Management Plan 2022

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

Contents

LIST OF ABBREVIATIONS

Abbreviation	Explanation
AI	artificial intelligence
AKN4EU	Akoma Ntoso for EU
CIBA	Common Integrated Budget Application
CRDM	Corporate Reference Data Management
DEP	Digital Europe Programme
DevSecOps	Development, Security and Operations
DG	Directorate-General of the European Commission
DPC	Data Protection Coordinator
DPO	Data Protection Officer
DOI	Digital Object Identifier
DSF	Digital Stakeholders Forum
DSMP	Digital Solutions Modernisation Plan
EDPS	European Data Protection Supervisor
EMAS	Eco-Management and Audit Scheme
EPSO	European Personnel Selection Office
EURIO	European Research Information Ontology
GovSec	Governance Security
GRC platform	IT Security Governance, Risks and Compliance platform
IBIS	Interinstitutional Budget Information System
ICLPS	Interinstitutional Committee for the Long-term Preservation Service
IMSB	Information Management Steering Board
ISA^2	Interoperability solutions for public administrations, businesses and citizens (programme)
ITCB	Information Technology and Cybersecurity Board
ITSRM	IT Security Risk Management
JRC	Joint Research Centre
OLP	ordinary legislative procedure
OPIA	Publications Office's intelligent assistant (chatbot)
SEO	search engine optimisation
UBL	Universal Business Language
UPP	Unified Production Platform
URL	Uniform Resources Locator

INTRODUCTION

Mission statement

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

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

Key outputs in 2022

The Management Plan 2022, the third in the framework of the Strategic Plan 2020-2024, details the concrete outputs that the Publications Office ('the Office') will deliver in 2022 and explains how these will contribute to reaching the objectives set out in the strategic plan. These are the Commission's general objectives on the one hand, and the Office's specific objectives on the other hand, highlighting its specific contribution to the attainment of the general objectives. The Office contributes 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 main elements of the Management Plan are shown below:

- **Public procurement data space**. The Office will receive, process and publish the new procurement standard forms (eForms) from November 2022, in parallel with the current forms. All of the tools, applications and processes in the publication workflow will be adapted or redeveloped for this purpose.

- **European open data space**. The Office will enhance the data.europa.eu platform service with more features, developing the data.europa academy for knowledge-sharing, the continuous improvement of metadata quality and the increase of the number of catalogues.

- **Digital European legal space**. The Office will deliver the initial version of the Joint Legislative Portal and will also make selected legal data available as a bundle for easy download and further reuse (data dump). The legal and justice information on EUR-Lex and the e-Justice Portal will be interlinked.

- **Connecting and preserving content and knowledge**. The Office will implement Phase 1 of the legal deposit scheme, covering publications and websites. It will continue to extend the scheme to cover audiovisual material and press releases (Phase 2), with a view to launching the implementation in 2023. It will start exploring the possible implementation of Phase 3, covering datasets and social media.

- **Standardisation services for interoperability**. The Office will deepen the elaboration of an XML format for the structuring of legal documents content (AKN4EU) and develop technical support services for all institutions using AKN4EU. The implementation of the Commission's corporate reference data management policy will be pursued through the progressive provision of a comprehensive service package. Those services will also gradually be offered to all institutions.

- **Interinstitutional legal publications support**. The Office will complete the adaptation of all information systems involved in the act-by-act publication of the Official Journal. The Office will also carry out an extensive full-scale integration test, in order to be ready to start the act-by-act publication on 1 January 2023. The Office will carry on with the development of the Interinstitutional Budget Information System (IBIS) and will deliver a first 'production-ready' release by the end of 2022.

- **Optimised publishing services**. The Office will gradually offer new services in editorial advice and performance measurement to all institutions. A governance process will be launched (in collaboration with DG Communication, DG Translation and the communication and publishing departments of pilot DGs on a voluntary or rotating basis), based on data provided by the deployment of a collaborative planning tool and by performance measurement. The Office will further develop its drafting tools and the dedicated website for the production of accessible digital publications, and continue to deploy its offer of e-learning and virtual courses.

- **Digital transformation**. In line with its multiannual IT plan and the Digital Solutions Modernisation Plan (DSMP), the Office will further develop the modular and reusable information systems supporting streamlined processes for the production of publications and the implementation of the specific objectives (e.g. IBIS and the Unified Production Platform - UPP).

Challenges and realignment of priorities in 2022

The Management Plan 2022 needs to respond to the challenges of a transition year. The envisaged exit from the COVID-19 pandemic and the business continuity mode activated in March 2020 will lead to a **'new normal'** in which digital transformation has accelerated dramatically. The strategic framework – both at the EU level and at the Office's level – is now well established and in 2022 the Office's operations will focus on implementation and on speeding up delivery.

In order to support this transformation, the Office will take the first steps to implement the recently adopted HR strategy, which aims to increase its attractiveness, develop its new service culture and strengthen internal communication. The move to the new building will be both an opportunity for a more modern workplace and a challenge in terms of logistics and change management. Moreover, priority in 2022 will be given to the definition of a framework to adequately implement greening actions in the Office.

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

General objective 2: A Europe fit for the digital age

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

Towards the European public procurement space

The strategy for the European public procurement space will focus on obtaining and offering access to public procurement data that is structured and standardised. This includes **implementing eForms** within the legal deadline (November 2022), providing **easy and user-friendly access** to public procurement data, **improving the quality of data** and fostering **better services and workflows**.

The Office will launch a preparatory action with a view to the implementation of a European framework for enhancing transparency in public procurement through the TED website. This action aims to reduce red tape and prevent fraud in spending the EU budget, and will contribute to the protection of the European Union's financial interests.

Implementation of eForms

A new web interface for the submission of procurement notices (**eNotices2**) will be made available, together with a single central validation service, to ensure that business and technical rules are respected at reception and with a simplified back-end processing service (TED Monitor 2022).

The existing systems (such as eNotices, eSentool and TED Monitor 2012) will continue to operate in parallel, in order to support the current forms until they are no longer legally valid. The TED website will be adapted to handle both the current forms and eForms.

Easy and user-friendly access to public procurement data

New services will provide easy and user-friendly access to public procurement data and to bulk data, will allow for the extraction of statistical data and will enable an enhanced search and display of results. The preparatory work for merging the TED and SIMAP websites will continue, in order to improve transparency and facilitate access to public procurement data.

Improvement of the data quality

The implementation of eForms will centralise the quality control of data with transparent rules that can also be checked by external parties (**eSenders**) before they submit procurement notices for publication on TED. A new schema of **eForms based on Universal Business Language** (UBL) and wider use of **authority tables** will contribute to the collection of accurate, structured and standardised data that can be easily made interoperable and reusable. This will simplify the publication process and improve the quality of the information.

The development of the **eProcurement ontology** will continue. The public procurement ontology, containing a glossary of terms (with definitions) and a data model depicting the relations between concepts used in procurement, will offer a common understanding of concepts used in procurement. It will also facilitate exchanges between actors, thus setting the basis for a real European public procurement space.

Better services and workflows

The new eForms systems will enable a simpler and more automated workflow in the publication process, with the potential for future cost and time reductions.

The Office will continue to explore the possibility to provide reports for both internal and external use and visualisations based on data published on TED. Notably, reports based on eForms data will be offered.

The Office will continue to contribute to the development of a **procurement analytics service**, i.e. a framework to analyse public procurement data at the European level to support EU policies and objectives. This work started with the conversion of the contract and contract award notices in a format compliant with the eProcurement ontology; having enough representative data in such a format is the first step towards developing common analytical services and tools. This project was carried out under the ISA²/DEP programme ([1]) in collaboration with DG Informatics and DG Internal Market, Industry, Entrepreneurship and SMEs. It will facilitate the monitoring of public procurement data at the regional, national and EU levels, and thus foster effective government spending, active common policy making and single market competitiveness.

([1]) ISA² stands for Interoperability solutions for public administrations, businesses and citizens. This programme supports the development of digital solutions that enable public administrations, businesses and citizens in Europe to benefit from interoperable cross-border and cross-sector public services. ISA² ran from 1 January 2016 to 31 December 2020.
DEP stands for the Digital Europe Programme (also known as DIGITAL). It is the successor of ISA² and is focused on bringing digital technology to businesses, citizens and public administrations.

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

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

The European open data space provides user-centric **data access and exploitation** services that support the **dissemination, promotion and reuse of information** generated by the EU public administrations.

The main focus in 2022 will be the enhancement of the features and services of **data.europa.eu**, for example by adding quality checks, creating a data storage facility, enhancing data visualisations and providing new semantic links between datasets.

Usability tests will be conducted with the aim of improving the functionalities and design of data.europa.eu. A user survey will be carried out to help better adjust the service to the needs of users and measure user satisfaction. The **search engine optimisation** of the platform would help to make datasets more easily findable by search engines.

The **data offer** will be enriched with new catalogues and datasets. Related data stories will focus on the topics that spark most interest among the visitors to data.europa.eu and will be aligned with the political priorities of the EU.

The Office will further **support data providers** with the publication of quality metadata and will continue its active contribution to the Commission's data advisory service.

Pilot projects in the field of open data and data visualisation will allow to test how public administrations can use digital technologies for evidence-based policy making. In addition, they will aim to improve interoperability and interlinking of open data with other sources of public-sector information, such as legislation, publications or other types of digital content.

In addition, extra efforts will be put into **audience-oriented communication** (especially via social media), with the aim of attracting new users to data.europa.eu and improve relations with the existing ones.

The **open data maturity** exercise to assess the quality of open data from European countries will continue to be conducted annually.

The **data.europa academy** – data.europa.eu's open data knowledge-sharing platform that was launched at the end of 2021 – will be further enriched to promote knowledge sharing and increase data literacy by offering a rich curriculum of learning material. It provides learning and networking opportunities in the field of data and related topics to European and national data providers, as well as to anyone interested in open data.

The **collaboration channel** for data providers from the EU institutions, agencies and national administrations, initiated at the end of 2021, will give open data stakeholders a common platform to share knowledge and to network.

The Office will continue to **raise awareness** about the value of open data and data visualisation for European public administrations. The EU Datathon – the yearly open data competition where teams from around the world compete to create new apps and services for citizens using EU open data – will be organised for the 6th consecutive year.

CORDIS services

The front-end website of the Community Research and Development Information Service (CORDIS) will be progressively integrated with the Funding & Tenders Opportunities Portal.

To support the dissemination and exploitation of EU research results, the Office will continue to produce **multilingual articles and publications** that bring EU research results to professionals in the field and help innovators to develop new products and services based on the results of EU-funded research.

The Office will assign digital object identifiers (DOIs) for grants and continue to carry out semi-automatic classification of EU research projects with the **EuroSciVoc taxonomy**, with the publication of additional data and with regularly updated datasets on data.europa.eu.

Based on the European Research Information Ontology (**EURIO**) for research projects and results, CORDIS will publish **datasets in semantic formats**, which will allow data curation, enhancements and integration with linked open data sources across the web such as the EU Knowledge Graph. This will be made accessible through a SPARQL endpoint [2], allowing for federated queries across identified datasets.

The Office will **intensify multichannel outreach** to targeted audiences and professionals in the field via videos, podcasts, emails, specialised media and user surveys.

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[2]   SPARQL Protocol and RDF Query Language (SPARQL) is a query language and protocol for RDF, which is a standard for describing web resources and data interchange.

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

Joint Legislative Portal

Under the guidance of the European Parliament, the Council of the European Union and the European Commission, the Office will continue to conceptualise and develop the **Joint Legislative Portal**. The portal, once available, will contribute to transparency by providing user-friendly access to information on the different stages of EU legislative procedures.

In 2022, a first version with a limited scope will be developed, focusing on the ordinary legislative procedure. It will include a user-friendly timeline view showing the key events and the roles of the different institutions in the legislative process. It will also show the dates of past and planned events and provide links to relevant documents.

Legal data for reuse and improved linking

Every month, the Office will start provide complete sets of files of selected **EUR-Lex legal collections** for download (**legal data dump**). This new resource will facilitate the further reuse of EUR-Lex data without impacting the performance of the EUR-Lex repository and support a number of tasks in research, legal publishing and 'legal tech' ([3]). The users' feedback will then be analysed, in order to consider the creation of further collections or the adaptation of the existing ones.

The Office will further improve the **interlinking between EUR-Lex and the e-Justice Portal**, in order to better bridge the legal and justice information of these complementary portals. The focus will be on the links between the EUR-Lex summaries of legislation and the interactive forms available on the e-Justice portal. New EUR-Lex developments will make use of **ELI identifiers for subdivisions**, introduced in legal documents down to the article level, to improve linking between parts of documents.

Usability of legal information

A new EUR-Lex procedural view for the **cases** before the Court of Justice of the European Union will be created. For a given case, this will show all of the important **steps of the court procedure** and the corresponding documents – such as the judgment, orders, the opinion of the Advocate General and communications in the Official Journal – together with the dates when they were issued and any relevant complementary information. In addition, searches for case-law documents will be improved by ordering the search results based on relevancy.

([3]) Legal technology, also known as 'legal tech', refers to the use of technology and software to provide legal services and support the legal industry.

EUR-Lex will offer interactive **visualisation** of information concerning **international agreements** concluded between the EU and third countries or international organisations. This will allow users to quickly grasp the status of the agreement for the contracting parties, as well as the geographical coverage of the agreement.

The Office will also improve the presentation of **information on legal acts annulled** by decisions of the Court of Justice on EUR-Lex. Different types of annulments will be identified, while the legal acts annulled in their entirety will be clearly marked as no longer being in force and a reference to the case-law concerned will be made more visible.

Building on the experience with changes implemented with regard to case-law documents and the treaties, **CELEX identifiers** on EUR-Lex will be replaced by short titles, including for legal acts. While CELEX will continue to play an important role as an identifier for technical purposes, short titles on document pages and in search results will be easier to understand.

The Office, together with the Joint Research Centre, will also explore the use of tools based on **artificial intelligence (AI)** to check the possibility of annotating the **topic part of the titles** in legal acts. This could be used for highlighting the keywords in the search results, thus simplifying navigation for users.

EU Law in Force, an entry gate to the currently applicable EU law that is available on the OP Portal in 2021, will collect user feedback and improve its usability and performance.

Extensive testing of the new AKN4EU format for consolidation, designed in 2021, will continue until mid-2022. Based on the testing results, the Office will identify the types of acts for which consolidation in the new format can start. This new format will enable more precise and flexible presentation of the amended legal acts and also help to speed up the consolidation process.

Findability and accessibility of legal information

The Office will continue to implement the recommendations of the study on **search engine optimisation (SEO)**, namely on harmonising heading structures, enriching the editorial content and introducing meta descriptions in HTML. It will also analyse solutions for identifying meaningful uniform resources locators (URLs) for documents published on EUR-Lex and for the implementation of **schema.org**, including its legal extension. A good heading structure will also facilitate the readability for screen readers used by people with visual impairments.

For this specific audience, the findings of the **accessibility study** launched in 2021 will begin to be implemented in 2022, namely concerning colour contrast issues and the replacement of fonts that are not suitable for screenreaders.

Summaries of EU legislation will begin to be produced in the **HTML5 format**. By changing the layout and introducing additional metadata, the summaries will gain in accessibility and reusability.

Long-term preservation

The focus in 2022 for the digital preservation service will be twofold. First, the Office will continue to improve the management and implementation of the service, based on the results and recommendations of an external audit that will be finalised in early 2022. These recommendations will also address the objective of implementing an ISO-compliant **trustworthy digital repository**. Second, the Office will continue to add new collections to the digital repository, including the content of the web preservation service that is currently available through a public interface.

The move to the new building towards the end of 2022 will have a significant impact on the **long-term physical archives** managed by the Office. During the year, the Office will finalise its efforts to identify proper future storage locations for all of the different collections.

As for the **Commission library**, in 2022 the Office will ensure that distinct collections are combined into a single accessible collection whilst ensuring their long-term preservation. A new systematic plan will ensure that each publication is properly processed and made available in digital format on the OP Portal, and, when available, as a physical document in the Commission library.

EU legal deposit

In early 2022, the **EU legal deposit scheme** will be implemented for publications and websites. During a year-long communication campaign, EU institutions, agencies and bodies will be informed about their obligations arising from the scheme and the opportunities it brings. A series of subgroups have been established under the umbrella of the **Interinstitutional Committee for the Long-term Preservation Service of the Publications Office** (ICLPS) and they are already working on the different phases of the scheme.

In 2022, there will be a specific focus on preparing the documentation and actions necessary for the implementation of the scheme for audio-visual content and press releases, foreseen for 2023. The Office will provide the expertise and tools necessary to connect various types of content produced by the EU institutions, agencies and bodies, so that the public can access it through the Office's central catalogue of EU Publications.

Web preservation

The Office will continue to provide a **web preservation** service on behalf of the EU institutions. In addition, the EU legal deposit scheme covering websites will be implemented. The web preservation service will also continue to capture the sites of projects funded under the EU's research programmes, as well as HTML publications. The Office will assess

how the service may contribute to the capturing and preservation of **more granular levels of content** on websites, such as online periodicals and content posted through official institutional accounts on social media.

Identification and metadata provision

The Office will study the use of a **new international identifier** of organisations and people for the authors of EU publicationsn, in order to strengthen links with the worldwide publishing industry. A new project, in collaboration with the Office for Infrastructure and Logistics in Brussels, will fully automate the registration of DOIs by their new archiving system. This will play a pivotal role in the further digitisation of content of the Historical Archives Service.

Further development of the automated workflow for general publications and the introduction of a **new cataloguing tool** will improve the efficiency of bibliographical metadata production. In 2022, the final specifications for the tools should be completed. The provision of metadata to an **extended Common Data Model** will allow the dissemination of new types of content through the OP Portal repository (CELLAR), such as mobile apps or audiovisual works, and to use the potential of the Open Linked Data to offer additional services: access to serials' records, highlighting accessible publications, and linking content stored in various Office collections or EU repositories.

Digitisation

The Office will actively promote the use of its interinstitutional contract for **digitisation services**, to enable historical physical collections to be migrated. On request, the Office will provide support for the launch of new digitisation projects, including help with the analysis or the drafting of technical specifications for tenders, support in the evaluation procedure, and an analysis of activity and service indicators during implementation.

The Commission library

On 1 January 2021, the **Commission library** was transferred to the Office. In 2022, the library will engage in a pilot project with the Joint Research Centre (JRC), trialling the usefulness of individual interview sessions with a librarian at the launch of impact assessments, with a view to providing assistance on the resources available on a topic.

The Office will also implement a new 'software as a service', **LibGuides**, to provide a more user-centric view on the variety of information resources and knowledge. The library will continue to assess the decentralisation of the purchase of key resources within the Commission. It will identify several key titles that could benefit from more centralised purchasing and will take concrete steps to simplify the current process of information acquisition.

The library will contribute to an on-going **JRC country knowledge project** by centralising the management of acquisitions of country knowledge resources for the entire Commission

and making them discoverable via the on-line catalogue 'Find-er', including the creation of a sub-catalogue.

The Office will also leverage the fact that many of the institutions use the same library management system. Specifically, the library will propose and implement a shared inter-library loans pod, thus maximising the use of several institutional collections by a broader group of clients. It will also assess the technical feasibility and development cost of implementing an interinstitutional library catalogue through the use of existing technology.

The library will prepare and conclude a new interinstitutional framework contract for specialist periodicals and other electronic resources, on behalf of more than 30 EU institutions, agencies and bodies. It will also start preparing a new interinstitutional framework contract covering the international/general press.

Leveraging artificial intelligence

The **Office's intelligent assistant chatbot** (OPIA) aims to assist OP Portal users in searching and finding relevant publications and documents. In early 2022, OPIA will run as a full service in production, with functionalities such as speech-to-text recognition and a conversational AI-based chatbot. The OPIA will cover all EU publications and EU legislation in English and French, both in spoken and written forms. Once in production, the Office will initiate continuous improvements, such as adding languages, content types and features.

The Office will provide OP Portal users with a **questions & answers functionality** that leverages AI. This functionality will complement the existing advanced search system and the OPIA, and will thus allow citizens to ask questions in any of the supported languages. Answers may be derived from metadata and content (including a paragraph or sentence) held in the CELLAR. The Office will explore this 'extractive questions answering' functionality with a proof of concept in 2022.

Web analytics services

In line with the findability, accessibility, interoperability and reusability (FAIR) principles, in 2022 the Office will implement new features in the platforms open to EU institutions, include new datasets and facilitate the machine-to-machine reuse of data. The Office will address the creation of new reporting together with descriptive metadata from the notices of the publications and legal documents.

EU Whoiswho modernisation

The Office will launch an exercise to better define governance, strategy and services around EU Whoiswho. This will include an agreement on internal access to EU Whoiswho, communication and reporting activities and institutional profiles. It will also allow data standardisation, data protection impact assessments and the creation of a service catalogue. The outcome of this exercise should lead to a new governance process among the participating institutions.

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

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

Interoperability in the EU institutions

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

Akoma Ntoso for EU for legal data

The introduction of **Akoma Ntoso for EU** as a **standard format for structuring and exchanging legal data between the EU institutions** will improve the processes of exchanging, accessing and reusing legal information. Exchanges between the Commission and the Council with the EdiT editor will be intensified.

In the framework of the Interinstitutional Metadata and Formats Committee, the scope of the **common vocabulary** for the semantic structuring of the documents' content **will be extended** to cover further example documents of the EU institutions. Conceptual work on a new version of AKN4EU, aiming at full coverage of the documents pertaining to the ordinary legislative procedure (OLP), will be complemented by the implementation of **technical support services** for the institutions using AKN4EU (conversion and validation framework).

In terms of **the Interinstitutional Metadata Maintenance Committee exchange protocol** enabling automated transfer of metadata and documents between and within the EU institutions, the Office will produce an enhanced methodology and service package **supporting publication data flows** between stakeholders.

Towards a corporate reference data management policy

The **proposal for a corporate reference data management policy** at the Commission has been endorsed by the Information Management Steering Board (IMSB). The aim is to agree on a **common corporate methodology** and the use of **open interoperable tools and formats**.

The policy will be refined and adopted, with clear architecture and governance rules. Furthermore, the **list of key corporate vocabularies** under corporate governance will be **extended**. The Office focused its **initial service offer** of reference data on three pillars: a helpdesk offering, maintenance and dissemination. The services will be developed into a **comprehensive package** including a promotion and training element. The **EU**

Vocabularies website will undergo major refurbishing in order to better respond to users' needs: it will be adjusted to the needs of non-expert users, who will more easily find the assets they are looking for and will get an overview of related services. Later, the site will also become more interactive, so that users are able to actively request services (for example, access to the reference data maintenance tool) or contribute to the list of assets.

### Modernised *Interinstitutional Style Guide*

Thanks to the full implementation of a new production system – **Style Guide Editorial Platform** – the content of this key publishing guidance tool will be **easily updated and reused** in all formats and linguistic versions. The **new web version** of the style guide – an inherent part of the OP Portal – will greatly improve users' experience and will enable the Office to create and offer new services, such as guidelines related to data citation.

Renovated central repository

In line with the Office's decision to integrate also its outstanding collections (such as public procurement notices, datasets and research-related data) into the CELLAR, its **central repository**, a strategy for this integration will be developed and documented together with all data owners. In preparation, the Office will put the first components of its renovated central repository into production while in parallel continuing to guarantee its existing interfaces for a transition period.

At the same time, the Office will define a service model for the possible operation of repository services for non-Office collections.
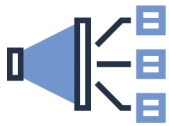
Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Act-by-act publication of the Official Journal

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

The key objective in 2022 will be to finalise the adaptations of all information systems involved in the act-by-act publication of the Official Journal, in order to implement the changes agreed with the EU institutions and approved by the Office's Management Committee. Significant efforts will be devoted to the **testing of the new production and publication chain**, including the preparedness of the Official Journal external contractors. Several EU institutions will be involved in the test phase.

Based on the detailed communication plan established in 2021, the **information campaign directed towards all stakeholders** will ramp up to progressively raise their awareness of this important paradigm shift and to accompany them through the potential required changes.

Production and publication of the EU budget

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

The development of the **first 'production-ready' release** of IBIS will continue in accordance with the AGILE approach that allows the Office and EU institutions to work together efficiently and closely. The development of this release will be completed by the end of 2022, allowing the Office and the institutions to test this 'production-ready' and subsequent releases in parallel with the existing CIBA system in 2023.

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

Interinstitutional reference centre for publishing services

The Office's role as domain leader for publications consists of efficiently supporting the communication activities of EU institutions to operate as efficiently as possible in the domain, achieving better results and focusing resources on core business activities. After a pilot exercise with four DGs and the Council in 2020-2021 to test new services and planning, the Office will progressively extend the exercise to eight additional DGs/agencies and one institution in 2022.

The Office's production contracts, renewed in 2021, will allow the production of **up-to-date and innovative digital publications**, including augmented reality and virtual reality applications and a new range of audio products such as podcasts and audiobooks.

Collaborative planning of publications and governance

The **collaborative planning tool** developed in 2020 and tested in 2021 will allow the Office, authors and communication services to gather all relevant information and refine publication plans within their structures, as well as to collaborate with other author services. Moreover, horizontal services will be able to gain an overview on the resources dedicated to publication activities and to provide guidance on political priorities in the communication domain.

In 2022, a publications governance group will be set up at the Commission level, following approval by the Corporate Management Board. The Office will provide operational management of the group and data analysis, and promote the progressive phasing out of local Commission DG production contracts and extended use of corporate services, with a view to building a stable and efficient environment. Other EU institutions are expected to join the process of rationalising the production of publications as of 2023.

Editorial advice

The Office's editorial advice service will be open to all institutions as of 2022. It includes professional advice on the technical and linguistic aspects of publications – via the publications' concept analysis (target audience, output format, linguistic coverage, expected performance, etc.) – and editorial assessment of draft content (layout, length, visuals, language level and readability, copyright, etc.).

Optimised production services for accessible digital publications

The Office will continue to publish accessible content for people with disabilities. A comprehensive Eurolook tool for multichannel, structured and accessible content preparation (**publication drafting tool**) will be enhanced with more functions based on feedback and review.

The Office's commitment to accessible publishing has led to its participation in two **interservice groups**. In the Interservice Group on Disability, the Office will help clients to increase the accessibility levels of their online and audiovisual publications. In the Web Accessibility Task Force, the Office reports on the publication of accessible content and progress on other accessibility matters.

The Office will continue to develop and deliver tailor-made introductory and technical courses on **accessibility** to specific groups such as communicators, authors, designers and pre-press experts. The Office will also continue to enhance and update the content of its dedicated accessibility website, which offers advice and support to authors.

Linguistic services

The Office will continue to provide **in-depth linguistic expertise** in 24 languages and ensure the integrity and consistency of EU legal information for all of the Office's stakeholders, including the regulatory agencies. An enhanced outsourcing strategy – based on a new, modern and efficient framework contract for general publications – will help to guarantee external capacity needs and fulfil the objective that the next framework contract ensures high quality of linguistic services at a lower average price compared to the current average price paid to external contractors.

A market study and survey on linguistic services will help to design the new framework contract. This will also allow the development of new added-value copy-editing services and a linguistic services policy.

With the set-up of new tools like UPP and Business Intelligence, structured feedback on quality control and proofreading activities will be provided to all stakeholders.

All of these initiatives aim to achieve greater efficiency, a progressive reduction of the administrative workload in the language teams and the further development of linguistic services to the Office's stakeholders.

Performance measurement

A comprehensive **performance measurement of publications** will be available for all institutions as of 2022. These performance reports will concentrate on high-priority publications and consolidate, interpret and visualise data on physical distribution, electronic consumption, social media and citations. The aim is to allow the author services to refine their future publication strategies and to improve corporate governance.

Professionalisation of the community of practice

The Office has developed a modular system of training and learning material on publishing and accessibility (e-learning modules, videos and a dedicated website on accessible publishing with guidelines and tutorials). Courses will be offered to all institutions as of 2022 and the Office will progressively extend the range of the offer.

An exchange platform for the community of practice will be put in place, in collaboration with DG Communication, and a newsletter to share information and guidelines with the community of practice will be launched. In 2022, individualised templates will complete the generic drafting template for accessible publications that was developed in 2021.

Reduction of publication stock

In parallel with the reduction of the Office's internal printing capacity, the Office will continue to raise awareness on the need to reduce stocks. Regular destocking proposals will be sent to author services and the new distribution contract that will begin in May 2022 will allow more effective stock management and improved services. The Office will also advise author services to estimate print runs based on the quantities required for immediate distribution.

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

The internal control framework (⁴) supports **sound management and decision-making**. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

New HR strategy (HR policy implementation)

The Office will take the first steps to implement the **Office's strategy** (developed and adopted in 2021) to support the transformation of the Office based on the following three pillars.

The Office's identity and culture

The Office will further strengthen its **service culture** and will reinforce the feeling of belonging by communicating intensively on the Office's strategic directions, explaining the impact of individuals' work (lunchtime talks, social coffee, etc.) and giving a better horizontal visibility of unit activities (unit presentations). These various internal communication and outreach actions are expected to contribute to further increasing staff engagement as set out in the Strategic Plan 2020-2024.

To facilitate the integration of **newcomers** and create a sense of identity from the start, a general introductory course and welcome packages will be provided to all newcomers. A 'newcomers' corner' will be created on the intranet (YourOP) to allow them to quickly find the information they are looking for.

Career development and support

The Office will aim to increase **its attractiveness as a workplace** by strengthening its collaboration with the European Personnel Selection Office (EPSO). This will include developing dedicated profiles for the Office. Collaboration with other DGs/institutions operating in similar activity areas will aim to facilitate inter-DG/interinstitutional mobility. Job vacancies will focus more on the objectives of the job than on technical skills to maximise their impact.

In order to be able to define short and medium-term recruitment plans or the reallocation of resources, the Office will perform a gap analysis to assess existing and missing competencies.

(⁴)   Communication C(2017)2373 on Revision of the Internal Control Framework.

Leadership and change management

Senior management will drive the organisation's global strategy by conveying high-level decisions to the staff. Senior management will step up efforts to explain the Office's vision and strategy via **enhanced communication** on the intranet, face-to-face meetings, formal and informal communication with staff and regular open doors. To cope with the changes expected in the near future (the move to the new building, new post-COVID-19 work conditions), managers will have to be trained in change management. Regular and clear information regarding the work of the task force on the move to the new building will be provided to the staff.

Finally, in 2022 the Office will revisit the local strategy it developed in 2021 to take into account the forthcoming corporate Human Resource strategy and to ensure the implementation of the HR policy of the Commission.

Equality mainstreaming

The Office will adopt an **equality work plan for 2022-2023** as an instrument to better integrate and promote the equality perspective. The Office will provide staff with information about equality, diversity and inclusion in the form of learning materials and training courses.

The Office will continue its efforts to attract and promote **women in middle management positions** and to move towards a gender-balanced management. The Office actively supports women in their career development aspirations, in line with the various female talent development policies and coaching programmes. One senior management position and one middle management position are vacant and should be filled during the year.

Internal communication

Internal communication will promote the Office's new HR strategy and its action plan (e.g. information on the results of the 2021 staff survey, the welcome package and presentations to newcomers). It will provide information on the new flexible working conditions, the move to the new building and the outcomes of senior management's work. Internal communication will also contribute to the promotion and implementation of the **new greening policy of the Commission**, and will continue to organise 'OP Talks' to inform the staff on the evolution of the Office and its new services.

Internal communication will use multiple channels, such as the intranet, emails, a TV in the canteen, suggestion boxes and video messages. The intranet will be revamped and will offer more news and information that is easier to access.

People will be encouraged to suggest topics for the intranet and other internal communication channels. The internal communication team will organise events that get staff involved, such as fairs and small exhibitions, always in respect of the health measures and the new working conditions in place.

A close collaboration with DG HR will aim at the publication of more articles on MyIntracomm. Collaboration with Luxembourg-based EU services will be further reinforced.

B. Sound financial management

Internal control system

The Office's internal control plan for 2022 includes regular financial control exercises (both *ex ante* and *ex post*). Pertinent problems will be addressed through recommendations.

Following the revision of the list of contracts and important projects, contract analyses and evaluations will be planned and executed according to the Commission guidelines to support decision making by management.

The risk assessment exercise for 2022 will be done in accordance with the risk management methodology of the Commission and will be based on discussions with all heads of units. The risks (including risk of fraud) will be analysed and actions undertaken to manage and mitigate them.

Public procurement and budget implementation

Public procurement procedures will be launched and concluded in accordance with the Financial Regulation, using the models and guidelines issued by DG Budget. The Office's business units will be provided with expert legal advice in calls for tenders and contract domain, as well as copyright and co-publishing.

The Office will ensure high levels of budget implementation, in line with the budgetary principles and respecting the financial rules and contractual obligations.

C. Fraud risk management

The Office will implement the actions planned for 2022 in its own anti-fraud strategy. Regular communications to raise fraud awareness will be launched. The register of exceptions will also be analysed every semester from the fraud detection perspective, by monitoring the trend of the contract condition overrides and the takeover of costs. The concentration of contracts will be analysed at the end of the year.

D. Digital transformation and information management

Digital transformation

The Office will **implement its IT multiannual plan** and contribute to the **Digital Solutions Modernisation Plan**. These plans form the basis to digitally transform the Office's way of work by developing new and innovative cloud-native digital solutions.

A substantial part of this activity is to ensure the business continuity of information systems supporting the Office's critical services, in particular the production and dissemination of the Official Journal.

The Office gives the highest priority to the management of IT security risks. The IT Security Competence Centre, created in 2019, is an active participant and user of the tools of the ITSRM Community, the GovSec User Group and the DevSecOps community of practice. The Office will finalise security plans for the remaining non-critical systems and implement all actions under the security plan actions for critical systems by the end of 2022.

IT security compliance has been integrating with IT security risk management since 2021. So far, 61 controls at DG level have already been attested in the IT security governance, risks and compliance (GRC) platform. In 2022, this process will continue and the Office will further increase the use of the platform to attest the controls of its communication and information systems.

In 2022, the Office will remain fully engaged in the ongoing corporate IT legacy exercise, as approved by the Information Technology and Cybersecurity Board (ITCB) and managed within the Digital Stakeholders Forum (DSF). Within the modernisation of legacy systems to improve their performance and security, the Office will launch a new phase of renovation of the Ceres-2014 system and the replacement of the search technology of the EUR-Lex website.

To implement the digitisation of work and processes, the development of **UPP** will continue, enabling the decommissioning of no fewer than five legacy systems. A review of existing business processes and synergies is an integral part of this exercise. **By reusing the same platform**, the Office will deliver the first 'production-ready' release of **IBIS** by the end of 2022. DG Budget and the corresponding departments in the European Parliament and the Council are directly involved in this project, which will also enable the decommissioning of CIBA, a critical legacy system.

The Office will finalise the systems adaptations and carry out an extensive full-scale integration test to deliver the **Official Journal act-by-act** project on 1 January 2023.

The Office will support new ways of working by rolling out the **collaboration tools** plan (including specific guidance, training and champions network) and will migrate to the new WELCOME network of the Commission.

The Office will prepare for more concerted future activities related to artificial intelligence. Within the framework of a task force on AI, the state of play of using AI in the Office will be assessed, actions will be outlined to gain more knowledge on AI and recommendations will be made on the use of AI to facilitate the achievement of the Strategic objectives. On this basis, the Office will also work with DG Informatics at the preparation and implementation of the forthcoming corporate AI action plan.

Data, information and knowledge management

The Office actively participates in implementing the **Commission's data strategy**, for example by the management of data.europa.eu and by contributing to the data advisory network and the data catalogue. It also plays a prominent role in the Information Management Steering Board (IMSB) and the local data correspondent network.

In 2022, the Office aims to stay at the forefront of data, information and knowledge-related actions. Therefore, in the context of the **Rolling Action Plan 2022-24 on data, information and knowledge management**, for next year the Office volunteered – together with the Secretariat-General of the Commission and DG Informatics – to take the lead on the action on implementing and refining the corporate reference data management policy. The Office's lead for this action has been confirmed by the Information Management Steering Board. This action will include drafting guidelines for the governance of corporate reference data, testing the potential for corporate usage of two existing open-source solutions developed in-house for managing corporate reference data, and raising awareness across the organisation, including upskilling of the staff involved in this area. The implementation of the policy will be complemented by a comprehensive service package proposed by the Office. This will contribute to actions related to data advisory and business and AI, as well as increasing the transparency of evidence used in policy making as part of the better regulation agenda.

The necessity of setting up data governance and data policies in all of the Commission DGs is stipulated by the 'corporate data governance and data policies' document in the context of the DataStrategy@EC action plan. This is particularly relevant for the Office, which is a data-intensive organisation with accountability to all EU institutions, calling for wide data governance and policies. A dedicated data governance board was set up to ensure liaison with the strategic governance of the Office and to define the Office's data policy, and the managerial and operational level roles of data governance. The board will also initiate the creation of catalogues of internal data assets and initiatives, harmonise data guidelines and revise the data-related aspects of all activities and projects in the Office.

Data protection

The Data Protection Coordinator (DPC) will continue to provide dedicated advice to all units and monitor all processing operations to ascertain that they are in compliance with **Regulation (EU) 2018/1725**, and that the records describing them are up to date. There will be a particular focus on checking that any updated processing operations (e.g. in the context of contract renewals) follow the dual principles of privacy by design and by default. In this context, the DPC will continue to review agreements with external processors, also to avoid international transfers of personal data, or if these are not avoidable, to implement risk-mitigating measures.

The DPC will continue to provide **dedicated data protection training** on a unit-by-unit basis. Approximately half of the Office's staff were already reached during 2021 and the target for 2022 is set at 85 %.

The Office will continue to process **data subjects' requests in full compliance with the applicable rules** and adapt its internal working methods in line with the evolution of the legal and supervisory framework, in particular the recommendations and guidelines given by the Commission Data Protection Officer (DPO) and the European Data Protection Supervisor (EDPS).

E. Sound environmental management

The upcoming Communication and Action Plan on **'greening the Commission'** will detail the actions required to achieve the objective of the Commission becoming climate-neutral by 2030 and provide guidance in this context. Further to the defined general action areas (buildings, transport, missions and IT), the environmental impacts of the production and dissemination of publications pose specific issues for the Office. The move to the new building at the end of 2022 will also be a landmark for the physical working environment and for energy efficiency. Building on this impetus, a study will be commissioned to assess the carbon footprint of the Office and to prepare a specific greening action plan. In order to ensure wide horizontal co-operation, an interservice task force will be set up to evaluate and coordinate all contributions to these greening goals.

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

The Office will strongly promote and use **paperless working methods**, such as e-signatories, electronic financial circuits and archiving and electronic submissions for calls for tenders. The Office will also continue to use the **qualified electronic signature** via Ares to replace blue ink signatures wherever possible.

The Office will further raise **staff awareness** of the different EMAS campaigns by making them more visible on its premises, with an emphasis on the replacement of bulk lights by LED to reduce energy consumption. The Office will encourage the use of **videoconferencing tools** for meetings instead of missions and will encourage carpooling and the use of public transport. It will also ensure the environmental quality of cleaning products on its premises. Due to COVID-19 and the consequent structural changes in the use of videoconferencing tools, the number of **missions** has substantially decreased since 2020.

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

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

UPP – the author's portal module

UPP is the new production workflow management system currently under development in the Office. It will bring opportunities for synergies throughout the entire process, from incoming requests to the final dissemination of general publications, in particular through the automation and rationalisation of repetitive tasks. The **author's portal**, the first module to be released in 2022, will notably enable automated integration with the production systems and streamline and improve the efficiency of the request capturing, author communication and publication production processes for the Office.

By adopting a 'customer-focused' orientation the new author's portal will reduce human errors that are currently resolved manually, through time-consuming communication between the Office and the authors. Additionally – and in contrast to the current situation – requests will be captured in a well-structured way by a module that is part of the same platform and that will orchestrate the publication production processes. This will eliminate any need for integration between two independent systems – an integration which today involves people manually configuring the projects in the production system based on the information that they retrieve from the request capturing system.

This will not only free up human resources to focus on existing and new added-value tasks, but will directly contribute to a progressive optimisation of activities linked to publication production.

Rationalisation of information purchasing

The Commission library provides a modern library service to support and inspire Commission staff in their policy work, and to do so, it must provide timely access to information resources. However, within the Commission the purchase of such materials is currently fragmented. The library aims to address this fragmentation through a campaign of identifying, coordinating and rationalising these purchases. The impact of this action will be threefold:

- Optimisation of budget spending by avoiding the duplication of resources purchased simultaneously by several DGs without coordination and by taking advantage of publishers' pricing models when they offer better prices and conditions when ordering for a higher number of users.

- Ease of access to these resources through the library catalogue acting as a single repository, exploiting high-quality metadata to facilitate the search and discovery of the data and information available in the Commission.

- Reduction of administrative efforts and human resources involved at DG level to manage multiple purchase orders and invoices for the same resource in several DGs.

ANNEXES — Performance tables

PART 1. DELIVERING ON THE COMMISSION'S PRIORITIES

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)		
Main outputs in 2022		
Supplement to the Official Journal		
Output	**Indicator**	**Target**
Production of the Supplement to the Official Journal in accordance with the directives in force	Average cost per notice	EUR 5.17
Access to public procurement notices	Number of documentary units (notices) uploaded to the TED website during the year	717 000
Implementation of eForms		
Output	**Indicator**	**Target**
eForms-compliant publication workflow	Date of entry into production	14 November 2022

General objective 2: A Europe fit for the digital age

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

Main outputs in 2022

data.europa.eu

Output	Indicator	Target
Enriched catalogue of European datasets on data.europa.eu	Number of datasets on data.europa.eu	1 400 000
Growing number of datasets from EU Institutions published on data.europa.eu	Number of datasets from EU institutions	18 000
Linking similar datasets together to enhance the user experience	Percentage of viewed datasets that have semantic links to other datasets	10 %
Geographical and thematic coverage of data.europa.eu (national, regional, local, geo, etc.)	Number of catalogues on data.europa.eu	83
Popularity of the new data.europa.eu portal	Number of page views	2.5 million
	Number of visits	1.25 million
Enhanced awareness of the value of open data for society	6th edition of the EU Datathon competition	EU Datathon organised in 4th quarter 2022

CORDIS

Output	Indicator	Target
Facilitate federated queries across identified datasets	The EURIO-based knowledge graph is made accessible through a SPARQL endpoint	4th quarter 2022
Support linked open data	Publication of datasets in semantic formats based on EURIO	3rd quarter 2022

General objective 6: A new push for European democracy

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

Main outputs in 2022

EUR-Lex coverage

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

Joint Legislative Portal

Output	Indicator	Target
First version with a limited scope	Developed	End 2022

Legal data for reuse and improved linking

Output	Indicator	Target
Availability of sets of legal data for download (data dump)	Two EUR-Lex collections available	End 2022
Improved linking of EU legal and justice information	Links between summaries on EUR-Lex and interactive forms on the e-Justice portal available	3rd quarter 2022

Usability of legal information

Output	Indicator	Target
Data visualisation for international agreements	Available on EUR-Lex	1st quarter 2022
Procedural view for cases of the Court of Justice	Available on EUR-Lex	3rd quarter 2022
Consolidation of legal acts – production in AKN4EU format	Number of consolidated acts produced in AKN4EU format (including the test phase)	50
Summaries of EU legislation – introduction of HTML5 format	Number of summaries produced and published in HTML5 format	120

Findability and accessibility of legal information

Output	Indicator	Target
Better discoverability of legal information through search engines	Editorial content enrichment and meta descriptions in HTML implemented	4th quarter 2022
Improved accessibility of legal information for people with visual impairments	Percentage of accessibility study recommendations implemented	90 % by 4th quarter 2022

General objective 6: A new push for European democracy		
Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed		
Main outputs in 2022		
Long-term preservation		
Output	**Indicator**	**Target**
Improvements in the Long-Term Digital Preservation Service	Implementation plan of the audit report recommendations	End 2022
Move of the long-term physical archives	Collections transferred to their newly identified destinations	Achieved for all collections: end 2022
EU legal deposit		
Output	**Indicator**	**Target**
Interinstitutional agreement on the scheme's extension for audiovisual content and press releases	Phase 2 documentation validated by the ICLPS	December 2022
Institutions are informed and become active users of the scheme	Communication plan executed	April 2022
Web preservation		
Output	**Indicator**	**Target**
Web preservation service – main service	Number of EU institutional websites archived on a regular basis (quarterly or more often)	> 250
Web preservation – additional collections	Number of new websites archived as part of the EU-funded projects collection	> 4 500
	Number of new HTML publications archived	> 1 000
Identifiers		
Output	**Indicator**	**Target**
Extension of DOI services for persistent identification	Number of DOIs for grants registered	> 35 000
Metadata services		
Output	**Indicator**	**Target**
Identification, cataloguing and archiving of publications	General publications: number of notices available in the CELLAR (*)	> 132 000
(*) A notice covers all linguistic versions and available formats for a given title in the CELLAR		
Metadata for additional content disseminated as linked open data	New content types in the CELLAR	> 2
Rich metadata disseminated as linked open data	New metadata elements in the Common Data Model (CDM)	> 20
Periodicals records disseminated as linked open data	Periodical records in the CELLAR	> 6 000

The Commission library		
Output	**Indicator**	**Target**
Implementation of the new interinstitutional framework contract for specialist periodicals and other electronic resources	In use	December 2022
	Number of participating institutions, bodies and agencies	> 30
Use of the library's e-resources	Number of times the full text of an e-journal was downloaded/viewed	> 430 000
	Number of unique ebook requests	> 80 000
Outreach to Commission library users	Number of participants in presentations and training courses	> 1 000
Leveraging artificial intelligence		
Output	**Indicator**	**Target**
OPIA running in production on OP Portal in English and French for EU law and EU Publications	OPIA running in production	2nd quarter 2022
Q & A system test as a proof of concept	Proof of concept finished	2nd quarter 2022
Web analytics services		
Output	**Indicator**	**Target**
Creation of a search web analytics dataset	Dataset integrated in the web analytics dashboards	4th quarter 2022
EU Whoiswho modernisation		
Output	**Indicator**	**Target**
EU Whoiswho revamp	New governance agreed by the Steering Committee	3rd quarter 2022

General objective 7: A modern, high-performing and sustainable European Commission		
Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge management		
Main outputs in 2022		
Interoperability in the EU institutions: Exchange of legal data		
Output	**Indicator**	**Target**
Implementation of the conversion and validation framework according to the requirements of stakeholders	Availability	4th quarter 2022
Towards a corporate reference data management policy		
Output	**Indicator**	**Target**
Corporate reference data management at the Commission – policy	Policy fully adopted by IMSB	2nd quarter 2022
Corporate reference data management at the Commission – services	Comprehensive package of services available at corporate level	4th quarter 2022
Enrichment of EU Vocabularies with new features	Adaptation of the website to users' needs and extension of ShowVoc use	4th quarter 2022
Showcase for reference data management in the Commission	Availability of corporate reference data for DG Informatics and DG HR to ingest in relevant systems	2nd quarter 2022
VocBench as single tool for reference data management at the Office	All reference data assets published on EU Vocabularies maintained in VocBench	2nd quarter 2022
Modernised *Interinstitutional Style Guide*		
Output	**Indicator**	**Target**
New user-friendly web presence of the style guide	Availability of all user requirements	4th quarter 2022
Renovated central repository		
Output	**Indicator**	**Target**
Definition of the financial, legal, organisational and technical model to operate a repository service for non-Office collections	Service model documented	4th quarter 2022
Fully cloud-ready dissemination layer ready	In production (in parallel to current dissemination mechanism)	4th quarter 2022
Analysis of strategy and planning for the integration of outstanding Office collections by 2024	Strategy document and new semantic model ready	4th quarter 2022

General objective 7: A modern, high-performing and sustainable European Commission		
Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information		
Main outputs in 2022		
Act-by-act publication of the Official Journal		
Output	**Indicator**	**Target**
The Office is able to publish the Official Journal act-by-act	The first Official Journal is published as 'act-by-act'	4th quarter 2022 (1 January 2023)
Production and publication of the EU budget		
Output	**Indicator**	**Target**
IBIS first 'production-ready' release finalised	IBIS first 'production-ready' release ready to start 'user acceptance testing'	4th quarter 2022

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

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

Main outputs in 2022

Interinstitutional reference centre for publishing services

Output	Indicator	Target
Collaborative planning	Number of DGs and executive agencies providing publication plans	15 services
	Publications governance established	Commission: end 2022
Editorial advice	Service available for all institutions	3rd quarter 2022
	Number of reports provided	100 reports
Quality and timeliness in the production of general publications	Percentage of authors satisfied with the Office's services	80 %
Accessible publications	Percentage of publications accessible to disabled users	20 % ([5])
Performance measurement	Service available for all institutions	By end 2022
	Number of reports provided	150 reports
Professionalisation of the community of practice	Community identification and support activities for the publications community of EU staff	- Launch of a community of practice shared space: 2nd quarter 2022; - Four newsletters for the community in 2022; - Training path available for all institutions: end 2022

Linguistic services

Output	Indicator	Target
Perform language editing and proofreading	Number of standard pages corrected (Official Journal, case-law, general publications, TED, Consleg and Sumleg)	> 2 000 000 pages
Perform *ex post* quality control on publications considering the production process of the documents	User satisfaction rate on proofreading and multilingual aspect	General publications: 75 % Official Journal: 75 %
	Number of comments related to linguistic quality	< 3 % of the overall comments
Linguistic terminology and rules are improved through interinstitutional linguistic groups	Number of participants into interinstitutional linguistic groups	One per language
New framework contract for outsourcing general publications	Contract signed and available for stakeholders	End 2022
Market study report	Report available	End 2022
Linguistic services policy including outsourcing	Policy available	End 2022

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[5] The baseline of 20 % set in 2019 was based on a broad estimation, as no data was available at the time. Production of accessible publications started only in 2021 after training was completed for the Office's project managers and language editors, and after the launch of the new framework contract. Although the Office is now able and ready to produce accessible publications and authors are slowly becoming aware of the need and adjusting their process, the Office sees an increased interest from author services but a slow uptake, due to the extra time and effort required.

Synergies in the printing domain and reduction of publication stock		
Output	**Indicator**	**Target**
Implementation of new distribution practices	Volume of stock	Decrease by 10 %
Efficiency in the production and distribution of publications	Surplus of publications (difference between publications received and publications distributed)	< 500 000 copies

PART 2. Modernising the administration

A. Human resource management

Objective: The Office employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business		
Main outputs in 2022:		
Output	**Indicator**	**Target**
Increased staff engagement	Individual meetings of the new DG with each staff member	100 % (by the end of 2022)
Gender balance	Number of women participating in talent development and coaching actions	5
Gender balance at all management levels	Percentage of women in senior management positions	40 %
	Percentage of women as deputy directors	50 %
	Percentage of women in middle management positions	50 %
	Percentage of women in deputy middle management positions	50 %

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions		
Main outputs in 2022:		
Output	**Indicator**	**Target**
Effective controls: legal and regular transactions	Risk at payment	< 2 % of relevant expenditure
	Estimated risk at closure	< 2 % of relevant expenditure
Effective controls: safeguarded assets and information	Number of data leaks	0
Ex post controls (payments)	Coverage of *ex post* controls in percentage of transactions value (payments)	> 15 % of transactions value
Economical controls	Overall estimated cost of controls	< 5 % of funds managed
Efficient controls	Percentage of payments (in value) on time	> 99 %
	Percentage of budget execution (commitments) with respect to final budgets	> 99 %

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF) aimed at the prevention, detection and correction ([6]) of fraud

Main outputs in 2022:

Output	Indicator	Target
Implementation of the anti-fraud strategy	Degree of implementation of the actions included in the Office's 2022 anti-fraud strategy	100 %

D. Digital transformation and information management

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

Main outputs in 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for the Office's key data assets	Percentage of implementation of the corporate principles for data governance for the Office's key data assets	Interim milestone by 2022: 50 %
List of key initiatives on digital transformation in the Office's policy field	Degree of implementation of the digital strategy principles on three key systems	73 %
Unified Production Platform	Author portal, outsourcing of proofreading	End 2022
IBIS	Production-ready release to be tested	End 2022
Adaptation of all information systems for the production of act by act	Tested and ready for production	End 2022
Increase security level	Number of security plans finalised	100 %
Compliance of data-processing records	Percentage of records revised and kept up to date	100 %
Dedicated data protection training	Percentage of staff reached by dedicated training activities	85 %

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

E. Sound environmental management

Objective: The Office takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work		
Main outputs in 2022:		
Output	**Indicator**	**Target**
Study on greening of the Office	Launch of the study	End 2022
Recycled paper used in the printshop	Percentage of recycled paper used in the printshop	80 %
Staff awareness actions about waste generation	Percentage of staff informed	100 %
Staff awareness actions to reduce water and energy use	Percentage of staff informed	100 %
Green public procurement for supplies and services	Percentage of relevant (7) high-value calls for tenders incorporating green procurement criteria	100 %
Global reduction of single-use plastics and use of sustainable gadgets/gifts	Percentage of sustainable events	100 %

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(7)   Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.