



Management Plan 2016

DGT

Contents

PART 1.	Overview of main outputs for the year	3
PART 2.	Organisational management outputs for the year.....	14

PART 1. Overview of main outputs for the year

This 2016 management plan translates the objectives and targets set out in DGT's strategic plan for 2016-2020 into annual specific objectives in pursuit of those strategic goals. All objectives seek to address DGT's main challenges for the 2016-20 period which are to:

- Meet the translation and editing needs of the Commission in a context of decreasing resources, while continuing to provide high quality translation and language services
- Implement succession planning and HR policy within its constraints of structure and location
- Develop a forward-looking IT architecture to underpin its core business.

The primary tool by which DGT will steer its operations to meet these challenges is the new Communication to the Commission on **translation as part of the Commission's decision-making process**¹. Adoption and promotion of this new Communication, updating the 2006 Communication and taking measures to improve the efficiency of the process, will be overarching goals for 2016.

The 2016 Communication promotes stronger corporate discipline and encourages customer DGs to better factor translation into the Commission's overall decision-making process. It sets out eight measures to be implemented, including closer customer relations, clear translation deadlines, criteria for charging back non-mandatory translations, and timing the translation of legislative proposals after inter-service consultation has ended, to the extent possible. This greater emphasis on **corporate discipline and better planning**, working with our customer DGs to improve forecasts and factor in the translation stage of the process, will enable DGT to **respond faster** to the most pressing political needs.

DGT will pursue six specific multiannual objectives, as set out in the strategic plan and broken down into objectives for 2016 below. The following steps merit highlighting, on account of the changes and the longer-term impact that they are likely to entail:

- **building capacity to translate more documents into Irish.** In 2016 this will mean setting up the organisational structures (within DGT, with our counterparts in the other institutions and with a monitoring group with Ireland) to steer this process, and agreeing on an action plan to implement and track progress in all the areas, with particular emphasis on the competition for Irish translators to be launched in 2016;
- preparing for the **computer-assisted translation environment** that will provide the essential IT support for translators in DGT and in the other institutions by defining and agreeing on a functional description for the new CATE (Computer Assisted Translation Environment);
- finalising the **new multiannual framework contracts** for freelance translation and framing and implementing an **outsourcing strategy** to steer the new approach to increase outsourcing and closer cooperation with our freelance partners;
- updating service-level agreements with our customer DGs, with a focus on those that are to be brought into line with the new charge-back arrangements;
- completing the move out of the JMO building in Luxembourg into the new buildings;
- chairing the interinstitutional cooperation group (Executive Committee on Translation).

¹ To be adopted.

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

DGT will actively support the Commission's work by delivering services that meet its customers' needs with the highest standards of accuracy and timeliness. DGT's commitment to ensuring the high quality of its translation services, in terms of productivity and services, will be supported by measures to match demand with available resources.

On the basis of DGT's **Quality Management Framework**,² which defines the key concepts and principles for quality management and outlines the structure of quality management related work, with its main actors and processes, DGT developed in 2015 Translation Quality Guidelines.³ They provide guidance on translation, quality control and risk assessment, and group texts into four categories according to their purpose, while aiming to improve both efficiency and translation quality. In 2016, translation units will organise information and training sessions to ensure a common understanding of the guidelines, and will focus on applying them correctly in their day-to-day work. Furthermore, DGT will update the Guidelines for evaluating outsourced translations and roll them out before the new framework contracts take effect.

One of the effects of strengthening DGT's quality assurance measures is expected to be **fewer corrigenda**. To track this, DGT has developed a specific indicator on the number of corrigenda and correcting acts⁴. The indicator will be used as from 2016.

Editing improves the quality of the Commission's written communication, making the language clear, correct and more concise. Over the coming years, DGT will focus on editing a greater share of the Commission's major initiatives, encouraging the services to integrate editing into their planning. The aim for 2016 is to have 25 % of major Commission initiatives edited, compared to 12 % in 2015. In addition, DGT will provide **clear writing training**, both to new Commission officials and to targeted groups of drafters scheduled to work on major documents or web pages. In 2016 DGT will review its Clear Writing Campaign, which was first launched in 2010.

DGT will continue to implement its **Terminology Framework** to firmly anchor terminology in its activities in order to ensure consistency of translation. This is crucial to the efficiency of the translation process and the quality of translations, especially with regard to legal certainty. DGT multiplies the impact of its terminology work by making verified multilingual terminology publicly available through the web-based database IATE.

DGT will encourage its customer DGs to use **machine translation** for content for which only a basic understanding is needed and for language combinations that yield good results. DGT will clearly communicate on the usefulness and the limitations of this technology. It will closely

² Ares(2014)799428 of 19.02.2014.

³ Ares(2015)5389770 of 26.11.2015.

⁴ The *Correction rate* indicator is calculated as 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.

monitor the need to increase light post-editing as an add-on to this service for these types of content and language combinations.

Relevant 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		
Specific objective 1: DGT meets the Commission's needs by delivering high quality translation and editing services		
Main outputs in 2016:		
Description	Indicator	Target
Total production (official EU languages)	Total number of pages processed internally and outsourced to produce the final product <i>This output measures the products and services DGT delivers to its users and stakeholders. Since DGT's outputs are demand-driven, no targets can be set.</i>	31 December 2016
Total production (non EU languages)	Total number of pages processed internally and outsourced to produce the final product <i>This output measures the products and services DGT delivers to its users and stakeholders. Since DGT's outputs are demand-driven, no targets can be set.</i>	31 December 2016
Use of machine translation by customer DGs	Number of pages submitted to the MT@EC service <i>This output measures the products and services DGT delivers to its users and stakeholders. Since DGT's outputs are demand-driven, no targets can be set.</i>	31 December 2016
Updated Guidelines for evaluating outsourced translations	Completion	31 July 2016
Information and training sessions on the Translation Quality Guidelines organised in all language departments (24)	Sessions organised	30 June 2016
26 Clear Writing training sessions	Sessions organised	31 December 2016
Review of Clear Writing Campaign	Completion	31 July 2016

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

As an internal service provider, DGT is **demand-driven** and must manage fluctuations in translation demand. While ensuring the most efficient use of its human and financial resources, DGT has to deliver **quality work** at all times irrespective of the level of demand. In order to be able to meet demand which goes beyond its internal translation capacity and keep translation costs under control, DGT applies a business model that involves outsourcing a share of its production. Assuming that overall demand levels do not decrease, DGT will incrementally raise this share; by 2% points in 2016, from 27 to 29%.

Using external contractors as a constant resource to meet demand for translation, while ensuring the timely delivery of a quality product, requires close cooperation with contractors. This will become even more important when DGT increases its **outsourcing rate**. To strengthen cooperation with freelance translators, in 2016 DGT will consolidate and streamline its current outsourcing approach. By consolidating and improving existing outsourcing practices, the outsourcing framework will also include a number of elements such as:

- Optimised communication with freelance contractors (through seminars, webinars, translation briefs, feedback);
- Systematic pre-processing of documents for outsourcing;
- Systematic evaluation of outsourced translations;
- Quality control of outsourced translations in accordance with the Guidelines for translation quality.

The current framework contracts expire on 30 June 2016. DGT will finalise the ongoing procurement procedures to have the **new framework contracts operational** by 1 July 2016. Close monitoring of contract execution together with daily support for the internal translation units and for the contractors will be provided to ensure smooth integration of the new contractors into DGT’s workflow. One of the measures will be to organise information sessions in the Member States involving the new contractors and the language departments.

Relevant 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

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

Main outputs in 2016:

Description	Indicator	Target
Outsourcing rate	Proportion of pages translated externally as a % of the total number of translated pages delivered. ≥29 %	31 December 2016
New outsourcing framework	Completion	30 June 2016
New framework contracts	Operational	1 July 2016
14 info sessions organised in Member States with contractors and lang. depts.	Information sessions organised	31 December 2016

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

The derogation on the use of the Irish language for EU law-making is extended for a further five years from 1 January 2017, with a view to ending it on 31 December 2021; the scope of the derogation narrowing over the same period. This means that DGT needs to prepare together with the translation services of the other institutions for **full language regime** in Irish.

DGT will set up an internal task force to prepare, monitor and follow-up the Commission's cooperation with the other institutions and the Irish authorities. It will adopt a roadmap for 2016-21 on the gradual reduction of the scope of the derogation, featuring milestones for the recruitment of Irish translators and assistants, building freelance capacity, developing cooperation on language resources and addressing issues related to the availability of the *acquis*.

As provided for in the Regulation, regular meetings between the Irish authorities and the Commission (Monitoring Group), in collaboration with the other EU institutions, will be launched to monitor progress. DGT will also present a draft action plan for adoption by the Monitoring Group, once it has been established.

In 2016 an EPSO **translator competition for Irish linguists** will be organised, which should yield a reserve list of successful candidates from which DGT would be able to recruit translators towards the end of 2017, supplemented, if necessary, by temporary staff. The first milestone is to reach 25 AD translator officials by the end of 2017.

DGT will promote the need to train future Irish translators within the EMT network and it will develop supporting initiatives in cooperation with the Irish authorities.

The timely conclusion of three new framework contracts for the provision of translation services into Irish should enable DGT to gradually build up its **freelance capacity**.

Special emphasis will be given to improving the results of **MT@EC for the Irish language** by increasing the corpus of reliable Irish language resources used to train the machine translation system.

Relevant 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		
Specific objective 3: DGT has the capacity to provide high-quality translation into Irish		
Main outputs in 2016:		
Description	Indicator	Target
Roadmap for 2016-21 to implement the gradual reduction of the scope of the derogation	Completion	31 March 2016
Draft action plan for Monitoring Group	Presented	31 December 2016

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

On the IT front, DGT will negotiate an extension beyond 2016 of the contract to provide the **computer-assisted translation tool** and identify the direction of its future computer-assisted translation environment (CATE 2020) to the benefit of all translation services in the EU institutions. This work will include defining specifications for the next CAT tool, analysing what needs to be done to prepare the current workflow systems and language applications for a server-based CATE architecture and selecting the next CAT tool and CAT environment.

The EU translation services have set up an interinstitutional taskforce, led by DGT, which will prepare in 2016 the functional description of a shared future computer-assisted translation environment (CATE). It will work with its counterparts to define a holistic CATE strategy that meets the needs of participating services and creates synergies and economies of scale.

In 2016, work will focus on:

- further integration of computer-assisted translation tools and machine translation;
- implementing new functionalities in Mandesk and launching the first version of eTrèfle, in particular e-invoicing, to manage both internal and outsourced translation;
- developing the CATE technology watch to identify, test and assess technologies and methods in the field of computer-assisted translation. This will be supported by a collaborative website and a "CATE Lab", i.e. a physical space where translators, IT staff and other colleagues can come together to test and discuss ideas or improvements;
- consolidating MT@EC, with a view to improving the linguistic quality of the output and the general service level. It will focus on introducing domain-specific translation engines built on data provided by customers to improve terminological consistency (especially for Irish) and on better integration of MT@EC in the translator's working environment, e.g. by facilitating the reuse of machine translated phrases and expressions via the autosuggest feature of DGT's CAT tool.

In 2016 DGT will start measuring the extent to which the output of previous translations stored in translation memories can be used for new translation requests. For this purpose it will use an indicator developed by the working group on Key interinstitutional activity and performance indicators. The indicator will track the level of information available in memories, enabling an assessment of the return on investment in translation memories.

Relevant 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

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

Main outputs in 2016:

Description	Indicator	Target
Functional description of a common future CAT tool	Functional description available	31 October 2016
eTrèfle launched	First version of eTrèfle launched	1 July 2016
Collaborative site and "CATE Lab"	Collaborative website and "CATE Lab" set up and ready to be used	31 March 2016

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

In 2016 DGT will continue chairing the bodies in charge of interinstitutional cooperation in the area of translation, namely the Executive Committee for Translation (ECT) and the Coordination Committee for Translation (CCT).

For **resource efficiency**, DGT cooperates closely with the translation services of the other institutions in order to identify and achieve synergies for the optimal use of all available human, financial and technical resources. Cooperation between the institutions' translation services has improved significantly over the last couple of years and for 2016 more specific projects are planned to deepen and broaden cooperation.

- One of the main projects will be to develop a communication solution for the interinstitutional translation workflow to allow the three translation services involved in the Ordinary Legislative Procedure (OLP) to efficiently **exchange information** on the interinstitutional translation process of OLP files. The new tool should be deployed by the end of 2016.
- The conclusions of the pilot project involving interinstitutional teams of translators working together on selected files under the ordinary legislative procedure are also expected in 2016. The purpose of the project is to identify stages in the working procedures of the three institutions involved in the OLP where better cooperation could increase efficiency.
- In 2016 DGT, as the lead service of interinstitutional cooperation, will continue to create opportunities for **exchanging experience and knowledge** via jointly organised management events and via flexible methods for staff exchanges. An event for middle managers (and possibly quality officers and terminologists) from all translation services represented in the interinstitutional Executive Committee for Translation will be held in 2016 to promote structured cooperation between language communities on quality coordination, terminology work, cooperation on interinstitutional files, knowledge sharing, a joint approach to cooperation with external experts, and other topics that are crucial for the translation core business.
- In 2016 DGT's learning and development team will step up work to **share training resources** and avoid overlaps in the area of learning and development.

DGT will continue to manage a number of interinstitutional tools (MT@EC, Euramis, Quest, DocFinder and Elise) that are shared across EU institutions and services.

Relevant 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

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

Main outputs in 2016:

Description	Indicator	Target
Interinstitutional IT tool enabling translators to communicate information on a specific translation file seamlessly across the institutions	Deployment	31 December 2016
Conclusions of the pilot project involving interinstitutional teams of translators working together on selected files	Conclusions adopted and available	31 December 2016
Event for middle managers from all translation services represented in the interinstitutional Executive Committee for Translation	Event organised	30 November 2016

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

The central aim of DGT's outreach activities, as set out in the DGT Communication Strategy for 2016, is to inform and link up with translation stakeholders (universities and research centres, national, regional and local authorities, translation professionals, the language industry) with a view to 1) giving visibility to the world of translation and languages; and 2) promoting the development of the translation profession and a diversified and sustainable market for professional translators in Europe.

In 2016, DGT's main outreach activities will be centred around the following projects:

- **Translating Europe Forum (TEF):** As in previous years, DGT will organise the TEF conference to bring together the translation community at its headquarters to share knowledge and ideas regarding developments in the profession;
- **Translating Europe Workshops:** DGT's Field officers in the Commission's representations in the Member States will organise a series of national workshops targeting local translation stakeholders and exploring synergies with national language and terminology networks;
- **European Masters in Translation (EMT) network:** DGT coordinates the network of universities that offer the European Masters in Translation programme, aimed at improving the quality of translator training. In 2016, the yearly EMT event organised by DGT will focus on developing the network through the EMT Board Strategy Reflection Group, promoting EMT, and knowledge sharing on curriculum development. It will organise two network meetings: a Spring meeting in Brussels, focusing on work placements, professionalization and graduate employment, organised back-to-back with the Translating Europe workshop on work placements; and an Autumn meeting followed by a local language event on terminology, in cooperation with the Slovak Terminology Network.

DGT will continue fostering contacts – through language networks in particular – with national administrations, language communities, including public translation services in the Member States, to exchange good practices and improve terminology and translation quality. DGT will continue to reach out to its partners both centrally and in the Member States through various means, such as meetings, presentations, visits to DGT, social media and other external representation activities (i.e. participating in conferences or in DGT's Visiting Translator Scheme). In 2016 DGT will continue to seek synergies and exchange good practices with translation stakeholders.

Relevant 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

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

Main outputs in 2016:

Description	Indicator	Target
DGT will organise the TEF conference to bring together the translation community at its headquarters to share knowledge and ideas regarding developments in the profession	TEF conference organised	31 October 2016
Translating Europe Workshops organised in all Member States; a series of national workshops targeting local translation stakeholders and exploring synergies with national language and terminology networks	Workshops organised	31 December 2016
Two EMT network meetings: a Spring meeting in Brussels, and an Autumn meeting followed by a local language event on terminology	Two meetings and terminology event organised	30 November 2016

PART 2. Organisational management outputs for the year

A- Human resources management

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

Main outputs in 2016:

Description	Indicator	Target
Update DGT's Strategic HR Plan to reflect the Commission's decision to reduce staffing levels by 3% in 2016	HR plan updated	30 November 2016
5 wellbeing activities to promote a healthy and stimulating working environment	activities organised	31 December 2016
4 Management club sessions organised	sessions organised	31 December 2016
Staff survey to gather and listen to feedback and suggestions from its staff, ensuring that its survey is complementary to and does not overlap with the central Commission survey	Staff survey organised	31 December 2016

In 2016 DGT will update its Strategic HR Plan to reflect the Commission's decision to reduce staffing levels by 3% in 2016. By the end of the year DGT will have reduced staff levels by 10% compared to 2012. Its Strategic HR Plan includes quantitative planning of resources in line with evolving priorities, covering also negotiations with DG HR on language specific translation assistant competitions. The plan forms a basis for talent management with respect to middle management succession. It also sets out the **learning and development framework** for all DGT staff, taking into account the specific needs of all DGT entities.

DGT anticipates being able to reach its 2016 target for **gender balance in management**. In depth reflection on mobility and talent management will be a priority for 2016, pending the final Commission decision regarding those initiatives, and on responding to the upcoming results of the synergies and efficiencies review on human resources.

DGT promotes a healthy and stimulating working environment to boost **staff engagement**. Wellbeing activities will be organised by the DGT ergonomics and fit@work correspondents. It will continue to run and promote people management training sessions for managers.

DGT promotes a healthy work-life balance and flexible working arrangements, and its recent move to cover **seven premises** in Luxembourg and Brussels will accentuate the need for and value of flexible working arrangements and practices. It has started offering opportunities for

office swaps and job shadowing, and on the back of positive assessments of these schemes it will extend and promote them further in 2016. The moves out of the JMO in Luxembourg started in October 2015 and two thirds (i.e. moves to the ARIA and LACC buildings) were completed in January. The remaining staff in the JMO building were regrouped in block C of that building in January and will be moved to the new premises by summer 2016.

In line with the reinforced focus on **internal communication** at corporate level, DGT has established the following priorities for internal communication to support staff engagement in 2016: working better together, communicating across multiple sites, DGT in the bigger picture, enhancing the effectiveness of current communication activities and tools. DGT will run a staff survey to gather and listen to feedback and suggestions from its staff, ensuring that its survey is complementary to and does not overlap with the central Commission survey.

B- Financial Management: internal control and risk management

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used 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 including prevention, detection, correction and follow-up of fraud and irregularities

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

Main outputs in 2016:

Description	Indicator	Target
Comprehensive risk and fraud assessment exercise in the first semester of 2016	exercise launched	30 June 2016

Keeping up-to-date the central register of all contracts and procurement procedures should ensure monitoring of the timely provision of external services in line with sound and efficient financial management principles (economy, efficiency and effectiveness).

DGT will launch a comprehensive risk and fraud assessment exercises in the first semester of 2016. Monthly financial reporting, including exception reporting, will continue.

In line with the guidelines on chargeback between Commission DGs, DGT will request cross/co-delegations with other DGs to further optimise the management of its administrative budget (mainly outsourcing and IT).

Objective 2 (mandatory): Effective and reliable internal control system in line with sound financial management.

Main outputs in 2016:

Description	Indicator	Target
Reduce to 10% the total cost of control amount	Reduction achieved	31 December 2016
OMNIBUS and MERCA new multiannual framework contracts for freelance translation	Contracts signed	30 June 2016
Framework contracts with hotels for training purposes	Contracts signed	30 September 2016

Currently, 12 % of the total payment amount covers the cost of checks. DGT aims to reduce this to 10 % while achieving non-financial benefits such as better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions.

In relation to outsourcing, new OMNIBUS-15 and MERCA contracts will be signed by the end of the first semester. All outsourced translations will continue to be evaluated by a qualified translator before the payment is processed. Regarding IT outsourcing, all external staff will be recruited through DIGIT's framework contracts, using the 'ex-ante' control by DIGIT.

A tender will be launched for concluding framework contracts with hotels that can provide training facilities. The tender procedure will be closely monitored by the financial unit.

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.

Main outputs in 2016:

Description	Indicator	Target
Updated DGT anti-fraud strategy	Update delivered	30 November 2016

In follow-up to the audit on risk management processes in DGT and in view of the update of its anti-fraud strategy in 2016, DGT will launch a comprehensive risk and fraud assessment exercise during the first semester of 2016.

D- 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.

Main outputs in 2016:

Description	Indicator	Target
Revamp of DGTnet's core content	Completion	31 December 2016
Pilot version of the 'enterprise search tool' tested	Tests performed	30 June 2016
Briefing documents are logged, tracked, retrievable and shared at the appropriate level	Basis tool for briefing document management installed and deployed	31 December 2016

In 2016, DGT will continue to shift to **electronic workflows** for administrative procedures and raise awareness of the advantages of open and shared files in Ares. DGT aims to remain below the Commission average (3.5 %) for non-filed documents and increase its performance in internally shared files between units.

Governance of DGTnet will continue to be improved by clarifying the ownership of content management. To improve access to information, a **revamp of the core content** will take place in parallel with the migration to SharePoint 2013. Active use of collaborative sites will be monitored and encouraged.

DGT-wide information management will be improved through the testing of a pilot version of the 'enterprise search tool', developed by DIGIT.

Based on the principles of the Knowledge Management Framework, the key priority in 2016 will be to further develop **knowledge management schemes**, especially knowledge sharing, within DGT and with the requester DGs. This includes informal knowledge, sharing best practices and developing smart working methods.

E- 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.

Main outputs in 2016:

Description	Indicator	Target
The 10 th anniversary edition of the <i>Juvenes Translatores</i> contest is organised in all Member States	Contest organised	30 November 2016
European Day of Languages events organised in EU capitals and cities of all Member States	Events organised in all Member States	31 October 2016
Digital transformation of the Commission's new web presence - Test 'beta' version	Test performed	31 July 2016

In 2016, by continuous performance of its core task, DGT will contribute to making information available to people in a language they understand, and to helping the Commission to communicate better with EU citizens and make the EU more open, accountable and democratic. This contributes to the overall objective of enhancing citizens' perception of the EU.

In 2016 DGT will organise the **10th anniversary of the *Juvenes Translatores*** contest. It will organise a special anniversary edition highlighting the achievements made over a decade of promoting languages and translation as a career for young students in Europe.

Furthermore, in 2016 DGT will organise a number of events in EU capitals and cities as part of the **European Day of Languages** (26 September) to raise awareness among the general public of the importance of language diversity and the advantages of mastering languages. This will be carried out in close cooperation with DG EAC and with DGT's field officers in the Member States.

All these events will be communicated via an active social media presence on Facebook and Twitter, in close cooperation and coordination with DG COMM's social media team.

DGT will continue to provide resources and expertise to the **digital transformation** of the Commission's new web presence. In July 2016, the test 'beta' version is planned go live, a milestone on the way towards a transformed web presence. Continuous multilingual user testing will make sure that users can find what they want in as an efficient way as possible.

DGT has also contributed to the synergies and efficiencies review on external and internal communication and will continue to support the aim to work better together, deliver better on external and internal communication and break silos.

