

2017

Annual Activity Report

Directorate-General for Translation

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THE DG IN BRIEF

DGT's overarching goal is to provide the European Commission with **high-quality translation and other language services**. Besides conventional translation work, by far the biggest part of its core business, DGT is also active in the areas of editing, web editing, web translation, language localisation, machine translation and terminology. These activities are supported by demand management, quality management, outsourcing and administrative support functions.

DGT's job is to provide the services necessary to respect the European Union's multilingual character by making sure the Commission produces clearly written documents in all official languages of the EU and in other languages. By making legislation and information available to people in a language they understand, DGT enables the Commission to communicate better with EU citizens and make the EU more **open, accountable and democratic**. Its efforts underpin the EU's **legitimacy** and help ensure that its citizens can enjoy their rights to the full.

By implementing its mission, DGT aims to be a full partner in the legislative and communication processes, the hub for all translation-related activities in the Commission and a reference in the world of translation, while also contributing to the development of each official language and the translation profession at large.

DGT is a 'trans-Ardenne' Directorate-General, with staff distributed evenly between Brussels and Luxembourg. It also has field officers in all the Member States except Belgium and Luxembourg.

Part I (Policy achievements) sets out in detail how DGT carried out its mission in 2017.

EXECUTIVE SUMMARY

The Annual Activity Report is a management report of the Director-General of DGT to the College of Commissioners. Annual Activity Reports are the main instrument of management accountability within the Commission and constitute the basis on which the College takes political responsibility for the decisions it takes, and for the coordinating, executive and management functions it exercises, as laid down in the Treaties¹.

a) Key results and progress towards the achievement of general and specific objectives of the DG (executive summary of section 1)

DGT delivered 2.05 million pages of translation and editing services in 2017, fractionally less than in 2016, with fewer human and financial resources. It met 99.2% of deadlines, with customer satisfaction at 86%. The largest customers were DGs AGRI, COMP, FISMA, JUST, SANTE, SG and TRADE. DGT enabled the Commission to deliver policy in all EU languages, including on the European Semester, on Cybersecurity, the Energy Union, Mobility, the White Paper on the Future of Europe and the subsequent reflection papers, the President's 2017 State of the Union. The share of major initiatives edited rose from 40% to 62%; DGT continued to train Commission staff in improving their drafting skills.

As a demand-driven service with the objective to meet the Commission's needs whilst making **efficient use of its human and financial resources**, DGT delivers using a mix of resources, combining internal staff, technology and outsourcing. DGT continued its work with the central services to scrutinise its resources mix to optimise efficiency, building on the analysis carried out and presenting options to make further efficiencies.

DGT increased the share of **outsourcing** from 29.5% to 30.6%, in line with the Strategic Plan. It organised rounds of group coaching for managers to accompany the change in delivery method and workflow that this entails. Through intensive quality control work in the departments and action taken to terminate contracts that underperformed, DGT achieved an increase in the average quality mark of outsourced translation. It also launched two calls for tender for pilots to test two alternative outsourcing models.

DGT increased **translation into Irish** in line with Council Regulation 2015/2264 phasing out the derogation, delivering the first incremental increase. As chair of the EU-Ireland Monitoring Group, DGT worked with its partners in the EU language services and with its Irish counterparts on a spectrum of measures to build capacity. The EPSO competition for Irish translators yielded 10 laureates, short of the target of 62. DGT co-organised the 2nd EU-Ireland conference to start building a network of Irish language experts.

DGT framed its IT Vision and Strategy, with cornerstones for developing its IT architecture and tools. In November 2017, DGT, DIGIT and CONNECT co-launched the upgraded machine translation service, **eTranslation**, under the Connecting Europe Facility, providing faster and more fluent results due to the shift from statistical-based translation to neural machine translation, entering the domain of artificial intelligence. Demand for machine translation increased from 1.1 million in 2016 to 1.6 million.

DGT took action to invest in the **digital expertise** of its staff. Recognising the current language technology expertise and seeking to spread it, DGT created a new staff profile, language technology coordinator, to dedicate one resource per department to promote, support and develop language technology. The focus of its 2017 Translating Europe Forum for the wider profession was skills and new profiles, bringing stakeholders together to discuss technological change and training. As chair of the European Masters in Translation (EMT) network, DGT steered work to update translator training curricula in line with technological changes, and adopted the strategy for EMT 3.0, under Erasmus+.

¹ Article 17(1) of the Treaty on European Union.

b) Key Performance Indicators (KPIs)

Result indicators:		
1. Customer satisfaction rate Percentage of clients who express satisfaction with DGT's services		
Baseline	Target/Milestone	Latest known result as per Annual Activity Report
2013: 82.5 %	2015: $x \geq 83$ % 2018: 84 % - Milestone SP 2020: 85 % - Target SP	2014: 83.0 % 2015: 80.2 % 2016: 86.0 % ²
2. Deadline compliance rate Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions)		
Baseline	Target/Milestone	Latest known result as per Annual Activity Report
2009: 95 %	2011: 95.0 % 2012: 95.0 % 2013: ≥ 96.0 % 2014: ≥ 95.0 % 2015: ≥ 95.0 % 2018: 97 % - Milestone SP 2020: 99 % - Target SP	2011: 97.9 % 2012: 98.0 % 2013: 97.3 % 2014: 98.1 % 2015: 98.5 % 2016: 94.6 % ³ 2017: 99.2 %
3. Outsourcing rate Proportion of pages translated externally as a percentage of the total number of translated pages delivered by DGT		
Baseline	Target/Milestone	Latest known result as per Annual Activity Report
2015: 27 %	2016: ≥ 29.0 % 2018: 33 % - Milestone SP 2020: 37 % - Target SP	2016: 29.5 % 2017: 30.6 %
4. Percentage of women in middle management		
Baseline	Target/Milestone	Latest known result as per Annual Activity Report
2015: 44 %	2018: 47 % - Milestone SP 2019: 50 % - Target SP 2019: 52% - New Target first appointments	2016: 50 % 2017: 52.6 %

² Result of the customer satisfaction survey in 2016; next survey is planned for 2019.

³ Due to the launch of a new workflow system in DGT the deadline compliance may somewhat deviate from the normal value. This is a temporary phenomenon and not a downward trend.

c) Key conclusions on Financial management and Internal control (executive summary of section 2.1)

In accordance with the governance arrangements of the European Commission, Directorate-General Translation (DGT) conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards.

Following the adoption by the Commission of a new set of internal control standards/principles, DGT has assessed the internal control systems during the reporting year and has concluded that the internal control standards/principles are implemented and function as intended. Please refer to AAR section 2.1.3 for further details.

In addition, DGT has systematically examined the available control results and indicators, as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives. Please refer to Section 2.1 for further details.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director General, in his capacity as Authorising Officer by Delegation has signed the Declaration of Assurance.

d) Provision of information to the Commissioner

In the context of the regular meetings during the year between the DG and the Commissioner on management matters, also the main elements of this report and assurance declaration have been brought to the attention of Commissioner Oettinger, responsible for Budget and Human Resources.

1. KEY RESULTS AND PROGRESS TOWARDS THE ACHIEVEMENT OF GENERAL AND SPECIFIC OBJECTIVES OF THE DG

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

Impact indicator: Trust in the European Commission

Source of the data: Standard Eurobarometer on Public Opinion in the European Union

Baseline (EB 83 – Spring 2015)	Latest known value (EB 88 – Autumn 2017)	Target (2020)
40% tend to trust	42% tend to trust	Increase

Impact indicator: Staff engagement index in the Commission

Source of the data: European Commission

Baseline (2014)	Latest known value (2017)	Target (2020)
65.3%	64.3%	Increase

Specific objective 1: DGT meets the Commission's needs by delivering high quality translation and editing services

In 2017 DGT's total **translation output** amounted to 2 047 921 pages, which is 7 % less than in 2016. The **deadline compliance rate** reached 99.2 %, exceeding the target value of 99 % for 2020. The **correction rate**, which measures translation quality based on the number of corrigenda and correcting acts adopted by the Commission to correct translation mistakes, was 0.39 %, which is below the tolerance level of 0.5 % defined in DGT's Strategic Plan. Overall **customer satisfaction** reached 86 %. 30.6 % of total production was outsourced, compared to 29.5 % in 2016.

DGT met 99.2 % of all deadlines, exceeding the 2020 target of 99 %.

DGT's **largest customers** were DGs AGRI, COMP, FISMA, JUST, SANTE, SG and TRADE, each requesting more than 100 000 pages. Apart from the recurrent files - Commission General Report, the three rounds of packages of the European Semester and the draft Budget – there were several other **voluminous packages**, such as the Data, Mobility and Social packages, the packages on Cybersecurity, the Energy union, and a combined package on Mobility, energy and climate. Other important files included the White Paper on the Future of Europe and five subsequent reflection papers, and the President's speech on the State of the Union 2017.

DGT was involved in **editing** 98 Commission's major initiatives; this represents 62 % of the total for 2017, compared to 40 % in 2016. Major initiatives now represent 16 % of DGT's editing output.

Of the 49 Clear Writing training sessions organised by DGT, 22 were targeted **Clear Writing** courses for press officers in the Spokesperson's service, for drafters of the European semester country reports and for staff of the European Data Protection Supervisor Office. DGT also organised 23 Clear Writing lunchtime sessions. The 2017 Clear Writing Trophies were awarded at a ceremony in December in the presence of Secretary-General Italianer and Chief Spokesperson Schinas.

Quality management focussed on the consolidation and consistent application of the translation quality guidelines, and in particular on risk assessment at operational level, on clarifying the roles and responsibilities of quality managers and on improving the consistency of the evaluation process for outsourced translations.

Terminology coordination work, as set out in DGT's Terminology Framework, focussed on ensuring the consistency of terminology in translations and on maintaining and feeding IATE, the interinstitutional terminology database. The 98.3% completion rate for the 950 mandatory terminology concepts is the highest achieved since the target was introduced in 2012. DGT sets itself an ambitious target of 950 mandatory concepts per year, with the ambition to deliver 100%. However, every year, because of different priorities and urgent needs of the Language Departments, some of those mandatory concepts cannot be completed until the 31st December, as planned. The missing concepts from year Y are however delivered until the end of year Y+1.

DGT external users of the Machine Translation service (**MT@EC**) requested 3.2 million pages, against 2.7 million pages in 2016.

DGT took action to manage change in its working methods and culture by establishing communities of practice to apply systematic approaches to managing with lower staffing levels, higher rates of outsourcing and technological developments in its core business.

Specific objective 1: DGT meets the Commission's needs by delivering high quality translation and editing services

Result indicators:

1. Customer satisfaction rate

Percentage of clients who express satisfaction with DGT's services

Source: Customer satisfaction survey (Yearly survey enabling DGT to measure whether the quality of its service meets its clients' expectations and to detect areas needing improvement.)

Baseline 2013	Interim milestone	Target 2020	Latest known results - 2017
	2018		
82.5 %	84 %	85 %	86 % ⁴

2. Deadline compliance rate

Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions)

Source: DGT- management information scoreboard

Baseline 2009	Interim milestone	Target 2020	Latest known results - 2017
	2018		
95 %	97 %	99 %	99.2 %

3. Correction rate

The ratio between the number of translations formally corrected during one year and the number of translations of the same year and the preceding two years that can be subject to such corrections.

Source: DGT Stat, ManDesk

Baseline 2015	Interim milestone	Target 2020	Latest known results - 2017
	2018		
0.42 %	< 0.5 %	< 0.5 %	0.39 %

4. Share of Commission major initiatives edited

Source: Agenda Planning, SG Vista, ManDesk

Baseline 2015	Interim milestone	Target 2020	Latest known results - 2017
	2018		
12 %	45 %	65 %	62 %

5. Direct requests for MT@EC by individual users and web services

Source: MT@EC statistics

Baseline 2015	Interim milestone	Target 2020	Latest known results - 2017
	2018		
2 million pages	3 million pages	4 million pages	3.2 million pages

⁴ Result of the customer satisfaction survey 2016.

Main outputs in 2017:			
Description	Indicator	Target	Latest known results - 2017
Total production (official EU languages) * <i>Source: DGT Stat</i>	Total number of pages processed internally and outsourced to produce the final product	31 December 2017	2 044 644 pages
Total production (non EU languages) * <i>Source: DGT Stat</i>	Total number of pages processed internally and outsourced to produce the final product	31 December 2017	3277 pages
Analysis of consistency of translations across language versions	Report on the sample analysis	30 September 2017	Indicator dropped ⁵
Use of machine translation by customer DGs* <i>Source: MT@EC statistics</i>	Number of pages submitted to the MT@EC service	31 December 2017	1.6 million pages
Clear Writing training sessions	Number of sessions organised	26 sessions by 31 December 2017	49 sessions organised
Terminology — Finalisation of 950 mandatory concepts	Number of mandatory concepts finalised	950 concepts by 31 December 2017	Percentage of the concepts finalised: 98.3 %

* This measures the products and services DGT delivers to its users. Since DGT's outputs are demand-driven, no targets have been set

⁵ The indicator was dropped because there would not be another exercise on multilingual concordance such as those conducted in previous years. Information about this subject will be included in DGT's Quality Report.

Specific objective 2: DGT makes efficient use of its human and financial resources and manages fluctuating demand by increasing the level of outsourcing

DGT's outsourcing activity is governed by its Outsourcing Framework. During the reference period, priority actions were adopted and implemented, focusing on analysing and sharing different outsourcing practices. The use of external translation steadily increased, resulting in an **outsourcing rate** of 30.6 % (624 000 pages), up from 29.5% (648 240 pages) in 2016. The outsourcing rate was slightly below the target of 31% set in DGT's Management Plan 2017. As outsourcing is calibrated to the development of translation demand, in line with DGT's Strategic Plan 2016-2020, the small difference reflects the lower workload (2 million pages in 2017 against 2.2 million pages in 2016).

More than 99 % of external translations were delivered in time. The overall **quality** mark of 8.8/10 was considerably higher than in 2016 when the change to the OMNIBUS-15 framework contracts initially led to some quality problems. DGT continued to closely follow quality issues. Over the reference period, 30 framework contracts were terminated for underperformance and/or late delivery. Due to the growing number of contractors not picking up jobs offered to the market, the use of negotiated procedures increased, especially in lots with few contractors under **OMNIBUS-15**. The effect was an unprecedented need to use negotiated procedures. The related costs amounted to more than EUR 1.3 Mio in 2017, against EUR 234 931 in 2015 and EUR 535 293 in 2016.

By May 2017 all scheduled 23 **freelance seminars** (info sessions to exchange information and engage more closely with the external partners) had taken place. Group coaching exercises for key staff involved in outsourcing operations were held to improve outsourcing practices and to help departments manage the increase in outsourcing. **Calls for tenders** for 8 language combinations were launched at the end of the year. Ahead of concluding new general framework contracts in 2020, DGT started a pilot for two alternative approaches to contracting: an improved version of OMNIBUS-15 keeping the principle of dynamic ranking, and another where the highest ranked contractor takes all assignments.

See Part 2, Organisational management, for more detailed information.

Specific objective 2: DGT makes efficient use of its human and financial resources and manages fluctuating demand by increasing the level of outsourcing			
Result indicator: 1: Outsourcing rate			
Proportion of pages translated externally as a percentage of the total number of translated pages delivered			
<i>Source: DGT- management information scoreboard</i>			
Baseline 2015	Interim milestone	Target 2020	Latest known results - 2017
	2018		
27 %	33 %	37 %	30.6 %
Main outputs in 2017:			
Description	Indicator	Target	Latest known results - 2017
Pages translated externally as % of total translated pages <i>Source: DGT- management information scoreboard</i>	Outsourcing rate Baseline: 27 % (2015)	(end of 2017) x ≥31 %	30.6 %
Info sessions organised in Member States with contractors and departments	Number of information sessions organised	23 sessions by 31 May 2017	All scheduled 23 sessions were held

Specific objective 3: DGT has the capacity to provide high-quality translation into Irish

In 2016 the EU-Ireland Monitoring Group on the **Irish language derogation** was set up to jointly manage the process of capacity building in Irish, following Council Regulation 2015/2264 to bring Irish to full language regime by 2022. The steering level of the Monitoring Group adopted the multiannual Rolling Plan of actions and annual priorities in March 2017. The operational level met in March and November to oversee progress.

Pursuant to the Regulation, all **Directives adopted by the European Parliament and the Council had to be translated into Irish** as of 1 January 2017. This meant that 1771 additional pages were translated into Irish by the end of 2017.

The reserve list of successful candidates of an **EPSO translator competition for Irish translators and linguists**, published in September 2017, yielded fewer laureates (10) than requested (62) by the EU institutions. DGT recruited up to the Commission's quota of 4 translators. DGT also recruited 2 Irish linguistic assistants from the latest EPSO assistants reserve list. To compensate for the shortfall in the number of EPSO translator laureates, DGT carried out a selection of temporary agent translators. It organised several ad-hoc meetings with representatives of the language services of the European Parliament and Council to discuss taking a joint interinstitutional approach to organising a temporary agent selection, work placements for trainees to be funded by the Irish government, and a more balanced workload between the EU institutions.

As the **acquis communautaire** is not available in Irish, joint work commenced on translation into Irish of selected parts of the acquis to reinforce the Irish translation memories. The purpose is to boost efficiency in translating the additional legal obligations stemming from the Regulation. This year marked the 10th year of running the **IATE Irish terminology project**, which has yielded 62 201 Irish IATE entries (71 712 terms).

Some 90 participants attended the **yearly EU-IE Conference** in Dublin on 12 October, from different Irish language organisations and universities. The Commission (DGT, SCIC, and OP) were represented, as were the Council and the European Parliament. In 2017, a **special edition of Juvenes Translatores** was also organised for Irish.

Specific objective 3: DGT has the capacity to provide high-quality translation into Irish

Result indicator:

1. Number of AD translator officials in the Irish department

Source: DGT- internal statistics

Latest known results - 2017	Interim milestone		Target: 2020 ⁶	Latest known results - 2017
	2017	2019		
11	25	45	45	9 ⁷

Main outputs in 2017:

Description	Indicator	Target	Latest known results - 2017
Recruitment of translators from the 2016 competition	Increase in number of translators in the Irish Language Department (by 65 %)	Reach 25 translators by 31.12.2017	12

⁶ In order to be fully operational in 2022, the Irish department needs to be staffed with 60 translators in 2021.

⁷ The total number of translators was 12 (9 officials, 2 TA and 1 CA). There are 8 recruitment procedures ongoing.

Specific objective 4: DGT has a modular state-of-the-art computer assisted translation environment to support quality and efficiency in the translation process

Work on **CAT (computer-assisted translation) integration** continued as scheduled. The new release of CAT Integration Client, providing better support for multi-document projects, was deployed by November 2017. The CAT Tool Skills Catalogue was published online and Studio/CAT tool/Euramis training sessions run for translators and assistants.

In parallel, preparations for the new **CAT environment (CATE)** continued. Within the CATE Lab, fully fledged CAT tools and quality assessment tools were tested. The testing raised the interest of many volunteers, triggering the need to increase the number of workstations available in the Lab, and to test new tools on demand in every building. There was a slight delay in the work on the interinstitutional call for tender, which involved in-depth discussions and exchanges in an interinstitutional drafting committee for the technical requirements. This will have no negative impact on the overall planning of the procurement procedure.

ManDesk Inbox replaced Suivi as translation workflow system in the beginning of 2017. Implementation of priority actions requested from user communities was finalised with four major releases, including improvements aimed at simplifying work with the application and correcting bugs. The performance problems with **TraDesk** encountered in November 2016 led to an in-depth review of the application to make it faster and more stable. It was completed in August 2017, resulting in improved speed and stability.

The aim of the **eTrèFLe project**, undertaken in cooperation with DIGIT, was to replace the current system for outsourcing translation work by reusing and adapting components of the corporate eProcurement suite. In autumn 2017 DGT decided to stop the development of eTrèFLe due to the fact that essential elements of DGT's requirements would only become available in the new eProcurement suite in 2020. As a result of these developments, the second module of eTrèfle was not rolled out.

DGT started using **machine translation** engines that use neural machine translation (nMT), which has emerged as a promising technology, in particular for morphologically complex languages. With nMT, DGT enters into the domain of Artificial Intelligence, machine learning and big data. The **eTranslation** platform – funded by the Connecting Europe Facility and based on MT@EC – was co-launched in November 2017 by DGT, DIGIT and CONNECT. It provides fast translation of text snippets for online services, and uses nMT for EN/HU, EN/ET, EN/DE and EN/FI.



For the first time, DGT framed a **"IT Vision and Strategy: The Connected Knowledge Workplace"** with cornerstones for developing DGT's IT architecture and tools, summing-up DGT's challenges and opportunities, highlighting a number of IT principles that should govern IT development and use and proposing a number of paths for developing DGT's business applications and their underlying technical components.

The KIAP⁸ **Euramis re-usability indicator**, which measures to what extent the output of Euramis translation memories can be used for current translation requests, reached 33.3%, up from 28.1% the previous year.

Preparatory work for **Windows 10** started in mid-2017 in cooperation with DIGIT.

⁸ Key Interinstitutional Activity and Performance Indicators

Specific objective 4: DGT has a modular state-of-the-art computer assisted translation environment to support quality and efficiency in the translation process

Result indicator: 1: KIAPI Euramis re-usability indicator

Source: MT@EC & Euramis statistics

Baseline 2016	Interim milestone 2018	Target 2020	Latest known results - 2017
30 %	35 %	40 %	33.3 %

Main outputs in 2017:

Description	Indicator	Target	Latest known results - 2017
Preparations on track for interinstitutional CATE procurement	Tender documentation drafted (functional and technical specification and evaluation criteria)	31/12/2017	90% done. Will be finalised by 15/2/2018
Language-specific figures on internal use of MT@EC	Language-specific figures available	31/12/2017	Language specific figures on the integration of machine translation result in translation projects available
Adaptations for next ManDesk release	New features available	31/7/2017	4 ManDesk releases by 31/12/2017
2nd eTrèfle module	The module is available	31/12/2017	Development stopped
Training on IT skills	Two sessions/week (Bxl and Lux)	31/12/2017	382 DGT-specific training courses given

Specific objective 5: DGT creates synergies in interinstitutional translation by cooperating with its partners and by jointly developing IT tools

In 2017, four meetings of the **Executive Committee on Translation** (ECT) took place. The heads of service discussed the future IT infrastructure across the institutions, the key interinstitutional activity and performance indicators (KIAPIs), and outsourcing. The interinstitutional task force chaired by DGT is developing a common vision for the **future CAT environment** to create a flexible and modular matrix of components that seamlessly integrate market products, open source tools, interinstitutional legacy systems and the applications that are specific to each participating service. Within the interinstitutional Language Technology Network, DGT leads the preparation of the tender documentation and evaluation criteria for a future CAT tool. Work on the first milestone, the draft functional and technical specifications and the definition of evaluation criteria, is being finalised.

Following a negotiated procedure that was led by DGT on behalf of a number of other EU translation services, a 4-year **framework contract for maintenance of SDL Studio** was signed. DGT continued to manage a number of **interinstitutional tools** (MT@EC, Euramis, Quest, DocFinder and Elise) that are shared across EU institutions and services. Three domain-specific translation engines for the ECB were built and released in April. With support from DGT, the European Parliament completed integration of MT@EC into its automated pre-processing workflow in May.

Work on the **OLP (ordinary legislative procedure) project** continued, with joint translation teams from Commission, Council and European Parliament working on two packages of legislative files. For one package, a significant number of amendments from the EP committee and documents from the Council were translated; the file is in the negotiation stage of the interinstitutional decision-making process. For the other file a number of documents from the European Parliament and from the Council were translated. The final report was delayed due to the slower than expected OLP legislative progress of one of the files in the EP and the Council.

Specific objective 5: DGT creates synergies in interinstitutional translation by cooperating with its partners and by jointly developing IT tools

1. Number of shared interinstitutional training events

Source: DGT internal statistics

Baseline 2015	Interim milestone 2017	Target 2020	Latest known results - 2017
200	250	300	202 ⁹

Main outputs in 2017:			
Description	Indicator	Target	Latest known results - 2017
Interinstitutional IT tool enabling translators to communicate information on a specific translation file seamlessly across the institutions	Central and local modules of the communication tool available	31 December 2017	Central module available. Both EP and Council had to postpone development of local modules for internal reasons.
Conclusions of the OLP project	Conclusions adopted and available	31 December 2017	Final report under preparation

⁹ Due to some changes that occurred in 2017 – decentralised management of these trainings; transition from Syslog to EU Learn – this figure is not reliable.

Specific objective 6: DGT promotes the role of translation and professional cooperation through outreach work

The **Translating Europe Forum** (TEF) was organised on 6-7 November in Brussels. The Forum (around 500 participants) focused on new skills, new markets and new professional profiles in the language industry. A new tool, Sli.do, was used for the first time to engage participants during the event. Feedback from participants was overall very good. Areas for further improvement were identified. Furthermore, 32 **TEF workshops** took place in 23 Member States. As these workshops are organised by DGT field officers (FOs), no workshops were organised in Belgium and Luxembourg (where DGT has no FOs), Ireland (no FO in 2017) and in Denmark and Portugal, lacking field officer cover. A new call for projects to be financed in 2018 was launched in November.

In 2017 DGT continued to support the **EMT network** of universities by organising two network meetings. The first one in March focused on the strategy for the future and the second on the revision of the **core competences in translator training**. Both documents will be the basis for next EMT selection round to be launched at end of 2018.

A special call for candidates for a 2017 **Visiting Translator Scheme** (VTS) was launched, aimed at translators interested in visiting institutions or organisations with particular expertise in using translation tools or technology, with a view to expanding DGT's knowledge of external practice. The call yielded 5 projects; together with the 31 projects approved in the general VTS call this makes 36 VTS missions in 2017¹⁰.

18 language departments organised a total of 28 meetings of their **language and terminology networks**, including the Conference of the Italian Language Network in spring 2017 within the framework of the 60th anniversary of the Treaties of Rome, and the 7th International Lithuanian Terminology Forum.

¹⁰ Including visits to third countries: two missions to PAMCIT Universities in Africa (Kenya and Mozambique) and four to International Organisations: two to Switzerland (UN, International Bank for Settlements), one to the United States (IMF) and 1 to Italy (FAO).

Specific objective 6: DGT promotes the role of translation and professional cooperation through outreach work

Result indicator: 1. Engagement rate on social media: community activity on posts¹¹

Source: ENGAGOR

Baseline 2015	Interim milestone 2018	Target 2020	Latest known results - 2017
Facebook 13.2, Twitter 11.9	Facebook ≥ baseline Twitter ≥ baseline	Facebook ≥ 2018 level Twitter ≥ 2018 level	Facebook: 13.7 Twitter: 12.3
Main outputs in 2017:			
Description	Indicator	Target	Latest known results - 2017
TEF conference	TEF conference organised	31 October 2017	6-7 November 2017
Translating Europe Workshops	Workshops organised in all Member States	31 December 2017	32 workshops organised in 23 Member States
EMT network meetings	Meetings organised in Brussels and in Dublin	One meeting in each city by 30 November 2017	Brussels meeting: 31 March 2017 Dublin meeting: 21 November 2017
Language networks meetings	Number of meetings organised	24 meetings by 31 December 2017	28 meetings organised

¹¹ The ECN Code of Conduct on measurement and evaluation of communication activities recommends a standardised approach to long term result indicators (outcome oriented) and the EC benchmarks for Facebook: 6.68 and Twitter: 10.22. The values for these indicators are calculated automatically by the Commissions tool ENGAGOR. They give an indication on how much of our followers are engaged with the content we post on social media accounts of DGT.

Examples of EU added value:

Reaching out and engaging with the European public: DGT outreach activities

Juvenes Translatores

Since 2007, the European Commission's translators have been sharing their passion for and expertise in languages with youngsters through a dedicated project, called Juvenes Translatores. This annual translation contest is open to secondary school students all across the European Union who can try their hand at translating a one-page text, using any of the 552 possible combinations of the EU's 24 official languages.

Each year the contest grows in popularity and in 2017, 3348 participants sat the contest, using 144 language combinations. In April, the winners – one student from each Member State – are then invited to an awards ceremony in Brussels. The contest generates positive media attention for the EU.



2017 Juvenes Translatores award ceremony

European Master's in Translation network (EMT)

European Master's in Translation is a quality label for MA university programmes in translation. The DG Translation awards it to translator training programmes meeting agreed professional standards and market demands. These programmes become members of the EMT network. The network was launched in 2009 with 34 members and currently counts 62 members. The main goal of the EMT is to improve the cooperation among the universities and the exchange of good practices in order to enhance the quality of translator training and thus the labour market integration of young language professionals in Europe.

Providing a public service: DGT's machine translation service – MT@EC

DGT runs the MT@EC translation service, upgraded to eTranslation in November 2017. It makes the service available to all staff of the European institutions and bodies as well as to public administrations in the Member States. It is the basic building block for the eTranslation service to be offered by the Connecting Europe Facility and enables public services to operate seamlessly across languages.

2. ORGANISATIONAL MANAGEMENT AND INTERNAL CONTROL

This section specifies how the achievements described in the previous section were delivered by the DG. This section is divided in two subsections.

The first subsection reports the control results and all other information underpinning management's assurance on the achievement of the financial management and internal control objectives. It includes any additional information necessary to establish that the available evidence is reliable, complete and comprehensive; appropriately covering all activities, programmes and management modes relevant for the DG.

The second subsection deals with the other components of organisational management: human resources, better regulation principles, information management and external communication.

2.1 Financial management and internal control

Assurance is an objective examination of evidence for the purpose of providing an assessment of the effectiveness of risk management, control and governance processes.

This examination is carried out by DGT management, who monitors the functioning of the internal control systems on a continuous basis, and by the Internal Audit Service (IAS). Its results are documented and reported to the Director-General.

DGT management draws conclusions supporting the declaration of assurance based on the following reports:

- the weekly reports on demand management and outsourcing;
- the monthly reports on budget execution (BER) and the management information scoreboard (MIS) highlighting key data and areas in which action may be needed;
- the twice-yearly reports by authorising officers by subdelegation (BiAR reports), including the results of internal control monitoring at DG level;
- the limited conclusion of the internal auditor on the state of control, and the observations and recommendations reported by the Internal Audit Service (IAS);

These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the Director-General of DGT.

2.1.1 Control results

This section reports on and assesses the elements identified by management that support the assurance on the achievement of the internal control objectives¹². The DG's assurance building and materiality criteria are outlined in the AAR Annex 4. Annex 5 outlines the main risks together with the control processes aimed to mitigate them and the indicators used to measure the performance of the control systems.

¹² Effectiveness, efficiency and economy of operations; reliability of reporting; safeguarding of assets and information; prevention, detection, correction and follow-up of fraud and irregularities; and adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FR Art 32).

DGT manages administrative expenditure only, under the direct centralised management mode. In 2017, DGT managed expenditure totalling € 26.59 million (including funds co-delegated by other DGs), of which it was directly responsible for € 18.38 million (i.e. excluding appropriations for external personnel). Adequate internal control principles are applied taking into account the low-risk environment of the DG.

DGT has a partially decentralised financial circuit in place for commitments, in which level of controls depends upon the estimated risk of the transactions, resulting from the procurement type.

Commitments by procurement types	Tot. K €	% budg	Tot trans.	% budg
Type 1: DGT FWC & NP** - external translation	12 913	70 %	17 076	82 %
Type 2: DIGIT FWC (IT) + other IT expenditure	3 100	17 %	25	0.1 %
Type 3: Low value NP, AMI, FWC (HR, EAC)	1 607	9 %	537	3 %
Type 4: Partially managed by PMO (missions)	764	4 %	3 124	15 %
Total DGT budget** (excl. external personnel)	18 385		20 762	

Source: DGT BER and internal statistics

** Figures including co-delegated budget

DGT has a fully centralised financial circuit for payments, in which 100% of payments is controlled for legality and regularity, for all budget lines.

As DGT does not manage programmes and grants there are no ex-post controls. Any errors identified are corrected before signature of the contract or authorisation of payment. The residual error rate is therefore assumed to be 0%.

Key control indicators

Indicator	2015	2016	2017
Budget execution rate (after mid-term adjustments)	99.7 %	99.7 %	99.9 %
Payments made within the contractual period (%)	97.1 %	96.8 %	98.2 %
Absorption of budgetary backlog (RAL) (%)	96.2 %	92 %	96 %
Average delivery timing for monthly execution report	8 days	8 days	8 days
Number of financial exceptions handled	5	8	7
Total value of exceptions (€)	3 502 €	9 723 €	16 470 €
Audit recommendations implemented within deadlines	100%	100%	100%
Audit observations that might give rise to reservations	0	0	0
Cases referred to OLAF over the past three years	0	0	0

Sources: DGT- Budget execution report and DGT internal statistics

Coverage of the Internal Control Objectives and their related main indicators

- **Control effectiveness as regards legality and regularity**

DGT has set up internal control processes aimed to ensure the adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the nature of the payments concerned.

The control objective is to ensure that DGT has reasonable assurance that the total amount of any financial operation authorised during the reporting year not in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of total expenditure, excluding external personnel (see Annex 4: Materiality criteria).

DGT's control strategy is based on 100% ex-ante controls, i.e. before contracts are signed or payments made. This enables potential irregularities to be identified beforehand, which also explains the low number of exceptions reported.

Comprehensive controls and verifications are in place to guarantee the legality/regularity of the transactions and these are documented in the financial circuits:

- For external translation contracts, the financial and legal units' ex-ante control consists of reviewing the tender documents before the launch of the tender, and the future framework contracts before the award decisions. All deliveries of translations are quality controlled by internal staff before issuing invoices in the payment circuit. The financial unit reviews all individual contracts, translation evaluations and invoices before authorising payment. The quality control of outsourced work led to penalties issued to suppliers for an amount of €81k (0.62% of the invoice amount), much lower than in 2016 (1.91%) and closer to the 2015 rate (0.28%). This is explained by the fact that the new OMNIBUS contracts implemented as from 1st July 2016 initially led to quality problems, but corrective measures were taken in order to ensure better results in 2017 (30 Framework Contracts were terminated for underperformance and/or untimely delivery).
- For IT contracts, DGT uses the framework contracts provided by DIGIT. The individual draft contracts are reviewed by the financial unit and by DIGIT through the "paraph" procedure. The final contracts, timesheets and invoices are checked before the financial unit authorises payment.
- All other procurements (low-value negotiated procedures, calls for expression of interest, individual contracts on framework contracts of other DGs) are reviewed by DGT's financial unit before signature of contract. The final contracts, delivery reports and invoices are checked by the financial unit before authorising payment.
- All mission orders and costs declarations are verified by DGT's financial unit before approval by the authorising officer.

In 2017, in follow-up to the recommendations of the IAS 2016 audit on procurement, all checklists (commitment and payment) were reviewed and published on DGTnet.

In follow-up to actions identified in DGT's anti-fraud strategy and Risk Register, the Financial unit coached eight field officers in financial matters. The fundamentals of financial and procedural issues were presented in Directorate B, C and D meetings, and procedures for events managed by the field officers led to their review and simplification.

The total number of exceptions in 2017 was 7 out of a total of 20 764 transactions. It represents €16 470 out of a total of €18 384 842 (0.09%). All identified cases related to timing errors, none resulted in undue payments or cost to the budget.

In the context of the protection of the EU budget, at corporate level, the DGs' estimated overall amounts at risk and their estimated future corrections are consolidated. For DGT, the **estimated overall amount at risk** for the 2017 payments is €0. In DGT, all transactions are checked and errors corrected before payment is made.

Estimated overall amount at risk at closure

DGT	"payments made" (for the financial year, in € million)	<i>minus</i> new prefinancing [<i>plus</i> retentions made] (for the financial year, in € million)	<i>plus</i> cleared prefinancing [<i>minus</i> retentions released and deductions of expenditure made by MS] (for the financial year, in € million)	= "relevant expenditure" (for the financial year, in € million)	Average Error Rate (<i>weighted AER</i> ; %)	estimated overall amount at risk <i>at payment</i> (for the financial year, in € million)	Average Recoveries and Corrections (<i>adjusted ARC</i> ; %)	estimated future corrections [and deductions] (for the financial year, in € million)	estimated overall amount at risk at closure (in € million)
<i>DGT Total budget</i>	<i>17.17</i>	<i>0</i>	<i>0</i>	<i>17.17</i>	<i>0.5%</i>	<i>0.08</i>	<i>0.5%</i>	<i>0.08</i>	<i>0</i>

In conclusion, analyses of the available control results and an assessment of the weaknesses identified and their relative impact on legality and regularity have revealed no significant weakness that could have a material impact on the legality and regularity of financial operations. It can be concluded that the control objective has been achieved.

Cost-effectiveness and efficiency

Based on an assessment of the key indicators and control results, DGT has assessed the cost-effectiveness and the efficiency of the control system to be sufficient.

- **Cost-effectiveness of controls**

DGT being a non-spending DG, it reports on a single overall cost of control indicator (%).

The cost of controls was calculated on the basis of an estimation of direct costs of control of the two main procurement types used in DGT, covering 87% of its total budget (see point 2.1.1), over the value of the related funds under management.

Cost of control – External translations and IT lines				
	2014	2015	2016	2017
Amount spent on controls	€2 070 000	€1 915 000	€1 929 900	€1 756 100
Budget managed	€18 614 000	€15 512 000	€16 760 000	€16 013 000
% control/budget managed	11.1%	12.3%	11.5%	10.9%
Cost per transaction	€136	€168	€112	€103

Sources: DGT internal statistics

The cost of control continues to fall. This is mainly due to an increased automation of processes in the outsourcing field, allowing for a limited reduction of staff. At the end of the year, the financial unit proposed an update of financial circuits in DGT, to be implemented by end-February 2018. It will streamline processes across Directorates/language departments and budget lines, checks and controls at steps in the circuit where risk analysis shows a greater risk of error, the appointment of a financial correspondent per department, and Heads of language departments becoming authorising officers by sub-delegation. Sample checks for external translation budget line have still to be introduced.

- **Control efficiency**

The time-to-pay indicator (Art. 92.1 FR) for 2017 is 98.02% of payments made within the deadline, which is higher than in 2016 (96.8%). The finance unit monitors the invoice workflow by extracting and analysing daily and monthly reports.

- **Conclusion(s)**

Based on an assessment of the key indicators and control results, DGT has assessed the cost-effectiveness and the efficiency of the control system to be sufficient.

Fraud prevention and detection

DGT has developed and implemented its anti-fraud strategy, drawn up on the basis of the methodology provided by OLAF. It was updated 2016. DGT being a low-risk DG with a mature business process, no revision of the anti-fraud strategy is planned before 2020, unless there are major changes to policies, organisation or procedures. Fraud risks are nevertheless reviewed each year during the process of compiling the management plan.

DGT's Anti-Fraud Strategy outlines two main risks:

The first concerns the handling of sensitive, marked or classified information, where no further action is recommended, provided security measures in place are maintained at their current level. The workflow on how to handle sensitive documents is regularly updated and is available to all staff. RESTREINT UE/RESTRICTED EU documents are handled exclusively within the RUE environment, in line with the rules of HR.DS (translation of such documents is done in secure rooms, one in Brussels and one in Luxembourg).

The second concerns financial transactions, for which three actions are recommended:

- Continuous training of all staff dealing regularly with finances in the DG
- Organisation of specific "expenditure lifecycle courses" for staff dealing occasionally in finances
- Update of the documentation on procedures and processes on the intranet.

The first two actions are ongoing and implemented on an ad-hoc basis.

The third action was implemented as part of the follow-up of the audit on procurement performed by IAS.

The controls in place aimed at preventing and detecting fraud are essentially similar to those designed to ensure the legality and regularity of transactions and quality of service. DGT controls 100% of financial transactions to ensure their legality and regularity.

In the last ten years, DGT has not reported any cases of fraud to OLAF nor did OLAF investigate any misuse of DGT money.

Other control objectives: safeguarding of assets and information, reliability of reporting (if applicable)

The assets managed by DGT (other than IT intangible assets) are dictionaries or encyclopaedias when their cost exceeds the thresholds. This is only a very small part of our library acquisitions. Orders are made based on the end-user requests and delivered to the library. The invoices are processed by the acquisition sector in DGT's financial unit.

Access to sensitive information is strictly controlled in DGT. Specific workflows are in place for sensitive and marked documents while RESTREINT UE/RESTRICTED EU information is dealt with exclusively within the RUE environment.

2.1.2 Audit observations and recommendations

This section reports on and assesses the observations, opinions and conclusions reported by auditors in their reports and the limited conclusion of the Internal Auditor on the state of control, which could have a material impact on the achievement of the internal control objectives, and therefore on assurance, together with any management measures taken in response to the audit recommendations.

In 2017, DGT implemented within the deadline the action plan approved by IAS to remedy the weaknesses identified in the 2016 audit on the procurement process in DGT. Two recommendations (rated important, with medium risk) concerning specific weaknesses in public procurement procedures and in the internal control system were accepted by DGT management. Actions taken included drawing up exhaustive checklists, containing all elements mentioned in the findings, in particular in terms of checks and controls to be performed and in terms of documentation needed. The description of DGT financial circuits and procurement guidelines were updated. All new documents were made available on DGT intranet to publicise to all users.

The IAS concluded that the internal control systems audited are working satisfactorily¹³.

Having assessed the risks underlying the auditors' observations and the management measures taken in response, DGT management believes the recommendations are being implemented, with continuous improvement efforts, and that the current state of play does not give rise to assurance-related concern.

2.1.3 Assessment of the effectiveness of the internal control systems

The Commission has adopted a set of internal control standards, based on international good practice, aimed to ensure the achievement of policy and operational objectives. As regards financial management, compliance with these standards is compulsory.

DGT has put in place the organisational structure and the internal control systems needed to achieve the policy and control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

DGT management assesses on a continuous basis the effectiveness of the internal control systems, in order to determine whether they work as intended and ensuring that any control weaknesses in the system are detected, analysed and considered for improvement and reports on the effectiveness of its key internal control systems annually, in accordance with Commission guidance.

As outlined in the introduction to point 2.1, management's assessment is based on a number of monitoring measures and information sources:

- bi-annual activity reports on the use of resources (covering implementation of the management plan, the functioning of the internal control system, human and financial resource management and the implementation of audit recommendations);
- register of reported exceptions and follow-up measures taken to avoid repetition;
- reporting of non-compliance and internal control weaknesses;

¹³ Ares(2018)740738

- follow-up of audit recommendations (internally and reporting to the IAS where applicable);
- follow-up of the anti-fraud strategy;
- risk assessment process.

The Commission Internal Control Framework was renewed in 2017¹⁴. DGT defined its internal control monitoring criteria for the management plan 2018 with the new IC principles. It also appointed a director in charge of internal control and risk management.

DGT has assessed the internal control system during the reporting year and has concluded that the internal control standards are implemented and functioning as intended.

2.1.4 Conclusions as regards assurance

This section reviews the assessment of the elements reported above (in Sections 2.1.1, 2.1.2 and 2.1.3) and draws conclusions supporting the declaration of assurance and whether it should be qualified with reservations.

The information reported in Section 2.1 stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a comprehensive coverage of the budget delegated to the Director-General of DGT.

No weaknesses were identified in the reporting period that give rise to reservations.

DGT management carefully considered DGT's overall performance and control and supervisory activity in 2017 and found no significant (repeated) or residual errors.

DGT does not entrust funds nor budget implementation tasks to the Translation Centre for the Bodies of the European Union. The Centre's management board, chaired by the Director-General of DGT, will assess the Centre's annual consolidated activity report 2017 by mid-June 2018.

Overall conclusion

Management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director General, in his capacity as Authorising Officer by Delegation has signed the Declaration of Assurance.

¹⁴ C(2017)2373 final, 19.4.2017

2.1.5 Declaration of Assurance [and reservations]

DECLARATION OF ASSURANCE

I, the undersigned,

Director-General of the Directorate-General for Translation

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view¹⁵.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the limited conclusion of the Internal Auditor on the state of control for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the Commission.

Place, date

.....

(e-signature)

Rytis MARTIKONIS

¹⁵ True and fair in this context means a reliable, complete and correct view on the state of affairs in the DG.

Reservation 1

NA

2.2 Other organisational management dimensions

Examples of economy and efficiency

- The **systematic pre-processing of documents to be translated** is an integral part of DGT's outsourcing workflow for certain types of documents. Pre-processing these documents reduces the cost of outsourcing as the Commission does not pay for the translation of those parts of the documents which had already been translated earlier and are included in the DGT translation memories. The pre-processing also contributes to the consistent use of terminology.
- Due to the expiry of the earlier GEN-11 framework contract, DGT concluded **new OMNIBUS-15 framework contracts for outsourcing the translation of Commission documents**. The OMNIBUS-15 framework contracts entered into force in July 2016. The offers received from the calls for tenders by the successful bidders were on average €3 lower (per translated page) than the prices paid under the former framework contracts.

2.2.1 Human resource management

Strategic HR Plan 2017-2020

DGT's Strategic HR Plan 2017–2020 provides a basis for talent management with a view to middle management succession, and the Learning and Development framework caters for all DGT staff, taking into account the specific needs of all entities. The quantitative evolution of DGT's in-house staffing depends upon the annual Commission decisions on allocation of establishment plan posts and external personnel credits.

Staffing, post allocation and recruitment

In 2017, 34 new officials were recruited, while 127 left the service. Over the same period DGT recruited or extended 11 temporary agents, 99 contract agents and 11 interim agents.

In the framework of the Synergies and Efficiencies Review processes, HR Modernisation and Logistics Centralisation, the following posts were transferred to DG HR and OIB:

- HR: 35 jobs (8 AD, 17 AST, 10 AST/SC) + 2 CA Function Group II
- OIB: 3 AST/SC Jobs + 5 CA Function Group I.

The Commission's resource allocation decisions set out 68 post reductions for 2017 (1% staff cut on 1/1/2017 and 2% redeployment on 31/12/2017). In July 2017, DGT allocated 55 posts on the basis of updated benchmarks. The number of AST and AST-SC staff in the translation directorates was not reduced.

At the request of the College, DGT presented its approach and a number of options on potential future synergies and efficiencies to the Corporate Management Board in December. Work continues in order to fine-tune the specific approaches to be followed.

With 41 women in middle management on 31 December 2017, DGT exceeded its 2019 target of 50% female managers (52.6%). DGT also worked towards the new Commission target of first-time

52.6% of middle managers in DGT are women

appointments of women to middle management positions (16 appointments by November 2019¹⁶).

Professional and organisational development

23 team events were organised for different DGT entities, including Translation Forums on "Quality in Professional Translation" and "Interpreting European Law in 24 Languages" (April), and training sessions on ethics and integrity, and on respect and dignity at work for non-managerial staff.

Some 390 translation-related training activities (6331 participants) and 380 DGT-specific IT training courses (3176 participants) were organised. 715 colleagues participated in standard or specific language courses, the e-learning scheme for language learning or immersion courses. External training courses were offered to 57 applicants.

Recognising the current language technology expertise and seeking to spread it, DGT created a new staff profile, language technology coordinator, to dedicate one resource per department to promote, support and develop language technology.

Working conditions and wellbeing

DGT continued to promote a healthy work-life balance and flexible working arrangements by opening up the scope to **telework** to all colleagues, i.e. removing the cap of 50% of all DGT staff.

Wellbeing activities were organised by the DGT ergonomics and fit@work correspondents and by enthusiasts among colleagues. In April, a DGT fit@work Sports Days was organised for the first time in Brussels, while Luxembourg organised its 3rd edition in July. This time the event was open to all Luxembourg-based DGs.

A number of action points were agreed to **follow-up on the results of the Commission's staff survey and DGT's Staff Perception and Opinion Survey**. DGT has scored 71% on the staff engagement index, 7% above the Commission average. To further improve staff engagement, the focus is placed on improving two-way communication with senior management and on engaging with staff on matters of broad interest, for instance via topic-specific staff forums and video de-briefs from directors' meetings.

DGT Communication Week was held in June, including a discussion about the White Paper on the future of Europe, and a **staff forum** on the use of machine translation in DGT. Two other major DGT events included the **staff meetings** in Brussels and in Luxembourg in March. Special features this year were to have the meetings hosted by DGT staff and welcoming the President of the Commission and the Commissioner.

(See Annex 2 for the corresponding tables)

¹⁶ Quantitative targets of first female appointments to be made per Directorate-General and service at middle management level by 1 November 2019, SEC(2017)359/1

2.2.2 Information management aspects

In 2017, DGT continued to **shift to electronic workflows** for administrative procedures and raise awareness of the advantages of open and shared files in Ares.

Based on the principles of DGT's Knowledge Management Framework the implementation of **knowledge management schemes** (Share! events, Info Sessions, IT tips, etc.) continued. Scope to run new initiatives with requester DGs was discussed and were made available to DGT staff.

(See Annex 2 for the corresponding tables)

2.2.3 External communication activities

The tenth round of the **Juvenes Translatores** translation contest was completed as planned, with media reporting extensively on the list of winners announced in February. A communication campaign was organised to mark the tenth anniversary. The awards ceremony in the presence of Commissioner Oettinger took place on 6 April. The 11th contest was organised on 23 November, with 744 schools selected to participate.



To mark the **European Day of Languages** (26 September), DGT's field officers organised 60 events in public spaces all over Europe in order to promote languages, language learning and translation as a profession. Events included language festivals, workshops, mini language courses, information stands, and similar engaging activities. They included new formats, such as radio competitions ("Guess the language") in cooperation with radio stations with country-wide coverage (in Bulgaria, Cyprus, Lithuania) and online language quizzes (in the Czech Republic, Denmark, Estonia, France and Portugal).

The number of followers of all DGT's **social media** channels saw stable growth. As highlights, a new streaming service, Facebook Live, was used for the first time at the Juvenes Translatores awards ceremony, as was Snapchat. During the presentation of the State of the Union Speech by President Juncker, posts for Facebook and Twitter were translated in real time, making the Commission multilingual presence on social

media very much alive to the public. YouTube live was used for the first time to stream linguistic seminars for external contractors.

Regarding the **Digital transformation project** of the Europa website, DGT's web content (thematic, translation and drafting aids, Juvenes Translatores, EMT, TEF) was integrated in the EUROPA information site and finalised.

DGT also contributed to the Commission's **corporate communication campaigns**, including by translating the #investEU website into 23 languages.

(See Annex 2 for the corresponding tables)

ANNEXES

ANNEX 1: Statement of the Resources Director

"I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹⁷, I have reported my advice and recommendations to the Director-General on the overall state of internal control in the DG.

I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and complete."

Date ...

(e-signature)

Piet VERLEYSEN

¹⁷ Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.01.2003.

ANNEX 2: Reporting – Human Resources, Information Management and External Communication

This annex is the annex to section 2.2 "Other organisational management dimensions".

Human resource management

Objective (mandatory): The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.			
Indicator 1: Percentage of women in middle management			
Source of data:			
Baseline	Milestone 2018	Target 2019	Latest known results
2015: 44 %	47 %	50 %	52.6 %
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being			
Source of data: Commission staff survey			
Baseline	Milestone 2018	Target 2020	Latest known results
2014: 31 %	Increase to be at or above Commission average	Increase to be at or above Commission average	35 % (Commission average: 35 %)*
Indicator 3: Staff engagement index			
Source of data: Commission staff survey (DGT-specific figures)			
Baseline	Milestone 2018	Target 2020	Latest known results
2014: 72 %	72 %	≥ 72 %	71 % (Commission average: 64 %)
Main outputs in 2017:			
Description	Indicator	Target	Latest known results
Reorganisation of the HR function	New structure (Business Correspondents) in place	Join 2 nd wave of pilot in February 2017	Done
Wellbeing activities to promote a healthy and stimulating working environment	Number of activities organised	5 activities by 31 December 2017	DGT Sports Day in Brussels (April) and in Luxembourg (July); regular weekly activities in Bxl and Lux
Maintain high level of female representation in middle management, in line with the initial 2019 target	Percentage of women among middle managers	48 % by 31 December 2017 New target of 16 (52%) first female management	52.6 %

		appointments by 1 November 2019.	
Follow-up action on the central staff survey and DGT's staff perception and opinion survey	Action plan	28 February 2017	Action plan drawn up and adopted

*Data from the Commission's Staff Survey

Financial Management: Internal control and risk management

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

Indicator 1: Estimated residual error rate¹⁸

Where necessary specific residual error rates would be calculated for each programme managed or for expenditure with a common risk profile.

Source of data: internal, ex-ante control

Baseline	Target	Latest known results
2014: 0%	0%	0%

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.

Percentage of non-controlled payments that could be irregular

Source of data: internal, ex-ante control

Baseline	Target	Latest known results
2014: <2% of the budget managed	0%	0%

Indicator 3: Estimated future corrections

Source of data: internal, ex-ante control

Baseline	Target	Latest known results
2014: 0%	0%	0%

Main outputs in 2017:

Description	Indicator	Target	Situation on 31 December 2017
Revision of checklists used in the procurement process	Number of checklists to be reviewed: 3 main ones	30 June 2017	All checklists (commitment and payment) reviewed
Development of customised training sessions for staff dealing occasionally with finances	Number of staff concerned having followed customised training sessions: 24	31 December 2017	28

¹⁸ The amount at risk is the level of error as an absolute amount (definition in instructions for AAR). It is the value of the expenditure (or revenue) found to be in breach of applicable regulatory and contractual provisions at the time the financial operations were authorised. It could be the value of the exceptions, though in DGT we control all payments and block them or detect exceptions before payment is made. Moreover, we are asked to consider the "percentage of non-controlled payments that could be irregular". Since R.2 controls all payments, in DGT the amount at risk, along these definitions is 0. The error rate is a % resulting from dividing the amount at risk by the expenditure or revenue considered. If the amount at risk is 0, "residual error rate" as reported in the AAR is the level of error after corrective measures have been implemented. Since the corrective measures are taken before payment is authorised, it is again 0.

Objective 2: Effective and reliable internal control system in line with sound financial management.
DGs are requested to reach a conclusion on cost effectiveness of controls. The indicator n°1 below is a mandatory indicator, which needs to be supported by additional reliable indicators. DGs have the choice between either a) comparing costs and benefits or b) calculating the cost of controls over expenditure that could be compared with a reference (overall cost of control per distinct control system). One of the two methods can be followed.

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: internal

Baseline: 2014	Target	Latest known results
Yes	Yes	Yes

Indicator 2: Cost of control effectiveness

Ex-ante control cost on the two main procurement processes representing 85% of the budget

Source of data: internal

Baseline: 2014	Target	Latest known results
12%	10%	10.9%

Main outputs in 2017:

Description	Indicator	Target	Latest known results
Revision of financial circuits including introduction of sample checks	Decreased cost of control	Cost of control = 10% in 2020	10.9%

Objective 3 (mandatory): Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1 (mandatory — information available in DG's AFS): Updated anti-fraud strategy of DGT, elaborated on the basis of the methodology provided by OLAF

Source of data: internal

Baseline	Interim Milestone	Target	Latest known results
DGT's anti-fraud strategy was adopted in 2014. It was reviewed in 2016.	none	As set out in the AFS, the next revision is in 2020, unless there are major changes to policies, organisation or procedures.	Unchanged

Main outputs in 2017:

Description	Indicator	Target	Latest known results
Development of specific training paths for staff dealing regularly with finance (approx. 50 persons concerned) and bi-annual follow-up of their implementation	Number of staff having followed one of the three training paths identified (operational/financial initiating agents, verifying agents and authorising officers)	80 % of staff concerned having followed the full training path by 31 December 2017	49% of staff concerned (figures of mid October 2017)

Information management aspects

Objective (mandatory): Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Indicator 1 (mandatory — data to be provided by DG DIGIT): Percentage of registered documents that are not filed¹⁹ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)*²⁰ statistics

Baseline 2015	Target 2020	Latest known results
1.96%	1.50%	0.13%

Indicator 2 (mandatory — data to be provided by DG DIGIT): Percentage of HAN files readable/accessible by all units in the DG

Source of data: *HAN statistics*

Baseline before 2016	Target 2020	Latest known results
63.61%	77%	64.36%

Indicator 3 (mandatory data to be provided by DG DIGIT): Percentage of HAN files shared with other DGs

Source of data: *HAN statistics*

Baseline before 2016	Target 2020	Latest known results
4.6%	6%	12.28%

Main outputs in 2017:

Description	Indicator	Target	Latest known results
Deploy 'enterprise search tool'	The tool is available to all DGs. Tests performed	30 June 2017	The tool was available to R.3 and R.4 on 1 July 2017 in the acceptance environment
Knowledge sharing events	Number of sessions organised	50 by 31 December 2017	58
IT Tip of the week	Number of IT Tips published	40 by 31 December 2017	37 weekly tips + 5 video tips

External communication activities

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

Indicator 1 (mandatory — provided in a ready-to-use form by DG COMM): Percentage of EU citizens having a positive image of the EU

Every DG should aim to contribute to it and, considering its area of work, explain how it aims at enhancing the positive image of the EU.

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU

¹⁹ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

²⁰ Suite of tools designed to implement the [e-Domec policy rules](#).

is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

Baseline: November 2014		Target: 2020	Latest known results
Total 'Positive': 39 % Neutral: 37 % Total 'Negative': 22 %		Positive image of the EU ≥ 50 %	40 % (EB 88)
Main outputs in 2017:			
Description	Indicator	Target	Latest known results
The 11th edition of the <i>Juvenes Translatores</i> contest is organised in all Member States	Contest organised	30 November 2017	Contest organised on 23 November. 744 schools were selected to participate
European Day of Languages events organised in EU capitals and cities in Member States	Events organised by all DGT field officers in the Member States	31 October 2017	61 events organised in 24 Member States where DGT has a Field Office

Annual communication spending (based on estimated commitments):

Baseline (Year n-1):	Target (Year n):	Total amount spent	Total of FTEs working on external communication
700 K	700 K	571 K	24 ²¹

²¹ This includes Staff from DGT's communication unit, DGT staff from the Digital Transformation Project, and DGT Field officers in the member states' Representations.

ANNEX 3: Draft annual accounts and financial reports

See separate Annex 3

ANNEX 4: Materiality criteria

A weakness is considered material if either quantitative or qualitative criteria are met. As regards quantitative criteria, DGT has set its materiality threshold at 2% of its budget (standard for Commission services), although expenditure is very low in relation to the overall EU budget. In 2017, DGT managed a budget of €18.38 million, excluding external personnel, so the materiality threshold was €367 k.

The qualitative criteria retained are:

- the nature and scope of the weakness;
- the duration of the weakness;
- the existence of compensatory measures (mitigating controls which reduce the impact of the weakness);
- the existence of effective corrective actions to correct the weaknesses (action plans and financial corrections) which have had a measurable impact.

The AAR 2017 concludes that the analysis of the available control results and the assessment of the weaknesses identified and their relative impact on legality and regularity have revealed no significant weakness that could have a material impact as regards the legality and regularity of the financial operations. It can be concluded that the control objective has been achieved.

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

I. Management of outsourced translations (Management mode: Direct centralised)

Stage 1: Procurement

A. Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
We don't have a sufficient number of qualified potential suppliers at a good value for money to satisfy all our outsourcing needs.	This is addressed primarily by launching of tender procedures to obtain an as wide basis as possible of qualified potential suppliers in the various language combinations and thematic domains.	100% of the forecast procurements (open procedures with prior notification) are justified in a note addressed to the AO(D)	<p>Costs: estimation of cost of staff involved in the whole process and the related contract values</p> <p>Benefits: Estimation of the savings done by launching the tender procedures.</p> <p>Percentage of translations that are evaluated to be good or very good quality.</p>	<p>Effectiveness: Number of contracts signed following the launch of tenders.</p> <p>Efficiency: Average cost per tender</p>

B - Needs assessment & definition of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The best offer/s are not submitted due to the poor definition of the tender specifications.	AOSD supervision and approval of specifications	100% of the specifications are scrutinised.	Costs: estimation of cost of staff involved in the whole process and the related contract values Benefits: Estimation of the savings done by launching the tender procedures. Percentage of translations that are judged to be good or very good quality.	Effectiveness: Number of applications received Efficiency: Estimated average cost of a procurement procedure

C – Selection of the offer & evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	Formal evaluation process: Opening committee and Evaluation committee	100% of the offers analysed.	Costs: estimation of costs involved in the whole process. Benefits: Compliance with FR. Estimation of the savings done by launching the tender procedures	Effectiveness: Numbers of 'valid' complaints or litigation cases filed. Efficiency: Savings done comparing the new tender and the former one
	Opening and Evaluation	100% of the members of	Costs: Estimation of cost	

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	Committees' declaration of absence of conflict of interests	the opening committee and the evaluation committee present and involved in the evaluation work.	of staff involved in the whole process Benefits: Compliance with FR	Average cost of a tendering procedure.
	Exclusion criteria documented	100% checked	Costs: Estimation of cost of staff involved. Benefits: Avoid contracting with excluded economic operators	
	Standstill period, opportunity for unsuccessful tenderers to put forward their concerns on the decision.	100% when conditions are fulfilled	Costs: Estimation of cost of staff involved in the whole process Benefits: Compliance with FR	

Stage 2: Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Legal and regulatory requirements and requirements for sound financial management are not met from the ordering to the payment of a specific request for outsourcing (the "financial processing control").	Operational and financial checks in accordance with the financial circuits. Operation authorisation by the AO.	100% of the framework contracts are controlled by the finance unit and legal advisers before signature	Costs: estimation of cost of staff involved in the whole process (order to payment). Benefits: Amount of irregularities, errors and overpayments prevented by the controls	Effectiveness: Number of exceptions noted Efficiency: Percentage of the control cost compared to the value of the transaction. Time-to-payment

Stage 3: Supervisory measures

Main control objectives: Ensuring that outsourced translations are of good quality (weaknesses in the procedure are detected and corrected)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
We receive a translation from our supplier that does not meet our quality criteria.	Every outsourced translation is evaluated by a qualified internal translator.	100% of the translations are evaluated by a qualified translator before the payment is processed.	Costs: estimation of cost of staff involved. Benefits: Good quality of the outsourced translations	Effectiveness: Percentage of translations rated good or very good by the evaluators. Penalties collected for translations of insufficient quality. Efficiency: Costs of the evaluations

II. Management of IT development (Management mode: Direct centralised)

Stage 1: Procurement

A. Planning

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
We don't have a sufficient number of qualified potential suppliers at a	This is addressed by using the various framework contracts	N/A	N/A	N/A

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
good value for money to satisfy our service needs.	made available by DIGIT and other DGs. Since the tender procedures are launched by DIGIT, the cost of this control is with DIGIT.			

B - Needs assessment & definition of needs

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The best offer/s are not submitted due to the poor definition of the tender specifications.	This is addressed by using the various framework contracts made available by DIGIT and other DGs. Since the tender procedures are launched by DIGIT, the cost of this control is with DIGIT.	N/A	N/A	N/A

C – Selection of the offer & evaluation

Main control objectives: Effectiveness, efficiency and economy. Compliance (legality and regularity). Fraud prevention and detection.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The most economically advantageous offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	This is addressed by using the various framework contracts made available by DIGIT and other DGs. Since the tender procedures are launched by DIGIT, the cost of this control is with DIGIT.	N/A	N/A	N/A

Stage 2: Financial transactions

Main control objectives: Ensuring that the implementation of the contract is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Legal and regulatory requirements and requirements for sound financial management are not met from the ordering to the payment	Ex-ante controls and the "procedure paraphe" communicated by DIGIT	100% of the (specific) contracts are controlled.	Costs: estimation of cost of staff involved in the whole process (order to payment). Benefits: Compliance	Effectiveness: Number of exceptions noted. Efficiency: Percentage of the control cost compared to the

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
of a specific request for outsourcing (the "financial processing control").			with the financial regulation and contract clauses.	value of the transaction.

Stage 3: Supervisory measures

Main control objectives: Ensuring that the intra-muros services are of good quality (weaknesses in the procedure are detected and corrected)

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The quality of the service provided by the supplier (intra-muros prestataires) does not meet our quality criteria	The quality of the service is addressed by supervisory and quality control measures in every IT project management	100%. Project management covers work performed by both in-house and intra-muros staff.	Costs: Not available; the cost is a small element of the total project management costs. Benefits: Good quality of the IT service provided delivered to our staff.	

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (if applicable)

NA

ANNEX 7: EAMR of the Union Delegations (if applicable)

NA

ANNEX 8: Decentralised agencies (if applicable)

NA

ANNEX 9: Evaluations and other studies finalised or cancelled during the year



Annex_9_Evaluations AAR 2017 .xlsx

ANNEX 10: Specific annexes related to "Financial Management"

NA

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

NA

ANNEX 12: Performance tables