



European
Commission

Management plan 2023

DG TRANSLATION

Contents

- INTRODUCTION 3
- PART 1. Delivering on the Commission’s priorities: main outputs for 2023 5
- PART 2. Modernising the administration: main outputs for 2023..... 10
 - A. Human resource management 11
 - B. Sound financial management 11
 - C. Fraud risk management 12
 - D. Digital transformation and information management..... 13
 - E. Sound environmental management..... 15
 - F. Initiatives to improve economy and efficiency of financial and non-financial activities 16
- ANNEX: PERFORMANCE TABLES 17
 - PART 1. Delivering on the Commission’s priorities: main outputs for the year..... 17
 - PART 2. Modernising the administration: main outputs for 2023 21

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**. 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 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 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 a secure and reliable in-house neural machine translation system, **eTranslation**. The system is based on high-quality human translations produced by DGT and is used in DGT translation workflows, in other Commission departments, in other EU institutions, on EU digital platforms, by national administrations, universities and SMEs. eTranslation is also expanding to offer new natural language processing services, in particular speech transcription.

This management plan translates the objectives and targets set out in **DGT's strategic plan for 2020-2024**¹ into outputs for 2023. 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 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 2023, DGT will continue to enable the Commission to take swift action on all its headline ambitions and political priorities, including the response to Russia's war of aggression against Ukraine. The main challenge for DGT over the past few years has been an **increased pressure on resources** due to sustained high demand for translation combined with ongoing reductions of in-house staff. To address this challenge, in 2023

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.](#)

DGT will continue to implement **a set of measures to manage demand and workload**, in cooperation with the Secretariat-General and other Commission departments.

On the **supply and capacity side**, DGT will implement its **HR strategic framework**, in line with the Commission's HR strategy adopted in April 2022 and the follow-up to the results of the 2021 HR staff survey. It will review its resources and succession plan after two years in order to continue to recruit in-house staff and allocate its posts and budget for external staff in the most efficient way. DGT will also launch the **TRAD-23 call for tenders for the outsourcing of translation** and complete the evaluation procedures.

In line with the **Commission's digital objectives**, DGT will continue to improve the performance of its IT landscape and the application of data-driven technologies by:

- Finalising the roll out of the new Computer-Assisted Translation environment (**CATE Next Generation**), enabling collaborative working methods and real-time data sharing among translators.
- Further enriching its translation memory database **Euramis Next Generation**³ with metadata, to provide contextual information and facilitate the efficient reuse of linguistic data both by translators and by machine translation engines.
- Continue working on the **eDGT programme**⁴, covering all aspects of DGT's core business. It will develop some elements of its first module, **TRèFLe Next Generation**, supporting the outsourcing workflow and integrating the existing TRèFLe system with the new corporate accounting system SUMMA.
- Continuing to improve **eTranslation**, expanding its use on Commission's websites and running a number of pilot projects with Commission departments to explore further uses of the service.

Another important focus for 2023 will be the office move for Brussels-based staff, which will represent a further step towards more flexible and **modern ways of working** and further engage DGT in the corporate efforts of **greening the Commission**.

In its role as a world reference for translation, DGT will join the initiatives organised to mark the **European Year of Skills** and continue to support the development of the translation profession by carrying out a range of external communication and **outreach activities**, listed under specific objective 7.4.

³ Large-scale linguistic data assets in the form of a translation memory database built up and curated by DGT staff since the mid-1990s.

⁴ The eDGT programme is designed to create an end-to-end platform covering all steps and tasks of DGT's core business workflow.

PART 1. Delivering on the Commission's priorities: main outputs for 2023

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 others as well. In 2023 it will continue to support the Commission's intense work to respond to Russia's war of aggression against Ukraine and to the energy and supply chain crises. In providing its services, DGT will continue to apply a set of professional principles and rules that are enshrined in framework documents covering three main 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.

In line with its framework documents, DGT will:

- Continue to **provide translation** and other linguistic services that meet its customers' needs. DGT will edit the Commission's most important initiatives and will continue raising awareness about **editing and clear writing** by implementing the 2020 clear writing and editing strategy. It will also invite Commission staff to complete the introductory clear writing video tutorial.
- Continue to update its **service-level agreements** with Commission departments, including, where needed, to reflect the new measures for managing demand.
- Launch the **TRAD-23 call for tenders for the outsourcing of translation** and process all the procurement phases (publication, tender evaluation, award decision and contract signature) while continuing to hone the smooth functioning of the ongoing outsourcing framework contracts (TRAD-19).
- Finalise the transition to the new **ePoetry** application to aid the management of translation requests, both manual and machine-to-machine requests. Once complete, it will decommission the former tool Poetry.
- Continue to implement, monitor and improve its reference model for **quality management** by reviewing and updating it in view of the new outsourcing framework contracts (TRAD-23) and of the latest demand management measures. DGT will continue monitoring the quality of its production and the quality control effort on both in-house and outsourced translation.
- Continue to provide **eTranslation** to meet the demand for machine translation in the Commission, in the EU institutions and on EU websites and platforms (see also specific objective 2.1).
- Continue to promote eTranslation to Commission departments through the **eTranslation advisory service** and run pilot projects to explore further uses.

- Focus on embedding **early terminology work** in DGT’s translation workflow based, among others, on the results of the pilot project launched in September 2022.

Please see the performance table for this specific objective in the annex, on page 18.

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 main pillars of DGT’s digital transformation: technology, data, people and processes.

The main activities in these areas for 2023 are defined by DGT’s governance bodies (IT and Data Steering Committee, subcommittees for language applications and workflow systems) and user groups (for machine translation, Euramis and computer-assisted translation, and workflow systems). They will comprise:

- Finalising the roll out of the new Computer-Assisted translation environment, **CATE Next Generation**, and in particular GroupShare⁵, which will help translators collaborate on translation projects in real time.
- Rolling out phase 2 of **Euramis Next Generation**, further enriching language data with contextual metadata to facilitate the re-use of previous translations stored therein (see also Part 2, Section D), and the new concordance feature.
- Continuing the **eDGT programme** by completing the ‘to be’ business process analysis and starting the development of some elements of its first module **TrèFLe Next Generation**, to support the outsourcing workflow.
- Interfacing the current TrèFLe system with the new corporate accounting system SUMMA.
- Completing phase 4 of the **automation of the outsourcing workflow** that started in 2019 to improve workflow efficiency and speed up the process.
- Continuing to improve the linguistic quality of **eTranslation output** on the basis of input from translators by releasing some 200 engine updates for different language combinations and improving the underlying translation technology.
- Continuing to closely cooperate with other EU translation services by managing the shared **interinstitutional tools** (eTranslation, Euramis, Quest, DocFinder and Elise), and as a partner in the IATE terminology database project.
- Rolling out a new **artificial intelligence** application into DGT production, detecting semantic similarities between documents.

Please see the performance table for this specific objective in the annex, on pages 18 and 19.

⁵ GroupShare is a server-based platform for translators, reviewers and terminology professionals that enables easy sharing of translation projects, translation memories and terminology in real-time.

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 predictable demand for translation and other language services, while further improving resource efficiency, without compromising on quality. In 2023, 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 **in-house capacity** and the continuity of key functions in its units and departments.
- Make full use of the possibilities offered under the upcoming Commission Decision on temporary agents to **recruit staff in line with succession planning**, as well as of internal competitions to retain the best staff and to capitalise on the investment made in selection procedures and in training temporary staff.
- Continue to use **outsourcing of translation** as a flexible resource to manage unpredictable demand and peaks in demand and compensate for staff reductions.
- 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 training, digital skills, management and organisational development, within the Commission's new rules on learning and development.
- Continue cooperation with the translation services of the other EU institutions and bodies in the framework of the **workload balancing scheme**.

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

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

Being a reference in the world of translation, the aim of DGT's outreach activities is 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.

Bearing the **European Year of Skills** in mind, DGT's main outreach activities in 2023 will include:

- Organising the **Translating Europe Forum**, DGT's annual conference bringing together the translation community and young professionals from all over Europe to

share knowledge and discuss developments in the profession. DGT will also run a series of **Translating Europe workshops** in the Member States for translation stakeholders.

- 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 Commission's Representations in Member States.
- Promoting the newly revised competence framework and launching the new call for applications for the **European Master's in Translation (EMT)** network. DGT will organise two network meetings, of which one will focus on the overall theme of competence awareness among students and young professionals.
- Fostering contacts and **cooperation with national administrations**, including public translation services in the Member States, through language and terminology networks. DGT will continue to focus on **promoting eTranslation** to Member State public administrations (see specific objective 2.1).
- Continue supporting, in close cooperation with DG SCIC, the **interinstitutional committees** for cooperation among translation and interpretation services ⁶.
- 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) and the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT).
- Expanding the **clear writing for Europe** initiative by organising a conference in Spring 2023. The conference will focus on the role of clear writing in engaging and connecting with citizens, and on how plain language can contribute to promoting European democracy and transparency at different political levels.
- Running two calls for interest in the **Visiting Translator Scheme**, aiming to return to pre-pandemic levels of participation. Under the scheme, DGT translators carry out residential or online visits with the aim of boosting cooperation with universities, public institutions, international organisations and private companies ⁷.
- Boosting the image of the translation profession in areas outside the language industry, such as companies/SMEs, other professions/sectors, public administrations and non-governmental organisations as well as among secondary school students via the awareness-raising campaign **#DiscoverTranslation**.

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 19 and 20.

⁶ In 2023, the Commission will pass on the presidency of the committees to the European Parliament.

⁷ For more details on VTS, see https://ec.europa.eu/info/departments/translation/visiting-translator-scheme-vts_en.

General objective 2: A Europe fit for the digital age

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

eTranslation is available to the EU institutions and other entities in the EU. To support **multilingual communication**, the Commission provides and promotes eTranslation to public administrations and SMEs and makes it available to university staff and students, non-governmental organisations and participants in the Digital Europe Programme. The steady increase in use over the years indicates that eTranslation is known within and outside the institutions, that it meets a need and helps overcome language barriers.

To pursue this specific objective, in 2023 DGT will:

- Continue – in cooperation with DG COMM and DIGIT – to expand the use of eTranslation on **EU platforms**, with 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.
- Participate in the **8th Conference on Machine Translation**, which has a competitive element, with the aim of benchmarking eTranslation against the main automatic translation systems produced by industry and academia.
- Continue, in cooperation with DG CNECT, to **promote the use of eTranslation to local, regional and national administrations** and pursue its communication campaign via Translating Europe Workshops and other events in the Member States.
- Set up structured reporting on eTranslation, with the aim of tracking several different parameters (requests, use on Europa web pages, number of engines upgraded, etc.).

DGT will contribute to the language technologies strand of the Digital Europe Programme in cooperation with DG CNECT, DG SCIC and DG DIGIT by combining the Commission's unique expertise in the EU's 24 official languages with cutting-edge technologies. It will upgrade existing language tools (eTranslation, classification, name entity recognition and anonymisation) developed under the Connecting Europe Facility, and will continue to work on the speech transcription service. This will include fully custom-built speech transcription models and engines that external stakeholders can reuse. The four DGs will continue cooperation in the **Centre of Excellence in language technologies**, which contributes to offering state-of-the-art language technology services to the EU institutions, Member State administrations and SMEs, notably in the field of automated speech-to-text transcription.

Please see the performance table for this specific objective in the annex, on page 21.

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.

PART 2. Modernising the administration: main outputs for 2023

Introduction

DGT continuously updates and modernises its way of working. In 2023, it will:

- Continue to develop its **resources mix** comprised of in-house staff, outsourcing and language technology in line with DGT resources and succession plan for 2021-2027, due for review in the first quarter of 2023. It will start implementing its **HR strategic framework**, in line with the Commission-wide HR strategy. The aim is to equip DGT with the resources it needs to be a modern and efficient translation service in the era of greening and digitalisation, i.e. future-proof, focused on learning, and welcoming, diverse and inclusive.
- Continue implementing the **follow-up action plan** in response to the results of the **2021 HR staff survey**, as incorporated in the HR strategic framework.
- Continue recruiting to management positions in support of the Commission's **gender policy**.
- Continue to implement the **digital solutions modernisation plan**, focusing on modernising its workflow management system through the eDGT programme, and supporting digital transformation in the translation profession in DGT.
- Further improve **data, information and knowledge management** in line with the actions set out in DGT's digital master plan for 2021-2024, DGT's knowledge management plan for 2022-2023 and DGT's data strategy and data action plan.
- Continue to assess the scope for further **automation of financial reporting**.
- Contribute to the Commission's work to become climate neutral by 2030 by implementing the '**Greening the Commission**' action plan and by organising local actions based on the corporate EMAS action plan.

Internal control

The internal control framework⁹ 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 the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

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

A. Human resource management

DGT will continue to rely on a **flexible resource structure** that combines permanent and temporary staff, outsourcing and language technology (see specific objective 7.3). Its resource allocation will remain a reflex of this structure.

Recruitment to management positions will continue in line with the Commission's objectives to achieve **gender equality** in management. As in previous years, DGT will participate in the Commission-wide Female Talent Development Programme and run further initiatives such as appointing to pre-management roles talented female colleagues who aspire to management.

DGT will also continue to implement its **equality mainstreaming action plan**, including by ensuring gender balance in selection panels. It will continue the work carried out by the DGT Equality, Diversity and Inclusion Group, which acts as a hub to raise awareness of and mainstream equality aspects inside the Directorate-General.

Within the boundaries of the Commission's new guidance in the field of **learning and development**, DGT will continue to provide staff with a learning offer that covers language-specific thematic knowledge, digital competence and management skills. Team events will remain a key component of organisational development.

Internal communication and staff engagement

In order to keep **staff engagement** high, DGT will implement the actions agreed on as follow-up to the 2021 staff survey. On top of contacts between the various tiers of management, it will focus on ways to manage increased workload and ensure the well-being of staff.

DGT will make sure that its Brussels-based staff are informed about the **move to a new building and that they are consulted and receive the support needed**. It will take account of the specificities of the profession of translating and related activities and will carry out the move in line with the principles of the Commission's real estate policy in Brussels, which is conducive to a flexible and collaborative way of working. Building on the experience gained since the COVID-19 pandemic, DGT will continue to adapt its working methods in a manner that enables staff to successfully **combine telework and work from the office**, with due regard to corporate policies and the health and well-being of staff.

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 performed by the finance unit, except for the budget lines related 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 operational verification of the invoices. The finance unit always carries out financial verification of invoices and authorises payment. In recent years, it has increasingly automated the 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. 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.

In 2023, all sub-delegations will continue to be granted directly by the Director-General, instead of via a cascade system. The finance unit will continue to provide **monthly financial reporting**, including information on the budget execution rate, non-compliance and exception reporting. 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.

The main challenge in 2023 will be the introduction of the new accounting system SUMMA. In addition to change management and training of all staff involved in the financial circuit, the migration will require a complex IT development 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 reports, using data from local applications together with data coming from the new SUMMA data warehouse.

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

C. Fraud risk management

DGT's **anti-fraud strategy** was fully revised in 2020 based on a comprehensive risk and fraud assessment exercise. It identifies three main areas where fraud could potentially occur: the handling of sensitive, marked or classified information, financial procedures and public procurement.

In the **action plan** drawn up to implement its anti-fraud strategy, DGT has identified actions to **prevent and detect fraud** as part of the anti-fraud cycle. DGT will 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 of 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 implementing the relevant financial circuits and the policy on conflict of interest reinforced in 2020, and by revising annually the list of sensitive functions.

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

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

D. Digital transformation and information management

Digital transformation

DGT's approach to digital transformation as defined in its digital master plan 2021 – 2024 is fully aligned with the objectives of the Commission's digital strategy¹⁰. DGT's ongoing activities in the four areas of the digital master plan (technology, data, people, and processes) contribute in particular to the strategy's objectives of fostering a digital culture (objective 1), empowering business-driven digital transformation (objective 3) and contributing to a seamless digital landscape (objective 4). The information on DGT's IT systems is managed and regularly updated in GovIS2¹¹.

¹⁰ [Communication C\(2022\) 4388 - European Commission digital strategy - Next generation digital Commission](#)

¹¹ GovIS2 is the Commission's corporate IT portfolio management tool that provides IT governance capabilities at local (DGs) and corporate (Commission) levels, by acting as a central repository for IT projects, operations, information systems and services.

In 2023, DGT will work on the following initiatives:

Technology

- Completion of the **CATE NG project**, with the roll out of features that support automation and collaboration in the translation process.
- Further improvements to **eTranslation** and promotion of the service to Commission departments as part of the Reusable Solutions Platform.
- Implementation of the **eDGT programme**, with the start of the TRèFLe Next Generation project based on the eProcurement suite, the finalisation of the core business process review and the roll out of the first AI-powered services.

Data

- Continued implementation of **DGT's data strategy**, in particular the work to enrich the linguistic data stored in the Euramis database with relevant metadata.
- Roll out of **PowerBI**¹² as a component of the eDGT data pillar to help produce dynamic data reports and dashboards.
- Management of **DGT's main data assets** – previous translations stored in Euramis and terminology stored in IATE – in compliance with the Commission's data strategy, with defined roles for the established data owners and stewards. DGT will continue to document and apply the processes for data creation, access, sharing and use. The DGT's data strategy of 2021 and data action plan document the principles and methods to use and identify concrete improvement actions for the use and management of both linguistic and operational data for a 2-year period.

People

- New round of hands-on digital skills survey in the Customer Relations Directorate and of **digital skills** self-assessment for translators, translation assistants. For the first time, the initiative will map digital skills of terminologists and Heads of translation units. Based on the results, DGT will update the training modules it offers to staff, create new ones and plug any gaps and areas for individual development identified.
- Organisation of **workshops for senior and middle managers** on new technologies and data. The aim will be to increase DGT's overall knowledge in the field, reduce blind spots and enable more informed discussions on opportunities.

Processes

- Completion of the **core business process review** in the context of eDGT, which will contribute to conscious simplification and harmonisation of processes and working methods.

¹² PowerBI is an analytic tool that connects to different kinds of data sources and can help analyse data.

Information and IT security rules

From January 2023, the newly created post of System Security Officer will be filled by a colleague working full-time on IT security aspects, in particular the follow-up to security risk reports and the update of security plans, which will be finalised in the course of the year.

One important focus of the System Security Officer will be to ensure the regular update of all security plans, also covering the security of external accesses to Commission information systems and data. This work will be facilitated by the use of the Governance Risk and Compliance platform, of which DGT is an early adopter, and which helps Commission departments to monitor the compliance of all IT systems with IT security constraints and actions.

DGT will actively support cyber-awareness and the relevant technical competences in the IT unit and beyond. DGT staff members who attended in 2022 the Commission's Cybersecurity Training Programme will contribute to the update of IT security plans and make sure that all IT projects and services are cyber-secure by design.

DGT will implement the EU Login Multi-Factor Authentication for the last remaining IT application where it is not yet active, the TRèfle Extra Portal.

Finally, DGT will carry out the work needed to comply with the upcoming EU Regulation laying down measures for a high common level of cybersecurity among all EU institutions and the guidelines for its implementation at the Commission. The purpose is to enhance corporate resilience in face of the growing threats posed with digitalisation and the surge in cyber-attacks.

Data, information and knowledge management

DGT will launch initiatives focusing on developing staff skills and competences for an effective use of data, information, and knowledge; on enriching the offer and improving access to DGT's learning and knowledge resources; on fostering knowledge sharing, both within DGT and with requester DGs. In 2023, this work will include:

- Organising a series of **knowledge sharing events** on data, artificial intelligence and M365.
- Revamping **DGT's knowledge and learning portal 'Sophia'**.
- Capturing the knowledge exchanged in DGT in **e-learning modules and video tutorials**.

Data protection

DGT will continue to implement the processing operations and tasks required under the Commission's **data protection action plan**. DGT's data protection coordinator will assist DGT controllers and assistant controllers and inform staff of developments and guidelines.

DGT will continue to participate in the activities of the Commission-wide working group on training needs on data protection. 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 them on DGTnet.
- Organise and participate in DGT-specific awareness raising sessions for units, language departments and field officers on this topic.

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

E. Sound environmental management

In 2023, 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 and in line with its EMAS action plan, DGT will promote staff engagement in environmentally friendly practices at work and at home. It will continue running the successful **spring and autumn cleaning trails** and will carry out a range of centrally coordinated EMAS actions, including measures to **save energy**. It will raise staff awareness of **digital pollution** both through DGT-specific activities and Commission-led activities in this field. 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. For essential travel, DGT will focus on **promoting the use of public transport** and facilitating carpooling among colleagues. Finally, DGT will continue mainstreaming **sustainable events practices** in all internal and external events, in line with the guidelines on organising sustainable meetings and events at the Commission.

DGT's EMAS team will spearhead progress in these areas by carrying out a range of activities. It will 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, as well as groups of experienced colleagues. It will participate in centrally coordinated EMAS actions and remain flexible in terms of revising these actions to align them with Commission priorities as they evolve and potential new areas arise. DGT will keep implementing the activities coordinated at central level to contribute to the political goal of greening the Commission.

Please see the related performance table in the annex, on pages 24 and 25.

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

In 2023, DGT will finalise the **automation of the outsourcing workflow** that started in 2019. This will further reduce the administrative burden for translators and assistants in language departments and for staff in DGT's external translation unit.

DGT will also continue the **eDGT programme**, by completing the 'to be' business process analysis and developing some elements of its first module, Trèfle Next Generation, to support the outsourcing workflow. While the translation workflow is currently managed by separate IT applications, eDGT will be an end-to-end platform covering all steps and tasks of DGT's core business. Simplification and common working methods across DGT will enable further automation and the use of advanced technologies to support decision-making and will increase the overall efficiency of the service.

DGT will roll out a new artificial intelligence application, detecting **semantic similarities** between documents. Detecting other texts that contain segments that are highly similar to segments in a given text will help inter alia to group similar texts together when assigning them to translators or outsourcing them, thus contributing to a smoother and more efficient translation workflow.

DGT will continue making improvements to **eTranslation** and providing this service to other EU institutions and bodies for an annual fee. It will generate economies of scale by avoiding costly local developments or procurement. As an in-house solution 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 expand the language coverage on Europa and other EU platforms by incorporating eTranslation at **minimum marginal costs**. It will do so by using an eTranslation widget activated by default when new websites are created on the Europa Web Publishing Platform. This enables users to create an automatic machine translation of the web page at their request.

Since 2021, a pilot project has centralised the role of the *gestionnaires missions* in the Paymaster's Office (PMO). This project will continue also in 2023, pending the PMO's assessment of the viability of a permanent transfer of this role.

ANNEX: PERFORMANCE TABLES

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

General objective 7: A modern, high-performing and sustainable European Commission		
<i>Specific objective 7.1: Linguistic services in 24 languages support the Commission's decision-making process, policies and implementing work</i>		
Main outputs in 2023:		
Output	Indicator	Target
Total production (official languages)*	Number of pages processed internally and outsourced	31 December 2023
Total production (non-EU languages)*	Number of pages processed internally and outsourced	31 December 2023
<i>Ex post</i> evaluation of DGT's translation production	<i>Ex post</i> evaluation report adopted (Y/N)	30 June 2023
Use of eTranslation by customer DGs*	Number of pages submitted to the eTranslation service	31 December 2023
Total editing production in English*	Number of pages edited	31 December 2023
Use of the introductory clear writing video tutorial	Number of staff having completed the clear writing video tutorial	31 December 2023
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		
<i>Specific objective 7.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work</i>		
Main outputs in 2023:		
Output	Indicator	Target
Use of output from previous translations stored in Euramis translation memories for current translation requests	Re-usability rate	Maintain 2022 level or increase
eDGT – completion of the planning phase	Number of project management deliverables approved by the Project Steering Committee	5 by 31 December 2023

Output	Indicator	Target
Translation corpora size	Total number of segments* available in Euramis	Increase compared to 2022 (in proportion to annual production)
IATE complete entries	Share of IATE complete entries	Increase compared to 2022

* 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 2023:

Output	Indicator	Target
Pages translated externally as a percentage of the total number of translated pages delivered by DGT*	Outsourcing rate	31 December 2023
Outsourced assignments marked 'very good' or 'good'	Freelance quality rate	Maintain 2022 level or increase
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 2023:

Output	Indicator	Target
Translating Europe Forum conference	Stakeholder groups represented	≥ 4
	Number of attendants	2 000
	Based on participant surveys: Percentage of participants that found the event useful or interesting, or have gained new insights	>65%
Translating Europe Workshops in Member States	Based on participant surveys: Share of participants who found the event useful, interesting, or gained insights	>65%
	Number of participants	± 7 000 (estimate based on 2021)

Output	Indicator	Target
Juvenes Translatores contest	Number of Member States with participating schools	All 27
European Day of Languages events	Number of participants in European Day of Languages events	> 70 000
	Number of remote participants (radio listeners, viewers or other internet users)	1 million people
	Number of attendants	2 000
	Based on participant surveys: Percentage of participants that found the event useful or interesting, or have gained new insights	>65%
New call for applications for the European Master's in Translation (EMT) Network	Call launched (Y/N)	31 December 2023
DGT participation in IAMLADP & JIAMCATT groups	Number of IAMLADP & JIAMCATT groups of which DGT is a member	≥4
Visiting Translator Scheme (VTS)	Number of VTS visits	20 by 31 December 2023

External communication actions

Output	Indicator	Target
Social media campaign for the main outputs listed above	<p>Engagement (Emplifi benchmarks)</p> <p>Facebook – the sum of reactions, comments and shares divided by the number of posts published on the same profile</p> <p>Instagram – the sum of likes and comments divided by the number of posts published on the same profile</p> <p>Twitter – the sum of replies, retweets, quotes and likes divided by the number of posts published on the same profile</p>	<p>Facebook:</p> <p>Average Interactions per Post ≥30</p> <p>Number of interactions per 1K fans ≥3</p> <p>Instagram:</p> <p>Average Interactions per Post ≥50</p> <p>Number of interactions per 1K followers ≥10</p> <p>Twitter:</p> <p>Average Interactions per tweet ≥10</p> <p>Number of interactions per 1K followers ≥5</p>

General objective 2: A Europe fit for the digital age

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

Main outputs in 2023:

Output	Indicator	Target
eTranslation embedded in EU public administrations' websites	Number of EU public administrations with eTranslation embedded in their websites	Increase compared to 2022 (10 in 2022)
eTranslation incorporated in EU platforms	Number of EU platforms with eTranslation incorporated	Increase compared to 2022 (88 ¹³ in 2022)
Use of eTranslation by Member State public administrations	Number of pages produced by eTranslation requested by Member State public administrations	Increase compared to 2022 (4 926 854 in 2022)
Use of eTranslation by EU institutions (excluding the translation services)	Number of pages produced by eTranslation requested by EU institutions (excluding the translation services)	Increase compared to 2022 (132 901 477 in 2022)
Use of eTranslation on EU platforms (ODR, SOLVIT etc.)	Number of pages produced by eTranslation for EU platforms (ODR, SOLVIT etc.)	Increase compared to 2022 (119 666 69 in 2022)
Reporting mechanism for eTranslation	Reporting mechanism in place (Y/N)	By 31 December 2023

External communication actions

Output	Indicator	Target
Translating Europe workshops and other events covering eTranslation and/or other examples of applied language technology	Number of attendees	500 by 31 December 2023

¹³ Counting the eTranslation widget for Europa websites as 1 There were 119 Europa websites using it at the end of 2022.

PART 2. Modernising the administration: main outputs for 2023

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 2023:

Output	Indicator	Target
DGT staff survey 2021 follow-up action plan: Two-way communication channel on DGT's moves to new buildings set up on DGT's intranet	Communication channel set up (Y/N)	31 March 2023
Wellbeing programme for DGT staff	Programme designed (Y/N)	31 December 2023
Preparing a gender-balanced management pipeline by appointing to pre-management functions talented female colleagues aspiring to management positions	Proportion of women in deputy director, deputy head of unit or stand-in roles	50%

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 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	becomes <2% of relevant expenditure
	Estimated risk at closure	becomes <2% of relevant expenditure
Efficient controls	Timely payments	remains >96% of payments (in value) made on time
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) ¹⁴ aimed at the prevention, detection and correction ¹⁵ of fraud.

Main outputs in 2023:

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 ¹⁶ with possible incident reporting or change of procedures and follow-up given	2 per year (January and June 2023)
	- Verification of updates of procedures and template	2 per year (January and June 2023)
	- Verification of trainings for all newly appointed financial officers	1 for OIA, 2 for agents in the Finance unit (depending on prior knowledge)
	- Analysis of non-compliance and exception register	2 per year (January and June 2023)
	- Verification that the conflict of interest policy is implemented	2 per year (January and June 2023)
	- Verification of ABAC access rights	1 by 31 December 2023
	- Update of sensitive functions list	1 by 31 December 2023

¹⁴ [Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget'](#), COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁵ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

¹⁶ 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. In order 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 2023:

Output	Indicator	Target
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% by 31 December 2023
Knowledge sharing events focusing on digital skills, data, M365	Number of events organised	8 by 31 December 2023
E-learning modules developed	Number of modules developed	10 by 31 December 2023
Revamp DGT's knowledge and learning portal, 'Sophia'	New portal available to all DGT staff (Y/N)	By 31 December 2023
Review of the DGT data protection management system (DPMS) records	DGT DPMS records updated (Y/N)	By 31 December 2023
Participation of data protection coordinator in unit/department/field officers' meetings	Number of meetings attended	5 by 31 December 2023

E. Sound environmental management

Objective: DGT takes account of its environmental impact in its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2023:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline, as appropriate)
Priority action to support the Greening the Commission Communication and action plan		
Participation in corporate energy saving actions, by closing down DGT's buildings during the Christmas and New Year's/period, and/or optimisation of the temperature in the buildings	Number of DGT buildings participating in energy saving actions	80% of DGT buildings participating
	Number of DGT buildings participating in optimisation of the comfort hours and/or comfort temperature of the building	100% of DGT buildings participating

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Analyse DGT's missions trends, optimise and gradually reduce CO ₂ emissions	CO ₂ (t) emissions from DGT's missions	DGT's CO ₂ emissions from missions reduced by 5%
Other recommended actions		
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 2023
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data	Number of awareness-raising actions organised	2 by 31 December 2023

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
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	100%
Other recommended actions		
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 trail)	3 by 31 December 2023
	Number of Eco-tips newsletters sent out to DGT staff	8 by 31 December 2023