



EUROPEAN COMMISSION
DIRECTORATE-GENERAL FOR TRANSLATION

The Director-General

DG Translation

Management Plan 2013

(Policy area 31 'Language Services')

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1. Mission statement

Our mission

Our core business is to provide the European Commission with high-quality translation and other language services. Our job is to respect the European Union's multilingual character by making sure the Commission produces clearly written documents, in all the official languages and in others as well.

By making information available to people in a language they understand, we help the Commission to communicate better with EU citizens and make the EU more **open, accountable and democratic**. Our efforts underpin the EU's **legitimacy** and help ensure that its citizens can enjoy their rights to the full.

Our vision

We aspire to be a **full partner** in the legislative and communication processes, the hub for all translation-related activities at the Commission, and a reference in the world of translation, while contributing to the development of each official language and the translation profession.

Our values

We value the **diversity of ideas and people** and foster a **respectful working environment** based on team spirit and the sharing of knowledge, experience and skills. We seek to empower our staff and invest in people to develop their competencies and skills in a changing professional world.

We are committed to delivering products and services that **fully meet the needs of our customers** in terms of quality, consistency and timeliness.

We observe the highest standards of **integrity, transparency and impartiality**.

2. The challenges for 2013

While 2012 was devoted to preparing for change, 2013 will see **change in action**, at Commission level and in DGT.

Like the other EU institutions and the public sector throughout the EU, the Commission is confronted with the dual challenge of reducing costs while adding value: delivering more efficiently and coherently, cutting red tape, better explaining its activities and their benefits.

DGT is no exception to this challenge. With our new structure, coming into effect on 1 January, we aim to **do better with less**. In 2013, we will start seeing the first effects of staff cuts. This is a reality which we will have to live with in the years to come and which we will address by pooling translation resources and refocusing on our core business, by optimising the use of all (in-house, external and technological) resources available, by pursuing sustainable staffing levels through enhanced succession planning and post allocation schemes and by intensifying DGT-wide knowledge management. We have started and we will continue to focus on ways to improve our working methods and make them more efficient. We will regularly monitor the functioning of the new structure, with particular emphasis on bigger units, horizontal and support functions as well as on the integration of web translation and field office staff into Language Departments. We will officially establish the new Croatian Language Department and deploy a new ICT environment, integrating the latest version of computer-aided-translation tools and machine translation. The new machine-translation service will be extended to all Commission services by mid-2013.

At the same time, we will launch our **customer relations service**, to better meet the Commission's translation needs by enhancing forward planning and intensifying cooperation with customer DGs, in line with our vision of being a full partner in the legislative and communication processes and with the Commission's efforts to enhance cross-departmental cooperation. This new approach should enable us to offer our customers even more tailor-made solutions and to reconcile more efficiently the peak workloads created by the political priorities of the Commission Work Programme with other translation obligations, thus contributing to the Commission's overall performance.

2013 will be the European Year of Citizens, and DGT will take an active role in the Commission's efforts to communicate multilingually with citizens by participating in the project team working to reposition the Commission's web presence, and in particular by helping to define and implement the principles for **more coherent language coverage on Commission websites**. In our dialogue with external stakeholders, we will focus on the development of the translation profession and the promotion of translation as a career.

While implementing change and consolidating our structure, we will remain firmly committed to **quality**, as regards both originals and translations, and we will strive to take the Clear Writing project, which aims to improve the readability and translatability of texts, to another level with a more systematic approach to the linguistic quality control of important Commission documents.

3. Activity 'Translation'

DGT enables the Commission to **fulfil its political and legal obligation** to prepare and monitor legislation in all official languages, and to **communicate** in the official languages of the EU.

T1 Objective T1 — Deliver high-quality translation services

A **high-quality translation service** is of the utmost importance for the legal certainty of the Commission's regulatory action, for multilingual written communication and therefore for the legitimacy of the Commission's work. DGT, as the Commission's hub for translation, is committed to delivering its services in accordance with the highest standards in terms of accuracy and timeliness.

To this end, **quality control and assurance** measures are in place for all languages, complemented by rigorous analysis of all feedback received and an ex-post quality control system. The streamlining and coordination of quality assurance and control will be further strengthened by the new quality management advisers. These measures will also help to improve DGT's translation corpora thereby optimising computer-aided translation (including pre-processing).

Terminology work being an integral part of DGT's drive for quality and being key to the consistency of translations and hence to legal certainty, a number of key terminology projects will mandatorily be implemented by all Language Departments, in line with DGT's Terminology Framework.

As regards **multilingual written communication**, DGT will continue to translate into all the official languages **for the Europa website** and to help with the editing of texts for the web, and will contribute to the work of defining and implementing the principles for coherent language coverage on Commission websites (see also Objective P3). DGT's **Field Offices** in the Member States will support the Commission's multilingual communication effort by adapting messages to the specific political, social and cultural context.

▶ Result Indicators	▼ Target	▼ at XI 12
1. Deadline compliance (<i>percentage of translation requests for which all language versions have been delivered on time</i>)	96 %	98 %
2. Deadline compliance (<i>percentage of web translation requests for which all linguistic versions have been delivered on time</i>)	90 %	78 %
3. Rate of quality control*	$x \geq 80 \%$	87 %
4. Percentage of Commission IATE entries (all languages) having definition, context and/or note	$x \geq 2012$	20 %
5. Percentage of implementation of the mandatory multilingual terminology concepts	$X=100\%$	73 %
▶ Outputs		
◆ Total production (official EU languages)		
◆ Total production (other than official EU languages)		
◆ Terminology projects (language-specific and multilingual)		
▶ Financial Information		
	Budget (€)	
1. External translation		13 538 000
2. Terminology		100 000

* Concerns all translation production: QC1 and QC2 regular translation documents and web translation

T2**Objective T2 — Ensure optimal use of resources**

DGT's efforts to ensure the high-quality of its translation services in terms of productivity and efficiency are supported by an optimal use of its in-house, external, technological and documentary resources.

As for its **internal resources**, merging and rearranging translation units and integrating web translators and field officers in the language departments should help ensuring optimal sharing of workload, capacity and knowledge at all times. DGT will strive to keep internal work rate at benchmark levels, even when translation demand is fluctuating, and monitor it through its Management Information Scoreboard.

DGT will ensure continuity in **external translation**, based among other things on the Framework Contracts resulting from the GEN-11 calls for tender in the field of EU policy and administration. These new contracts will give access to a solid network of contractors covering all EU official languages, plus Croatian. Training and seminars for the new contractors have started and will continue in 2013. In addition, DGT will continue to improve arrangements for measuring the quality of freelance translations by identifying and harmonising best practices. A working group has been set up to analyse the feasibility of retainer contracts.

Work will also continue on further developing DGT's **ICT environment** in order to provide better support for business processes. The main developments will focus on the **tools for translation workflow** (Mandesk) and **document management** (Tradesk), the migration to the **new office automation platform (NOAP)** and the deployment of a state-of-the-art **computer-assisted-translation (CAT) tool**. After a period of intensive tests by DGT translators during 2012, the first operational version of the **MT@EC machine translation service** will be released on 1 July 2013 (see also Objective T5). The third generation of MT engines for at least 56 language pairs will be made available for testing in January 2013, while a fourth generation will be released together with the operational service in July. In the second half of 2013, DGT will work on further integration between the new CAT-tool and MT@EC in order to optimise the re-use of translation memories from Euramis and facilitate the work of the translators.

As to documentary resources, paper and electronic reference resources and a multilingual reference library will also contribute to this objective. In view of the increased availability and cost of e-resources, DGT will develop a strategy to provide fit-for-purpose e-resources to translators.

▶ Result Indicators	▼ Target	▼ at XI 12
1. Freelance seminars organised in all Member States	All member states	3
2. Report on the use of retainer contracts for web translation services	Yes	N.A.
3. Percentage of translators using the CAT tool	95%	N.A.
▶ Outputs		
◆ Availability of required tools in 2013		
◆ Best practices on the use of MT in DGT		
◆ Strategy on e-resources		
▶ Financial Information		▼ Budget (€)
1. Multilingual tools and databases		700 000
2. Library acquisitions		638 000

T3	Objective T3 — Build up capacity for translation into and from Croatian		
<p>Drawing on its experience from the 2004 and 2007 enlargements, DGT will continue to build up its capacity for translation into and from Croatian (HR) to prepare for the expected accession of Croatia on 1 July 2013. This involves continuing to staff the HR Language Department, ensuring sufficient capacity in the other Language Departments to translate from HR, continuing to build up translation memories and terminology, and ensuring that both in-house and outsourced translations into HR meet the required quality standards.</p>			
▶ Result Indicators		▼ Target	▼ at XI 12
1. Staffing level of the Croatian Language Department		61 translators, 3 managers, 12 assistants	35 translators, 7 assistants
2. Deadline compliance of translations into HR		96%	N.A.
▶ Outputs			
◆ Total production (HR language)			
▶ Financial Information		▼ Budget (€)	
1. External translation budget		462 000	
2. External staff		1 599 900	

T4	Objective T4 — Promote more systematic use of editing in the Commission's document production workflow		
<p>The purpose of editing is to improve the quality of Commission documents, making them clearer and more concise, and hence more readable and translatable. While most Commission departments make use of DGT's editing services on a voluntary basis, the Commission still does not insist on the systematic quality control of its most important documents. DGT will continue to contribute to the efforts to ensure high-quality drafting for the European Semester exercise on the basis of last year's experience and in the context of the customer relations service. DGT's customer relations service will therefore launch a pilot project in a small number of selected DGs to encourage more systematic editing.</p>			
▶ Result Indicators		▼ Target	▼ at XI 12
1. Number of edited pages by type of document (split as follows):		$x \geq$ number of documents edited in year $n-1$	25 750
• Documents corresponding to political priorities and/or creating new legal obligations			7 691
• Documents resulting from existing legal obligations			7 822
• Documents resulting from communication priorities of the Commission			79
• Other documents related to the work of the Commission			10 076
• Documents without category			82
▶ Outputs			
◆ Pilot project with a small number of DGs to encourage more systematic editing			
◆ Better quality of originals			
▶ Financial Information		▼ Budget (€)	
No budget			

T5**Objective T5 — Deploy a new machine translation service**

To keep pace with ever faster technological developments, in July 2013 DGT will deploy a **new machine translation service (MT@EC) for use by other Commission departments**, offering two way machine translation between English and all other official languages (at least) and combining state-of-the-art machine translation solutions with DGT's wealth of internal language resources. The new service will guarantee confidentiality and the reliable exchange of information and ensure full intellectual property protection for source texts and the language resources and technologies used. The launch of the MT@EC service will be accompanied by a specific one-day conference for all Commission staff in the second half of 2013.

Following the opening of a pilot service to 15 DGs in January 2013, the first operational version of the MT@EC service will be released on 1 July 2013. In the second half of 2013 the project focus will be on satisfying specific demands and supporting integration with other Commission information systems requiring automatic translation (see also e-Commission 2012-2015 Communication). DGT will also evaluate the need to supplement its service with MT engines run by external providers, in order to achieve the best technology mix for each language pair and context of use. In 2013, the MT data-preparation workflow will be further automated and upgraded to make it easier to build custom, domain-specific MT engines, also using external data, and provide frequent data updates for the engines.

▶ Result Indicators	▼ Target	▼ at XI 12
1. Number of language combinations for which the new machine translation service is operational	58	52
▶ Outputs		
◆ Number of requests for the machine translation service		
▶ Financial Information		▼ Budget (€)
1. Multilingual tools		283 000
2. Contribution by DIGIT-ISA (<i>to be confirmed</i>)		800 000

4. Activity 'Policy strategy and coordination'

This activity, closely related to that of translation, is concerned with strategic planning within DGT and efficient communication with its partners and stakeholders within and outside the institution.

P1	Objective P1 — Fully implement a 'customer relations service'		
<p>One key objective of DGT's reorganisation was to enhance customer orientation and service to ensure that translation needs are factored in as far upstream as possible in the legislative process. The setting up of a genuine customer relations service will gradually start in 2013 with seven Directorates-General. A new 'portfolio manager' function, assigned to Heads of Language Department, will be introduced to strengthen our partnership with customer DGs with a view to increasing mutual understanding and providing more tailor-made solutions. Portfolio managers will establish personal contacts in customer DGs, gather information and advise on DGT's services and operational constraints, thus contributing to better forward-planning. We have already started, and will continue cooperating with DG SANCO to help identify the most appropriate means of creating a multilingual online dispute-resolution platform.</p> <p>A customer satisfaction survey to be conducted towards the end of the year will help to get a general feedback on DGT's services and especially on the impact of the new customer service approach.</p> <p>DGT will continue to conclude Service Level Agreements (SLAs) with other Directorates-General and honour commitments in existing SLAs with a view to optimising demand management of documents not covered by the Commission's Translation Strategy.</p>			
▶ Result Indicators ▼ Target ▼ at XI 12			
1. Number of Service Level Agreements in force		30	28
▶ Outputs			
◆ Implementation of the operational guidelines for relations with customers			
◆ Number of portfolio managers fully operational			
◆ Customer satisfaction			
▶ Financial Information ▼ Budget (€)			
No budget			

P2	Objective P2 — Develop the principles for coherent language coverage on Commission’s websites				
<p>DGT is playing an active part in the process of rationalising the Commission’s public websites, seeking to make the information on the web more relevant, coherent and cost-effective. On top of providing editing and translation of web content and advice on planning of web content to ensure that sites fulfil multilingual requirements, DGT will contribute to this project by helping defining the principles for a coherent language coverage of sites and its implementation at corporate level.</p> <p>In this context, priority will be given to the ‘Your Voice in Europe’ site, in view of the increasing internal and external awareness of the importance of adequate language coverage for online public consultations.</p>					
▶	Result Indicators	▼ Target ▼ at XI 12			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; padding: 5px;">1. Number of sites revamped according to the agreed principles for a coherent language coverage</td> <td style="width: 15%; text-align: center; padding: 5px;">5</td> <td style="width: 15%; text-align: center; padding: 5px;">N.A.</td> </tr> </table>			1. Number of sites revamped according to the agreed principles for a coherent language coverage	5	N.A.
1. Number of sites revamped according to the agreed principles for a coherent language coverage	5	N.A.			
▶ Outputs					
<ul style="list-style-type: none"> ◆ Principles for a coherent language coverage on Commission websites ◆ Updated list of priorities for web translation 					
▶ Financial Information ▼ Budget (€)					
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; padding: 5px;">No budget</td> <td style="width: 40%;"></td> </tr> </table>			No budget		
No budget					

P3**Objective P3 — Professional cooperation at interinstitutional, international and national level**

As in 2012, DGT will continue to be a driving force and constructive player in **interinstitutional cooperation**, which is key in guaranteeing the consistency and high quality of translations throughout the interinstitutional legislative procedure:

- A new adviser function will serve to reinforce DGT's involvement in interinstitutional cooperation. DGT will pay special attention to internal consultation and information on interinstitutional topics.
- DGT will contribute to the work of the Interinstitutional Committee on Translation and Interpretation (ICTI) and support efforts to improve cost-efficiency in translation through increased cooperation with other institutions. A key task for 2013 will be the implementation of joint training modules, as part of a training path for translators of the various institutions. Cooperation will also be pursued to finalise the work on Key Interinstitutional Activity and Performance Indicators, notably by implementing the decision of the ECT on proposals regarding page counting.
- As its partner DG, DGT will work with the Translation Centre for the Bodies of the European Union to study issues relating to the implementation of the Common Approach.
- In order to improve mutual understanding and better insights into the functioning of other institutions, interinstitutional exchanges of staff will continue to take place.

As regards **international cooperation**, DGT will continue to promote common positions on the part of the EU translation services on the various issues discussed at international level. It will also work on enhancing its influence and visibility in international fora through further participation in the work of IAMLADP, where the IAMLADP-JIAMCATT Liaison Committee is now chaired by the Head of DGT's Informatics Unit. The Liaison Committee will work towards further developing the online platform where all member organisations exchange practices, resources and ideas. In parallel, organisations' senior management will be better informed on issues related to language technologies as a result of a better mix of technicians and managers attending the annual meeting (the 2013 meeting will be the first to be held in Africa) and a more targeted agenda.

Cooperation with **national experts** and linguists through networks managed by individual language departments will be intensified with a view to improving access to reliable terminological resources and thus the quality of terminology and translation. In addition, a mapping of such contacts and national administrations' translation services will be finalised so that DGT can examine the potential for further cooperation.

▶ Result Indicators	▼ Target	▼ at XI 12
1. Key Interinstitutional Activity and Performance Indicators implemented	Yes	N.A.
2. Number of joint training actions	1	1
3. Number of language-specific interinstitutional terminology networks in place	24	19
▶ Outputs		
◆ Interinstitutional tools used (Euramis, IATE, Quest, DocFinder, MT, Elise)		
◆ Inter-institutional exchange of staff		
◆ International terminology agreements		
◆ Modalities of cooperation with EEAS on language issues concerning non EU languages		
◆ Cooperation with national experts		
▶ Financial Information		▼ Budget (€)
1. Interinstitutional cooperation	493 000€	

P4**Objective P4 — Promote the role of languages and translation in a multilingual Europe**

DGT will continue to contribute to the Commission's efforts in the field of multilingualism by raising awareness of translation as an integral part of policy making in the EU and of its importance in bringing Europe closer to the citizens and further promoting the development of the translation profession and translation as a possible career for young people.

In particular, events will be organised in each Member State for the **European Day of Languages (EDL)**, with a special focus on the European Year of Citizens. To promote translation as a career and draw attention to the possibility of working in the European translation services, we will organise **information sessions** on the recruitment competitions for EN, IT, MT, NL, SV and/or DA translators once they are launched. To make people more aware of DGT and translation issues in general, DGT translators will continue to visit universities and public institutions under the **Visiting Translator Scheme**.

The **European Master's in Translation (EMT)** network will be developed further with the drafting of a professional profile for translator trainers. A new general selection round will be launched in September 2013, with results expected in May 2014. All existing EMT universities or observers will need to apply for the renewal of their membership. The **Juvenes Translatores (JT)** contest to identify the best young translators in the EU will take place for the seventh time. The **Lind-Web** (web platform for the language industry) **project** will take stock of progress and promote further the visibility and usability of the platform. Through the EMT network in particular, we will seek to exploit synergies with projects to develop the employability of translators. DGT will continue to conduct **studies on translation**.

► **Result Indicators** ▼ Target ▼ at XI 12

1. Total number of valid applications received in response to the EMT selection call	100	N.A.
2. Juvenes Translatores contest: number of Member States which have achieved the allocated number of schools	$x \geq [2012]$	26
3. Number of Member States in which at least one EDL event is organised	28	24

► **Outputs**

◆ New selection round for the EMT
◆ Seventh EMT Conference
◆ Seventh Juvenes Translatores Contest
◆ Presentations and conferences on translation matters in the Member States
◆ Studies
◆ Information activities to support the recruitment of highly qualified staff

► **Financial Information** ▼ Budget (€)

1. Conferences and internal meetings	214 000
2. Contribution by DG EAC	487 500
3. Studies	60 000
4. External meetings	85 000

5. Activity 'Administrative support'

This activity covers the work of the DGT services which manage human and financial resources, provide information and communication technologies, handle document administration and logistics, and carry out internal audits.

S

Objective S — Provide administrative support for the Directorate-General

External and internal drivers have led DGT to adjust its organisational structure in order better to fulfil its mission, move towards achieving its vision and focus on core business. To support the implementation and functioning of the new structure DGT will focus on:

- ensuring **sustainable staffing levels** by applying a new benchmark calculation method and through targeted post allocation exercises. Achieving this across all units depends on the timely availability of EPSO competition lists. The lists of successful candidates from the ET, GA, HR, LV and PT translator competitions will be published in 2013. Competitions for EN, IT, MT, NL, SV and/or DA will be requested in 2013, with results expected in 2014. It is expected that a new HR translator competition will be announced in July 2013. DGT intends to request AST1 competitions at least for the following languages: EN, FR, DE, MT, SL, GA, NL, IT, PT and HR. Drawing on its experience from the 2004 and 2007 enlargements, DGT will continue to prepare for Croatia's accession by taking on enough translators to ensure full translation into Croatian as of the date of accession (see Objective T3);
- implementing a genuine **succession planning** methodology based on the results of the 2012 pilot project and the IAS audit on human resources management and monitoring. Against a background of staff reductions, human resources will be allocated strictly according to priorities. The focusing of resources on DGT's core business will be backed up by a screening of functions and knowledge mapping in all horizontal and support units;
- improving **DGT-wide knowledge management** and development to underpin succession planning. The Learning and Development Framework for 2013 will focus on following-up on improvement action plans, identifying and promoting best practices and smarter working methods in DGT, strengthening thematic training and promoting 'cognitive apprenticeship', supporting all staff changing job as a result of the reorganisation and raising management awareness of new working methods, especially unlocking value and productivity through the use of social technologies;
- contributing to the screening of DGT's working methods to identify where **efficiency gains and savings** can be made, through simplification and **further ICT improvements**. The main ICT developments will be the migration to a new CAT-tool and office automation platform (NOAP), the deployment of a new machine translation service and the further development of desktop systems (see also Objectives T2 and T5) ;
- ensuring a **respectful and rewarding work environment** based on common values with respect to equal opportunities and well-being; and
- monitoring the functioning of the new structure**, with particular emphasis on bigger units, horizontal and support functions as well as on the integration of web translation and field office staff into Language Departments, with the support of an adviser for change facilitation.

▶ Result Indicators	▼ Target	▼ at XI 12
1. Number of departments with AD posts occupied within $\pm 5\%$ of benchmarks	22	13
2. Percentage of non-permanent translators for EU 27	x < [2012]	9.8%
3. Number of training days per official	10	8
4. Degree of implementation of the IT Master Plan	100%	90%

▶ Outputs
◆ Timely resource allocation
◆ Overall succession planning implemented
◆ Learning and Development Framework
◆ IT Master Plan implemented
◆ Successful migration to new ICT environment

▶ Financial Information	▼ Budget (€)
1. Training	785 515
2. ICT development	815 000
3. Missions	950 000
4. External staff	7 346 280

L1 Objective L1 — Ensure sound financial management and the legality and regularity of underlying transactions

It is of the utmost importance that DGT plans, implements and monitors its activities with full regard to the principles of **legality, regularity and sound financial management**. Accordingly, and in view of budgetary restrictions, priorities will be determined even more rigorously in the light of available resources. DGT will make the necessary changes to its financial circuits to reflect the new organisation and simplify the workflow for financial transactions.

As regards **internal control**, regular monitoring and reporting to support the decision-making process will be continued.

▶ **Result Indicators** ▼ Target ▼ at XI 12

	▼ Target	▼ at XI 12
1. Number of reservations about financial management	0	0
2. Value of exceptions reported	< 2 % of the amount of DGT's budget	0.05%
3. Percentage of payments executed within the contractual deadlines	100 %	98 %
4. Rate of implementation of DGT budget	100 %	91 %
5. Absorption of budgetary backlog (<i>reste à liquider</i> – RAL)	100 %	93 %
6. Degree of implementation of audit action plans within deadlines	X > 95 %	87%

▶ **Outputs**

- ◆ Regular reporting on the state of the procurement procedure
- ◆ Effective budget execution and reporting
- ◆ Risk management audit
- ◆ Implementation of the audit action plan and the evaluation plan

▶ **Financial Information** ▼ Budget (€)

No budget

L2 Objective L2 — Ensure fraud prevention and detection

Developing and implementing anti-fraud strategies at Commission Service level is one of the priorities of the Commission's overall anti-fraud strategy (CAFS). To fulfil its legal obligation, DGT intends to **adopt an anti-fraud strategy** by the end of 2013. The main objective of the strategy for 2013 will be to increase staff awareness of the risks faced by DGT. To this end, we will conduct a fraud risk screening and foster a general security culture.

▶ Result Indicators	▼ Target	▼ at XI 12
1. Number of files sent to IDOC or OLAF for investigation	0	0
▶ Outputs		
◆ Fraud risk screening		
◆ Anti-fraud strategy and action plan in place		
◆ Security audit		
▶ Financial Information		▼ Budget (€)
No budget		

Glossary

AAR	<u>A</u> nnual <u>A</u> ctivity <u>R</u> eport
CWP	The <u>C</u> ommission's <u>W</u> ork <u>P</u> rogramme
DGT	<u>D</u> irectorate- <u>G</u> eneral for <u>T</u> ranslation
ECT	Enlarged Committee on Translation
EDL	<u>E</u> uropean <u>D</u> ay of <u>L</u> anguages
EMT	<u>E</u> uropean <u>M</u> aster's in <u>T</u> ranslation network
FO	<u>F</u> ield <u>O</u> ffice
IATE	<u>I</u> nter <u>A</u> ctive <u>T</u> erminology for <u>E</u> urope, a terminology database for use by institutions and the general public (dissemination IATE). This tool replaces the former Eurodicautom terminology database.
IAMLADP	<u>I</u> nternational <u>A</u> nnual <u>M</u> eeting on <u>L</u> anguage <u>A</u> rrangements, <u>D</u> ocumentation and <u>P</u> ublications
ICT	<u>I</u> nformation and <u>C</u> ommunication <u>T</u> echnology
ICTI	<u>I</u> nterinstitutional <u>C</u> ommittee on <u>T</u> ranslation and <u>I</u> nterpretation
JIAMCATT	(formerly: Joint) International Annual Meeting on Computer-Assisted Translation and Terminology
SLA	<u>S</u> ervice- <u>L</u> evel <u>A</u> greement
VTS	<u>V</u> isiting <u>T</u> ranslator <u>S</u> cheme