Management Plan 2020

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

European Commission

Contents

INTRODUCTION

Mission statement

The Publications Office of the European Union is the official **provider of publishing services** to all institutions, bodies, offices and agencies established by or under the EU Treaties. As such, it constitutes a **central point of access** to EU law, publications, open data, research results, procurement notices and other official information.

Its mission is to support the policies of the EU institutions and ensure that all this large array of information is made available to the public as **accessible and reusable data** to facilitate transparency, economic activity and the diffusion of knowledge.

Key outputs in 2020

The Management Plan 2020, the first in the framework of the Strategic Plan 2020-2024, details the concrete outputs the Office will deliver in 2020 and explains how these will contribute to reaching the objectives set out in the strategic plan. The highlights are the following:

- **Towards the European public procurement space**. The Office will work on the eForms' implementation with the launch of several developments and adaptations in the TED ecosystem, and will implement full electronic reception channels for public procurement notices;

- **Towards the European open data space**. Steps will be taken to consolidate the open data portals into a single platform based on data.europa.eu, giving access to a comprehensive catalogue of open data and reuse services;

- **Towards the digital European legal space**. Thematic views will be created to enhance access to legal information, and navigation and linking of legal information will be improved. The Office will also develop data visualisations to illustrate associations between legal acts, and will introduce machine translation for certain documents;

- **Connecting and preserving EU content and knowledge**. The Office will develop an 'easy-ID' service to facilitate requests for Digital Object Identifiers, followed by the upload of content for immediate display. The EU Legal Deposit Scheme will be submitted to the Management Committee for formal adoption;

- **Corporate services for interoperability**. New versions of the interinstitutional standards for the structuring of content and the secured and automated exchange of legal data will be adopted by the Interinstitutional Metadata and Formats Committee (IMFC). In the scope of the second strand of this objective, and as a first step to a corporate reference data management policy, the related proposal will be submitted to the Commission's Information Management Steering Board;

- **Interinstitutional decision-making support**. Proposals on the referencing of published acts and definition of metadata for the act-by-act Official Journal will be submitted to the Management Committee for approval;

- **Interinstitutional reference centre for publishing services**. A pilot exercise with four Commission directorates-general will be carried out to test new services developed under the Domain Leadership for Publications (collaborative planning, translation request management and editorial support services);
- **Digital transformation**. The Office will finalise the elaboration of its IT multiannual plan and Digital Solutions Modernisation Plan, and it will take forward the development of the new information systems supporting the production of both the Official Journal and general publications, and the interinstitutional budgetary procedure.

Challenges and realignment of priorities in 2020

The management plan will be reviewed and priorities realigned on the basis of changes that will be required to counteract the expected consequence and resulting impacts of the Covid-19 pandemic.

General objective 2: A Europe fit for the digital age

Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)

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Towards the European public procurement space

The strategy for the European public procurement space will focus on getting and offering access to public procurement data that is structured and standardised. This includes: **implementing eForms** within the legal deadline, i.e. November 2022 ([1]); providing for an **easy and user-friendly access** to public procurement data; **improving quality of data**; and **improving services and workflows**.

Implementation of eForms

The Office will publish the version of the *Universal Business Language data exchange model* for public procurement notices that will be used in the applications of the TED ecosystem at the Office but also by TED eSenders, data reusers, etc. It will also launch the development of a *new web interface* for submission of procurement notices (eNotices2)

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[1] Commission Implementing Regulation (EU) 2019/1780 of 23 September 2019 establishing standard forms for the publication of notices in the field of public procurement and repealing Implementing Regulation (EU) 2015/1986 (eForms) (OJ L 272, 25.10.2019, p. 7), and in particular Article 4.

and a unique system for *verifying the respect of validation rules* at reception. Specifications will be drafted in view of adapting the existing applications (eSentool, TED Monitor, eTendering, etc.) to work with eForms, and TED to be able to display eForms.

Easy and user-friendly access to public procurement data

Several actions will be implemented to support the **provision of an easy and user-friendly access** to public procurement data and to bulk data, and the **extraction of statistical data**. Thus, in order to limit the access points, the Office will draft specifications for the merge of the TED and SIMAP websites. The search and display of results will be enhanced for the TED website. These improvements will improve transparency and facilitate access to public procurement data.

Improvement of the data quality

Actions to reinforce the quality control of data and to automate tasks will contribute to the collection of accurate, structured and standardised data that can be easily made interoperable and reusable. This will also bring efficiencies to the publication workflow with potential savings.

The eNotification part of the **eProcurement ontology** ([2]) will be finalised, and the corresponding reference lists (code lists) will be adopted or enhanced. The public procurement ontology, containing a glossary of terms (with definitions) and a data model depicting the relations between concepts used in procurement, will offer a common understanding of concepts used in procurement and will contribute to facilitate exchanges between actors, thus setting the basis for a real European public procurement space.

The Office will implement **full electronic reception channels** for procurement notices and phase out all channels for the reception of non-structured data. In this context, it will enhance quality control at reception and during processing of notices, e.g. reject notices which do not comply with the rules instead of contacting the contracting authority for corrections, and apply strictly the authority tables, e.g. naming of EU institutions.

Better services and workflows

The Office will **automate and/or eliminate manual tasks**, e.g. it will stop the modification of notices upon request of contracting authorities.

The possibility will be explored to make **available reports** for both internal and external use and **visualisations** based on data published on TED. This depends heavily on the quality of the underlying published data, and could cover in the first phase data of the EU institutions ([3]). As data visualisations can make quality issues of received and published data more evident, it may be decided not to make these visualisations/reports publicly available (e.g. on TED); in any case, a report with the insights of this exercise will be compiled.

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[2]   Project under ISA[2] programme (https://ec.europa.eu/isa2/home_en). Created by the Office with the support of a working group composed of national experts in public procurement. It is the basis for the new generation of standard procurement forms.

[3]   Contract award notices, i.e. CANs.

The Office will contribute to the development of a **procurement analytics service**, i.e. a framework to analyse public procurement data at European level to support the strategic objectives and policies. Notably, the Office will convert the contract and contract award notices of the last five years (2016–2020) in a format compliant with the eProcurement ontology; having enough representative data in such a format is the first step to develop common analytical services and tools. This project, carried out under ISA² programme in collaboration with DG Informatics and DG Internal Market, Industry, Entrepreneurship and SMEs, will facilitate **monitoring of public procurement** data at regional, national and EU level, and thus foster effective government spending, active common policy-making and single market competitiveness.

Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Towards the European open data space

The European open data space will provide search and user-centric data services that will support the **exploitation of information** generated by EU public administrations, along with its **dissemination, promotion and support for reuse**.

Outputs in 2020 will focus on the overall improvement of the open data portals and services provided, together with the preparatory steps for the consolidation of the portals into a single platform based on data.europa.eu.

EU Open Data Portal and its services

With new datasets, data providers and applications added, the EU Open Data Portal will **enrich the quantity and quality** of open data from the EU institutions, including through automatic publishing.

Creative Commons, adopted as an open licence under the Commission's reuse policy, will be implemented on the EU Open Data Portal, and this will increase transparency of EU data and facilitate their reuse. Additionally, the metadata standard DCAT-AP will be adapted to the changes introduced by DCAT 2.0 and will be further promoted to ensure interoperability.

The Office will finalise the **data quality guidelines**. They will contribute to increased reusability and quality of Public Sector Information by making more data machine readable, available in bulk, for free, with open licence, up-to-date and interlinked.

To further improve the quality of datasets, a **dashboard with feedback** from users will be established for data providers. The **results of the EU Open Data Portal survey** will be

analysed and implemented to enhance the functionalities of the portal, and the result of the analysis on automatic indexing of content on the EU Open Data Portal will be used to improve the indexation of datasets.

The Office will organise a new edition of the **EU Datathon** competition to foster the reuse of EU data. Its results — innovative apps contributing to the EU institutions' priorities — will provide new insights from EU content.

Pilot projects will be carried out and finalised in linked open data and data visualisation, and will cover **linking data to publications**, automatic indexing, and incorporation of text mining tools. They will allow for testing innovative digital technologies for public administration to enable systematic usage of data for policy-making, and facilitating the understanding of EU data and content, as well as to improve interoperability and interlinking of open data with other sources of public sector information: legislation, publications, or digital content. In a bid to improve communication, a promotional video about linked open data will be developed.

European Data Portal and its services

The European Data Portal will be improved with **linked datasets**, **new dissemination features**, along with search engine optimisation.

Development of the future open data platform

The call for tender for the open data portal, based on data.europa.eu, and related services will be published and concluded, in order **to build a comprehensive catalogue** of open data and citizens-centric reuse services based on data.europa.eu. The results of the EU Open Data Portal survey will be used to enhance functionalities based on users' expectations.

Contribution to interinstitutional groups' corporate activities

In the scope of EC Digital Strategy and EC Data Strategy, the Office will contribute with the maintenance of EC data inventory and the development of open data services and advisory, such as clear identification, citation styles, selected data visualisations, preview of tabular data. These actions will contribute to improved data sharing and availability and will support the strengthening of data literacy within the Commission and across EU institutions.

EU citation styles will be implemented in the *Interinstitutional Style Guide*, and a **citation tool** will be developed. This will facilitate the harmonized citation of EU content, its traceability and exploration from different angles as well as understanding the usage of EU data, users groups and their needs. An information brochure will also be prepared.

In order to **foster an active interinstitutional data visualisation community**, the Office will contribute to the organisation of an interinstitutional workshop on data visualisation.

CORDIS services and developments

User-focused enhancements will be implemented on the CORDIS website. CORDIS will be aligned with europa.eu and will be subject to a continuous search engine optimisation, based on reliable and high-performance architecture.

To support the dissemination and exploitation of EU research results, **multilingual articles and publications** via regular *Research*eu* magazines will be produced, together with *Results*

Pack thematic collections, short descriptions of every new project, ongoing project news, *Results in Brief* articles on completed projects, and success stories. This multilingual and targeted content will bring EU research results to professionals in the field and will help innovators to develop new products and services.

The Office will assign grant DOIs and carry out semi-automatic classification of new EU research projects with EuroSciVoc taxonomy, with additional data and regularly updated datasets on the EU Open Data Portal. The **classification by the fields of science** of the EuroSciVoc taxonomy will make data more searchable and could serve as a reference vocabulary for the Open Science community.

An **ontology for research projects and results** will be published and will allow data curation, enhancements and integration with linked open data sources across the web.

The Office will **increase multichannel outreach** to targeted audiences via social media, events, videos, podcasts, emails, specialised media and user surveys.

General objective 6: A new push for European democracy

Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Towards the digital European legal space

The Office will carry out the activities that contribute to the attainment of the **digital European legal space**. The underlying objective is to simplify access to legal information in the EU, where the EU law, Member States' law and other legal systems coexist and are interdependent of each other. This can be achieved namely by the implementation of appropriate digital solutions.

Apart from ensuring the **regular production and dissemination of legal information** the Office, will focus on the following areas: **creation of thematic views** on legal documents and information, improvements in the **navigation and linking of legal information**, improvements in **accuracy of information, its accessibility** and user-friendly provision, and **work on standards, formats and tools**.

Creation of thematic views

Thematic views on legal documents and information will be created, i.e. views aimed at specific audience types, associated with tailor-made search and navigation functionalities.

In particular, the Office will create a **specific corner** on EUR-Lex dedicated to legal acts of the European Central Bank, other legal acts and case-law, with a specific thematic search, statistics, data analysis and visualisations. It will also develop the **'EU law in force'** interface on the OP Portal which will offer an easy and quick access to EU law.

Improved navigation and linking of legal information

Hyperlinks and **ELI subdivisions** will be introduced in legal documents in order to ease the navigation between documents and to allow linking between document subparts (first in an experimental mode only). Furthermore, a recommendation to the Member States will be drafted, which will, among others, underline the importance of common identifiers, such as ELI or ECLI (⁴), to enhance access to national law and case-law. The Office will improve the navigation between and within **consolidated versions of acts**, along with the navigation, layout and graphical presentation on EUR-Lex of the **summaries of EU legislation**.

Additionally, the Office will carry out the preparatory analysis for its contribution to the **common European data spaces for public administration** (⁵) concerning legal data and the creation of the possibility of dump of legal data held by the Office.

Accuracy, accessibility and user-friendly provision of legal information

The Office will improve the way the information describing documents on EUR-Lex is displayed, such as information on dates, relations between documents, etc. Notably, the Office will enhance the **discoverability of case-law related documents** and their display, and the visibility of reasoned opinions of national parliaments. The Office will also **screen information describing international agreements** in order to improve its accuracy (applicability, parties to the agreement, etc.).

Data visualisations will be developed, namely concerning relations between legal acts, and **machine translation will be introduced for the summaries of judgements** in the JURE collection (⁶) and national law documents, if available in HTML.

The Office will finalise the search engine optimisation study and start implementation of its recommendations; it will also carry out an accessibility study and develop user email notifications.

Work on standards, formats and tools

The Office will work on standards, formats and tools to pave the way for future systemic improvements.

Notably, the Office will develop a **legal analysis tool** to streamline the process of analysis of legal documents, including contributions from the EU institutions. It will also complete the **AKN4EU format** to take account of the specific needs for **consolidation of legal texts**; at the same time, the organisation of the legal analysis work will be reviewed in order to accelerate consolidation.

The Office will also introduce structural changes to the **'notices' used by EUR-Lex** to retrieve information from the Cellar, the Office's repository, in order to improve the system's performance.

(⁴)   ELI: European Legislation Identifier. ECLI: European Case Law Identifier.

(⁵)   Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions — A European strategy for data (COM(2020) 66 final).

(⁶)   JURE: Jurisdiction, recognition and enforcement of judgments in civil and commercial matters.

Connecting and preserving content and knowledge

Whilst the bedrock of output from the EU institutions follows the standard publication format, more and more information is disseminated as webpages, podcasts, videos, etc. The Office will provide access to this content in a narrative tailored to the individual user. As producers of content are dispersed across the institutions, there needs to be a **harmonised approach** to ensure the **interconnection of material** across the institutions and regardless of format. This can be achieved through existing workflows supplemented by new approaches such as adapted identification processes, passive and active harvesting of content, self-service deposit sites, etc.

Long-term preservation

In the framework of the **Digital Preservation Plan** and under the guidance of its interinstitutional governance committee, **new collections**, such as the web archive files and the procurement notices of TED, **will be added** to the current collections covered by the Plan, ensuring their the long-term preservation.

EU Legal Deposit

The implementation of a **legal deposit scheme** will ensure that the published output of the EU institutions is **collected systematically** and **made available** for use today whilst **preserving** it for use by future generations. The scheme itself will establish a definition of the material to be included, and a plan for the gradual integration of different types of material, starting with publications and websites. This priority action will be submitted to the Management Committee for formal adoption in the course of the year.

Web preservation

The Office will continue to provide a **web preservation** service for the EU institutions, ensuring long-term preservation of, and continuous access to, the content of the **EU institutions' websites on europa.eu**. Efforts will focus on ensuring that the **backlog of websites** already captured in previous years will be made available on the public web archive alongside more recent captures. In addition, the generated files will be **integrated into EUDOR**, ensuring their long-term preservation according to the standards established in the Digital Preservation Plan.

Identification

In support of the future EU Legal Deposit Scheme, the Office is increasing its activities in the field of **identification**. In recent years, the **Digital Object Identifier** has been expanded to cover new types of content such as journal articles, data sets, etc. These services will be actively promoted to encourage take-up of the new possibilities.

In addition, there will be a move to establish a **light identification service**, building on existing workflows, to enable the fast attribution of identifiers and deposit of duly identified content in the Cellar, for **immediate display on the OP Portal**.

Metadata provision

Content correctly identified and described through standard **metadata** can be better discovered on the web. In addition to the daily production of metadata for new publications, there will be a focus on producing metadata records for older material. Furthermore, there will be a push to implement the **IMC4GP workflow**, enabling the **automation of the workflow for depositing publications**. Not only will this reduce delays in treating new publications but it will also enable a better follow-up of all publications identified by the Office and enable a better follow-up of the chain.

Digitisation

Services have made a dramatic move away from paper to digital but there remains much historical content unavailable in a digital form. The Office will actively promote the use of its new interinstitutional contract for **digitisation services**, to enable such physical collections to be migrated.

Transfer of the Commission's Central Library

The proposal for the **transfer of the Central Library to the Office** will be submitted to the Commission's Corporate Management Board for discussion. If approved, it is anticipated that the Central Library will be transferred to at the beginning of 2021. Plans for the integration of the Library, including a review of existing workflows, will be carried out in order to ensure a **smooth takeover**.

The transfer of this key service will complement the Office's current suite of services to identify, acquire and preserve content produced by the EU institutions in its many forms, from data to publications to websites. It provides an opportunity to review the existing collections held by both parties **and consolidate them into a single accessible collection**, reflecting the whole EU project.

Enhanced features for the OP Portal and web accessibility

The Office will work to continuously **improve the usability and functionalities of the OP Portal**. A major facelift, opening up new possibilities, will be deployed. It will ensure a consistent and intuitive user experience throughout all of the OP Portal publications and services. A new design, respecting the users' genuine digital habits and expectations, will enable them to more naturally find their way to the information they need.

Furthermore, this new layout will also **integrate usability and accessibility standards** for people with various disabilities and it will be progressively deployed across all sections of the OP Portal. Indeed, the Office is committed to provide guidelines, evaluation tools and conversion services which will **enhance the accessibility** of websites, publications and documents **for audiences with reading disabilities**.

Web analytics services

In order to better understand users' needs, the Office has put in place new integrated **web analytics services** for multiple domains, such as EU multimedia, publications, vocabularies, legal information and public procurement data. The new software will help the Office overcome the challenges of **collecting reliable and trustworthy information** while **respecting the data protection rules**. The ultimate objectives are to increase transparency and provide higher reusability of web analytics data, leading to an increased user satisfaction.

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

Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge

Interoperability in the EU institutions

The aim of this objective is to achieve greater interoperability in the EU institutions by facilitating the **exchange of legal data** and establishing a **corporate approach** for the management of reference data and knowledge organisation systems.

First exchanges based on the Akoma Ntoso standard for legal data

The introduction of **Akoma Ntoso** as a **standard format for structuring and exchanging legal data between the EU institutions** will improve the processes of exchanging, accessing and reusing legal information. The first manual exchanges between the Commission and the Council with the EdiT editor are expected in the fourth quarter 2020. The necessary major version of the Akoma Ntoso implementation for the EU institutions (AKN4EU) is scheduled for the end of the first quarter 2020.

In the framework of the IMFC, the scope of the **Common Vocabulary** for the semantic structuring of the documents' content **will be extended** to cover further example documents of the EU institutions. Finally, a **consolidated schema of the IMMC exchange protocol** — for automated transfer of metadata and documents between and within the EU institutions — will be presented to the IMFC stakeholders.

Towards a corporate reference data management policy

Under a corporate reference data management policy, there will be a **single point of access and contact** for interoperability resources and standards in the EU institutions. The aim is not to centralise the management of all interoperability assets, but to agree on a **common corporate methodology** and the use of **open interoperable tools and formats**. As a first step, the **proposal for a corporate reference data management** at the Commission will be submitted to the Information Management Steering Board (IMSB). Furthermore, a **list of key corporate vocabularies** under corporate governance will be established.

EuroVoc — the multilingual thesaurus of the EU

Two new releases of the **multilingual thesaurus EuroVoc** will take place. This will increase the flexibility to adapt and add concepts to the vocabulary for the benefit of users. Finally, a new major version of the open source vocabulary management tool VocBench will be published on the interoperability platform Joinup ([7]).

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[7]   https://joinup.ec.europa.eu/solution/vocbench3

Act-by-act publication of the Official Journal

The act-by-act publication of the Official Journal is planned for 2022 and will bring a more flexible, faster and simplified way of publishing the Official Journal, along with new ways to improve access to the authentic version of **EU legal acts** with a user-centric perspective.

One of the key objectives in 2020 will be to consensually decide with the EU institutions how to tackle changes triggered by the **move to the act-by-act publication of the Official Journal**, in particular with respect to the referencing of published acts, the definition of metadata and required additional features, such as access to sets of acts which are strictly related. The Office's Management Committee will be called on to approve proposals on these topics following the opinion of the appropriate interinstitutional committees and workgroups.

In the second semester, significant efforts will be devoted to the preparation of the implementation phase, which will occur in 2021 and 2022. In this regard, the Office will start building a **new information system** — the Unified Production Platform (UPP) — in order to provide the digital solution supporting the act-by-act publication process. In 2020 the focus will be to approve key project deliverables so that the development phase can start.

During the second semester, the **authentication of the Official Journal** will be ensured by an **electronic seal** ([8]). In contrast to the existing manual electronic signature, the deployment of the electronic seal will be fully automated and incorporated in the processes

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([8])   Council Regulation (EU) 2018/2056 of 6 December 2018 amending Regulation (EU) No 216/2013 on the electronic publication of the *Official Journal of the European Union* (OJ L 329, 27.12.2018, p. 1).

executed automatically in the Office's digital workflows, demonstrating early adopter benefits from the eIDAS Regulation ([9]).

The Office will also introduce in the legislative process the revision of Regulation (EU) No 216/2013 ([10]) in order to increase legal certainty in situations where, due to technical problems, it is temporarily impossible to publish the Official Journal on EUR-Lex, and to reconcile the rules on authenticity of the Official Journal with the data protection rules.

Production and publication of the EU Budget

The Office will start the work on the Interinstitutional Budget Information System (IBIS) to replace the existing Common Integrated Budget Application (CIBA) in order to provide the EU institutions with a **modern, robust and high-performing information system for the production of the EU budget**.

Together with the EU institutions, the Office will carry out a thorough analysis of the business needs and requirements, exploring further collaboration and synergies in view of **streamlining business processes related to the production and publication of the EU budget**.

Case-law of the European Court of Justice

The specifications for a new production contract will be drafted in close cooperation with the Court of Justice. During the third quarter, a call for tender will be launched in order to have a **new contract** signed in January 2021.

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[9]   Regulation (EU) No 910/2014 of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market (OJ L 257, 28.8.2014, p. 73).

[10]   Council Regulation (EU) No 216/2013 of 7 March 2013 on the electronic publication of the *Official Journal of the European Union* (OJ L 69, 13.3.2013, p. 1).

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives
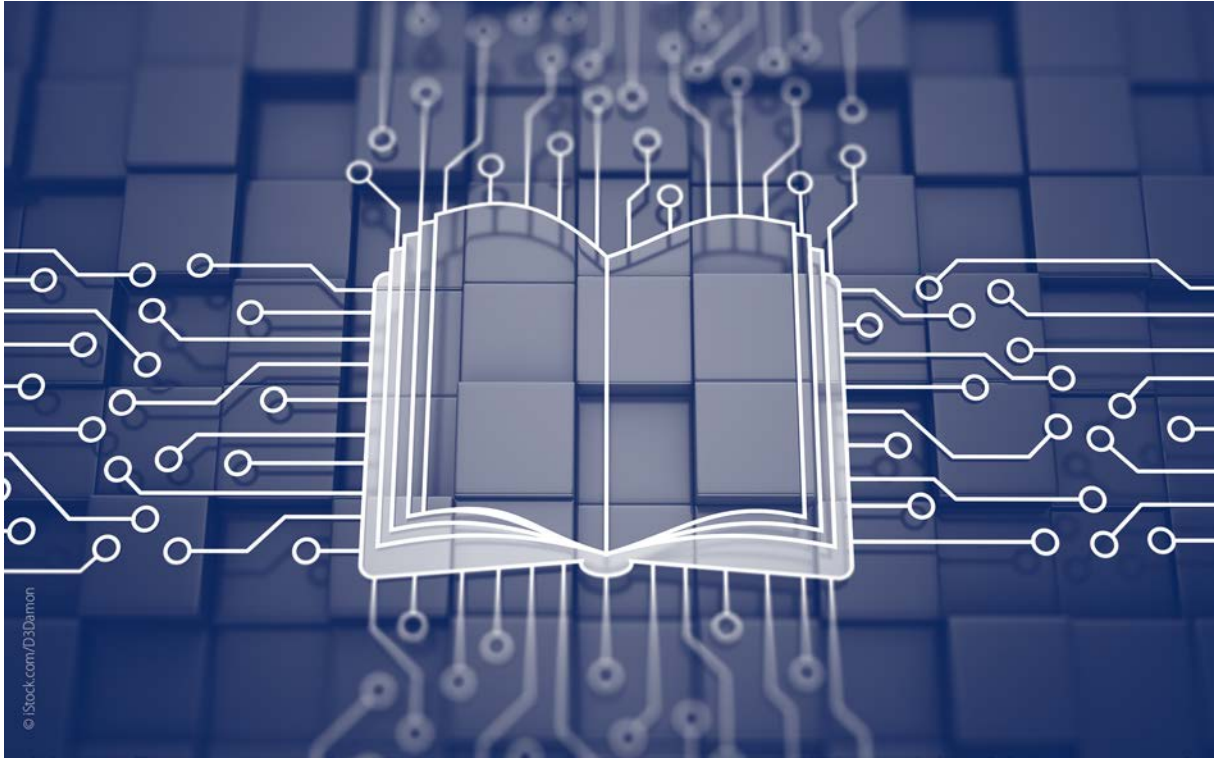
Interinstitutional reference centre for publishing services

The Office's role as **Domain Leader for publications** is to **efficiently support the communication activities of all EU institutions**. Following the adoption of the vision of services on 28 April, final decision on scaling up will be taken by the Commission's Corporate Management Board after the conclusion of the pilot with four directorates-general to test new proposed services.

Collaborative planning of publications

A **collaborative planning tool** will be developed for automatic data ingestion in order to provide meaningful analysis to authors and for a corporate governance of publications. This should allow authors to refine their publication plans, and the institutions to reduce by 30 % the overall number of low-performing publications after three years of governance.

Publications' governance was designed in agreement with Commission's central services and will be set up in 2021 at Commission level following approval by the Corporate Management Board. The Office's teams will provide **operational support** that will include a modular system of publishing-related trainings and learning material in the form of seminars, conferences, a dialogue exchange platform, and a newsletter. The Office will progressively extend the offer to other EU institutions.

Translation requests

The **management of translation request** will be tested with four pilot directorates-general (DG International Cooperation and Development, DG Education and Culture, DG Environment and DG Taxation and Customs Union). Once the original manuscript

has undergone copy-editing by the Office's language editors and is enriched at technical level, the Office's publication coordinators will make translation requests to DG Translation on behalf of authors.

Centralisation of the production of publications

At the end of 2020, the Office will suggest to progressively phase out local Commission's production contracts with a view to building a stable and efficient environment for other EU institutions to join the process of **centralisation**. The Office will also explore ways to **link publications to open data** with a pilot project.

Editorial support services

Editorial support services will be available on demand. These will include professional advice on targeting, structuring or technical and linguistic aspects of publications. In parallel, a comprehensive **performance measurement of publications** will consolidate, interpret and visualise data from different sources (physical dissemination, electronic consumption, social media, citations or survey) and will be available for authors and governance at the end of 2020 for priority publications.

The Office will also continue to implement accessible publishing for persons with disabilities. Templates for **multichannel structured and accessible production** will be provided. In addition, accessibility guidelines and tutorials will be released and promoted in cooperation with stakeholders, which will position the Office as the reference centre for accessible digital publications.

Language editing

The Office will provide **in-depth linguistic expertise** in 24 languages thanks to its language editors, and will ensure the integrity and consistency of EU legal information in line with Article 55 (1) of the Treaty on the European Union and Regulation No 1 ([11]). The Office's language editors will contribute to the development of **interinstitutional linguistic tools and norms** and will help improve the production publication process by providing structured feedback services to the stakeholders based on the quality control and proofreading activities.

New services will be delivered thanks to the **modernized approach to existing language-editing services**. Recurrent tasks will be **outsourced**, based on new contracts in all languages, in view of the greater emphasis on outsourcing and a fundamental change in the way the Office will ensure the quality of published content.

Interinstitutional Style Guide

Key outputs will focus on the **modernisation** of the *Interinstitutional Style Guide* and will include: the **harmonisation of the different guides** that are used in the EU institutions; the **update of the *Interinstitutional Style Guide* content** and the improvement of its

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([11]) Regulation No 1 determining the languages to be used by the European Economic Community (OJ 17, p. 385/58).

usability; and the implementation of a new production system — **Style Guide Editorial Platform**.

The new platform will be based on state-of-the-art 'single-source to multichannel publication' technologies. It relies on an off-the-shelf product that is configured according to the requirements of the *Interinstitutional Style Guide*. It will allow **streamlining the production** of the *Interinstitutional Style Guide* website and produce derived production formats **tailored to the needs of its users**.

Synergies in the printing domain and reduction of publications' stock

In parallel with a progressive reduction of the Office's internal printing capacity, **synergies with print shops of other institutions** will be increased in order to optimize the use of every resource (machines and staff).

Additionally, the Office will continue to raise awareness on the need **to reduce stocks**, and regular destocking proposals will be sent to the author services. The Office will also advice author services to reduce print runs to the quantities strictly necessary for immediate distribution needs.

PART 2. MODERNISING THE ADMINISTRATION: MAIN OUTPUTS FOR THE YEAR

A.   Human resource management

The Office employs a competent and engaged workforce and contributes to gender equality at all levels of management to deliver effectively on the EU institutions' priorities and core business

Staff engagement and well-being

The Office will work on the implementation of the action plan established following the results of the 2018 staff satisfaction survey with focus on **well-being measures**, **enhanced communication from senior management** and **change management**.

In order to foster the well-being of staff, the Office will extensively use flexible work arrangements, and will regularly provide to the staff information related to the move to another building, planned for 2023.

The Office's senior management will step up to explain its vision and strategy for the Office via enhanced communication on the Office's intranet and regular face-to-face formal and informal communication with staff. Regular open doors will be organised for staff. In a changing environment driven by digital transformation, the Office's management will lead staff through the change process by ensuring better communication, including progress reports, and ad-hoc training.

Internal communication will rely, among others, on the Office's intranet (YourOP). Staff will be encouraged to suggest topics for the intranet and other internal communication channels. **Major events** occurring during the year, such as the COVID-19 crisis and the negotiations for the Multiannual Financial Framework 2021-2027, will be intensively featured on YourOP. Collaboration with other Luxembourg based EU services will be further reinforced through participation in the Luxweb platform. An interinstitutional photo competition will be organised.

Gender-balanced management

At least three management positions will become vacant in 2020 due to retirement. Two middle and two **senior management positions** will be filled. The Office will continue its efforts in order to attract and promote women in middle management positions and towards a gender-balanced management.

Optimum staff levels and specialisation

In a context of decreasing resource allocation, the challenge will be to ensure optimum staff levels and skill profiles for the operational activities.

Vacant posts (retirement, external mobility) will be reallocated in order to better respond to operational needs, with the **redeployment of staff** serving the same purpose. Recruitment opportunities will be used to acquire **specialised and technical profiles** required in the new paradigm of handling born-digital information. Replacement of generalist profiles and, to some extent, reduced in-house proofreading capacity will be done via internal mobility or transfer from other directorates-general or institutions.

B.   Sound financial management

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

Internal control system

The internal control framework ([12]) supports **sound management and decision-making**. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

The Office has established an **internal control system** tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

Regular financial control exercises will be conducted and pertinent problems will be addressed through recommendations. **Evaluations** and **contract analyses** will be planned and executed according to the Commission guidelines to support decision making by management. Risks (including fraud risks) will be analysed and actions undertaken to manage and mitigate them.

Public procurement and budget implementation

Public procurement procedures will be launched and concluded in accordance with the Financial Regulation, using models and guidelines issued by DG Budget. Business units of the Office will be provided with **expert legal advice** in calls for tenders and contract domain.

The Office will ensure high levels of **budget implementation** in line with the **principles of sound financial management** and with respect of contractual payment periods. Further optimisation and harmonisation of financial circuits and procedures will be sought to ensure compliance with the rules and the most efficient use of resources.

C.   Fraud risk management

The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy aimed at the prevention, detection and correction of fraud

In 2020, the Office will release its own **updated anti-fraud strategy** which is in preparation, in accordance with the Commission's 2019 Anti-Fraud Strategy ([13]).

([12])   Communication C(2017)2373 — Revision of the Internal Control Framework.

([13])   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'.

In addition to the regular communications to raise **fraud awareness among staff**, the Office will create its **own internal information page on fraud prevention and detection**.

To enhance the measures for fraud prevention and detection, a **targeted analysis of controls performed on contractual aspects** will be performed. The **register of exceptions** will be analysed every semester, including in particular the trend of the contract conditions overrides and the takeover of costs. The concentration of contracts will be analysed at the end of the year.

The Office also contributes to the **implementation of two action points from the Commission Anti-Fraud Strategy**. Both actions are being implemented through the steps taken for the achievement of specific objective 1 on the European public procurement space. The related output indicators are listed in the performance table of specific objective 1. The strategy for the European public procurement space contributes to the optimisation of transparency of EU funding, in line with the Commission Anti-Fraud Strategy. This will be achieved through the discontinuation of treatment of non-structured data, the enhancement of quality control and the improvement of TED search.

D. Digital transformation and information management

The Office is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge truly digitally transformed, user-focused and data-driven EU institutions

Digital transformation

The Office will **finalise the elaboration of its IT multiannual plan** with its contribution to the **Digital Solutions Modernisation Plan** (DSMP), drawn in accordance with the European Commission Digital Strategy and European Commission Cloud Strategy. These plans will form the basis to digitally transform the Office's business processes by developing new innovative digital solutions and make evolve the existing ones in line with the principles of the strategies. The Office will also finalise the implementation the recommendations of the IAS audit on project management and IT security.

The Office will carry out, together with the EU institutions, a thorough analysis of the business needs and requirements for a **new information system IBIS** to replace the existing CIBA system in order to provide the EU institutions with a modern, robust and high-performing information system for the production of the EU budget. The Office will also start the development of the **first modules of the Unified Production Platform** to optimise the production of the Official Journal and general publications. A review of existing processes and synergies will be proposed as part of this exercise.

In order to **modernise its legacy systems, and to improve their performance and security**, the Office will finalise the refactoring of the Cellar dissemination and start the

reengineering of the Ceres-2014 system ([14]). The Office will also **move out from of ColdFusion** based applications and integrate them into a single system, DEFA ([15]).

In line with the synergies and efficiency policy, the Office will **close its data centre,** monitor the use of its new Cloud services and will finalise its **integration with the Commission corporate network**, to benefit from the Commission Digital Workplace tools and services.

Data, information and knowledge management

The Office will contribute to the implementation of the IMSB Work Programme 2020-2021 and will be involved in the **implementation of the DataStrategy@EC Action Plan**, in particular the actions Data Catalogue, Data Advisory, Data Platform and Data governance and policies.

The Office will carry out the **follow-up to the first Commission-wide data inventory exercise**, for which the Office is thematic co-coordinator for open data. It will also contribute to the scoping and the setting-up of the EC Data Advisory, and to the setting-up of the **interinstitutional community of practice on data visualisation**, supported by a collaborative platform on CONNECTED.

The Office will take steps to **implement the Data governance and data policies at the European Commission**. Finally, reuse guidelines for the Office's data collections will be finalised.

Data protection

Having converted all legacy notifications to DPMS ([16]) records in 2019, the Office's Data Protection Coordinator will finalise the records which are not based on legacy notifications and have them published to the register of the Commission's Data Protection Officer.

The Data Protection Coordinator will continue to **monitor all processing operations** at the Office with the aim of ascertaining whether they comply with the applicable rules of Regulation (EU) 2018/1725, and **updating the published data protection records and linked privacy statements in a timely manner**, as and when necessary.

The Data Protection Coordinator will continue to extend his role as advisor to all operational and horizontal units with regard to evaluating any existing and planned operations from the point of view of personal data protection, and also **provide a refresher training to all management** (Director-General, Directors and Heads of Units).

([14])   Ceres: Common Electronic Reception System. It provides a reception and validation tool for all electronic deliveries to be published on the Office's portals.
([15])   DEFA: Information system managing the financial aspects of the production and publishing process.
([16])   DPMS: Data Protection Management System.

E. Sound environmental management

The Office 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

The Office will step up its efforts related to the **Commission's Eco-Management and Audit Scheme (EMAS)** and carry out several actions aiming at reducing paper and energy consumption, further improving its waste management system or enhancing the implementation of Green Public Procurement principles. Close cooperation with the Office for Infrastructure and Logistics in Luxembourg (OIL) or DG Informatics will be ensured as appropriate.

The Office will strongly promote and make use of *paperless working methods*, such as **e-signatories and electronic financial circuits**, with enhanced electronic archiving. Calls for tenders will be almost exclusively paperless thanks to **e-Submission** or submission per email, with the exception of restricted procedures. This procedure should be introduced in e-Submission in the course of 2020. Moreover, once available for all the directorates-general, the Office will use the **qualified electronic signature** (QES) via Ares to replace the blue ink signature where mandatory (including contracts). Finally, the consumption of paper will be reduced by further removing personal printers and setting printers to double-sided printing.

In order to reduce energy consumption, together with DG Informatics, the Office will implement a **script generating the shutdown of the computers** still turned on at night. The lighting will be optimised by generalising the use LED light bulbs. Finally, the heating will be reduced and lights turned off during week-ends and holidays.

In cooperation with OIL, **promotion and labelling of the waste sorting schemes** in place will be enhanced, and **more waste sorting containers** will be provided. The audit for the *SuperDrecksKëscht fir Betriber* label will take place under the coordination of OIL, with its organisation depending on the physical return to the office in the context of Covid-19 pandemic.

In order to reduce staff carbon footprint, the Office will encourage the use of **videoconferencing tools** for meetings instead of missions and will use official cars for carpooling or public transport; it will also ensure the environmental quality of cleaning products of its premises.

Under the **Green Public Procurement**, the Office will further **integrate green criteria in relevant calls for tender**, with green technical award criteria systematically introduced in order to assess the quality of the offer.

F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities

Implementation of full electronic reception channels for procurement notices

The Office will implement **full electronic reception channels for public procurement notices** and phase out all channels for the reception of non-structured data. Currently, external aid procurement notices from DG International Cooperation and Development and procurement notices related to projects financed by the European Bank for Reconstruction and Development and the European Investment Bank are still sent in Word or PDF format via email. This implies cumbersome manual treatment and does not allow for automated treatment, preventing proper indexation, search, analysis and reuse of the information contained therein, and is not in line with the goal of a full digitalisation of the Commission. Once the project is achieved, it will bring significant gain in terms of **efficiency** (due to elimination of manual interventions) and **financial savings** (processing of non-structured notices costs twice as much as processing each notice received in XML).

ANNEX: Performance tables

PART 1. DELIVERING ON THE EU PRIORITIES

General objective 2: A Europe fit for the digital age

Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)

Main outputs in 2020

Supplement to the Official Journal — regular production and dissemination of public procurement information

Output	Indicator	Target
Production of the *Supplement to the Official Journal* in accordance with the directives in force	Average cost per notice	< EUR 6.00
Access to public procurement notices	Number of documentary units (notices) loaded on TED website during the year	660 000
eProcurement	Number of contracting authorities registered (publishing) in eTendering	110

Implementation of eForms

Output	Indicator	Target
TED exchange UBL schema (version to be used in TED applications and by TED eSenders, etc.)	Date of publication	31 December 2020
Launch developments for eNotices2	Date of start of developments	30 June 2020
Launch developments for Central Validation Service	Date of start of developments	31 August 2020
Draft specifications for adapting TED apps to eForms	Date of final specification	31 October 2020
Draft specifications for adapting TED to eForms	Date of final specification	31 October 2020

Easy and user-friendly access to public procurement data

Output	Indicator	Target
Draft specifications for TED – SIMAP merge	Date of final specification	30 September 2020
Enhance TED search and display of results	In production	31 December 2020

Improvement of the data quality

Output	Indicator	Target
eNotification part of the eProcurement ontology	Date of publication (conceptual model & OWL representation)	31 October 2020
Phase-out of non-standard/non-structured (i.e. non-XML) procurement forms	Percentage of procurement forms using the standard, structured forms	100 %
Enhance quality control at reception and during processing of notices	Deadline to introduce/impose the new rules	31 December 2020

Better services and workflows		
Output	**Indicator**	**Target**
Provide for analytical tools to retrieve and analyse data	Date of providing the sample of current notices in RDF format	31 December 2020
Automation and/or elimination of manual tasks	Deadline to introduce new work model	31 December 2020
Reports and visualizations of EU institutions published data (CANs) on TED and/or report on the quality of the published data	Deadline to disseminate reports/visualizations and/or data quality report	31 December 2020

General objective 2: A Europe fit for the digital age

Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Main outputs in 2020

EU Open Data Portal and its services

Output	Indicator	Target
Increase in the number of available EU datasets	Number of datasets on EU Open Data Portal	15 500
Increased quantity of data providers	Number of EU institutions publishing on the EU Open Data Portal	7
EU open data reuse potential	Number of proposals for EU Datathon 2020	120
Improving legal openness of datasets	Number of data providers publishing new data under Creative Commons	20

European Data Portal and its services

Output	Indicator	Target
Increase in the number of available EU datasets	Number of datasets on European Data Portal	1 100 000
Increase interest in the European Data Portal	Number of visits to the European Data Portal	500 000

CORDIS services and developments

Output	Indicator	Target
Disseminate research results to support their exploitation	Number of editorial articles written and translated	6 000
Meet user needs	User satisfaction rate (*) (*) Changed methodology of calculation: now based on annual survey ratings of 7 and above (previously based on 5 and more)	83 %
Support linked open data	Publication of first release of research project ontology	Third quarter 2020
Searchable structured data	Regular classification of new projects with EuroSciVoc taxonomy	Second quarter 2020

General objective 6: A new push for European democracy

Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Main outputs in 2020

EUR Lex — access to EU law

Output	Indicator	Target
Consolidation of legal acts	Number of new consolidated versions of legal acts produced (*) (*) Results dependent on the number of amending acts and corrigenda adopted	1 900
Production of the Summaries of EU legislation	Number of drafted/redrafted and updated summaries published	300
Complete and improve the collections of legal documents	Number of notices analysed (legal analysis) (*) (*) Results dependent on the number of acts adopted	10 500

Creation of thematic views

Output	Indicator	Target
Improved access to legal information per theme	Specific section on EUR-Lex, dedicated to legal acts of the European Central Bank adopted	1 June 2020: available on EUR-Lex
Improved access to legal information for laymen	'EU law in force' interface	Available on the OP Portal

Improved navigation and linking of legal information

Output	Indicator	Target
Improved navigation in consolidated texts	Table of contents for consolidated versions and switching between consolidated versions	Available on EUR-Lex

Accuracy, accessibility and user-friendly provision of legal information

Output	Indicator	Target
Improvements to web accessibility	Accessibility study	Contract signed

Work on standards, formats and tools

Output	Indicator	Target
Improved quality of legal information	Legal analysis tool	Operational

General objective 6: A new push for European democracy

Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

Main outputs in 2020

Long-term preservation

Output	Indicator	Target
Long term digital preservation service — completion of collections according to Digital Preservation Plan	Archiving of the Supplement to the Official Journal in EUDOR	December 2020
	Archiving of web preservation WARC files in EUDOR	December 2020

EU Legal Deposit

Output	Indicator	Target
Draft legal deposit scheme	Approval by the Management Committee	End 2020

Web preservation

Output	Indicator	Target
Web preservation service (archiving, access and long term preservation)	Number of EU institutional websites archived on a regular (quarterly or more) basis	Minimum 110

Identification

Output	Indicator	Target
Identification, cataloguing and archiving of publications	General publications: number of notices available in Cellar (*) (*) A notice covers all linguistic versions and available formats for a given title in Cellar	107 000

Web accessibility and analytics services

Output/ Result	Indicator	Target
Second phase of the pilot project 'Reading disability and document access, a possible approach' completed	Proof of concept to enhance accessibility of selected publications and websites	By end of 2020, selected websites and publications will be evaluated and maybe converted as well to be more accessible
Integrated web analytics services	Availability of new PIWIK Analytics Suite	By end of 2020, new analytics service put in production for multiple users

Enhanced features for the OP Portal

Output	Indicator	Target
Quality of service provided by the OP Portal to its various customers	OP Portal user satisfaction rate (*) (*) Percentage of neutral and positive opinions expressed in the user survey of the portal to be carried out in 2019. Targeted, among others, will be registered and 'privileged' users, users who recently ordered publications, and author services	82 %

Integrated access to content managed by the Office via multiple channels (OP Portal, direct access, widgets)	Accesses to the OP Portal content	12 000 000
Transparency in the field of EU-commissioned studies	Number of studies available for public consultation on the OP Portal (*) (*) Results dependent on the number of studies commissioned by the EU institutions during a year	14 000

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

Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge management

Main outputs in 2020

Secured and automated exchange of legal data: interoperability of document formats

Output	Indicator	Target
Synergies in structuring of data at interinstitutional level	Number of example documents covered by the IMFC's Common Vocabulary for the semantic structuring of the documents' content	25 (first quarter 2020)
	Number of document types covered by the Akoma Ntoso for EU (AKN4EU)	14 (third quarter 2020)
Akoma Ntoso for EU (AKN4EU)	Finalisation and adoption of AKN4EU version 3	First quarter 2020
Secured and automated exchange of data	Exchanges of legal data with the institutions are based on AKN4EU	Fourth quarter 2020 First exchanges between the Commission and the Council will take place in context of pilot project

Secured and automated exchange of legal data: standardisation of metadata

Output	Indicator	Target
Proposal for a consolidated IMMC schema	Presentation of consolidated IMMC schema to IMFC stakeholders	Third quarter 2020

Towards a corporate reference data management policy

Output	Indicator	Target
List of corporate vocabularies	List of corporate vocabularies at the Commission established and available online	First version of list contains 10 corporate vocabularies
Proposal for corporate reference data management at the Commission	Submission of proposal for corporate reference data management at the Commission to the IMSB	Third quarter 2020

EuroVoc — the multilingual thesaurus of the EU

Output	Indicator	Target
EuroVoc updates	Number of updates of the multilingual thesaurus EuroVoc published during the year	2 (second quarter and fourth quarters 2020)
Availability of production version of open source vocabulary management tool VocBench on the interoperability platform Joinup	Publication of a new major version of VocBench on Joinup	Fourth quarter 2020

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

Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Main outputs in 2020

Act-by-act publication of the Official Journal

Output	Indicator	Target
Finalise decisions in close cooperation with the EU institutions	The Management Committee of the Office approves key decisions	Fourth quarter 2020
Unified Production Platform project deliverables	Project deliverables are approved and the development starts	Second semester 2020
Authentication by electronic seal (mass signature)	The Official Journal is authenticated by an electronic seal	Third quarter 2020

Production and publication of the EU budget

Output	Indicator	Target
Adequate business coverage based on the requirements and expectations expressed by the users	Analysis of the business needs and requirements for the new information system (IBIS)	Fourth quarter 2020

Case-law of the European Court of Justice

Output	Indicator	Target
Timely delivery of case law documents	Percentage of documents produced within requested deadline	91 %
Production lead time	Average duration of the production of documents	8 days
The specifications for a new production contract are drafted in close cooperation with the Court of Justice	The call for tenders is launched	Third quarter 2020

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

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Main outputs in 2020

Interinstitutional reference centre for publishing services

Output	Indicator	Target
Quality and timeliness in the production of general publications	Percentage of authors satisfied with time taken to publish with the Office	80 %
Accessible publications	Percentage of publications accessible to disabled users	20 %
Centralisation of the production of publications	Percentage of identified publications by the Office using production services of the Office instead of submitting identifiers only requests	45 %
Collaborative planning with authors and language services	Completion of the 'collaborative planning' system and tool	End 2020
	Editorial governance designed and set-up	Launch (fully operational by 2021)
Editorial support services	Scaling up of editorial support services	Reporting available on demand and > 50 publications assessed
Feedback mechanism available	Pilot phase with selected publications covered by performance reports	Analysing tools developed – pilot phase closed

Language editing

Output	Indicator	Target
Perform the language editing and proofreading to increase the linguistic and content quality of publications (on paper and online versions)	Number of pages corrected (Official Journal, case-law, general publications, TED, Consleg and Sumleg)	> 2 000 000 pages
Perform ex-post quality control on publications considering the production process of the documents	User satisfaction rate on proofreading and multilingual aspect	General publications: 75 % Official Journal: 85 %
	Number of comments related to linguistic quality	< 3 % of the overall comments

Interinstitutional Style Guide

Modernisation of the production process of the *Interinstitutional Style guide* — modular approach	Completion	First quarter 2020
New version of *Interinstitutional Style Guide*	Available	Second quarter 2020
Interinstitutional Style Guide available in the OP Portal	Completion	Third quarter 2020

Synergies in the printing domain and reduction of publications' stock

Output	Indicator	Target
Implementation of a new distribution concept	Volume of stock	Decrease by 10 %
Efficiency in the production and distribution of publications	Surplus publications in stock (difference between publications received and publications distributed)	< 500 000 copies

PART 2. MODERNISING THE ADMINISTRATION

A. Human resource management

Objective: The Office employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the EU institutions' priorities and core business

Main outputs in 2020:

Output	Indicator	Target
Increased staff engagement through enhanced communication from senior management	Number of open doors and video messages from the Director-General	5
Management of budget for training	Percentage of budget resources devoted to technical and specialised training	> 60 %

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

Main outputs in 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	< 2 % of relevant expenditure
	Estimated risk at closure	< 2 % of relevant expenditure
Safeguarding of primary assets (data)	Number of data breaches	0
Ex-post controls (payments)	Coverage of ex-post controls in percentage of transactions value (payments)	> 15 % of transactions value
Economical controls	Overall estimated cost of controls	< 5 % of funds managed
Efficient controls	Percentage of payments made within time limits	> 99 %
	Time to pay (2020 average number of days)	< 15 days
	Percentage of budget execution (commitments) with respect to final budgets	> 99 % of the final commitment appropriations
Budget execution (commitments)	Ratio of number of award decisions/number of launched procedures	90 % of the number of launched procedures

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 (CASF) aimed at the prevention, detection and correction ([17]) of fraud

Main outputs in 2020:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy	Degree of implementation of the actions included in the Office's anti-fraud strategy for 2020	100 %

D. Digital transformation and information management

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

Main outputs in 2020:

Output	Indicator	Target
Unified Production Platform modules	Process review completed First module developed	June 2020 December 2020
IBIS	Requirements finalised	December 2020
Cellar new dissemination layer	Project completed	December 2020
Remove ColdFusion applications	Percentage of project completed	80 % in December 2020
Functioning interinstitutional community of practice on data visualisation	Launch and moderation of a collaborative platform for the interinstitutional community of practice on data visualisation	Community Kick-off: Done Platform pilot: 9 March 2020 Platform launch: 20 April 2020 Interinstitutional workshop: November 2020
Data Protection Records' compliance	Percentage of legacy notifications converted into records published in the register of the Commission's Data Protection Officer	100 %

([17])   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: The Office 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

Main outputs in 2020:

Output	Indicator	Target
Reduction of energy consumption	Implementation of script shutting down the computers turned on at night (in cooperation with DG Informatics)	End 2020
Further improvement of waste management	Provision of more sorting containers (to be implemented in agreement with OIL)	End 2020
Green public procurement for supplies and services	Percentage of relevant ([18]) high-value calls for tenders incorporating green procurement criteria	50 %

([18]) Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.