



2018

Annual

Activity Report

Directorate-General
for
Translation



Table of Contents

THE DG IN BRIEF	3
EXECUTIVE SUMMARY	4
A) KEY RESULTS AND PROGRESS TOWARDS THE ACHIEVEMENT OF GENERAL AND SPECIFIC OBJECTIVES OF THE DG	4
B) KEY PERFORMANCE INDICATORS (KPIs)	5
C) KEY CONCLUSIONS ON FINANCIAL MANAGEMENT AND INTERNAL CONTROL (EXECUTIVE SUMMARY OF SECTION 2.1).....	6
D) PROVISION OF INFORMATION TO THE COMMISSIONER(S).....	6
1. KEY RESULTS AND PROGRESS TOWARDS THE ACHIEVEMENT OF GENERAL AND SPECIFIC OBJECTIVES OF THE DG	7
2. ORGANISATIONAL MANAGEMENT AND INTERNAL CONTROL	20
2.1 FINANCIAL MANAGEMENT AND INTERNAL CONTROL	20
2.1.1 CONTROL RESULTS.....	21
2.1.2 AUDIT OBSERVATIONS AND RECOMMENDATIONS	29
2.1.3 ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS	29
2.1.4 CONCLUSIONS ON THE IMPACT AS REGARDS ASSURANCE	30
DECLARATION OF ASSURANCE	31
2.2 OTHER ORGANISATIONAL MANAGEMENT DIMENSIONS.....	32
2.2.1 HUMAN RESOURCE MANAGEMENT	33
2.2.2 BETTER REGULATION (ONLY FOR DGs MANAGING REGULATORY ACQUIS).....	34
2.2.3 INFORMATION MANAGEMENT ASPECTS.....	35
2.2.4 EXTERNAL COMMUNICATION ACTIVITIES.....	36

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 2018.

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 constitutes the basis on which the College takes political responsibility for the decisions it takes as well as 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

DGT translated the **second highest volume of demand** in 18 years, with fewer internal resources. Production in June, close to 315 000 pages, was the highest in the past 18 years, due largely to the Multiannual Financial Framework (MFF) package, with a total volume of more than 186 000 pages. The annual State of the Union package, the Brexit Withdrawal Agreement, and trade agreements with Japan, Singapore and Vietnam were particularly notable requests for their urgency, high volume and confidentiality requirements. DGT made efficient use of its human and financial resources, operating with a **modular resource mix** to meet demand for translation and optimise resources.

DGT outsourced 8% more in volume, though the overall outsourcing share fell from 30.6% to 29.6% as overall production rose by more. At peak demand periods, the market take up of requests and the timescales demanded constrained DGT's capacity to increase outsourcing further. DGT implemented and evaluated two calls for tender for pilots to test **alternative outsourcing models** with the aim of improving the take-up and quality of outsourced translation, in preparation for the next multiannual tender in 2019.

DGT increased **translation into Irish**, delivering the second incremental increase stipulated in Council Regulation 2015/2264. An EPSO competition was launched to build up Irish translation capacity in order to meet the next incremental increases that will take effect in 2020. DGT co-organised the 3rd EU-Ireland conference in Dublin, and together with its partners in the EU language services and with Ireland, launched a work placement scheme for graduates.

DGT expanded its **eTranslation** service with new neural machine translation engines, based on artificial intelligence, to serve 97 language pairs (from all EU languages into English, and from English into all EU languages). It built the first domain-specific engines and began language-specific assessments of the quality of the new output. Demand for eTranslation rose from 30 million to 41 million pages compared with 2017. To both make optimum use of and improve this new technology, DGT carried out a DG-wide mapping of staff's **digital expertise** with its network of language technology coordinators, assessing digital proficiency and identifying any need for training in language technology.

DGT organised the annual **Translating Europe Forum** for the translation profession, with a focus on data in translation, bringing stakeholders together to discuss the state of play and new demands brought in by data-driven technology. It brought to a close the current network of the European Masters in Translation programme for universities and prepared to launch the next five-year network under Erasmus+, with an enhanced focus on technology-related competences.

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 % 2018: 99.4 %
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 % 2018: 29.6 %
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	2016: 50 % 2017: 52.6 % 2018: 54 %
First female appointments in line with the 2019 target		
	Target	Latest known result as per Annual Activity Report

² Result of the customer satisfaction survey in 2016, the latest rate. DGT has decided not to conduct customer satisfaction surveys every year to avoid survey fatigue, and to give customers time to become familiar with the expanding range of DGT products and services, and take stock of any changes. Including new features which customers have asked for, like e-Poetry, would make the survey more meaningful for both DGT and its customers, hence the next customer satisfaction survey is planned for 2020 when e-Poetry is fully rolled out and known to customers.

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.

The Commission has adopted a set of internal control principles, based on international good practice, aimed to ensure the achievement of policy and operational objectives. The financial regulation requires that the organisational structure and the internal control systems used for the implementation of the budget are set up in accordance with these principles. DGT has assessed the internal control systems during the reporting year and has concluded that the internal control 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(s)

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 90 – Autumn 2018)	Target (2020)
40% tend to trust	43% tend to trust	Increase

Impact indicator: Staff engagement index in the Commission

Source of the data: European Commission

Baseline (2014)	Latest known value (provisional) (2018)	Target (2020)
65.3%	74% (Commission average: 69%)	Increase

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

In 2018, **DGT translated** some 2 255 000 pages, an increase of 11% compared to 2017 (\pm 227 000 pages). Demand was particularly high in January, May, June and November. Production in the month of June amounted to almost 315 000 pages, the highest in the past 18 years, due largely to the Multiannual Financial Framework (MFF) 2021-2027 package, with a total volume of more than 186 000 pages. The **deadline compliance rate** rose from 99.2 % in 2017 to 99.4 % in 2018. 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 0.17 %, well below the tolerance level of 0.5 % defined in DGT's Strategic Plan. 29.6 % of total production was outsourced, compared to 30.6 % in 2017 (see Specific Objective 2).

DGT met 99.4 % of all deadlines, exceeding the 2020 target of 99 %.

DGT's **largest customers** were DGs AGRI, GROW, JUST, SG and TRADE, each requesting more than 130 000 pages. The main recurrent files for translation were the General Report, the Draft Budget, the European Semester and the President's speech on the State of the Union (SOTEU). The Trade agreements with Japan and Singapore and Vietnam were notable for high volume and short deadlines. The UK withdrawal agreement and the Brexit preparedness acts were top priority files, in addition to being confidential, high-volume and urgent.

DGT **edited** just over half of adopted **Commission major initiatives**, which is above the interim milestone for 2018 (45 %) but a drop compared to 2017 (62 %). This drop is mainly linked to a surge of major initiatives going through fast-track consultation in April and May to meet a Commission-wide deadline for new initiatives. DGT offered editing but it was often not taken up due to the time pressure drafting services were under. Since then, there was a significant drop in the number of new initiatives adopted, to be expected towards the end of the Commission's term of office. **Clear writing** activities continued with 40 tailored training sessions offered to Commission staff, reaching 800 participants. Some 1000 colleagues across the institutions were reached through other clear writing activities (lunchtime sessions, clear writing week, "Are we clear" day).

In June, the machine translation system MT@EC was upgraded to **eTranslation**, marking a shift in the underlying technology from statistical machine translation under MT@EC (hosted in the data centre) to neural machine translation (NMT) under eTranslation (hosted on the cloud, and powered by machine learning, a subset of artificial intelligence). By the end of the year, DGT had built neural engines for 97 language pairs (from all EU languages into English, and from English into all EU languages). NMT typically produces more fluent translation input than the statistical approach; however, the statistical translation engines are still available and maintained to meet the other EU Institutions' security concerns until the security plan presented by the Commission satisfies them that the cloud is sufficiently hardened to process their documents.

DGT built 97 new neural machine translation engines in its upgraded eTranslation service

DGT provided eTranslation not only to DGT translators, but to all staff working for EU institutions/agencies and to staff working for public administrations in Member States, Iceland and Norway. As a Connecting Europe Facility (CEF) building block,

it provides automated translation to a number of Digital Service Infrastructures, such as Online Dispute Resolution and Electronic Exchange of Social Security Information, along with corporate services. In total, eTranslation was used to translate **more than 41 million pages in 2018**, of which around 2 574 000 pages for the Commission (customer DGs). The use of machine translation by customer DGs increased by 60% compared with 2017 (1 600 000 pages).

Quality management focused on the application of the risk assessment principle to modulate quality control work, in line with the Translation Quality Guidelines, in order to match the work pressure. It also looked into some quality aspects of the future freelance contracts and of the use of new technologies, namely neural machine translation. In particular, quality management work in 2018 led to:

- ✓ Deployment and monitoring of a new feature to track of cases where quality control had to be done at a level lower than that determined by risk assessment
- ✓ a new error typology to evaluate freelance translations was tested and adopted (to be applied with the new outsourcing contracts in 2020);
- ✓ analysis of the preliminary findings of the assessment of the quality aspects of neural machine translations, and
- ✓ identification and analysis of trends regarding corrigenda requests.

Terminology coordination work, as set out in DGT's Terminology Framework, focused on ensuring the consistency of terminology in translations and on maintaining and feeding IATE, the interinstitutional terminology database. The terminological support provided by the terminology coordination unit to the translation units was instrumental to the high quality and timely delivery of the translations, in particular during the translation of the MFF package.

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* (survey enabling DGT to measure whether the quality of its service meets its clients' expectations and to detect areas needing improvement.)

Baseline	Interim milestone	Target	Situation on
2013		2020	31 December
	2018		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	Interim milestone	Target	Situation on
2009		2020	31 December
	2018		2018
95 %	97 %	99 %	99.4 %

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: *DGTStat, ManDesk*

Baseline	Interim milestone	Target	Situation on
2015		2020	31 December
	2018		2018
0.42 %	< 0.5 %	< 0.5 %	0.17 %

4. Share of Commission major initiatives edited

Source: *Decide Planning, Vista, ManDesk*

Baseline	Interim milestone	Target	Situation on
2015		2020	31 December
	2018		2018
12 %	45 %	65 %	51 %

5. eTranslation: total pages translated (manual and machine-to-machine use)⁵

Source: *eTranslation statistics*

Baseline	Interim milestone	Target	Situation on
2015		2020	31 December
	2018		2018
N/A	30 million pages	40 million pages	41 122 939

⁴ Result of the customer satisfaction survey in 2016. This is the latest rate available. DGT has decided not to conduct customer satisfaction surveys every year in order to reduce survey fatigue and allow the customers to follow developments and fully take stock of any changes. The next customer satisfaction survey is planned for 2020 when e-Poetry will have become well established and known to customers.

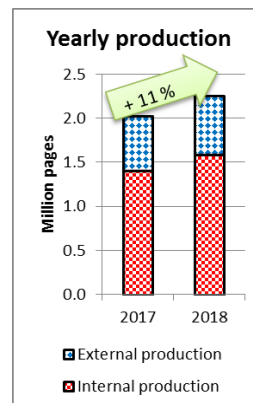
⁵ Replaces the previous indicator *Direct requests for MT@EC by individual users and web services* following the upgrade of MT@EC to eTranslation, to show the full potential of the eTranslation service. The milestone and target figures have been adjusted accordingly.

			pages
Main outputs in 2018:			
Output	Indicator	Target	Situation on 31 December 2018
Total production (official EU languages) *	Total number of pages processed internally and outsourced to produce the final result	31 December 2018	2 252 050 pages
Total production (non EU languages) *	Total number of pages processed internally and outsourced to produce the final product	31 December 2018	2704 pages
Clear Writing training sessions	Number of sessions organised	26 sessions by 31 December 2018	40
Use of machine translation by customer DGs*	Number of pages submitted to the eTranslation service	31 December 2018	2 574 020 pages
Introduction of neural engines	Number of language pairs added	7 by 31 December 2018	97
Automated workflow for short titles and summaries of Commission initiatives	Automated workflow operational	31/01/2018	Completed

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

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

In 2018 DGT outsourced nearly 670 000 pages, compared to 621 000 pages in 2017, which is an increase in volume of 8 %. However, since the overall demand increased by 11%, the **outsourcing rate** (as a share of total translation) fell from 30.6 % in 2017 to 29.6 % in 2018. High outsourcing rates (up to 35.3 %) were seen between March and May, when language departments freed internal capacity for the translation of the Multiannual Financial Framework documents, and a higher share of documents than usual had to be outsourced. This had repercussions on the **freelance market**, where a number of contractors was not able to meet the high demand in May and June, resulting in a considerably higher in-house workload.



Due to the market take-up difficulties that DGT faced with its freelance contractors, DGT had to increase the budget for **negotiated procedures**. The costs related to negotiated procedures amounted to more than €1.7 million, representing an increase of more than 30% compared to the previous year.

In order to improve the market take-up and the quality of outsourced translations, **two pilot projects** were organised: 'OMNI+'⁶ comprising framework contracts with dynamic ranking (EN>CS and EN>GA). Compared to the current contracts, DGT modified the award criteria and introduced tests (case study and revision tests). The 'CASC'⁷ pilot follows a completely different approach: instead of a system with many contractors and a dynamic ranking, framework contracts were awarded to a limited number of contractors. The first contractor on the list is expected to take all the translations requests while the second contractor serves as back-up in case the first contractor is not able to take a translation request. Contracts under this approach were awarded for three language combinations (BG>EN, FR>EN, EN>NL). Due to an insufficient number of tenderers, three out of the initially envisaged eight framework contracts could not be awarded. This did not present a major problem since the existing framework contracts for the language combinations concerned had not yet been terminated and could continue. Based on previous years' experience and first experience from these pilot projects, the preparations for the **new call for tenders** continued.

In-situ visits at selected contractors and **information sessions** in the Member States were organised to explain to contractors what DGT expects in terms of quality and to build up mutual trust and understanding. **Webinars** were introduced as a new channel for communication with freelance contractors. Webinars were organised to communicate with Croatian, Irish, Slovak and Swedish freelancers to expand the reach across and within countries.

DGT terminated 31 contracts of contractors who consistently delivered unacceptable quality. Thanks to systematic feedback provided to contractors by language departments, the **quality of outsourced translations** remained high,

⁶ The name refers to OMNIBUS-15, the call for tender under which the current contracts were awarded. OMNI+17 means an improved version of that call for tender

⁷ Abbreviation for a system of retainer contracts in cascade.

with an average evaluation mark of 8.8/10. Language departments participating in the pilot projects noted even better quality marks with 9.2/10 for translations delivered under OMNI+ and 9.0/10 for those delivered under CASC.

DGT's internal working group on Cost of Translation continued its analysis of options for containing the cost of translation, focusing in particular on a more ambitious outsourcing policy and the enhanced use of language technologies. At the request of the Corporate Management Board, the group also analysed the costs and benefits of setting up satellite offices in Member States and delivered a comprehensive options paper.

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	Situation on 31 December 2018
	2018		
27 %	33 %	37 %	29.6 %
Main outputs in 2018:			
Description	Indicator	Target	Situation on 31 December 2018
Info sessions for contractors with translation departments	Number of information sessions organised according to needs	5 sessions by 31 December 2018	8 sessions
Number of language pairs covered by pilots to test alternative outsourcing models	List of contractors per language pair for the required volume of translation	8 language pairs by end 2018	5: EN>NL, BG>EN, FR>EN, EN>CS, EN>GA
Intercepting quality problems by closer contact and scrutiny	Number of on-the-spot checks carried out on contractors	At least 2 % of contractors/year	5 checks, corresponding to 2 % of contractors visited

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

As stipulated in **Council Regulation 2015/2264**, the second decrease of the derogation for Irish entered into force in January 2018. This meant that from then on Decisions adopted by the European Parliament and Council are translated into Irish. DGT delivered this next stage in full. To meet the increasing demand, DGT worked intensively with the language services in the institutions and with Ireland in the Monitoring Group on the Irish derogation to build up capacity in all areas.

DGT **recruited translators and assistants** from EPSO reserve lists, temporary agent lists (running a new temporary agent selection in April), and contract agent lists. 9 translators and one field officer were recruited, below the target for 2018 set by DGT's Strategic Plan 2016-2020, due to the limited pool of Irish language translators available. An **EPSO competition for Irish translators** was published in July, due to be completed in May/June 2019. Although 190 candidates expressed interest in the competition, only 91 candidates met the admission criteria and sat translation tests in November. A **work placement scheme** was launched for Irish government-funded trainees to join the EU language services for 5 months to help translate parts of the *acquis* and DGT welcomed one trainee.

To **strengthen freelance capacity**, the Irish Unit took part in the OMNI+ pilot project and 6 new contracts came into effect in July. The first results were positive (negotiated procedure no longer needed) and the average quality mark higher than during the first months of the previous contracts. Work on the **translation of selected parts of the *acquis communautaire*** was put on hold during the MFF peak, with over 900 pages of *acquis* translated afterwards.

Work continued on the agreement between Ireland and the EU on **transfer of translation alignments** (for example, bilingual text files containing Irish and English language versions of Irish law). The **third EU-IE conference** was held.

Specific objective 3: DGT has the capacity to provide high-quality translation into Irish				
Result indicator: Number of AD translator officials in the Irish department				
<i>Source: DGT- internal statistics</i>				
Baseline 2015	Interim milestone		Target: 2020 ⁸	Situation on 31.12.2018
	2017	2019		
11	25 translators	45 translators	45 translators	21 translators ⁹
Main outputs in 2018:				
Description	Indicator		Target	Situation on 31.12.2018
Recruit additional staff in line with the target	Reach 2018 staffing benchmark of 31 (1 Head of Unit, 25 ADs ¹⁰ and 5 ASTs)		31 December 2018	26 persons ¹¹
GA translation of Decisions adopted by EP and Council	Delivery of second increment as of January 2018 (EP and Council Decisions)		Throughout the year	Delivered in full

⁸ To be fully operational in 2022, the Irish department aims to reach approx. 60 translators.

⁹ 12 officials, including one Field Officer, 8 Temporary Agents and 1 Contractual Agent.

¹⁰ The target for 2018 is 25 AD translators, either officials or other staff.

¹¹ 1 acting Head of Unit, 21 ADs and 4 ASTs.

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 **language applications** in 2018 focused on technical preparations for the deployment of Windows 10 and integration of the computer-assisted translation (CAT) tool. Preparations for the new **computer-assisted translation environment** continued. Several tools were tested in DGT's **CATE Lab**, to

DGT has a lead role in managing the tender and framework contracts for the new CAT tool on behalf of the EU institutions

contribute to improving DGT's current technology environment and prepare for CATE 2020 through a technology watch. DGT signed a Memorandum of Understanding with its partner EU institutions in June, giving DGT a lead role in managing the tender and framework contracts on behalf of the institutions. The call for tender for the next

tool was published in the summer. It was not possible to evaluate the call by the end of the year because finalising the memorandum took longer than expected.

DGT deployed the last major release of its workflow management tool. Refresher courses were organised for translation assistants and workflow managers/Heads of Unit to update their knowledge and explain the new features. Work was carried out on the workflow tool for translators to ensure compatibility with Windows 10. At the end of the year, both workflow tools saw a release of new versions to enable automation of the outsourcing workflow.

The development of **ePoetry** (translation request tool for customers) started in early 2018. In September, the new web services were released in the test environment and the first version of the user interface was deployed and presented to customer DGs for feedback. The timeline for rollout to customer DGs was revised to take on board the feedback received, moving to first half of 2019. In the first half of the year the outsourcing management/workflow tool was adapted to support the two pilot procurement procedures, while the focus in the second half of 2018 was to ensure compatibility with Windows 10 and to implement the requirements to automate the outsourcing workflow. **Migration to Windows 10** started in horizontal directorates and units. Most non-compatible laptops were replaced, with DGT continuing to upgrade its laptop fleet.

The **Machine Translation** User Group assessed the use of machine translation, showing that two-thirds of translators regularly use it as a tool (see 2.2.1). All Language Departments appointed **Language Technology Coordinators** to foster the optimal use of computer-assisted translation tools and develop staff's digital skills. The **Euramis re-usability indicator**, tracking the extent to which already translated text can be re-used and indicating return on investment in translation memories, rose from 33.3 % to 34.8 %.

DGT's new language technology coordinators foster the optimal use of translation technology and develop staff's digital skills

DGT has produced linguistic data in electronic form for over 40 years. The availability of this data, via Euramis or as the building block for neural translation engines, fuelled DGT's efficient use of language technology. DGT started a reflection on the management of this important asset, in particular on data

quality, enrichment with meta-data and potential new opportunities created by emerging technologies (e.g. artificial intelligence).

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			
<i>Source: eTranslation & Euramis statistics</i>			
Baseline	Interim milestone	Target	Situation on
2016	2018	2020	31 December 2018
30 %	35 %	40 %	34.8 %
Main outputs in 2018:			
Description	Indicator	Target	31 December 2018
Call for tender for CAT tool	Call launched and evaluated	31.12 2018	Call launched. Offers received. Evaluation scheduled for the first half of 2019
Language-specific figures on DGT use of eTranslation	Language-specific figures analysed to improve service	31.12 2018	First version of the MT uptake scorecard presented to the Language Applications Committee in November
Migration to Windows 10	Installation started	31.12 2018	Installation started in horizontal directorates and services
Training to upgrade IT skills	120 training sessions organised	31.12 2018	327 sessions
ePoetry	Deployment of ePoetry to customer DGs started	31.12 2018	Deadline postponed to Q2 2019
Maintenance and development of Trèfle to guarantee business continuity until the corporate eProcurement module is available	Developments implemented following priority plan	31.12 2018	Developments are on track according to the priorities fixed
Last Mandesk Inbox release	Last major release deployed	1.03 2018	Done

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

The conclusions of **the ordinary legislative procedure (OLP) pilot project**, with mixed teams from Commission, Council and European Parliament, were adopted. A mandate was adopted to follow up the pilot project with systematic joint early terminology work on suitable OLP documents. The new OLP group met in November to identify files for closer cooperation, in particular on terminology.

The joint tender procedure for **a future CAT tool** was launched in August 2018. DGT continued to manage several **translation tools** (eTranslation/MT@EC, Euramis, Quest, DocFinder, Elise) shared across EU institutions and services. In the second half of the year, the machine translation user group held **information sessions on neural machine translation** in the other institutions. The Interinstitutional Committee for Translation and Interpretation held a discussion on **new technologies and artificial intelligence** in the field of languages.

116 **shared interinstitutional training events** were organised; well below the number for 2017 (202) and the target for 2020 (300). The organisation of training courses is demand driven, with departments reducing their requests in a year of peak workload. DGT will continue to encourage the organisation of shared interinstitutional training events.

DGT is a partner DG of the **Translation Centre**. The Centre's primary mission is to provide translations and related language services to a large number of EU agencies and bodies in line with agreed quality criteria, deadlines and prices. By doing so, it implements effective multilingualism in the EU agencies and bodies, complementing the work done by DGT for the European Commission. The Translation Centre is also in charge of the development, maintenance and operation of the inter-institutional terminology database IATE, used by translators in DGT and in the other EU institutions, and open to the public worldwide.

DGT participated in the interinstitutional **Executive Committee on Translation**. In 2018, this work led to three new Key Interinstitutional Performance Indicators on editing, an annual financing agreement (2019-2020) for the communication solution, DocFinder, IATE, Interinstitutional Euramis, eTranslation and Quest II, a middle management event on changes in the translator's profile and future needs for competencies, and work on a main language test for translation competitions.

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 <i>Source: AMC6 / Inter-institutional training catalogue</i>			
Baseline	Interim milestone	Target	Situation on
2015	2017	2020	31 December 2018
200	250	300	116
Main outputs in 2018:			
Description	Indicator	Target	Situation on
			31 December 2018
Conclusions of the pilot project involving interinstitutional teams of translators working	Conclusions adopted and available	Q2 2018	Conclusions adopted. Follow-up agreed with mandate on early

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



In November the 5th edition of the **Translating Europe Forum** was organised in Brussels. It focused on **'translation in the age of data: translators working with data, data working for translators.'** Topics included the latest developments in artificial intelligence and neural machine translation, legal aspects (General Data Protection Regulation, Intellectual Property Rights), data sharing, advancements in

language technologies, industry trends and their implications for the changing profession.

The conference reached an audience of around **500 participants** from 45 countries at the venue and more than **5 000 unique viewers** followed via web streaming. The **satisfaction rate** (expectations fulfilled either fully or partially) reached 98.8 %, compared to 93 % in 2017. During the conference, **Commissioner Oettinger** underlined the importance of translation for the European project.

44 local **Translating Europe workshops** were organised in 24 member states, including workshops on *Neural Machine Translation and Post-editing* (Budapest), on *Less Common Language Pairs* (cross-border workshop by Field offices in Slovenia/Croatia/Italy), and on specialised translation - *Translating Tourism and Cultural Heritage: Challenges in Professional Training* - (Brescia/Italy).

The **European Masters in Translation (EMT)** network came together in Brussels on 19-20 March, and in Vienna on 18-19 October. The call for next EMT membership (2019-2024) was launched in September. For this call universities had to demonstrate in particular how far they cover the main areas of translation competence as defined in the new EMT Competence Framework, which sets out the competences translators need in order to work successfully in today's market.



25 missions under the **Visiting Translator Scheme (VTS)** took place in 2018. Examples were a visit to two Czech universities (Charles University in Prague and Masaryk University in Brno) active in the field of computational linguistics, a visit to three main Belgian migration authorities and the Federal Police at Brussels Airport to get insight into the national implementation of EU regulation in the field of migration, and a visit to Finland and Sweden to gather information about the Swedish-speaking market for translation services with a view to feeding it into the next DGT call for tender for outsourcing translation services. The overall number of visits was slightly below target due to high workload over the year.

DGT's performance on **social media** was broadly consistent with the general trend in the Commission. Changes to Facebook's business model led to a further slowdown in growth of followers. By contrast, Twitter gained significantly in

popularity.

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 posts ¹²			
Source: Hootsuite, DIGIMIND			
Baseline	Interim milestone	Target	Situation on
2015	2018	2020	31 December 2018
Facebook 13.2, Twitter 11.9	Facebook ≥ baseline Twitter ≥ baseline	Facebook ≥ 2018 level Twitter ≥ 2018 level	Facebook 14.1 Twitter 13.2
Main outputs in 2018:			
Description	Indicator	Target	31 December 2018
Organise the TEF conference to bring together the translation community to share knowledge on developments in the profession	TEF conference organised	31 December 2018	Conference organised (Brussels: 7-8 November)
Translating Europe Workshops organised in Member States targeting local stakeholders	30 Workshops organised	31 December 2018	44 workshops organised
EMT network meetings	Meetings organised in Brussels and in Vienna	One meeting in each city by 30 November 2018 Vienna 18-19 October	Meetings organised: Brussels 19-20 March Vienna 18-19 October
Implementing the Visiting Translator Scheme	Number of VTS visits	30 by 31 December 2018	25

¹² 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 give an indication on how much of our followers are engaged

2. ORGANISATIONAL MANAGEMENT AND INTERNAL CONTROL

This section explains how DGT delivered the achievements described in the previous section. It is divided into two subsections.

The first subsection reports the control results and all other relevant information that support 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 to 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 management, who monitors the functioning of the internal control systems on a continuous basis, and by internal and external auditors. Its results are explicitly documented and reported to the Director-General. The reports produced are:

- the weekly reports on demand management and outsourcing;
- the monthly reports on budget execution (BER) and the management information scoreboard (MIS) highlighting key data in 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);
- the contribution by the Director in charge of Risk Management and Internal Control, including the results of internal control monitoring at the DG level;
- the reports on recorded exceptions, non-compliance events and any cases of 'confirmation of instructions' (Art 92.3 FR).

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. This section reports the control results and other relevant elements that support management's assurance. It is structured into (a) Control results, (b) Audit observations and recommendations, (c) Effectiveness of the internal control system, and resulting in (d) Conclusions on the impact as regards assurance.

2.1.1 Control results

This section reports and assesses the elements identified by management that support the assurance on the achievement of the internal control objectives. 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 relevant control systems.

DGT manages **administrative expenditure** only, under the **direct centralised management mode**.

In 2018, DGT managed expenditure totalling € 27.02 million (including funds co-delegated by other DGs), of which it was directly responsible for € 19.15 million (i.e. excluding appropriations for external personnel).

Funds co-delegated by other DGs cover mainly external translation costs (€ 2.6 million - actually committed¹³). DG EAC co-delegates approximately € 0.6 million for the organisation of external communication activities under Key Action 3 related to multilingualism (2018 Annual Work Programme - Erasmus+, Commission Decision of 17 August 2017 [C(2017)5652]).

Adequate internal control principles are applied taking into account the low-risk environment of the DG. The same level of control is applied, irrespective of the origin of the funds managed (funds received in co-delegation or own funds).

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

Commitments by procurement types	Tot. K €	% budg	Tot trans.	% budg
Type 1: DGT FWC & NP** - external translation including funds co-delegated by other DGs	14 042	73 %	17 248	82 %
Type 2: DIGIT FWC (IT) + other IT expenditure	3 060	16 %	43	0.2 %
Type 3: Low value NP, AMI, FWC (HR, EAC) (conferences and events, library expenditures, terminology)	1 316	7 %	519	2 %
Type 4: Partially managed by PMO (missions)	728	4 %	3 240	15 %
Total DGT budget** (excl. external personnel)	19 148		21 050	

** Figures including co-delegated budget

Source: DGT Budget Execution Report and internal statistics

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

¹³ DGT reported on provision of services in 2018 (charge-back) to the Corporate Management Board (Ares(2019)925156). In the body of the AAR we mention €2.6 million corresponding to the budget of *commitments* made during the year, whereas in the charge-back document we mention €2.7 million corresponding to the amount of *appropriations* received at the beginning of the year.

authorisation of payment. The residual error rate is therefore assumed to be 0%.

Key control indicators

Indicator	2015	2016	2017	2018
Budget execution rate (after mid-term adjustments)	99.7 %	99.7 %	99.9 %	99.9 %
Payments made within the contractual period (%)	97.1 %	96.8 %	98.2 %	98.3 %
Absorption of budgetary backlog (RAL) (%)	96.2 %	92 %	96 %	96 %
Average delivery timing for monthly execution report	8 days	8 days	8 days	8 days
Number of financial exceptions handled	5	8	7	4
Total value of exceptions (€)	3 502 €	9 723 €	16 470 €	65 756 €
Audit recommendations implemented within deadlines	100 %	100 %	100 %	100 %
Audit observations that might give rise to reservations	0	0	0	0
Cases referred to OLAF over the past three years	0	0	0	0

Sources: DGT- Budget execution report and DGT internal statistics

1. Effectiveness = the control results and benefits

- **Legality and regularity of the transactions**

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.

In 2018 DGT finalised the implementation of its financial circuits update initiated in 2017, reinforcing the legality and regularity of the transactions. The main aims of this update were to streamline processes across Directorates/language departments and budget lines, and to ensure that checks and controls are at steps in the circuit where risk analysis shows a greater risk of error.

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

- Concerning the **management of outsourced translations** (73% of DGT budget): open call for tenders are launched every four years, leading to the establishment of framework contracts per language combinations. All procedures are documented. Where a language combination is not covered by a framework contract or in cases where no contractor replies to a publication, then the contract (low or very-low value) is awarded by the negotiated procedure. 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. In 2018, DGT has organised two open call for tenders, as pilot projects for the preparation of the new call for tenders that will be launched in 2019 (see details under point 1, Specific Objective 2 above).

Effectiveness indicators - procurement	
Number of lots (language combinations) where a sufficient number of offers are received	100%
Numbers of valid complaints or litigation cases filed	2 complaints (answered) 0 litigation cases filed
Amount of procurements successfully challenged during standstill period	0

Sources: DGT internal statistics

The financial unit reviews all individual contracts, translation evaluations and invoices before authorising payment. All delivered translations are quality controlled by internal staff before issuing invoices in the payment circuit.

Effectiveness indicators - financial transactions	
% error rate prevented	100%
Amount of liquidated damages (for bad quality)	€125k
Amount of liquidated damages (for late delivery)	€14k
Percentage of translations rated good or very good by the evaluators	89%

Sources: DGT internal statistics

- For **IT contracts** (16% of DGT budget), DGT uses framework contracts provided by DG DIGIT. The individual draft contracts are reviewed by the financial unit and by DG DIGIT through the "paraph" procedure. The final contracts, timesheets and invoices are checked before the financial unit authorises payment.

In 2018, DGT launched an open call for tender for an interinstitutional framework contract for the new computer-assisted translation environment (CATE). Specifications drafted by the operational unit were thoroughly checked by the finance and legal units of DGT and the other institutions. Evaluation is scheduled for the first half of 2019.

Effectiveness indicators - financial transactions	
% error rate prevented	100%

Number of control failures	0
Amount of liquidated damages	0

Sources: DGT internal statistics

- **All other procurements** (7% of DGT budget) concern mainly low to very low-value negotiated procedures, and to a lesser degree, calls for expression of interest, specific contracts on framework contracts of other DGs. The minimum competition requirements set out in the financial regulation are strictly observed. All tender documents are reviewed by DGT's financial unit before the contract is signed. The final contracts, delivery reports and invoices are checked by the financial unit before authorising payment.
- All **mission orders and costs declarations** (4% of DGT budget) are verified by DGT's financial unit before approval by the authorising officer.

Following a cost benefit analysis, and considering the automation of transactions for the main part of the budget, the intensive use of framework contracts, the structure of the financial circuits and the results of the ex-ante controls, **no ex-post controls** are performed on procurement. The total **number of exceptions** in 2018 was 4 out of a total of 21k transactions. This is € 65 756 out of a total of € 19 147 536 (0.34%), of which over €64,000 due to exceeding the threshold for the annual cumulated value of negotiated procedures per language combination. None of the exceptions resulted in undue payments or cost to the budget.

In the context of the protection of the EU budget, at the Commission's corporate level, the DGs' **estimated overall amounts at risk** and their estimated future corrections are consolidated. For DGT, the estimated overall amount at risk *at payment* for the 2018 expenditure is 0 €. This is the AOD's best, conservative estimation of the amount of *relevant expenditure* during the year not in conformity with the applicable contractual and regulatory provisions at the time the payment is made since DGT has a fully centralised financial circuit for payments, in which 100% of payments is controlled, for all budget lines.

Table X - Estimated overall amount at risk at closure

DGT	"payments made" (FY; m€)	minus new prefinancing [plus retention made*] (in FY; m€)	plus cleared prefinancing [minus retention released * and deductions of expenditure made by MS] (in FY; m€)	= "relevant expenditure" (for the FY; m€)	Average Error Rate (<i>weighted</i>) (AER; %)	estimated overall amount at risk at payment (FY; m€)	Average Recoveries and Corrections (adjusted ARC; %)	estimated future corrections [and deductions] (for FY; m€)	estimated overall amount at risk at closure (m€)
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DGT total budget	18.02	0	0	18.02	0.5% ¹⁴	0.09	0.5%	0.09	0
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- ***Fraud prevention, detection and correction***

DGT has developed and implemented its anti-fraud strategy, drawn up on the basis of the methodology provided by OLAF. It was updated in 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. In addition, the bi-annual reports of management to the Director-General of DGT, which feed the mid-term progress review and the annual report, are analysed by the internal control coordinator under several aspects, including possible risks of fraud. If need be, the risk register and the anti-fraud strategy are updated.

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 updated when necessary 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 carried out in secure rooms, one in Brussels and one in Luxembourg).

The second concerns financial transactions, for which it plans three actions:

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

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

- In January 2018 the financial unit presented the new financial circuits and templates at the Annual General Assembly of field officers (who organise conferences and events in Commission representation offices in Member States)
- In March and April, the financial unit organised two half-day courses which covered, among others, the expenditure lifecycle, DGT's procurement procedures and the roles of financial actors. The training was targeted at authorising officers, initiating agents and newly appointed financial correspondents. In total 62 persons attended, including 19/22 newly appointed authorising officers and all newly appointed financial correspondents

¹⁴ For types of low-risk expenditure with indications that the equivalent error rate might be close to 'zero' (e.g. administrative expenditure, operating subsidies to agencies), it is recommended to use 0.5% as a conservative estimate.

- Throughout the year, the financial unit coached five newly appointed field officers and three colleagues of the communication unit in financial matters.

The third action was implemented as part of the follow-up of the audit on procurement performed by IAS in 2016. The controls in place intended to prevent and detect 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 budget.

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

DGT-managed assets (other than IT intangible assets) are dictionaries or encyclopaedias when their cost exceeds 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. There are two supervised secure rooms (one in Brussels and one in Luxembourg) where workstations with the specific RUE software are installed.

2. Efficiency = the Time-to-... indicators and other efficiency indicators

The time-to-pay indicator (Art. 92.1 FR) for 2018 is 98.3% of payments made within the deadline, which is similar to 2017 (98.2%). The finance unit monitors the invoice workflow by extracting and analysing daily and monthly reports.

	2015	2016	2017	2018
Time-to-pay	97.10%	96.87%	98.02%	98.34%

Source: SAP

Other efficiency indicators (% of cost over annual budget) are available in Annex 10.

3. Economy = the cost of controls

The corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was revisited in September 2018 and applied for the first time in the 2018 annual reporting. The difference of the estimated cost of controls as compared to previous years derives from this new methodology and does not reflect any substantial change in the DG's control strategy.

DGT estimates the cost of control for the management of the external translation and IT budgets, corresponding to 89% of its appropriations (commitments).

Concerning the **external translation** budget lines, the overall cost of control is estimated at 26%. This is explained by the very high number of very low value procurements (more than 17k transactions). Although procurement rules are simplified to the maximum for low and very low value transactions, there is an

irreducible number of controls to be carried out per transaction, regardless of its amount, in order to comply with the Financial Regulation.

Parts of the controls are linked to elements that have an influence on the legality and regularity of the transactions and on the price paid to the contractor (e.g. page counting, monitoring deadlines, evaluation of the returned product).

Equally important are the controls made in relation to the quality of the delivered product: a high amount of control is performed by operational agents before documents to be translated are sent to the contractors (correct alignments, format of translation memories, reference documents, etc.) to ensure the contractors benefit from all elements needed to perform their job properly. Feedback from translators after the evaluation of the received translation is also important. As explained above, 100% of translations returned by the contractors are evaluated. This quality evaluation is performed on the one hand to deliver the certified correct and to calculate possible liquidated damage should the evaluation be rated insufficient. On the other hand, quality evaluation is a control made in order to mitigate the risk of reputational damage that the Commission would incur should it deliver bad quality documents. When translations are returned, they are revised/reviewed internally in line with DGT Translation Quality Guidelines before being sent to the requesting service.

A final element to be taken into account are the costs of development and maintenance of the in-house IT system via which the main part of financial transactions is processed. Without this tool, it would not be possible to manage the 17k transactions at reasonable cost and within acceptable deadlines.

Note that the "financial verification" controls account for 9% in the cost of control and the "quality assessment" controls account for 17%. The charge-back procedure has no influence on the level of control performed: irrespective of the funds used (co-delegated or own funds), the level of control is identical.

For the management of the **IT budget**, where there is an extensive use of DG DIGIT framework contracts, the overall cost of control in DGT is estimated at 4%. This lower cost of control is explained by the fact that the costs of procurement are shared between DGs and are lighter for DGT, who benefits from the controls performed beforehand by DG DIGIT. Our control strategy is adapted to the risk incurred. See table in annex 10 for details.

4. Conclusion on the cost-effectiveness of controls

Based on the most relevant key indicators and control results, DGT has assessed the effectiveness, efficiency and economy of the control system and reached a positive conclusion on the cost-effectiveness of controls.

As explained under point 3, DGT has a small annual budget (€ 19.15 million), and a very high number of low and very low value transactions (21k – for all budget lines). Although procurement rules are simplified for such transactions, there is an irreducible number of controls to be carried out per transaction in order to comply with the high regulatory requirements of procurement. Where possible (mainly for IT) DGT uses framework contracts from other DGs. For the management of the external translation budget, most financial transactions are automated, via an IT system developed and maintained in house.

Concerning external translations, controls concern not only the legality and

regularity of the transactions but also the quality of translations delivered, as DGT must be aware of the reputational damages that the Commission could incur should it not deliver high quality texts in all languages.

The control strategy in place in DGT remained stable during the reporting year and it will be maintained. As shown by the indicators listed, it ensures low error rates and fast payment, and all procurements satisfy the needs they address.

2.1.2 Audit observations and recommendations

This section reports and assesses the observations, opinions and conclusions reported by auditors in their reports as well as the limited conclusion of the Internal Auditor on the state of internal 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 2018, the IAS carried out a multi-DG audit on connecting Europe Facility (CEF) to assess the adequacy of the design and the effectiveness of the implementation of the CEF Telecom governance arrangements within the Commission. DGT was part of this audit as service provider for specific Digital Service Infrastructures. IAS' work focused on the relevant Memorandum of Understanding, the operational and coordination platform, the supervision of operations, and the monitoring of results. Two recommendations were issued and accepted by DGT.

The IAS concluded that the internal control systems audited worked satisfactorily. DGT management concludes 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 an Internal Control Framework based on international good practice, aimed to ensure the achievement of policy and operational objectives. In addition, as regards financial management, compliance with the internal control framework is a compulsory requirement.

As from 2018, DGT has assessed the effectiveness of their internal control systems on the basis of the new framework. DGT has put in place the organisational structure and the internal control systems suited to the achievement of the policy and internal control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

DGT carried out the assessment of the effectiveness of its internal control system following the methodology established in the "Implementation Guide of the Internal Control Framework of the Commission". While drawing up DGT's 2018 Management Plan the internal control monitoring criteria were set, including the baseline and the target values. The Director of Resources was appointed Director in charge of Risk Management and Internal Control.

The evidence required to support the assessment was gathered from various sources: management knowledge from daily operations, results of key controls, staff opinion survey, register of exceptions, analysis of internal control weaknesses or control failures recorded during the year, risk assessment, relevant audit results, and internal sources.

DGT assessed its internal control system during the reporting year and concluded that it was effective and that the components and principles were present and

functioning as intended.

2.1.4 Conclusions on the impact 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), the sub-conclusions above, and draws the overall conclusion 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 monitoring based on robust indicators 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 2018 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 2018 annual consolidated activity report by mid-June 2019.

In conclusion, DGT 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.

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 view.

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 judgment and on the information at my disposal, such as the results of the self-assessment, ex-post controls, 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 institution or those of the Commission”.

Place, date

.....

(e-signature)

Rytis MARTIKONIS

2.2 Other organisational management dimensions

Examples of economy and efficiency

- 1 *DGT will **test new outsourcing approaches** to reduce quality risks in the future and improve the reliability and availability of its external contractors.*

In order to improve the market take-up and the quality of the outsourced translations, two pilot projects were organised: 'CASC' approach for three language combinations (BG>EN, FR>EN, EN>NL) where the first contractor on the list is expected to take all the translation requests. The second pilot (OMNI+) comprises framework contracts with dynamic ranking (EN>CS and EN>GA) with slightly modified specifications. The experience gained with the pilot projects was taken into account in the decision about DGT's future outsourcing approach.

- 2 *The **systematic application of pre-processing to outsourced documents** fulfilling commonly agreed criteria leads to savings on the outsourcing budget and improves the quality of external translations. In budgetary terms, savings are estimated at around € 1.5 million a year.*

The systematic application of pre-processing to outsourced documents led to savings of € 1.7 million in 2018.

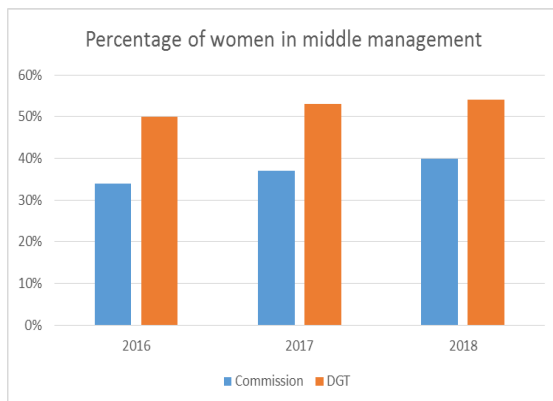
- 3 *The **systematic inclusion of certain document types in Annex 8B of the SLAs** (documents to be outsourced and charged back to the DGs) yields savings on the DGT outsourcing budget by around €2.5-3 million on a yearly basis. DGT will request or grant cross/co-delegations with other DGs to optimise the management of its administrative budget (mainly outsourcing and IT).*

Funds co-delegated by DGT's customer DGs in the framework of the service level agreements amounted in 2018 to € 27 million.

2.2.1 Human resource management

Staffing, post allocation and recruitment

In 2018, DGT recruited 45 officials, 19 temporary agents and 53 contractual agents, and 121 officials, 7 temporary agents and 39 contractual agents left DGT. In line with the Commission's resource allocation decision, DGT returned 44 posts (2%) (32 AD + 12 AST-SC) at the end of the year. DGT allocated a total of 69 posts (45 AD, 8 AST and 16 AST-SC), 55 new contracts for contract agents and 58 contract extensions. As part of the synergies and efficiencies work, 3 AST/SC posts were transferred to OIB and 2 AST posts to DG DIGIT (loan until 2020).



DGT exceeded its 2019 target of 50% female managers (54%) and continued to work towards its target of 16 first-time appointments of women to middle management positions by 1 November 2019, appointing 13 women to their first middle management position. 'Mentoring for Aspiring Managers' is a DGT talent management project designed to give eligible staff opportunities to develop management competences and to broaden their professional experience. The 2018

scheme attracted 24 mentees, 16 female and 8 male candidates.

In the context of the pilot mobility exercise for AST and AST-SC staff in Luxembourg, organised by DG HR in January, 6 DGT members of staff found positions in other DGs, and no new colleagues joined. DGT allocated sufficient posts to reach the target of 18 AST-SC recruitments to be made by 1 January 2019; to that date DGT recruited 13 AST-SC staff. In 2018, DGT welcomed 82 Blue Book trainees and offered 79 training placements.

Working conditions and well-being

In February, DGT formed a working group 'DGT's Workplace of the Future' to reflect on the future physical work environment in Luxembourg (JMO2) and Brussels (after rue de Genève buildings). The group submitted a final report with specific recommendations to senior management in October. The report, accompanied by a note from the Director-General setting out key DGT priorities for a future workplace, was subsequently sent to OIB and OIL.



The results of the 2016 Commission staff survey found that DGT scored 71% on the staff engagement index, and 35% percent of staff felt that the Commission cared about their well-being. To follow up on the results, DGT took a number of initiatives, including investing in training to boost the communication skills of middle managers to inform and engage with staff on ongoing and upcoming changes, promote the use of DGT's translation tools, and develop efficient ways of communication across multiple sites. DGT organised two topic-specific staff forums (on IT and Workplace of the Future) in addition to the annual staff meeting in March and produced regular video summaries of senior management

meetings. Flat screens were installed in the buildings in Brussels and, together with OIL flat screens in DGT buildings in Luxembourg as an additional internal communication channel. The survey had also identified a few cases of offensive, intimidating or hostile behaviour in the workplace. To address these concerns, DGT set up a confidential listening room with a trained psychotherapist to offer additional support to staff and gave greater visibility to the support available to staff. The EC Sports day, open to all Luxembourg-based DGs, took place in July.

Organisational and professional development

DGT's Strategic HR plan 2018-2022 was updated in May. It includes a new language learning policy on the basis of the corresponding Commission decision, focusing language learning on the interest of the service.

A self-evaluation questionnaire was launched in June as a general mapping tool of digital proficiency. The exercise was successful, as shown by the relatively high response rates (77% for translators and 73% for assistants). The analysis of the results showed that DGT translation staff are aware of the importance of digital skills in their everyday operations and that overall translators and assistants regard themselves as proficient users of the IT tools that are essential for their everyday operations. On the basis of the results, an action plan was developed to close any digital skills gap in the language departments. It will be implemented by the newly created Language Technology Coordinator function.

39 team events were organised in 2018, with a total of 1 690 participants. Eight mentoring/coaching events took place, in which some 130 staff participated.

637 colleagues followed language courses, and there were 396 translation-related training activities, which attracted 5 824 participants. 530 DGT-specific IT training courses were given for 2 911 participants.

2.2.2 Better regulation (only for DGs managing regulatory acquis)

N/A

2.2.3 Information management aspects

In line with the action plan of the Information Management Steering Board (IMSB) on internal transparency on the Commission data, information and knowledge assets, DGT opted for the 'Commission file reader' setting to be activated by default in September 2017 when creating new files. Currently 79.5% of newly created files in DGT are opened at the European Commission level. The DMO team raised awareness of document security via e-Domec correspondents meetings and by promoting relevant courses in the corporate learning offer.

Following the note from the Secretary-General of 11 June 2018 on the New Data Protection Regulation for EU institutions and bodies ('Internal Regulation'), in July DGT prepared an action plan to ensure compliance with the internal regulation. This plan is in line with the Commission's Data Protection action plan of 7 November 2018¹⁵. By the end of the year, DGT reviewed all existing data notifications, verified lawfulness of correct notifications, and ensured compliance with data subject rights, data breaches, storage limitation and accountability. It also reviewed international data transfers and scrutinised joint controllership. DGT also started preparations to convert the notifications into records via the new IT system, DPMS, when ready.

DGT's Knowledge Management Framework became an integral part of the Strategic HR Plan 2018-2022. The number of knowledge sharing events increased significantly. Informal language learning actions (conversation classes, and language coffee breaks and lunches) moderated by DGT staff also increased. Implementation of other knowledge management schemes, such as IT tips and Office swaps (22 swaps), reached cruising speed.

In November, DGT library in Brussels hosted the EUROLIB meeting.

¹⁵ C(2018)7432

2.2.4 External communication activities

The 11th round of the **Juvenes Translatores** translation contest was completed successfully, with media reporting extensively on the list of winners announced in February. The awards ceremony in the presence of Commissioner Oettinger took place on 10 April. Pilot projects to accommodate non-selected schools and honour those receiving special mentions were carried out in three member states in cooperation with the Field Officers. The **12th round** started in September with registration of interested schools. It attracted the highest ever applications (2 062 schools). In November, the contest was held in 740 schools across all Member States.

To mark the **European Day of Languages** (EDL - 26 September), in concert with DG EAC and under the Erasmus+ policy, DGT's Field Officers organised 75



Source: Council of Europe

events in 26 member states (up from 60 events in 2017) with the aim of promoting languages, language learning and translation as a profession. Overall, the events attracted over 37 000 participants, a slight increase on 2017 figures. The social media campaign ran throughout September 2018 on DGT's Facebook, Instagram and Twitter accounts increasing the impact: the cumulative reach of all posts on our pages was almost 481 000. Furthermore, local radio- and online activities in the MS helped reach out to

many more citizens also outside the capital cities. This year, EDL celebrations were linked with the European Year of Cultural Heritage.

DGT was present together with the language services of other EU institutions at large **language fairs** in Paris (Expolangues), Berlin (Expolingua) and London (Language Show), and at a career fair in Ireland. In 2018, new DGT Field Officers (FOs) took up their duties in Dublin, Madrid, Riga, Tallinn, Vienna and Warsaw.