

Management Plan 2026

Directorate-General for the
Middle East, North Africa and the Gulf

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PART 1. Introduction

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

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

The **2026 management plan** sets out what the **Directorate-General for the Middle East, North Africa and the Gulf (DG MENA)** intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DG MENA 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.

In 2026, the DG MENA will continue to **work with nineteen key partner countries**, from the Atlantic to the Gulf, with the aim to achieve peace, stability, security, and prosperity across the regions, building on common historical roots, objectives, interests, and values.

DG MENA will contribute to leveraging power and partnerships in North Africa, the Middle East, and the Gulf to make the EU truly global (General Objective number 6). This will be achieved by **aligning the external dimension of internal policies with the Mediterranean agenda**, ensuring that the EU's engagement in these regions yields visible political dividends and supports internal priorities such as economic security, competitiveness, digital and energy transitions, and migration management.

In 2026, DG MENA will continue to work closely with Directorates-General and services in charge of thematic priorities, as well as with the European External Action Service (EEAS) to ensure that the external dimension of the European Commission's internal policies supports the Mediterranean agenda more efficiently.

DG MENA will also contribute to key initiatives on simplification, implementation, and enforcement through an Annual Progress Report covering these areas.

The chart below illustrates the performance framework for DG MENA.

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.1 - A Pact for the Mediterranean

KPI 6.1.1: The Pact for the Mediterranean is implemented

Specific Objective 6.2 - Building comprehensive partnerships focused on investment, economic stability, jobs, energy, transport, security, migration and other areas of mutual interest

KPI 6.2.1: Partnerships based on policy dialogue are developed including through negotiations for new Strategic and Comprehensive Partnerships

Specific Objective 6.3 - Scaling up and deepening trade and investment with the region, towards a more integrated Euro-Mediterranean market

KPI 6.3.1: Med-Gateway is set-up as the Investment Pillar of the Pact for the Mediterranean

Specific Objective 6.4 - Setting up a Trans-Mediterranean Energy and Clean Tech Cooperation Initiative ("T-MED") to increase renewable energy trading and boost clean tech manufacturing in the region, notably through Global Gateway

KPI 6.4.1: Sustainable energy and clean tech investments facilitated through T-MED under EFSD+ are approved

Specific Objective 6.5 - Operationalising the external aspects of the EU's migration policy, encouraging closer and deeper cooperation on managing migration flows, fighting organised crime and terrorism

KPI 6.5.2: Southern Neighbourhood Multi-Country migration programme Annual Action Plan (AAP) adopted in 2024 is implemented

Specific Objective 6.6 - Developing a Middle East Strategy

KPI 6.6.1: Preparation of the Middle East Strategy with the EEAS

Specific Objective 6.7 - A stronger convening and coordination role for the EU in Palestine and Gaza, including through an enhanced and reform-based support to Palestinians and the Palestinian Authority

KPI 6.7.1: Predictable commitments are maintained in support of the Palestinians and the Palestinian Authority

Specific Objective 6.8 - Supporting the recovery of Syria

KPI 6.8.2: The EU steps up financial support to Syria's economic recovery while continuing to support neighbouring countries affected by the Syria's refugee crisis

Specific Objective 6.9 - Strengthening EU-Gulf relations

KPI 6.9.1: Make tangible progress in the negotiations of the Strategic Partnerships Agreements with the 6 Gulf Cooperation Council countries

Specific Objective 6.10 - Developing a strategic communication plan to promote the EU's role in the Southern Neighbourhood, highlighting its contributions and countering anti-EU narratives

KPI 6.10.1: On the basis of the plan, strategic communication activities are conducted to promote EU partnerships with countries from the MENA regions

Key Performance Indicators (KPIs) related to Sound financial management

In line with the Commission President's strategic priorities on modernising the administration, the **estimated overall risk at payment** has been selected as KPI for 2026 with the target of remaining < 2 % of the relevant cost-based expenditure. The **estimated risk at closure** is also selected as KPI for the year 2026. It reflects risks of irregularities when all the control activities were finalised and will remain < 2 %.

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

The situation in the Middle East, North Africa and the Gulf regions is developing fast. The EU must support partners more effectively in tackling common challenges. DG MENA will continue to work to this effect. The **Pact for the Mediterranean** will foster mutually beneficial partnerships across the Mediterranean. It will be people-centred and focus on sustainable investment, economic stability, job creation, energy, sustainable resource management, connectivity, security, migration and mobility, based on shared interests and common values (as per Annex 1, p. 21).

In the Middle East, DG MENA will co-lead the preparation of the EU Middle East Strategy. As the region finds itself at a critical juncture, with shifting regional equilibrium and rapidly evolving dynamics, the Strategy will be an opportunity for the EU to outline its strategic objectives and how it can mobilise its political and financial tools to effectively position itself as a constructive player.

Considering the dynamic sub-regional context, DG MENA will **reinforce cooperation** with Syria, Lebanon, Jordan, Iraq, Egypt and in the Red Sea, and build on the progress already achieved through the EU-Gulf Strategic Partnership. This would include efforts on early recovery and reconstruction.

In 2026, DG MENA will also continue contributing to a just, comprehensive and lasting peace in the wider Middle East based on the two-state solution, in particular through enhanced and reform-based support to Palestinians and the Palestinian Authority. It will lead on donor coordination via the follow up of the Palestine Donor Group first held in 2025.

These efforts will be underpinned by strategic communication activities at central, regional and bilateral levels.

DG MENA will also support the organisation of at least two Implementation Dialogues with key stakeholders (as per Annex 1, p. 28).

In addition, as there is no acquis under the remit of DG MENA, no stress testing is envisaged. DG MENA's key initiatives on simplification, implementation, and enforcement will be covered in an Annual Progress Report addressing these areas.

In more detail, DG MENA intends to deliver on these objectives in 2026 as follows.

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

Specific Objective 6.1 – A Pact for the Mediterranean ⁽¹⁾

In 2025, DG MENA – in close collaboration with the EEAS – has put forward the **Pact for the Mediterranean**. The Pact was endorsed by the EU Member States and the southern Mediterranean partners in November 2025 on the occasion of the 30th anniversary of the

⁽¹⁾ The Pact for the Mediterranean has been adopted on the 16.10.2025 - [JOIN\(2025\) 26 final](#).

Barcelona declaration. The initiatives proposed under the Pact will be transposed into a **dedicated action plan**, to be presented in the first quarter of 2026 on the occasion of the first meeting of the joint group at senior officials' Euro-Mediterranean level. The group will convene twice a year to monitor the implementation of the Pact on the basis of the document, which will be reviewed and updated jointly on a regular basis.

To support the implementation of the Pact and the Global Gateway strategy, and following the 7th EU-AU Summit, DG MENA will ensure close coordination with DG INTPA to ensure participation of North African countries and to give visibility to EU-funded actions in the region in the framework of the EU-AU partnership and EU supported Africa continent-wide initiatives.

Specific Objective 6.2 - Building comprehensive partnerships focused on investment, economic stability, jobs, energy, transport, security, migration and other areas of mutual interest

Across the region, DG MENA will continue in 2026 to demonstrate the concrete added value of EU financial, technical, and diplomatic support. The success of the EU's **Strategic and Comprehensive Partnerships** (SCPs) with Jordan and Egypt highlights how a sustained and structured framework can pave the way for strategic engagement. Other SCPs could be developed, facilitating the implementation of EU priorities in the region.

Where possible, in particular for those countries which have agreed SCPs with the EU, DG MENA plans to adopt **multiannual financial assistance programmes for 2026-2027**. This should support the acceleration of the reform pace and the implementation of the priorities of the Pact for the Mediterranean at both national and regional level.

DG MENA will go ahead with the implementation of a **multi-sectoral approach to Budget Support** that will allow to meet the needs of SCPs, starting with Jordan. Operations in key sectors will also continue, supporting dedicated pillars.

DG MENA will support macroeconomic policies, economic governance and public administration reform in the MENA countries. It will provide capacity development and technical advice in complementarity to policy dialogue for reforms supported by multiannual financial assistance and/or budget support in the countries benefiting from these instruments. In the more fragile countries e.g. PAL, LEB, SY and LY, the DG will contribute to rebuilding the public administration as part of an overall roadmap agreed with the partner countries, and in close coordination with the other regional and international institutions providing technical assistance.

Furthermore, DG MENA will continue to support **regional integration** by providing financial and technical support to the Union for the Mediterranean (UfM) and the Anna Lindh Foundation (ALF). In this regard, DG MENA will contribute, in close coordination with the EEAS, the Secretariat of the UfM, and the UfM members to completing the reform of the UfM, aiming at making it more efficient. DG MENA will continue to provide the operating grant to the UfM, cooperate with line DGs in the technical platforms, the Senior official meetings, and where appropriate Ministerial conferences and UfM Forum, within the current division of tasks in pace with the EEAS and line DGs. In 2026, DG MENA will continue to support the ALF to advance intercultural dialogue within the EU and Mediterranean civil societies and youth. Additionally, to foster bloc-to-bloc cooperation, DG MENA will enhance the EU dialogue and cooperation with

the League of Arab States (LAS) through the project 'El Hiwar', and through the preparations of the 6th Foreign Affairs Ministerial in Cairo in 2026.

DG MENA will continue to support socioeconomic development of southern partners and uphold EU fundamental values in the Mediterranean region by supporting **civil society** organisations, cooperating with independent **media** outlets, and fighting disinformation and promoting accession to Council of Europe Conventions. To this end, it will cooperate with the European Endowment for Democracy, Council of Europe, and non-profit media development organisations.

As a specific action dedicated to strengthening freedom of expression and information integrity at regional level, DG MENA launched its new programme **Bousolah**, which aims to provide professional development, fact-checking capacity building, and improved coordination among media development stakeholders. Additionally, DG MENA plans to initiate a regional programme focused on core support and capacity-building initiatives for independent media, aiming to enhance their digital transformation and business viability.

North Africa

In 2026, DG MENA plans to strengthen the EU-**Morocco** partnership in strategic sectors. As part of this, DG MENA intends to hold a business and investment conference in the second half of 2026 to boost economic exchanges between the EU and Morocco and enable EU companies to capitalise on opportunities from the FIFA World Cup 2030.

Following the renewal of the EU-Morocco Trade Agreement in October 2025, which includes provisions for identifying goods from the Western Sahara region, DG MENA is tasked with developing a **control mechanism to ensure benefits from the trade agreement reach the people of Western Sahara**. This mechanism is being designed, and DG MENA will draft the first monitoring report by the end of 2026.

DG MENA will also continue its efforts to deepen cooperation with **Algeria**, contributing to a Commission-wide engagement to resolve the ongoing trade dispute. DG MENA will develop in 2026 an action plan with focus on the circular economy and skills for the green and digital transition. Special attention will be given to securing Algerian political support for the deployment of EU financial instruments, considering the opportunity of Algeria's 2025 Budget Law. Establishing a joint EU-Algeria Working Group on Investment Promotion and Market Access will be a priority, aiming to unlock economic cooperation and transform policy dialogue into tangible results.

Reflecting on political changes in 2025, DG MENA will adjust its approach with **Tunisia** to ensure progress on the SCP and the Memorandum of Understanding (MoU) on renewable energy, notably by adopting an implementation roadmap. To align more closely with EU interests and the Pact, DG MENA will assess the opportunity of creating an investment platform and support strategic projects like the ELMED electricity connector between Tunisia and Italy. DG MENA will continue effective cooperation to control irregular migration. DG MENA will strengthen its ties with the civil society in Tunisia, especially the private sector.

In **Libya**, following the adoption of the multiannual cooperation programme for 2025-2027, DG MENA will begin implementing the planned actions in 2026 in governance and stabilisation,

climate as well as energy and environment. Engagement will aim to bring together East and West government representatives, as initiated with the technical mission on migration. The energy sector remains promising for such engagement and efforts will continue on methane emission reduction and developing renewable energy projects.

During 2026, DG MENA will build on the significant progress achieved in 2025 across all pillars of the SCP with **Egypt**. Following the successful first EU–Egypt Leaders’ Summit, the signature of the EUR 4 billion Macro-Financial Assistance operation and the launch of the Investment Guarantees for Development Mechanism, efforts will continue to advance political cooperation to support Egypt’s reform agenda. Focus will be on enhancing economic stability, improving the business environment, accelerating the green transition, promoting a digital transformation and further mobilising investments through the European Fund for Sustainable Development Plus (EFSD+) and a dedicated business-investors roundtable to be organised in 2026. Particular attention will also be given to local economic development, governance reforms, decarbonisation and energy transition in line with the Trans-Mediterranean Energy and Clean Tech Cooperation Initiative (T-MED). Strong emphasis will be placed on youth empowerment across the whole portfolio. The EU-Egypt Association Council will be organised in 2026 to follow-up on the discussions in the Summit and implementation of the SCP.

Middle East

The EU’s engagement with **Jordan**, reenergised by the EU-Jordan Summit on 8 January 2026, will continue, anchored in the Strategic and Comprehensive Partnership signed in January 2025. Through enhanced policy and political dialogue and targeted cooperation, DG MENA will work closely with the Jordanian government and all relevant stakeholders to advance inclusive economic growth, the green transition, governance reform, and regional security. The organisation of the first EU-Jordan Investment Conference in April 2026 will be a key milestone. The SCP will allow to deploy all available instruments, including macro-financial assistance and multi-sector budget support; the aim will be to ensure complementarity of actions across tools and sectors supported.

The focus of the new leadership in **Lebanon** on reforms presents an opportunity for renewed EU engagement. Building on longstanding support, DG MENA will step up efforts to support Lebanese institutions deliver for their citizens and implement needed reforms. Priorities include macroeconomic stabilisation, governance reform, and service delivery. Should this reform impetus continue to be implemented, DG MENA could in the longer term start reflections on a Strategic and Comprehensive Partnership, tailored to Lebanon’s evolving context and challenges.

Following the visit of the President of the Commission and the Council, the EU reaffirmed its commitment to inclusive recovery and reconstruction of Syria. In addition to leading on donor coordination through the Syria Partnership Coordination Forum, the EU will launch a high-level political dialogue with **Syria** in 2026 and take steps to renew the institutional framework with Syria, starting with reviving the Cooperation Agreement. Programming will focus on supporting the transitional government’s efforts to kick start the economy including through reinforced capacity building and supporting key economic sectors. Support to justice and transitional justice as well as dialogue with civil society will remain a priority.

Iraq remains a critical partner for the EU's regional engagement. Following the Cooperation Council of October 2025 and the outcome of elections, in 2026 DG MENA will deepen cooperation through a reinforced strategic dialogue, focusing on economic diversification, institutional resilience, trade and connectivity, and the climate/energy transition. Programming will continue to support the government's efforts to foster inclusive governance and reduce external dependencies while supporting engagement of European Development Banks under the EFSD+, critical to leverage investments.

DG MENA institutional bilateral cooperation with **Israel** has been suspended in September 2025 following the President's 2025 speech on the State of the Union.

For **Iran**, bilateral cooperation remains suspended since 2022. Nevertheless, in light of concerning developments, targeted support, including to civil society, could be envisaged. This would complement diplomatic engagement, and could also be expanded if the situation in the country allows.

Specific Objective 6.3 - Scaling up and deepening trade and investment with the region, towards a more integrated Euro-Mediterranean market

DG MENA will set up **a country-based investment platform** in Morocco, building on the success of the existing platforms in Egypt, Jordan and Palestine. The national platforms will contribute to deliver flagship investments under the SCPs, through the use of EU financial instruments under the EFSD+. DG MENA will explore options for establishing a similar platform in Algeria and Tunisia, once the necessary political and operational conditions are in place.

Key to the success of the investment platforms will be the involvement of the private sector, to mobilise investments at scale. DG MENA is therefore developing a strategy for **private sector engagement**, encompassing dedicated outreach activities and expressions of interest for investors.

On **connectivity**, in the framework of the implementation of Global Gateway across the Mediterranean, DG MENA will support the implementation of transport corridors, energy grids and digital links in partner countries as well as their interconnections with the EU supporting the extension of Trans-European Transport Network (TEN-T) and the development of Projects of Mutual Interest. In addition to strategic networks, initiatives will be taken to promote sustainable transport and energy solutions, and the uptake of digital solutions in the MENA and Gulf region.

As regards the **digital** sector, DG MENA will work to promote EU tech business offers and to increase the take-up of digital opportunities in partner countries, by strengthening the institutional capacities in e-governance focussed on interoperability and data protection, supporting the development of digital skills and high-tech entrepreneurship, and promoting investment in digital infrastructure. Cybersecurity will be a key element, ensuring the safety and security of digital systems and enhancing the overall resilience of partner countries. DG MENA builds on existing initiatives by EU Member States and other Commission Services, to coordinate EU digital efforts in the region, boosting joint investments, and fostering collaboration and knowledge sharing between the public sector, civil society, academia, and private sector actors.

Regional economic cooperation will focus on support to inclusive economies and job creation. It will complement bilateral initiatives that aim at harnessing the potential of the private sector, promote innovative and inclusive entrepreneurship while supporting transitions from informal to formal economies, with particular attention to youth and women's economic inclusion. The approach will be of particular use in fragile contexts and look at possible inter-regional / sub-regional initiatives to take advantage of targeted integration opportunities. Regional initiatives will contribute to implementing the external dimension of EU policies, notably the Union of Skills, the SME strategy and the Social Economy action plan, as well as the Gender action plan III and the Youth action plan (YAP) in external action.

The EU–MED Entrepreneurship Initiative will deepen and expand inclusive economic models **to generate more and better jobs**, including green jobs, with a particular focus on **youth and women**. The initiative will strengthen the **social economy ecosystem** and support the development of **impact investment** portfolios through seed funding and preparation of initiatives for scale-up through existing investment funds. In addition, it will promote **hybrid and innovative models**, including refugee-focused impact entrepreneurship, to address specific socio-economic challenges while contributing to inclusive and sustainable economic development.

DG MENA will also support partner countries to transform their economies considering the **requirements of Green Deal legislation** coming into force such as the Carbon Border Adjustment Mechanism (CBAM), the waste shipment legislation and the eco-design legislation. This will ensure that the current trade flow with neighbourhood countries will not be negatively affected.

Specific Objective 6.4 - Setting up a Trans-Mediterranean Energy and Clean Tech Cooperation Initiative (T-MED) to increase investments in renewable energy, to promote renewable energy trading and boost clean tech manufacturing in the region, notably through Global Gateway

DG MENA will launch the **Trans-Mediterranean Renewable Energy and Clean Tech Cooperation Initiative** (T-MED) in the first months of 2026. The objective of T-MED is to bring private investments at scale to MENA's renewable energy and clean tech sectors. This will create jobs, strengthen local industries, reduce costs, and support regional decarbonisation, while contributing to trans-Mediterranean renewable energy trade.

DG MENA will aim to launch the first operational meeting of the **T-MED Investment Platform** in the first quarter of 2026. Through this platform, T-MED will provide a more strategic and targeted approach to EU funding and support strategic investments in renewables, energy infrastructure and clean tech manufacturing across the MENA region and connecting with the EU energy market. Next to the establishment of the Investment Platform, T-MED will include targeted actions on crucial enabling factors for private sector investments in renewable energy and clean tech, such as regulatory reforms, infrastructure studies and planning, clean tech industrial collaborations and skills development, all to be launched in 2026.

Contributing to accelerate the **green transition** in DG MENA's partner countries, as well as enhancing **energy security** and energy system resilience to future external shocks remain part of EU strategic priorities. In that respect, DG MENA is committed to the Commission's 2030

climate and biodiversity financial targets. It will therefore promote the mainstreaming of environment, energy and resource efficiency, circular economy and climate change measures in all its cooperation activities to ensure full alignment with the do-no-harm principle and the climate and biodiversity targets of the NDICI-Global Europe financing instrument. This will require a strengthened engagement with the private sector to leverage investments in all sectors, including sustainable clean tech value chains and decarbonisation of energy systems.

Specific Objective 6.5 - Operationalising the external aspects of the EU's migration policy, encouraging closer and deeper cooperation on managing migration flows, fighting organised crime and terrorism

Considering the **security environment** and the cross-border nature of many security threats across the MENA region, more efforts will be dedicated to fostering operational collaboration, sharing of experiences, exchange of good practices in relation to border management, judicial and law enforcement cooperation and other areas of relevance. Among others, more information gathering, management and analytical capacity will also be built to identify trends, strengthen engagement with relevant international and local stakeholders, and design relevant programmes that would allow to promote EU priorities and build the necessary capacities in the region. For the latter, cooperation with EU agencies, Interpol, the Council of Europe and relevant United Nations (UN) bodies will be sought. Looking ahead, foresight will remain a relevant tool that will allow to refine DG MENA's long-term vision and engagement. Furthermore, DG MENA will continue to address the manipulation of information in the region.

DG MENA will continue implementing and support shaping up external aspects of EU migration policy in all its aspects, including as part of comprehensive agreements, with continued engagement with third countries, international organisations, civil society, etc. This will include the wrap-up and closure of ongoing initiatives funded by the **North Africa Window of the Emergency Trust Fund Africa**. On the other hand, while the **EU Trust Fund in response to the Syrian crisis ("MADAD" Trust Fund)** has come to an end, its priorities remain relevant in the context of Syria's socio-economic recovery and support to host communities, especially as regards education, healthcare, WASH and livelihoods sectors, where dissemination of the impact and results achieved by MADAD, as well as the successful methodologies applied, will continue, as valid approaches for Syria's socio economic recovery.

For North Africa, following the adoption of the Multiannual Action programme 2025-2027 for migration in the Southern Neighbourhood end of 2025, DG MENA will focus on mobilising resources in areas such as protection, migration governance, return and reintegration, and legal migration and mobility: the objective is to ensure comprehensive coverage of all countries and address all priority areas outlined in the external dimension of the EU Pact on Migration and Asylum. Until 2027, funding for migration and forced displacement actions in North Africa will maintain the same level of engagement as in the previous MFF, aiming to comprehensively address all aspects of migration management. Moreover, DG MENA will continue working with international organisations, Member States agencies and UN agencies active in the area of migration management and forced displacement.

The 'EU-MED Bridge for Peace' will support concrete interventions to **promote peace and security in the region by creating opportunities for dialogue and trust-building** of common interests that bring together communities across dividing lines. It will use shared

cultural heritage for confidence-building, build trust around concrete grassroots initiatives and support an **integrated approach to Peacebuilding and Security**.

Specific Objective 6.6 - Developing a Middle East Strategy (²)

The Middle East is at an inflection point with multiple players (re)-asserting their position. The war in Gaza triggered a severe humanitarian crisis and large-scale destruction. The escalation between Israel and Hezbollah and the tensions between Israel and Iran also continue to reverberate. Russia and China continue to try enlarging their footprint in the region, while the Gulf Cooperation Council countries are concerned by the impact of the above on their interests. The EU should therefore take the opportunity to increase its influence in a way commensurate with its political and financial interests and investments. This would be linked to the implementation of the Pact for the Mediterranean. Current circumstances call for a new, comprehensive strategy to design a more impactful EU role in the Middle East and develop opportunities for deeper cooperation, including for early recovery and reconstruction. The EU must be able to define its approach and offer to the very diverse countries in the region more clearly and put a renewed focus on promoting a sustainable peace in Israel and Palestine, by helping to relaunch the Middle East Peace Process and roll out a strategy for the reconstruction of Gaza. The EU should also define a new strategy to promoting stability and economic recovery in Syria and Lebanon.

Specific Objective 6.7 - A stronger convening and coordination role for the EU in Palestine and Gaza, including through an enhanced and reform-based support to Palestinians and the Palestinian Authority

Policy and political dialogue with the **Palestinian Authority** will continue to ensure that the EU's support is linked to agreed reforms and build on policy and political dialogue (including the follow up to the Palestine Donor Group).

The EUR 1.6 billion **EU multiannual comprehensive Programme for Palestine's** recovery and resilience (2025-2027) is already at the core of EU support. DG MENA will continue to deploy a wide range of tools to address a strong socio-economic response to the situation in Gaza and the difficult situation in the West Bank, also considering the added value it can provide in the implementation of UN Security Council Resolution 2803.

Finally, an enhanced Team Europe approach could contribute to early recovery in sectors of interest (i.e., water, wastewater and reuse management, access to basic services, private sector and livelihood support) and will complement existing support.

DG MENA will implement measures announced by the President in the 2025 speech on the State of the Union while in parallel engaging constructively with **Israel**, using the momentum of the ceasefire, to help implement the peace plan and looking for ways to lay the foundation for Israel's re-association into cooperation/coordination frameworks on the Middle East.

Specific Objective 6.8 - Supporting the recovery of Syria

(²) COM/2025/870, [Commission Work Programme 2026](#).

On **Syria**, the EU remains a leading humanitarian and resilience donor, supporting Syrians in Syria and in neighbouring countries. DG MENA will continue stepping up efforts inside Syria towards a sustainable socio-economic recovery of the country. The objectives of DG MENA's support are three-fold, in line with political developments in the country, i.e. institutional capacity building, socio-economic recovery and transitional justice, accountability and social cohesion. A regional approach to the voluntary, safe and dignified returns of Syrian refugees and IDPs will be developed in parallel to ongoing support to host communities.

Specific Objective 6.9 - Strengthening EU-Gulf relations

Having emerged as an active geopolitical player, an economic powerhouse and a key actor of globalisation, the Gulf region, and in particular the countries of the GCC, have become a partner of choice for the EU. In particular, the GCC countries' ambitious "Vision" plans towards economic diversification provide unique opportunities for partnerships and cooperation on a wide range of areas, such as energy (especially renewables), digital (including AI), green transition, connectivity, research or people-to-people contacts. DG MENA will continue to develop cooperation on those areas both at regional and at bilateral level.

At regional level, and further to the first-ever EU-GCC Summit, held on 16 October 2024 in Brussels, DG MENA will work, in close cooperation with the GCC Secretariat and the GCC countries, to prepare the ground for **a possible second EU-GCC Summit** to be held at the end of 2026, thereby prioritising activities in areas such as energy (i.e. through an EU-GCC energy conference) and digital (i.e. through digital policy exchanges with and trainings in the GCC countries).

In parallel, DG MENA will continue to strengthen bilateral relations with the individual GCC countries, focusing on concrete policy initiatives in the priority areas mentioned above. In order to create a strong institutional platform for this cooperation and strengthen political coordination, DG MENA will – in close cooperation with the EEAS and DG TRADE – **conduct the negotiations for Strategic Partnership Agreements (SPAs) with Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates** and coordinate the Commission services' input to the relevant parts of the agreements. Negotiations are expected to start in Q1 2026. **The SPAs will provide for an ambitious, modern, legally binding framework for bilateral cooperation** between the EU and the GCC countries, covering a wide spectrum of areas of common interest. Each SPA will be negotiated bilaterally and shall be tailored to the priorities of each GCC partner. SPAs will offer the potential to anchor a forward-looking, mutually beneficial partnership and **promote EU as a geopolitical actor in a region of growing strategic competition**. At the same time, the bilateral SPAs will serve as **building blocks towards a more integrated and strategic EU-GCC partnership**, also at the regional level.

In parallel to the SPA negotiations, DG MENA will continue to **strengthen its bilateral engagement** with its Gulf partners and advance on concrete cooperation opportunities in key areas of mutual interest, such as energy, green transition, digital cooperation, research and innovation and more broadly on people to people exchange.

Building on the recent momentum around the **India-Middle East-Europe Economic Corridor (IMEC)**, DG MENA will, together with DG INTPA, continue its active involvement in the Steering

Group of IMEC signatories and its various working groups, in order to identify gaps in the network and concrete projects to realise the corridor. This will be done bearing in mind not only the economic dimension of IMEC, but also its potential to contribute to the stabilisation of the entire Middle East in the context of a broader peace plan.

Special attention will also go to further exploring and establishing **triangular cooperation between the EU and the Gulf** around projects of common interests in neighbouring regions, and in particular the Middle East and North Africa but also Africa and other regions.

Finally, DG MENA will continue working to **address the root causes of instability in Yemen** and in the **Red Sea region**. It intends do so by supporting peace and mediation efforts and by supporting Yemen's efforts to create the conditions for economic livelihoods for Yemenis. The international high-level conference on Yemen Food Security to be hosted in 2026 by the GCC offers an opportunity to deepen engagement on trilateral cooperation with GCC countries on Yemen. Moreover, DG MENA is increasing its engagement in the Red Sea region, which is critical due to its strategic location and impact on EU's trade and data flows to the Indo-Pacific.

Specific Objective 6.10 - Developing a strategic communication plan to promote the EU's role in the Southern Neighbourhood, highlighting its contributions and countering anti-EU narratives

DG MENA is developing a **strategic communication plan** to highlight the EU's contribution to the prosperity and stability across the MENA region, based on mutual respect and partnership and countering anti-EU narratives. DG MENA is engaging directly with local communities in this work. The development of this plan is building on the comprehensive communication plan prepared in support of the Pact for the Mediterranean in 2025 and aims to ensure that policy and communication actions are well-synchronised. The strategic communication plan will also highlight strengthened engagement with the Gulf region.

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

A. Human resource management

In 2026, DG MENA will manage its human resources in the most efficient and flexible manner to deliver on the Political Guidelines of President von der Leyen, while taking duly into account the challenging context in which it operates. DG MENA will continue ensuring that the job profiles in its EUDELS are regularly reviewed to match the workforce with the Commission priorities (as per Annex 2, p. 29). DG MENA will make sure that the gender parity of 50% (baseline for the mandatory indicator related to gender on 1st February 2025) is maintained. DG MENA has already ensured gender parity at middle management level and will continue efforts. DG MENA will further contribute to the gender equality and diversity corporate policy, enhancing collaboration and information flows within and across teams and reinforcing the connections between Headquarters and Delegations. The DG will promote inspiring, confident and innovative leadership at all levels with the aim to achieving a manageable workload for all colleagues and a good work-life balance without undue stress (as per Annex 2, p. 29). In more details, this would mean:

Talent management: Staff will be informed proactively on available career development opportunities within Commission for different staff groups, such as initiatives aimed at junior professionals (JPP, EDP, EUDA), development opportunities for managers and future managers (MDP, coaching, DUO coaching, MM360, mentoring for team leaders), career guidance and support for all staff provided by career guidance team, including organisation of series of targeted workshops for DG MENA staff. Staff will be consulted on their learning needs in the annual Learning Needs Analysis exercise.

Staff Engagement and Wellbeing: Practical initiatives will be launched to foster informal connections and networking across the DG and to attain a high level of staff engagement. The actions include Directorate level team building away days, annual staff parties and promotion of opportunities to participate in social and wellbeing events. In addition, staff will be informed regularly on HR related matters via intranet and other channels. The **MENA Days**, putting together HQ and Heads of Delegation / Heads of Cooperation / Heads of Contracts and Finance will be organised in the first quarter of 2026.

B. Digital transformation and data management

The Commission stands at the forefront of digital transformation, setting the standard for innovation and efficiency across our organisation. Drawing on insights from the Digital Commission Dashboard KPIs, DG MENA has identified key areas for improvement and growth. DG MENA's upcoming initiatives aim to drive digital maturity forward, ensuring that the DG remains agile, responsive, and at the cutting edge of digital innovation.

Digital Transformation

Digital Culture: DG MENA's first priority is to foster a digital culture in which technology is embraced at all levels of the organisation. Currently, 31% of DG MENA personnel are actively updating their digital skills, reflecting a solid foundation while highlighting potential for further improvement. To address this, DG MENA plans to organise comprehensive training sessions and workshops aimed at strengthening digital literacy and promoting best practices. By fostering a culture of continuous learning and adaptation, DG MENA aims to increase this percentage to 33% within the next two years.

In parallel, DG MENA will promote the use of digital collaboration tools and platforms to enhance communication and teamwork across departments. One key initiative in this area is the creation of a DG MENA webpage to promote the use of existing IT tools—particularly those related to artificial intelligence—by showcasing internal success stories and concrete use cases. DG MENA does not own any IT tools and instead relies on solutions provided by the RELEX family, DG DIGIT, and other Commission services (e.g. SUMMA from DG BUDG). In addition, in line with central cybersecurity initiatives focusing on end-user awareness, DG MENA aims to increase staff participation in cybersecurity training activities.

Digital-ready policymaking (DRPM): In line with the DRPM framework, DG MENA is committed to integrating digital technologies into its processes to support robust, efficient, and transparent decision-making. Given DG MENA's primarily operational role rather than a policymaking mandate, its main objective in this area is to make effective use of EU Learn to foster and strengthen its overall IT and digital culture.

Business Transformation: DG MENA participates, together with other Directorates-General of the RELEX family, in the joint management of common IT tools. This collaborative approach enables cost optimisation while allowing the RELEX family to streamline processes, remain aligned with evolving business needs, and stay up to date with new initiatives, including DG INTPA's AI-related initiatives.

Seamless digital environment and green, secure and resilient infrastructure: As a small Directorate-General, DG MENA does not develop or operate its own IT environment. Instead, it relies on existing solutions available within the European Commission, provided by other Directorates-General such as DG DIGIT, DG INTPA, and DG RTD, or on jointly developed IT solutions that are subsequently managed by larger Directorates-General. Within this framework, DG MENA reviews and assesses selected IT solutions with a view to contributing to the objectives of a seamless digital environment and a green, secure, and resilient infrastructure. However, DG MENA is not in a position to report directly on these objectives.

Data Management

DG MENA's digital strategy follows a customer-centric approach aimed at enhancing service delivery and user experience. The current customer satisfaction score for digital interactions stands at 85%, indicating scope for further innovation and improvement. DG MENA plans to implement digital-first, user-friendly solutions to simplify processes such as application submissions and service requests.

In addition, DG MENA will adopt a data-driven approach to continuously monitor and improve its digital services based on user behaviour and feedback. A digital feedback platform will be introduced to capture both immediate and forward-looking user experience insights, supporting the objective of increasing digital customer satisfaction. By advancing these strategic objectives, DG MENA aims to become a fully integrated, digital-ready Commission department delivering high-quality, efficient, and user-centred services.

DG MENA cooperates closely with the RELEX family DGs on data governance and participates in the Data Governance Board as a member of the Steering Board. RELEX family DGs delegate operational IT tasks to DG INTPA's IT Unit, which ensures data ownership for RELEX-managed IT tools and populates the EC Data Catalogue. Actions carried out in 2025 and targets for 2026 are validated through the Data Governance Board, in which DG MENA participates at steering level. On data management outside the IT tools that INTPA manages for RELEX family, DG MENA has a maturity level that is “Basic level” for “Data management” and “Data ownership and responsibilities”, “Data quality” and “Data skills”. This initial level does reflect that DG MENA is newly created during 2025 and consequently data asset is not systematically reported into the EC Data Catalogue and neither systematically managed in Ownership, Quality and neither structured effort for Data Skills. DG MENA aims to have a strategy on Data Management in order to improve the maturity level from “Basic” to “Developing” level.

Data Protection

DG MENA will continue to implement the actions set out in the Commission's Data Protection Action Plan (C(2018) 7432 final). In this context, DG MENA reinforces management accountability and ownership for personal data processing by reviewing records of processing operations, identifying the need for new records, and monitoring the timely completion and publication of updated records in the DPO register.

Respect for data protection rules is embedded in the daily activities of all staff, and data subjects are properly informed about the processing of their personal data by DG MENA. To further strengthen knowledge and compliance, DG MENA staff will continue to receive specific guidance on personal data processing through a dedicated intranet page and participation in data protection training activities in line with established targets. The Data Protection Coordinator (DPC) of DG MENA will continue to support management and staff in ensuring full compliance with data protection rules.

C. Sound financial management

DG MENA is maintaining the highest standards of sound financial management to ensure the best use of the financial resources allocated under its responsibility.

In line with the corporate guidelines and international practices, in 2026 DG MENA will adopt strategies on internal control that will address, among other things, elements of sound financial management.

The DG will adopt an internal control strategy aimed at ensuring the achievement of DG MENA's objectives while taking into account the relevant risks affecting DG MENA's environment and operation and the related mitigating measures. In view of reduced resources

in DG MENA, the strategy will also enable the Director-General to sign the yearly Declaration of Assurance by making use of a more streamlined and targeted control framework.

The Director General of DG MENA 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. 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 MENA has adopted corporate guidelines and targets with regards to the effectiveness of financial management, notably the 'estimated risk at payment' and the 'estimated risk at closure' with a target of below 2%. It ensured a system for results monitoring of all ongoing projects signed at country and Headquarters level in 2026 and 2027, through existing and new monitoring tools, including monitoring of blending and reforms.

D. Fraud risk management

DG MENA will contribute to the Commission Anti-Fraud Strategy and the 2023 Revised action plan, as well as implementing its own's anti-fraud strategy (AFS), with the aim of ensuring high vigilance against the risk of fraud, corruption and other intentional irregularities and tailoring controls to developments in its (anti-)fraud landscape.

In this respect, DG MENA is establishing a comprehensive anti-fraud capacity by adopting a new Anti-Fraud Strategy, tailor-made to the operating environment, organisational setup and resources of the newly created Directorate-General. In addition, DG MENA will follow-up closely the European Anti-Fraud Office's (OLAF) and European Public Prosecutor's (EPPO) investigations, and report to the Commissioner and to senior management on ongoing cases. It will ensure continued cooperation with OLAF, the EPPO, services in the external action family and other Commission services.

The main outputs and deliverables include achieving 70% of due actions of the 2026 annual AFS action plan, as per Annex 2, p. 31.

E. Sound environmental management

DG MENA implements the Commission's corporate environmental and EMAS policies, integrating resource efficiency, waste reduction, and sustainable practices into daily operations, while monitoring progress through the environmental management system.

In 2026, DG MENA will intensify its contribution to corporate environmental objectives. A key priority is reducing office paper consumption by expanding paperless workflows, including electronic signatures and fully digital document circulation. Staff will receive practical guidance, and targeted awareness campaigns will be organised to support the transition from mixed digital-paper routines to fully digital processes. Sustainable commuting will be promoted through regular information activities encouraging public transport, cycling, walking, and other low-emission mobility options.

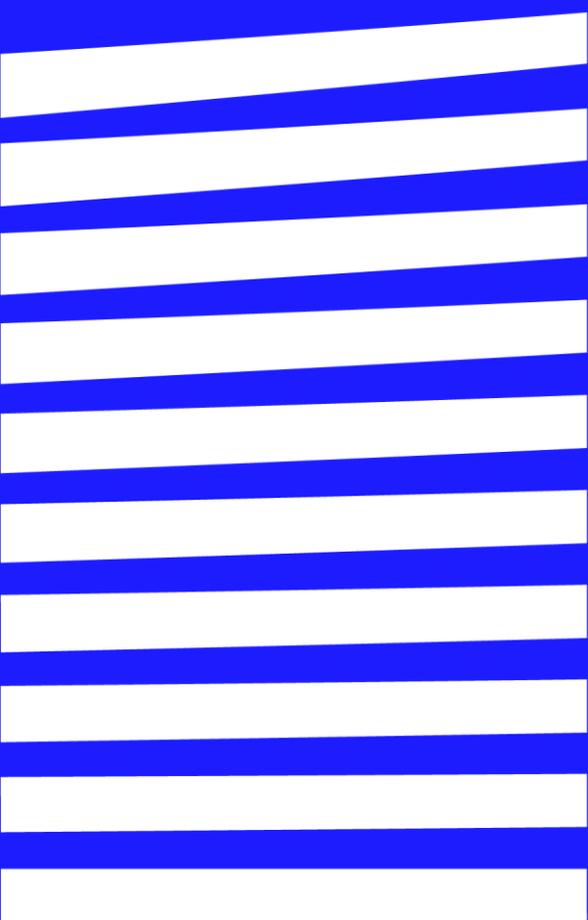
DG MENA will also reinforce corporate environmental communication on EMAS priorities — energy and water use, office paper consumption, emissions, carbon footprint, and waste prevention — through tailored materials and staff-oriented initiatives.

Professional staff travel, which generated **41,604 t CO₂e in 2019**, represents a major environmental impact. Under the Commission's 2025–2029 Strategic Plan, a 50% reduction by 2029 (≈20,800 t CO₂e) is targeted. DG MENA will contribute through:

- **Greener travel practices:** prioritising virtual or hybrid meetings, justifying air travel, favouring rail and low-carbon modes, and combining multiple meetings into single trips.
- **Green Travel Guidelines:** defining preferred modes, air-travel thresholds, and integrating guidance into the mission-booking system.
- **Staff awareness campaigns:** highlighting travel carbon impact, embedding environmental considerations in approvals, and offering low-carbon travel incentives.
- **Monitoring and reporting:** logging all travel details, calculating CO₂-eq emissions with up-to-date factors, producing annual reports, and linking results to management reviews.
- **Sustainable mobility support:** promoting teleworking, flexible work arrangements, and soft-mobility commuting, supported by infrastructure and incentives.



ANNEXES



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

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.1: A Pact for the Mediterranean

Related to spending programme(s): NDICI

Main outputs in 2026:

Major implementation activities and enforcement actions

Output	Indicator	Target
Action plan of the Pact for the Mediterranean is presented on the occasion of the first meeting of the Pact joint group at senior level	Action plan is drafted in consultation with Member States and southern Mediterranean partners	Q1 2026
	Joint group meeting is organised and attended by relevant counterparts	Q1 2026
Organisation of a second meeting of the joint group to monitor and discuss the implementation of the Pact	Joint group meeting is organised and attended by relevant counterparts	Q3 or Q4 2026
Organisation of yearly EU-Southern Mediterranean Ministerial meeting	Meeting is organised and attended by relevant counterparts	Q4 2026
Improved information sharing with DG INTPA on EU supported actions in North Africa reported at continental level	North Africa data shared and included in DG INTPA databases for Africa, in particular Global Gateway and Energy	Q4 2026
EU engagement in North African countries is showcased in AU and Africa wide events supported by DG INTPA	At least 2 active participations of DG MENA in DG INTPA supported events with Africa wide coverage	Throughout 2026

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.2: Building comprehensive partnerships focused on investment, economic stability, jobs, energy, transport, security, migration and other areas of mutual interest

Related to spending programme(s): NDICI

Main outputs in 2026:

Major implementation activities and enforcement actions

Output	Indicator	Target
Follow-up of the EU-Egypt Investment Guarantees for Development Mechanism	Continued follow-up and coordination with the Egyptian government and IFIs on state-of-play of investment mobilisation targets and project pipelines, including through regular meetings of the Mechanism's Secretariat, under the lead of the Egyptian Government.	Estimated investment mobilisation of up to EUR 2 billion until 2026 through the EFSD+. Regular participation in meetings of the Secretariat of the Investment Mechanism (at least 1/year).
Follow-up of EUR 4 bn Macro-Financial Assistance implementation	Continued follow-up and coordination with the Egyptian government and other stakeholders (IMF, WB, OECD, etc.), including through regular progress calls with the Government of Egypt and review missions.	Disbursement of the first instalment of EUR 1bn potentially end 2025/beginning 2026; assessment of the second instalment of EUR 1.5 bn in April/May for a potential disbursement by end June 2026, and assessment and disbursement of the third instalment of EUR 1.5 bn until end 2026.
Follow-up of the implementation of the Strategic and Comprehensive Partnership following the EU-Egypt Summit on 22/10/2025	Organisation of the Association Council in early 2026	Throughout 2026
	Organisation of the business-investors roundtable in Cairo in 2026	Throughout 2026
Revised engagement strategy in Tunisia to ensure progress on the Strategic and Comprehensive Partnership and the MoU on renewable energy	Roadmap of MoU energy endorsed	Q4 2026
Follow-up of the implementation of the EU/JO Strategic and Comprehensive Partnership following the January 8, 2026, Summit	Organisation of the Association Council in 2026	Q4 2026
	Organisation of the Investment Conference in April 2026	Q2 2026
DG MENA adopts most of the remaining programmes up to the end of the MFF 2021-2027	Organisation of the business-investors roundtable in Cairo in 2026	Throughout 2026

Other major outputs		
Output	Indicator	Target
Strengthen the EU Morocco Partnership	Possible revised partnership in the form of a Non-Binding Instrument	Q2 2026
Develop the control mechanism of the benefits for the people of Western Sahara	First monitoring report completed	Q4 2026
Positive engagement for a deepened cooperation with Algeria	New contracts signed; new actions developed	Q4 2026

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.3: Scaling up and deepening trade and investment with the region, towards a more integrated Euro-Mediterranean market

Related to spending programme(s): ENI, NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Set up the Global Gateway for the Mediterranean as the Investment Pillar of the Pact for the Mediterranean	Launch of at least one Call for Expressions of Interest	Q2 2026
	Set up of at least one National and/or regional Investment Platform	Q4 2026
	Signature of all EFSD+ Guarantee Agreements with MENA allocation approved	Q4 2026
	Number of top-up of existing EFSD+ Guarantee Agreements	Q4 2026
Increased trade in goods and service between the EU-MENA and the Gulf partners	Volume of trade in goods and services in EUR compared to the previous year	Q4 2026
Increased FDIs between the EU-MENA and Gulf Partners	Flows and stocks of FDI in EUR between the EU and DG MENA and Gulf Partners (latest data available) compared to the previous latest data available	Q4 2026
EU – MED Entrepreneurship initiative	Financing decision adopted	Q4 2026
	Social entrepreneurship fund launched	S1 2026

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Increased investments in the MENA region through the deployment of EFSD+ Blending, Guarantees and technical assistance	Number of NIP operations approved	Q4 2026
	Number of inclusion notices	Q4 2026
	Amount of technical assistance deployed	Q4 2026

Evaluations and fitness checks – part of the stress testing of the EU acquis		
Output	Indicator	Target
External evaluation on EU support to enabling start-up and MSMEs ecosystem in the MENA region	Evaluation started	Q1 2026
Major public consultations		
Output	Indicator	Target
Structure Private Sector Engagement across MENA regions	Launch of at least one Call for Expressions of Interest for private businesses. Participate in roundtables, conferences and seminars in the framework of Global Gateway and launch of the Pact for the Mediterranean related to investments	Q4 2026
Other major outputs		
Output	Indicator	Target
Implementation of the national/and or regional Investment Platforms	Number of meetings held	At least 2 meetings until Q4 2026
Implementation of the private sector engagement approach to increase market intelligence and mobilise public-private capital	Number of meetings with private sector facilitated (including business/investment fora, outreach, project-related meetings, Investment Platform meetings)	At least 4 meetings until Q4 2026
	Number of meetings with IFIs on coordination and targeted use of financial instruments in dedicated areas such as public procurement, T-MED related sectors, digital, health, water, human development, capital markets	At least 4 meetings until Q4 2026

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.4: Setting up a Trans-Mediterranean Energy and Clean Tech Cooperation Initiative (“T-MED”) to increase renewable energy trading and boost clean tech manufacturing in the region, notably through Global Gateway

Related to spending programme(s): ENI, NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Set up of the T-MED Investment Platform	Number of operational meetings of the Platform	At least one operational meeting until Q4 2026
	Number of technical meetings (T-MED Investment Platform Secretariat) with IFIs on T-MED related sectors	At least two technical meetings until Q4 2026
Launch of T MED strategy	Strategy document published	Q2 2026

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Increased number of T-MED investments in the MENA region	Number of T-MED related projects supported using EU financial instruments	Q4 2026

Evaluations and fitness checks

Output	Indicator	Target
External study on how to best support T-MED related projects using EU instruments, including financial	Finalise the study	Q4 2026

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.5: Operationalising the external aspects of the EU’s migration policy, encouraging closer and deeper cooperation on managing migration flows, fighting organised crime and terrorism

Related to spending programme(s): NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
EU-Med Bridge for Peace	Financing decision adopted	Q4 2026

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Continued deconcentration of parts of the projects under the Regional Migration South Programme	Number of deconcentrated contracts	10 contracts

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

Output	Indicator	Target
Lessons learned and valuable insights from evaluation of contracts under for Southern Neighbourhood Multi-Country migration programme	Number of new evaluations contracted under the evaluation plan	2

Other major outputs

Output	Indicator	Target
Steering Committees of programmes take place	Number of Steering Committees	10

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.6: Developing a Middle East Strategy

Related to spending programme(s): NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
EU Middle East Strategy, including supporting the transition in Syria and Lebanon  ⁽³⁾	Middle East Strategy adopted	Q2/Q3 2026

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.7: A stronger convening and coordination role for the EU in Palestine and Gaza, including through an enhanced and reform-based support to Palestinians and the Palestinian Authority

Related to spending programme(s): NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Follow up to the Palestine Donor Group	New meeting convened	Q2 2026
Roll out of the EUR 1.6 Billion multiannual and comprehensive programme for Palestine	Adoption of Special measures for 2026 -2027	Q2-3 2026
	Disbursement of PEGASE direct financial support to the Palestinian Authority	Q2-3 2026

⁽³⁾ Initiative 36 in the CWP 2026 ('Joint Communication on a Middle East strategy, including supporting the transition in Syria and Lebanon'). EEAS is in the lead for this initiative and DG MENA provides significant contribution.

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.8: The EU supports Syria's recovery

Related to spending programme(s): NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Coordination between partners of the Syria Partnership Coordination Forum is reinforced	Another plenary session is successfully organised	Q1 2026
A new financial package supporting Syria socio-economic recovery is adopted in 2026	NDICI Committee approves the financing decision	Q2/3 2026

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.9: Strengthening EU-Gulf relations

Related to spending programme(s): NDICI

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Progress in the Negotiations of Strategic Partnership Agreements (SPAs) with each of the Gulf states	Negotiating rounds Counts the formal, officially convened negotiation sessions between the EU and the partner country during the course of the SPA negotiations where the negotiating teams address the SPA articles ⁽⁴⁾	Make tangible progress in view of concluding in 2027-2028
Continue progress on the India-Middle East-Europe Economic Corridor (IMEC)	Complete the governance structure	Launch the IMEC working groups Support KSA in organising the first Ministerial meeting (target 2026)

Other major outputs

Output	Indicator	Target
Progress on trilateral cooperation with Gulf on Yemen	Number of Partnerships fostered as an outcome of the international high-level GCC hosted Yemen Food Conference	25% of AAP 2025-2027 allocation leveraged with Gulf investments

⁽⁴⁾ Formal negotiations have not yet been launched, it is not possible to quantify the number of negotiating rounds at this stage.

General Objective 6: A Global Europe, leveraging our power and partnerships

Specific Objective 6.10: Developing a strategic communication plan to promote the EU's role in the Southern Neighbourhood, highlighting its contributions and countering anti-EU narratives

Related to spending programme(s): NDICI NDICI-Multiannual action plan for Regional South Neighbourhood

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Strategic communication plan	Presentation of the text	Q2 2026
Launch of a new regional communication programme MedBridge	First activities of MedBridge	Q1 2026

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Preparation of the Annual Progress Report	Presentation of the text	Q3 2026

Implementation Dialogues and significant reality checks

Output	Indicator	Target
2 Implementation Dialogues to be held	Events held, reported	Q2, Q3 2026
Youth Policy Dialogue to be held	Event held, reported	Q1 2026

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

A. Human resource management

Objective: DG MENA employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
Recruitment on vacant posts	Vacancy Rate (excluding reserved posts) 7% Source: HR Indicators for DG MENA on 01/02/2025	Decrease the vacancy rate
DG MENA employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities Maintain number of women appointed to first time middle management functions	Percentage of female middle managers	Baseline: 50% at the creation of DG MENA in February 2025 Target 2029: to maintain at least 50%
DG MENA employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities: <ul style="list-style-type: none"> - Directorate level team building away-days, - DG MENA Espresso Exchange (1-1 networking opportunity), - Staff parties - MENA Days (with HoD/HoC) 	<ul style="list-style-type: none"> - Number of team building away-days, - Number of Espresso Exchanges, - Number of staff parties - Organisation of MENA Days, with 80% participation rate 	<ul style="list-style-type: none"> - One per Directorate, - One per month, - At least one per year. - MENA Days: once a year

B. Digital transformation and data management

Objective: DG MENA 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
Improved digital way of working S01 and S02	Number of closed QSIGN-tasks in Ares	100%
	% of statutory staff that completed at least one IT training Source of data: Digital Commission Dashboard (data measured at DG-level)	Baseline 2024: 219 persons Target +3%
Cyber awareness S01	Average participation rate in cybersecurity trainings Source of data: Digital Commission Dashboard (data measured at DG-level)	Baseline 2025: 23% Target +1%
Information sharing increased	% of DG MENA files available for reading in ARES to all Commission	10% ⁽⁵⁾
Data Maturity Indicator	Data Maturity Indicator assessment	Achieve “Developing level” for “Data Management”, “Ownership and responsibilities”, “Data quality”, “Data skills”

Data Management

Output	Indicator	Target
DG MENA is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to build a digitally transformed, user-focused and data-driven Commission	Maturity level in implementing corporate data policies across four key areas: data management, ownership and responsibilities, data quality, and data skills (basic, developing, established, advanced, or trendsetting).	Baseline 2025 on Digital Skills: 31% Target +1%

Data Protection

Output	Indicator	Target
Data protection compliance improved	50% weight: number of (updated or new) records which have been published in the last two years (4 records) compared to the overall number of published records (6 records): $0.5 \times (4/6) = 0.33 = 33\%$ and 50% weight: % of staff who were assessed by your department as having been trained in data protection on 31.12.2025: 50%	Baseline end 2025: 83% Target 100%

⁽⁵⁾ Current % in MENA is 5,3%; Baseline 2020 in NEAR was 0%.

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 This result indicator is selected as a KPI	Target 2026: remains < 2 % of relevant expenditure
	Estimated risk at closure This result indicator is selected as a KPI	Target 2026: remains < 2 % of relevant expenditure
Effective controls:	Effectiveness of the audit system ⁽⁶⁾ : - % contracted of the Annual Audit Plan: Year N, - % implementation of the Annual Audit Plan: Years N-1 and N-2 ⁽⁷⁾ - % reduction of old unclosed audits ⁽⁸⁾ ⁽⁹⁾	Effectiveness of the audit system: - Remains > 70% - Remains > 60% - Remains > 50%
Controls on effective implementation	Implementation of ROM exercise	Monitoring and evaluation tools in force (incl. Blending and MSBS).
Efficient controls	Budget execution	Remains >90% of commitment and payment appropriations
	Timely payments	Remains >90% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	< 5% of the total managed funds (target 2027) Target 2026: < 5%

⁽⁶⁾ These indicators are part of the KPI dashboard agreed with DG INTPA and DG ENEST. While their substance remain 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.

⁽⁷⁾ An audit is considered implemented when the final audit report has been received.

⁽⁸⁾ This is an indicator (agreed with DG INTPA and DG ENEST) 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.

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 ⁽¹⁰⁾ aimed at the prevention, detection and correction ⁽¹¹⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Implementation of the DG MENA Anti-Fraud Strategy	Implementation of the 2026 annual AFS action plan – percentage of actions completed within the applicable deadlines	At least 70%
Assessment of the recommendations included in the OLAF reports	Timely completion of the assessment on the implementation of the OLAF recommendations	75% of OLAF recommendations are assessed for the implementation by the competent AOSDs within 3 months
Implementation of recommendations included in the OLAF reports	Two updates per year from AOSDs on the implementation of OLAF recommendations, including progress on financial recoveries and monitoring of recommendations with financial implications.	At least 70% of the applicable deadlines respected in the implementation of OLAF recommendations
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	1 per year (at least)

⁽¹⁰⁾ 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”.

⁽¹¹⁾ ‘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

Action	Indicator	Target
Sustainable travel & professional missions	% of missions using low-carbon modes; CO ₂ emissions per mission	Monitoring and improving environmental impacts of operations encouraging travel-related emissions tracking and reduction
Sustainable commuting / soft mobility initiatives	Staff participation in cycling, walking, public transport initiatives	Staff commuting as part of overall environmental footprint and encourage soft-mobility adoption.
EMAS-aligned communication & awareness	Number of internal campaigns; staff engagement metrics	Staff involvement, awareness-raising, and environmental training to embed sustainable behaviour across operations
Monitoring & reporting	Annual environmental report including travel, paper, energy, water, waste	Report produced annually (by Q1), progress tracked against 2019 baseline
Paperless workflows and digital tools	% of documents processed digitally; paper consumption	Paper reduction and digitalisation following the EC "Greening the Commission" and EMAS documents