European
Commission

Strategic Plan 2020-2024

DG TRANSLATION

Contents

INTRODUCTION

The purpose of the **2020-2024 strategic plan** is to set overall goals for the Commission's Directorate-General for Translation (DGT) for the next five years and to develop a plan to achieve them.

Multilingual law making and communication is a hallmark of the EU and a reflection of its cultural diversity. DGT's key role is to enable the Commission to work in all 24 official EU languages to propose legislation, issue and implement decisions, and communicate its work to the public in all official languages with clarity and precision.

DGT will contribute to the Commission's general objective of **'a modern, high-performing and sustainable European Commission'** by continuing to provide a **world-class quality translation service** in the EU's 24 official languages and an **editing service** in the drafting process to make the language clear, correct and more concise. In addition, by making legislation and information available to people in a language they understand, DGT will contribute to the general objective of 'a new push for European democracy'.

DGT will also actively contribute to the general objective of **'a Europe fit for the Digital Age'** by seizing the opportunities offered by technology and by further **improving and expanding eTranslation**, its proprietary machine translation system. It will continue to invest in its linguistic data assets and integrate them into eTranslation, thereby improving the technology for use in DGT translation workflows, in other Commission departments, in other EU institutions, on EU digital platforms and in national administrations.

In line with the political guidelines issued by President von der Leyen, DGT will also focus on **modernising its working methods** by bringing a greater degree of flexibility to its resources mix to help build an agile organisation. It will implement the Commission-wide strategies on human and financial resource management, fraud risk management, digital transformation, information management and sound environmental management.

Due to the exceptional situation of the COVID-19 pandemic, DGT may need to make further adjustments to its activities and working methods to attain as far as possible the objectives and targets set out in this strategic plan.

Based on experience in managing the COVID-19 crisis, DGT will analyse the need to improve its **business continuity plan** and **preparedness for potential future crises**. It will assess the potential long-term effects of the COVID-19 crisis, in particular related to future working methods, and study different scenarios for handling any long-term effects.

PART 1. Delivering on the Commission's priorities

A. Mission statement

As a partner in the legislative and communication processes, our core business is to provide the European Commission with **high-quality translation and other language services**. Our job is to support the European Union's multilingual character by making sure the Commission produces clearly written documents in all the official languages, and in others as well.

By making information available to people in a language they understand, we help the Commission to **better communicate with EU citizens** and make the EU more open, accountable and democratic. Our work underpins the EU's legitimacy and helps ensure that its citizens can enjoy their rights to the full.

Our vision

We are the domain leader for all translation-related work in the Commission, and a **reference in the world of translation**. We contribute to the development of advanced **data-driven language technologies**, to the digitalisation of multilingual systems and processes, and to the modernisation of the translation profession.

B. Operating context

Translation in the European Commission is based on articles in the **Treaties** expressing the general principles of the rule of law and democratic rights[1] and on Council **Regulation No 1 of 15 April 1958**[2], which set the rules governing the use of languages by the EU's institutions and require that legal acts are drafted in all official EU languages.

DGT's key stakeholders are primarily the Commission departments that request language services, but its work is then read and used by other EU translation services, national public administrations and ultimately is made available to all European citizens. DGT has concluded 35 service-level agreements with most Commission DGs to organise demand and describe mutual expectations regarding the operational aspects of translation.

The Commission's language regime is set out in its **Rules of Procedure** and corresponding implementing rules[3]. **Communication (2016) 2000** explicitly recognises 'translation as part of the decision-making process' and DGT's central role in multilingual law making, as it delivers 23 of the 24 equally authentic language versions of the legislation proposed and adopted by the Commission. This Communication is the primary tool by which DGT manages demand to ensure that translation planning is as efficient as possible and that resources are put to the best possible use.

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[1] Article 24 and 342 TFEU, Article 10, 11 of TEU.

[2] OJ 17, 6.10.1958, p. 385-386.

[3] C(2000) 3614.

DGT's production is demand-driven. The Commission's extensive responsibilities have resulted in a sustained high demand for translation. Over the years, DGT has kept pace with the demand for translation and has even increased the speed of delivery, while managing decreases in staffing resources and maintaining the high quality required by the Commission's work. The combination of human and artificial intelligence opens up a new avenue for expanding DGT's core business, based on DGT's extensive multilingual data assets, computational expertise and its provision of an in-house machine translation service.

The main challenges for 2020-2024 are to:

- continue **enabling the Commission to work and draft policy in 24 languages**, by meeting the demand, maintaining responsiveness, ensuring quality and timely delivery;

- continue **providing a high-quality service in a context of resource constraint**, by modernising DGT and developing a flexible resources mix;

- remain at the forefront of **language technology** and keep exploring new approaches to using **data-driven** language technology and working methods;

- steer the service through technology-led change, by further **investing in training and** the **professional development** of its staff and in its in-house, EU-owned technology.

C. Strategy

By enabling the Commission to propose legislation, issue and implement decisions, and communicate its work to the public in all official languages, DGT contributes to the achievement of all general objectives of the Commission. Moreover, DGT directly contributes to the general objective 7: 'a modern, high-performing and sustainable European Commission' and general objective 2: 'a Europe fit for the Digital Age'.

General objective 7: A modern, high-performing and sustainable European Commission

Together with all other central services, DGT will contribute to the Commission's general objective 7: **a modern, high-performing and sustainable European Commission**. Its key service is to provide meaning and (legal) precision in the Commission's work in all official EU languages.

DGT's strategy for the next five years will focus on continuing to enable the Commission to work at speed in 24 languages by providing a high-quality service in the context of resource constraint. It will do so by:

- **investing** heavily **in language technology and** in the **skills of** its **staff**; and
- using a **flexible mix of** in-house staff, freelance translation and language technology **resources**.

In its role as a world reference for translation, DGT will also continue to promote multilingualism and support the development of the translation profession through its outreach work (see specific objective 7.4).

Please see the performance tables for this general objective on pages 1 – 3 of the Annex.

Specific objective 7.1: Linguistic services in 24 languages support the Commission's decision-making process, policies and implementing work

DGT will actively support the Commission's work by delivering linguistic services (translation, editing, automatic translation solutions and linguistic advice) that meet the needs of its customers in terms of accuracy and timeliness, while using a flexible resources mix.

It has a Customer Relations service whose role is to forge close relationships with the Commission's departments to gain a thorough understanding of their needs and thus tailor its services to meet these needs. To ensure that translation planning is as efficient as possible and that translation is factored into the overall decision-making process from the start, DGT promotes stronger corporate discipline through its **Communication on 'Translation as part of the decision-making process'**[4]. In addition, the service-level agreements concluded with 36 Commission departments help anticipate demand and foster cooperation between DGT and the departments. DGT will complete the rollout of ePoetry, an updated application for Commission departments to submit their requests for language services via a more user-friendly and intuitive interface.

DGT's commitment to deliver linguistic services is underpinned by its **quality management**, **terminology and outsourcing frameworks** (see specific objective 7.3) and by its **data strategy** (see specific objective 7.2 and part 2.D) governing the use of linguistic data.

DGT will harness its **quality management policy**, which is based on the principles of risk assessment and fitness for purpose, to cater for technology enhanced translation and ensure reliability of its linguistic data. Quality management of linguistic data will be among the top priorities, in line with DGT's linguistic data management governance aiming at improving the quality of the outputs and the efficiency of related processes.

One of the expected effects of strengthening DGT's quality management policy is that there should be fewer formal corrections. To monitor this, DGT has an **indicator on the number of corrigenda and correcting acts**. Timely delivery is monitored through a **deadline compliance indicator**.

DGT will strive to further integrate terminology-related linguistic data into the translation workflow and to improve the interoperability of its IT tools and applications based on common sets of metadata. DGT's **terminology strategy** will aim to enhance the automatic integration of terminology in the pre- and post-processing phases, increase the

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[4] Communication to the Commission on 'Translation as part of the decision-making process' C(2016) 2000.

use of term bases and share terminological resources across language departments and other EU institutions. DGT will explore technological solutions to feed terminological resources into eTranslation to improve terminological quality and consistency and investigate ways to enhance terminology data sharing and processing, both within DGT and for the whole Commission.

DGT aims to help **improve the quality of documents and web content** produced by Commission departments by providing an **editing** service to make the language clear, correct and more concise. Editing a greater share of the Commission's politically sensitive and important (PSI) initiatives and encouraging the Commission departments to integrate editing into the drafting process will help improve the quality of documents. DGT will continue to raise awareness about clear writing by providing training to Commission staff, developing resources and organising awareness-raising events. DGT will also continue to work with the Secretariat-General and DIGIT on **EdiT**, the new collaborative drafting tool that will replace Word and LegisWrite, and be fully integrated in D*e*cide. This will streamline the end-to-end multilingual legislative process, from drafting and translating policy and legislation to publishing it in the Official Journal.

DGT will expand and develop its provision of **eTranslation**, its neural machine translation service, to meet the growing demand for machine translation in the Commission's departments, not only for internal use, but also to ensure multilingual communication on websites and platforms to bridge the language gap. DGT will include this ambition in its machine translation policy and take concrete steps to ensure that eTranslation becomes the default machine translation system to cover potential demand on all EU platforms, such as including it in the corporate Reusable Solutions Platform. DGT will thus contribute to the efficient digitalisation of the Commission (see specific objective 2.1).

DGT is committed to **bringing Irish to full language regime** by 1 January 2022. It will invest in building up its Irish translation capacity by recruiting Irish translation staff, outsourcing and developing and using Irish language technology.

Specific objective 7.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work

DGT's multilingual data lake, continuously fed by high-quality human translations, is a unique asset that is fed into and improves the performance of DGT's translation tools. In turn, the combination of tools and data improves the efficiency and quality of translation work. Both machine translation and DGT's datasets are essential to support core business.

The **computer-assisted translation (CAT) tool**, which aggregates these multiple inputs, is the cornerstone of DGT's working environment. DGT will upgrade its current stand-alone, workstation-installed version of its CAT tool to a new client-server-based environment by 2021. The new state-of-the-art CAT environment will seamlessly integrate language resources from translation memories (Euramis, large-scale linguistic data assets held in a translation memory database built up and curated by its staff since the 1980s), from terminology resources (IATE2, one of the world's largest terminological databases) and from machine translation (eTranslation). It will enrich the content of Euramis with metadata

to provide contextual information in translation tools and so facilitate efficient re-use. 'Euramis Next Generation' (**Euramis-NG**) will be completed by 2022. This will make translation as effective and efficient as possible and will capitalise on past work and on technology that allows translation work to be shared and reused in real time. The new version of the CAT tool will facilitate collaboration on translation projects in real time. It will enable translators to exchange linguistic data via a shared platform and/or web editor among themselves, with translators from other EU institutions and, possibly, with the freelance contractors.

The value of data lies not only in its quantity and reusability, but also in its quality, structure, authenticity, integrity and interoperability. To create this added value, it is essential to carry out targeted data curation. By investing in deeper linguistic data management, DGT will finalise its new **'Data Strategy@DGT'** focusing on the two key aspects of value: data quality, understood as ensuring that relevant data and metadata are available to the greatest possible extent to all users, processes and applications; and data quantity, understood as strategies to acquire data for Euramis, IATE and eTranslation, whether internal or external. Operational data and information fed in from several internal systems will underpin management decisions, including demand management and work distribution.

Based on the wealth of human translation produced by its staff and on linguistic data curation, DGT will continue to **improve eTranslation engines**, helping the system 'learn' over time. DGT will measure the quality of machine translation against the industry standard matrices, e.g. the translation error rate (see result indicators).

DGT will also continue to closely cooperate with other EU translation services, by continuing to manage a number of **shared interinstitutional tools** (eTranslation, Euramis, Quest, DocFinder and Elise), and as a partner in the IATE terminology database project.

DGT will develop features to support and harmonise the **evaluation and performance assessment of freelance translations** for its new TRAD19 framework contracts governing the provision of outsourced translation services. It will complete the automation of the outsourcing workflow.

Specific objective 7.3: Fluctuating demand is managed through a flexible resources mix

DGT's objective is to maintain and further improve resource efficiency, and **meet demand** without compromising on **quality** by drawing on a flexible and modular resources mix. The goal is to achieve a flexible **resources mix** comprised of in-house staff, outsourcing and language technology support.

In-house staff form the backbone of DGT's capacity, with professional officials providing long-term expertise, ensuring business continuity and organisational memory. This will be complemented by a greater share of temporary agents (to bring in new expertise and ensure flexibility) and by contract agents (to cover for short-term needs). In-house staff will

cater for urgent, confidential and specialised translations and mitigate the risk of dependency of external contractors.

DGT will continue to **invest in** the expertise of **its staff**, in particular linguistic skills, digital skills and policy-specific knowledge. It will provide staff with tailor-made individual upskilling courses where needed, including enhancing their computational linguistic skills and data management. It will continue to attract top linguistic talent by offering state-of-the-art working methods, training and a collaborative environment. As translation technology progresses and DGT's role and resources mix evolves, the skills profiles of translation staff will also be adjusted. In cooperation with other EU institutions and experts in the field, DGT will work on a **competences profile for translators** of the future.

Outsourcing will remain one of the cornerstones of DGT's flexible and modular resources mix. To handle fluctuations in demand, DGT's business model involves outsourcing part of its production to highly qualified and experienced contractors, selected and managed in line with public procurement rules. Under the new outsourcing approach (TRAD19 framework contracts), DGT will work with a single translation service provider per language combination with a fall-back provider in cascade. The aim is to improve the reliability of outsourcing by building a close partnership with freelancers.

The new framework also includes other measures to optimise outsourcing practices: an automated outsourcing workflow, systematic pre-processing of documents for outsourcing, systematic evaluation of outsourced translations, and quality control of outsourced translations in accordance with the translation quality guidelines. The framework contracts will enter into force on 1 July 2020 and will cover the period until 29 February 2024. The volume of outsourcing over the year will always be calibrated to fluctuations in demand.

DGT will build and maintain direct communication channels with its new contractors under the TRAD-19 framework in order to improve the quality and reliability of outsourcing. DGT will aim to develop a sense of **close partnership** with them, exploring options for deeper cooperation in the areas of tools and data handling.

DGT's cutting-edge **translation technology** and tools and enhanced **linguistic data management** work (see specific objective 7.2) will support productivity and increase internal efficiency and textual coherence, including terminological consistency.

Specific objective 7.4: Multilingualism is promoted and development of the translation profession is supported

DGT promotes **multilingualism** and supports the **development of the translation profession** in the EU. As a world-wide reference for translation, DGT links up with stakeholders from the language industry with the purpose of sharing knowledge, giving visibility to the profession of translation and language technologies and supporting its development, including developments related to eTranslation.

Through its '**Translating Europe**' initiative, DGT will continue to reach out to its stakeholders to share good practices among practitioners, develop joint projects, and promote a diversified and sustainable market for professional translators in Europe. It will

continue to organise a yearly Translating Europe Forum to bring together the translation community and a series of national workshops organised in the Member States.

DGT coordinates the **European Masters' in Translation (EMT)** network for the purpose of developing excellence in translation training and enhancing the status of the translation profession. Translation study programmes from 81 universities in the EU and beyond are now part of the network for the 2019-2024 period. Over the next four years, the network will focus on EMT core competences (with a particular focus on technology-related competences), knowledge sharing, visibility and outreach.

In cooperation with DG EAC, DGT will contribute to the promotion of multilingualism in Europe among secondary school students and the wider public via its projects such as *Juvenes Translatores* (translation contest for schools) and public events linked to the **European Day of Languages** (26 September). Translators in the Commission's Representations in the Member States (**field officers**) will support these events by reaching out to citizens and by localising information on EU values in their own language.

DGT will make use of its social media accounts, its web content on Europa and its network of field officers in the Member States to widely promote its outreach activities and results. DGT will run specific communication activities as set out in its annual communication strategy and plan.

General objective 2: A Europe fit for the digital age

Overcoming language barriers is more vital than ever in the EU's digital landscape. The single market remains fragmented by language, both in the real world and online. The currently available commercial solutions focus on providing content in a few language combinations that do not reflect the full linguistic diversity and needs in Europe. Language coverage, confidentiality and service reliability are not a given in commercial digital services. Therefore, the EU needs to play an active role in language technologies to create solutions that cover all 24 official EU languages and contribute to language equality in the digital world. EU language technologies can help provide cost-effective solutions at scale and to transform the monolingual digital landscape into a multilingual landscape.

DGT has unequalled language resources in the form of translation memories built up and curated over 30 years. It has also developed an EU-owned, secure machine translation system, **eTranslation**, which is an integral part of DGT core business and a key deliverable.

eTranslation is based on **neural machine translation** technology, an artificial intelligence application that runs on the cloud using protocols designed to achieve maximum possible security. As an **EU-proprietary data-driven application**, eTranslation has the benefit of ensuring that data processed through the system remains EU-owned and meets data confidentiality and data management requirements, helping to protect the EU's digital sovereignty.

DGT will contribute to the Commission's **Digital Europe** strategy by further improving and expanding eTranslation. It will scale up eTranslation for **use within the EU institutions, on the EU's digital platforms** and in **Member States' national administrations** to aid interoperability across the digital single market.

Based on the expertise and technological know-how gathered in the development of this AI application, DGT will cooperate with other Commission departments to boost digital multilingualism by developing other use cases in the field of language technologies and break down language barriers in the EU. On the basis of the Memorandum of Understanding on the Connecting Europe Facility (CEF) Automated Translation Platform from 2019, DG CNECT, DG DIGIT, DG SCIC and DGT will form a **Centre of Excellence for Language Technologies** to extend the scope of their collaboration beyond automated translation to other language technologies. It will build upon the achievements of eTranslation to move forward in other related areas, such as automatic speech recognition for multilingual meeting transcripts and reports, text analytics, and text summarising.

Please see the performance tables for this general objective on pages 4 – 5 of the Annex.

Specific objective 2.1: eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers

The Commission's proprietary automatic translation system eTranslation is available, as a service, even outside the EU institutions. In collaboration with DG CNECT and DG DIGIT under the Digital Europe Programme (DEP), DGT will help put into practice the institutions' commitment to digital multilingualism by extending the rollout of a secure and reliable eTranslation service.

To assist **cross-border communication**, DGT provides eTranslation to public administrations. Within the EU institutions, it helps staff understand information in languages they do not know, whether these are reports from Member States, letters from citizens or internal documents, and be able to act on this information swiftly. The steady increase of its use indicates that the service is known both within and outside the institutions and that eTranslation meets a widespread need. DGT will continue to promote the use of eTranslation in the Member States' public administrations and in the EU institutions and will continue to work on improving the eTranslation engines, the linguistic quality of the output and the general level of service.

eTranslation is also available for **machine-to-machine use**, enabling it to provide translation for EU platforms, such as the European Online Dispute Resolution (ODR) platform and the Europa website. This makes it possible to offer services in all EU languages when human translation cannot be provided. Integrating eTranslation into multiple multilingual EU platforms is an important way to reach the EU public. Machine-to-machine use covers everything from use by internal analytical systems and metadata (such as the European Data Portal) to public-facing websites, as mentioned above. To aid the citizens' dialogues (e.g. the Conference on the Future of Europe), new multilingual digital

platforms designed to enable multilingual communication between members of the public across Europe will be crucial in facilitating information flow across all parties.

In its outreach work (see specific objective 7.4), DGT will also stress the importance of **digital multilingual communication** with citizens and linking up with stakeholders from the language industry to share knowledge on state-of-the art tools. Via the Translating Europe workshops organised by its field officers in the Member States and other local events supported under the CEF initiative European Language Resource Coordination (ELRC), DGT will promote the use of eTranslation among public administrations. DGT will run specific communication activities as set out in its annual communication strategy and plan.

D. Key performance indicators

Key performance indicators

7.1.1. Customer satisfaction rate

Explanation: Percentage of customers who express satisfaction with DGT's services.

Source of data: Customer satisfaction survey (enabling DGT to measure whether the quality of the service meets customer expectations and to detect areas for improvement)

Baseline (2016)	Interim milestone (2022)	Target (2024)
>80%	>80%	>80%

7.1.2. Deadline compliance rate

Explanation: Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions).

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
99.5%	99.5%	99.5%

7.2.1. Use of linguistic data assets

Explanation: Degree to which linguistic data in the form of previous translations and machine translation output is used to produce new translations.

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
84%	Maintain or improve	Maintain or improve

7.3.1. Productivity index

Explanation: The productivity index is an indicator that tracks DGT's output (partially, since there are non-tangible and non-measurable outputs that cannot be taken into account[5])), measured in equivalent pages, in relation to its input in terms of human resources (all DGT staff). The productivity index measures the change in productivity compared to 2019 (= 100).

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
100	Increase	Increase

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[5] The productivity index relates outputs of DGT staff with DGT's human resources. The outputs taken into account are: production in pages translated/edited by DGT staff, internal management of outsourced translations, pre-processing of outsourced translations, and revision of outsourced translations by DGT staff. Other outputs, such as work related to training, quality, terminology, contribution in conferences, interinstitutional cooperation, management etc. cannot be transformed into equivalent pages and are not taken into account in the indicator.

PART 2. Modernising the administration

In line with the **political guidelines** issued by President von der Leyen, DGT will focus on modernising its way of working while using a flexible resources mix. DGT will implement all relevant **corporate strategies** with the following **local strategies and actions**:

- developing a **local HR strategy** with a medium to long-term outlook consistent with the overall corporate HR strategy to implement a transition to a modern and efficient translation service in the digital era;
- modernising DGT's **resources mix** comprised of in-house staff, outsourcing and language technology;
- reviewing its **learning and development priorities** by emphasising digital proficiency, language-specific thematic competences, management training and organisational development, all vital for coping with change;
- reaching the next target for **gender balance** in first female appointments;
- achieving the highest standards of **financial management**;
- revising its **anti-fraud strategy**;
- drawing up an all-encompassing **control strategy**;
- implementing the **digital solutions** modernisation plan and supporting digital transformation in the translation profession;
- further improving its **data, information and knowledge management**;
- implementing the Commission's **data protection** action plan.

As a modern public administration, the Commission implements an **internal control framework** inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DGT has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

A. Human resource management

Objective: DGT employs a competent and engaged workforce and contributes to gender equality at all levels of management to deliver effectively on the Commission's priorities and core business.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, DGT will develop a **local HR strategy** with a medium to long-term outlook consistent with the overall corporate HR strategy. In line with previous commitments, DGT will continue to **modernise the structure of** its **resources** to bring in greater flexibility by adjusting the mix of permanent and temporary staff, outsourcing and language technology.

DGT will continue to adapt its **learning and development** (L&D) strategy, from being centred on language learning to a focus on digital proficiency, **language-specific thematic competences** (legal, financial, economic and scientific) as well as management training and organisational development that are vital for change management. DGT will run a pilot project on **upskilling in computational linguistics**. DGT will continue its forward-looking initiative to assess staff's **digital proficiency and confidence** in the field of technology by taking stock of their digital skills every 12 months and by addressing any resultant needs through a structured L&D plan.

With 44 women in middle management in 2019 (out of a total of 81), DGT exceeded its 2019 target of 50% female managers (54%) and **gender parity** in management. After reaching the previous target of first female appointments, DGT will endeavour to reach its new intermediate target (16 first female appointments out of 28 by 31 December 2022).

DGT will use its **internal communication channels** to include and engage staff in discussions on DGT's modular resources mix, language technologies, data management and major transformations taking place in the translation profession. It will achieve this through a combination of digital platforms and special events. DGT will run specific communication activities as set out in its annual communication strategy and plan.

Objective: DGT employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business		
Indicator 1: Number and percentage of first female appointments to middle management positions		
Source of data: DGT statistics		
Baseline (female representation in management) (2019)	**Interim milestone** (2022)	**Target[6]** (2024)
44/81	16 first female appointments	*[To be determined]*
Indicator 2: DGT' staff engagement index		
Source of data: Commission staff survey		
Baseline (2018)		**Target** (2024)
74%		Increase

B. 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

DGT manages administrative expenditure only, under the 'direct centralised management' mode. It has a **partly decentralised financial circuit in place for commitments**, which involves carrying out controls in function of the estimated risk of the transaction, depending

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[6] The target will be revised and extended for the period 2023-2024 by January 2023.

on the type of procurement. The managing unit is responsible for the operational initiation, verification and authorisation of commitments. Financial initiation and verification are performed by the finance unit, except for budget lines related to external translation, where these steps are also performed by the managing unit.

DGT has a **fully centralised financial circuit for payments**, which involves controlling 100% of payments for legality and regularity, irrespective of the budget line. The managing unit is responsible for the operational verification of the invoices. Concerning outsourcing, all delivered translations are quality controlled by internal staff before issuing invoices in the payment circuit. Financial verification of the invoice and authorisation of payment are always carried out by the finance unit. All sub-delegations will continue to be granted directly by the Director-General himself, instead of via a cascade system.

All controls are ex-ante, as DGT does not manage any programmes or award grants. Any errors identified are corrected before contracts are signed or payment is authorised. Following a cost-benefit analysis, and given the automation of transactions for the main part of the budget, the intensive use of framework contracts, the structure of the financial circuits and the results of ex-ante controls, **no ex-post controls** are carried out on procurement processes. DGT will continue to follow up any issues of **non-compliance and exception reporting**, so that risks identified can be tackled at the right level and processes and procedures can be updated accordingly.

Where possible, and in particular for IT contracts, DGT uses framework contracts available to all DGs and Commission departments. The finance unit will continue to provide **monthly financial reporting**, including on the budget execution rate and exception reporting. In line with the guidelines on chargeback between Commission DGs, DGT will continue to request **co-delegations with other DGs**.

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	
Indicator: Estimated risk at closure	
Source of data: DGT Annual Activity Report	
Baseline (2018)	**Target** (2024)
0.5%	<2% of relevant expenditure

C. 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 (CAFS) aimed at the prevention, detection and correction of fraud

DGT being a low-risk DG with a mature business process, its **anti-fraud strategy** adopted in 2016 was scheduled for revision in 2020, bar any major changes to policies, organisations or procedures. DGT's anti-fraud strategy will therefore be revised in 2020 and will contribute to the priority objectives identified in the Commission's new, state-of-the-art anti-fraud strategy (CAFS) adopted in April 2019. DGT will align its action plan with the one defined in CAFS. The update will be accompanied by an awareness campaign.

DGT has several documents detailing its financial and operational control strategies and a range of reporting tools and indicators showing that controls are in place and functioning well, though this needs to be documented in an overall control strategy. DGT will draw up an all-encompassing **control strategy** in 2020.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy[7] aimed at the prevention, detection and correction[8] of fraud	
Indicator: Implementation of the actions included in DGT's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)	
Source of data: DGT's annual activity report, DGT's anti-fraud strategy, OLAF reporting	
Baseline (2018)	**Target** (2024)
100% implementation of actions under the 2016 DGT AFS	100% implementation of actions under the 2020 DGT AFS

D. Digital transformation and information management

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

DGT is at the forefront of **digital transformation** in the translation profession. It has developed a proprietary, secure machine translation system (**eTranslation**) and advanced language technology. It has done so by capturing, curating and reusing its linguistic data, feeding it into the development of new tools, and applying cutting-edge artificial intelligence technology to its data. It has accompanied its staff through the changes with systematic training, coaching and upskilling, thus reaching high levels of digital confidence.

In line with the 2018 European Commission's digital strategy and in order to prepare for the digital solutions modernisation plan, DGT will organise digital modernisation operational workshops on the computer-assisted translation environment (**CATE 2020**) and on the drafting tool **EdiT**. These workshops will build on the digital modernisation operational workshop on **text mining** that was organised in late-2019.

DGT will continue monitoring **digital skills** and investing in the digital proficiency of its staff.

In line with the corporate Information Management Steering Board work programme on data, information and knowledge management for 2020-2021, DGT will carry out activities that pursue the priorities set in the work programme. It will focus in particular on adopting

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

[8] Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

collaborative work practices, tools and culture; strengthen data, information and knowledge management; and improve data sharing in the organisation. DGT has aligned the objectives of its **knowledge management** action plan 2020 with the priorities set out in the Commission's Communication on Data, Information and Knowledge Management and the relevant work programme. They include preventing knowledge loss, capturing the knowledge acquired and exchanged in DGT, and structuring and improving access to codified knowledge. DGT will carry out a number of interrelated actions to pursue these objectives, including a knowledge management scan, developing e-learning modules and revamping DGT's learning portal Sophia to make it fully user-centric. It will continue to run its well-established knowledge management schemes (info sessions, Share! events, DGT Radio, IT tips, office swaps and informal language learning actions).

By investing deeper in linguistic data management, DGT will finalise its new strategy, '**Data Strategy@DGT'**, focusing on both data quality and quantity (see also objective 7.2). In line with the corporate framework "Data governance and data policies at the European Commission" adopted in 2019, DGT has included data governance in the mandate of its IT Steering Committee. This will ensure a holistic and coherent application of the data governance principles to DGT's IT systems.

DGT has already taken all the steps necessary to prepare and implement the processing operations and tasks required in line with the Commission's **data protection** action plan (C(2018)7432) and comply with the rules in full. DGT will continue its work to implement the rules to ensure personal data is protected. DGT's Data Protection Coordinator will continue to assist DGT controllers and assistant controllers in their tasks and further inform about latest developments, in particular the guidelines issued by the Commission's Data Protection Officer and the European Data Protection Supervisor.

Objective: DGT is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission		
Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions[9]		
Source of data: DGT statistics		
Baseline[10] (2020)	**Interim milestone** (2022)	**Target** (2024)
eTranslation 91%	95%	100%
Euramis NG 89%	95%	100%
CATE 2020 56%	94/%	100%

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[9] The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect — per principle — the progress achieved during the last year.

[10] Instead of the recommended 2018 baseline, values from 2020 have been used because the implementation of both Euramis NG and CATE 2020 had not yet started in 2018.

Indicator 2: Percentage of DGT's key data assets for which corporate principles for data governance have been implemented		
Source of data: DGT statistic		
Baseline (2020)	Interim milestone (2022)	Target (2024)
50%	75%	100%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance		
Source of data: DGT statistics		
Baseline (2018)	Interim milestone 2021	Target (2024)
30%	80%	100%

E. Sound environmental management

Objective: DGT takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

DGT has been active in the Eco-Management and Audit Scheme (EMAS) since it was created, winning a Sustainable Commission Award in 2018 in the most successful local promotional event/action category for its collaborative site **DGT goes Green**.

DGT's continuous efforts in the area of environmental management have placed it at the forefront in the Commission, as DGT ranked joint first in the comparative benchmarking exercise for 2019. DGT's EMAS action plan has been identified as a best practice case for other DGs in the EMAS network to follow.

DGT has identified three priorities in its EMAS action plan: to strengthen the EMAS network and increase engagement in Commission-wide environmental policies (European Green Deal); to give more visibility to EMAS issues in all levels of management; and to continue to organise local initiatives. Concrete actions for the near future outlined in the action plan include communication and knowledge about EMAS matters, waste sorting and recycling, energy saving, mobility, paperless working and food and drink consumption.

DGT will continue to organise sustainable meetings and events in line with the **sustainable@work** guidelines. DGT has been purchasing "green" items as much as possible and using promotional items with low environmental impact.

ANNEX: Performance tables

General objective 7: A modern, high-performing and sustainable European Commission

Impact indicator 1: Image of the European Union

Explanation: This indicator is based on the question 'In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?' The indicator gives the share of positive and fairly positive views on this question.

Source of the data: Eurobarometer

Baseline (2019)	Interim milestone (2022)	Target (2024)
43%	Increase	Increase

Impact indicator 2: Staff engagement index in the Commission

Explanation: Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it.

Source of the data: European Commission

Baseline (2018)	Interim milestone (2021)	Target (2024)
69%	Increase	Increase

Specific objective 7.1: Linguistic services in 24 languages support the Commission's decision-making process, policies and implementing work

Result indicator 7.1.1: Customer satisfaction rate

Explanation: Percentage of customers who express satisfaction with DGT's services.

Source of data: Customer satisfaction survey (enabling DGT to measure whether the quality of the service meets customer expectations and to detect areas for improvement)

Baseline (2016)	Interim milestone (2022)	Target (2024)
>80%	>80%	>80%

Result indicator 7.1.2: Deadline compliance rate

Explanation: Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions).

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
99.5%	99.5%	99.5%

Result indicator 7.1.3: Correction rate

Explanation: The ratio between the number of translations formally corrected during one year and the number of translations produced the same year and the preceding two years subject to such corrections.

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
0.31%	<0.5%	<0.5%

Result indicator 7.1.4: Share of PSI initiatives edited

Explanation: The share of politically sensitive and important initiatives that were sent for editing.

Source of data: D*e*cide; ManDesk

Baseline (2019)	Interim milestone (2022)	Target (2024)
52%	≥65%	≥65%

Specific objective 7.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work

Result indicator 7.2.1.: Use of linguistic data assets

Explanation: Degree to which linguistic data in the form of previous translations and machine translation output is used to produce new translations.

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
84%	Maintain or improve	Maintain or improve

Result indicator 7.2.2 Number of new machine translation engines[11] built and existing engines upgraded

Explanation: This is an indicator of machine translation quality.[12]

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
128	150	200

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[11] An 'engine' is a machine translation system built for a specific language combination and trained with specific linguistic data.

[12] Existing engines (for different language combinations and different domains, e.g. EU formal style vs. general texts) are regularly updated with the aim of improving performance. Prior to the release of a new engine, its performance is evaluated and compared against existing engines. New engines, e.g. for new language combinations and domains, undergo a similar evaluation process before being released, i.e. the release of a new engine indicates a positive quality assessment.

Result indicator 7.2.3.: Aggregate average editing effort by translators

Explanation: Aggregate translation error rate over all language pairs weighted by the number of segments[13] of each language pair. Language pairs with fewer than 5 000 segments per year not included.

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
0.30 (2 481 474 segments)	Maintain or decrease	Maintain or decrease

Specific objective 7.3: Fluctuating demand is managed through a flexible resources mix

Result indicator 7.3.1.: Productivity index

Explanation: The productivity index is an indicator that tracks DGT's output (partially, since there are non-tangible and non-measurable outputs that cannot be taken into account[14]), measured in equivalent pages, in relation to its input in terms of human resources (all DGT staff). The productivity index measures the change in productivity compared to 2019 (= 100).

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
100	Increase	Increase

Specific objective 7.4: Multilingualism is promoted and development of the translation profession is supported

Result indicator 7.4.1: Share of participants in DGT's outreach events that found the event useful and/or intend to take action

Explanation: The percentage of respondents to surveys conducted after DGT's outreach events (Translating Europe Forum, Translating Europe Workshops, European Day of Languages) who indicated in their response that they found the event useful and/or that they intend to take action as a result.

Source of data: DGT statistics

Baseline (2020)	Interim milestone (2022)	Target (2024)
65%	Maintain or increase	Maintain or increase

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[13] A 'segment' usually consists of a sentence or sentence-like unit (a heading, a title or an element in a list).

[14] The productivity index relates outputs of DGT staff with DGT's human resources. The outputs taken into account are: production in pages translated/edited by DGT staff, internal management of outsourced translations, pre-processing of outsourced translations, and revision of outsourced translations by DGT staff. Other outputs, such as work related to training, quality, terminology, contribution in conferences, interinstitutional cooperation, management etc. cannot be transformed into equivalent pages and are not taken into account in the indicator.

General objective 2: A Europe fit for the digital age

Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)[15]

Explanation: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. Higher values indicate a better performance.

Source of the data: DESI

Methodology for calculating the indicator: The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25%), 2 Human Capital (25%), 3 Use of Internet (15%), 4 Integration of Digital Technology (20%) and 5 Digital Public Services (15%)

Baseline (2019)	Interim milestone (2022)	Target (2024)
52.45	Increase	Increase

Impact indicator 2: Digital skills[16]

Explanation: The basic digital skills indicator looks at selected activities performed by individuals aged 16 to 74 on the internet in the four specific areas (information, communication, problem solving, content creation). It is assumed that individuals having performed certain activities have the corresponding skills; therefore, the indicator can be considered as a proxy of the digital competences and skills of individuals. Finally, based on the performance in the four specific areas, an overall digital skills indicator is calculated as a proxy of the digital competences and skills of individuals ('no skills', 'low', 'basic' or 'above basic'). The basic digital skills indicator shows the share of individuals with 'basic' and 'above basic' skills.

Source of the data: Eurostat (Eurostat online data code: isoc_sk_dskl_i and isoc_sk_cskl_i)

Baseline (2019)	Interim milestone (2022)	Target (2024)
Basic digital skills: 56%	61%	63%

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[15] EU28 data. EU27 2020 not available

[16] New methodology for the calculation of this indicator is currently under development. This indicator might be revised.

Specific objective 2.1 eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers

Result indicator 2.1.1: Number of requests submitted to eTranslation by Member States' public administrations per year

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
150 665	Increase	Increase

Result indicator 2.1.2: Number of requests submitted to eTranslation by EU institutions (excluding the translation services) per year

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
80 870 494	Increase	Increase

Result indicator 2.1.3: Number of requests submitted to eTranslation for EU platforms (Online Dispute Resolution (ODR), SOLVIT etc.) per year

Source of data: DGT statistics

Baseline (2019)	Interim milestone (2022)	Target (2024)
81 094 105	Increase	Increase