



European
Commission

Strategic Plan 2020-2024

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

Contents

INTRODUCTION	3
PART 1. Delivering on the EU priorities.....	5
A. Mission statement.....	5
B. Operating context.....	6
C. Strategy.....	7
D. Key performance indicators.....	28
PART 2. Modernising the administration.....	29
A. Human resource management	29
B. Sound financial management	30
C. Fraud risk management	31
D. Digital transformation and information management.....	32
E. Sound environmental management.....	34
ANNEX: Performance tables.....	36
PART 1. Delivering on the EU priorities.....	36
PART 2. Modernising the administration.....	43

INTRODUCTION

A vision to help deliver on the EU goals

The Strategic Plan 2020-2024 of the Publications Office ('the Office') outlines its **overall strategy** to contribute to the **headline ambitions for the EU** ⁽¹⁾ over the next 5 years, defined by the Commission on the basis of **A New Strategic Agenda for the EU 2019-2024** ⁽²⁾ set by the European Council and following discussions with the European Parliament political groups.

Part 1 of the strategic plan describes **what** the Office will deliver, i.e. the strategy built around the **Commission's general objectives** on the one hand, and the **Office's specific objectives** on the other hand, reflecting its specific contribution to the attainment of the general objectives. The Office will contribute to three general objectives: 'A Europe fit for the digital age'; 'A new push for European democracy'; and 'A modern, high-performing and sustainable European Commission'. The highlights for the period 2020-2024 are detailed hereafter.

Grasping the potential of the digital age

The Office will work to **strengthen the EU open data and reuse policies** by enhancing the access to and reusability of EU public administrations data, including public procurement data. The European public procurement space and the European open data space will foster evidence-based policymaking and the creation of services based on EU information sources, and thus **contribute to growth in the EU digital single market** (specific objectives 1 and 2 under general objective 2 'A Europe fit for the digital age').

Increased awareness about European citizenship and the rights it confers

Within the European digital legal space, the Office will ensure **smooth navigation** through the whole body of law applicable within the EU so that citizens and businesses understand the full extent of their rights and obligations and fully benefit from the internal market (specific objective 3 under general objective 6 'A new push for European democracy').

Building the resilience of the EU democratic systems

The Office will also offer to citizens a **reliable and trustworthy point of access** to content and knowledge of all EU institutions. Connecting with people and ensuring information availability for all will support the EU institutions' **push for democracy** and help counter disinformation and fake information (specific objective 4 under general objective 6 'A new push for European democracy').

⁽¹⁾ https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf

⁽²⁾ <https://www.consilium.europa.eu/media/39914/a-new-strategic-agenda-2019-2024.pdf>

Deepening interinstitutional cooperation

The Office will fully **draw upon its interinstitutional role** and it will work, among others, to reach greater interoperability in the EU institutions. It will also implement a more flexible and faster publishing of the *Official Journal of the European Union* and it will develop a new secure, state-of-the-art digital solution to support the EU interinstitutional annual budgetary procedure. Finally, it will offer high-quality publishing services to all EU institutions, with the aim to achieve savings and increase the EU publications' outreach (specific objectives 5, 6 and 7 under general objective 7 'A modern, high-performing and sustainable European Commission').

Part 2 describes **how** the Office will deliver, in particular the steps it will take to modernise its way of working and to make the most efficient and effective use of resources, with a focus on gender equality, sound financial management, digitalisation and sustainability.

Delivering on the EU institutions' priorities in a challenging landscape

While based on a Commission template, this strategic plan fully draws upon the Office's interinstitutional mandate to deliver on all EU institutions' priorities and on the agenda for the EU. The context may prove challenging, as it will be shaped, among others, by the outcome of the negotiations on the Multiannual Financial Framework 2021-2027 and the COVID-19 crisis and its aftermath.

PART 1. DELIVERING ON THE EU PRIORITIES

A. Mission statement

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

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

Our values:

- **Transparency:** we facilitate transparency throughout the policy cycle of the EU institutions, to enhance evidence-based decision making, accountability, civic participation and democracy;
- **Trustworthiness:** we strive to ensure the content we provide is accurate and trustworthy so that citizens trust the EU as a provider of information;
- **Accessibility:** we believe access to information is a human right that all citizens should enjoy regardless of language, culture, disability, social status, way they understand information, or location;
- **Service orientation:** we are committed to continuously improving our services to both our institutional stakeholders and the European citizens because we want to contribute to the European project in the best possible way.

B. Operating context

The organisation and operation of the Office are governed by **Decision 2009/496/EC, Euratom** ⁽³⁾. Under its mandate, the Office has competence, among others, for publishing the *Official Journal of the European Union* and other mandatory publications; publishing non-mandatory publications in the context of the EU institutions' communication activities; and referencing, preserving and making EU data available to the public.

In order to fulfil its mandate, the Office has implemented and manages the following **online services**:

- **EUR-Lex** — access to legal information and the authentic Official Journal;
- **OP Portal** — an access point progressively bringing together the different collections of official documents, publications and reference data managed by the Office (EU Law, EU Publications, EU Vocabularies and EU Whoiswho);
- **TED** (Tenders Electronic Daily) — access to public procurement notices (*Supplement to the Official Journal*);
- **EU Open Data Portal** and **European Data Portal** — access to the EU institutions', Member States' and European countries' structured data to facilitate reuse;
- **CORDIS** (Community Research and Development Information Service) — the primary public repository and service for the dissemination and the reuse of EU funded research projects and their results;
- **Interinstitutional style guide** — a reference tool for linguistic harmonisation across all EU official languages.

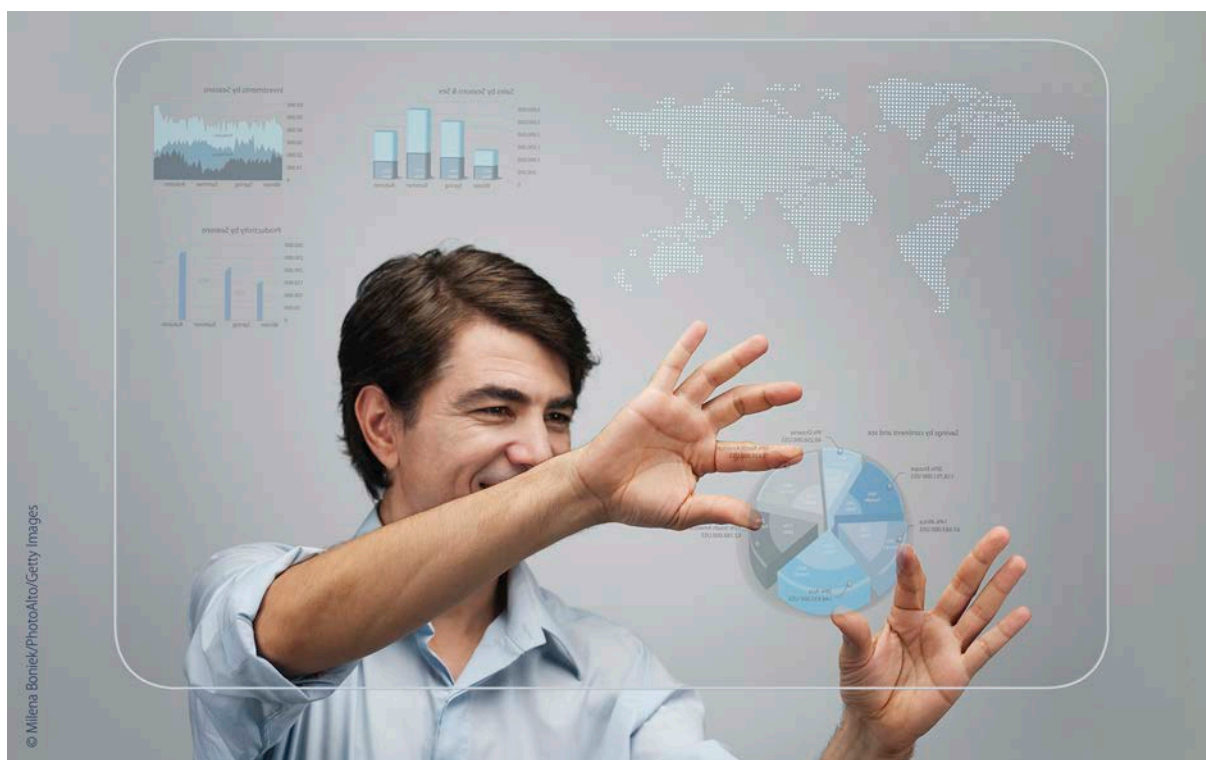
The **core stakeholders** of the Office are the **EU institutions**. At the same time, its activities are also **society oriented**: the free access to EU law and decision-making process, together with the long-term preservation activity, play a key role in the transparency of EU institutions, as well as to their accountability and better policymaking processes. The reuse of data activity extends throughout a whole reuse community, formed by researchers, statisticians, IT developers, businesses, public administrations, etc.

⁽³⁾ Decision 2009/496/EC, Euratom of the European Parliament, the Council, the Commission, the Court of Justice, the Court of Auditors, the European Economic and Social Committee and the Committee of the Regions of 26 June 2009 on the organisation and operation of the Publications Office of the European Union (OJ L 168, 30.6.2009, p. 41).

C. Strategy

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)



Public procurement in the EU: need for reliable and complete data

Reliable, accurate and complete public procurement data are essential to enhance **transparency and accountability** of public spending, fight corruption and improve spending quality for the public authorities at all levels. The data should provide the answers to four questions: who buys?, from whom?, what? and for how much?

Who buys, and from whom? At European level there is no accurate way of identifying the entities procuring or selling, as the use of unique identifiers in procurement is not yet mandatory. The same entity can therefore participate in different procedures, under slightly different names. This makes it virtually impossible to get appropriate information about all the procurement awarded by a certain entity, or about all contracts given to a certain economic operator. Yet identifiers exist and are used at national level.

What are public entities buying, and how much are they paying for it? Clear and consolidated data are often not available. There is no EU-wide consensus on which data need to be collected and for what purpose.

Standard eForms and improved quality of public procurement data

There is a large volume of procurement data available, both in the Member States and on the TED website. The strategy for the European public procurement space will focus on the measures needed to get the right data, and get the data right. This means **data that is structured and standardised**.

Thus, the backbone of this objective will be the **implementation of the eForms regulation** coupled with an **enhanced access** to and the **improvement of public procurement data**.

Under the **eForms regulation** ⁽⁴⁾, eForms are standard forms used by public buyers to publish notices on the TED website. The use of standard forms will facilitate interoperability and reuse of data. This is very significant when dealing with information that needs to be published at both national and European levels. Standard eForms must be available for use by November 2022 ⁽⁵⁾.

Additionally, the **public procurement ontology**, which the Office is developing within the ISA² ⁽⁶⁾ programme and with the support of a working group composed of national experts in public procurement, aims to adopt a common understanding of concepts used in procurement — it includes a glossary of terms (with definitions) and a data model depicting the relations between concepts used in procurement. The ontology is the basis for the new generation of standard procurement forms. The eNotification part of the ontology is expected to be completed in the course of 2020.

The following are the actions the Office will therefore focus on:

- **Implement eForms by November 2022.** A new data exchange model for public procurement notices, based on a recognised standard (Universal Business Language), will be introduced. The Office will also develop a new web interface for the submission of procurement notices (eNotices2) and implement a unique system for the verification of respect of validation rules at reception, and subsequent rejection of non-compliant notices. It will adapt the existing publication applications — eSentool, TED Monitor, eTendering, etc. — to work with eForms, and will adapt the TED website in order to display eForms. Finally, the Office will create an eForms-based and eProcurement ontology-compliant repository;
- Provide for easy and user-friendly access **to public procurement data and to bulk data, and enable** the extraction of statistical data. **The TED and SIMAP websites will be merged in order to limit** access points. The search and display of results will be enhanced for the TED website, and the publication of and access to tender documents will be improved, including by enhancing the eTendering features, such as search;

⁽⁴⁾ 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).

⁽⁵⁾ Article 4 of Implementing Regulation (EU) 2019/1780.

⁽⁶⁾ ISA²: Interoperability solutions for public administrations, businesses and citizens (https://ec.europa.eu/isa2/home_en).

- **Increase data quality.** The eProcurement ontology will be finalised, and the corresponding reference lists (code lists) will be adopted. Non-XML forms will be phased out;
- **Improve services and workflows, and limit manual interventions.** A unique system will be implemented for monitoring and reporting throughout the publication chain, and analytical tools will be provided to retrieve and analyse data. The Office will maintain a catalogue of services and provide for a single point of access for machine-to-machine communication.

Enhanced automation of data processing and interoperability

The public procurement ontology will **enhance exchanges** between actors; it will also significantly **facilitate the treatment of information** and **interoperability** between the different modules and applications.

Following the implementation of eForms, common data formats and exchange protocols will facilitate the **automation of data processing** and **transfer between national and European platforms**. Furthermore, applying standards makes **linking of data** easier — linked data are a precondition for developing artificially intelligent systems which will facilitate the **increased exploitation of the potential** of procurement data.

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



A European open data space in the single market for data

The **European open data space** will be an essential element of the single market for data — an EU-wide interoperable data space that will enable the development of new products and services based on public data, as well as industrial and scientific applications. It will focus on the **implementation of EU open data and reuse policies** under the legal acts adopted by the EU institutions, in particular Directive 2003/98/EC ⁽⁷⁾, and will be an integral part of the common European data spaces for public administration as defined by the European strategy for data ⁽⁸⁾.

A gap still exists between the available wealth of open data, spread across multiple outlets, and the effort required to discover, access and reuse it. This results in missed opportunities, redundancies and higher burdens for actors who could use these resources. The European open data space, as an **ecosystem of tools** — datasets, data models, ontologies and data sharing contracts — **and specialised management services** to preserve, generate and share new knowledge, will help to fill in that gap.

(7) Directive 2003/98/EC of the European Parliament and of the Council of 17 November 2003 on the reuse of public sector information (OJ L 345, 31.12.2003, p. 90).

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

A single entry point to open data and citizen-centric reuse services

The building blocks of this objective are:

- Providing a comprehensive catalogue of open data and citizen-centric reuse services;
- Improving the interlinking and interoperability of open data with other sources of public-sector information, such as legislation, publications and digital content;
- Fostering the reuse of data from EU content through the organisation of EU Datathon competitions and data visualisation events;
- Contributing to the implementation of data governance and policies across the EU institutions.

A comprehensive collection of open data and related services will be provided via a single platform based on data.europa.eu, to strengthen the implementation of the EU open data policy ⁽⁹⁾. This access point to the European open data space will be established through the **consolidation of the EU Open Data Portal and European Data Portal**. Based on the already provided tools and specialised management services, the new consolidated platform will develop additional service-oriented functionalities such as metadata and data quality checks, previews, powerful APIs ⁽¹⁰⁾ and automated data visualisations. It will make **more data machine readable**, available in bulk, with open licence, up to date and interlinked and thus increase the reusability and quality of public sector information.

The Office will identify and support the exploitation of the potential of **linked open data for European public administrations**, which enables data analysis and facilitates the creation of new data, information and knowledge (for example publishing the EU budget and other important datasets as linked open data). The Office will also facilitate the **reuse of enablers of linked data**, such as common vocabularies, standards and usage of identifiers and standard data citation styles.

The European open data space will allow for systematic data visualisation for datasets by letting users create their own visualisations, export and embed them in their websites. The Office will also work to strengthen data visualisation capacities in the EU institutions through training sessions and workshops, and will pursue its efforts to foster the development of a **data visualisation community** through sharing of knowledge and reusable tools, and the organisation of data visualisation events ⁽¹¹⁾.

Furthermore, the European open data space will incorporate user-centric services benefiting from the ideas arising from the **yearly EU Datathon** competitions ⁽¹²⁾. A comprehensive assessment will be conducted to consolidate the lessons learnt and to take stock of the innovative business and societal services resulting from the editions of the EU Datathon.

⁽⁹⁾ Directive 2003/98/EC and Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents (OJ L 330, 14.12.2011, p. 39).

⁽¹⁰⁾ API: Application Programming Interface.

⁽¹¹⁾ Such as EU DataViz: op.europa.eu/eudataviz

⁽¹²⁾ op.europa.eu/eudatathon

While the EU institutions remain responsible for their open data management and publishing, the Office will **actively support** those having established their reuse policies — the Council and the Commission — and encourage the other EU institutions to do so. The Office will work towards interoperability between the European Commission Data Catalogue, under development, and the data.europa.eu outlet. Under the European Commission Data Advisory, the Office will promote a culture shift (through workshops and training sessions) from ‘need to know’ to ‘**need to share**’ across the EU institutions, as a role model for the change needed across the EU to **make data available in the best possible formats** and thus achieve the ambition of a Europe fit for the digital age.

Facilitating the reuse of open data to benefit society

The European open data space will increase the EU’s capacity to address societal challenges through the use of data by fostering an **evidence-based decision-making** process, in particular through data profiling — this will allow for better targeted policy interventions. In this context, the Office will explore possibilities for collaboration between the data.europa.eu outlet and the MIDAS platform⁽¹³⁾, which includes models used by the Commission in policymaking and impact assessments.

The European open data space will lower the burden of data collection on market players, as companies would only have to deal with a **single entry point**, which gives sustainable access to reliable and reusable data. Finally, under a ‘data as a public service’ approach, it will enable **the creation of services** on the basis of EU information sources.

⁽¹³⁾ MIDAS: Meaningful Integration of Data Analytics and Services
(https://ec.europa.eu/knowledge4policy/modelling/topic/corporate-modelling-inventory-knowledge-management_en)

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



Interdependencies between legal systems operating in the EU: a complex legal space

The concept of **European legal space** describes the interdependencies between different legal orders that operate in the EU — mainly EU law and national law, but also other systems such as the one created by the European Convention on Human Rights. Two significant dynamics characterise this space: on the one hand, national law becomes more and more dependent on EU law and, on the other hand, national law acquires more relevance in cross-border relations, as citizens exercise the four fundamental freedoms provided for in the Treaties.

Despite the harmonising effect of EU law, the inherent complexity of the European legal space makes it difficult for citizens and businesses to **understand the full extent of their rights and obligations** and to fully **benefit from the internal market**. It is therefore important to **eliminate barriers** to smooth navigation through the whole body of law applicable within the EU, whether those barriers are of legal, technical or linguistic nature, by **creating the digital European legal space**.

Digital European legal space: bringing law closer to citizens

The cornerstones of this objective are the following:

- Connecting EU law and national law, including case-law and soft law, with their relations made explicit;
- Facilitating understanding of EU law and national law;
- Fostering the role of EUR-Lex as the reference point for EU legal information.

In order to achieve the objective, the following actions will be carried out:

- Propose recommendations to Member States to **bring national law and case-law closer to EU citizens**, namely through digitalisation and consolidation;
- Contribute to and promote **common standards and interoperable frameworks** in the domain of legal information and documentary management within EU institutions as well as at national level (ELI and ECLI identifiers ⁽¹⁴⁾, ontologies);
- Publish **consolidated texts at the moment of publication of the amending act** and provide **better visualisation of the life cycle of the act**;
- **Integrate information** from different systems providing access to EU law, EU law-making procedures (including information on evidence supporting legislative proposals) and justice information (EUR-Lex, the future Joint Legislative Portal, Interinstitutional Register of Delegated Acts, Better Regulation Portal, N-Lex, European e-Justice Portal and others);
- Provide **simple access for a non-specialised audience** to the currently applicable EU law and tailor EUR-Lex functionalities to the needs of different target audiences: in this context, the possibilities offered by **natural language-processing technologies** will be explored;
- Implement **new key functionalities**, such as introducing hyperlinks to enable direct navigation from references in documents, improve editorial content, curate document information and **improve search on EUR-Lex**;
- Strengthen the **visibility and reuse of summaries of EU legislation** and explore the visual presentation of the contents of the legal acts;
- Improve **access to national legislation and case-law** in collaboration with Member States, including via machine translation and common search platforms;
- Increase the **visibility of EUR-Lex** — the most visited europa.eu website — through various channels: search engine optimisation to ensure that EUR-Lex pages figure among the top results of most important search engines, communication via social media, better linking with other relevant information outlets and promotion at different professional forums and events.

Easy access to law: enhancing transparency and trust

The benefits of the digital European legal space will be multifaceted. It will allow **citizens** to easily retrieve official information about their rights and obligations across the EU when they exercise the four fundamental freedoms. It will enable **businesses** to innovate, grow and access new markets thanks to an easier understanding of different national legal rules.

⁽¹⁴⁾ ELI: European Legislation Identifier; ECLI: European Case Law Identifier.

It will help mutual understanding across **national administrations and courts** for a better implementation and application of EU law and other Member States' laws. It will make it easier for **EU institutions** to communicate the core values of the Union.

Overall, the digital European legal space will enhance **transparency** and **trust** in the EU, and contribute to the **cohesion** of its Member States.

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



Access to information: a fast-evolving landscape

Expectations today are that we find adequate answers to our questions without being confronted with the **complexity of the information production processes**. Moreover, the expected **form of this information** has changed. Rather than in lengthy documents, information is consumed in bite-size pieces. People are turning to **small items of content** in the form of videos, audio clips and comments, as valid purveyors of information. This move has been reflected in the **output of the EU institutions**. More and more information is being disseminated as videos, web pages, podcasts, etc. Similarly, instead of coming to our websites, users turn more frequently to bite-sized pieces of content that they find typically through search engines and often share further in the form of links or as references — via blogs and social media, on websites, in articles, etc.

The challenge facing us is to **provide access to these pieces of content** in a **narrative tailored to the individual user** where possible.

Improving access, discoverability and linking across EU content

To this end, several supporting behind-the-scenes services are required: **consistent ways to identify and describe** the content, intuitive and **performant search engines** and **robust long-term access services**. There also needs to be harmonised approaches, in terms of descriptive metadata and identification, to ensure the **interconnection of material across EU institutions**, regardless of format. The old silos of information have to align and where possible merge, moving to an **interlinked, persistent output** provided

in a **user-centric way** with minimum administrative overheads for the producers of this material.

Core services already existing at the Office support the aim set out above, namely to identify, to acquire, to describe, to disseminate and to archive. The Office will build on this solid expertise and **develop new services** adapted to this changing landscape.

In response to the evolving processes of information production, the Office will develop **new ways of cooperation with the content creators** so information and knowledge can be easily passed on to citizens.

The Office will also **fully draw upon its interinstitutional role** and offer to citizens a reliable and trustworthy **point of access to diversified content and knowledge** present in EU repositories and archives.

The Office will leverage its expertise to help EU institutions model their information, describe it and make it available. A **light identification service** will be implemented, in a simple, easy-to-use way, whereby the user receives a persistent identifier at the moment of depositing the content with the Office — such deposited content will still benefit from the full range of services (description, dissemination, preservation). At the same time, **persistent identification of publications' parts** will facilitate their dissemination in bite-size pieces and encourage users to share EU content across platforms.

The OP Portal will be developed as an **aggregator and access point** for such content, with several 'views' on the information held in the Office's repository (Cellar) and elsewhere. The Office will also develop tools that will graphically represent relationships between various types of content and will provide **high-quality citation services** and linked access. Existing partnerships will be further exploited, with the integration of the latest EU publications into **library catalogues around the world**, so that users find the information regardless of their starting point.

The Office will make the most of its expertise in interoperability. **Improved subject access** will be ensured through the consistent use of EuroVoc descriptors and the further alignment of EuroVoc with other vocabularies. Finally, artificial intelligence will be exploited to improve access, discoverability and linking across the range of material hosted or referenced by the Office.

Under **long-term preservation** activities, the **EU legal deposit** will be implemented and will provide a framework for persistent identification of and access to all EU publications. The **web archiving service** will be further developed as an agile capturer of content 'in the wild', with regular harvesting of unidentified content on websites (document harvesting). **ISO (International Organization for Standardization)** will be acquired for the **EUDOR** long-term archive, providing further recognition of its role as a secure archive.

The proposal to transfer the Commission's **Central Library** to the Office will provide further legitimacy to the Office's **data and information provider** role as well as for **data and content acquisition** for the Commission and other EU institutions.

Integrating the Library into the Office will facilitate the move from a print-based service to a more **digital-oriented service provision**. **Integrating EU publications with online access** to third-party material, it will be the go-to service for anyone interested in the EU project.

The current physical spaces of the Library, in Brussels and Luxembourg, will be transformed into **outreach centres**, showcasing information on the EU to both internal and external audiences, and serving as training areas to develop search and information retrieval skills.

By building on the **expertise in acquiring** of knowledge and data within both the Office and the Library, it will be possible to take on the role of centralising the purchase of data, providing a single, horizontal service. This could lead to savings and would **democratise** the use of this data as all staff would have access to everything, instead of data only being available to the purchasing directorate-general. Possible synergies with other libraries within the EU institutions will be explored.

Ensuring information availability for all

Knowledge management is at the centre of any organisation's activities, enabling swift decision-making based on reliable information. Thus, improving discoverability and access to EU content and knowledge supports the Commission's guidelines on **better regulation** as 'a way of working to ensure that policy is prepared, implemented and reviewed in an open, transparent manner, informed by the best available evidence and backed up by the comprehensive involvement of stakeholders' ⁽¹⁵⁾.

These aims also fit with the **Sustainable Development Goals** (SDGs) of the United Nations, in particular SDG 10 'Reduced inequalities' and SDG 16 'Peace, justice and strong institutions', which includes access to information. Target 16.10 talks specifically about **ensuring public access to information** and protecting fundamental freedoms. The EU institutions' own push for democracy can be well served by **connecting with people and ensuring information availability for all**.

⁽¹⁵⁾ https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how_en

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



Interoperability in the EU institutions

As an **interinstitutional service provider** the Office exchanges data with multiple partners such as the EU institutions and professional reusers. It needs to be able to deal with data from different sources and in different formats. In its transition from paper to electronic publishing house, the Office has recognised early on the importance of using **standards for both content and metadata** to achieve interoperability.

Interoperability is the ability to exchange and make use of information. If information is encoded differently, systems do not understand each other and therefore are not interoperable. To remedy this, mappings, conversions or manual interventions are needed. These costly and error-prone activities can be avoided by agreeing on the use of **common standards**.

In the EU institutions there is no corporate approach to reference data management, and the knowledge and maturity level varies between services. Some standards exist, but they are often domain specific and not conducive to cross-sector, cross-service or cross-border interoperability. Reference data are often created ad hoc. This leads to interoperability issues and a waste of resources due to duplication of effort and overlapping standards. A

striking example is the multitude of lists with country codes maintained inside EU institutions and the lack of awareness of the existence of a reliable reference source.

Common standards to achieve interoperability

The solution is to define corporate standards and to agree on using common interoperable tools and methods within the framework of a corporate governance and data policy.

The aim of this objective is twofold:

- To drive forward **the exchange of all legal data** with EU institutions **in a secure and automated** way based on common standards (metadata and content in a structured format);
- To come to a truly **common approach** for the management of reference data and knowledge organisation systems in EU institutions. Thus, there will be a **single point of access** and contact for interoperability resources and standards within the EU institutions.

By providing corporate services for reference data management, the Office aims to have a leading role in the standardisation domain.

In the field of the exchange of legal data, several major versions of AKN4EU — the adaptation and implementation of the Akoma Ntoso standard for the EU legislative context — will be released. They will include common structural and semantic concepts for all document types of the ordinary legislative procedure and will enable *inter alia* the automation of the consolidation of legal acts. Finally, all acts published in the Official Journal will be converted into AKN4EU format, creating one of the biggest corpora of legal documents with XML markup based on the Akoma Ntoso standard.

To reuse reference data instead of maintaining own instances in silos, the EU institutions' services need to be able to trust the data and the data provider. As interinstitutional service provider, the Office is a neutral intermediary, providing the required **quality and trust** combined with the necessary expertise and a **catalogue of corporate services and solutions** in the standardisation domain.

As regards corporate reference data management, a list of key reference data assets under corporate governance will be established with the identification of the data owner/curator and a 'comply or explain' policy that will apply for new information systems. The Office proposes to **coordinate the governance** of the list of corporate reference data assets and to **provide access and support** for the use of the corporate service for reference data management to services of the EU institutions and selected public administrations in Member States. With a view to cost savings and rationalisation of resources, the institutions' services may decide to outsource the maintenance of their reference data assets to the Office.

Secure and efficient exchange of data

The use of common formats will facilitate the processes of exchanging, accessing and reusing information. Exploiting new harmonised structures can bring **savings** in costs and time, and will help **improve the quality of documents**. Implementation of a seamless automated workflow for legal documents produced by the EU institutions during the interinstitutional legislative process will bring benefits in terms of greater **simplification, effectiveness, efficiency and security in the exchange of legal data**.

Under a corporate approach for reference data management, using common standards-based reference data assets instead of maintaining separate reference data assets per system will enable systems to exchange data without the need for costly and error-prone conversions and manual interventions. Making use of new technologies, the information provided in these corporate reference data assets can be **exploited by machines** and will serve as reliable building block for innovative data-based services. Thanks to their **multilingual** nature, corporate reference data assets will **bridge language barriers** and facilitate the provision of cross-border and cross-sector services.

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



The objective is articulated around the Office's efforts to provide the EU institutions with secure and performant digital solutions to publish legal information — from EU law to budgetary documents and case-law, with a focus on switching to an act-by-act publishing of the Official Journal and modernising the interinstitutional tool for the production of the EU budget.

THE OFFICIAL JOURNAL ACT-BY-ACT

The Official Journal: from paper to digital age

In July 2013, the **electronic edition** of the Official Journal acquired **legal value** instead of the printed edition. However, this shift was not accompanied by a change in the structure of the electronic edition, which remained a legacy of the paper age: a collection of unrelated acts published in a single issue. Furthermore, technology has radically changed the way legislative acts are drafted and processed by the EU institutions — new tools have increased the expectations of a **faster publication time**, in particular for **urgent and sensitive acts**.

Additionally, the existing Official Journal edition puts severe constraints on the production process, such as the collation of the acts in a single edition and the preparation of a static table of contents.

Publishing the Official Journal act by act

With the **act-by-act publication of the Official Journal**, acts will no longer be combined to produce an issue to be published as a gazette. Instead, **each act will be published** as soon as it is ready for publication, **independently of other acts**.

The objective will be implemented in close cooperation with the EU institutions, who will be called on to **jointly decide** how to tackle the changes triggered by the move to the act-by-act production of the Official Journal, such as **referencing of published acts**, metadata and required additional features, e.g. bundled access to sets of acts which are strictly related. Every document consulted will be authentic — to this end the existing manual electronic signature will be replaced by an **automatic electronic seal**, leveraging benefits from the eIDAS regulation ⁽¹⁶⁾ as an early institutional adopter.

More flexible and faster publishing of the Official Journal

The objective will bring a more **flexible, faster and simplified way** of publishing the Official Journal. The task of collation and a static table of contents will no longer be needed, thus **decreasing the overall time** from the adoption of an act to its publication in the Official Journal. There will be fewer restrictions on responding to **last-minute publication requests** and publishing acts on dates when no regular publication is planned. Similarly, there will be less impact in the case of an author's last-minute decision not to publish a document or to postpone its publication date.

For **EUR-Lex users**, **each act** consulted will be **authentic**. Currently, an act can be considered authentic only when it is consulted within an issue of the Official Journal. Referencing will be simpler since the Official Journal number will disappear. Users will have the possibility to **display published acts in different views**, customisable according to their interests, selected criteria etc.; they will be able to **group acts** according to their needs, for example all the authentic acts of a same legislative package could be presented together even when they are not published in the same Official Journal edition.

INTERINSTITUTIONAL BUDGET INFORMATION SYSTEM

The EU budget as an interinstitutional collaborative process

The annual EU budgetary procedure is a **complex and politically very sensitive exercise**. Today, the production of the EU budget is ensured by the Common Integrated Budget Application (CIBA), which is the unique interinstitutional collaborative information system used by the Commission to prepare its annual statement of estimates and the EU's Draft Budget, and by the European Parliament and the Council to prepare, negotiate and publish the final budget in the Official Journal and on EUR-Lex.

The Office has a critical role in this respect by ensuring that the EU institutions can rely on a **performant tool** throughout the multiple steps of the procedure (Commission hearings,

⁽¹⁶⁾ Regulation (EU) No 910/2014 of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market (OJ L 257, 28.8.2014, p. 73).

Council position, Parliament readings, conciliation, etc.) with a **secure environment** that guarantees the appropriate level of confidentiality by strict access control. The three EU institutions regularly bring the critical value of CIBA to the fore. However, CIBA is a legacy information system built over the last 20 years, with outdated technologies and data formats, and increasing maintenance costs.

A performant digital solution for the production of the EU budget

The objective is to provide the EU institutions with the **Interinstitutional Budget Information System** (IBIS): a secure, state-of-the-art digital solution to support the production of the EU budget, **enabling the sharing of data and the collaborative working practices**.

This solution will be designed to **optimise the user experience** in terms of functionality and user interface and to provide flexibility for the EU institutions' staff as to how, when and where they work, allied with more **standardisation** in the way IT tools and information are used.

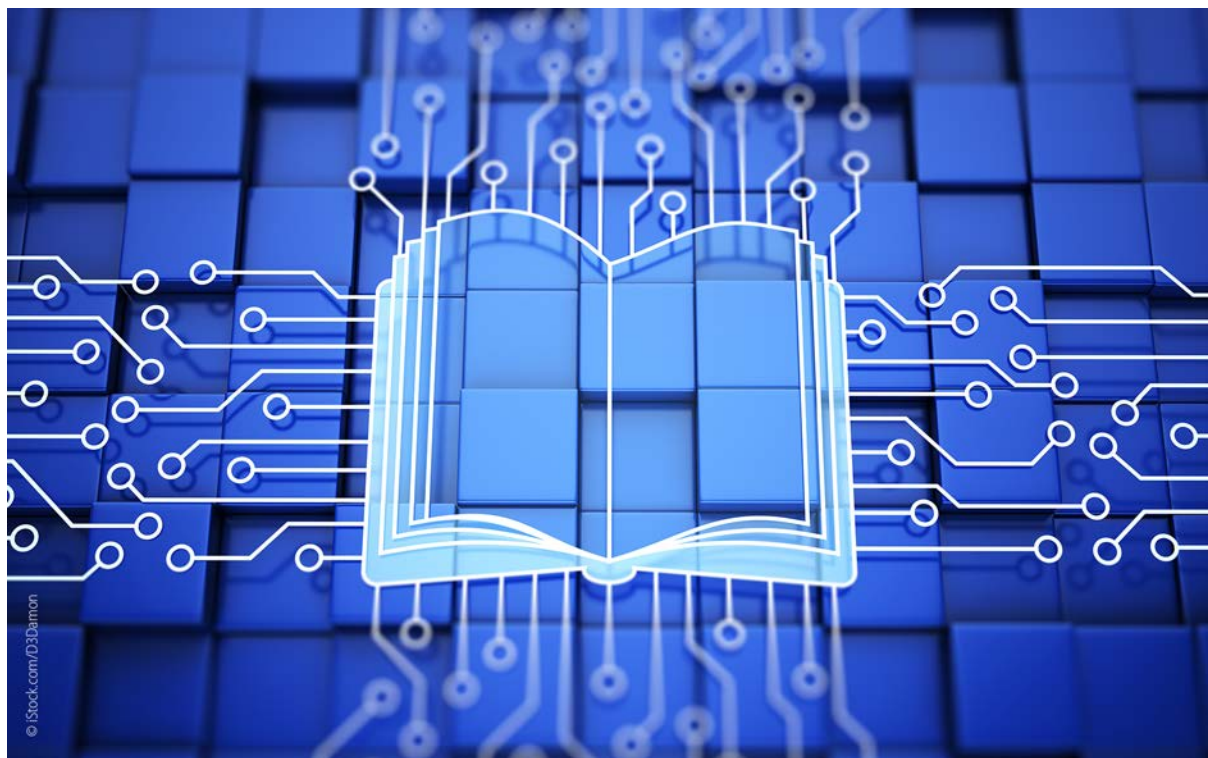
Together with the EU institutions, the Office will carry out a **thorough analysis of the business needs and requirements**, exploring further collaboration and synergies among the institutions in view of **streamlining business processes** related to the production and publication of the EU budget.

The Office will ensure a modern and secure integration with the institutions' information ecosystem. On the one hand, the tool will reuse existing **corporate solutions for document editing** (LEOS/Edit), **workflow and access management**. This will ensure that editing can be restricted for different actors during different parts of the process and that changes are traceable, with the possibility to extract and compare different versions and see who made the changes and when. On the other hand, the tool will incorporate adopted **standard formats** (IMMC and AKN4EU) and the design will support the production of **ready-to-publish documents**. It will ensure **dissemination** of the public part of the information directly on EUR-Lex **automatically**, making use of the publication channels already used for publishing EU law documents.

Transparency and better performance

By enabling **real-time publishing**, the new tool will contribute to improving the **transparency** of the EU budget. Being based on modern principles, IBIS will offer **better performance**, availability, reliability and flexibility, while lowering maintenance overheads. For the EU institutions, the faster and more performant tool will translate into efficiency gains.

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



Effective communication in a digital and data-driven world

Effective communication requires fewer products and messages, but more investment in their **quality and impact**. Communication products must be well-targeted and editorially and graphically well-designed; their linguistic coverage, digital formats and dissemination channels must correspond to their purpose and to the public's expectations. All these requirements apply to **publications as important tools** supporting collective EU communication efforts.

At the same time, in a digital and data-driven world, the content must be **sharable and reusable**. **Machine-readability** is crucial as a key aspect of **discoverability**. Digital technologies also provide new opportunities for **inclusive publishing** catering for the needs of persons with disabilities ⁽¹⁷⁾.

Finally, European public administration should operate as efficiently as possible, and EU institutions are called on to **achieve better results with fewer resources**. The Commission framed this process in the concept of domain leadership, proposing further specialisation of support services linked with the implementation of **synergies and efficiencies**.

⁽¹⁷⁾ Directive (EU) 2016/2102 of the European Parliament and of the Council of 26 October 2016 on the accessibility of the websites and mobile applications of public sector bodies (OJ L 327, 2.12.2016, p. 1). Directive (EU) 2019/882 of the European Parliament and of the Council of 17 April 2019 on the accessibility requirements for products and services (OJ L 151, 7.6.2019, p. 70).

The Office's vision for domain leadership responds to the **need for savings** in the Commission and other EU institutions, but it also frames the Office's efforts to **support the communication efforts of all EU institutions** and helps strengthen its capacity as a modern digital publisher.

Creating better publications to enable better outreach to citizens

The building blocks of this objective are:

- Collaborative planning and better governance for publications;
- Translation request management;
- Centralised production of publications; and
- Editorial advice and performance measurement.

Publications governance and **collaborative planning** are the key elements of this objective. The Office will gather information from author services and manage the collaborative planning data of publications on behalf of all directorates-general, providing a sound basis for **collaborative decisions at corporate level**.

Under the publications governance linked to its domain leader mandate⁽¹⁸⁾, the Office will provide support to corporate bodies in the field of publications and to the Commission directorates-general for the implementation of governance decisions. For a bigger impact, the Office will propose to its Management Committee the extension of the governance schema to other institutions at a later stage.

Savings and high-quality publishing support services for all EU institutions

The Office envisages that centralising production coupled with strong governance would bring **savings** — firstly to the Commission and, in the long-term, to other EU institutions. In accordance with the Office's vision of domain leadership and its underlying methodology, the savings for the Commission would be significant if the goal of progressive reduction in the number of publications up to 30 % could be met.

In order to achieve the savings described in the Office's vision of domain leadership by **transferring decentralised work from the Commission directorates-general to the Office**, investments are needed over the next 3 years. Different scenarios have been designed as to the scope of investments and savings, affecting the level of results and impact of the actions proposed by the Office. Based on internal reallocations, the Office is carrying out **pilot projects with four Commission directorates-general** in order to document the net impact of the workload shift to the Office. Additional needs for other institutions to join relevant parts of the process such as governance will be evaluated after the first stock-taking exercise.

⁽¹⁸⁾ The Office's proposal of domain leadership based on four building blocks has already been discussed and agreed upon with the Commission central services; an agreement from the Commission's Corporate Management Board concerning the vision of services and methodology was given on 28 April 2020; a final decision on scaling up is foreseen for the end of 2020.

In response to authors' need for professional advice on targeting, structuring and language coverage of their publication, the Office will provide a comprehensive set of services, including technical **editorial advice before or during drafting** and **performance measurement** after the release of a publication. These reports on the performance of high-priority publications will consolidate, interpret and visualise data on physical dissemination, electronic consumption, social media and citations, for governance purposes. As regards the **accessibility of digital publications** for persons with disabilities, and complementing the Commission's actions in the field of web accessibility, the Office will assist the EU institutions in **introducing accessibility into all other digital formats**, from simple Microsoft Word documents to mobile apps. The Office will also develop a modular system of **publishing-related training**, suitable for both basic and advanced users and supplemented by seminars, conferences, dialogue platforms, newsletters, etc. In addition, in a bid to support authors' efforts to **address citizens in their native languages** and to ensure a sound use of content management assets, the Office suggests that it makes translation requests to DG Translation following the copy-editing of the original manuscript by the Office's language editors and its enrichment at a technical level. This streamlined approach to translation request management is expected to produce savings in administration overheads while ensuring better quality.

The Office envisages that its **modern production services** and the added value of its project management model will attract a growing number of clients. The objective of **centralising production** should be met without making the use of the Office's services mandatory. It must be **based on clients' satisfaction**.

The road towards implementation

To implement the Office's vision, **IT developments** will be necessary to support collaborative planning, automated data harvesting for performance management, and accessibility templates. A modern workflow management system will be also developed covering the production of legal and general publications. Additionally, scaling up of services will require a stable contractual basis: **digital publishing contracts** equipped with accessibility provisions have been concluded and, under the Office's new language editing policy, the new generation of contracts allowing outsourcing of language editing services is operational, enabling a shift of the Office's language staff to new higher added-value services. As regards **accessibility**, work processes, contracts, templates, guidelines and tutorials will be **further developed and promoted** in a structured way in cooperation with stakeholders.

D. Key performance indicators

The Office has selected the following key performance indicators:

- Number of reuse examples;
- Number of Member States whose national legislation is available through EUR-Lex/N-Lex;
- Percentage of records exported to metadata reusers within 4 weeks of publication;
- All legislative content covered by AKN4EU specifications;
- Increasing percentage of author services using a range of production services of the Office instead of submitting identifiers-only requests.

PART 2. MODERNISING THE ADMINISTRATION

A. Human resource management

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

Staff engagement and well-being

In order to ensure the effective management of human resources (HR) and to optimise the capacity to deliver on priorities in this strategic plan, the Office will develop a **local HR strategy** with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

Staff engagement will be fostered, among other things, through the implementation of actions resulting from the 2018 Commission staff survey and **enhanced internal communication**. Thus, the Office will focus on the following elements: well-being measures; enhanced communication from senior management; and change management.

Well-being of staff will be supported by extensive use of flexible work arrangements, enhanced communication on the progress of the works around the Office's premises (Mercier building) and sustained maintenance of the building, along with clear information about the facilities and conditions in the new building in 2023.

Senior management will engage with staff to explain their vision and the strategy for the Office, and will **enhance communication on their decision making**, by communicating via the Office's intranet and regular face-to-face formal and informal communication with staff, organising regular **open doors for staff** and participating in unit meetings. The collaboration and involvement of staff will be strengthened through workshops, work on collaborative platforms, **participatory leadership** approaches in decision-making processes, and transparent governance bodies.

Operating in a changing environment and having to constantly adapt to technological innovations, the Office will work to ensure **smooth transitions**. This is relevant, for instance, in the context of the information systems' migration to the Cloud and to the corporate infrastructure local data centres. In collaboration with staff, the Office's management will identify the **challenges**, and will lead staff through the change process by ensuring **better communication** on the change dynamics, progress reports and specific ad hoc training.

As regards internal communication at a corporate level, the Office will continue to participate in the **'Together' campaign**, led by DG Human Resources and Security, and will aim to modernise the internal communication through a corporate reach and concrete impact for staff in their daily working lives. Future actions include, among others, better access to work-related information and the creation of specific information channels. As a member of the Audiovisual Correspondents Network, the Office will actively participate in ongoing information exchanges with communication services as regards videos, stock footage and best practices in production.

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 operational activities** amid increased production volume, enhanced scope of information services provided to EU citizens, and development of new services for users and stakeholders. Following the revision of the Strategic objectives 2017-2025 ⁽¹⁹⁾ and the adoption of the Strategic Plan 2020-2024, an analysis of the organisation chart will be conducted in 2021 in order to optimise its consistency.

Vacant posts (retirement, external mobility) will be **reallocated** in order to better respond to existing and future needs. **Redeployment of staff** will serve the same purpose. Replacement of generalist, horizontal profiles (in the family of administrative support and coordination), and to some extent reduced in-house proofreading capacity, will be achieved via internal mobility, transfer from other directorates-general or institutions or recruitment of European Personnel Selection Office (EPSO) competition laureates.

The **recruitment possibilities** will be used to acquire specialised and technical profiles in relation to the new paradigm of handling information originating in digital form ('born-digital'). Many long-pending vacant posts for IT-related jobs for which the Office has difficulties to recruit will be filled by hiring laureates of a dedicated IT selection for temporary agents in the fields of data analysis, data science, digital workspace, office automation, mobile computing, information and communications technologies (ICT) security and Cloud computing.

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

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission (COSO) 2013 Internal Control framework, including **financial control**, **risk management**, **human resource management**, **communication** and the **safeguarding and protection of information**. The Office has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

The control system in place at the Office focuses on the area of **procurement, financial transactions and protection of assets and information**. It includes, among other things, controls targeted on preventing and detecting irregularities or errors that may lead

⁽¹⁹⁾ <https://data.europa.eu/doi/10.2830/349855>

to incorrect attribution of contracts, and continuous ex ante and ex post controls conducted on financial transactions. The cost-effectiveness and efficiency of these controls will be regularly monitored, with the aim of gradually reducing the cost of controls.

Public procurement and budget management

The Office will participate in the corporate initiatives, such as **synergies and efficiencies** in the financial domain, **e-procurement** and the **development of a corporate finance platform** (SUMMA). It will closely monitor the efficiency and effectiveness of its working methods, financial circuits and procedures, and will adapt in line with the needs of the Office and policy developments at the corporate level. The Office will also continue to ensure high levels of budget implementation and to comply with the contractual payment times.

The Office will enhance the launching of **interinstitutional calls for tenders**, involving other institutions, and the use of the subsequent **interinstitutional contracts**. This will lead to economies of scale, a lower number of the tendering procedures and contracts to be managed, and thus an overall reduction of the administrative burden for the participating institutions.

C. Fraud risk management

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

The risk of fraud will be monitored through internal control measures integrated in the Office's activities.

In 2020 the Office will release its own updated **anti-fraud strategy** which is in preparation, in accordance with the Commission's 2019 Anti-Fraud Strategy ⁽²⁰⁾. Further revisions are planned after 3 years.

The anti-fraud actions envisaged over the next 5 years are aimed at increasing fraud awareness among the Office's staff through **sustained communication** and **information sessions** and at enhancing the measures for fraud prevention and detection. To this end, the Office has planned to create its own **internal information page on fraud prevention and detection** in 2020 and to organise dedicated training for its staff in 2021. Targeted analyses on controls of contractual aspects will be also performed in 2020 and 2021. Other repetitive actions (such as communications to all staff, the analysis of the register of exceptions and the analysis of the concentration of contracts) are planned for every year or every 6 months.

The Office will also contribute 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

⁽²⁰⁾ 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'.

space. The strategy for the European public procurement space aims at enhancing the transparency of EU funding, in line with the Commission Anti-Fraud Strategy. This will be achieved through the implementation of eForms, the implementation of fully electronic reception channels for procurement notices and the enhancement of quality control, together with easier and more user-friendly access to information on procurement contracts.

D. Digital transformation and information management

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

Digital transformation

As the official provider of publishing services to all EU institutions, the Office acknowledged early on the **benefits of digital transformation**, and over the years has undergone profound changes from traditional paper-based publishing to a new paradigm of **handling digital information**. It has continued to embrace new technologies, such as **linked open data and artificial intelligence**, and now operates **beyond its traditional field of business** aiming to improve the provision of services, develop synergies for the EU institutions, and support them in delivering on their policy goals.

The Office **will implement its IT multiannual plan** with its contribution to the **Digital Solutions Modernisation Plan** (DSMP), drawn in accordance with the European Commission Digital Strategy⁽²¹⁾ and European Commission Cloud Strategy⁽²²⁾. The IT multiannual plan will have two main strands.

The first strand will include the DSMP initiatives to cover the design, development and deployment of the **next generation of mission-critical digital solutions**:

- An **integrated ICT system for a digital European legal space** for providing unified access to EU law and justice information;
- **data.europa.eu: European open data space** to provide comprehensive collection of open data from EU institutions and other European public administrations via a single ICT platform;
- **Reference data management system** to provide ICT services for formats, metadata and multilingual controlled vocabularies of EU institutions;
- **Interinstitutional Budget Information System** to replace the existing budget production system (CIBA) in order to provide the EU institutions with a modern, robust and high-performing digital solution for the production of the EU budget; and
- In addition to the DSMP initiatives, the Office will put in place a new workflow system, the **Unified Production Platform**, to optimise the production of the Official Journal and general publications.

⁽²¹⁾ https://ec.europa.eu/info/sites/info/files/strategy/decision-making_process/documents/ec_digitalstrategy_en.pdf

⁽²²⁾ https://ec.europa.eu/info/sites/info/files/ec_cloud_strategy.pdf

The second strand intends **to improve performance and security**:

- The **modernisation of the legacy systems**. This applies particularly to Cellar (the Office's common repository) and Ceres-2014 ⁽²³⁾, and the removal of ColdFusion based applications and their integration into a single system, DEFA ⁽²⁴⁾;
- Application of the **synergies and efficiency policy**. The Office will finalise its integration with the Commission corporate network, to benefit from the Commission Digital Workplace tools and services.

Overall, the Office's information systems will enable its staff to focus on their core competencies by automating repetitive tasks and providing intelligent tools that **facilitate knowledge sharing** and **access to relevant information and data**.

Data, information and knowledge management

The Office is actively involved, as a founding member, in the work of the Information Management Steering Board (IMSB), responsible for the delivery of the **Commission's data, information and knowledge management strategy** ⁽²⁵⁾.

The Office will actively contribute to the implementation of the **IMSB Work Programme 2020-2021**, under which it runs five supporting actions: achievement of interoperability between controlled vocabularies used at the Commission; creation of common EU citation styles, tools and services, supporting digital publishing and linked data; establishment of a single public repository of information related to EU institutions contracts as a corporate service; building and strengthening of the data visualisation community and the related knowledge base through training, workshops and regular webinars; and data quality guidelines for the publication of open data.

Notably, the Office will be involved in the **implementation of the DataStrategy@EC Action Plan**, in particular as regards the data catalogue, data advisory, data platforms and data governance and policies. In order to increase data skills and promote an innovation mindset among staff of the Commission and other EU institutions, the Office will organise conferences, master classes, communities of practice in open data and data visualisation.

The Office will continue to **improve the management, quality and reusability of its content** — Official Journal, TED, EU Open Data Portal, CORDIS, EU Whoiswho, controlled vocabularies and general publications — all of which can be considered as high value for the economy, businesses and the public. The Office will be working on harmonising further the reusability of these collections, and adapting the output format to the requirements of new data-processing technologies (business intelligence, data mining and artificial intelligence).

Finally, the Office will work on the implementation of the **Data governance and data policies at the European Commission** ⁽²⁶⁾.

⁽²³⁾ Ceres: Common Electronic Reception System. It provides a reception and validation tool for all electronic deliveries to be published on the Office's portals.

⁽²⁴⁾ Information system managing the financial aspects of the production and publishing process.

⁽²⁵⁾ Communication to the Commission — Data, Information and Knowledge Management at the European Commission (C(2016) 6626 final).

⁽²⁶⁾ https://ec.europa.eu/info/publications/data-governance-and-data-policies-european-commission_en

Data protection

The Office will continue to **implement the personal data protection rules** of Regulation (EU) 2018/1725 ⁽²⁷⁾ to maintain the highest possible level of compliance. To this end, the Office's Data Protection Coordinator will monitor all processing operations with the aim of ascertaining whether they comply with the applicable rules, and updating the published data protection records and linked privacy statements in a timely manner, as and when necessary.

The Data Protection Coordinator will extend his role as **advisor** to all units with regard to evaluating any existing and planned operations from the point of view of personal data protection. The Office will ensure that its contracts fully comply with data protection rules, by inserting relevant **contractual provisions** which follow the guidelines from DG Budget and the Office's Data Protection Coordinator.

In addition to his regular contributions to management meetings, lunchtime conferences and intranet articles, the Data Protection Coordinator will provide additional **training courses**, and encourage the Office's staff to participate in corporate training courses, to ascertain whether the Office's staff are **fully aware** of the applicable rules for personal data protection. The Data Protection Coordinator aims to provide (refresher) training on the general principles of data protection to senior and middle management in 2020, then successively provide an interactive version of this training to all units of the Office one by one throughout 2021. This general training will be complemented by specific training courses on selected aspects for individual units concerned, e.g. Finance and Information Systems, and participation in centrally organised activities.

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

The Office, together with the Office for Infrastructure and Logistics in Luxembourg (OIL), will promote the corporate campaigns on the **Commission's Eco-Management and Audit Scheme (EMAS)** at local level and identify local environmental actions in order to support the Commission's commitment to implement the objectives of the Green Deal for its own administration, including becoming climate neutral by 2030. These will focus on the reduction of paper and energy consumption, further improvement of the Office's waste management and green public procurement.

It should be noted the Office is currently located in a building which is at the end of its useful life, and all actions will be designed and implemented in cooperation with OIL, responsible for the management of the building, taking into account this particular context. The Office will move to a **new building in 2023**, which is certified platinum within the DGNB System ⁽²⁸⁾.

⁽²⁷⁾ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).

⁽²⁸⁾ <https://www.dgnb-system.de/en/buildings/new-construction/criteria/index.php> or <https://www.dgnb-system.de/en/>

In order to **reduce paper and energy consumption**, the management will promote, among other things, **paperless working methods**, such as e-signatories and electronic financial circuits, with enhanced electronic archiving. In cooperation with DG Informatics, measures will be implemented to reduce computer-related energy consumption; additional measures will target the lighting and the heating of the current building.

To make more efficient use of available resources and to decrease the ecological footprint, the Office will encourage **meetings via videoconference and other digital tools**. As part of OIL campaigns, the Office will promote the use of more **sustainable travelling options**, including the use of official cars for carpooling.

Furthermore, together with OIL, the Office will **improve the selective sorting of waste to improve recycling** — this will help to keep the *SuperDrecksKëscht fir Betriber* label ⁽²⁹⁾ for its waste-sorting methods, following an audit which takes place every 2 years under the coordination of OIL.

The Office will also further enhance the implementation of the **Green Public Procurement** principles through the generalisation of the incorporation of green criteria in all relevant calls for tender. Green technical award criteria will be systematically applied in order to assess the quality of the offer in relation to green waste policy, green packaging policy, green printing policy and green transport policy.

⁽²⁹⁾ The label *SuperDrecksKëscht fir Betriber* is a Luxembourg recognised quality label granted to businesses having adopted an environmentally friendly waste management plan (<https://superdreckskescht.com/index.php/en/>).

ANNEX: Performance tables

PART 1. DELIVERING ON THE EU PRIORITIES

General objective 2: A Europe fit for the digital age

Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)

Explanation: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. Higher values indicate a better performance

Source of the data: DESI (EU28 data. EU27 data not available)

Methodology for calculating the indicator: The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25 %), 2 Human Capital (25 %), 3 Use of Internet (15 %), 4 Integration of Digital Technology (20 %) and 5 Digital Public Services (15 %)

Baseline (2019)	Interim milestone (2022)	Target (2024)
52.45	Increase	Increase

Impact indicator 2: Innovative SMEs

Explanation: Percentage of small and medium-sized enterprises (SMEs) who introduced at least one product innovation or process innovation either new to the enterprise or new to their market. A product innovation is the market introduction of a new or significantly improved good or service with respect to its capabilities, user friendliness, components or sub-systems. A process innovation is the implementation of a new or significantly improved production process, distribution method, or supporting activity. SMEs are defined as including all enterprises with 10 to 249 employees

Source of the data: European Innovation Scoreboard 2019 (EU28 data. EU27 data not available)

Baseline (2016)	Interim milestone (2022)	Target (2024)
34 %	Increase	Increase

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)

Result indicator: Percentage of procurement notices using the standard, structured forms

Explanation: The indicator measures the expected effect of the phasing out of the PDF procurement forms on the behaviour of contracting authorities

Source of data: Publications Office, Unit C.3

Baseline (2019)	Interim milestone (2022)	Target (2024)
99.59 %	100 %	100 %

Result indicator: Percentage of procurement notices forms using eForms

Explanation: The indicator measures the expected effect of the implementation of the eForms regulation on the behaviour of contracting authorities. Measurements will be available as of 2022

Source of data: Publications Office, Unit C.3

Baseline (2019)	Target (2024)
0	100 %

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

Result indicator: Number of reuse examples

Explanation: This indicators measures the reusability of open data that is known to the portal managers and described on the portal. Measurements will be available as of mid-2021

Source of data: The list of reuse examples published on data.europa.eu. Publications Office, Unit C.4

Baseline (2020)	Interim milestone (2022)	Target (2024)
594	800	1 000

Result indicator: Number of visits on new data.europa.eu

Explanation: Quarterly and yearly statistics on the website traffic. Measurements will be available as of mid-2021

Source of data: Webtrends or Matomo. Publications Office, Unit C.4

Baseline (2019)	Interim milestone (2022)	Target (2024)
1 180 000	1 250 000	1 600 000

Result indicator: Number of datasets on new data.europa.eu

Explanation: The indicator of supply measuring the amount of data that is published. Measurements will be available as of mid-2021

Source of data: Public information on new data.europa.eu website. Publications Office, Unit C.4

Baseline (Beginning of 2020)	Interim milestone (2022)	Target (2024)
1 100 000	1 300 000	1 500 000

Result indicator: Number of catalogues (national, regional, local, geo, etc.) on data.europa.eu

Explanation: The indicator of supply measuring the amount of data that is published. Measurements will be available as of mid-2021

Source of data: Public information on new data.europa.eu website. Publications Office, Unit C.4

Baseline (Beginning of 2020)	Interim milestone (2022)	Target (2024)
82	86	90

Result indicator: Number of submissions for the annual EU Datathon competition for the reuse of EU open data

Explanation: Reusability and linking of open data

Source of data: Actual number of project submissions for the competition on op.europa.eu/eudatathon, Publications Office, Unit C.4

Baseline (2019)	Interim milestone (2022)	Target (2024)
99	125	150

General objective 6: A new push for European democracy

Impact indicator 1: Rights as citizens of the European Union

Explanation: This indicator gives the share of citizens in percent that consider themselves as 'well' or 'very well' informed of the rights they enjoy as citizens of the Union

Source of the data: Eurobarometer

Baseline (2019)	Interim milestone (2022)	Target (2024)
55 %	Increase	Increase

Impact indicator 2: Legislative transparency

Explanation: This indicator measures the legislative transparency of the European Commission and is composed of transparency, integrity and equality of access components. The scale runs from 0 to 100

Source of the data: Transparency International's Report 'Lobbying in Europe', pg. 53-54 (EU28 data. EU27 data not available)

Baseline (2015)	Interim milestone (2022)	Target (2024)
53	Maintain > 50	Maintain > 50

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

Result indicator: Number of Member States whose national legislation is available through EUR-Lex/N-Lex

Explanation: This indicator measures accessibility of national legislation through the EUR-Lex/N-Lex portals. Two main criteria are used: i) number of Member States whose national transposition measures (NTM) are available on EUR-Lex, and ii) number of Member States whose national legal databases are accessible via N-Lex

Source of data: EUR-Lex, N-Lex, Publications Office, Unit C.2

Baseline (2019)	Interim milestone (2022)	Target (2024)
i) NTM: 12 ii) N-Lex: 20	i) Increase ii) Increase	i) Further increase ii) All Member States

Result indicator: Number of Member States having implemented ELI in their systems

Explanation: This indicator gives the number of Member States who use ELI to uniquely identify their legal acts and thus allow for better connectivity of legal information

Source of data: ELI Register on EUR-Lex, Publications Office, Unit C.2

Baseline (2019)	Interim milestone (2022)	Target (2024)
13	Increase	Further increase

Result indicator: Timely publication of consolidated legal texts

Explanation: This indicator measures the percentage of consolidated texts published at the same day as the amending act triggering consolidation. The result is dependent on the full implementation and correct application of AKN4EU format adapted to the requirements of consolidation

Source of data: Publications Office, Unit C.2

Baseline (2020)	Interim milestone (2021)	Target (2024)
0 %	Pilot testing of automated consolidation using AKN4EU format	90 % of acts received in correct AKN4EU format

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

Result indicator: Predicted number of publications with a permanent identifier (DOI)

Explanation: Use of persistent identifiers further increases the reliability of access to cited documents. Measuring the growth in their use will demonstrate the extent to which they are being increasingly used

Source of data: Publications Office, Unit A.4

Baseline (2020)	Interim milestone (2022)	Target (2024)
197 000	259 000	321 000

Result indicator: Percentage of records exported to metadata reusers within 4 weeks of publication

Explanation: The aim of this indicator is to show the currency of the metadata shared with commercial and non-commercial services (libraries, discovery services, etc.), ensuring the wide dissemination of general publications in a timely manner

Source of data: Publications Office, Unit A.4

Baseline (2020)	Interim milestone (2022)	Target (2024)
92 %	100 %	100 %

Result indicator: Access to web preservation sites

Explanation: The aim of this indicator is to measure the use of and interest in the EU web archive. The figure aims to demonstrate the value of the Office's web preservation activities for research communities, businesses, journalists, academics, etc.

Source of data: Publications Office, Unit A.4

Baseline (2020)	Interim milestone (2022)	Target (2024)
100	112.36 (increase in number of visits expressed as a yearly growth rate)	126.25

Result indicator: Application of Legal Deposit scheme to cover different material types

Explanation: The aim of this indicator is to show the gradual extension of the scheme to cover different material types

Source of data: Publications Office, Unit A.4

Baseline (2021)	Interim milestone (2022)	Target (2023)
Publications, websites	News releases, audio-visual material	Social media, datasets

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

Impact indicator 1: Image of the European Union

Explanation: This indicator is based on the question 'In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?' The indicator gives the share of positive and fairly positive views on this question

Source of the data: Eurobarometer

Baseline (2019)	Interim milestone (2022)	Target (2024)
43 %	Increase	Increase

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

Result indicator: Use of VocBench for management of the Office's reference data

Explanation: Reference data at the Office are maintained today in different systems. A number of reference data assets are already maintained in the vocabulary management solution VocBench. The aim is to increase this number gradually and to come to a complete usage by end of 2024 at the latest

Source of data: Publications Office, Unit A.1

Baseline (2020)	Interim milestone (2022)	Target (2024)
25 %	80 %	100 %

Result indicator: Corporate reference data assets used by Commission services

Explanation: In the context of the IMSB a list of corporate reference data assets is being established with the Office as a significant data curator of such assets. The aim is to increase the number of assets managed on corporate level and to stimulate their reuse by Commission services by inserting a 'comply or explain' policy or new information systems

Source of data: Publications Office (Unit A.1), Secretariat-General and DG Informatics

Baseline (2020)	Interim milestone (2022)	Target (2024)
8	15	30

Result indicator: All legislative content covered by AKN4EU specifications

Explanation: All legislative content, with emphasis in a first phase to the ordinary legislative procedure and document types considered a priority by the EU institutions, is covered by the AKN4EU specifications and published in yearly major releases with possible intermediate minor update releases

Source of data: Publications Office, Unit A.1

Baseline (2020)	Interim milestone (2022)	Target (2024)
15 %	35 %	70 %

Result indicator: Implementation of AKN4EU for consolidation

Explanation: Extension of AKN4EU format with the necessary specifications for the consolidation of legislation and adapting the Office's consolidation to benefit through automation

Source of data: Publications Office, Units A.1 and C.2

Baseline (2020)	Interim milestone (2021)	Target (2022)
Work started	Specifications ready	Implementation

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

Result indicator: Publication time

Explanation: The aim of this indicator is to show the overall decrease in the time of publishing the Official Journal by measuring the monthly average time spent for collating the acts and handling the table of contents during the publication process

Source of data: Publications Office, Unit B.1

Baseline (2019)	Target (2022)
28 hours	0

Result indicator: Availability in production of IBIS

Explanation: The new information system for the production and publication of the EU budget is available in production

Source of data: Publications Office, Unit B.1

Baseline (2020)	Interim milestone (2022)	Target (2024)
All institutions are consulted The business needs and requirements are finalised The conception phase of IBIS is started	The first 'production-ready' release of IBIS is developed and tested	All functions of CIBA are covered by IBIS IBIS is rolled out in production

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

Result indicator: Decreasing number of publications

Explanation: Introduction of the collaborative planning and publications governance should contribute to the overall decrease in the number of publications produced, firstly by the Commission and then by other institutions. There should be less titles, but new publications must be well targeted, well designed, well disseminated and multilingual if targeting citizens

Source of data: DemPub and PlanPubli, the Office's production database and request management tool, Publications Office, Unit B.3

Baseline (2019)	Interim milestone (2022)	Target (2024)
6 560 (*) (* Number of projects (publication requests))	5 900	4 590

Result indicator: Publications covered by performance reports

Explanation: The Office will put in place a holistic set of measures to assess performance of EU publications. Thanks to this system, the Office's support team will be able to give feedback to authors and governance reflecting on qualitative aspects of dissemination as tools supporting EU communication efforts

Source of data: Automated system aggregating data from online dissemination, physical storage and dissemination as well as social media. Publications Office, Unit B.3

Baseline (2020)	Interim milestone (2022)	Target (2024)
Pilot completed / tool available	Reports available on demand	Increase of scope

Result indicator: Increasing number of accessible publications produced by the Office

Explanation: The Office aims at becoming a reference centre for accessible publishing. With its set of contracts, updated work processes, templates and training covering inclusive publishing, it will assist authors to make EU digital publications progressively accessible for citizens with disabilities

Source of data: PlanPubli, the Office's production database, Publications Office, Unit B.2

Baseline (2019)	Interim milestone (2022)	Target (2024)
20 %	40 %	60 %

Result indicator: Increasing percentage of author services using a range of production services of the Office instead of submitting identifiers-only requests

Explanation: With the provision of new added value services and continued adjustment of services to complex requirements of modern digital services, the Office expects to attract more clients that would use its production services instead of only identifying and archiving

Source of data: PlanPubli, the Office's production database, Publications Office, Unit B.3

Baseline (2019)	Interim milestone (2022)	Target (2024)
40 %	50 %	70 %

PART 2. MODERNISING THE ADMINISTRATION

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 EU institutions' priorities and core business

Indicator 1: Number and percentage of first female appointments to middle management positions

Source of data: SEC(2020)146

Baseline (female representation in management) (1 December 2019)	Target ⁽³⁰⁾ (2022)
8 female middle managers (47%)	2 female middle managers

Indicator 2: The Office's staff engagement index

Source of data: Commission staff survey

Baseline (2018)	Target (2024)
67 %	70 %

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

Indicator: Estimated risk at closure

Source of data: Publications Office, Unit 01

Baseline (2019)	Target (2024)
0.12 % of relevant expenditure	< 2 % of relevant expenditure

C. Fraud risk management

The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy aimed at the prevention, detection and correction ⁽³¹⁾ of fraud

Indicator: Implementation of the actions included in the Office's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: The Office's Annual Activity Report, the Office's Anti-Fraud Strategy, OLAF reporting

Baseline (2019)	Target (2024)
100 %	100 % of action points implemented in time

⁽³⁰⁾ The target will be revised and extended for the period 2023-2024 by January 2023.

⁽³¹⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ⁽³²⁾

Source of data: Publications Office, Unit A.3

Baseline (2018)	Interim milestone (2022)	Target (2024)
36 %	60 %	90 %

Indicator 2: Percentage of the Office's key data assets ⁽³³⁾ for which corporate principles for data governance ⁽³⁴⁾ have been implemented

Source of data: Publications Office, Local Data Correspondent

Baseline (2019)	Interim milestone (2022)	Target (2024)
75 %	85 %	90 %

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: Publications Office, Unit 01

Baseline (2018)	Interim milestone (2021)	Target (2024)
Circa 10 %	50 %	100 %

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

Indicator 1: Overall environmental performance

Source of data: Publications Office, Unit D.4 in cooperation with OIL Proximity Team

Indicator 1.1: Office paper consumption

Baseline (2019)	Target (2024)
7.5 tonnes	< Baseline

Indicator 1.2: Energy consumption of buildings (electricity and heating)

Baseline (2019)	Target (2024)
7 113.92 MWh/year	< Baseline

Indicator 1.3: Water use

⁽³²⁾ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy.

⁽³³⁾ A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata.

⁽³⁴⁾ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory.

Baseline (2019)	Target (2024)
8 112.69 m ³	< Baseline
Indicator 1.4: CO2 emissions from buildings	
Baseline (2019)	Target (2024)
316.1 tonnes	< Baseline
Indicator 2: Environmentally friendly waste management	
Source of data: Publications Office, Unit D.4, in cooperation with OIL	
Baseline (2018)	Target (2024)
<i>SuperDrecksKëscht fir Betriber</i> label for waste-sorting methods	Maintain label