



European  
Commission

# Management Plan 2021

PUBLICATIONS OFFICE  
OF THE EUROPEAN UNION

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## INTRODUCTION

### Mission statement

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

Its mission is to support EU policies and ensure that this large set of information is available to the public as **accessible and re-usable data** to facilitate transparency, economic activity, and the diffusion of knowledge.

### Key outputs in 2021

The Management Plan 2021, the second in the framework of the Strategic Plan 2020-2024, details the concrete outputs the Office will deliver in 2021 and explains how these will contribute to reaching the objectives set out in the strategic plan. The highlights are the following:

- **Towards the European public procurement space.** The Office will pursue its work on the eForms' implementation with the launch and follow-up of several developments and adaptations in the TED ecosystem;
- **Towards the European open data space.** The two open data portals managed by the Office will be consolidated into a common service, data.europa.eu, giving access to a comprehensive catalogue and offering reuse services of open data coming from the EU Institutions, EU Member States and other European countries;
- **Towards the digital European legal space.** The findability of authoritative EU legal information by the main search engines will be boosted. The Office will start the work on the Joint Legislative Portal, a gateway to information on the state of play of EU legislative files. Access to the Member States' laws will be enhanced through the implementation of a search functionality based on the European Legislation Identifier (ELI);
- **Connecting and preserving EU content and knowledge.** The Office will develop an 'easy-ID' service to facilitate requests for Digital Object Identifiers, followed by the upload of content for immediate display. The EU Legal Deposit Scheme will be submitted to the Management Committee for formal adoption, followed by the implementation of Phase 1 covering publications and websites;
- **Corporate services for interoperability.** To standardise data, and in particular legal data, new versions of the interinstitutional standards for the structuring of content and the secured and automated exchange of such data will be adopted by the Interinstitutional Metadata and Formats Committee (IMFC). In the scope of the second strand of this objective, the implementation of a corporate reference data management policy will be pursued, following its endorsement by the Commission's Information Management Steering Board.

- **Interinstitutional decision-making support.** All the information systems involved in the production of the act-by-act Official Journal will be adapted. The Office will continue to work on the conception and development of the Interinstitutional Budget Information System (IBIS) to replace the existing Common Integrated Budget Application (CIBA) in order to provide the EU institutions with a modern, robust and high-performing information system for the production of the EU budget.
- **Interinstitutional reference centre for publishing services.** Based on the conclusions of the pilot exercise with four Commission directorates-general and availability of resources, the Office will gradually roll out the new services developed under the Domain Leadership for Publications (collaborative planning, translation request management, editorial support services and the professionalisation programme for the community of practice). Support for accessible publishing will be enhanced thanks to a comprehensive drafting tool offered to all Institutions.
- **Digital transformation.** In line with its IT multiannual plan and the Digital Solutions Modernisation Plan, the Office will take forward the development of the new information systems supporting the production of both the Official Journal and general publications, and the interinstitutional budgetary procedure.

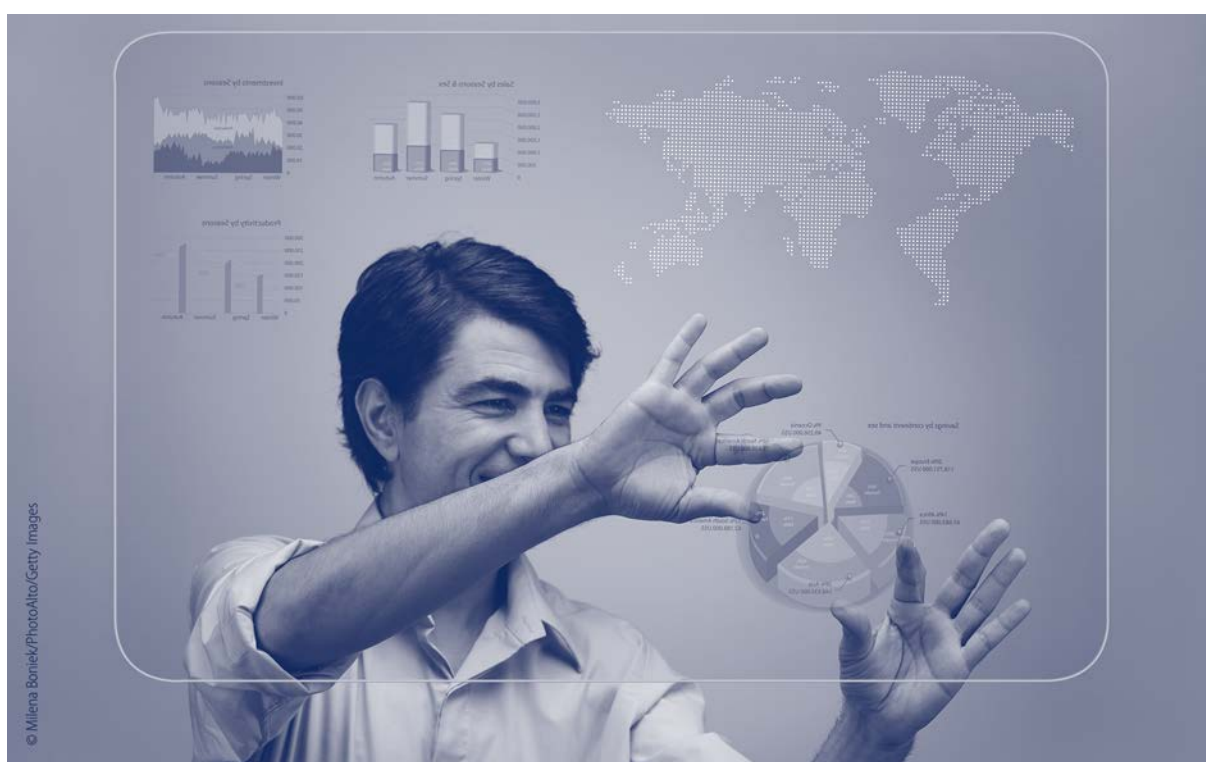
### **Challenges and realignment of priorities in 2021**

The management plan will be reviewed and priorities realigned on the basis of changes that might be required to counteract any further adverse consequences and resulting impacts of the Covid-19 pandemic.

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

### General objective 2: A Europe fit for the digital age

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



### Towards the European public procurement space

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

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

## Implementation of eForms

The Office will pursue the development of a **new web interface** for submission of procurement notices (eNotices2) and of a unique system for **verifying the respect of validation rules** at reception. Developments will also be launched in view of adapting the existing applications (eSentool, TED Monitor, eTendering, etc.) to work with eForms, and TED to be able to publish eForms.

## Easy and user-friendly access to public procurement data

The Office will launch a call for tender in view of the implementation of a new TED website. The system will be able to publish both current standard procurement forms and future eForms. Several features will be implemented to support the **provision of an easy and user-friendly access** to public procurement data and to bulk data, and the **extraction of statistical data**. To limit the access points, the TED and SIMAP websites will be merged. The search and display of results will be enhanced for the new TED website. These improvements will improve transparency and facilitate access to public procurement data.

## Improvement of the data quality

The development of the eAccess part of the **eProcurement ontology** <sup>(2)</sup> will continue, and the corresponding reference lists (code lists) will be adopted and/or enhanced. The eProcurement ontology, containing a glossary of terms (with definitions) and a data model depicting the relations between concepts used in procurement, will offer a common understanding and will contribute to facilitate exchanges between actors, thus setting the basis for a real European public procurement space. The Office will carry on enhancing quality control at reception and during processing of procurement notices.

## Better services and workflows

The Office will continue to **automate and/or eliminate manual tasks** and will contribute to the development of a **procurement analytics service**, i.e. a framework to analyse public procurement data at European level (regional, national and EU) to support strategic objectives and policies. Notably, the Office will pursue the works of converting the contract and contract award notices of the last five years (2016-2020) in a format compliant with the eProcurement ontology.

To increase transparency and accountability, the Office will make available related to public procurement contracts, such as those funded by the Recovery and Resilience fund or other European Union programs. The Office will also develop an eLearning module to facilitate the use of eTendering by contracting authorities.

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

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



**Towards the European open data space – data.europa.eu**

The European open space will provide access and reuse services for data generated by European public administrations.

Outputs in 2021 will focus on the consolidation of the two open data portals (EU Open Data Portal and European Data Portal) and services into a common service based on data.europa.eu.

The Office will collect feedback from Datathon participants regarding the **reusability** of the EU data (**added value, quality, completeness, easiness to use**, etc.). This will contribute to increased reusability and quality of public sector data by making more data machine readable, available in bulk, up-to-date and interlinked. The data will be published with an open licence for everyone to reuse.

To further improve the quality of datasets, a **dashboard with feedback** from users will be established for data providers. The **results of the EU Open Data Portal survey** will be analysed and implemented to enhance the functionalities of the data.europa.eu portal, and the result of the analysis on automatic indexing of content on the EU Open Data Portal will be used to improve the indexation of datasets on the new platform/service.

The Office will further support data providers with automated tools for the publication of quality metadata and provide advice on open data as part of the Commission's wide data advisory service.

Pilot projects in the area of linked open data and data visualisation will be carried out. They will include testing innovative digital technologies for public administration to enable systematic usage of data for policy-making, and facilitating the understanding of EU data and content, as well as to improve interoperability and interlinking of open data with other sources of public sector data: legislation, publications, or digital content. A promotional video about linked open data will be developed to better communicate the advantages of using linked open data.

The Office will continue to raise awareness among European public administrations about the importance of data visualisation to better communicate with EU citizens. A second edition of the **EU DataViz conference for the public sector** will be organized with an extended scope to cover also open data, as well as a new edition of the EU Datathon.

### **Data citation**

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

This will be complemented by data citation guidelines and a **training and promotion package**.

### **CORDIS services and developments**

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

The Office will grant DOIs and carry out semi-automatic classification of new EU research projects with **EuroSciVoc taxonomy**, with additional data and regularly updated datasets on the EU Open Data Portal.

Based on the ontology for research projects and results, CORDIS will publish **datasets in semantic formats**, which will allow data curation, enhancements and integration with linked open data sources across the web such as the EU Knowledge Graph.

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



## General objective 6: A new push for European democracy

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



#### Towards the digital European legal space

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

Apart from ensuring the **regular production and dissemination of legal information**, the Office will focus on the following areas: access to information on the state of play of EU legislative files – building the **Joint Legislative Portal**, **creation of thematic and tailor-made views** on legal documents and information, facilitating **access to national law and case law**, improving **findability, accessibility and usability of information**, as well as **work on standards, formats and tools**.

#### Information on the state of play of EU legislative files – Joint Legislative Portal

Under the steering of the signatories of the Interinstitutional Agreement on Better Law-Making <sup>(3)</sup> and by reusing the building blocks of EUR-Lex – the main EU portal giving

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<sup>(3)</sup> Interinstitutional Agreement between the European Parliament, the Council of the European Union and the European Commission on Better Law-Making, OJ L 123, 12.5.2016, p. 1.

access to EU law - the Office will start the work on the Joint Legislative Portal <sup>(4)</sup>. Once built, the portal will provide user-friendly access to information on the different stages of EU legislative procedures, which will be supported by rich documentary content and multiple search options. In 2021, the functional specifications of the portal will be prepared.

### **Thematic and tailor-made views**

While keeping in mind the overall coherence and usability of the EUR-Lex website, the Office will continue devising specific views and functionalities for EUR-Lex to cater for the needs of different audiences. In this context, it will elaborate a first business concept of EUR-Lex for non-expert users and define new approach to improve thematic searches and navigation.

By the same token, the **'EU law in force'** interface on the [OP Portal](#), providing quick and easy access to currently applicable EU legal rules, will be finalised and its underlying search improved.

The EUR-Lex corner dedicated to legal acts and information of the European Central Bank will be fine-tuned, with the focus on data visualisation. Business requirements for the display of EU budget information on EUR-Lex will be prepared.

### **Findability, accessibility and usability of legal information**

The Office will implement recommendations of the search engine optimisation study carried out in 2020 <sup>(5)</sup>, namely with regard to metadata tagging and the Uniform Resource Locator (URL) structure. This will improve the overall visibility and relevance of EUR-Lex content for search engines. The first phase will target summaries of EU legislation and the editorial pages.

In order to improve the user-friendliness of information on the evolution of legal acts over time, a visual presentation (visual timeline) will be developed on EUR-Lex. The accessibility study will be finalised <sup>(6)</sup> and the Office will plan the implementation of its conclusions. The EUR-Lex Help pages will be rewritten and enriched to address users' queries in a handy and comprehensive manner.

### **Access to national law**

Access to national law will be enhanced through revised design and navigation of the N-Lex website. This new design will include a search functionality which will enable search and retrieval of legislation (and related metadata) of Member States that have adopted ELI.

Furthermore, to overcome linguistic barriers for access, machine translation will be implemented on texts of national transposition measures available via EUR-Lex, as well as

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<sup>(4)</sup> See Art. 39 of the Interinstitutional Agreement (reference in previous footnote). The name 'Joint Legislative Portal' is used by the Working group responsible for putting in place the joint database on the state of play of legislative files.

<sup>(5)</sup> Certain recommendations have already been implemented in 2020 (optimising pages with thin content, incoming/outgoing links).

<sup>(6)</sup> Study launched in 2020.

on texts of national court decisions in the area of jurisdiction, recognition and enforcement of judgments in civil and commercial matters (the 'JURE collection').

EUR-Lex will also facilitate access to national case law through the reuse of ECLI-based search <sup>(7)</sup>.

### **Standards, formats and tools**

The Office will start testing the new **Akoma Ntoso for EU (AKN4EU) format** for **consolidation** with the aim of finalising a fully-fledged model. First consolidated texts based on the new format will be made available. This will allow for a more userfriendly display of different versions of consolidated texts and provide the basis for a more automated consolidation.

**ELI subdivisions** will be introduced in legal documents up to article level to ease navigation between documents and allow linking between document subparts.

The Cellar, the repository behind EUR-Lex, will be adapted to be able to process newly restructured metadata files (**'notices'**), as part of activities aimed at improving the overall performance of the system.

The EU Legal Documents Analytics, a data analytics service dedicated to EU legal documents available through the different platforms of the Office, will be launched. It will allow EU institutions to better understand how citizens interact with the EU legal documents.

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<sup>(7)</sup> ECLI search engine available on e-Justice Portal: [https://e-justice.europa.eu/content\\_ecli\\_search\\_engine-430-en.do](https://e-justice.europa.eu/content_ecli_search_engine-430-en.do).

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



### **Connecting and preserving content and knowledge**

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

### **Long-term preservation**

The transition from an electronic archive of files to a **mature digital long-term preservation system** conforming to the Open Archival Information System model will be completed. This will be marked by the public release of the Office's **Digital Preservation Plan** outlining its commitment for a long-term digital preservation service, in terms of content, authenticity and integrity of its collections. The contract for the daily operation of the archive, starting in September 2021, will contain provisions to support a continuous effort towards the implementation of a **Trustworthy Digital Repository** compliant to the ISO 16363 standard.

As the lead in the new interinstitutional contract for **long-term digital preservation**, and as chair of the Interinstitutional Committee for the Long-term Preservation Service of the Publications Office (ICLPS), the Office will continue to promote **interinstitutional capacity building and sharing** of knowledge, experience and best practices in the field.

### **EU Legal Deposit**

The EU Legal Deposit Scheme will be submitted for validation by the Office's Management Committee. The objective is to ensure content produced by EU institutions, agencies and bodies is made available and preserved for future generations. This will strengthen the Office's mandate to identify and collect EU publications and websites as part of phase 1 of the scheme's implementation.

### **Web preservation**

The Office will continue to provide a **web preservation** service for the EU institutions. Past efforts to cover projects funded under the EU's research programmes, as well as HTML publications, will be consolidated. The Office will also investigate how to expand the service to capture more granular levels of publications, such as online periodicals. The generated files will be **integrated into EUDOR**, ensuring their long-term preservation according to the standards established in the Digital Preservation Plan.

### **Identification**

The 'Easy-ID' service will offer an automated identification service and facilitate content upload for immediate publication and archiving. The DOI service will be extended to cover grants, and will be more actively promoted to encourage take-up of the new possibilities.

### **Metadata provision**

Implementation of the IMMC4GP workflow<sup>(8)</sup> will enable better monitoring of metadata production, creation of new provenance metadata and reduction of errors. New services based on bibliographical metadata, such as citation count and provision of data for business intelligence, will continue to be developed.

### **Content submission**

A web service will be developed to enable authors to deposit content identified by the Office through a user interface or a business-to-business (B2B) module. The service will facilitate the capture of the identified content (which is currently submitted by e-mail) and ensure its more comprehensive coverage.

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<sup>(8)</sup> IMMC4GP workflow regulates data and files exchanges in the domain of general publications. It is based on the compulsory use of XML schemas that define the format of messages exchanged between general publication domain actors including authors, production, dissemination, reception and validation services. <https://op.europa.eu/en/web/eu-vocabularies/immc>

## **The Commission Library@OP**

On 1 January 2021, the Commission Library will be transferred to the Office. The transfer of this key service will complement the Office's current suite of services to identify, acquire and preserve content produced by the EU institutions in its many forms, from data to publications to websites, and to provide access to knowledge.

In an initial phase, focus will be on ensuring the smooth integration of the Library into the Office to ensure 'business as usual'. In the first few months an overall review of existing workflows will take place to identify areas for further synergies and opportunities to develop new services. One opportunity will be to review the existing collections held by both parties **and consolidate them into a single accessible collection**, reflecting the whole EU project.

The Library will implement the new interinstitutional framework contract for ebooks and will continue cooperating with other Commission services active in the field of information and knowledge management.

## **Enhanced features for the OP Portal and web accessibility**

On the basis of improved functionalities of the OP Portal and the integration of usability and accessibility standards implemented in 2020, the Office will provide guidelines, evaluation tools and conversion services which will support the author services to further **enhance the accessibility** of websites, publications and documents for audiences with reading disabilities.

## **Web analytics services**

In order to better understand users' needs, the Office has put in place a new integrated **web analytics services** for multiple domains, such as EU multimedia, publications, vocabularies, legal information and public procurement data. The new software helps the Office overcome the challenges of **collecting reliable and trustworthy information** while **respecting the data protection rules**.

The Office will consolidate the **web analytics** tool's usage, improving the quality and easiness of websites analysis. The data collected will be used to enrich the different web analytics dashboards made available by the Office to support policy and communication officers.

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

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



### Interoperability in the EU institutions

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

### First exchanges based on the Akoma Ntoso standard for legal data

The introduction of **Akoma Ntoso for EU (AKN4EU)** as a **standard format for structuring and exchanging legal data between the EU institutions** will improve the processes of exchanging, accessing and reusing legal information. Exchanges between the Commission and the Council with the EdiT editor will be intensified. A major version of AKN4EU is scheduled for the second quarter 2021 aiming at full coverage of the documents pertaining to the Ordinary Legislative Procedure (OLP).

In the framework of the Interinstitutional Metadata and Formats Committee (IMFC), the scope of the **Common Vocabulary** for the semantic structuring of the documents' content **will be extended** to cover further example documents of the EU institutions. Finally, a **proposal for metadata harmonisation of the IMMC exchange protocol** — for

automated transfer of metadata and documents between and within the EU institutions — will be presented to the IMFC stakeholders.

### **Towards a corporate reference data management policy**

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

### **EuroVoc — the multilingual thesaurus of the EU**

Two new releases of the **multilingual thesaurus EuroVoc** will take place. This will increase the flexibility to adapt and add concepts to the vocabulary for the benefit of users. Finally, a new major version of the open source vocabulary management tool VocBench will be published on the interoperability platform Joinup <sup>(9)</sup>.

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<sup>(9)</sup> <https://joinup.ec.europa.eu/solution/vocbench3>



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



### **Act-by-act publication of the Official Journal**

The act-by-act publication of the Official Journal will start on 1<sup>st</sup> January 2023 and will bring a more flexible, faster and simplified way of publishing the Official Journal, along with new ways to improve access to the authentic version of **EU legal acts** with a user-centric perspective.

The key objective in 2021 will be to launch the adaptations of all information systems involved in the production of the **act-by-act publication of the Official Journal** in order to implement the changes agreed with the EU institutions and approved by the Office's Management Committee, in particular with respect to the referencing of published acts, the definition of metadata and required additional features, such as access to sets of acts which are strictly related.

Significant efforts will be devoted to **inform all stakeholders** to progressively heighten their awareness of this important paradigm shift and to accompany them along the potential required changes.

The legislative process for the adoption of the amendment to Regulation (EU) No 216/2013 <sup>(10)</sup> on the electronic edition of the Official Journal will continue in 2021. The Office will actively support the Commission in the discussions with the legislator and

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

prepare the resulting EUR-Lex adjustments. The Office will conduct a preliminary study to explore the technological solutions that could be relevant for the authentication of the Official Journal when the Regulation is amended.

### **Production and publication of the EU Budget**

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

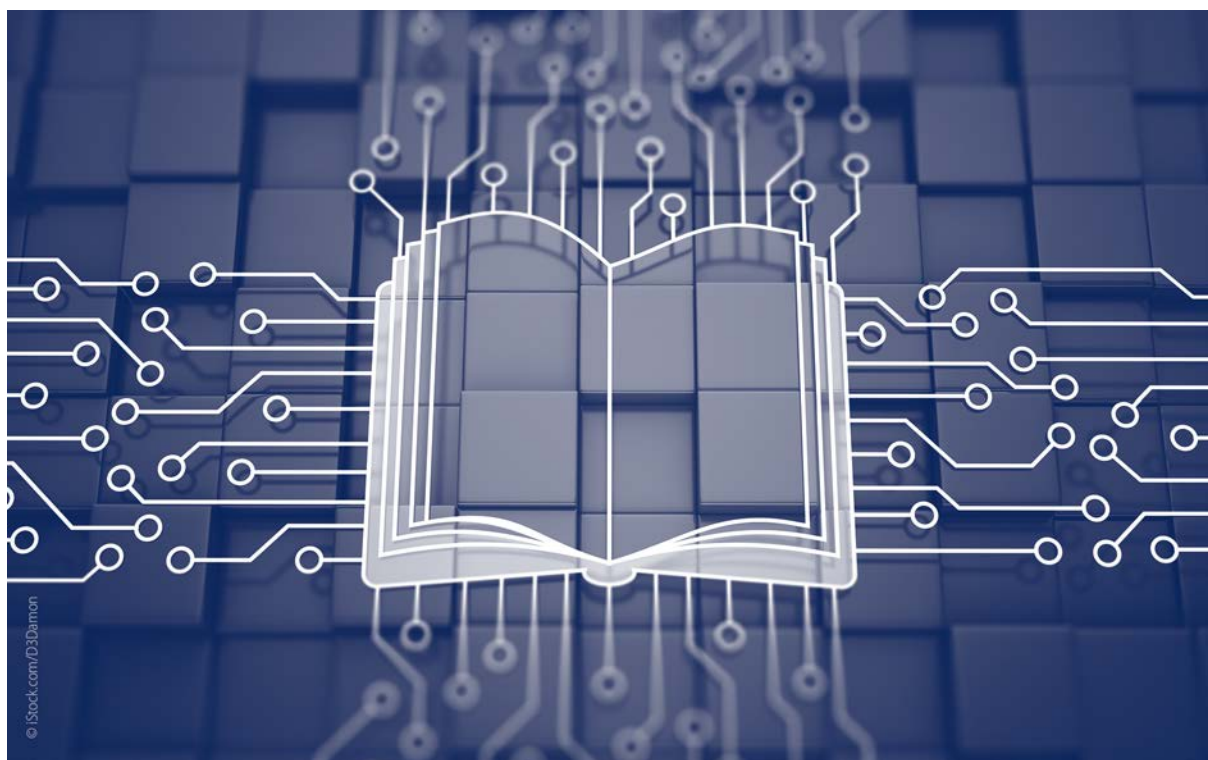
The Office and EU institutions will work together on the review and the validation of use cases containing the business needs and requirements, so that the conception phase of IBIS can be finalised.

The development of the first 'production-ready' release will start with the AGILE methodology.

### **Case-law of the European Court of Justice**

A new production contract will be signed in January and will enter into force in July.

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



### **Interinstitutional reference centre for publishing services**

The Office's role as **Domain Leader for publications** is to **efficiently support the communication activities of all EU institutions**. A decision on scaling up will be taken by the Commission's Corporate Management Board (CMB) after the conclusion of a one-year pilot with four directorates-general in the first semester of 2021.

New production contracts will become available in the areas of premedia, data visualisation, multimedia (audio-visuals, mobile applications and electronic publications based on HTML) and printing services, offering enhanced technical specifications for accessibility and digital publications. Based on the 2020 pilot, publication and data linking can become a mainstream service.

### **Collaborative planning of publications and governance**

The **collaborative planning tool** will be further developed and is expected to allow authors to refine their publication plans, and to reduce by 30 % the overall number of low-performing publications after three years of governance. **Publications' governance** shall be set up at Commission level following approval by the CMB. The Office will provide **operational support** that will include a modular system of publishing and accessibility-related training and learning material in the form of seminars, conferences, a dialogue exchange platform, and a newsletter. The Office will progressively extend the offer to other EU institutions.

## Translation requests

The **management of translation requests on behalf of authors** will be further tested and implemented based on the CMB's decision. Once the original manuscript has undergone copy-editing by the Office's language editors and is enriched at technical level, the Office's planning coordinators will manage translation requests in accordance with a work process defined and agreed with DG Translation.

## Planning of the production of publications

The Office will promote the progressive phasing out of local Commission directorates-general's production contracts with a view to building a stable and efficient environment for other EU institutions to join the process of rationalising the production of publications.

## Editorial support services

**Editorial support services** will include professional advice on targeting, structuring, technical and linguistic aspects of publications, and copyright. In parallel, a comprehensive **performance measurement of publications** will consolidate, interpret and visualise data from different sources (physical dissemination, electronic consumption, social media, citations or survey).

## Accessible publishing services

The Office will continue to implement accessible publishing for persons with disabilities. A comprehensive tool for **multichannel structured and accessible content preparation** will be provided. An offer of individualised templates will be gradually increased. In addition, accessibility guidelines and tutorials will be promoted in cooperation with stakeholders, which will position the Office as the reference centre for accessible digital publications. In the framework of the Interservice Group led by the Secretariat-General (SG) and DG Employment, Social Affairs and Inclusion, the Office will participate in the elaboration of the European Disability Rights Strategy.

New contracts will include enhanced accessibility requirements for all formats and products. Internal workflows will be improved to ensure maximum support for authors publishing accessible content. Tailor-made introductory and technical courses on accessibility can be delivered to specific groups: authors and/or pre-press and designers.

## Language editing

The Office will continue providing **in-depth linguistic expertise** in 24 languages and will ensure the integrity and consistency of EU legal information in line with Article 55 (1) of the Treaty on the European Union and Regulation No 1 <sup>(11)</sup>.

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

An **enhanced outsourcing strategy** based on modern and performing contracts for both legal texts and general publications, will enable to guarantee the quality of the linguistic services requested by the stakeholders while providing a structural reduction of workload. This would allow the development of **new added-value copy-editing services** while facilitating the **reallocation of some internal resources** towards the Office's Strategic Objectives and Domain Leadership.

### ***Interinstitutional Style Guide***

Key outputs will focus on the **modernisation** of the *Interinstitutional Style Guide* and will include: the **harmonisation of the different guides** that are used in the EU institutions; the **update of the *Interinstitutional Style Guide* content** and the improvement of its usability; and the implementation of a new production system — **Style Guide Editorial Platform**.

### **Synergies in the printing domain and reduction of publications' stock**

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

The Office will continue to raise awareness on the need **to reduce stocks**, and regular destocking proposals will be sent to author services. The Office will also advise author services to estimate print runs based on quantities required for immediate distribution.

## **PART 2. Modernising the administration: main outputs for the year**

### **A. Human resource management**

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

#### **Staff engagement and well-being**

The Office will continue to focus on **well-being measures**, **enhanced communication from senior management** and **change management**. The Office will elaborate a local HR strategy as a complement to the Commission HR strategy to support the adaptation to new challenges expressed in the revised Strategic Objectives.

To foster staff well-being, the Office will extensively use flexible work arrangements, and will regularly provide staff with information related to the move to another building, planned for 2023. The staff engagement index will be reviewed following a survey planned for the second semester 2021 with the aim of improving the 2018 baseline of 67 %.

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

**Internal communication** will rely, among others, on the Office's intranet (YourOP). A revamping of its interface will be done in order to improve the findability of content. **Major events** occurring during the year, such as the transfer of the Commission library to the Office and the preparations for the move to the new building, will be intensively communicated. YourOP will also continue to feature information on the Covid-19 pandemic. Furthermore, staff will be encouraged to suggest topics for the intranet and other internal communication channels. The internal communication team will organise internal events, for example fairs. Collaboration with Luxembourg based EU services will be further reinforced through participation in the Luxweb platform.

#### **Gender-balanced management**

One middle management position is vacant and another will become vacant in 2021 due to retirement. One vacant senior management position should be filled. The Office will continue its efforts in order to attract and promote women in **middle management positions** and towards a gender-balanced management. The Office actively supports women in their career development aspirations in line with the different female talent development policies and coaching programs. As an initiative to provide female staff with relevant experience and further prospects to advance their career to the next level, the Office will be creating a Deputy Head of Unit positions to all units that do not currently have one in order to come to a gender-balanced occupation of middle manager position.

## Optimum staff levels and specialisation

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

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

## B. Sound financial management

The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

### Internal control system

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

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

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

### Public procurement and budget implementation

**Public procurement procedures** will be launched and concluded in accordance with the Financial Regulation, using models and guidelines issued by DG Budget. Business units of the Office will be provided with **expert legal advice** in calls for tenders and contract domain. **Qualified electronic signature (QES)** will progressively replace the blue-ink signature on contractual documents.

In the context of the first year of the Multiannual Financial Framework 2021-2027 and the new budget nomenclature, the Office will ensure high levels of **budget implementation** in

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<sup>(12)</sup> Communication C(2017)2373 — Revision of the Internal Control Framework.

line with the **budgetary principles** and **respecting the financial rules and contractual obligations**. Following the transfer of the management of the Commission Library from DG Education, Youth, Sport and Culture (DG EAC) to the Office, streamlining and harmonisation of financial circuits and procedures will be necessary.

## C. Fraud risk management

The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)<sup>(13)</sup> aimed at the prevention, detection and correction of fraud

The Office will implement the actions foreseen for 2021 in its own **anti-fraud strategy** which was updated in 2020, in accordance with the Commission's 2019 Anti-Fraud Strategy<sup>(14)</sup>.

In addition to the regular communications to raise **fraud awareness**, the Office will organise a targeted anti-fraud training for the Office's staff **in collaboration with OLAF** and other anti-fraud experts.

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

The Office also contributes to the **implementation of two action points from the Commission Anti-Fraud Strategy**. Both actions are being implemented through the steps taken for the achievement of specific objective 1 on the European public procurement space, such as the work on the eForms' implementation. The strategy for the European public procurement space contributes to the optimisation of transparency of EU funding, in line with the Commission Anti-Fraud Strategy. The related output indicators are listed in the performance table of specific objective 1.

## D. Digital transformation and information management

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

### Digital transformation

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<sup>(13)</sup> 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'.

<sup>(14)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.



The Office will **implement its IT multiannual plan** and contribute to the **Digital Solutions Modernisation Plan** (DSMP), drawn in accordance with the European Commission Digital Strategy. These plans form the basis to digitally transform the Office's business processes by developing new innovative digital solutions. The Office will continue to be frontrunner in the implementation of the European Commission **Cloud Strategy**, with several Cloud native developments for major systems.

A substantial part of the activity is focused on ensuring the Office's **business continuity for information systems**, supporting the critical Office's services, in particular the production and dissemination of the Official Journal. The Office will also continue to strengthen its approach concerning project management, IT service management and IT security, in accordance with established guidelines and best practices.

To implement the digitalisation of work and processes, the development of the **Unified Production Platform** will be pursued, to optimise the production of the general publications, provide identification services (including the automated Easy ID) and a cataloguing module. A review of existing processes and synergies is an integral part of this exercise. The functional and technical analysis of the **new information system IBIS** will be finalised and the development will start. The Office will also adapt existing information systems to deliver the **Official Journal Act-by-Act** on 1 January 2023, analysis phase will be completed in 2021, and the development will follow. In order to **modernise its legacy systems, and to improve their performance and security**, the Office will finalise the reengineering of the Ceres-2014 system<sup>(15)</sup> and launch the second reengineering phase of the Cellar. The Office will finalise the **phase out of ColdFusion** based applications and integrate them into a single system, DEFA<sup>(16)</sup>.

Having completed its **integration with the Commission corporate network and tools in 2020**, the Office will adapt its procedures and ways of working to benefit from the Commission Digital Workplace tools and services.

### **Data, information and knowledge management**

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

The Office will contribute to the collaborative platform DATA.advisory that was set up to put in practice the Data Advisory action. Steps will be taken to **implement the European Commissions' Data governance and policies**.

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<sup>(15)</sup> Ceres: Common Electronic Reception System. It provides a reception and validation tool for all electronic deliveries to be published on the Office's portals.

<sup>(16)</sup> DEFA: Information system managing the financial aspects of the production and publishing process.

The Office will assist **the first Commission-wide data inventory exercise**, and act as thematic co-coordinator for open data. It will also moderate and animate the **interinstitutional community of practice on data visualisation**.

### **Data protection**

Following the finalisation of all data protection records and linked privacy statements, the Data Protection Coordinator will continue to monitor all processing operations and ascertain that they are in compliance with Regulation (EU) 2018/1725.

A special focus will be made on agreements with external processors to **ascertain that international transfers of personal data comply with updated rules**, following the July 2020 Schrems II judgement of the Court of Justice which invalidated the EU-U.S. Privacy Shield.

The Office will **continue to process data subjects' requests in full compliance with the applicable rules** and adapt its internal working methods in line with the evolution of the legal and supervisory framework.

The Data Protection Coordinator will continue to extend his role as advisor to operational and horizontal units with regard to evaluating any existing and planned operations from the point of view of personal data protection. The Data Protection Coordinator has started a **new training campaign** in late 2020, which will be extended to all units in 2021, with the aim of **reaching the majority of Office staff with a general training session during 2021**. This training campaign will be followed up by further general training sessions as well as specific training courses on selected aspects over the coming years (2022-2024).

### **E. Sound environmental management**

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

Following the appointment of an EMAS correspondent in 2020, the Office will actively participate in the **Commission's Eco-Management and Audit Scheme (EMAS)** network meetings and step up its efforts, in close collaboration with the Office for Infrastructure and Logistics in Luxembourg (OIL), to further reduce paper and energy consumption, improve the waste management system and enhance the implementation of Green Public Procurement principles.

The Office will strongly promote and make use of **paperless working methods**, such as **e-signatories, electronic financial circuits and archiving, and electronic submissions for calls for tenders**. Once available, the Office will use the **qualified electronic signature** (QES) via Ares to replace the blue ink signature where mandatory.

The Office will further raise staff awareness on the different EMAS campaigns by making them more visible in its premises, with particular emphasis on the replacement of bulk

lights by LED to reduce energy consumption. An assessment on the state of the water pipes is planned with a view to reduce water consumption.

The audit for the *SuperDrecksKëscht fir Betriber* label will take place under the coordination of OIL, with its organisation depending on the physical return to the office in the context of Covid-19 pandemic.

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

The Office will further **integrate green criteria in relevant calls for tender (Green Public Procurement)**, including the introduction of ecological criteria for the acquisition and use of consumables for printing services (recycled paper, solvent free or water based inks and glues).

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

### **eLearning module**

In order to facilitate the use of eTendering by Contracting Authorities, the Office will develop an eLearning module. Once the project is achieved, it will bring significant gain in terms of **efficiency** (releasing current trainers for other tasks).

## ANNEX: Performance tables

### PART 1. DELIVERING ON THE EU PRIORITIES

<b>General objective 2: A Europe fit for the digital age</b>		
<i>Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)</i>		
<b>Main outputs in 2021</b>		
<b>Supplement to the Official Journal — regular production and dissemination of public procurement information</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Production of the <i>Supplement to the Official Journal</i> in accordance with the directives in force	Average cost per notice	EUR 5.73
Access to public procurement notices	Number of documentary units (notices) loaded on TED website during the year	660 000
eProcurement	Number of contracting authorities registered (publishing) in eTendering	112
<b>Implementation of eForms</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Development for eNotices2	Date of delivery of first version	30 September 2021
Launch developments for adapting TED apps to eForms	Date of start of developments	30 June 2021
<b>Easy and user-friendly access to public procurement data</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Start development of new TED website	Date of signature of contract	31 August 2021
<b>Improvement of the data quality</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
eAccess part of the eProcurement ontology	Date of publication (conceptual model & OWL representation)	30 November 2021
Enhance quality control at reception and during processing of notices	Deadline to introduce/impose the new rules	31 December 2021
<b>Better services and workflows</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Automation and/or elimination of manual tasks	Deadline to introduce new work model	31 December 2021
Reports and visualizations of EU institutions published data (CANs) on TED and/or report on the quality of the published data	Deadline to disseminate reports/visualizations and/or data quality report	31 December 2021
Reports and visualizations of data related to the use of EU recovery funds	Deadline to disseminate reports/visualizations and/or data quality report	31 August 2021
eLearning module for eTendering	Date of availability of the module	30 November 2021

## General objective 2: A Europe fit for the digital age

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

### Main outputs in 2021

#### Data.europa.eu

Output	Indicator	Target
Number of available datasets	Number of datasets on data.europa.eu	1 300 000
Number of data providers	Number of EU institutions publishing on data.europa.eu	7
Interest in the new service data.europa.eu	Number of page views	July-December 2021: 2 000 000
	Number of visits	July-December 2021: 500 000
Awareness of the value of open data and data visualisation in European public administrations	Organisation of EU Open Data and Data Visualisation conference for the public sector	November 2021

#### New open data platform

Output	Indicator	Target
New platform data.europa.eu	Service operational	Mid-2021

#### Enhance EU open data reuse potential

Output	Indicator	Target
Research successful business and societal apps from previous finalists of EU Datathons	Stocktaking exercise of the EU Datathon outcomes	November 2021

#### Contribution to corporate activities

Output	Indicator	Target
Data citation guidelines	Availability	30 November 2021
Training and promotion package for citation guidelines	Availability	31 December 2021
Webinars: EU DataViz and EU Open Data Explained	Number of webinars	10

#### CORDIS services and developments

Output	Indicator	Target
Disseminate research results to support their exploitation	Number of editorial articles written and translated	6 000
Meet user needs	User satisfaction rate (*) (*) Methodology based on annual survey ratings of 7 and above	84 %
Support linked open data	Publication of datasets in semantic formats	Third quarter 2021

**General objective 6: A new push for European democracy***Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU***Main outputs in 2021****EUR-Lex coverage**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Consolidation of legal acts	Number of new consolidated versions of legal acts produced (*) (*) Results dependent on the number of amending acts and corrigenda adopted	1 900
Production of the Summaries of EU legislation	Number of drafted/redrafted and updated summaries published (*) (*) Results dependent on the evolution of EU legislation	300
Complete and improve the collections of legal documents	Number of notices enriched by legal analysis	11 250

**Creation of thematic and tailor-made views**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Improved access to legal information for laymen	EUR-Lex view for non-experts First business concept	November 2021

**Improved access to national law**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Easier access to national legislation	ELI-based search on N-Lex First functionalities available on N-Lex	December 2021
Overcoming linguistic barriers to access to legal information	Machine translation for texts of national transposition measures and JURE documents available on EUR-Lex	August 2021

**Findability, accessibility and usability of legal information**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Improved usability of legal information	Visual presentation of the act life-cycle (timeline) available on EUR-Lex	August 2021
Improved findability of legal information	SEO recommendations for summaries of EU legislation implemented on EUR-Lex	November 2021

**Standards, formats and tools**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Support to informed decision-making	EU Legal Documents Analytics available on OP Portal	December 2021

## General objective 6: A new push for European democracy

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

### Main outputs in 2021

#### Long-term preservation

Output	Indicator	Target
Finalisation of the transition from a file-based archive to a <i>bona fide</i> long-term preservation system	The whole content of the previous archive has been migrated, whole and intact	Supporting documentation demonstrating the successful migration to be finalised by April 2021

#### EU Legal Deposit

Output	Indicator	Target
EU legal deposit scheme	Approval by the Management Committee	April 2021
Phase 1 of the Legal Deposit scheme (publications, websites)	Start	End 2021

#### Web preservation

Output	Indicator	Target
Web preservation service, including the Horizon 2020 framework programme (archiving, access and long-term preservation)	Number of EU institutional websites archived on a regular (quarterly or more) basis	250
	Number of websites archived under the Horizon 2020 programme	12 780
	Number of HTML publications archived	3 800

#### Identification

Output	Indicator	Target
Identification, cataloguing and archiving of publications	General publications: number of notices available in Cellar (*) (*) A notice covers all linguistic versions and available formats for a given title in Cellar	115 000

#### The Commission Library

Output	Indicator	Target
Consultation of the Library' search tool Find-eR	Number of (basic and advanced) searches run in Find-eR	≥ 150 000
Use of the Library's electronic collections (eJournals and eBooks)	Number of full-text articles downloaded from eJournals	≥ 390 000
Number of unique title requests	From eBooks	≥ 80 000
Library collections, mostly composed of eJournals eBooks and on-line versions of daily press	Percentage of acquisition budget spent on electronic resources	70 % of all acquisitions
Implementation of the new interinstitutional framework contract for eBooks	In use	June 2021

<b>Enhanced features for the OP Portal</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Quality of service provided by the OP Portal to its various customers	OP Portal user satisfaction rate (*) (*) Percentage of neutral and positive opinions expressed in the user survey of the portal to be carried out in 2019. Targeted, among others, will be registered and 'privileged' users, users who recently ordered publications, and author services	82 %
Integrated access to content managed by the Office via multiple channels (OP Portal, direct access, widgets)	Accesses to the OP Portal content	12 500 000
Transparency in the field of EU-commissioned studies	Number of notices enriched by legal analysis (including JURE judgments) (*) (*) Results dependent on the number of studies commissioned by the EU institutions during a year	15 300
<b>Web accessibility and analytics services</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Second phase of the pilot project 'Reading disability and document access, a possible approach' completed	Proof of concept to enhance accessibility of selected publications and websites	Gradual implementation of new accessibility functionalities
Integrated web analytics services	Availability of new PIWIK Analytics Suite	PIWIK in production, users trained by 31 March 2021



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

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

### Main outputs in 2021

#### Secured and automated exchange of legal data: Standardisation of legal data

Output	Indicator	Target
Synergies in structuring of data at interinstitutional level	Number of example documents covered by the IMFC's Common Vocabulary for the semantic structuring of the documents' content	37
	Number of document types covered by Akoma Ntoso for EU (AKN4EU)	25
New major AKN4EU version	Availability	June 2021
AKN4EU-Consleg (for consolidation)	Specifications for AKN4EU consolidation extension cover all aspects of necessary markup and metadata	May 2021

#### Secured and automated exchange of legal data: standardisation of metadata

Output	Indicator	Target
Proposal for a consolidated IMMC schema	Presentation of consolidated IMMC schema to IMFC stakeholders	Second quarter 2021: harmonisation proposal for IMMC metadata and decision on next steps for common implementation

#### Towards a corporate reference data management policy

Output	Indicator	Target
List of corporate vocabularies	List of corporate vocabularies at the Commission established and available online	End 2021
Corporate reference data management at the Commission	Reporting on implementation of corporate reference data management policy at the Commission to the IMSB	Second quarter 2021

#### Corporate management of knowledge organisation systems

Output	Indicator	Target
Enrichment of EU Vocabularies with new features	Extension of EU Vocabularies with the PMKI platform	End 2021
VocBench as a web-based multilingual collaborative tool for controlled vocabularies	Availability of a new major version of VocBench	End 2021
	VocBench is located in the Cloud	End 2021

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

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

### Main outputs in 2021

#### Act-by-act publication of the Official Journal

Output	Indicator	Target
Finalise decisions in close cooperation with the EU institutions	The Management Committee of the Office approves key decisions	First quarter 2021
Progress in the implementation of the act-by-act publication of the Official Journal	Finalisation of the specifications for contractors producing the Official Journal	End 2021
	Adaptation of all the information systems involved	All analysis phases finalised and implementation started by end 2021

#### Production and publication of the EU budget

Output	Indicator	Target
A new contract for the production support is signed	The contract is signed	First quarter 2021
Progress in the development of the new information system IBIS	Finalisation of the conception phase of IBIS	Second quarter 2021
	Start of development of the first 'production-ready' release of IBIS	Third quarter 2021

#### Case-law of the European Court of Justice

Output	Indicator	Target
Timely delivery of case law documents	Percentage of documents produced within requested deadline	92 %
Production lead time	Average duration of the production of documents	7 days
A new production contract is signed	The contract is signed	January 2021

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

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

### Main outputs in 2021

#### Interinstitutional reference centre for publishing services

Output	Indicator	Target
Quality and timeliness in the production of general publications	Percentage of authors satisfied with time taken to publish with the Office	80 %
Accessible publications	Percentage of publications accessible to disabled users	25 %
Rationalisation of the production of publications	Number of publication titles produced with the Office	Stable compared to previous years (production shifted to the Office compensated by overall decrease of publications produced)
Collaborative planning	Completion of the 'collaborative planning' system and tool – phase 2: automatisation of ingestions	Bulk data import
	Publications governance designed and set-up	Launch (fully operational by 2022)
Editorial advice	Scaling up of editorial advice services	100 reports
Performance measurement available	Pilot phase with selected publications covered by performance reports	60 reports
Analysis and reporting on the pilot phase for decision by the CMB and Management Committee on scaling-up	Availability	End 2021
	Implementation of the scaling-up of centralised production and other services included in the pilot project starts for the Commission	Second half of 2021
Translation request management	Definition of a work process with DG Translation and availability of a translation request management for the Commission	End 2021
Support for the publications community of EU officials	Availability of a community identification and training path for the Commission	Second half of 2021

#### Language editing

Output	Indicator	Target
Perform the language editing and proofreading to increase the linguistic and content quality of publications (on paper and online versions)	Number of standard pages corrected (Official Journal, case-law, general publications, TED, Consleg and Sumleg) <sup>(17)</sup>	1 900 000

<sup>(17)</sup> The number of proofread pages is subject to the Official Journal, Case-law and general publications submitted by institutions

Perform ex-post quality control on publications considering the production process of the documents	User satisfaction rate on proofreading and multilingual aspect	General publications: 75 % Official Journal: 85 %
	Number of comments related to linguistic quality	< 3 % of the overall comments
Improved standardisation of linguistic terminology and rules through interinstitutional linguistic groups	Number of participants to interinstitutional linguistic groups	One per language

#### Accessible publishing

Output	Indicator	Target
Promotion of accessible publishing	Availability of technical support for accessible drafting for all institution	July 2021

#### Interinstitutional Style Guide

Output	Indicator	Target
Modernisation of the production process of the <i>Interinstitutional Style guide</i> — modular approach	Completion	First quarter 2021
New version of <i>Interinstitutional Style Guide</i>	Available	Second quarter 2021
<i>Interinstitutional Style Guide</i> available in the OP Portal	Completion	Third quarter 2021

#### Synergies in the printing domain and reduction of publications' stock

Output	Indicator	Target
Implementation of a new distribution concept	Volume of stock	Decrease by 10 %
Efficiency in the production and distribution of publications	Surplus publications in stock (difference between publications received and publications distributed)	< 500 000 copies
Reduction of the Office's internal printing capacity	Equivalent A4 pages produced	30 % reduction

## PART 2. Modernising the administration

### A. Human resource management

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

#### Main outputs in 2021:

Output	Indicator	Target
Increased staff engagement through enhanced communication from senior management	Number of open doors and video messages from the Director-General	5
Gender balance	First female appointment to middle management positions	2 (target 2022)
Management of budget for training	Percentage of budget resources devoted to technical and specialised training	> 60 %
Gender balance at all management levels	Percentage of women at senior management positions	40 %
	Percentage of women as deputizing directors	55 %
	Percentage of women at middle management positions	50 %
	Percentage of women at deputy middle management positions	50 %

### B. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the budgetary principles and that cost effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

#### Main outputs in 2021:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	2 % of relevant expenditure
	Estimated risk at closure	< 2 % of relevant expenditure
Effective controls: Safeguarded assets and information	Number of data leaks	0
Ex-post controls (payments)	Coverage of ex-post controls in percentage of transactions value (payments)	> 15 % of transactions value
Economical controls	Overall estimated cost of controls	< 5 % of funds managed
Efficient controls	Percentage of payments made within time limits	> 99 %
	Time to pay (2021 average number of days)	< 15 days

	Percentage of budget execution (commitments) with respect to final budgets	> 99 %
Budget execution (commitments)	Ratio of number of award decisions/number of launched procedures	90 %

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF) aimed at the prevention, detection and correction<sup>18</sup> of fraud

### Main outputs in 2021:

Output	Indicator	Target
Implementation of the Anti-Fraud Strategy	Degree of implementation of the actions included in the Office's anti-fraud strategy for 2021	100 %

## D. Digital transformation and information management

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

### Main outputs in 2021:

Output	Indicator	Target
Unified Production Platform modules	Identifiers module (quick win)	June 2021
	First production-ready release for general publications	December 2021
IBIS	Requirements finalised	December 2021
Adaptation of Information Systems for Act by Act	Analysis completed for all impacted applications	June 2021
Remove ColdFusion applications	Percentage of project completed	September 2021: 100 %
Timely processing of mission-critical publications	Priority ingestions handled in maximum 20 minutes	99 %
CELLAR is backbone for the Office's Portals	Availability of the CELLAR	99.9 % for dissemination
Data Protection Records' compliance	Percentage of legacy notifications converted into records published in the register of the Commission's Data Protection Officer	100 %
General data protection training	Percentage of Office staff reached with new training campaign	60 %

<sup>(18)</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

## E. Sound environmental management

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

### Main outputs in 2020:

Output	Indicator	Target
Green public procurement for supplies and services	Percentage of relevant <sup>(19)</sup> high-value calls for tenders incorporating green procurement criteria	100 %
Recycled paper used in Printshop	Percentage of recycled paper used in printshop	60 %
Staff awareness actions to reduce water and energy use	Percentage of staff informed	100 %

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<sup>(19)</sup> Depending on the nature of services, relevant calls for tender are those where green criteria can and should be used.