türkiye** have remained at a standstill since 2018 in line with the European Council conclusions, re-confirmed in December 2024. No chapters are considered for opening or closing. DG ENEST monitors developments in Türkiye and the country's alignment with the fundamentals of the accession process and the *acquis*, and the assessment is presented in the annual Enlargement package. Pre-accession assistance focuses on support to civil society, people-to-people contacts, and key EU priorities.

Enlargement partners will also be brought closer to the EU through **gradual integration** into specific areas of EU policies, notably parts of the EU Single Market. This is facilitated also through the Growth Plans for the Western Balkans and Moldova as well as the Ukraine Plan. The core areas for gradual integration relate to the fields of telecommunications (roaming), payments, banking and anti-money laundering legislation (Single Euro Payments Area, SEPA),

(¹) This designation is without prejudice to the positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

customs, energy and industrial goods. Work in the areas of agriculture, trust services, space, healthcare, transport and defence will continue.

DG ENEST's **institution-building tools** - TAIEX and Twinning - will continue to provide targeted support to priority areas under the accession negotiations, to the implementation of steps agreed within the Reform Agendas, and to measures of gradual integration.

DG ENEST will organise an **Implementation Dialogue** with key stakeholders to identify obstacles to implementation and to source suggestions for simplification with the view of supporting enlargement partners in meeting further milestones on their EU accession path.

DG ENEST will also draft the Commissioner's **Annual Progress Report on Simplification, Implementation and Enforcement**, which is shared with the European Parliament and the Council. DG ENEST does not have *acquis* under its remit and therefore no **stress testing** is carried out.

Finally, DG ENEST is carrying out **evaluations** of EU cooperation with Kosovo and of EU Support to Public Administration Reform with a Focus on Public Finance Management in the Enlargement and Neighbourhood Regions. The final reports of these evaluations are to be published in 2026.

Specific Objective 6.2: A sustainable basis for improved relations with Türkiye is ensured

DG ENEST will work towards ensuring a sustainable basis for improved relations with Türkiye by continued re-engagement with the country in all areas of joint interest, in line with the Council guidance. To achieve this, DG ENEST plans to continue supporting high-level engagement. DG ENEST will work with Turkish authorities and other Turkish stakeholders to promote and implement the connectivity agenda with the South Caucasus. DG ENEST will enhance cooperation in key thematic areas, contribute to the implementation of the Customs Union and to monitor the implementation of the 2016 EU-Turkey Statement on migration. DG ENEST will continue following closely the developments in the area of the rule of law and fundamental freedoms and will raise concerns with the Turkish authorities at all appropriate occasions. In terms of financial assistance, DG ENEST will also continue to provide pre-accession support in EU priority areas. It will continue supporting refugees and host communities in Türkiye, including through EUR 1.5 billion of financial assistance programmed for 2025-27. An important strand of DG ENEST work will be to boost investments by the roll-out of the Turkey Investment Platform (TIP).

Specific Objective 6.3: The Eastern Neighbourhood countries are supported, including through regional connectivity and the Black Sea strategy

Following the successful Cross-regional Ministerial Meeting on Security and Connectivity on 20 October 2025, DG ENEST will move forward the roll-out of the Connectivity Agenda, with an ambitious investment and reform plan to support hard and soft connectivity measures. It will develop a multi-layer, flexible coordination framework [as announced in November 2025 in Tashkent at the Trans-Caspian Transport Corridor and Connectivity Investors' Forum], and will lead the organisation of regular High-Level Connectivity Meetings/Ministerial meetings. DG ENEST will support projects of shared interest in the areas of transport, energy, digital, border

crossing points, trade, digitalisation, and customs harmonisation. It will align connectivity investments with the Global Gateway strategy, advocating for sustainable and secure connectivity. DG ENEST will ensure that the Connectivity Agenda is implemented in synergy with other core Commission initiatives such as the Solidarity Lanes and the Trans-Caspian Transport Corridor with Central Asia. In addition, the partner countries will be supported in aligning their regulations in this area with the relevant EU regulations and standards.

On 28 May 2025 a Joint Communication on the **EU's strategic approach to the Black Sea was adopted**. The approach aims to enhance security, stability and resilience; foster sustainable growth and prosperity; and promote environmental protection, climate change resilience and preparedness, and civil protection. Amidst Russia's war of aggression against Ukraine, the strategy will also reinforce the EU's geopolitical role as a reliable actor in the Black Sea region.

DG ENEST will work across the Institutions to forge closer cooperation with Ukraine, the Republic of Moldova, Georgia, Türkiye, Armenia and Azerbaijan and take forward the Communication's flagships on the Connectivity agenda, developing sustainable and resilient connections in transport, digital, energy and trade as well as on environmental protection and climate change resilience.

At the same time, DG ENEST will invest in innovative ways to support engagement with civil society and youth with a renewed focus on education and skills with the aim of empowering people to benefit from the gains of connectivity and Black Sea investments, and to boost long-term job creation.

The Connectivity Agenda and the EU Strategic Approach to the Black Sea will continue to be supported by the measures related to energy efficiency and climate action, both in terms of investments and regulatory alignment. The partner countries' alignment with the Paris Agreement and EU climate acquis constitutes an integral part of the enlargement process. Moreover, at local level, investment projects with the municipalities will complement the relevant reforms on the national level by contributing to the local economic and sustainable development.

DG ENEST will continue to support the Global Gateway initiative, as well as governance reforms on a wide range of issues related to democracy, rule of law, fight against corruption and organised crime, human rights, gender equality, civil society, youth engagement, human development and independent media which are crucial for increasing the resilience of partners and for bringing them closer to the EU. These reforms will be particularly important for Ukraine and Moldova on their path towards EU membership and for a successful implementation of the connectivity agenda and the Black Sea strategic approach.

DG ENEST will organise an **Implementation Dialogue** on the Connectivity Agenda with selected key stakeholders to identify obstacles to implementation and to source suggestions for simplification.

DG ENEST will support **Armenia** on its ambitious reform agenda and the implementation of the Comprehensive and Enhanced Partnership Agreement (CEPA). This includes the continuation of DG ENEST's implementation of the Armenia Resilience and Growth Plan to unlock the full

potential of the existing cooperation under CEPA. Priority reform areas include connectivity, the implementation of the visa liberalisation action plan, and jobs and skills.

DG ENEST's engagement with **Azerbaijan** is focused on pursuing a positive cooperation agenda in areas of mutual interest, including renewable energy, transport connectivity, and mine action, and supporting Azerbaijan's further transition to a resilient, sustainable, inclusive, and climate-neutral economy. Cooperation will continue in the field of energy, in the context of the Memorandum of Understanding of July 2022. DG ENEST will continue to support civil society.

While there is no engagement with the **Belarusian** authorities, DG ENEST will continue to provide support to the people of Belarus inside and outside of the country, contributing to the long-term objective of democratisation. DG ENEST will continue to support civil society, human rights, mobility, independent media and education.

DG ENEST will also continue to deliver support to **Russian** civil society and independent media from the thematic programmes for human rights, democracy and CSOs, in line with the EU's war-time approach to Russia.

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

In 2026, DG ENEST will continue to be at the forefront of the EU's external policy priorities as laid out in PART 1 and PART 2. To support the delivery of outputs in line with its mandate, in a rapidly evolving environment, DG ENEST will focus on the allocation of the necessary human and financial resources in a flexible and efficient manner, and continue with the process of digital transformation and modernisation of its administration.

Through its actions in 2026, DG ENEST will contribute to the implementation of the relevant corporate policies and strategies, notably the European Commission's Human Resources Strategy, the Internal Control Framework, the Anti-Fraud Strategy, and the Digital Strategy and reflect them in its own local strategies where relevant. In line with the target of the Commission to become climate neutral as an employer by 2030, DG ENEST will also continue to deliver a set of actions aiming at reducing its environmental impact. DG ENEST will as well contribute to the **Large-scale review of the European Commission** launched by DG HR to “draw on a modern, efficient public administration to deliver on our political priorities and make a difference for Europeans in their everyday life”. To support the delivery of all these objectives, DG ENEST has drawn up ambitious but attainable outputs and indicators with targets, as explained in Annex 2 (page 31).

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.

DG ENEST 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.

A. Human resource management

DG ENEST's staff works in a highly political and demanding work environment. The HR actions for 2026 aim at supporting the DG to deliver on the increasingly ambitious agenda. Staff in HQ and Delegations need to be resilient, versatile, and embrace new ways of cooperation with partner countries. DG ENEST is a DG with 75% of non-permanent staff (mainly Contract and Local Agents) as well as 52% of staff in Delegations, creating a particular need to offer HR solutions tailored to this particular workforce.

Staff engagement levels should increase to reach the Commission's average, and the tailored actions below should contribute to this effort. In this context, DG ENEST will evaluate the implementation of the 35 actions of the local HR Strategy “Working as one”– leadership, coordination and collaboration. Based on feedback and lessons learnt from this exercise and taking into account the results of the Commission Staff Survey published at the end of 2025, DG ENEST will engage in an inclusive revision of its local HR Strategy.

Key HR actions for 2026 will be focusing on proactive talent management in DG ENEST and will evaluate the implementation and success of its comprehensive Contract Agent Strategy, implement the second round of its internal Talent Management Programme open to all statutory staff; and roll out the different strands of its Management Development Programme for future managers in the DG. It will also launch a new welcome package and induction programme for newly appointed managers.

It will also continue the implementation of the successful FUTURE SKILLS LAB, an innovative training package for DG ENEST staff in HQ and Delegations to re- and upskill in line with the new Commission's priorities and the modernisation agenda of the DG. This tailor-made package includes a growing number of learning offers in the field of enlargement process and negotiations, the programming and investments toolbox, Digital Skills and AI, as well as thematic expertise in key themes such as economics, trade and energy. Security should be added to this list given the focus of DG ENEST's work in this area.

DG ENEST will contribute to the Commission's efforts in the field of gender balance in management. The DG has met all relevant targets, outperforms concerning gender balance in senior management (see annex 2), and will strive to a balanced distribution in middle management by 2026. In addition, DG ENEST will continue to analyse the situation in the DG across different dimensions, including gender, age, disability but also the geographical balance of its staff, in the context of the 2026 update of the DG ENEST HR Strategy.

B. Digital transformation and data management

Digital Transformation

In 2026, DG ENEST will advance the European Commission's Digital Strategy, strengthening its secure, innovative, and sustainable digital environment. Its actions will centre on five strategic objectives aligned with Commission-wide digital goals and DG ENEST's mission.

1. Fostering a Digital Culture

DG ENEST will enhance staff digital skills and cybersecurity awareness through training (with DG HR and CyberAware) and targeted campaigns. It will promote collaboration tools such as Teams and SharePoint Online via workshops. Active participation in communities of practice (DSF, Digital Workplace WG, Cybersecurity, IT Portfolio Managers) will help build a digitally confident and security-conscious workforce.

2. Promoting Digital-ready Policymaking

Digital tools will support smarter policymaking supporting the enlargement process and capacity building in the partner countries of DG ENEST. As an example, the Accession Monitoring Dashboard will be upgraded for structured data input, while the AI-powered eAccession tool — migrating to the EC Cloud after a successful pilot in Moldova — will be expanded to all candidate countries and aid the preparation of Montenegro's Accession Treaty. These efforts reinforce data-driven, digital-ready policymaking.

3. Enabling Business-driven Digital Transformation

Under this objective, DG ENEST will continue to modernise its operational systems to improve financial assistance delivery in partner countries. A particular focus in 2026 is the enhancement of the interoperability of the RELEX IT ecosystem with SUMMA. Cooperation with DG RTD to start a pilot on eGrants and cooperation with DG INTPA will strengthen process automation and data management. Expansion of AI initiatives, including potential full integration of eAccession into the Commission's IT landscape, positions DG ENEST as a leader in AI-driven transformation.

4. Advancing a Seamless Digital Environment

In line with the [EC Cloud Strategy](#), DG ENEST will modernise and cloudify IT systems to ensure a seamless digital landscape. The TAIEX Management System (TMS) – supporting the organisation of capacity building events in partner countries - will migrate to the cloud, and systems such as IESAq and IPA-APP will be upgraded for new candidate countries. The E-platform on organised crime and corruption will transfer from JRC to DIGIT, improving resilience. DG ENEST will promote cloud-first principles and encourage reuse of corporate IT solutions.

5. Building a Green, Secure and Resilient Infrastructure

DG ENEST will reinforce cybersecurity, sustainability, and resilience across its digital infrastructure. It will strengthen its cybersecurity posture, promote the Digital Workplace (DWP), AI and Cybersecurity portals for access to IT tools and learning resources, and adopt green IT practices in support of the Commission's sustainability goals.

Under the guidance of its Local Information Security Officer (LISO), DG ENEST is committed to aligning with the strategic objectives outlined in the **EC Cybersecurity Strategy for 2025-2026**. This commitment involves fostering a strong cybersecurity culture, continuously monitoring and enhancing the security of its information systems, and maintaining a comprehensive risk and compliance management framework.

As part of the European Commission corporate cybersecurity plan 2025-2026, DG ENEST will actively implement the following actions:

1. Secure deployment of new cloud workloads by adhering to the EC Cloud Security Controls Baseline (CSCB), the principles and rules on outsourcing of CIS, the EC Managed Landing Zone, and the recommendations of the Cloud Council.
2. Continuous improvement of the security posture of existing cloud deployments through dedicated/specialised cloud security monitoring; robust incident management processes; regular lessons learned exercises, and managed implementation of improvement actions.

DG ENEST will leverage centralised monitoring and reporting platforms to track progress effectively, ensuring alignment with the overarching goals set by the European Commission.

Overall, DG ENEST's 2026 digital transformation plan will foster innovation, operational efficiency, and resilience—consolidating its role as a frontrunner in the Commission's journey toward a fully digital, secure, and sustainable future.

Data management

Regarding data management, DG ENEST, whose current data maturity level can be identified as “developing”, will firstly promote data-related trainings to upskill employees and foster a culture of data stewardship. Secondly, will maintain an exhaustive, up-to-date inventory of its data assets encoded in the EC data catalogue. This will involve clearly identifying and recording data owners and stewards for each asset and making sure the assets are easily discoverable, accessible, and reusable.

The goal is to achieve an 'established' level of data maturity. The data assets will be reviewed to ensure alignment with the approach of DG INTPA, which coordinates data activities within the RELEX family.

Previously identified assets will be consolidated into broader, less granular categories. Additionally, assets for currently uncovered information systems will be incorporated. The next step will involve adding assets that are not directly linked to IT tools.

With regard to the implementation of **data protection rules**, and in accordance with the Commission's Data Protection Action Plan as reviewed in 2020, DG ENEST will continue to ensure and document compliance with data protection legal framework, including by reviewing the specific records of processing operations (at least every two years), identifying new processing activities and ensure that all staff is aware of the data protection requirements. The main engagements that will be carried on are the reinforcement of the accountability and the ownership of the management for the processing operations of personal data and embedding the respect of the data protection rules in the daily activities of all staff.

The Data Protection Coordinator of DG ENEST will continue to assist the management and staff to safeguard that data protection rules are respected by: (1)) monitoring the timely completion and publication of new and updated records in the DPO register; (2) providing information and advice on the rules, procedures and practical guidance delivered by the central services and specific guidance on the processing of personal data related to DG ENEST's specific activities through a dedicated DG ENEST SharePoint; (3) informing staff about centrally organised training activities and local awareness campaigns on data protection; (4) participating in unit meetings and organising bilateral discussions with operational controllers on their specific processing of personal data activities; (5) providing data protection introductory trainings for staff and newcomers as part of induction trainings.

C. Sound financial 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. DG ENEST 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.

DG ENEST strives to achieve the highest standards of financial management to ensure the best use of the financial resources allocated to it. The DG has adopted an internal control strategy which takes into account the risks to the achievement of objectives and the related mitigating measures. The strategy is regularly reassessed and adjusted to consider the evolution of the identified risks (e.g. related to Russia's war of aggression against Ukraine, as well as conflicts and tensions in other countries under the responsibility of DG ENEST). In that respect, DG ENEST has designed control strategies for the Ukraine and Western Balkan Facilities, addressing the specific risks linked to them. In addition, an analysis of the controls in place for blending, financial instruments, budgetary guarantees, and performance-based expenditure has been carried out, leading to the establishment of an additional Relevant Control System for DG ENEST (for Performance-based expenditure).

To measure its progress in terms of sound financial management, and particularly in terms of legality and regularity, DG ENEST monitors the global residual error rate (RER) ⁽³⁾, which is the base for the estimation of the risks at payment and at closure. DG ENEST's objective is to have a residual error rate below 2% for all DG ENEST relevant control systems, and consequently to keep the overall estimated risks at payment and at closure below 2%.

In 2025, DG ENEST has introduced a new target of low-risk performance-based expenditure at 80%. The performance-based expenditure is implemented under the Western Balkans Facility, Moldova Facility and the Ukraine Facility, through payments released upon fulfilment of pre-agreed steps. This target is based on an estimation that will be adjusted following the implementation of DG ENEST's control strategy for the Facilities, which involve ex post audits on risky steps ⁽⁴⁾.

Based on overall low level of errors in previous years, DG ENEST maintains an adequate balance between the benefits (e.g. reducing/ avoiding the financial and reputational impact of errors) and the cost of controls. DG ENEST aims to keep the cost of controls under 5% of the total value of funds managed.

In 2026, DG ENEST will keep mitigating the risks related to the ongoing and emerging tensions in its geographical area of responsibility, including through the implementation of its control strategy. DG ENEST will adopt measures to ensure an increased understanding of the local contexts and of their evolutions.

⁽³⁾ The residual error rate study is an annual study carried out by external auditors, who implement ex post controls on a sample of contracts closed in a done year. The aim is to identify "residual" errors, i.e. errors not detected by previous controls, thus collecting information on the functioning of the existing controls. The study provides a global residual error rate, which is an objective indicator of the effectiveness of the internal control strategy: the annual target is an error rate below 2%.

⁽⁴⁾ Given that the implementation of performance-based facilities in DG ENEST – Ukraine, Western Balkans and Moldova – has just started and the control strategies are being fine-tuned, DG ENEST will review this target in line with developments when more data becomes available.

As regards the other indicators on the effectiveness and efficiency of controls, DG ENEST aims to safeguard and reinforce the results achieved in previous years, to keep provide assurance on the functioning of its internal control system (audit and control system, budget execution and timely payments).

D. Fraud risk management

In 2026, DG ENEST will continue contributing to the Commission Anti-Fraud Strategy and the revised Action plan, supporting OLAF in its efforts to raise awareness in candidate countries. Additionally, it will implement its newly adopted anti-fraud strategy (AFS), which was finalised in 2025, with the aim of ensuring high vigilance against the risks of fraud, corruption and other intentional irregularities, while tailoring controls to developments in its anti-fraud landscape.

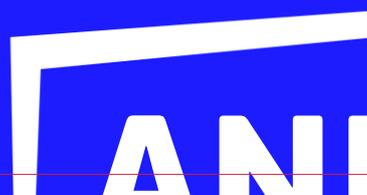
In this respect, as stated in Annex 3, Section D, DG ENEST aims to further enhance its comprehensive anti-fraud capacity and closely monitor the developments of new fraud risks by implementing its anti-fraud strategy in 2026. In addition, DG ENEST will closely follow up the European Anti-Fraud Office's (OLAF) and European Public Prosecutor's (EPPO) investigations and assess and implement their recommendations within the deadlines. DG ENEST will continue providing regular reports to the Commissioner and to senior management on ongoing cases. It will also ensure continued cooperation with OLAF, the EPPO, services in the external action family and other EC services.

The main outputs and deliverables include achieving 75% implementation of due actions from 2026, with data sourced from the new anti-fraud strategy which is planned to be adopted in 2025 and to be fully deployed in 2026.

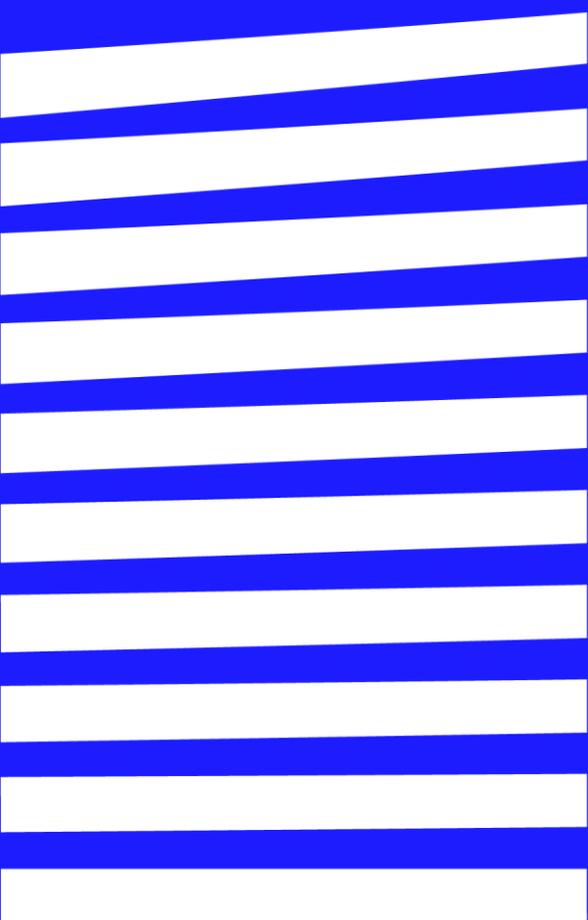
E. Sound environmental management

DG ENEST continues its pledge to contribute to the efforts of greening the Commission. The DG will move to a new, state-of-the-art building at the beginning of 2026. This move will considerably reduce the carbon footprint of the DG providing a dynamic collaborative workspace gaining at least 30% of office space compared to the previous situation. DG ENEST will continue to launch several campaigns in this sense to support colleagues to move to digital signatures and paperless wherever possible.

In addition, the DG has reviewed its mission guide and will continue to monitor the number of missions in 2026 to ensure that they are organised in a coordinated manner across the DG and with other services to avoid duplication, and that the overall number of participants is duly justified. DG ENEST is well on track to meet the corporate target of a 50% emissions reduction between 2019 and 2030. This requires an annual reduction of 3.7% starting in 2025, which will be achieved by applying the principles set out in the new Guide to Missions. The Guide introduces updates and simplifications to mission procedures, while reinforcing greening and ethical standards.



ANNEXES



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: Economic development and reforms in the partner countries are strengthened

Related to spending programmes: IPA, Western Balkans Facility, Moldova Facility, NDICI-GE

Main outputs in 2026:

Output	Indicator	Target
Assessment of reforms under Moldova and Western Balkans Facilities	Number of steps assessed by the Commission	254 by Q4
Financing under the Western Balkans Growth Plan and the Moldova Growth Plan (through pillars I of the Western Balkans Facility and the Moldova Facility)	Number of regular instalments disbursed in 2026, as per schedule in the relevant Council implementing decision on the Western Balkans Plan	Total of 12 releases by Q4; with 6 releases by Q2 and 6 releases by Q4
	Number of regular instalments disbursed in 2026, as per schedule in the relevant Council implementing decision on the Moldova Growth Plan	Two by Q4
Monitoring the implementation of the Western Balkans Growth Plan and the Moldova Growth Plan	Scoreboard for the Western Balkans Plan publicly available online and updated twice per year	Two updates by Q4
	Scoreboard for the Moldova Growth Plan publicly available online and updated twice per year	Two updates by Q4
Further progress on bringing the “Western Balkan – Eastern Mediterranean Corridor” road and railway networks up to TEN-T standards, through Western Balkans Investment Framework	Number of km of roads and railways completed	Total length of section where the construction is estimated to be completed by Q4: 332 km (baseline by 2025: 114 km)
Progress achieved in enhancing the economic resilience of the EU’s Eastern Partners	Number of SMEs supported (through access to finance, business development services and business enabling environment)	More than 90 000 SMEs supported through the EU4business initiative
Progress achieved in supporting the economic resilience of the EU’s Eastern Partners	Number of new jobs created through EU support to the private sector	More than 130 000 new jobs are created through the EU4Business initiative

Output	Indicator	Target
Progress achieved in creating and supporting a business-conducive environment	Number of laws/regulations changed, number of Public-private dialogue events held (which helps governments understand the needs of stakeholders and to reflect these needs in policy) and number of Regulators/governments capacitated	More than 300 laws, regulations and procedures are reformed in the EaP to assure a business-conducive environment More than 450 public-private dialogue events are supported More than 6 500 government institutions will have their capacities strengthened in the EaP enabling them to play a more effective and positive role in economic development
Attract and leverage EU-aligned investment to foster regional economic development in the EU's Eastern Partners and in the Western Balkans	Number of new investment projects approved under the Neighbourhood Investment Platform (NIP) in the EU's Eastern Partners	7
	Organisation of a regional investment conference for the Western Balkans with high level participation of private companies and investors	1
	Number of specific private sector investments in the Western Balkans resulting from DG ENEST's outreach efforts (call for expression of interest, investment conferences 2025/2026)	2
Leverage public-private investment in the field of digital connectivity in the Eastern Partnership region and Türkiye, under the EU cross-regional Connectivity Agenda	Development of a regional digital economy package	By Q2
	Organisation of a high-level Eastern Partnership Digital Investment Forum	By Q2

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

Specific Objective 1.2: Ukraine’s short-term recovery, and medium-term reconstruction and modernisation are supported

Related to spending programme: Ukraine Facility

Main outputs in 2026:

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

Output	Indicator	Target
 Final deliverable of the Mid-Term Evaluation of the Ukraine Facility ⁽⁵⁾	Final deliverable is published	Q4

Other major outputs

Output	Indicator	Target
Financing under the Ukraine Plan (through pillar I of the Ukraine Facility)	Number of regular instalments disbursed in 2026, as per schedule in the relevant Council implementing decision on the Ukraine Plan	4 instalments by Q4
Assessment of reforms under the Ukraine Plan	Number of steps assessed by the Commission in 2026	49 by Q4
Monitoring the implementation of the Ukraine Plan	Scoreboard for the Ukraine Plan publicly available online in 2026 and updated quarterly	4 updates by Q4
Unlocking Ukraine’s investment potential (through the Ukraine Investment Framework (UIF) – pillar II of the Ukraine Facility)	Financial volume of actions (guarantees and blended finance) approved by the Steering Board in 2026	At least EUR 1.2 billion by Q4
Diversifying the presence of Financing Institutions in Ukraine (through the Ukraine Investment Framework (UIF) – pillar II of the Ukraine Facility)	Number of Financing Institutions eligible for participation (“eligible financing institutions – EFIs”) which submitted applications to the Steering Board in 2026	At least 2 by Q4
Enabling the delivery of project-based bilateral assistance to Ukraine (through the Technical Cooperation Facility (TCF) under pillar III of the Ukraine Facility)	Work Programme 2026 adopted	By Q4
Additional oversight in the fight against mismanagement of Union funding under the Ukraine Facility	Number of reports submitted in 2026 by the Audit Board of the Ukraine Facility	4 by Q4

⁽⁵⁾ Mid-term evaluation of the Ukraine Facility is listed in the Annex 2 of the Commission work programme 2026

General objective 2: A new era for European defence and security

Specific Objective 2.1: Resilience of partner countries is increased and migration is managed

Related to spending programmes: IPA III and NDICI-GE

Main outputs in 2026:

Output	Indicator	Target
Adoption of national Roadmaps in Western Balkans to implement the Joint Action Plan on Countering Terrorism and Violent Extremism	National Roadmaps presented and approved	6 by Q4
Recorded progress on the implementation of the visa liberalisation action for Armenia	Publication of the first progress report	Q1
Operationalise the access of Digital Europe Programme-associated countries to the EU Cybersecurity Reserve	Adoption of country-specific Council Implementing Decisions for countries tabling requests	By end of Q4 on the request of DG CNECT ⁽⁶⁾ for countries having ratified the necessary amendment of their Digital Europe Programme agreement

⁽⁶⁾ The Directorate-General for Communications Networks, Content and Technology

General objective 5: Protecting our democracy, upholding our values

Specific Objective 5.1: Rule of law, fundamental rights and democracy in partner countries are strengthened

Related to spending programmes: Ukraine, Western Balkan, and Moldova Facilities, IPA

Main outputs in 2026:

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

Output	Indicator	Target
Final deliverable of the Evaluation of EU cooperation on migration in the Western Balkans (2018-2023)	Final deliverable is published	Q2
Final deliverable of the Evaluation of EU support to IPA Roma inclusion projects (2016-2023)	Final deliverable is published	Q1

Other major outputs

Output	Indicator	Target
“Rule of Law Report” country chapters for Albania, North Macedonia, Montenegro and Serbia	Publication of country chapters for the four candidate countries in the annual Rule of Law Report (coordinated by DG JUST)	Q3
Progress of Albania under the Fundamentals Cluster	Presentation of the fundamentals non-paper to the Council	Q2
Progress of Montenegro and Serbia under Chapters 23 and 24	Presentation of the rule of law non-papers on the state of play under Chapters 23 and 24 to the Council	Q2
Progress of North Macedonia under the Fundamentals Cluster	Preparation of the Opening Benchmarks Assessment Reports for the Fundamentals Cluster, once conditions set by the Council have been met <i>[If the above takes place]</i> Preparation of the fundamentals non-paper for the country (once Council has opened the cluster)	Q3 to Q4 Q4
Progress of Moldova and Ukraine under the Fundamentals Cluster	Preparation of the fundamentals non-paper for both countries (once Council has opened the cluster)	Q2

General objective 6: A global Europe: leveraging our power and partnerships

Specific Objective 6.1: Countries with EU perspective are brought closer to the EU based on a credible, merit-based accession perspective and application of the enlargement methodology

Related to spending programmes: Ukraine, Western Balkan, and Moldova Facilities, IPA

Main outputs in 2026:

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

Output	Indicator	Target
Final deliverable of the evaluation of EU cooperation with Kosovo from 2016 to 2023	Final deliverable is published	Q2
Final deliverable of the evaluation of EU Support to Public Administration Reform with a Focus on Public Finance Management in the Enlargement and Neighbourhood Regions (2016-2023)	Final deliverable is published	Q2

Implementation dialogues and significant reality checks

Output	Indicator	Target
Fourth Implementation Dialogue (with selected stakeholders)	Implementation Dialogue has taken place	Q4
Commissioner Kos' Annual Progress Report on Simplification, Implementation and Enforcement	Report is drafted and shared with the European Parliament and the Council	Q3

Other major outputs

Output	Indicator	Target
Annual Enlargement Package	Adoption of the 2026 Enlargement Package	Q4
Progress on accession negotiations with Albania through the provisional closure of chapters once the necessary conditions have been met	Adoption of an interim EU Common Position on Cluster 1 "Fundamentals" setting the closing benchmarks, once the Council is satisfied that the conditions have been met as confirmed by the Commission's Interim benchmark Assessment Report	Q1 to Q2
	Presentation of Draft Common Positions, including the closing benchmark assessment reports	Q2 to Q4
Progress on accession negotiations with North Macedonia once the necessary conditions have been met	Submission of the Opening Benchmark Assessment Report to the Council and opening of Cluster 1	Q3 to Q4

Output	Indicator	Target
Progress on accession negotiations with Montenegro once the necessary conditions have been met	Preparation of Draft Common Positions, including the closing benchmark assessment reports for the remaining chapters once ready.	Q1 to Q4
Progress on accession negotiations with Serbia once the necessary conditions have been met	Commission delivers an Interim Benchmark Assessment Report (IBAR) once Serbia has made sufficient progress on the Interim Benchmarks (IBM)	Q3 to Q4
Progress in accession negotiations with Moldova and Ukraine once the necessary conditions have been met	Formally opening the negotiating clusters	Q4
Launch of and progress in accession negotiations with Bosnia and Herzegovina once the necessary conditions have been met	Report to Council on progress and presentation of the draft Negotiating Framework to the Council once conditions are fulfilled	Q1
	Conduct the explanatory screening of Cluster 1, after Council decision	Q3

General objective 6: A global Europe: leveraging our power and partnerships Specific Objective 6.2: A sustainable basis for improved relations with Türkiye is ensured

Related to spending programme: IPA III

Main outputs in 2026:

Output	Indicator	Target
Continuation of high-level engagement with Türkiye, in line with the European Council conclusions	Number of high-level dialogues	3
Implementation of the Association Agreement with Türkiye	Number of sub-committees held	5
Follow-up on the implementation of the Customs Union	Volume of bilateral trade	At least EUR 211 billion
	Finalised assessments of Turkish draft legislation relevant for the removal of technical barriers to trade (as a percentage of Turkish requests submitted)	80%
	Customs Union Joint Committee meeting held	1 meeting
Support Directorate-General for Trade (DG TRADE) in following discussions by Member States on the mandate and on initiating negotiations on the modernisation of the Customs Union, when political conditions are ripe	Mandate approved by Council	2026, if political conditions allow
Support for refugees and host communities in Türkiye	Programming for 2025-27 finalised	2026 (the 15% programming left to be finalised)
Close monitoring of developments and providing policy recommendation on democracy, rule of law, judiciary, security as well as fundamental rights and freedoms	Adoption of the Türkiye report (Enlargement package)	2026
Support to investments in Türkiye (including regional connectivity)	Progress in the launch of the connectivity agenda in Türkiye, including on the preparation of a pipeline of investment projects	Q4

General objective 6: A global Europe: leveraging our power and partnerships

Specific Objective 6.3: The Eastern Neighbourhood countries are supported, including through regional connectivity and the Black Sea strategy

Related to spending programmes: NDICI-GE

Main outputs in 2026:

Implementation dialogues and significant reality checks

Output	Indicator	Target
Implementation Dialogue on the Connectivity Agenda with selected stakeholders	Implementation Dialogue has taken place	Q2

Other major outputs

Output	Indicator	Target
Resilience and Growth Plan for Armenia	Disbursement of Budget Support Programme	By Q4
Support to Nakhchivan Railway Azerbaijan	Establishment of a special purpose vehicle to drive the initiative forward	By Q4
Continue to support independent media and civil society organisations working on Georgia	Provision of planned assistance	By Q4
Continue to support independent media and civil society organisations working on Belarus	Provision of planned assistance	By Q4
Identification of priority investments in Armenia and Azerbaijan	Progress the launch of the connectivity agenda in Armenia and Azerbaijan including on the preparation of a pipeline of investment projects	Q4
Cross-regional and regional connectivity	A Ministerial meeting to follow up on the cross-regional security and connectivity Ministerial held in October 2025 will be convened	Q4
Establish coordination mechanism under the connectivity agenda	A coordination mechanism on connectivity designed and agreed with partner countries and IFIs	Q2
Eastern Partnership Senior Officials Meeting	Adoption of revised EaP work programme	Q3
Black Sea Strategy	The first report on the implementation of the EU strategic approach to the Black Sea region will be issued after one year of implementation	Q3
All bilateral (except with Ukraine) and regional programmes are adopted under 3 Financing Decisions (multi-country, NIP, and regional)	3 Financing decisions adopted	Q2

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

A. Human resource management

Objective: DG ENEST employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
Evaluation of the 35 actions of the local HR Strategy and development of a successor strategy	Evaluation and Strategy completed	Evaluation and Strategy published in Q1 2026
Implement and further develop FUTURE SKILLS LAB	Number of training offers organised	6 training offers
	Number of new packages added	1 package on Security
Implement Talent Management Programme open to all Statutory Staff	Number of successful applications	24
Implement of a Management Development Programme for future managers	Participating colleagues in the programme	20
Gender Balanced Middle Management	% of female middle managers	50% by end of 2026

B. Digital transformation and data management

Objective: DG ENEST 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
Digital Culture	% of statutory staff that has completed at least one IT training course ⁽⁷⁾	25% ⁽⁸⁾
Seamless digital environment	Cloud adoption – % of IT systems utilising cloud infrastructure services compared to the total number of IT systems ⁽⁹⁾	60%
Cybersecurity	Number of Local Information Systems covered by an up to date (less than 2 years old) security plan	100%
	Percentage of compliance of the communication and information systems with the IT Priority controls	100%
Cyber Awareness	Phishing email click rate	< 10%
	Phishing reporting rate	30%
	Average participation rate in cybersecurity trainings ⁽¹⁰⁾	25% ⁽¹¹⁾
Pilot project testing egrants implemented	Number of projects piloted	1

Data Management

Output	Indicator	Target
Review of data assets for the DG	Number of reviews ⁽¹²⁾	2
Data Roles	% of data assets having a data owner and steward	75%

⁽⁷⁾ Source of data: Digital Commission Dashboard (data measured at DG-level)

⁽⁸⁾ Baseline 2024: 32%

⁽⁹⁾ Baseline 2025 : 32%

⁽¹⁰⁾ Source of data: Digital Commission Dashboard (data measured at DG-level)

⁽¹¹⁾ Baseline 2025: 30%

⁽¹²⁾ Baseline 2025: 1

Data Protection		
Output	Indicator	Target
Record keeping and staff awareness-raising activities	50% weight: number of (updated or new) records which have been published in the last two years (3 records) compared to the overall number of published records (9 records): 16% and 50% weight: % of staff trained in data protection on 31.12.2025 (number of staff 100%): 50%.	Target: 100% ⁽¹³⁾

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	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
	Low risk performance-based expenditure (where relevant)	> 80 % of total performance-based expenditure.
Effective controls:	Effectiveness of the audit system ⁽¹⁴⁾ : - % contracted of the Annual Control Plan: Year N	Effectiveness of the audit system: - Remains > 70 %
	- % implementation of the Annual Audit Plan: Years N-1 and N-2 ⁽¹⁵⁾	- Remains > 60 %
	- % reduction of old unclosed audits ⁽¹⁶⁾	- Remains > 50 %

⁽¹³⁾ Current baseline 66%

⁽¹⁴⁾ These indicators are part of the KPI dashboard managed by DG INTPA. While their substance remains stable over the years, their specific definition and targets may be subject to change following a review coordinated by DG INTPA after the Annual Management Plan is adopted.

⁽¹⁵⁾ An audit is considered as "implemented" when the final audit report has been received.

⁽¹⁶⁾ This is an indicator (agreed with DG INTPA) which covers the entire multiannual audit life cycle; it aims at achieving the timely closure (subsequent to all follow-up actions and their recording in the Audit Module) of all audits under old Audit Plans (those equal and prior to N-3). Even if this target is lower than the others related to the audit system, it is equally challenging, since the implementation of the recommended actions depends on several factors and usually takes several months.

Output	Indicator	Target
Efficient controls	Budget execution	Remains >90 % of payment appropriations
	Timely payments	Remains >90 % of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 5 % of funds managed

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 ⁽¹⁷⁾ aimed at the prevention, detection and correction ⁽¹⁸⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Implementation of the DG ENEST anti-fraud strategy	Implementation of the 2026 annual AFS action plan: percentage of actions completed within the applicable deadlines	At least 75 %
Implementation and monitoring of the recommendations included in the OLAF reports	Timely completion of the assessment on the implementation of the OLAF recommendations	80 % of OLAF recommendations are assessed for the implementation by the competent AOSDs within 3 months
	Reminders sent to action owners on outstanding OLAF recommendations	At least 2 reminders sent per year (every 6 months)
Regular reporting to Commissioner and Senior Management on the implementation of the anti-fraud strategies and on the OLAF cases	Report to the Commissioner and Senior Management	2 per year (at least)

⁽¹⁷⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 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”.

⁽¹⁸⁾ Correction of fraud’ is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

E. Sound environmental management

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

Main outputs in 2026

Output	Indicator	Target
Reduce number of colleagues participating in missions	Number of staff participating to the same mission	In principle no more than 3 colleagues per mission unless duly and exceptionally justified
Reduce staff travel emissions	Staff travel emissions' CO2 footprint ⁽¹⁹⁾	Based on the 3.7% annual reduction goal, the target for 2026 is 257,348 CO2 Kg
Energy saving actions	New DG ENEST building participates in the annual BEST energy saving actions	At least 2 weeks closure of the building during summer / winter BEST action.
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns or from local initiatives	At least 5 dedicated articles in the weekly newsletter and 2 specific campaigns targeted at all DG ENEST staff.

⁽¹⁹⁾ Baseline 2019: 443,654.21

