European Commission

Strategic Plan 2016-2020*

PUBLICATIONS OFFICE

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

Contents

PART 1. Strategic vision for 2016-2020

A. Mission statement

The mission of the Publications Office of the European Union, which is an interinstitutional office, is to provide direct and free-of-charge access to European Union law and publications, as well as to publish, on all media and in all formats, the publications of all institutions of the European Union, under optimum technical and financial conditions.

B. Operating context

The Publications Office is an interinstitutional office, whose activities comprise the production, the access to and the reuse, as well as the long-term preservation of public information produced by the institutions, bodies, offices and agencies established by or under the EU Treaties (hereinafter EU institutions). The organisation and operation of the Office are governed by Decision 2009/496/EC, Euratom.

Under its mandate, the Office has competence, amongst others, for the following:

— publishing the *Official Journal of the European Union* and other mandatory publications;

— publishing non-mandatory publications in the context of the institutions' communication activities;

— referencing, preserving EU public data and making it available to the public.
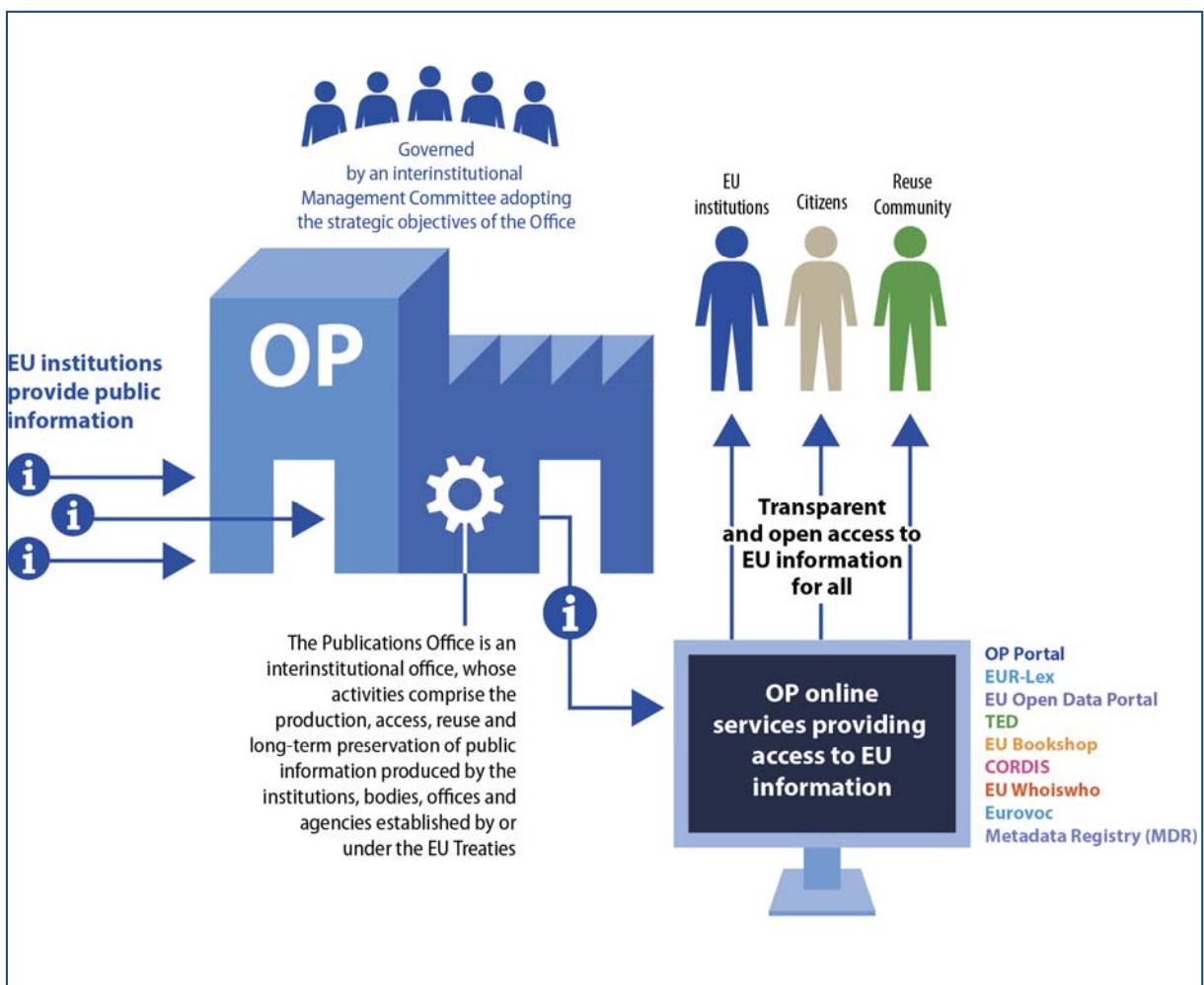
Graphic representation of the Publications Office operating context.

In order to fulfil its mandate, the Office has implemented and manages the following websites and tools:

— EUR-Lex – a single access point for legal information and authentic Official Journal;
— OP Portal – a single access point progressively bringing together all collections managed by the Office;
— TED (Tenders Electronic Daily) – public procurement notices (Official Journal S);
— EU Open Data Portal – a single access point for structured EU institutions' data to facilitate reuse;
— EU Bookshop – online bookshop and library of EU publications;
— CORDIS (the Community Research and Development Information Service) – publication and dissemination of research results stemming from EU-supported programmes;
— EU Whoiswho – the official directory of managers and services in the EU institutions;
— EuroVoc – the multilingual, multidisciplinary thesaurus covering the EU's activities;
— Metadata Registry (MDR) – the registry for metadata definitions, controlled value vocabularies (authority tables) and other reference data for consultation, validation and reuse purposes in human and machine-readable format.

Based in Luxembourg, the Office is structured around 4 Directorates and has approximately 610 staff members. It uses infrastructure (mainly IT), as well as outsourcing; it manages 400 contracts for printing, multimedia products, IT services, dissemination and transport.

The Office is governed by an interinstitutional Management Committee, which, in the common interest of EU institutions, adopts the strategic objectives of the Office, sets the guidelines for the general policies and ensures that the Office contributes within its areas of competence to the formulation and implementation of the institutions' information and communication policies.

The Office is a horizontal and support service for EU institutions, as well as for EU citizens. At the forefront of new technologies, it contributes to the information and communication activities of the institutions by referencing, publishing and disseminating the information they produce. At the same time, its activities are also society oriented: the free access to EU law and the legislative and decision-making processes, together with the long-term preservation activity, play a key role to the transparency and openness of EU institutions, as well as to their accountability and better policy-making process. The reuse of data activity touches a whole reuse community, formed of researchers, statisticians, IT developers, businesses, public administrations, interest groups, etc.

The Office operates in a changing environment and it must constantly adapt to technological improvements and innovations. Over the last few years, it has undergone a major change fuelled by a transition from the traditional model of paper-based publishing to a new paradigm of handling digital information. In the years to come it will need to further adapt to the needs of the digital and mobile environment in order to become the information hub for EU institutions.

C. Strategy

In line with its horizontal role, the Publications Office will contribute over the period 2016-2020 to the Commission general objective no 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

The official information that has been published by the EU institutions represents valuable assets, which have to be protected and managed in an effective and efficient way. Within its area of expertise, the Office will make a decisive contribution to an effective corporate management of data and information.

The Publications Office operates in a dynamic and fast changing environment, in which information management processes, communication channels and user needs are constantly evolving. As a modern multilingual information provider, it has to be in a position to offer state-of-the-art services to EU institutions, as well as to EU citizens at large. Furthermore, in order to perform its tasks efficiently, it needs to constantly adapt its ways of working, remain flexible and be ready to face new challenges.

By 2020, the Publications Office aims to become an information hub for legislation, documents, publications and open data produced by EU institutions, in line with its interinstitutional mandate and thanks to its competences in three areas of information management: production, long-term preservation, and access and reuse.

In order to implement this vision and ensure that it supports broader policy priorities and goals, the Publications Office has identified the following strategic orientations[1] for these areas of information management:

Production

The Publications Office will continue to publish the authentic *Official Journal of the European Union* and other mandatory publications, and provide state-of-the-art production services to EU institutions, while at the same time striving to devise ever more efficient and shared ways of producing EU information. Firstly, it will implement new seamless, interoperable, automated production workflows for more dynamic ways of producing legal content, which will pave the way for new ways of publishing legislation, e.g. act-by-act production of the *Official Journal of the European Union* and document-by-document production of case law. Secondly, it will optimise its production workflows for multichannel dissemination. In this context it will foster synergies in tools and formats on the interinstitutional level in order to facilitate content and data structuring, and it will link the workflows with editorial processes to make content providers more involved in the collaborative production effort. This will allow production of content in any format, with considerably reduced costs and timescales, and with due account taken of requirements in the area of accessibility for all.

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[1] In accordance with Article 7(1)(a) of Decision 2009/496/EC, Euratom, the Management Committee adopts the strategic objectives of the Office. These strategic orientations were discussed in the Management Committee meeting of 20 November 2015.

Long-term preservation

The Publications Office will continue to ensure reliable access over time to archived digital information and data from the EU for future generations. It aims to achieve this objective by extending the range of content types currently covered by preservation efforts to all types of digital content, including websites, and by taking the necessary steps to ensure public access to all collections preserved digitally.

Access and reuse

The Publications Office will continue to ensure timely and easy access to EU legal information and other types of EU content available online, while striving to improve its discoverability. It will also create integrated access to the various collections of EU content it holds by deploying the full capacity of the OP Portal, with the double aim of creating a seamless search experience for users interested in EU information, and facilitating the reuse of content for commercial and non-commercial purposes. Furthermore, it will establish synergies and develop interoperability with EU institutions, as well as with third parties, in order to enable content-linking from various sources. The Publications Office also aims to strengthen its capacity as trusted provider of authentic EU data by reinforcing its portals and turning them into a genuine information hub, which will become a reference point for policy makers, market actors and civil society. This will ensure not only greater transparency of the activities of the EU, but also clear economic advantages for businesses, free to reuse EU data, e.g. in order to offer innovative and value-added products and services.

In line with its interinstitutional mandate, while working towards the goals outlined above, the Publications Office will continue to ensure the highest quality and continuity of all the information management services it currently provides to EU institutions. It will always put its expertise and tools at their disposal, thus enhancing the way in which they work with content and data, and contributing to significant synergies, efficiencies and economies of scale, for the benefit of citizens and the EU as a whole.

The Office actively participated in 2015 in the High Level Group which elaborated the Reflection paper on data, information and knowledge management at European Commission. The specific objectives underpinning the strategy of the Office to become the EU information hub fully support the principles of the Reflection paper. The Office will focus on publicly accessible content held by the EU institutions for which it provides services in the three areas of content management: production, long-term preservation, access and reuse. In line with the objectives of the Reflection paper, the ultimate goal will be to produce quality information, to make it accessible and interoperable with other information, as well as findable, searchable and understandable.

The Office's objectives may be impaired by external factors such as lack of resource availability and disruption of core business activities due to events not under the Office's control.

The Publications Office is an interinstitutional office applying the administrative procedures of the Commission. Over the period 2016-2020, the Office will therefore contribute to the following Commission general objective:

> **General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents**

However, under its interinstitutional mandate, the Office's activities go beyond the Commission's objectives framework. Within its area of expertise and in accordance with its interinstitutional role and responsibilities, the Office is a support service for all EU institutions and consequently did not include in the present strategy any of the Commission corporate impact indicators.

Aiming to become an information hub for legislation, documents, publications and open data produced by all EU institutions, the Office will work to the delivery of the following specific objectives:

Specific objective 11.1: **Automated workflows for more dynamic ways of producing and publishing legal content are optimised and implemented.**			Non programme-based
Result indicator: Percentage of Official Journal issues produced without delay in 23 or 24 language versions			
Source of data: Publications Office, Unit B1			
Baseline	**Interim Milestone**		**Target**[2]
2005	2016	2018	2020
99%	100%	100%	100%
Planned evaluations:			
— Budget impact of changes in OJ production – Evolution of changes in costs for the authentic OJ and new contracts, 2018; — Computing services – Maintenance and software development of the CIBA system – Alternatives, risks, changes in the approach for the new contract, 2016.			

Result indicator: Percentage of case-law document-by-document produced without delay			
Source of data: Publications Office, Unit B1			
Baseline	**Interim Milestone**		**Target**
Not available	2016	2018	2020
New indicator	100%	100%	100%

By producing, very often under tight deadlines, the various issues of the Official Journal without delay, the Publications Office allow the institutions to exercise the powers conferred on them by the treaties and contribute to the gradual generation and enhancement of the European Union legal order and to legal certainty. Moreover, the document-by-document publishing of the case-law of the European Court of Justice will greatly improve its time to publish and the efficiency of the production chain.

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[2]   Targets in this document are set on the basis of historical data and/or forecasts provided by external parties.

Specific objective 11.2: **Collaborative production services, optimised for multichannel dissemination, are provided to all EU institutions, agencies and bodies**	Non programme-based

Result indicator: Satisfaction rate (quality of output, price, respect of deadlines, quality of service)
Source of data: Publications Office, Unit B2, Survey carried out on a regular basis with author services

Baseline	Interim Milestone		Target
Not available	2016	2018	2020
New indicator	80%	85%	90%

Planned evaluations:

- Correction of documents and copy-editing – Alternatives, risks, changes in the approach for the new contract, 2018;
- Premedia, prepress and printing services; production of audiovisual publications – Needs of the author services, changes in procedures and approach, alternatives, risks for the production of general publications, 2016.

Result indicator: Number of digital publications
Source of data: Publications Office, Unit B2

Baseline	Interim Milestone		Target
Not available	2016	2018	2020
New indicator	5 000	4 000	3 000

The Office is highly committed to ensuring a solid satisfaction level of its stakeholders, i.e. all EU institutions using the Office's publication services. A survey will be launched on a regular basis in order to assess the quality of the services and to detect areas of improvement.

In addition to aiming at a high satisfaction level of its clients, the Office is committed to promoting digital publication, such as html for web, apps, e-books, and to offering technical assistance and service in order to achieve the shift to digital, with a view to reducing paper. It also promotes multichannel publications, i.e. one single content published on different media (paper and web and e-books) at the end of the production chain.

Targets for digital publishing and multichannel publishing are expressed in titles produced. The trend in the digital publishing industry over the coming years foresees a need for fewer but more effective, multi-channelled and well-targeted publications.

In line with the principles of the Reflection paper on data, information and knowledge management, the Office actively promotes the use of a collaborative platform allowing the Office, external contractors and author services to have simultaneous access and jointly work on the same file. This is an essential tool both to promote multichannel publication and to reduce costs and time.

In assisting the communication services of all EU institutions, including the Commission DGs, to produce high quality information material in digital form, the Office is playing an important role in promoting synergies and cost-effectiveness.

Specific objective 11.3: **Structuring of data [content (IFC) and metadata (IMMC)] is facilitated through synergies in tools and formats on the interinstitutional level**[3]			Non programme-based

Result indicator: Number of document types (each taking into account several example documents) covered by the Interinstitutional Formats Committee's (IFC) Common Vocabulary for the semantic structuring of the documents' content

Source of data: Publications Office, Unit A1

Baseline	Interim Milestone		Target
Not available	2016	2018	2020
New indicator	1	8	20

Result indicator: Percentage of data related to legislation (content and metadata) that has been exchanged in structured format

Source of data: Publications Office, Unit A2

Baseline	Interim Milestone		Target
Not available	2016	2018	2020
New indicator	50%	80%	98%

The extended coverage of the Interinstitutional Formats Committee's Common Vocabulary allows for progress in implementing a target architecture for the interinstitutional framework for the digital management of legislative documents, with priority given to documents exchanged in the course of the ordinary legislative procedure. This will boost the efficiency of the regulatory process and thus increase the speed and quality of legislation.

The Office is chairing the IFC, including its subgroups, and is maintaining the Common Vocabulary. The progress of the work on the Common Vocabulary is key if it comes to the envisaged implementation planning, but depends directly on the institutions' contributing to the complex work of analysing document/document types to continuously enrich the tool.

Standardisation of data (content and metadata) is the precondition for an effective and efficient management of resources in the domain of digital publishing and, in general, regarding the collaborative production of digital information. In particular, in the context of the legislative process, the use of structured data will increase significantly the interoperability of the concerned services on an interinstitutional level. The objectives laid out in the Paper on information, data and knowledge management are thus fully supported.

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[3]   IFC: Interinstitutional Format Committee. It is responsible for the definition of common semantic structures, in principle based on XML, for EU institutions' documents, in particular legislative documents. IMMC: Interinstitutional Metadata Maintenance Committee. It is in charge of the definition and the maintenance of metadata standards for the exchange of information between and within the institutions.

Specific objective 11.4: **EU digital information and data are archived, preserved over time and extended to new content types**			Non programme-based
Result indicator: Extensibility of the archive (number of new types of information that have been integrated in the archive)			
Source of data: Publications Office, Unit A2			
Baseline	**Interim Milestone**		**Target**
Not available	2016	2018	2020
New indicator	+ 2	+ 2	+ 2

Result indicator: Accessibility (percentage of the information available in the archive that is accessible)			
Source of data: Publications Office, Unit A2			
Baseline	**Interim Milestone**		**Target**
Not available	2016	2018	2020
New indicator	100%	100%	100%

Result indicator: Coverage (percentage of completeness of the archive regarding the entire collection of the *Official Journal of the European Union* and all other mandatory publications)			
Source of data: Publications Office, Unit A2			
Baseline	**Interim Milestone**		**Target**
Not available	2016	2018	2020
New indicator	99%	99,9%	100%

The official information that has been published by the EU institutions represents precious assets for future generations, which have to be preserved. This objective is in line with the principles of the Reflection paper on data, information and knowledge management, under which the technological obsolescence must not impact the access to information.

Most of the historical information is available in digital format. The common trend is that information is only published in digital formats, which increases the need for professional long-term digital preservation.

There are two key requirements that have to be met by the digital long-term preservation service:

— It has to guarantee that all information preserved in the electronic archive remains accessible over time.

— It has to ensure that all information that has to be preserved is available in the archive.

The Office is committed to the extension of archiving in order to handle new types of information. New types of information can be in the form of either information that is available, but currently not being archived, e.g. the full set of metadata available in EUR-Lex, or non-text content as datasets, video and audio material.

Specific objective 11.5: **EU authentic information is easily accessible online and its discoverability is enhanced**			Non programme-based
Result indicator: Number of visits to EUR-Lex website			
Source of data: Publications Office, Unit C2			
Baseline	**Interim Milestone**		**Target**
2007	2016	2018	2020
67.3 million	70 million	72 million	74 million
Planned evaluations:			

- Analysis of experiences on new EUR-Lex – Lessons learned in terms of performance, 2017;
- Technical consolidation of legal acts of the European Union and its consistency check – Alternatives, risks, changes in the approach for the new contract, 2018.

Result indicator: Number of visits to TED website			
Source of data: Publications Office, Unit C2			
Baseline	**Interim Milestone**		**Target**
2007	2016	2018	2020
9.2 million	13 million	14 million	15 million
Result indicator: Number of individual metadata records exported to third parties			
Source of data: Publications Office, Unit C4			
Baseline	**Interim Milestone**		**Target**
Not available	2016	2018	2020
New indicator	120 000	150 000	180 000

In order to promote transparency and accountability of EU institutions, it is essential to ensure that authentic information from the EU is easy to find, access and reuse. At the same time, information management processes are constantly evolving, and reaching the target audience requires information providers to continually adapt to the changing technical environment. The Publications Office will continue to work in order to meet both of these challenges, attracting users to its portals and ensuring that the services they receive are of the highest quality.

It will also take steps to ensure that this information is easily available not only on its integrated portals, but also through numerous multipliers and commonly used search engines. This is based on a customised metadata export service provided by the Office on request. The service is used by a variety of metadata aggregators, such as academic, public or national libraries (e.g. the British Library) and commercial discovery services. It also proactively exports metadata to major information aggregators, such WorldCat, which in turn is used by other information multipliers. This activity is extremely important in order to ensure that EU content reaches as wide an audience as possible.

Through this export activity, the metadata exported by the Publications Office is seamlessly integrated into a number of national and international catalogues, ensuring that their users find EU content with other information on similar topics. As export partners of the Office share our records with their partners and more and more libraries incorporate the information into their catalogue, there is a ripple effect in the use of this metadata, whereby EU content reaches ever-expanding communities of users.

Moreover, the Office is also putting a significant amount of effort into Search Engine Optimisation activities to ensure that EU content available on its portals is easy to find via Google search, as well as into development of widgets which allow easy reuse of EU content managed by the Publications Office.

Specific objective 11.6: **The various collections of EU content are available through a single point of access based on commonly agreed standards**			Non programme-based
Result indicator: Completeness of collections that are available for access and reuse (through the common repository, CELLAR[4])			
Source of data: Publications Office, Unit A2			
Baseline	**Interim Milestone**		**Target**
2015	2016	2018	2020
≥ 99,9%	≥ 99,9%	≥ 99,9%	≥ 99,9%
Result indicator: Number of visits to OP Portal (including EU Bookshop)			
Source of data: Publications Office, Unit C1			
Baseline	**Interim Milestone**		**Target**
New indicator	2016	2018	2020
Not available	2.8 million	3.8 million	5 million

A key element of the Office's role as information provider is the reliability of the information that is made available for access and reuse in terms of completeness and consistency. All information that is supposed to be made available by the Office has to be available, eventual gaps should be systematically filled and errors should be corrected.

Tackling the fragmentation of various EU information resources will be an important step towards ensuring better integrated access to all EU content. This will contribute to increasing transparency and accountability of the Commission and the other EU institutions, since it will make it easier for citizens to find reliable information about the EU.

Specific objective 11.7: **The Office is the information hub for policy makers, market actors and civil society as regards the dissemination and reuse of public EU data Content-linking from various sources is enabled through synergies and interoperability with other EU institutions, agencies and bodies**			Non programme-based
Result indicator: Number of visits to EU Open Data Portal			
Source of data: Publications Office, Unit C1			
Baseline	**Interim Milestone**		**Target**
2014	2016	2018	2020
309 187	0.6 million	0.75 million	1 million
Result indicator: Number of visits to CORDIS website			
Source of data: Publications Office, Unit C3			
Baseline	**Interim Milestone**		**Target**
2014	2016	2018	2020
3.3 million	3.9 million	4.2 million	4.4 million
Result indicator: CORDIS user satisfaction rate (percentage of neutral and positive opinions expressed in the annual user survey)			
Source of data: Publications Office, Unit C3			
Baseline	**Interim Milestone**		**Target**
2015	2016	2018	2020
88.7%	88.8%	88.9%	89%

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[4] CELLAR: Repository storing all metadata and digital content managed by the Publications Office in a harmonised and standardised format. The storage in the CELLAR makes data implicitly available on the internet.

Result indicator: Reuse of CELLAR data (number of direct external accesses)			
Source of data: Publications Office, Unit A2			
Baseline	Interim Milestone		Target
Not available	2016	2018	2020
New indicator	> 6 million	> 9 million	> 10 million

Result indicator: Number of Member States having implemented ELI in their system			
Source of data: Publications Office, Unit B1			
Baseline	Interim Milestone		Target
Not available	2016	2018	2020
New indicator	8	10	12

The EU institutions have committed themselves to make their data available for reuse (open data), which should lead to a wider use and spread of EU information, enhance the image of openness and transparency of the EU institutions, and avoid unnecessary administrative burden for users. Open data represents a valuable asset, which has to be protected and to be managed in an effective and efficient way.

The interconnection of the different EU information sources will constitute the EU information network. In its role as information hub the Office will enable transparent seamless access, navigation and search across this network. Working towards the implementation of this vision, the Office brings considerable added value to the achievement of the Reflection paper on data, information and knowledge management objective to render the information and datasets available as widely as possible externally for use and reuse under the conditions of free, full, open and timely access. By strengthening its online portals, in particular the EU Open Data Portal, which will be continually reinforced with new datasets and which will attract new reusers, the Publications Office will strengthen its role as a reference point in the area of reuse of public EU data.

Moreover, by implementing the European Legislation Identifier (ELI) as a semantic web technology in their systems, the Publications Office enables a stronger degree of interoperability on legal aspects between the EU institutions, the Member States and beyond. By helping Members States adopt ELI and by promoting its use, the Office helps build bridges and contributes to increasing collaboration between Member States at judicial level. With ELI, the Publications Office provides a means for efficient cooperation and management of legal data. It builds upon available assets to improve transparency and facilitate access to legal information. Beyond creating potential for additional services, the Office contributes to increasing the quality of legal data and thus the reliability thereof.

D. Key performance indicators (KPIs)

The Publications Office has selected the following key performance indicators:

Publications Office specific objectives	KPIs
Automated workflows for more dynamic ways of producing and publishing legal content are optimised and implemented	KPI 1 Percentage of Official Journal issues produced without delay in 23 or 24 language versions
EU digital information and data are archived, preserved over time and extended to new content types	KPI 2 Coverage (percentage of completeness of the archive regarding the entire collection of the *Official Journal of the European Union* and all other mandatory publications)
EU authentic information is easily accessible online and its discoverability is enhanced	KPI 3 Number of visits to EUR-Lex website
The various collections of EU content are available through a single point of access based on commonly agreed standards	KPI 4 Number of visits to OP Portal (including EU Bookshop)
The Office is the information hub for policy makers, market actors and civil society as regards the dissemination and reuse of public EU data **Content-linking from various sources is enabled through synergies and interoperability with other EU institutions, agencies and bodies**	KPI 5 Number of visits to the EU Open Data Portal

PART 2. Organisational management

A. Human Resource Management

Over the period 2016-2020 the Publications Office will regularly adapt its organisation chart and redeploy resources as necessary, in order to cope with its core business, with the changing environment and with the strategic guidelines and objectives adopted by the Management Committee.

The selection of middle managers will be carried out in view of achieving and maintaining the objective of an effective and gender-balanced management at the Office.

The Publications Office will continue to implement and will extend its policy and actions concerning the well- being and engagement of staff, including the fit@work programme of the Commission. In particular, it will actively work towards the implementation of the ten action points to which the Office committed following the evaluation of the last Commission staff satisfaction survey results. The action points follow the five domains of the survey and aim at promoting a safe and attractive working environment, a supportive management style and working conditions which allow staff to achieve a good work-life balance.

Objective (mandatory): The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions	
Indicator 1 (mandatory): Percentage of female representation in middle management **Source of data:**	
Baseline: 37.5% (2015)	Target: 40% (2019) *Indicate targets for each Directorate-General adopted by the Commission on 15 July 2015 – SEC(2015)336*
Indicator 2 (mandatory): Percentage of staff who feel that the Commission cares about their well-being[5] **Source of data:** Commission staff survey	
Baseline: 29.5% (2014)	Target: 50% (2019) To recover the level of 2013 staff survey
Indicator 3 (mandatory): Staff engagement index **Source of data:** Commission staff survey	
Baseline: 62% (2014)	Target: 70% (2020) To recover the level of 2013 staff survey

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[5]   This indicator may be replaced by a fit@work index on which DG HR is currently working.

B. Financial Management: Internal control and Risk management

> **Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities**

A continuous ex-ante and ex-post financial control is conducted and its effectiveness and efficiency are monitored and improved. Recommendations are made to improve the working of controls and to manage risks. Evaluation of activities based on strategic priorities and a continuous analysis of indicators and risks ensure monitoring of controls.

The risk of fraud is monitored and reduced through application of effective anti-fraud measures, integrated in all activities of the Office, based on its anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Objective 1 (mandatory): Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1 (mandatory): Estimated residual error rate
Where necessary specific residual error rates would be calculated for each programme managed or for expenditure with a common risk profile.
Source of data: Publications Office, Internal Control and Evaluation Unit

Baseline	Target
<1% (2014)	<2%*

* The target error rate is the materiality limit.

Indicator 2 (mandatory): Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.
Source of data: Publications Office, Internal Control and Evaluation Unit

Baseline	Target
<100 000 € (2014)	None

Indicator 3 (mandatory): Estimated future corrections
Source of data: Publications Office, Internal control and Evaluation Unit

Baseline	Target
Not applicable*	Not applicable*

* As the Office implements no programmes where ex post controls of external entities, which would give rise to recoveries in subsequent years, are conducted and the error rate is low, the corrective capacity is insignificant.

Objective 2 (mandatory): Effective and reliable internal control system in line with sound financial management

Indicator 1 (mandatory): Conclusion reached on cost effectiveness of controls
Source of data: Publications Office, Internal Control and Evaluation Unit

Baseline (2013)	Target
Yes	Yes

Indicator 2: Percentage of budget execution (commitments) with respect to final budgets
Source of data: Publications Office, Finance Unit

Baseline	Target
> 99% (2014)	≥ Baseline

Objective 3 (mandatory): Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud		
Indicator 1 (mandatory – information available in DG's AFS): Updated anti-fraud strategy of the Publications Office elaborated on the basis of the methodology provided by OLAF		
Source of data: Publications Office, Internal Control and Evaluation Unit		
Baseline	Interim Milestone	Target
31/01/2014	Update 31/09/2016	Update every 3 years

C.   Better Regulation (only for DGs managing regulatory acquis)

The Publications Office contributes to the better regulation agenda by improving access for all to legislation and through simplification activities, e.g. consolidation of legal acts.

D. Information management aspects

The Publications Office maintains several platforms for information and knowledge sharing, and continuously develops them. To disseminate knowledge and information to other DGs, information is made available online and training and information sessions are organised. The quality of document management is monitored and important documents are registered, filed and retrievable.

Objective (mandatory): Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable	
Indicator 1 (mandatory): Percentage of registered documents that are not filed[6] (ratio)	
Source of data: *Hermes-Ares-Nomcom (HAN)[7] statistics*	
Baseline 2014	Target
1.08% (2015)	≤ Baseline
Indicator 2 (mandatory): Percentage of HAN files readable/accessible by all units in the Publications Office	
Source of data: *HAN statistics*	
Baseline	Target
97.90% (2015)	≥ Baseline* * It may depend on the nature of the file.
Indicator 3 (mandatory): Percentage of HAN files shared with other DGs	
Source of data: *HAN statistics*	
Baseline	Target
0.10% (2015)	4%

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[6]   Each registered document must be filed in at least one official file of the *Chef de file*, as required by the e-Domec policy rules (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

[7]   Suite of tools designed to implement the e-Domec policy rules.

E. External communication activities

Objective (mandatory): Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU

Percentage of EU citizens having a positive image of the EU

As an official information provider, the Publications Office has a highly significant role to play in creating a positive image of the EU. Since its activities consist in disseminating authentic and reliable information about what the EU does and how it spends its resources, it can, besides improving transparency and accountability of all EU institutions, facilitate access to information which EU citizens may need in their daily lives.

This contribution is additionally strengthened by the fact that the Publications Office produces and disseminates information in all the official languages of the EU, with due account taken of accessibility requirements, which is important for users with disabilities.

Furthermore, by actively promoting free reuse of EU information and data by EU citizens and businesses, the Publications Office ensures that the EU is seen as an open organisation which continually strives to improve its administrative efficiency.

Finally, since the Publications Office manages a number of online services for the general public, by ensuring their modern design and smooth operation, it can project the image of the EU as highly professional civil service working for the common good of all EU citizens.

Electronically signed on 21/04/2016 13:07 (UTC+02) in accordance with article 4.2 (Validity of electronic documents) of Commission Decision 2004/563

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