



Management Plan 2024

DG TRANSLATION

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Introduction

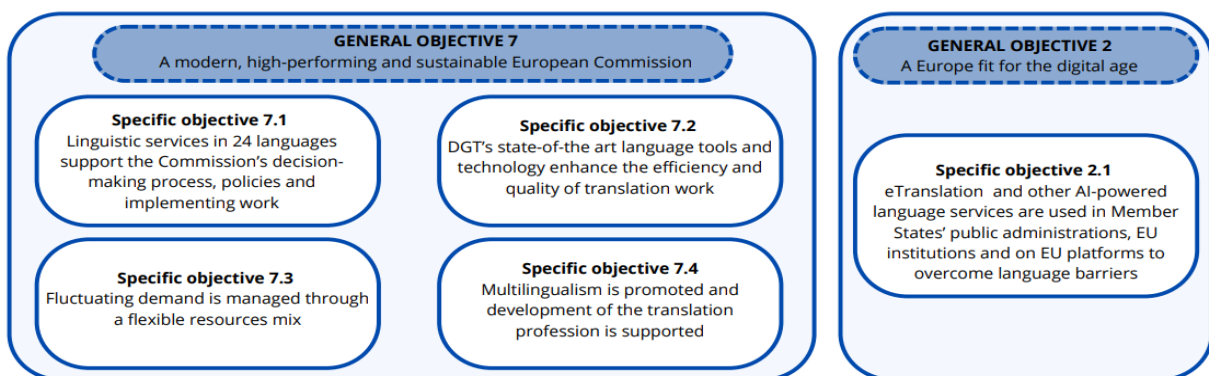
Multilingual law making and communication are a hallmark of the EU and a reflection of its cultural diversity. The **Directorate-General for Translation (DGT)** supports the Commission’s decision-making process and **enables the Commission to implement decisions, uphold the EU treaties and communicate its day-to-day work in all EU official languages** and in others as needed. By making information available to people in a language they understand, DGT helps the Commission to better communicate with EU citizens and make the EU more open, accountable and democratic, ensuring that its citizens can enjoy their rights to the full.

DGT contributes to the following Commission’s general objectives:

7: a modern, high-performing and sustainable European Commission by providing a world-class quality **translation** service in the EU’s 24 official languages and in others as needed and an **editing** service in the drafting process to make the language clear, correct and more concise; and

2: Europe fit for the digital age by providing secure and reliable AI-powered language services to support Commission staff in their work, including DGT’s in-house neural machine translation system, **eTranslation**, based on high-quality human translations produced by DGT, for use in DGT, in other Commission departments, in other EU institutions, on EU digital platforms, in national administrations and in SMEs.

This management plan highlights the actions and outputs planned for 2024 to contribute to these general objectives and achieve the specific objectives set out in **DGT’s strategic plan for 2020-2024** ⁽¹⁾.



All these outputs seek to address DGT’s main challenges outlined in the strategic plan. The primary reference by which DGT steers its operations remains the **2016 Communication on translation** ⁽²⁾, which integrates translation into the Commission’s decision-making

⁽¹⁾ https://commission.europa.eu/publications/strategic-plan-2020-2024-translation_en

⁽²⁾ [Communication to the Commission ‘Translation as part of the Commission’s decision-making process’, C \(2016\) 2000.](#)

process and aims to make the translation process as efficient as possible so that all resources – human, financial, technological – are put to the best possible use and produce maximum impact.

In 2024, DGT will continue to enable the Commission to take swift action on all its headline ambitions and political priorities, as well as on any urgent developments that may arise. It will continue to respond promptly to the additional translation work related to **Russia's war of aggression against Ukraine**, including by maintaining its capacity and commitment to translate into Ukrainian and Russian. To tackle the **increasing pressure on resources**, resulting from sustained high demand for translation combined with ongoing reductions of in-house staff, DGT will continue to implement and monitor the implementation of **a set of measures to manage demand** and workload, in cooperation with the Secretariat-General and other Commission departments. It will continue to optimise its flexible **resources mix**, combining permanent and temporary in-house staff, outsourcing and language technology, focusing on:

- Making optimum use of the **lists of competition and selection laureates** that DGT can draw on (see specific objective 7.3 and Part 2, Section A).
- Implementing the **new framework contracts for the outsourcing of translations** (TRAD-23), which will enter into force in March 2024.
- Completing the roll-out of the computer-assisted translation environment (**CATE Next Generation**), enabling collaborative working methods and real-time data sharing among translators.
- Further improving **eTranslation and other AI-powered language services**, expanding their use in the Commission, and exploring the new avenues opened by generative artificial intelligence through DGT's leadership of the **AI@EC Network** (see specific objective 2.1 and Part 2, Section F).
- Starting the implementation phase of the **eDGT programme**, designed to create an end-to-end platform covering all the steps and tasks in DGT's core business workflow, upon completion of the business process review.
- Conducting a **DGT-wide digital skills assessment** to map the digital proficiency of staff at all levels.

Another important focus for 2024 will be the **office moves** for Brussels-based staff and for some of DGT's Luxembourg-based staff. This will further engage DGT in the corporate efforts of **greening the Commission** and will require careful logistic planning and targeted communication to support staff in the transition to more flexible and **collaborative ways of working**.

Finally, as a world reference for translation, DGT will continue to support the development of the translation profession by renewing the composition of the **European Master's in Translation (EMT)** network and by carrying out a range of external communication and **outreach activities**, listed under specific objective 7.4.

PART 1. Delivering on the Commission's priorities: main outputs for 2024

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



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

DGT fulfils its mission to provide **high-quality translations and other linguistic services in the 24 EU official languages** and in others as needed. In 2024, DGT will continue to support the Commission's work to deliver on outstanding political initiatives ahead of the European elections and to respond to Russia's war of aggression against Ukraine, including by maintaining its **capacity and commitment to translate into Ukrainian and Russian**. DGT will also provide support by carrying out translation work related to the new Commission taking office (e.g. hearings of Commissioners-designate).

In delivering its services, DGT will continue to apply a set of principles and rules that are enshrined in framework documents covering three pillars: quality management, terminology work and outsourcing. The fourth pillar is the production and maintenance of quality linguistic data, set out in DGT's data strategy.

To pursue this specific objective, in 2024 DGT will:

- Continue to **provide translation** and other linguistic services that meet its customers' needs. It will continue to edit the Commission's most important initiatives and to raise awareness about **editing and clear writing** by implementing the 2020 clear writing and editing strategy.
- Continue to update its **service-level agreements** with Commission departments, including, where needed, to reflect the ongoing measures for managing demand.
- Implement the new **TRAD-23 framework contracts for the outsourcing of translation** as of 1 March 2024, and run kick-off meetings with TRAD-23 contractors.
- Provide guidance and training with the objective of implementing the **revised translation quality management framework**, translation quality guidelines and guidelines for the evaluation of outsourced translations. DGT will also continue to monitor the quality of its internal and external production.
- Continue to provide **eTranslation** to meet the demand for machine translation in the Commission, in the EU institutions and on EU websites and platforms, particularly through methods that can leverage the recent AI breakthrough (see also specific objective 2.1 and Part 2, Section F).

- Focus on **early terminology work** in DGT’s translation workflow by lead terminologists ⁽³⁾, in a continuous drive for quality and efficiency.
- Maintain **proactive contacts with translation requesters**, via the lead translator scheme ⁽⁴⁾.

Please see the performance table for this specific objective in the annex, on page 19.



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

DGT’s digital master plan for 2021-2024 covers the four pillars of DGT’s digital transformation: technology, data, people and processes.

The main activities in these areas for 2024 are defined by DGT’s governance bodies (IT and Data Steering Committee, committees for language applications and workflow systems) and user groups (for machine translation, Euramis and computer-assisted translation, and workflow systems). They will comprise:

- Completing the roll-out of the computer-assisted translation environment (**CATE Next Generation**) with the final release, concerning the automatic creation of server-based projects.
- Starting the implementation phase of the **eDGT programme** following the completion of the business process review. This will involve starting to develop some elements of its first module **TrèFLe Next Generation**, to support the outsourcing workflow.
- Providing and implementing the necessary **IT developments** for the use and management of the new TRAD-23 framework contracts.
- Linking DGT’s **IT system for outsourcing**, TRèFLe, with the Commission’s new accounting system SUMMA, which will be crucial for business continuity.
- Continuing to improve the **linguistic quality of eTranslation output** by taking input from translators into account and releasing some 200 engine updates for different language combinations, improving the underlying translation technology.
- Continuing to cooperate with other EU translation services by managing the shared **interinstitutional tools** (eTranslation, Euramis, Quest and DocFinder), and by being a partner in the IATE (**I**nteractive **T**erminology for **E**urope) database project. DGT will launch and lead the **development and implementation of ELI2E**, that

⁽³⁾ Lead terminologists prepare a term extraction from the original text, while research of new target language terminology is done in language departments. A centrally coordinated project is launched, covering the most important terms that should be recorded or updated in IATE.

⁽⁴⁾ Lead translators coordinate important translation files. They analyse files to identify possible translation or terminology problems and help to streamline communication between DGT and the requester DG by coordinating questions and comments on content matters across language departments. Their work contributes to enhancing the quality by ensuring a consistent understanding of the source texts and consistent solutions to translation and terminology problems.

will replace ELISE (European Institutions Linguistic Information Storage and Exchange) as the tool for interinstitutional communication on translation files.

- Conducting a **DGT-wide digital skills assessment**, with a streamlined approach for all staff, covering key competences such as information and data literacy, communication and collaboration, digital content creation and cybersecurity. The results will serve as a basis for updating the training modules DGT offers to staff, creating new ones, filling any gaps and identifying areas for development.

Please see the performance table for this specific objective in the annex, on pages 19 and 20.



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

DGT will continue to optimise its flexible and modular **resources mix**, combining permanent and temporary in-house staff, outsourcing and language technology to meet the Commission's demand for translation and other language services, while further improving resource efficiency, without compromising on quality. In 2024, DGT will:

- Allocate resources (posts for in-house staff and budget for external staff) in line with DGT's resources and succession plan to secure its **in-house capacity** and the continuity of key functions in its units and departments.
- Continue to recruit staff in line with succession planning, including by starting to draw – as they become available – on the aptitude lists of the **temporary agent selections** for Croatian and Portuguese translators, on the reserve lists of the EPSO competitions for linguistic assistants and – if concluded within the year – on the reserve lists of the **EPSO competitions for translators** that are planned for 2024 (see Part 2, Section A).
- Continue to use **outsourcing of translation** as a flexible resource to manage demand and compensate for staff reductions, by implementing the new TRAD-23 framework contracts.
- Make optimum use of its budget for **external staff**, recruiting contract agents, seconded national experts and interim agents.
- Run **knowledge management** initiatives (see Part 2, Section D) and provide staff with a strong offer of language-specific thematic, digital skills, management and organisational development training courses.

Please see the performance table for this specific objective in the annex, on page 20.



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

Being a reference in the world of translation, DGT aims to bring together translation and language stakeholders: universities and research centres, national, regional and local authorities, translation professionals and the language industry. The purpose is to:

1. give visibility to the world of translation and languages
2. promote the development of the translation profession in Europe, and
3. promote and encourage clear writing in Europe.

In 2024, DGT's main outreach activities will include:

- Organising the **Translating Europe Forum**, DGT's annual conference bringing together the translation community and young professionals from across Europe to share knowledge and discuss developments in the profession. DGT will also run **Translating Europe workshops** for translation stakeholders in the EU.
- Running **Juvenes Translatores**, a translation contest for secondary schools to promote language learning, and a series of public events linked to the **European Day of Languages** (26 September), in cooperation with the Directorate-General for Education, Youth, Sport and Culture (DG EAC) and the Commission's Representations in Member States.
- Renewing the composition of the **European Master's in Translation (EMT)** network from eligible candidate universities that have expressed their interest in membership and meet the selection criteria, and organising its first general meeting.
- Fostering contacts and **cooperation with language stakeholders in the Member States**, in particular national administrations, through language and terminology networks and via the **Visiting Translator Scheme** ⁽⁵⁾.
- Continue supporting, in parallel and in cooperation with the Directorate-General for Interpretation (DG SCIC), the **interinstitutional committees** for cooperation among translation and interpretation services.
- Cooperating with the language services of other **international organisations**, in particular in the framework of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) – including by chairing its working group on language services and publishing – the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT), and the International Organisation for Standardisation (ISO).
- Pursuing the **Clear Writing for Europe** initiative, including by organising an online event as a follow-up to the 2023 conference.
- Enhancing its engagement in the **EU Back to School/Back to University initiative**, in line with corporate efforts to boost youth participation in the upcoming European elections ⁽⁶⁾.
- Continuing to contribute to the development of the **translation capacity of the candidate and potential candidate countries** in the Western Balkans and Ukraine, Moldova and Georgia.

⁽⁵⁾ For more details on the Visiting Translator Scheme, see https://ec.europa.eu/info/departments/translation/visiting-translator-scheme-vts_en.

⁽⁶⁾ Through this initiative, DGT staff can visit EU-based schools and universities in person or virtually to promote the translation profession and talk about the major topics on the EU political agenda.

DGT will promote its outreach work and results via its social media accounts, Europa web pages and its network of field officers in the Member States.

Please see the performance table for this specific objective in the annex, on pages 20 and 21.

General objective 2: A Europe fit for the digital age



Specific objective 2.1: eTranslation and other AI-powered language services are used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers (7)

DGT helps put into practice the Commission's commitment to **digital multilingualism** by providing **eTranslation** to the EU institutions and to public administrations, universities, EU freelance translators, small and medium-sized businesses, non-governmental organisations and projects funded by the Digital Europe programme, located in an EU country, Iceland, Norway, Liechtenstein or Ukraine.

eTranslation in a nutshell

- eTranslation is available in all 24 EU official languages, plus Arabic, Chinese, Icelandic, Japanese, Norwegian, Russian, Turkish, and Ukrainian (992 combinations).
- Data are processed in a secure environment and deleted quickly. The owner of the original text retains ownership of data, which are not shared with third parties.
- eTranslation is used by IT applications for behind-the-scenes translation in IT systems, as well as on Europa and other EU platforms to expand language coverage.

In addition to eTranslation, the family of **AI-powered language services** developed by DGT under the Digital Europe programme now includes automated multilingual summarisation through eSummary, speech transcription, anonymisation, and recognising names of persons, organisations and other entities.

To pursue this specific objective, in 2024 DGT will:

- Continue – in cooperation with the Directorates-General for Communication (DG COMM) and for Digital Services (DG DIGIT) – to expand the use of eTranslation on **EU platforms**, with a focus on the Europa portal, by integrating and promoting eTranslation for **machine-to-machine use** (8) where appropriate and when human translation cannot be provided.

(7) In DGT's strategic plan 2020-2024, this specific objective reads: 'eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers'. In this management plan, the terms 'and other AI-powered language services' have been added, to reflect the reality of DGT's current language technology offer.

(8) Machine-to-machine use covers everything from use by internal analytical systems and metadata (such as the European Data Portal) to direct public-facing websites.

- Continue, in cooperation with the Directorate-General for Communications Networks, Content and Technology (DG CNECT), to **promote eTranslation and other AI-powered language services** to national, regional and local administrations and other potential users, including through the eTranslation advisory service and via Translating Europe workshops and other events in the Member States.
- Further contribute to the **language technologies strand of the Digital Europe programme** in cooperation with DG CNECT, DG SCIC and DG DIGIT by combining its unique expertise in the EU's 24 official languages with cutting-edge technologies.
- Continue to explore new AI projects and services and further AI opportunities and use cases by leading the Commission's **AI@EC Network** in collaboration with DG DIGIT, the Directorate-General for Human Resources, the Joint Research Centre, the Publication Office and the Secretariat-General. This will involve promoting **eSummary**, rolling out **eBriefing** - aiming to use artificial intelligence to generate first drafts for policy briefings – (see Part 2, Sections D and F), and continuing to update other existing tools.
- Contribute to the Commission's plan to simplify and rationalise the reporting requirements stemming from EU legislation and reduce the related burden on businesses and/or national administrations. While it does not manage any policy areas, as a leader in AI development within the Commission DGT will support this effort by exploring the use of AI technologies in detecting such requirements in cases where traditional technologies have only delivered partial results.
- Use supercomputer resources under the EuroHPC project to further improve eTranslation and attempt to **build a large language model (LLM)** tuned with EU data and in line with EU intellectual property rights and data protection rules.

The AI@EC Network

The AI@EC Network, led by DGT, is a new community for the entire Commission. It brings business users and technical experts together, focusing on practical and concrete uses of artificial intelligence in the Commission. The network has three goals:



Identify AI opportunities and use cases



Facilitate the exploration of new AI projects and services



Build and share business knowledge on AI

Please see the performance table for this specific objective in the annex, on pages 21 and 22.

PART 2. Modernising the administration: main outputs for 2024

DGT continuously updates and modernises its way of working. In 2024, it will:

- Continue to adapt its **resources mix** comprised of in-house staff, outsourcing and language technology in line with DGT resources and succession plan for 2021–2027.
- Recruit to fill management positions in line with the Commission’s objectives to achieve **gender equality** in management.
- Analyse the results of the **2023 HR staff survey** and **prepare a follow-up action plan** for any areas of concern identified.
- Continue to modernise its workflow management system through the **eDGT programme** and support digital transformation in the translation profession in DGT.
- Continue to manage **data, information and knowledge** in line with the actions set out in DGT’s digital master plan for 2021–2024, DGT’s knowledge management plan and DGT’s data strategy and data action plan.
- Prepare and implement the **office moves** for Brussels-based staff and for some of DGT’s Luxembourg-based staff, and initiate the first round of discussions ahead of the future office move of all Luxembourg-based staff to the Jean Monnet 2 building. This will represent a further step towards more flexible and **collaborative ways of working** and further engage DGT in the corporate efforts of **greening the Commission**.

Lastly, in its role as partner DG, DGT will proceed with the first **evaluation of the Translation Centre for the Bodies of the European Union** in line with the requirements of the Common Approach on decentralised agencies and the Better Regulation guidelines.

Internal control

The internal control framework ⁽⁹⁾ 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.

DGT has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of **DGT’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.

⁽⁹⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

A. Human resource management

DGT will continue to use its resources in a flexible way (see specific objective 7.3). In line with its resources and succession plan for 2021–2027, it plans to start recruiting from the aptitude lists of the **temporary agent selections** for Croatian and Portuguese translators and from the reserve lists of the EPSO competitions for **linguistic assistants** as these become available. DGT will participate in all the **EPSO competitions for translators** – the first in 5 years – that are planned for 2024 (for Danish, Dutch, English, French, Greek, Italian, Maltese and Spanish) and – if concluded within the year – will start drawing on the relevant reserve lists.

Recruitment to management positions will continue in line with the Commission’s objectives to achieve **gender equality** in management, with a view to reaching the target of six **first female appointments at middle management level** established for 2023-2024 and to proceed with balanced first appointments, should the target be reached before the end of 2024. As in previous years, DGT will participate in the Commission-wide Female Talent Development Programme and run further initiatives, such as a mentoring scheme for aspiring managers.

DGT will continue to implement its **work plan for equality coordination and mainstreaming for 2023-2024**, and to foster a culture of inclusion and belonging at the workplace. Based on the results of an internal survey on diversity and inclusion that will take place in 2024, DGT will design follow-up actions to create meaningful impact, in the form of training, campaigns, or workshops.



Internal communication and staff engagement

To maintain its high levels of **staff engagement**, DGT will continue to implement the follow-up actions to the 2021 staff survey. Once the results of the **2023 HR staff survey** are known, DGT will analyse them, consult its staff and identify follow-up measures to address the key areas of concern.

DGT will maintain its **strong culture of two-way communication** by organising meetings between senior management, staff and trainees, including a yearly staff meeting and a number of staff forums on topics of relevance to staff.

In 2024 DGT will carry out **office moves** for its Brussels-based staff and for some staff based in Luxembourg. As part of this process, DGT will make sure that its staff are regularly and promptly informed about the operational aspects of the moves and will consult them through **dedicated working groups** consisting of staff representing all Directorates, as well as various accompanying activities to support the transition and change management. The office moves will be carried out in line with the principles of the Commission’s buildings policy, which is conducive to a **flexible and collaborative way of working** and takes due account of the needs and specificities of the service.

At the same time, DGT together with OIL will start to take preparatory steps relating to the **future move of all Luxembourg-based staff** to the Jean Monnet 2 building.

Please see the related performance table in the annex, on page 22.

B. Sound financial management

DGT manages administrative expenditure only, under the ‘direct centralised management’ mode. It has a **partly decentralised financial circuit for commitments**, which involves carrying out controls based on the estimated risk of the transaction, depending on the type of procurement. The managing unit is responsible for the operational initiation, verification, and authorisation of commitments. Financial initiation and verification are carried out by the finance unit, except for the budget lines relating to external translation, where these steps are also carried out by the managing (i.e. external translation) unit.

DGT has a **fully centralised financial circuit for payments**. The managing unit is responsible for the operational verification of the invoices. The finance unit always carries out financial verification of invoices and authorises payment. In recent years, it has introduced increasingly automated checks on invoices for outsourced translation: most transactions are subject to batch verification and authorisation. Transactions identified as higher risk are checked manually, following a risk assessment.

All controls are ex ante, as DGT does not manage programmes or award grants, with the exception of accounting controls. 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 most 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. Where possible, e.g. for IT service providers, organisation of events, or supply of promotional items, DGT uses the **framework contracts** available to all Commission departments or, for its field offices, those available to a particular Commission Representation.

In 2024, all sub-delegations will continue to be granted directly by the Director-General, instead of a cascade system. The finance unit will continue to provide **monthly financial reporting**, including information on the budget execution rate per different budget line, non-compliance and exception reporting, financial performance indicators as well as any extraordinary developments. In line with the guidelines on chargeback between Commission departments, DGT will continue where applicable to request **co-delegations with other DGs** for their translations under Annex 8B to the Communication on Translation. DGT will continue to analyse exceptions and non-compliances twice a year to identify and remedy possible weaknesses in the internal control system.

DGT’s main objective in 2024 will be to **maintain the current level of effectiveness of internal control system** – with the aims of keeping a low estimated risk at closure and keeping the costs of controls as cost-effective as possible.

The key challenge will be the **introduction of the new accounting system SUMMA and in particular its integration with the local DGT system**. This is pivotal for DGT, which has to process several thousands of transactions every year under the external translation budget line. In addition to change management and training of all staff involved in the financial circuit, the migration will require a complex IT development in several interlinked IT systems to achieve a satisfactory level of automation - e.g. for commitments of specific contracts, for invoices and payments – which is crucial for DGT’s operational business. DGT will also need to test, and possibly adapt, its internal automated reports, using data from local applications and data coming from the new SUMMA data warehouse.

Please see the related performance table in the annex, on pages 22 and 23.

C. Fraud risk management

DGT is considered to be a low-risk Directorate-General in the financial sense given that the majority of transactions are of lower value and are subject to 100% *ex ante* checks.

DGT’s anti-fraud strategy 2020-2024 identifies two main areas where fraud could potentially occur: the handling of sensitive, marked, or classified information and the respect of financial and procurement rules. The strategy is accompanied by an **action plan**, which identifies actions to **prevent and detect fraud** as part of the anti-fraud cycle. In 2024, DGT will continue to ensure that the current mitigating measures are maintained:

- In the handling of **sensitive, marked and classified documents** by implementing clear and documented procedures and strict respect of the ‘need to know principle’ and the security notices issued by the Security Directorate in DG HR. DGT will continue to pay particular attention to the procedures linked to the outsourcing of these translations.
- In the field of **financial transactions and public procurement** by respecting the relevant financial circuits and the policy on conflict of interest as reinforced in 2020, and by revising the list of sensitive functions annually.

Should fraud be detected, additional measures will be taken to investigate and take corrective action.

In 2024, DGT will revise its anti-fraud strategy in view of the Commission Anti-Fraud Strategy Action Plan, revised in July 2023. As all Commission services, DGT will contribute to its implementation. DGT will continue its good cooperation with OLAF, including in the context of the Fraud Prevention and Detection Network meetings, where DGT joined all the relevant working groups, such as the one on plagiarism and service providers/experts.

Please see the related performance table in the annex, on page 23.

D. Digital transformation and information management

Digital transformation

In the context of its digital master plan 2021-2024, DGT will continue to support the Commission's digital strategy's objectives of fostering a digital culture, empowering business-driven digital transformation and contributing to a seamless digital landscape by:

- Starting the implementation phase of the **eDGT programme**, which will streamline working methods and introduce data-driven decision making supported by AI technologies.
- Following corporate efforts to move IT applications to the **cloud**. Key AI-systems like eTranslation are already cloud-based. **Cloudification** is one of the aspects that will be taken into consideration in the definition architecture for eDGT.
- Promoting the **practical implementation of AI** across the Commission through the activities organised by the AI@EC Network, led by DGT, aimed at identifying AI opportunities and use cases alongside with the potential risks; facilitating the exploration of new AI projects and services; and building and sharing business knowledge in the AI area.
- Preparing its IT environment for the roll-out of the **Commission's new legislative drafting tool, EdiT**.
- Integrating DGT's **local IT system for the outsourcing of translation work** with the Commission's new accounting system SUMMA.
- Submitting the project charter for **eBriefing** to the Commission's Information Technology and Cybersecurity Board, with a view to rolling out the service for use by Commission DGs in early 2024.

Information and IT security rules

While DGT's migration to the Welcome domain – an important enabler for improved cybersecurity – was completed in 2023, in 2024 DGT will:

- Continue to implement the actions in the IT Security Strategy 2023-2024 for which DGT is the primary actor. The focus will be on the **update of all the IT security plans of DGT's applications** and the attestation of compliance for all corporate IT security controls.
- Ensure the **quality and completeness of security-related data** in GovIS2 and the Governance Risk and Compliance system ⁽¹⁰⁾.

⁽¹⁰⁾ The Governance Risk and Compliance system helps Commission departments to monitor the compliance of all IT systems with IT security constraints and actions.

- Follow-up on the vulnerability reports and the **IT security risk reports** issued by DG DIGIT and implement the necessary measures to reduce residual risks.
- Actively support cyber-awareness and the acquisition of relevant technical competences in the IT unit and beyond. DGT will include **cybersecurity and information security training** in the learning path for all newcomers.

Data, information and knowledge management

DGT will launch initiatives focusing on mapping and developing staff skills and competences for the effective use of data, information, and knowledge; on promoting the adoption of M365 and the new ways of working; and on encouraging knowledge sharing, both within DGT and with requester DGs. This work will include:

- A **DGT-wide skills assessment** to identify and address gaps in digital competence.
- **Knowledge-sharing events** with a specific focus on artificial intelligence, digital skills, and data management.
- **Coaching sessions for managers** to support the integration of M365 into business processes.

Data protection

DGT will continue to implement the processing operations and tasks required under the Commission's data protection action plan. To maintain compliance with data protection rules, DGT's data protection coordinator will:

- Keep an **updated and complete inventory of all DGT data processing operations** in the Commission's Data Protection Records Management System.
- Assess compliance with general personal data protection principles.
- Keep data controllers in DGT informed of the rules and principles and check whether the processing operations under their responsibility are compliant.
- Complete a thorough **update of all DGT-specific privacy statements** and publish these on DGT's intranet.
- Review the **guidance on data protection compliance** displayed on DGT's intranet.
- Continue to **raise awareness among DGT staff** by organising and/or participating in dedicated information sessions and by publishing articles on DGT's intranet about updates, news, training opportunities etc. in the field of data protection.

Please see the related performance table in the annex, on page 24.

E. Sound environmental management

In 2024 DGT will continue to deliver on its longstanding commitment to sound environmental management and remain one of the Commission leaders in this area. It will organise local initiatives to implement the corporate **Greening the Commission** and EMAS action plans.

To contribute to the Commission's drive to become climate neutral by 2030, DGT will promote staff engagement in environmentally friendly practices at work and at home. It will:

- raise staff awareness of waste reduction both through Commission-led activities and DGT-specific activities, such as the traditional and successful **spring and autumn cleaning trails**;
- carry out a range of centrally coordinated EMAS actions, including measures to **save energy**.

Being a 'trans-Ardenne' Directorate-General, travel between Brussels and Luxembourg is frequent. DGT will aim to **reduce the carbon footprint** from business travels by:

- shifting non-essential travel to **videoconferences**;
- focusing on **promoting the use of public transport** and carpooling among colleagues for essential travel.

Finally, DGT will continue to mainstream **sustainable events practices** in all its internal and external events, in line with the guidelines on organising sustainable meetings and events at the Commission.

DGT's EMAS team will continue to publish **Eco-tips** in a newsletter and organise regular EMAS training courses and workshops with the help of the OIB and OIL's EMAS teams and groups of experienced colleagues. It will continue to support grassroots initiatives, revising and aligning them with Commission priorities as these develop, and potential new areas arise.

Please see the related performance table in the annex, on page 25.

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

In 2024, DGT will move into the implementation phase of the **eDGT programme** by developing some elements of its first module, **TrèFLe Next Generation**, to support DGT's outsourcing workflow. While the translation workflow is currently managed by separate IT applications, eDGT will be an end-to-end platform covering all the steps and tasks in DGT's core business.

Simplification and common working methods across DGT will enable further automation and the use of advanced technologies to support data-driven decision-making. They will also increase the overall efficiency of the service, reducing the administrative burden for translators and assistants in language departments and for other staff across the service. As part of this work, DGT will continue to analyse the impact of workflow automation on the efficiency of its operations and design continuous improvement measures.

DGT will continue to invest in **eTranslation** and to provide this service to other EU institutions and bodies for an annual fee. This will generate economies of scale by avoiding costly local development or procurement. As a component of both the Commission's reusable solutions platform and the Digital Europe programme, eTranslation is designed to process high and growing volumes.

As an in-house solution designed to meet all machine translation needs without depending on third-party technology, eTranslation helps streamline IT solutions and protect EU intellectual property rights and data ownership. In close cooperation with DG COMM and DIGIT, DGT will further expand the **language coverage on Europa** and other EU platforms through eTranslation, at minimum marginal costs for the EU budget (see specific objective 2.1).

DGT will also continue to explore the new avenues opened up by **generative artificial intelligence** through its leadership of the AI@EC Network, a community focusing on practical implementations of artificial intelligence at the Commission. These collaborative explorations go beyond the translation workflow and should result in new services having the potential to enhance operational efficiency across the Commission by relieving staff from repetitive tasks so that they can focus on more complex tasks. An example is **eBriefing**, aiming to use artificial intelligence to generate first drafts for policy briefings, whose project charter will be submitted to the Commission's Information Technology and Cybersecurity Board with a view to its roll-out in early 2024.

ANNEX: Performance tables - main outputs for 2024

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

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

Main outputs in 2024:

Output	Indicator	Target
Total production (official languages)*	Number of pages processed internally and outsourced	31 December 2024
Total production (non-EU languages)*	Number of pages processed internally and outsourced	31 December 2024
Quality of DGT's global translation production	<i>Ex post</i> evaluation quality score ⁽¹¹⁾	>84.83% ⁽¹²⁾
Use of eTranslation by customer DGs*	Number of pages submitted to the eTranslation service	31 December 2024
Total editing production in English*	Number of pages edited	31 December 2024
Use of the introductory clear writing video tutorial	Number of Commission staff having completed the clear writing video tutorial	31 December 2024
Service-level agreements in place between DGT and DGs	Share of requesting DGs with a service-level agreement with DGT out of all requesting DGs	>85%

* This measures the products and services DGT delivers to its users. DGT's outputs are demand-driven; no quantitative targets can be set.

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

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

Main outputs in 2024:

Output	Indicator	Target
Use of output from previous translations stored in Euramis translation memories for current translation requests	Re-usability rate	Maintain 2023 level or increase
eDGT – launch of the implementation phase	Number of relevant project charters submitted to the ITCB for adoption	3 by 30 June 2024 (data pillar, AI services, core platform)

⁽¹¹⁾ This indicator is based on a yearly *ex post* evaluation carried out on a sample of DGT's translations. It gives a proxy value of the quality of DGT's global translation production, with statistically representative results which are consistent across text categories and languages.

⁽¹²⁾ 84.83 is the baseline value, calculated as the average lower limits of the previous three *ex post* evaluation exercises (2020, 2021 and 2022).

Output	Indicator	Target
Translation corpora size	Total number of segments* available in Euramis	Increase compared to 2023 (in proportion to annual production)
IATE complete entries	Share of IATE complete entries	Increase compared to 2023

* A 'segment' usually consists of a sentence or sentence-like unit (a heading, a title or an item in a list).

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

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

Main outputs in 2024:

Output	Indicator	Target
Pages translated externally as a percentage of the total number of translated pages delivered by DGT*	Outsourcing rate	31 December 2024
Outsourced assignments with a quality rating of $\geq 70\%$ ⁽¹³⁾	Freelance quality rate	$\geq 97.7\%$
Organisation of L&D events according to learning needs analysis and priorities	Percentage of priority L&D areas covered by one or more L&D event	100%

* No quantitative target can be set as outsourcing is demand-driven.

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

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

Main outputs in 2024:

Output	Indicator	Target
Translating Europe Forum conference	Number of participants (in-person and online)	$\pm 2\,500$
Translating Europe Workshops in Member States	Number of participants (in-person and online)	$\pm 10\,000$
European Master's in Translation (EMT) network	New EMT network established (Y/N)	By 31 December 2024
DGT participation in IAMLADP & JIAMCATT groups	Number of IAMLADP & JIAMCATT groups of which DGT is a member	≥ 4

⁽¹³⁾ Given that with TRAD-23, DGT will no longer provide a qualitative assessment but only percentages, the wording of the output was adapted. The underlying calculation does not change.

External communication actions		
Output	Indicator	Target
Juvenes Translatores contest	Number of registered schools	>1 600
European Day of Languages events	Number of participants (in-person and online)	>80 000
	Online reach (online views and/or Internet users reached by the virtual campaign/ social media posts etc)	±1 million people
Social media campaign for the main outputs listed above	Engagement (Emplifi benchmarks) Facebook – the sum of reactions, comments and shares divided by the number of posts published on the same profile Instagram – the sum of likes and comments divided by the number of posts published on the same profile X (formerly Twitter) – the sum of replies, retweets, quotes and likes divided by the number of posts published on the same profile	Facebook Average interactions per Post ≥ 20 Number of interactions per 1K fans ≥3 Instagram: Average Interactions per Post ≥80 Number of interactions per 1K followers ≥20 Average story reach: ≥350 X (formerly Twitter): Average Interactions per tweet ≥15 Number of interactions per 1K followers ≥3

General objective 2: A Europe fit for the digital age

Specific objective 2.1: eTranslation and other AI-powered language services are used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers ⁽¹⁴⁾.

Main outputs in 2024:

Output	Indicator	Target
Overall eTranslation production	Total number of pages produced by eTranslation ⁽¹⁵⁾	Increase compared to 2023 (196 526 807 in 2023)
Use of eTranslation by IT systems ⁽¹⁶⁾	Number of active systems connected to eTranslation	Increase compared to 2023 (109 ⁽¹⁷⁾ in 2023)
AI-powered language services developed by DGT	Number of AI-powered language services in place	6

⁽¹⁴⁾ In DGT's strategic plan 2020-2024, this specific objective reads: 'eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers'. In this management plan, the terms 'and other AI-powered language services' have been added, to reflect the reality of DGT's current language technology offer.

⁽¹⁵⁾ Total manual use (i.e. usage by individuals directly submitting documents or text snippets) plus total machine-to-machine use through applications connected to eTranslation.

⁽¹⁶⁾ This includes all IT systems connected to eTranslation, both run by the EU institutions themselves or by third parties eligible to use eTranslation through their association with the Digital Europe programme.

⁽¹⁷⁾ Counting the eTranslation widget for Europa websites as 1. There were 159 Europa websites using it at the end of 2023.

External communication actions		
Output	Indicator	Target
DGT's outreach activities focusing on promoting eTranslation and other AI-powered language services	Number of participants	±500

Part 2 – Modernising the administration

A. Human resource management

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.

Main outputs in 2024:

Output	Indicator	Target
Preparing a gender-balanced pool of prospective future managers by appointing to pre-management functions talented female colleagues aspiring to management positions	Proportion of women in deputy head of unit or stand-in roles	50%
Two-way communication on DGT's moves to new buildings in Brussels and in Luxembourg	Number of staff forums on the moves	At least 2 staff forums by June 2024
Results of 2023 HR staff survey analysed and follow-up plan with actions established	Follow-up action plan in place (Y/N)	By 30 June 2024

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 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	remains <2% of relevant expenditure
	Estimated risk at closure	remains <2% of relevant expenditure
Efficient controls	Timely payments	remains >96% of payments (in value) made on time

Output	Indicator	Target
Economy of controls	Overall estimated cost of controls	remains ≤9% of funds managed

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) ⁽¹⁸⁾ aimed at the prevention, detection and correction ⁽¹⁹⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Implement DGT's anti-fraud strategy action plan: - verify the secure handling of sensitive, marked or classified information - verify compliance with the financial and procurement rules	DGT's anti-fraud strategy actions implemented:	
	- Update of bi-annual IC report ⁽²⁰⁾ with possible incident reporting or change of procedures and follow-up given	2 per year (January and July 2024)
	- Verification of updates of procedures and templates	2 per year (January and July 2024)
	- Verification of trainings for all newly appointed financial officers	2 per year (January and July 2024)
	- Analysis of non-compliance and exception register	2 per year (January and July 2024)
	- Verification that the conflict-of-interest policy is implemented	2 per year (January and July 2024)
	- Verification of ABAC/SUMMA access rights	1 by 31 December 2024
	- Update of sensitive functions list	1 by 31 December 2024

⁽¹⁸⁾ [Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) – 'the Communication on the 2023 revision' – and the accompanying document, [SWD\(2023\) 245](#) – 'the revised Action Plan'.

⁽¹⁹⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁽²⁰⁾ The original wording of the indicator in the Anti-Fraud Strategy referred to 'an update of the BiAR' (BiAnnual Report: report of the authorising officers by sub-delegation to the Director-General). Following the decision by the acting Director-General to simplify reporting, BiAnnual Reports have been discontinued. To keep the same level of assurance, indicators set in DGT's Anti-Fraud Strategy are now reported in a bi-annual internal control report, hence the change of indicator reference.

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

Main outputs in 2024:

Output	Indicator	Target
Digital Culture Conduct a streamlined DGT-wide digital skills assessment for all staff, mapping key digital competences.	DGT-wide digital skills assessment carried out [Y/N]	By 31 December 2024
Knowledge sharing events focusing on AI, digital skills and data management	Number of events organised	8 by 31 December 2024
Coaching sessions for managers on integrating M365 in business processes	Number of sessions organised	6 by 31 December 2024
Business-driven Digital Transformation AI technical capabilities supporting DGT's business processes.	Number of DGT's IT applications using AI technologies	4 by 31 December 2024
Seamless Digital Environment Technical debt analysis of the IT landscape.	Analysis carried out (Y/N)	By 31 December 2024
Green, Resilient and Secure Digital Infrastructure Compliance of DGT IT systems with corporate IT security policies.	Ratio of IT systems covered by an IT security plan that is less than 2 years old	>100%
	Ratio of attestation of compliance for the 55 IT priority controls defined in the Governance Risk and Compliance platform	100%
Review of the DGT data protection management system (DPMS) records	DGT DPMS records updated (Y/N)	By 31 December 2024
Increased staff awareness of data protection	Number of articles in the field of data protection published on DGT's intranet	5 by 31 December 2024
Implementation of the corporate principles for data governance for DGT's key data assets	Percentage of implementation of the corporate principles for data governance for DGT's key data assets	95%

E. Sound environmental management

Objective: DGT takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline, as appropriate)
Reduced emissions from staff missions	CO2 emissions from DGT staff missions	Reduction of 50% compared to 2019

II. Reducing resource use in buildings and workspace (energy) More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure	Percentage of DGT's buildings participating in end-of-year energy saving action	80%

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts	Percentage of DGT events in which the Guidelines are implemented ('green events')	100%

IV. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events)	Number of awareness actions organised	3 by 31 December 2024
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns	Number of waste management related events organised (including spring and autumn cleaning trails)	3 by 31 December 2024
	Number of Eco-tips newsletters sent out to DGT staff	8 by 31 December 2024

