CONSOLIDATED ACTIVITY REPORT OF THE TRANSLATION CENTRE 2018

MANAGEMENT BOARD DECISION OF 20 MARCH 2019 NO CT/CA-006/2019EN

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EXECUTIVE SUMMARY

This consolidated annual activity report provides an overview of the activity and achievements of the Translation Centre for the Bodies of the European Union in 2018. The first part of the report details the implementation of the targets from the 2018 work programme, and is also included in the programming document 2018-2020 adopted by the Centre's management board.

In view of the importance of its three activities, and in line with the human and financial resources available for 2018, the Centre has attributed the following weightings to the various strands:

- Core operational activity: language services – 70%
- Support activities – 18%
- Management and supervision activities – 12%.

Following the end-of-year review carried out by the Centre's management and application of these weightings, the overall implementation of the work programme for 2018 stood at 82.3% based on the initial budget 2018, and 82.4% based on the amending budget 1/2018.

With regard to the Centre's 'Core operational activity: language services', the majority of the actions set (81.2%) were completed during 2018. In total, the Centre translated 781 839 pages compared with the 768 118 pages forecast in the amending budget 1/2018, and the number of pages of documents increased by 11.7% compared with 2017 (369 005 pages) – which had already been a record year. This volume was 14.3% higher than the forecast in the amending budget of 322 973 pages. EU trade marks remained the key product in the Centre's portfolio, amounting to 36.3% of the Centre's total revenue in 2018 (38.9% in 2017).

The importance of translation quality assurance was clear, through the numerous actions dedicated to quality improvement in order to ensure client satisfaction. 87% of the actions identified in the Translation Quality Assurance Action Plan (TQAAP) drawn up for 2017-2018 were implemented by the end of 2018, and a new Plan was established for the period 2019-2020.

The Centre made major steps forward in the use of translation technology in 2018. These included designing a new translation memory strategy and integrating both Euramis (the interinstitutional repository of multilingual translation memories) and the machine translation output from eTranslation (the neural MT system developed by the European Commission) into its workflow. At the same time, the in-house translators were trained on the post-editing of machine translation output.

On behalf of its interinstitutional partners, the Centre continued to manage the world's largest terminology database, the InterActive Terminology for Europe (IATE) project. In November, a brand-new version of IATE was launched to public users and, to mark the occasion, the Centre organised a highly successful official launch event in Luxembourg with over 300 guests.

The implementation rate for the Centre's 'Support activities' was 77.5%. The Centre rolled out its new document management system in SharePoint to all users and implemented ARES as a new document registration system. It also updated its data dictionary to ensure integrity across the entire data system.

In terms of the Centre's 'Management and supervision activities', 95.8% of actions were completed during 2018. The Centre fine-tuned its reporting system to monitor the financial impact of the pricing structure introduced in 2017, assessed its Activity Based Costing (ABC) approach and made the necessary arrangements to review its ABC and Activity Based Management (ABM) models in 2019.

The Centre also set up a quality steering committee to foster improvement initiatives throughout the organisation and oversee a decentralised team of quality coordinators.

The Centre continued to work in close cooperation with its client base and met with 18 clients in 2018, almost a third of its portfolio of 65 clients. As in previous years, the Centre organised its annual Translation Contact Network meeting aimed at exchanging information and best practices with clients, as well as playing an active role in interinstitutional and inter-agency networks and working groups.

From the outset, the 2018 budget had been planned as a deficit budget (EUR 4.5 million) to enable the consumption of part of the cumulative budget surplus from previous years. Due to higher than expected requests from clients, the final budget outturn of the year achieved a deficit of EUR -3.3 million. This result would have been even greater had the Centre received the same revenues from the advance payment mechanism as in previous years (EUR 3.3 million in 2017, EUR 1.6 million in 2018). After the cancellation of the appropriations carried over from 2017 and the movements on the reserves and outturn for the previous year, the final balance of the budget outturn to carry forward into 2019 was EUR -0.6 million. This deficit will further increase the usage of the reserve for stability pricing planned for 2019.

The impact of the pricing structure introduced in 2017 for the translation of documents on the number of invoiced pages was -15.9% (-53 292 pages), which corresponded to a saving of EUR 4.4 million for the Centre's clients in 2018 (EUR 3.2 million in 2017). This meant that the average price paid by clients in 2018 for the standard translation service was EUR 68.6 per page, whereas the list price for the standard translation service is EUR 82 per page. The price reduction stimulated translation demand, as exemplified by the fact that the number of pages other than EU trade marks received from clients increased by 11.7% (+38 753 pages) in 2018. As a result, the number of invoiced pages excluding EU trade marks increased by 8.6% (24 363 pages), which corresponds to EUR 0.9 million in revenues.

Finally, the external 'Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies' conducted in 2017 concluded in its third and final part presented to the management board in March 2018 that it made sense for EU agencies and bodies to have their translation needs met by a specialised entity. This type of approach creates economies of scale and other efficiency gains which would be difficult, if not impossible, to achieve through alternative means. Nonetheless, a set of recommendations were issued with the aim of making the Centre more effective, efficient and relevant to its clients as well as placing it onto a more sustainable footing going forward. The Centre subsequently presented its 'Strategic approach to the implementation of the recommendations of the Study' at the October management board meeting, which encompassed a Project Initiation Document (PID). This document was drawn up with the European Union Intellectual Property Office (EUIPO) to launch a cooperation programme focusing on the creation of a sustainable business model for the Centre based on digital transformation. This Strategic approach and the PID will be used as the basis for a large-scale transformation plan that will be presented to the management board meeting in March 2019.

MANAGEMENT BOARD'S ASSESSMENT OF THE CENTRE'S CONSOLIDATED ACTIVITY REPORT 2018

This section will be submitted by written procedure in June 2019.

INTRODUCTION TO THE CENTRE

The Translation Centre for the Bodies of the European Union was formally established in 1994 by Council Regulation (EC) No 2965/94 of 28 November 1994, as last amended by Council Regulation (EC) No 1645/2003 of 18 June 2003.

The Centre's mission is to provide translation services to the decentralised EU agencies and other bodies. It may also assist EU institutions that have their own translation services. Its second mission is to contribute to interinstitutional cooperation between the EU's translation services with the aim of rationalising working methods, harmonising procedures and making overall savings in the field of translation.

The Centre's mandate, mission statements, specific activities/actions and operations are implemented by four departments (Translation, Translation Support, Administration and IT) and the Director's Office.

The clients are the Centre's *raison d'être.* In 2018, the Centre's client portfolio consisted of 65 clients at the end of the year.

During 2018, the Centre carried out its activities in line with the strategic priorities set out in its Strategy 2016-2020, which is rooted in a vision of the Centre becoming a linguistic centre of excellence for the EU agencies and bodies by 2020. This vision is articulated in strategic goals which are further defined in strategic objectives and in strategic initiatives, all of which are to be achieved during the reference period.

The Strategy consists of three strategic goals which are as follows:
1) Position the Centre as a partner in the holistic provision of language services to clients;
2) Enhance operational effectiveness and efficiency;
3) Contribute to interinstitutional cooperation.

The Centre's operations are based on annual work programmes divided into the following three activities:
1. Core operational activity: language services;
2. Support activities;
3. Management and supervision activities.

CHAPTER 1
CORE OPERATIONAL ACTIVITY: TRANSLATION

The Centre has attributed a weighting of 70% to this activity. The overall implementation rate was 81.2% compared with the initial budget and 81.3% compared with the amending budget.

Action 1.1 Translate, modify, edit and revise documents in accordance with agreed quality criteria

Indicator/Output: Number of pages of documents translated, modified, edited and revised
Target 2018: 322 973 delivered pages
Implementation rate: 100% compared with the initial budget, 100% compared with the amending budget (weighting of the action within the activity: 14%)

In 2018, the translation volume of the Centre totalled 781 839 pages, which represented a 0.1% increase compared with the figures for 2017 (772 901). These figures include documents and EU trade marks and also those pages translated for the Centre's own needs.

With 369 005 pages, the number of pages of documents translated, modified, edited and revised increased by 11.7% compared with 2017 (330 252 pages), which had already been a record year. These figures include those pages translated for the Centre's own needs. This volume was 14.3% higher than the forecast (322 973 pages) in the initial budget and 15.3% higher than the forecast (326 768) in the amending budget. With regard to documents, Figure 1 below shows the number of translated pages actually invoiced following analysis to identify texts already in the Centre's translation memories; this resulted in savings for clients and brings down the amount of invoiced pages to 720 402.

In addition to translation, modification, editing and revision, the Centre also provided other language services. Some 672 man/days were devoted to terminology work. A total of eight clients requested the translation or revision of 47 861 term list entries (see details under Action 1.3 below). Some 3 127 minutes of subtitling were produced for eight clients.

As part of the Centre's quality assurance assessment of its external language service providers, translations produced by its external providers are revised and evaluated by in-house translators prior to delivery to clients. In 2018, in 98.7% of cases, the translations were assessed as being of reasonable or excellent quality.

Although the percentage of external translations of poor quality was low in 2018, the Centre took stringent measures against several contractors whose documents were judged to be repeatedly unsatisfactory. In 2018, a total of 460 outsourced translations were submitted to the Centre's internal assessment committee following an assessment of poor quality by the internal revisers. The results were judged to be conclusive, with poor quality being confirmed for 385 of them (83.7% of cases) and contractual measures being applied to the contractors concerned. In some cases, these contractual measures included the

termination of the framework contract, for instance if the contractor had provided raw or insufficiently edited machine translation output to the Centre.

The Centre also began measuring the percentage of outsourced translations for which in-house revisers indicated areas of weakness when filling in the assessment sheets. This percentage gives an idea of the number of cases where the Centre's translators spotted problems and were able to improve the translations provided by freelancers, even if the translation was found to be, on the whole, of reasonable quality. In 2018, 10.1% of the documents (= 3 272 documents) were found to contain an area of weakness, which was addressed by the revisers before delivery of the translation to clients.

Figure 1: Fluctuations of forecasts vs actual volumes in 2018 (in pages)
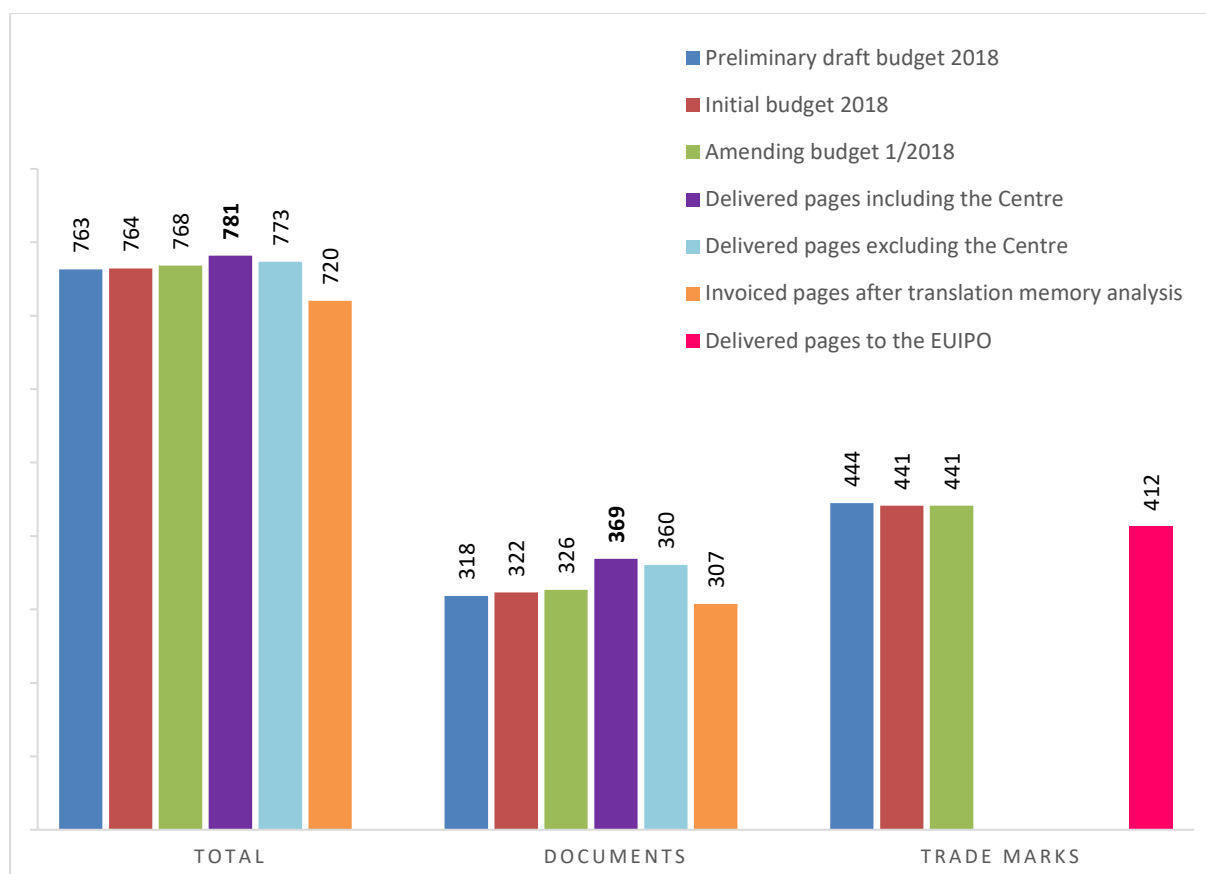
Action 1.2 Translate EU trade marks in accordance with agreed quality criteria

Indicator/Output: Number of pages of EU trade marks translated
Target 2018: 441 350 pages
Implementation rate: 93.5% compared with the initial and amending budgets (weighting of the action within the activity: 11%)

Of the 781 839 pages translated in 2018, 412 834 pages (52.8% of the total volume) consisted of EU trade marks, in comparison with 441 350 pages forecast in the initial and amending budget. The number of pages of EU trade marks translated represents a 6.7% decrease in comparison with 2017 (442 649 pages). The fluctuations in forecasts in comparison with actual invoiced volumes are shown in Figure 1 above.

The Centre delivered the translations of EU trade marks on time – six days after their submission – in line with the objective agreed with the EUIPO for 2018.

Action 1.3 Translate and revise term lists according to agreed quality criteria (including Terminology Maintenance Console (European Union Intellectual Property Office) terms and designs)

Indicator/Output: Number of terms translated and revised
Target 2018: 184 070 terms (='term list' entries)
Implementation rate: 26% compared with the initial budget, 27.8% compared with the amending budget (weighting of the action within the activity: 3%)

Eight clients requested the translation or revision of 47 861 'term list' entries (including 7 025 Community Designs, 24 536 Euroclass/Terminology Maintenance Console terms and 176 Design Terminology Maintenance Console terms for the EUIPO. In 2017, nine clients requested the translation or revision of 74 395 'term list' entries.

Action 1.4 Subtitle videos

Indicator/Output: Number of minutes of videos subtitled
Target 2018: 1 402 minutes
Implementation rate: 100% compared with the initial and amending budgets, (weighting of the action within the activity: 1%)

The Centre produced 3 127 minutes of subtitles for eight clients, namely DG EMPL, ECDC, ECHA, EFSA, EIGE, EUIPO, EU-OSHA and FRA. The number of minutes of subtitles showed a 27.3% increase in comparison with 2017 (2 455 minutes for nine clients, i.e. DG EMPL, FRONTEX, ECDC, ECHA, EFCA, EIGE, EMCDDA, ETF and EUIPO).

This demonstrates, on the one hand, the increasing importance of video material used by the EU agencies to enhance communication and, on the other hand, the result of the Centre's marketing strategy to promote its subtitling service among clients.

The range of videos included tutorials explaining online data tools, educational videos in the form of animation, interviews and teasers for upcoming products or reports. The videos are usually embedded on the agencies' websites, circulated on social media and/or used in presentations.

Figure 2: Subtitling volumes (2015-2018)
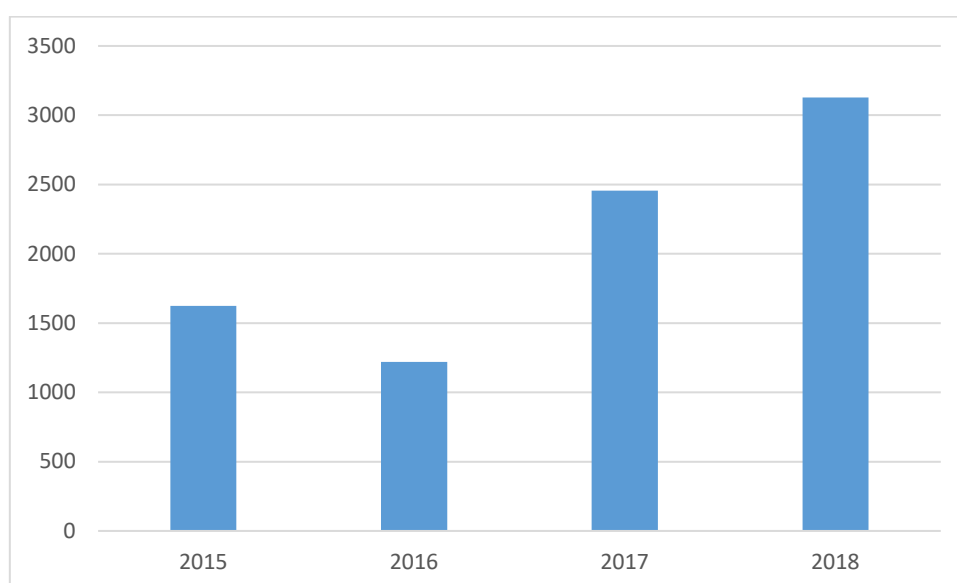
Action 1.5 Ensure on-time delivery of services to clients

Overall implementation rate: 100% (weighting of the action within the activity: 11%)
Indicator/Output: % of deadlines met
Target 2018: >99% of deadlines met
Implementation rate: 100%

The Centre delivered services to its clients on time in 99.2% of cases (98.8% in 2017).

Specifically with regard to documents, the Centre delivered translations to its clients on time in 98.6% of cases (97.5% in 2017). In this context, 'translations' cover translation, editing, modification and revision invoiced in pages but excludes EU trade marks, which are always sent by the contractual deadline. It is worth noting that the Centre delivered translations ahead of the deadline in 40.7% of cases.

42.8% of translations had a normal deadline, while 18% were scheduled and 22% were urgent. In 2017, these figures were 56.1%, 17.6% and 14.7%, respectively. The 'slow' delivery translation service represented 17.1% of the volume of documents translated in 2018, which was slightly more than in 2017 (11.5%). The demand for 'very urgent' translation services remained low, comprising 0.1% of total translation volume.

Indicator/Output: % of renegotiated deadlines
Target 2018: <=10%
Implementation rate: 100%

In 2018, the Centre renegotiated 5.5% of agreed deadlines for services to clients (in comparison with 10.5% in 2017). This result should be seen in the context of an increased number of document pages delivered to clients. This means that deadlines agreed initially were modified in the course of ongoing jobs, and that both parties agreed to the renegotiated deadlines.

Action 1.6 Integration of the relevant ISO 17100:2015 standard principles in the translation process

Indicator/Output: % of integration
Target 2018: 50% of relevant principles integrated in the translation process
Implementation rate: 100% (weighting of the action within the activity: 3%)

Following the results of the gap analysis performed in 2017, the Centre strengthened its quality management approach in 2018 through the integration of the remaining relevant ISO 17100:2015 standard principles and actions in its translation process.

The Centre continued to provide training for its translators in clients' subject areas in order to further develop staff capabilities and enhance operational effectiveness. In addition, training sessions on subtitling, post-editing of machine translation output and the efficient use of CAT tools enabled translators to not only ensure the sustained and consistent quality of translations but also reduce turnaround times.

In 2018, the Centre successfully integrated Euramis (the interinstitutional repository of multilingual translation memories fed by the various European institutions) and machine translation output from eTranslation (the neural MT system developed by the European Commission) into the pre-processing workflow as additional language resources.

Action 1.7 Implement measures identified in the Translation Quality Assurance Action Plan 2017-2018

Indicator/Output: % of implementation of the actions included in the plan
Target 2018: 100% implemented
Implementation rate: 87% (weighting of the action within the activity: 4%)

At the beginning of 2017, the Centre adopted its Translation Quality Assurance Action Plan (TQAAP) for 2017-2018, the focus of which was to enhance the quality of language services.

The measures planned for and achieved in 2018 primarily related to:

- fine-tuning the in-house translators' module in the eCdT translation workflow;
- review of the Translation Quality Management Model;
- review of the Translation Quality Assurance Manual;
- specifying a number of specialist MT engines in the field of public health and intellectual property case law;
- training of translators in post-editing of machine translation output.

Action 1.8 Monitor translation quality *ex post* (documents and EU trade marks)

Overall implementation rate: 100% (weighting of the action within the activity: 1%)
Indicator/Output: Number of ex post *quality checks (EPQC) on documents translated in-house*
Target 2018: EPQC undertaken on a quarterly basis on documents translated in-house
Implementation rate: 100%

The purpose of the *ex post* checking of documents translated in-house is to detect any recurring problems in the translation process and to take the appropriate remedial actions.

Four *ex post* exercises took place in 2018, i.e. one exercise per quarter, using documents from a range of clients representing different domains.

Indicator/Output: % of in-house translated documents of excellent, good or satisfactory quality
Target 2018: 97% of in-house translated documents of excellent, good or satisfactory quality
Implementation rate: 100%

These *ex post* control exercises were carried out by external translators from among the Centre's external language service providers. A total of 97% of documents translated in-house were considered of excellent, good or satisfactory quality. The remaining 3% did not fulfil the required standards, and these were then analysed with the relevant translation teams in order to take appropriate corrective measures.

Indicator/Output: Number of ex post *quality checks (EPQC) on EU trade marks*
Target 2018:
Implementation rate: n/a

The last *ex post* check of EU trade mark translations took place in the first quarter of 2018, as the EUIPO had decided to discontinue EPQC for EU trade marks with the Centre following an auditors' recommendation. The final *ex post* control exercise covered 54 language combinations.

Indicator/Output: % of errors at segment level in EU trade mark translations
Target 2018: <1.5% of errors in EU trade mark segments
Implementation rate: n/a

With an average of 0.8% when measured at segment level, the error rate was below the maximum threshold of 1.5%.

Action 1.9 Complete the integration of the new client feedback workflow in eCdT

Indicator/Output: Implementation status
Target 2018: Adapted client feedback workflow in eCdT
Implementation rate: 20% (weighting of the action within the activity: 4%)

At the beginning of 2018, the Centre's management decided to prioritise the reengineering of the Client Portal as a prerequisite for developing the new client feedback functionality on the Portal. Clients were informed of this decision at the Translation Contact Network meeting held in February 2018.

Whilst redevelopment of the new client feedback module is planned as part of the projects agreed between the Centre and the EUIPO, the Centre has already made some improvements to the current Client Satisfaction Form (CSF) functionality in the new Portal, including a more user-friendly layout and better search and filtering capabilities, in order to facilitate the management of CSFs by clients.

Action 1.10 Continue to implement the procedures on linguistic assets used for translation processing

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2018, translation memories were reorganised in the translation workflow. The new organisation is part of a more sustainable and efficient Translation Memory Strategy defined by the Centre. From a technical point of view, the Centre changed from a domain-based to a client-based approach. In other words, segments are now stored in client memories; however, client memories still belong to a domain-specific group.

The Centre also started retrieving content from Euramis, the interinstitutional repository of multilingual translation memories fed by the various European Institutions, which is particularly useful for legislative and financial documents, and from eTranslation, the neural machine translation system developed by the European Commission. This new content is available as an additional linguistic asset.

Action 1.11 Organise periodic online seminars for external language service providers

Indicator/Output: Number of online seminars organised for external language service providers
Target 2018: One online seminar held for external language service providers
Implementation rate: 100% (weighting of the action within the activity: 1%)

Instead of holding an in-house seminar which may have limited the number of participants, the Centre decided to release an online tutorial to address recurring issues encountered with external language service providers. The tutorial, which explains how to open a CdT package if freelancers do not have SDL Trados Studio, was made available on the Centre's Freelance Portal.

Action 1.12 Develop CdT-approved customised templates

Indicator/Output: Development status
Target 2018: Customised templates developed for specific clients' needs
Implementation rate: n/a

The Centre had already identified press releases and vacancy notices as documents that could be used as customised templates, and it carried out tests on samples of documents to enhance their processing.

The purpose of templates is to speed up repeat translation projects and ensure stylistic and terminology coherence. However, the Centre decided that the creation of templates was no longer recommended given that the new pricing structure, which is based on the retrieval of translated content from the Centre's translation memories and granting discounts, already standardises text and reduces costs for clients.

Action 1.13 Analyse the feasibility of offering modularised services based on clients' identified needs

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 25% (weighting of the action within the activity: 4%)

The purpose of this action is to undertake a cost-benefit analysis on the feasibility of introducing modularised services, beginning with the translation service and adding in various levels of possible post-editing thereafter. Depending on the results of the feasibility analysis, the Centre will develop a solution for the implementation of modularised services. The aim is to enable the Centre to better answer its clients' needs with a view to reducing costs, promoting multilingualism and ensuring the sustainability of the Centre. Following signature of the Programme Initiation Document by the Centre and the EUIPO, the feasibility analysis will be conducted within the scope of the P2 project on machine translation.

Action 1.14 Complete the development of the Fourth Railway Package with ERA

Indicator/Output: % of development
Target 2018: 100%
Implementation rate: n/a

The Centre had several meetings in 2018 with ERA representatives in order to identify translation needs arising from the agency's Fourth Railway Package. Testing was carried out on content to be translated, resulting from a translation need identified by the Centre in 2017, and used throughout the ERA's IT system, including labels and messages. However, by the end of 2018, ERA's translation needs still remained to be defined by the agency.

The progress and work done in the project on machine translation (P2) of the Programme Initiation Document drafted by the Centre and the EUIPO may provide a solution to cover the translation needs relating to the Fourth Railway Package.

Action 1.15 Finalise developments to support the EUIPO's Multilingual Communications Management (MCM) project

Indicator/Output: Progress status
Target 2018: 100% (Technical functionalities developed and implemented in eCdT)
Implementation rate: 50% (weighting of the action within the activity: 3%)

Following a series of high-level EUIPO-CdT meetings from July 2018 onwards, both parties agreed to draft a Programme Initiation Document to include projects aimed at, among other things, supporting the EUIPO's MCM project. These projects (exchange of bilingual files, translation memory update service, integration of machine translation and the Client Satisfaction Form reengineering) will enable the EUIPO to perform quality checks on the Centre's translations and send the revised translations back to the Centre.

Action 1.16 Develop and implement additional automated workflows and related functionalities in eCdT for the management of bilingual files for the EUIPO

Indicator/Output: % of implementation
Target 2018: Workflows for the management of bilingual files implemented
Implementation rate: 50% (weighting of the action within the activity: 3%)

As part of the Centre's draft Transformation Plan, several activities were laid down in the quality enhancement project (P1) of the Programme Initiation Document drafted by the Centre and the EUIPO. The outcomes from this project will enable clients to revise the translations sent by the Centre in bilingual file format. Furthermore, clients will also be able to send their revised bilingual files back to the Centre to ensure the Centre's translation memories are systematically updated. Several development phases were started in 2018 and will continue in 2019.

Action 1.17 Depending on the results of the analysis, develop a speech to text transcription service for a limited number of languages

Indicator/Output: % of development
Target 2018: 100%
Implementation rate: 45% (weighting of the action within the activity: 1%)

As part of the Centre's draft Transformation Plan, several activities were defined in the web translation and speech recognition project (P3) of the Programme Initiation Document drafted by the Centre and the

EUIPO. This project will explore the viability of integrating technologies and tools for speech recognition. These tools could potentially:
- provide automated raw transcription to the typing pools in EU institutions;
- provide a new service to post-edit raw transcription to interested institutions and agencies;
- provide automated subtitling services to interested institutions and agencies;
- build up multilingual speech repositories and acoustic models.

Action 1.18 Finetune the eCdT in-house translators' module

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 75% (weighting of the action within the activity: 3%)

The eCdT in-house translators' module was completed in the last quarter of 2017. In 2018, the main focus was on the fine-tuning of existing functionalities, the development of monitoring functionalities and bug fixing. In addition, a newer version of SDL WorldServer was installed. The results from Euramis retrieval and the output of eTranslation are now also available to translators in their environment.

The Centre furthermore reorganised its translation memories to optimise the translation process.

Action 1.19 Assess the functioning of the new work allocation procedure (group assignment) to external language service providers and, if necessary, adjust it

Indicator/Output: Progress status
Target 2018: Adjustments implemented
Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2018, the Centre finalised its assessment of the group assignment procedure to external language service providers launched in October 2017 and implemented all necessary adjustments by fine-tuning the business rules implemented in eCdT. The conclusion was that the group assignment procedure and the business rules introduced for automating the workflow have reduced the time needed for outsourcing documents, thus increasing the time available for other phases of the translation process and ensuring greater compliance with delivery deadlines to clients.

Action 1.20 Extend the web translation service to the Liferay platform

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 50% (weighting of the action within the activity: 3%)

In 2018, the Centre installed the web translation module developed for Drupal 7-based websites in the IT systems of two of its clients: EU-OSHA and EMCDDA. It also developed an extended version of the module to support the needs of other clients. For other content management systems, the Centre developed B2B services that can be used by clients.

In January and March, the Centre conducted a survey on website management among its clients in order to ensure the smooth implementation of the web translation module for Drupal 7-based websites, which the Centre began deploying in 2018, and to collect information on clients' intentions in the area of multilingual website management so that the Centre can better tailor its offer to clients' needs in future. The survey had a response rate of 40.7%.

In total, 54% of the respondents stated they use Drupal as a Content Management System (CMS) for their public website, which makes Drupal the most widely used platform for multilingual websites, followed by Liferay, with 15.4%. 19.2% of the respondents use other CMS platforms, some of which are custom-made. More detailed information on the outcome of this survey is available in 'Highlights of the year 2018'.

Action 1.21 Create a workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible

Indicator/Output: % of implementation
Target 2018: 75%
Implementation rate: 27% (weighting of the action within the activity: 3%)

Currently, the Centre aligns and imports final versions of translations (created following analysis of the clients' feedback) into its translation memories manually. A new automated workflow for the alignment of final versions will be part of the reengineering of the client feedback system. This project is included in the Programme Initiation Document drafted by the Centre and the EUIPO (P1 project).

Action 1.22 Complete the analysis on the potential integration of an online translation tool in eCdT

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2018, the Centre installed the online translation tool available in SDL WorldServer, a desktop tool that makes it possible to translate and revise texts online. Tests were conducted and showed that the tool did not meet the current requirements of the Centre due to technical and security constraints.

Action 1.23 Undertake an analysis to further define a number of MT engines with a view to potential integration in eCdT/SDL Trados Studio

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 1%)

The analysis undertaken by the Centre in cooperation with the EUIPO showed that the most suitable MT engines – in terms of size of the existing corpus and clients' interest – were public health and IP case-law engines. Therefore, together with the European Commission Directorate-General for Translation (DGT), the Centre created these engines with a view to their potential integration in the Centre's eCdT/SDL Trados Studio environment.

Action 1.24 Assess the potential integration of MT engines in the linguistic pre-processing workflow

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 3%)

The analysis of the integration of MT engines in the linguistic pre-processing workflow which began in 2017 was finalised in 2018. Following the analysis, generic MT engines available in MT@EC and in eTranslation were integrated in the Centre's eCdT/SDL Trados Studio environment.

Action 1.25 Develop and implement additional automated workflows in eCdT

Indicator/Output: Progress status
Target 2018: 50%
Implementation rate: 100% (weighting of the action within the activity: 3%)

The Centre developed automation rules for the assignment of specific language services to translators (translation requests with slow and scheduled priorities, editing of some types of documents, etc.) In addition, through automated workflows, the work distribution for in-house translators was optimised.

Action 1.26 Undertake an analysis in order to identify a new tool to manage the translation of EU trade marks

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 3%)

The Centre's system for translating trademarks is made up of three components: the workflow manager interface to handle the entire workflow, the translation memory and the interface used by translators and revisers. While the development of the new interface used by translators and revisers is nearly complete, analysis of the replacement or integration of current technology for the first two components began in 2018 within the framework of the Programme Initiation Document launched in cooperation with the EUIPO (P4 project).

Action 1.27 Provide technical and organisational support for the interinstitutional IATE database

Indicator/Output: Implementation of IATE features according to the interinstitutional project plan 2018
Target 2018: 100% of planned developments of IATE according to the interinstitutional project plan 2018
Implementation rate: 80% (weighting of the action within the activity: 3%)

The work of the Centre in this area focused on the corrective maintenance of the IATE interinstitutional and public websites. As a new version of the tool was to be launched in the last quarter of 2018, it was agreed with the IATE partners that developmental maintenance in the existing version would be suspended, corrective maintenance would be limited to critical aspects and work would concentrate on developing the new version.

In the first quarter of the year, the Centre delivered a web service for the term recognition module. This module analyses a source document to be translated and searches all relevant terms contained in the IATE database that are useful for the translation. Its performance was optimised during the last quarter of the year.

The Centre actively contributed to the terminology work carried out in IATE by performing large-scale data updates, extracting information concerning the content of the database, providing specific statistical information and importing terminological data upon the request of the other IATE partners. Particular support was given to the interinstitutional Data Clean-Up Task Force to identify and remove poor quality data in IATE in view of data migration for the new version of the tool.

Action 1.28 Deliver the IATE2 database and publicise the new database

Indicator/Output: Development status
Target 2018: 100%
Implementation rate: 92.5% (weighting of the action within the activity: 4%)

In 2018, the Centre continued development of the IATE 2 database on behalf of the IATE partners. It developed advanced features for terminologists and terminology coordinators (e.g. advanced search, batch operations with collections and attachments, option to undo and rollback changes, user access control with granular permissions and roles, validation mechanism, feedback and tasks mechanism, full data migration, manual merge, improved term recognition module, export and import possibilities, etc.). It also implemented numerous change requests from the IATE 2 Task Force and test users in order to meet users' needs and expectations.

The new version of IATE with consultation-related features for public users was launched on 12 November accompanied by a communication campaign in various specialist and social media, and enjoyed great success among IATE users. An official launch event took place on 5 December with over 300 guests from EU institutions and other bodies, international organisations and external language service providers. While the public version was launched in November, the interinstitutional version containing specific features for EU terminologists that allows database management will be finalised and released in 2019.

Action 1.29 Increase *ad hoc* partnerships with institutions

Indicator/Output: Number of ad hoc *partnerships*
Target 2018: One partnership project
Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2018, the Centre contributed to two surveys launched by IAMLADP: one on multilingualism in international organisations and one on outsourcing in the translation departments of international organisations. The results of the first survey were presented at the IAMLADP annual meeting of 26-28 June 2018, which the Centre attended.

The Centre was also asked by the Council to revise the translations of a number of bilateral treaties between the EU and third-party countries, which involved the revision of some large documents translated into non-EU languages such as Japanese and Arabic.

Action 1.30 Offer Joint Training Venture (JTV)

Indicator/Output: Number of JTV offered
Target 2018: 1
Implementation rate: 100% (weighting of the action within the activity: 1%)

On 3 December 2018, the Centre organised a seminar on machine translation and post-editing for its in-house translators. Three experts from the University of Geneva shared their expertise in the field and, after providing an introduction to the various types of MT systems, trained the translators in identifying and correcting various types of mistakes made by such systems. A number of representatives from other local EU institutions were also able to benefit from this seminar organised on the Centre's premises.

Action 1.31 Undertake an analysis on how to efficiently integrate Euramis in eCdT

Indicator/Output: Progress status
Target 2018: Analysis undertaken
Implementation rate: 100% (weighting of the action within the activity: 3%)

The analysis on how to efficiently integrate Euramis in eCdT was successfully completed in 2018. It includes the technical specifications to 1) retrieve content from Euramis translation memories in the pre-translation phase, 2) integrate this content into the in-house translators' working environment and 3) provide this content to external language service providers.

A matrix to map the Centre's clients with the relevant Euramis translation memories was drawn up.

The Centre has planned fine-tuning of the Euramis integration in eCdT in its Strategic approach to the implementation of the recommendation of the Study and in the Programme Initiation Document drafted in cooperation with the EUIPO.

CHAPTER 2
SUPPORT ACTIVITIES

The Centre has attributed a weighting of 18% to this activity. The overall implementation rate was 77.5%.

Action 2.1 Proceed to implement the action plan in relation to document management and the new document registration system

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 17%)

In 2018, the Centre deployed its new document management system in SharePoint to all users.

In parallel, it replaced Adonis, its former document registration system, with ARES, a tool provided by the European Commission.

Action 2.2 Undertake a feasibility study on e-recruitment on a new platform. Depending on the results of the analysis, develop the new e-recruitment tool

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 25% (weighting of the action within the activity: 17%)

Given that the Centre dedicates the majority of its in-house IT resources to core business applications, it decided to outsource the development of an e-recruitment tool. A first meeting was held with an external provider that has developed a similar solution for other EU agencies.

Action 2.3 Begin to implement the paperless e-procurement tool

Indicator/Output: % of implementation
Target 2018: 50%
Implementation rate: 50% (weighting of the action within the activity: 17%)

In 2018, the Centre started using the eTendering platform of the Publications Office of the European Union to publish tender documents and deal with questions from economic operators.

The Centre plans to sign a memorandum of understanding with the European Commission in order to implement eSubmission for the electronic submission of tenders at the beginning of 2019.

Action 2.4 Develop an administrative paperless workflow for the renewal of employee contracts

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 17%)

In 2018, the Centre designed a workflow diagram for the renewal of contracts, which will be configured in ARES at the beginning of 2019. As an intermediary solution, a Business Object report with regular reminders on contract renewals was set up.

Action 2.5 Complete the development of the IT platform in order to provide access via mobile devices to the Centre's systems (anytime, anywhere)

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 11%)

The remote access system is fully deployed and has been in use since April 2018. Staff members can access it with laptops from the Centre, for example when they are on mission or on duty outside normal working days.

Action 2.6 Depending on the results of the feasibility study, undertake the preliminary steps required for an initial environmental assessment of the Centre

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 6%)

As a preliminary step to an initial environment assessment, the Centre undertook a review of the factors contributing to its global footprint on the environment in order to identify which are currently measurable and which are not. Actions are proposed for the factors that cannot currently be quantified.

Action 2.7 Update the Centre's data dictionary and data ownership and verify the integrity of the reporting system for the second part of the data model

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 90% (weighting of the action within the activity: 17%)

To ensure data integrity, the Centre harmonised data definitions across the entire data system. It is on this data dictionary, which includes all the definitions, that the future consolidated annual activity report will be built.

CHAPTER 3
MANAGEMENT AND SUPERVISION ACTIVITIES

The Centre has attributed a weighting of 12% to this activity. The overall implementation rate was 95.8%.

Action 3.1 Undertake an ex post evaluation of the new pricing structure for the translation of documents

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

The Centre developed a number of automated Business Objects (BO) reports to monitor the financial impact of the pricing structure both at the global and detailed (per client and priority) levels. In addition, an ex post evaluation of the new pricing structure was undertaken based on a cost analysis of the Centre's products in 2018 as well as for the simulation for the new pricing for 2019.

Action 3.2 Implement a light practice approach of Activity Based Costing

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 80% (weighting of the action within the activity: 8%)

The Centre has used advanced Activity Based Costing (ABC) since 2009 in order to calculate the cost of each product on the basis of a system of cost drivers. The ABC served as a basis in order to determine the price of each product. As the ABC was built independently from the Activity Based Budgeting (ABB) and the multi-annual work programme of the Centre, the activities defined in the ABC were different from the activities defined in the multi-annual work programme and the ABB. Therefore, the Centre decided to align ABC by a light practice approach compliant with the ABB in 2018.

Over the course of the year, with the launch of consultancy services for Activity Based Management (ABM) as described in Action 3.3 below, the Centre also included the evaluation and redesign of the ABC in the scope of consultancy. In 2018, the Centre's ABC was analysed, and the Centre will use the results of the analysis to improve the ABC in 2019 and integrate it with the ABM to be proposed by the consultant.

Action 3.3 Evaluate the results of the Activity Based Budgeting/Activity Based Management approach

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

As in the 2017 budget, the Centre used the ABB and the ABM approach for the 2018 budget. It decided to review the models and launched a negotiated procedure for consultancy services to develop a new ABM approach.

A contract was signed with the successful candidate and several meetings were held during the second half of the year in order to analyse the systems currently in place.

As set out in the timetable included in the tender specifications, the final results of the consultancy will be delivered in 2019, and the budget 2020 will be the first year of application of the new tool.

Action 3.4 Undertake a business continuity client survey and maintain the Business Continuity Management System

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

The Business Continuity Management System (BCMS) set up in 2017 was maintained and optimised in 2018. The main documents (business impact analysis, risk analysis, strategy, plans) were updated, and the external recovery room proved effective during a test in November. A mitigation plan was designed for the risks not covered by a specific scenario.

A client survey was conducted, with a response rate of 33%. Clients were generally in agreement with the Centre's BCMS arrangements, and three of them suggested several improvements. At the end of 2018, those improvements were under analysis to assess their feasibility.

Action 3.5 Continue to implement the anti-fraud action plan

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 66% (weighting of the action within the activity: 4%)

In 2018, an awareness-raising exercise was conducted for all the Centre's staff. In addition, new recruits were briefed on ethics, conflicts of interest and whistleblowing.

The anti-fraud plan was not fully implemented due to limited resources and reprioritisation of tasks. The outstanding actions will be included in the fraud action plan 2019-2020.

Action 3.6 Implement actions to comply with the Internal Control Standards (ICS)

Overall implementation rate: 100%
Indicator/Output: % of very important recommendations fully implemented
Target 2018: 90% of very important recommendations outstanding on 1.1.2018 fully implemented
Implementation rate: n/a

There were no very important recommendations pending in 2018. See Part II, chapter 5 for more details on the status of internal audit recommendations.

Indicator/Output: % of procedures and processes documented
Target 2018: 85% of procedures and processes documented and up to date
Implementation rate: 100% (weighting of the action within the activity: 4%)

The planned documentation and revision of processes and procedures continued in 2018. The achievement rate amounts to the target level.

Action 3.7 Continue to empower and develop the decentralised team of quality coordinators

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

A quality steering committee led by the Centre's Director became operational at the beginning of 2018 with the objective of deciding the quality strategic lines and improvement initiatives at the level of the Centre.

At the same time, a quality operational working group composed of quality coordinators and other members of staff was created to support the work of the quality steering committee. The operational working group is empowered to identify and propose initiatives for the revision and approval of the quality steering committee. In order to successfully identify and develop improvement initiatives aimed at improving translation quality and the on-time delivery of language services, the operational working group participated in training, advice and collaborative working sessions provided by the strategic planning and monitoring staff.

Action 3.8 Determine priorities for quality improvements

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

Under the aegis of the internal quality steering committee established in 2018, the Centre drew up the Translation Quality Assurance Action Plan (TQAAP) for 2019-2020. This plan includes the priorities for enhancing processes and services that need to be implemented over the reference period. These priorities mainly derive from the 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies', the strategic priorities of the Centre and the Programme Initiation Document drafted in cooperation with the EUIPO.

The Centre has reviewed its Translation Quality Management Model (TQMM) in order to reflect the recent developments in translation technology and changes in the working environment. The model will apply from 2019 onwards except for the data-driven revision approach which will be implemented as of 2021. In order to give the Centre's clients the opportunity to provide feedback, the TQMM was submitted to them for consultation. The valuable suggestions made by the Centre's clients are thus included in the final version of the TQMM.

Action 3.9 Perform the quality audit programme

Indicator/Output: Number of quality audits performed
Target 2018: Three quality audits performed
Implementation rate: 100% (weighting of the action within the activity: 4%)

The quality audit plan for 2018 was fully achieved. It included the audit of two procedures (C11_7 'Assess quality of external language service providers' and C11_8 'Perform ex post quality control of in-house and outsourced linguistic services') and one process (S51 'Define and manage IT projects').

Globally, the process and procedures are efficient and well managed. In terms of conformity, a regular update approach is required to reflect the development of the working systems and methods in the documentation in a timely way. There are no major deviations acknowledged during the audits.

The suggestions and recommendations retained will be implemented through the action plans derived from the quality audit reports.

Action 3.10 Undertake a mid-term review of the Strategy 2016-2020

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

During the second half of 2018, the Centre undertook the mid-term Strategy review aimed at assessing the implementation rate of the Centre's Strategy 2016-2020 for the period 2016-2018. To this end, the implementation of the Strategy's basic component – the strategic initiative – was measured and analysed. Results at this level reflect, in turn, implementation of relevant strategic objective and goals.

The exercise showed that strategic goal 1 'Position the Centre as a partner in the holistic provision of language services to clients' has an implementation rate at 77% for the reporting period.

Similarly, strategic goal 2 'Enhance operational effectiveness and efficiency' stands at 91.9% while strategic goal 3 'Contribute to interinstitutional cooperation' has an implementation rate of 90.2%.

It should be noted that for each strategic goal, implementation is associated with the degree of implementation of its related activities in the annual work programmes.

Action 3.11 Analyse the recommendations, identified in the study on the Centre, with regard to the evolution of the Centre's business model

Indicator/Output: Progress status
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

Following the final report of the 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies', the Centre drew up a strategic approach for the implementation of the recommendations, setting out high-level actions to be undertaken between 2018 and 2020 in order to transform the Centre's business model.

The final report was also analysed further in four working groups composed of staff members tasked with generating proposals for addressing the study's recommendations. Each working group dealt with a thematic area and with a number of recommendations pertaining thereto.

Their proposals for the Centre's transformation have been presented to management for validation and formed the starting point for the development of the Centre's transformation plan due to be presented and adopted at the March 2019 management board meeting.

Action 3.12 Develop key staff capabilities (e.g. quality and project management)

Indicator/Output: % of implementation
Target 2018: 60% of key staff trained in each area
Implementation rate: 100% (weighting of the action within the activity: 4%)

In 2018, the Centre continued to improve its quality and project management approach and decided to develop staff capabilities in these areas in line with the Strategy 2016-2020. Action included identification of key staff for development of their capabilities in 2018, with follow-up actions to be undertaken in the following years. Three intensive training sessions were organised in the areas of quality and project management (basic and advanced sessions), with the participation of over 32 staff. In total, 86.8% of the key staff identified have been trained in both areas since 2017.

Action 3.13 Enhance the Centre's capacity to identify and develop leadership and managerial skills among staff

Indicator/Output: Progress status
Target 2018: Development programme established
Implementation rate: 100% (weighting of the action within the activity: 4%)

In the 2018 annual appraisal exercise, the reporting officers were asked to identify leadership and managerial skills through the annual appraisal dialogues. A set of questions was developed by Human Resources and shared with the reporting officers in order to harmonise the approach.

Furthermore, the Centre implemented two model decisions related to identifying and developing leadership skills among staff, namely the middle management decision and the decision on temporary occupation of middle management posts, which were adopted by the management board in October 2018.

Action 3.14 Organise and follow up visits to/by clients

Indicator/Output: Percentage of clients met
Target 2018: 15%
Implementation rate: 100% (weighting of the action within the activity: 8%)

With a view to fostering cooperation with its clients, sharing knowledge and best practices, promoting its services and understanding clients' needs, the Centre organised meetings and videoconferences throughout the year in accordance with its established annual client visit plan. A total of 18 of the 65 clients who are part of the Centre's client portfolio were met. The target of '15% of clients met' set out in the Centre's annual work programme was thus considerably exceeded (27.7%).

The Centre's Director met with three clients bilaterally (Chafea, the Council and the EUIPO). The Centre's interactions with the EUIPO with regard to future cooperation on projects of strategic relevance for both organisations were particularly numerous. In the framework of the management board's working group on the recommendations of the 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies', the Director and the Centre's Head of Administration had three fruitful meetings with the members of the groups in order to follow up on the outcome of the Study and discuss priority areas for the future development of the Centre.

Following the announcement by the Cedefop of its forthcoming new Founding Regulation, the Centre invited representatives from the agency's communications unit to present their activities in the field of vocational education and training to translators and support section staff. During the seminar, special

focus was placed on the Cedefop's terminology and other reference resources, such as the Europass website.

An eCdT Client Portal training session was also organised for staff from the EDPS and the EACEA in Brussels.

As a result of the client meetings held in 2018, 20 new actions were established, of which 13 were implemented during the year. Work continued on 23 actions carried over from 2017. In 2018, the implementation rate of newly defined actions and actions carried over from previous years was 60.46%.

As in previous years, the Centre continued to participate in the various meetings and activities of the EU Agencies' Network and of the committees and working groups of the EU institutions' translation services. A major highlight in 2018 was the launch of the new version of IATE held on 5 December in Luxembourg, which was well attended by colleagues from the EU institutions, the Centre's management board, EU agencies, international organisations and some of the Centre's external language service providers.

Action 3.15 Implementation of the action plan arising from the 2017 external survey of the Centre's key stakeholders

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 93% (weighting of the action within the activity: 17%)

Following the online survey of the Centre's key stakeholders (clients, management board, EU institutions, external service providers and staff) conducted by the external contractor as part of the 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies', it was decided to establish an action plan addressing the matters raised by the respondents and the recommendations reached by the contractor.

In total, the action plan contains 53 actions spread over 10 areas covering quality and timeliness of delivered services; exploring and investing in state-of-the-art technologies and new services/business opportunities; adaptations to the Centre's pricing structure; measures to foster client orientation and communication; promoting the Centre and its added value for its stakeholders; the Centre's governance structure and organisational changes, as well as interinstitutional cooperation.

By the end of 2018, out of 53 actions, 46 (86.8%) had been fully implemented, 6 (11.3%) partially implemented and 1 (1.9%) not yet implemented. Actions not finalised in 2018 were reconsidered in the context of the Centre's Transformation Plan which will be implemented over the coming years.

Action 3.16 Organise the annual meeting of the Translation Contact Network

Indicator/Output: Meeting held
Target 2018: Meeting held and report drawn up
Implementation rate: 100% (weighting of the action within the activity: 4%)

In February 2018, the Translation Centre welcomed 26 representatives from 22 client organisations to its fourth annual Translation Contact Network meeting.

Along with a brief outline of the Centre's achievements in 2017 and priorities for 2018, clients were informed of the impact of new systems and technologies on the Centre's pre- and post-processing

activities, current developments for the eCdT Client Portal and the Centre's web translation module for Drupal 7-based websites.

In addition, two of the Centre's clients shared best practices: the European Foundation for the Improvement of Living and Working Conditions (Eurofound) presented its multilingual policy, and the European Banking Authority (EBA) explained how it manages translation feedback in collaboration with its National Authorities and the Centre.

Action 3.17 Approach new EU bodies to seek cooperation agreements

Indicator/Output: Signature of cooperation agreements with new EU bodies
Target 2018: Cooperation agreements signed with new bodies, if any
Implementation rate: 100% (weighting of the action within the activity: 4%)

No cooperation agreements were signed with new bodies in 2018. The Centre continued to monitor the establishment of the future European Public Prosecutor's Office (EPPO) whose Regulation entered into force at the end of 2017. The negotiations were delayed until the procedure for the appointment of an interim Administrative Director has been finalised. It was agreed with the European Commission that negotiations would resume in early 2019 to have a service level agreement signed in the course of 2019 (the new office will not start operations until the end of 2020).

In mid-2018, the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) also approached the Centre to investigate the possibility of collaborating with the Centre in the context of the future Single Digital Gateway Regulation, which entered into force in November 2018. Several meetings were held and confirmed that such collaboration would be feasible. In order to achieve the objective of making national and EU information on topics related to the Single Market accessible through a single portal managed by the Commission, DG GROW indicated a budget of around EUR 2 million for the future translation of web pages spread over the first two years (2020-2021). The plan is to sign an agreement in 2019.

Action 3.18 Marketing of the Centre's services

Indicator/Output: Number of marketed services
Target 2018: 1
Implementation rate: 100% (weighting of the action within the activity: 4%)

Along with presenting and marketing its activities in bilateral meetings with clients, the Centre took various opportunities in 2018 to promote specific services which are based on the latest technological advancements in the linguistic field, as follows.

At the Translation Contact Network meeting in February, the Centre presented its future web translation service to the 22 clients present at the event.

During the video production workshop organised by EASO in Malta in May, the Centre provided an overview of its subtitling service and how it plans to further develop this service in future.

Colleagues from the European Commission's DG Translation and from the Court of Justice visited the Centre in March for knowledge sharing in relation to the eCdT workflow system.

The Centre met representatives from the Committees' (COR/EESC) joint translation service and the European Parliament's DG Translation with the aim of sharing its experiences in the field of subtitling and speech recognition and to evaluate their potential interest in a joint project in this area.

As the IATE tool manager on behalf of the translation services of the EU institutions, the Centre undertook efforts in 2018 to promote the new version of IATE at interinstitutional and international level, e.g. at the annual JIAMCATT meeting in Geneva in May. Based on its long-standing experience with IATE, the Centre stressed the benefits of its terminology service in all encounters with clients.

Action 3.19 Depending on the results of the feasibility study, implement the use of tutorials (online videos, etc.) as a knowledge base for in-house and external translators

Indicator/Output: % of implementation
Target 2018: 100%
Implementation rate: 100% (weighting of the action within the activity: 4%)

Several video tutorials for both in-house and external translators were released. These mainly focus on the new working methods adopted by the Centre (e.g. a video tutorial to explain to external translators how to open a CdT package if they do not have SDL Trados Studio) and recurrent technical issues (e.g. posts, GIFs, video tutorials and guides published on the internal collaborative platform accessible to the in-house translators and on the Freelance Portal).

ADDITIONAL ACTIVITIES

Client Satisfaction Forms (CSFs)

The total number of Client Satisfaction Forms (CSFs) processed by the Centre (2 864 CSFs) in 2018 exceeded the 2017 figures (see Figure 3 below). The overall return rate of CSFs received versus jobs delivered (except for EU trade marks, Community designs and Euroclass terms) was 6%, which was even higher than the peak reached in 2016 (5.8%).

The EUIPO, EMA, EBA, ESMA and ECHA were the clients who submitted the most CSFs. Some clients, e.g. EASO or EU-OSHA, made considerable effort to provide greater feedback on the Centre's translations.

Figure 3: Number of CSFs received from clients (2014-2018)
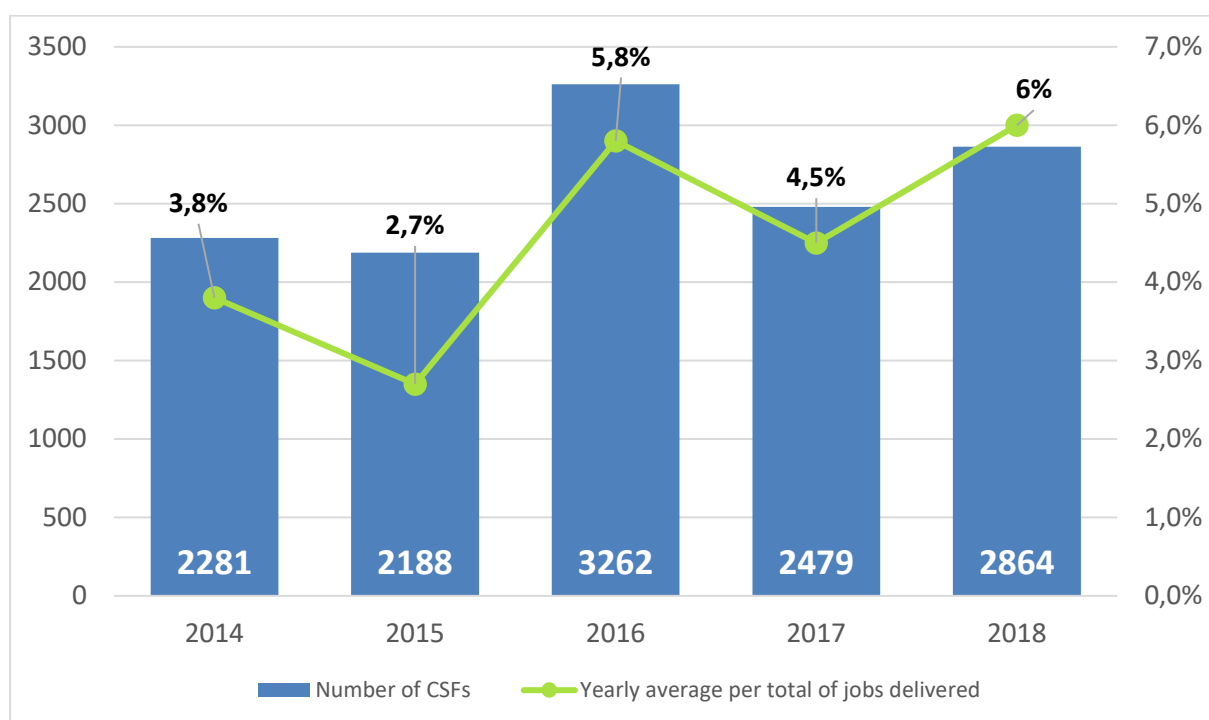
The spread over the four categories (very satisfied, satisfied, fairly satisfied and not satisfied at all) was as follows: very satisfied: 14.6%; satisfied: 33.1%; fairly satisfied: 43.0%; not satisfied at all: 9.3%.

Figure 4: Spread of CSFs over the four satisfaction levels (per total of CSFs received).
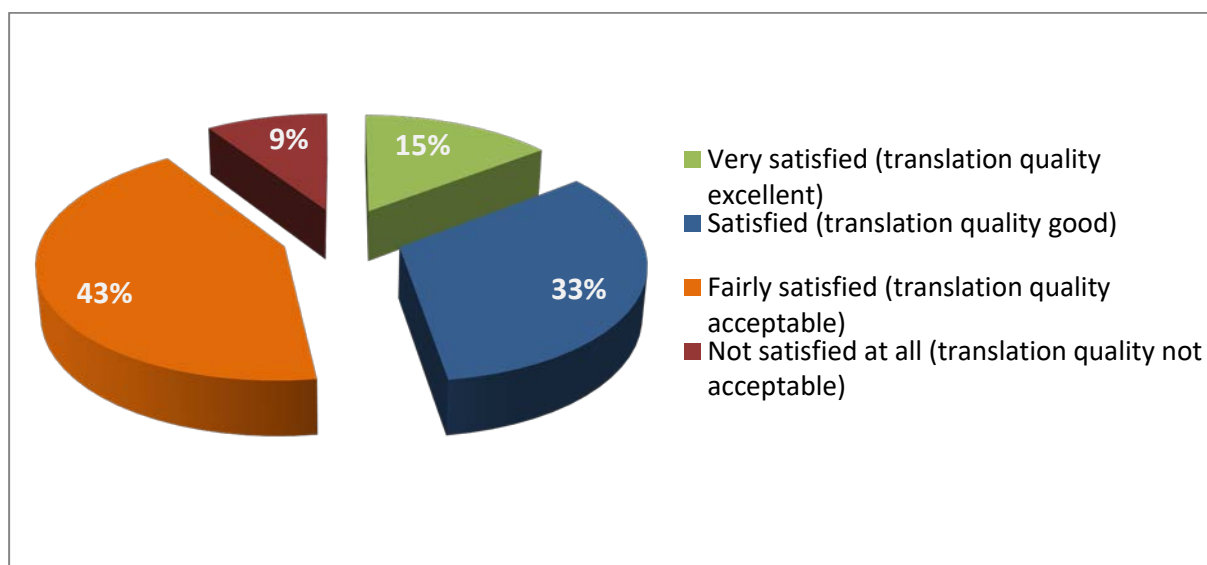
With a rate of 14.6% of 'very satisfied' CSFs, the Centre maintained its performance as regards excellent translations at levels comparable to 2017. The results for 'satisfied' and 'fairly satisfied' CSFs are reversed compared with the previous year. The linguistic and technological quality measures put in place by the Centre in the last two years bore fruit in 2018 with a decrease in 'not satisfied at all' CSFs (9.3% versus 14% in 2017).

The error categories mostly marked by clients on the CSFs (whether positive or negative) included, in order of importance: presentation/formatting, terminology, inaccuracy, omissions and mistranslation followed by style, grammar, reference material not taken into consideration, punctuation and spelling. One of the most obvious achievements in 2018 was the very few complaints regarding delayed deliveries.

Client Portal reengineering

With the aim of bringing the Client Portal in line with the latest IT technologies used for the eCdT platform, at the beginning of 2018, the Centre's management decided to prioritise the redevelopment of this client interface. The new Client Portal, which includes improvements relating to ergonomics, layout and usability, was completed by the end of the year.

In order to give clients the opportunity to familiarise themselves with the new Portal and ensure it meets their needs, the Centre established a playground environment and invited five clients (EBA, ECHA, EMA, the EUIPO and EU-OSHA) to try out the system given their experience with similar exercises in the past.

The new Portal was made available to all clients in January 2019, together with the changes resulting from the Centre's pricing structure as approved by the management board in October.

Programme Initiation Document (PID) developed with the EUIPO

Following the report and the recommendations submitted by the external consultant in charge of the 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies', the Centre decided to initiate a series of high-level actions and technology-based projects in the service of its transformation to become a centre of excellence for the provision of language services for the EU agencies and bodies by 2020. To support this transformation, after two management meetings between the two agencies, the EUIPO and the Centre defined a cooperation programme for the implementation of a sustainable business model based on digital transformation.

The programme includes high-level project plans that specify activities aligned with strategic objectives, timelines, roles, financial and human resources and an indication of expected benefits.

Projects that are part of the PID are as follows:

Project 1: Quality enhancement
Project 2: Machine translation
Project 3: Web translation and speech recognition
Project 4: Modernisation of IP translation systems
Project 5: Modernisation of IT infrastructure

The EUIPO and the Centre have agreed to set up a strong partnership, and the PID formalises the cooperation framework in order to advance mutual interests. By the end of the year, both agencies had adopted the first four projects broken down into more specific project briefs, including the implementation roadmap and the required resources. The fifth project brief was scheduled to be adopted at the beginning of 2019.

Initiatives to foster staff empowerment

One of the conclusions that emerged from the 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies' was the need for the Centre to engage with and involve staff more in the decision-making process.

Therefore, as part of Centre's Transformation Plan resulting from the Study and to be presented at the management board meeting in March 2019, the Centre invited an external consultant to give various workshops on positive workplace culture that focused on staff empowerment.

In addition, the consultant held staff forums to develop ideas for the Centre's Transformation Plan. Thereafter, four working groups consisting of staff members selected through a call for expression of interest drew up a set of specific actions based on the outcome of these forums. The groups focused on 1) exploiting the potential of new translation technology, 2) improving the delivery of services and outsourcing, 3) relationship with clients, relationship with EU institutions and new clients, and 4) promoting staff adaptability, and improving internal organisation and communication.

Communication Strategy 2018-2020

With a view to implementing a more systematic approach to its internal and external communication, the Centre drafted a Communication Strategy for 2018-2020, which replaces the former Communication Framework.

The Communication Strategy includes annual communication action plans and sets out new communication objectives derived from the strategic priorities of the Centre. In addition, it reflects the increasing importance of social media and describes the workflow of crisis communication.

PART II A.   MANAGEMENT

CHAPTER 1
MANAGEMENT BOARD ACTIVITIES

As the main pillar of the Centre's governance structure, the management board ensures that the Centre functions efficiently and achieves its mission as defined in its Founding Regulation. It defines the Centre's strategic orientations, goals, action priorities and has a supervisory role with general responsibility for budgetary and planning matters.

The management board consists of representatives from the Centre's clients (EU institutions, bodies and agencies), representatives from each of the 28 EU Member States and two representatives from the European Commission. It is currently chaired by Mr Rytis Martikonis, Director-General of the Directorate-General for Translation at the European Commission. A full list of the management board members and a gender and nationality breakdown is provided in Annex IX to this report. The declarations of interests of management board members are published on the Centre's public website.

Management board decisions are taken by its members either during meetings or by written procedures. The 29 decisions adopted in 2018, broken down by domain, are as follows:

Figure 5: Management board decisions by domain
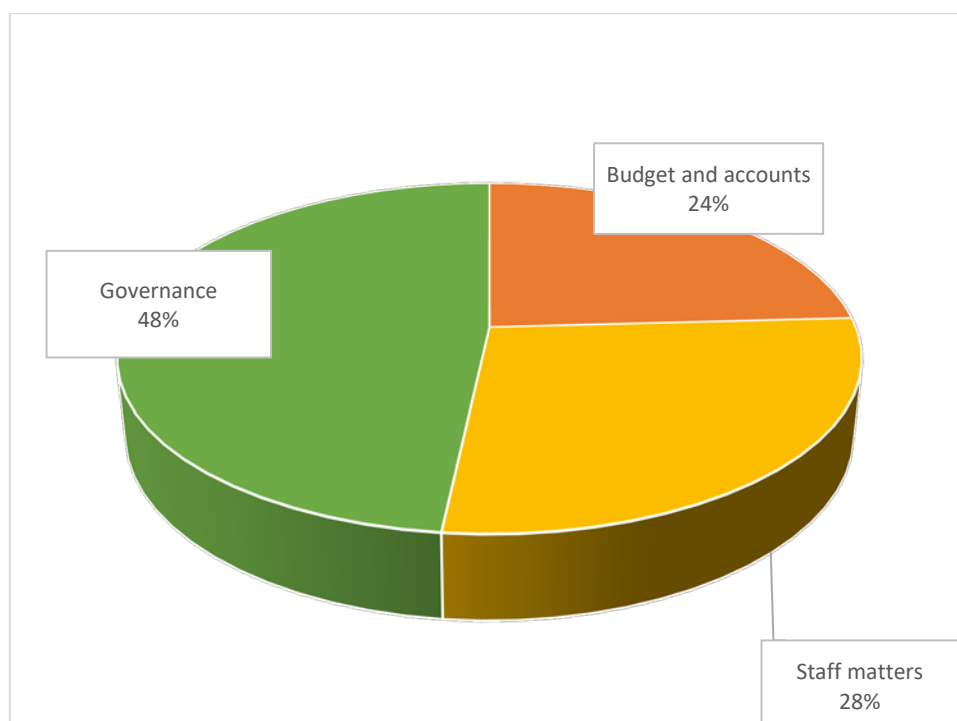
Governance:

✓ The **Activity Report 2017** was assessed by the management board as providing a faithful and comprehensive account of the work undertaken by the Centre. The management board noted that the majority of the Work Programme for 2017 had been implemented (87.9% based on the Centre's initial budget 2017 and 87.7% based on the amending budget 2017).

✓ The **Work Programme 2018** sets out the key milestones to be achieved in the Centre's three main areas of activity (i.e. core operations: language services, support, and Management and supervision), and shows how they relate to the strategic actions set out in the Centre's Strategy 2016-2020. The human and financial resources necessary for the proper implementation of each activity are also outlined there.

✓ The **Draft Programming Document 2019-2021** was considered for the first time by the management board in January 2018, ahead of its required transmission to the relevant institutions on 31 January 2018 as the Centre's input to the overall EU budgetary procedure. This planning document integrates both annual and multi-annual programming (i.e. the main lines of action, the human and financial resources necessary for the proper implementation of each activity and the key milestones to be achieved), as well as information on staff policy. The management board undertook a second review of the document to take into account the Commission's opinion and to ensure coherence with the Centre's strategic approach to the implementation of the recommendations of the Study. The Programming Document 2019-2021 was approved by the management board in October 2018.

✓ The draft amended decision No 7 of the management board on the pricing structure of the Translation Centre was modified to reflect changes to the pricing structure from January 2019.

✓ The management board amended the decision of 29 October 2014 relating to the committee for the assessment of the Centre's annual activity report in order to compensate for the departure of two committee members.

✓ The management board adopted the report of the working group of the management board on the recommendations of the Study and the Centre's strategic approach to the implementation of the recommendations of the Study.

✓ The decision of the management board on security in the Translation Centre and the implementing provisions necessary to ensure, inter alia, the confidentiality of certain work was reviewed and updated in view of institutional, organisational, operational and technological developments.

✓ The decision of the management board on the security of communication and information systems in the Translation Centre reflects updates in line with the Commission Decision (EU, Euratom) 2017/46 of 10 January on the security of communication and information systems in the European Commission.

Staff matters:

✓ During 2018, the management board adopted the following decisions regarding staff matters:
  o The draft decision of the Translation Centre on the implementation of telework
  o The draft decision of the Translation Centre on the Framework for Learning and Development
  o The draft decision of the Translation Centre adopting by analogy general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations of Officials (mission expenses) and on authorised travel – Guide to missions and authorised travel

- o The draft decision of the Translation Centre laying down Guidelines on whistleblowing
- o The draft decision of the Translation Centre concerning the function of adviser
- o The draft decision of the Translation Centre on middle management staff
- o The draft decision of the Translation Centre laying down implementing rules on temporary occupation of management posts
- o the draft decision of the Translation Centre adopting by analogy Commission decision C(2018) 4048 final of 29.6.2018 on outside activities and assignments and on occupational activities after leaving the service.

Budget and accounts:

- ✓ The management board gave a favourable opinion with regard to the **final accounts for the financial year 2017**.

- ✓ The management board adopted the **amending budget 1/2018** which aimed at, inter alia, including the updated forecasts received from clients, the result of the re-examination of all expenditure items and the budget outturn of 2017 into the 2018 budget.

- ✓ The preliminary draft budget 2019 reflected the estimates of revenue, including clients' forecasts and expenditure, as included in the programming document 2019-2021 approved by the management board in March 2018.

- ✓ The **budget 2019** reflects the updated estimates of revenue and expenditure, as included in the Centre's programming document 2019-2021.

- ✓ The **amended procurement plan 2018** was approved in line with developing needs during the year, with the final version being approved in October 2018.

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CHAPTER 2
TRANSPARENCY, ACCOUNTABILITY AND INTEGRITY

Promoting a culture of integrity that ensures transparency and accountability is one of the strategic objectives in the Centre's Strategy 2016-2020. This is in line with the Common Approach on EU decentralised agencies endorsed by the Parliament, the Council and the Commission in July 2012 and the Roadmap for its implementation developed by the Commission. In line with the Roadmap, the Centre has focused on ensuring transparency and accountability through the multi-annual programming of activities and resources, reporting on achievements, relations with stakeholders, transparency and access to documents, conflicts of interests, prevention, detection and investigation of fraud, corruption, irregularities and other illegal activities.

Multi-annual programming of activities and resources

In compliance with the requirements under the Centre's financial regulation, the Centre has since 2016 been using the guidelines for the agencies' programming document issued by the Commission for its multi-annual work programmes which are linked to its multi-annual resource planning and annual work programmes. The Commission is consulted and issues a formal opinion on the Centre's draft programming documents.

Reporting on achievements

Appropriate reporting and controls are key factors for ensuring efficient decision-making and transparent management, as well as accountability. Since 2011, the Centre has been using a structure for the annual report that mirrors the structure of the work programme in order to more clearly reflect its achievements. This includes a number of common elements which are based on best practice across the agencies. The structure was further refined on the basis of the template for the agencies' consolidated annual activity report issued by the Commission. It includes information on the implementation of the annual work programme, budget and staff policy plan, management and internal control systems, internal/external audit findings, the follow-up to the audit recommendations and to the discharge recommendation, as well as the statement of assurance of the Director. It also includes information resulting from the annual accounts and from the report on budgetary and financial management provided in the context of the discharge procedure.

Relations with stakeholders

The Centre's clients are represented in the Centre's management board in accordance with Article 4 of the Centre's founding regulation. The management board adopts the Centre's programming document, budget and annual activity report. These documents are systematically communicated to the Parliament, the Council, the Commission and the Court of Auditors.

Transparency and access to documents

The principle of transparency is provided for in the Centre's financial regulation by including provisions for the regular publication in the Official Journal of the European Union of the budget and any amending budget of the Translation Centre, as definitively adopted, as well as the final accounts. The Centre's Strategy, multi-annual programming document, consolidated annual activity report, budget, amending budget and accounts are published on the Centre's website.

The principle of public access to documents held by the Centre is provided for in Article 18(a) of the Centre's founding regulation. In 2018, two requests for access to documents were received and treated following the procedure in place, and access was given to these documents.

The Centre's website is published in all official languages of the European Union in order to facilitate its consultation by citizens of all Member States, and provides an online form for requesting documentation.

Conflicts of interests

All members of the Centre's staff must respect the Code of good administrative behaviour in their relations with the public and are discouraged from having direct contacts with suppliers in order to avoid any conflict of interests. This is complemented by the Centre's policy on the prevention and management of conflicts of interest which is based on the guidelines on the prevention and management of conflicts of interest in EU decentralised agencies. Declarations of conflicts of interest are signed by staff on entering the service and during selection and procurement procedures. The Centre's Director and Heads of Departments in addition to members of the management board sign declarations of conflicts of interest which are published on the Centre's website. An annual exercise on ex post controls of declarations of interest by members of the management board is undertaken.

Prevention, detection and investigation of fraud, corruption, illegal activities and irregularities

The anti-fraud strategy was adopted by the Centre's management board in October 2016. In the framework of the implementation of the anti-fraud action plan and in order to further improve fraud awareness, information sessions on ethics and integrity were organised for staff. These sessions are mandatory for new staff and are provided as part of the induction programme. In cooperation with key staff, lists with red flags were established for procurement procedures, selection procedures and staff behaviour.

No whistleblowing cases were registered and no files were submitted to OLAF in 2018. The Ombudsman did not receive any complaints concerning the Centre in 2018.

CHAPTER 3
BUDGETARY AND FINANCIAL MANAGEMENT

3.1. Revenue

The Centre's budget revenue is primarily composed of the revenue received from invoicing its clients for services provided. It is subject to strict financial control and monitoring in accordance with the applicable regulatory framework. The Centre regularly contacts each client to request forecasts for their planned translation volumes and expenditure, and closely monitors clients' budgetary forecasts and its expenditure.

The Centre's initial budget for 2018 (EUR 48.5 million) was subject to one amending budget. The amending budget was adopted by the Management Board by written procedure on 26 September 2018 in order to include the updated forecasts received from clients, to reflect the result of the re-examination of all expenditure items and to incorporate the budget surplus carried over from previous year (EUR 2.1 million). Finally, the Centre modified usage of the reserve for stability pricing in order to balance the budget.

In total, 663 recovery orders were issued in 2018. Since the Centre's clients are other EU bodies, revenue management carries a very low financial risk.

From implementation of the new pricing policy in 2017, the Centre's revenues for translation services are systematically reduced by taking into consideration repeated texts stored in the translation memories that have already been translated and invoiced to clients previously. As a result, in 2018, the Centre offered a discount amounting to 15.9% of document pages (53 292 pages in 2018, 38 899 pages in 2017) to clients that corresponds to the equivalent of a reduction of EUR 4.4 million from the Centre's revenues. Even if the percentage remains the same as in 2017, the impact in the number of pages in 2017 was lower because some of the documents delivered in 2017 had been received in 2016 and were therefore not impacted by the new pricing policy.

3.2. Expenditure

The Centre applies a partly decentralised financial circuit model. The financial transactions are initiated in the relevant departments by operational and financial initiators, and are verified centrally by financial verifying officers in the Finance group. All payments (5 991 in 2018) and commitments (402 in 2018) are financially verified ex ante by verifying officers or, for payments below EUR 1 000 made from budget line 3000 (External translation services), directly by authorising officer. The exceptions to this rule are payments for the reimbursement of staff for mission expenses that are verified by the Commission's Paymaster Office (PMO). If errors are detected by the verifying officers, the files are sent back to the relevant departments for correction before approval by the Authorising Officer by delegation or sub-delegation. In addition to ex ante controls, the verifying officers assure ex post checks of payments from budget line 3000 that take place on a sample basis. The advantage of the partly decentralised financial circuit is that verifying officers can guarantee to management that all financial transactions comply with the Financial Regulations.

Additional information on budget expenditure and implementation is provided in Annex II – Sections C and D.

3.3. Financial Key Performance Indicators

The financial Key Performance Indicators (KPIs) relating to the number of pages translated overall by the Centre (781 839 pages) show an increase in the Centre's operations in 2018 by 1.2% compared with 2017 (+8 938). While the number of EU trade mark pages received from the EUIPO (412 834 pages) decreased by 6.7% compared with 2017 (-29 816 pages), the number of pages other than EU trade marks amounted to 369 005 pages and increased by 11.7% compared with 2017 (+38 753 pages).

At the same time, the number of pages invoiced to clients in 2018 decreased by 0.7% to 720 402 pages. The difference between pages translated (781 839 pages) and pages invoiced (720 402 pages) is explained by the introduction of the new pricing policy for translation of documents that takes into consideration the use of translation memories on invoicing and pages translated for internal use (8 146 pages). As a result of the new pricing policy, the Centre applied reductions to clients; in 2018, 15.9% pages (53 292 pages) were delivered to the Centre's clients without charge (38 899 pages in 2017), which corresponds to EUR 4 357 833 in financial terms. The volume of the reduction is very variable from month to month and from client to client, as it depends on the type of document concerned and the percentage of retrieval of text from translation memories. The Centre also applies a similar pricing scheme to its supplies that reflects the use of translation memories. In 2018, an average reduction of 14.11% in terms of pages was received from suppliers, which represents EUR 1 080 519 less in financial terms.

The overall revenues from invoiced documents in 2018 achieved 97.9% of the initial budget. As the revenues from some clients included in the budget were not adjusted downwards to allow for the impact of the new pricing policy, the basis for comparison for the impact of translation memories not initially included in the budget must be adjusted. After adjustment of the initial budget to the comparable basis, the execution of the budget forecast would be around 108%.

Invoicing of EU trade marks achieved 95.9% of the initial budget. The decrease in revenue is due to lower than forecast delivery of EU trade mark pages (93.5%) compared with the budget (441 350 pages forecast).

EU trade marks amounted to around 40% of total revenue over the last few years, reaching 36.3% in 2018 (38.9% in 2017), which means that EU trade marks remain the key product in the Centre's portfolio, but with a decreasing trend. In terms of pages delivered, EU trade marks represented 57.3% of the total volume, i.e. slightly less than in 2017 (60.9%).

The budget execution of commitments was 94.9% for expenditure which was a better result than in 2017 (93.1%).

The indicator of late payments by the Centre's clients shows a slight improvement in payment discipline, with 57 late payments in 2018 compared with 76 in 2017. On average, four payments were overdue at the end of each month (five per month in 2017). The average collection period for revenues decreased marginally by one day to 28 days, which is significantly below the statutory 45 days. A decreasing trend in the number of overdue payments to suppliers was observed in 2018, with 15 payments executed after the statutory deadline (50 payments in 2017), and the average payment period to suppliers decreased by two days to 21 days.

The budget outturn for the financial year 2018 represented EUR -3.3 million, namely EUR 1.2 million better than expected in the initial budget. From the outset, the 2018 budget was planned as a deficit budget in order to enable the consumption of part of the cumulative budget surplus from previous years. In the budget revenues, revenues collected from the advance payment mechanism amounting to EUR

1.6 million (EUR 3.3 million on 2017) are also included. After taking into consideration the cancellation of the appropriations carried over from 2017 (EUR 0.2 million), the movements on the reserves (EUR 0.5 million) and the budget outturn carried over from 2017 (EUR 2.2 million), the final balance of the budget outturn to carry forward into 2019 amounts to EUR -0.6 million. This deficit will further increase the usage of the reserve for stability pricing in 2019.

CHAPTER 4
HUMAN RESOURCES MANAGEMENT

Following a decision by the budgetary authority, the establishment plan for 2018 was reduced from 195 to 193 posts. At the end of 2018, the Centre employed 183 staff, namely 50 officials and 133 members of temporary staff.

During 2018, the Centre recruited six temporary staff and five contract staff on long-term contracts consisting of two contract staff in FG IV, one contract member of staff in FG III and two contract staff in FG II. It also recruited four contract staff on short-term contracts, three in FG IV and one in FG III. The Centre managed 14 agency staff contracts (8 headcounts) and organised the selection of six trainees.

In 2018, the Centre organised two internal competitions (Head of the Human Resources Section and Linguistic Administrator with English as the main language), four external selection procedures for temporary staff, three inter-agency selection procedures for temporary staff, two external selection procedures for contract staff and two selection procedures for contract staff based on EPSO lists. In addition, five internal job offers for officials were published. A total of 1 212 applications were received for the various procedures.

With regard to staff training, a total of 285 individual training courses were followed in 2018 (354 individual courses were planned), which resulted in an 80.5% implementation of the training plan. The Centre also organised 15 in-house group training courses in quality management, project management (basic and advanced), relationships with clients, public speaking, positive workplace culture and staff forums, document management training (ARES), training on financial instruments, training on CAT processes, and language courses (three French language courses and two German language courses).

At the end of 2018, the Centre performed a new benchmarking exercise. Operational and neutral staff (finance/control and linguistics) amounted to 79.6% in 2018. This percentage was similar in 2017 (80%). See Annex IV for more details.

CHAPTER 5
ASSESSMENT OF AUDIT RESULTS DURING THE REPORTING YEAR

5.1. Internal Audit Service (IAS)

The Centre has never received any critical recommendations from the Internal Audit Service (IAS) of the European Commission.

During 2018, the IAS performed a follow-up of the outstanding audit recommendations from the IAS Audit on Business Continuity Management (2012) and the IAS Audit on the Management of the

Workflow for Translation of Documents (2014). For the latter, the IAS organised a one-day meeting with key staff involved in the development and main users of the system, and plans to carry out the audit at the beginning of 2019.

In terms of the remaining recommendations, the IAS concluded that they had been adequately and effectively implemented, and they were therefore closed.

5.2. Internal Audit Capability (IAC, where applicable)

The Centre currently has no internal audit capability.

5.3. European Court of Auditors (ECA)

By the end of 2018, the Centre had not yet received an opinion on the annual accounts of 2018. In its report on the Centre's annual accounts for the financial year 2017, the ECA expressed the following opinions:

• Opinion on the reliability of the accounts: 'In the Court's opinion, the Centre's Annual Accounts present fairly, in all material respects, its financial position as at 31 December 2017 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer'.

• Opinion on the legality and the regularity of the transactions underlying the accounts: 'In the Court's opinion, the transactions underlying the annual accounts of the Centre for the financial year ended 31 December 2017 are legal and regular in all material respects'.

In 2017, part of the audit of the annul accounts was performed by a private audit company. Based on the tendering procedure organised in 2016 for the supply of technical assistance services in the field of audits, the Centre's annual accounts 2017 were audited by the external auditor Ernst & Young 'Réviseurs d'Entreprises' SSCRL for the second consecutive year.

In its auditor's report on the Centre's annual accounts for the financial year 2017, Ernst & Young expressed the following opinion: 'In our opinion, the Final accounts of the Agency present fairly, in all material respects, its financial position as at 31 December 2017 and the results of its operations and its cash flows for the year then ended, and are prepared in accordance with the accounting rules adopted by the Commission's accounting officer and the International Public Sector Standards as issued by the International Public Sector Accounting Standards Board'.

5.4. Quality audits

The quality audits successfully completed in 2018 provide additional assurance to the Centre's management on the compliance, effectiveness and operation of the processes and procedures audited.

There were no major deviations registered for the processes and procedures audited in 2018. Nevertheless, a series of suggestions and recommendations were formulated and included in action plans aimed at their optimisation.

Assess quality of external language service providers (C11_7)

Globally, this procedure is efficient and well monitored. However, an update of its description is required in order to align it with the latest developments of the eCdT workflow. This revision is already

planned in relation to the corresponding process (C11: 'Provide a linguistic service except for trademarks and designs').

Perform ex post quality control of in-house and outsourced linguistic services (C11_8)

The procedure proved to be effective although the sample's representativeness could be challenged. The procedure has become outdated given the introduction of the translation management workflow in eCdT and is currently under review as a component of the C11 process.

Define and manage IT projects (S51)

The process largely operates as described and is effective. The concise description of the process does not reflect the totality of the actions undertaken, which are detailed in related procedures not published at the time of the audit.

CHAPTER 6
FOLLOW-UP OF RECOMMENDATIONS AND ACTION PLANS FOR AUDITS

Internal Audit Service (IAS)
In the course of 2018, the Internal Audit Service (IAS) performed a follow-up of the outstanding audit recommendations in the Centre. The objective was to assess the progress made in implementing the open recommendations derived from past IAS audits on Business Continuity Management in the Centre and the management of the workflow for translation of documents. Based on the results of their follow-up audit, the IAS noted that the efforts made by the Centre had adequately mitigated the risks identified in the audits, and concluded that all remaining recommendations had been adequately and effectively implemented and were therefore to be closed.

Internal Audit Capability (IAC)
The Centre currently has no internal audit capability.

CHAPTER 7
FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

This chapter presents a summary of the observations and comments of the Discharge Authority of 16 to 19 April 2018 concerning the implementation of the Centre's budget for the financial year 2016 and the measures taken by the Centre (2017/2168(DEC).

The Discharge Authority issued particular observations that required action on the part of the Centre. As shown in Annex VI, these concerned the implementation of the Business Continuity Plan, the gender ratio, the publication of the management board members' and their alternates' declarations of interest without curricula vitae, the public release of minutes of the management board meetings, the indicators for the programming documents and the ex ante and ex post evaluation.

PART II B.   EXTERNAL EVALUATIONS

In line with the Centre's Procurement Plan 2017, a 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies' was commissioned by the Centre in accordance with the decision of the management board of 22 March 2017.

Following a negotiated procedure, the Centre for Strategy and Evaluation Services (CSES) was selected to undertake the Study. The contracted consultancy has a track record of working for and with the services of the European Commission and other institutional clients.

The Study conducted by CSES consisted of three parts, which were presented at the management board meetings held in March and October 2018:

Part 1: Evaluative study of the Translation Centre
This part of the Study showed that the Translation Centre provides the agencies and other clients with a good translation service, but that it faces increasing challenges with regard to adapting to technological change, maintaining its client base and ensuring the financial sustainability of the current business model.

Part 2: Comparative study between the status quo and alternative models of providing linguistic services to the EU agencies and bodies
According to this part of the Study, only a small number of agencies would be able to set up in-house translation services as this would not be a cost-effective option for the majority of the agencies. It highlighted the strong rationale for having a centralised translation service at EU level which benefits from economies of scale, albeit acknowledging that the costs to the agencies of using a centralised translation service are significantly higher than the rates they could obtain from the private sector.

Part 3: Best practice model for the Translation Centre
This part of the Study asserts that the rationale for the Translation Centre as a shared linguistic service provider for the EU agencies, bodies and offices remains fundamentally valid. The future business model suggested in Part 3 of the Study incorporates improvements in existing modus operandi to help the Translation Centre become more effective, efficient and relevant to its clients, whilst at the same time putting the Centre onto a more sustainable footing. The Study acknowledges that a key factor influencing the future business model is the rapid technological advances of recent years which the Centre needs to harness and incorporate in its future business model.

As part of the Study, the Centre for Strategy and Evaluation Services issued 35 recommendations to improve service delivery, make the Translation Centre more client-oriented and enhance its effectiveness and efficiency as an organisation. The Translation Centre presented its 'Strategic approach to the implementation of the recommendations of the Study' at the management board meeting held in October. As an annex to this document, it included the Project Initiation Document (PID) drawn up with the EUIPO. This Strategic approach and the PID will be used as the basis for the future Transformation Plan.

PART III.
ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

CHAPTER 1
RISK MANAGEMENT

The Centre's management reviewed the results of the risk assessment exercise carried out in the framework of the programming document 2018-2020 and the draft programming document 2019-2021. The Centre's management considered the high-level goals at the core of the Centre's Strategy, the expectations of the Centre's key stakeholders in terms of performance and sustainability, and the significant risk exposures and events that may inhibit the Centre's ability to achieve its strategic objectives.

The main risks included in the Centre's risk register were as follows:

1. Fewer client requests than forecast in the field of document translation could lead to a decrease in income and expenses.
2. More client requests than forecast in the field of document translation could make it difficult to react promptly with adequate capacity management and could ultimately have an impact on quality.
3. Client requests in the field of EU trade marks (EUTMs) significantly lower than forecasts could lead to a decrease in income and expenses.
4. A considerable decrease in income may jeopardise the Centre's operations.
5. Due to limited staff and financial resources, opportunities might be missed because the Centre's service offer no longer fully matches clients' needs.
6. Failure by agencies to respect their founding regulations with regard to their obligation to use the Centre as the linguistic shared service provider may jeopardise the sustainability of the Centre's business model.
7. Due to limited staff and financial resources, difficulties may be encountered with the implementation of the projects included in the Centre's programme initiation document (PID).

For all the identified risks, a management response was defined, together with the related mitigating controls, where appropriate. The implementation of the actions was monitored on a quarterly basis. By the end of the year, 100% of the actions identified to reduce these risks had been implemented.

Overall, the Centre's management judged that risks are more pervasive due to the impact of information technology, more impactful because they can affect the sustainability of the Centre's business model, and more dynamic as they can arise more quickly than in the past.

CHAPTER 2
COMPLIANCE AND EFFECTIVENESS OF INTERNAL CONTROL STANDARDS

3.2.1. Compliance with internal control standards (ICSs)

During its annual self-assessment exercise, the Centre's management assessed the compliance and effectiveness of its key controls in relation to the Internal Control Standards (ICSs).

The significant progress recorded in the implementation of the Internal Audit Service's recommendations regarding the Business Continuity Management System enabled the Centre to consider itself now compliant with ICS No 10 – Business Continuity.

Figure 6: Compliance with internal control standards

Internal Control Standard														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2015 ✔	✔	✔	✔	✔	✔	✔	✔	✔	✖	✔	✔	✔	✔	✔
2016 ✔	✔	✔	✔	✔	✔	✔	✔	✔	✖	✔	✔	✔	✔	✔
2017 ✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

As regards ICS No 7 'Operational Structure', the Centre is unable to implement the mandatory mobility because of its size. The Centre's management considered that the mitigating checks and additional mitigating controls in place reduced the risk to an acceptable level for the three job holders with sensitive functions who had been in their posts for five years in 2018, and the two job holders with sensitive functions who had been in their posts for more than seven years.

3.2.2 Effectiveness of internal control standards

Following a review of the effectiveness of its internal control standards, the Centre's management concluded that two Internal Control Standards (ICS 2. 'Ethical and organisational values' and ICS 6. 'Risk Management Process' should be prioritised for improvement in the effectiveness in their implementation.

CHAPTER 1
REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

The declaration of assurance provided by the Authorising Officer is structured around four pillars or 'building blocks':

(1) Assessment by management (controls and supervisory checks, monitoring reviews, and self-assessments).

(2) Assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits and evaluations during the reporting year).

(3) Follow-up of reservations and action plans resulting from audits from previous years and follow-up of observations from the Discharge Authority.

(4) Management assurances.

(1) Assessment by management (controls and supervisory checks, monitoring reviews, and self-assessments).

Weaknesses leading to reservations relate to the reasonable assurance concerning the use of resources, sound financial management, legality and the regularity of underlying transactions. Such weaknesses can be defined on the basis of quantitative or qualitative criteria.

The key financial and non-financial indicators on legality, regularity and sound financial management (see Annex VIII) show no instances of inadequate/ineffective controls that exposed the Centre to key risks.

In 2018, a total of two exceptions were handled in accordance with the procedure for the recording of exceptions ('Register of exceptions') adopted by the Centre's management in 2011. As regards the quantitative criteria on which to base a decision about whether to include a reservation, the threshold of 2% of the budget managed in 2018 was used as a reference to define materiality. The materiality threshold of 2% of the budget of EUR 47 142 100 amounts to EUR 942 842. That threshold was not reached by the value of the transaction of the non-compliance (ex post) event.

After careful consideration of the results of the controls and supervisory checks, monitoring reviews and self-assessments, the Centre's management considered that the actions implemented to date gave reasonable assurance as to the architecture of the internal control system and that this system was operating correctly as a whole and could therefore be considered adequate.

The controls and supervisory checks provided no evidence of significant and/or repetitive errors in the reporting by departments, reporting on budget execution, reports by the Accounting Officer and financial reports, reporting on delegations and related reporting, reporting on human resources, security, information security, personal data protection, business continuity, translation quality and ex post financial control.

The management considered that monitoring reviews showed no instances of inadequate/ineffective controls that exposed the Centre to key risks. Performance and effectiveness reviews on a quarterly basis, twice-yearly reviews of the achievements of the work programme, and reporting on project management on a monthly basis are key controls that have become increasingly embedded in the routine work of all departments.

(2) Assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits and evaluations during the reporting year).

In the IAS Strategic Internal Audit Plan 2018-2020 for the Centre that was approved by the management board in October 2017, the IAS considered that all the processes were now acceptable in terms of risks.

(3) Follow-up of reservations and action plans resulting from audits from previous years and follow-up of observations from the Discharge Authority.

In view of the audit conclusions that were communicated on 12 July 2018 by the Director General of the IAS to the Director and to the Management Board of the Centre, the Centre can state that there are to this date no open recommendations by the IAS.

(4) Management assurances.

No authorising officer by delegation/sub-delegation expressed issues that could raise concerns.

CHAPTER 2
RESERVATIONS

In line with the quantitative and qualitative principles established by the Centre to define the material criteria on which to base a decision about whether to include a reservation in the annual Declaration of Assurance in the Annual Activity Report, the Centre's Authorising Officer has not issued any reservation.

CHAPTER 3
OVERALL CONCLUSIONS ON ASSURANCE

Based on all the facts presented in the previous sections, and in the light of the opinions expressed by the Court of Auditors on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts, it can be stated that the Centre operates in an environment where the risks are appropriately managed.

Furthermore, the control procedures put in place guarantee the legality and regularity of the underlying transactions, and also guarantee 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.

PART V.
DECLARATION OF ASSURANCE

I, the undersigned, Benoît Vitale, Acting Director of the Translation Centre for the Bodies of the European Union,

In my capacity as authorising officer,

Declare that the information contained in this Consolidated Annual Activity Report 2018 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 judgement and on the information at my disposal as reported in this report, among others:

The handover report declaration provided by Ms. Máire Killoran, Director of the Translation Centre for the Bodies of the European Union until 31 December 2018;

The end-of-year declaration of assurance issued by Delegated and Sub-Delegated Authorising Officers based on the knowledge gained from daily operation and management supervision activities;

The results of ex post controls and monitoring activities;

The results of the annual self-assessment by management of the internal control system and the statement of the Internal Control Coordinator;

The observations and recommendations of the Internal Audit Service;

The lessons learnt from the reports of the Court of Auditors 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 agency.

Luxembourg, 28/02/2019

Benoît VITALE

ANNEXES

51

A. Changes in translation volumes 1995-2018

Total: 781 839 pages

EU trade marks: 412 834 pages

Documents: 369 005 pages

Pages (y-axis: 0, 100, 200, 300, 400, 500, 600, 700, 800, 900)

(x-axis: 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018)
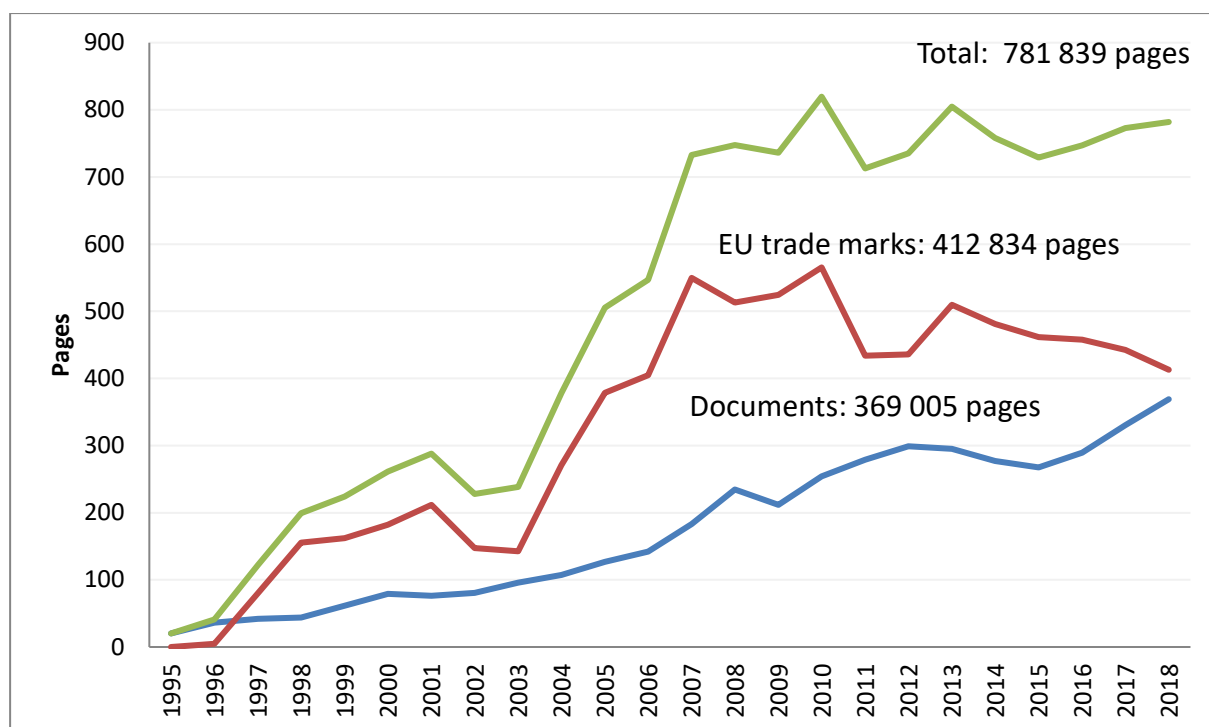
B. Volume of translated documents broken down by client (in pages)

Client	Pages
ACER	1135,00
BBI JU	34,50
BEREC	270,00
CCE-EMPLOI	15576,50
CDT	3004,00
CDT-CA	5141,50
CEDEFOP	1003,50
CEPOL	282,00
CHAFEA	6839,50
CHAFEA OP	1718,50
CJUE	511,00
CONSEIL	1571,50
COR	459,50
CPVO	322,50
DG-JUST	1707,00
EACEA	8578,50
EASA	353,50
EASME	45,50
EASO	46488,50
EBA	13576,50
ECA	94,50
ECB	632,50
ECDC	2406,00
ECHA	17102,00
ECSEL-JU	34,50
EDA	195,00
EDPS	5738,50
EEA	2959,50
EESC	178,00
EFCA	3540,00
EFSA	2346,50
EIGE	1191,50
EIOPA	1013,00
EIT	578,00
EMA	42928,50
EMCDDA	4105,50
EMSA	1000,50
ENISA	228,00
ERA	16475,00
ERC	430,00
ESAS-JC	176,00
ESMA	6535,50
ETF	1827,00
EUIPO	94786,50
EU-LISA	10712,50
EU-OSHA	9942,50
EUROFOUND	3605,50
EUROJUST	90,00
EUROPOL	129,50
F4E	191,50
FCH JU	11,50
FRA	11584,50
FRONTEX	6331,50
GSA	429,50
IMI JU	22,00
INEA	242,50
OMBUDSMAN	3602,50
OSGES	215,50
REA	119,50
S2R JU	34,50
SJU	251,50
SRB	6367,50

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C. Comparative breakdown by target language

Target language (EU 24)	2018			2017		
	Ranking	Pages	%	Ranking	Pages	%
EN	1	55 363	15.00%	1	45 616	13.81%
FR	2	37 917	10.28%	2	38 021	11.51%
DE	3	23 513	6.37%	3	22 058	6.68%
ES	4	16 151	4.38%	5	16 041	4.86%
IT	5	15 909	4.31%	4	16 215	4.91%
EL	6	12 711	3.44%	6	12 226	3.70%
NL	7	12 557	3.40%	10	10 564	3.20%
PL	8	12 456	3.38%	8	10 944	3.31%
PT	9	12 366	3.35%	7	11 115	3.37%
HU	10	12 118	3.28%	17	9 935	3.01%
FI	11	12 026	3.26%	19	9 801	2.97%
BG	12	11 911	3.23%	9	10 907	3.30%
SL	13	11 452	3.10%	11	10 097	3.06%
DA	14	11 396	3.09%	21	9 766	2.96%
CS	15	11 312	3.07%	16	9 941	3.01%
LT	16	11 260	3.05%	14	9 948	3.01%
RO	17	11 237	3.05%	12	10 035	3.04%
ET	18	11 226	3.04%	20	9 785	2.96%
LV	19	11 136	3.02%	18	9 863	2.99%
SK	20	11 123	3.01%	15	9 947	3.01%
HR	21	10 908	2.96%	22	9 452	2.86%
SV	22	10 785	2.92%	13	10 017	3.03%
MT	23	9 208	2.50%	23	8 918	2.70%
GA	24	1 703	0.46%	24	1 702	0.52%
Non-EU		11 267	3.05%		7 344	2.22%
	Total	369 005	100.00%		330 252	100.00%

Target language (non EU*)	2018			2017		
	Ranking	Pages	%	Ranking	Pages	%
TR	1	3090.5	0.84%	3	905	0.27%
NO	2	2485	0.67%	1	1610	0.49%
JP	3	1502.5	0.41%	15	59.5	0.02%
IS	4	1004.5	0.27%	2	1013.5	0.31%
SR	5	833	0.23%	6	556	0.17%
RU	6	711.5	0.19%	9	212	0.06%
AR	7	453	0.12%	8	251.5	0.08%
VI	8	265	0.07%	37		0.00%
SH	9	180	0.05%	14	77.5	0.02%
SQ	10	155	0.04%	4	671.5	0.20%
KA	11	123.5	0.03%	20	28	0.01%
MK	12	117.5	0.03%	7	552	0.17%
ZH	13	64	0.02%	12	139	0.04%
HE	14	62.5	0.02%	37		0.00%
BS	15	47.5	0.01%	11	146	0.04%
FA	16	42.5	0.01%	19	38	0.01%
UK	17	32.5	0.01%	13	100.5	0.03%
ME	18	28.5	0.01%	10	148.5	0.04%
KO	19	7.5	0.00%	22	13.5	0.00%
TI	19	7.5	0.00%	21	26.5	0.01%
AM	21	7	0.00%	37		0.00%
KU	21	7	0.00%	16	59	0.02%
PS	23	5	0.00%	17	43.5	0.01%
UR	24	4.5	0.00%	24	9.5	0.00%
BN	25	3.5	0.00%	30	2.5	0.00%
IG	25	3.5	0.00%	28	3	0.00%
MD	25	3.5	0.00%	30	2.5	0.00%
SO	25	3.5	0.00%	30	2.5	0.00%
WO	25	3.5	0.00%	30	2.5	0.00%
LB	30	2.5	0.00%	37		0.00%
PA	31	1.5	0.00%	30	2.5	0.00%
AZ	32	1	0.00%	25	8.5	0.00%

Target language (non EU*)	2018 Ranking	2018 Pages	2018 %	2017 Ranking	2017 Pages	2017 %
BE	32	1	0.00%	37		0.00%
CA	32	1	0.00%	37		0.00%
HY	32	1	0.00%	5	587	0.18%
KK	32	1	0.00%	37		0.00%
KY	32	1	0.00%	23	11.5	0.00%
MO	32	1	0.00%	37		0.00%
UZ	32	1	0.00%	28	3	0.00%
	Total	**11266.5**	**100.00%**		**7286**	**100.00%**

(*) AR (Arabic), AZ (Azerbaijan), BE (Belarusian), BG (Bulgarian), BN (Bengali), BS (Bosnian), CA (Catalan), FA (Farsi), HE (Hebrew), HY (Armenian), IG (Igbo), IS (Icelandic), JP (Japanese), KA (Georgian), KK (Kazakh), KO (Korean), KU (Kurdish), KY (Kyrgyz), LB (Luxembourgish), MD (Mandingo), ME (Montenegrin), MK (Macedonian), MO (Moldovan), NO (Norwegian), PA (Punjabi), PS (Pashto), RU (Russian), SH (Serbian - Latin), SK (Slovak), SO (Somali), SR (Serbian - Cyrillic), TI (Tigrinya), TR (Turkish), UK (Ukrainian), UR (Urdu), UZ (Uzbek), VI (Vietnamese), WO (Wolof), ZH (Mandarin Chinese)

D. Statistics on translation[1] deadlines

Client	Total number of documents delivered	On time*	More than 15 minutes early	15 minutes to 2 hours late	Less than 1 day late	More than 1 day late
ACER	123	123	52			
BBI JU	23	23				
BEREC	36	36	28			
CCE-EMPLOI	2063	2060	531	3		
CDT	564	563	275	1		
CDT-CA	446	445	157	1		
CEDEFOP	135	135	36			
CEPOL	54	54	29			
CHAFEA	493	463	72	30		
CJUE	36	36				
CONSEIL	61	61	33			
COR	72	69	17	3		

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[1] In this context, 'translation' includes the following services invoiced in pages: translation, editing, modification, revision. This chart does not include EU trade marks which are always sent by the contractual deadline.

Client	Total number of documents delivered	On time*	More than 15 minutes early	15 minutes to 2 hours late	Less than 1 day late	More than 1 day late
CPVO	99	99	51			
DG-JUST	1895	1894	788		1	
EACEA	831	830	251	1		
EASA	29	29	1			
EASME	23	23	23			
EASO	1786	1783	593	3		
EBA	684	661	447	23		
ECA	40	40	26			
ECB	15	15	8			
ECDC	425	425	55			
ECHA	5644	5531	3005	112	1	
ECSEL-JU	23	23				
EDA	10	10	6			
EDPS	630	629	274	1		
EEA	490	490	248			
EESC	40	40	14			
EFCA	237	237	39			
EFSA	338	338	168			
EIGE	182	182	35			
EIOPA	160	160	25			
EIT	65	65	11			
EMA	9931	9925	3678	6		
EMCDDA	319	296	54	23		
EMSA	69	69	28			
ENISA	38	38	28			
ERA	459	453	264	5	1	
ERC	50	50	25			
ESAs-JC	44	44	44			
ESMA	423	415	136	8		
ETF	280	280	149			
EUIPO	11153	10852	4900	300		1
eu-LISA	139	139	68			

Client	Total number of documents delivered	On time*	More than 15 minutes early	15 minutes to 2 hours late	Less than 1 day late	More than 1 day late
EU-OSHA	2207	2135	866	72		
EUROFOUND	565	565	189			
EUROJUST	9	9	6			
EUROPOL	53	53	25			
F4E	72	72	30			
FCH JU	23	23				
FRA	729	726	252	3		
FRONTEX	230	230	72			
GSA	47	47	46			
IMI JU	22	22				
INEA	64	64	4			
OMBUDSMAN	978	954	468	24		
OSGES	9	9	7			
REA	31	31	30			
S2R JU	23	22		1		
SJU	91	91	23			
SRB	538	500	190	36	2	
Total	46348	45686	18880	656	5	1
Percentage	100%	98.6%	40.7%	1.4%		

(*) 'Delivered on time' includes documents delivered early, on time, or less than 15 minutes late.

ANNEX II – STATISTICS ON FINANCIAL MANAGEMENT

A. Budgets

Title	Heading	Budget outturn 2018	Amending budget 2018	Initial budget 2018
	Revenue			
1	Payments from agencies, bodies, offices and institutions	39 531 565	43 127 200	**42 442 400**
2	Subsidy from the Commission	0	p.m.	**p.m.**
3	Interinstitutional cooperation*	734 003	734 000	**778 000**
4	Other revenue	929 574	610 350	**729 550**
5	Surplus carried over from the previous financial year	0	2 670 550	**4 526 850**
6	Refunds	0	p.m.	**p.m.**
	Grand total	**41 195 142**	**47 142 100**	48 476 800
	Expenditure			
1	Staff	24 367 576	25 908 100	**26 751 800**
2	Buildings, equipment and miscellaneous operating expenditure	6 309 111	6 711 050	**7 071 900**
3	Operational expenditure	14 081 029	14 522 950	**14 653 100**
10	Reserves	0	p.m.	**p.m.**
	Grand total	44 757 716	47 142 100	48 476 800

* Interinstitutional cooperation, as defined in Title 3 of the budget revenue, includes revenue received with regard to the interinstitutional IATE database.

B. Revenue collected

Comparative analysis of budget revenue collected for 2018 and 2017

Budget revenue	2017	2017	% change
Total revenue relating to the core operational activity	40 265 568	43 405 772	-7.2%
Financial income	7 796	9 202	-15.3%
Grants received	243 250	243 250	0.0%
Other operating income	678 528	228 132	197.4%
Total budget revenue	**41 195 142**	**43 886 356**	**-6.1%**

Revenue collected by budget line

Budget line	Agency	Revenue 2018	Revenue 2017	Change in EUR	% Change
1000	European Environment Agency (EEA)	206 324	232 338	-26 014	-11.2%
1001	European Training Foundation (ETF)	130 936	97 472	33 464	34.3%
1002	European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)	322 030	323 818	-1 788	-0.6%
1003	European Medicines Agency (EMA)	2 853 591	3 272 564	-418 973	-12.8%
1004	European Agency for Safety and Health at Work (EU-OSHA)	1 001 114	750 942	250 172	33.3%
1005	European Union Intellectual Property Office (EUIPO)	5 607 558	4 818 011	789 547	16.4%
1006	EUIPO trade marks	14 848 299	15 605 113	-756 814	-4.8%
1007	Community Plant Variety Office (CPVO)	31 148	55 443	-24 295	-43.8%
1008	European Union Agency for Law Enforcement Cooperation (Europol)	20 836	81 095	-60 259	-74.3%
1009	European Foundation for the Improvement of Living and Working Conditions (Eurofound)	292 603	329 418	-36 815	-11.2%
1010	European Centre for the Development of Vocational Training (Cedefop)	73 963	17 538	56 425	321.7%
1012	European Union Agency for Fundamental Rights (FRA)	960 216	1 005 164	-44 948	-4.5%
1014	European Investment Bank (EIB)	0	1 230	-1 230	-100.0%
1015	European Food Safety Authority (EFSA)	187 241	248 255	-61 014	-24.6%
1016	European Union Agency for Criminal Justice Cooperation (Eurojust)	0	0	0	n/a
1017	European Maritime Safety Agency (EMSA)	71 645	102 874	-31 229	-30.4%
1018	European Aviation Safety Agency (EASA)	16 728	81 680	-64 952	-79.5%
1019	European Union Agency for Railways (ERA)	1 135 555	715 726	419 829	58.7%
1020	European Network and Information Security Agency (ENISA)	24 473	12 027	12 446	103.5%
1021	European Centre for Disease Prevention and Control (ECDC)	161 309	396 360	-235 051	-59.3%
1022	European Border and Coast Guard Agency (Frontex)	492 468	330 387	162 081	49.1%
1023	Education, Audiovisual and Culture Executive Agency (EACEA)	651 189	549 319	101 870	18.5%
1024	Executive Agency for Small and Medium-sized Enterprises (EASME)	4 013	1 624	2 389	147.2%
1025	European Union Agency for Law Enforcement Training (CEPOL)	15 552	10 439	5 113	49.0%
1026	Consumers, Health, Agriculture and Food Executive Agency (Chafea)	796 748	362 887	433 861	119.6%
1027	European Global Navigation Satellite Systems Agency (GSA)	35 971	4 084	31 888	780.9%
1028	European Defence Agency (EDA)	6 620	5 550	1 070	19.3%
1029	European Chemicals Agency (ECHA)	1 458 193	3 091 382	-1 633 189	-52.8%
1030	European Fisheries Control Agency (EFCA)	216 852	242 659	-25 807	-10.6%
1031	Fusion for Energy Joint Undertaking (F4E JU)	23 289	25 165	-1 876	-7.5%

Budget line	Agency	Revenue 2018	Revenue 2017	Change in EUR	% Change
1033	Innovation and Networks Executive Agency (INEA)	20 924	38 390	-17 466	-45.5%
1034	European Institute of Innovation and Technology (EIT)	47 680	17 555	30 125	171.6%
1035	European Research Council Executive Agency (ERCEA)	30 033	17 542	12 491	71.2%
1036	Research Executive Agency (REA)	11 592	246	11 346	4612.3%
1037	Clean Sky 2 Joint Undertaking (CS 2 JU)	0	1 886	-1 886	-100.0%
1038	European Institute for Gender Equality (EIGE)	265 281	447 369	-182 088	-40.7%
1039	SESAR Joint Undertaking (SESAR JU)	14 289	21 976	-7 688	-35.0%
1042	Innovative Medicines Initiative 2 Joint Undertaking (IMI 2 JU)	1 624	2 435	-812	-33.3%
1043	Fuel Cells and Hydrogen 2 Joint Undertaking (FCH 2 JU)	943	451	492	109.1%
1045	European Asylum Support Office (EASO)	2 344 467	4 071 821	-1 727 354	-42.4%
1046	Agency for the Cooperation of Energy Regulators (ACER)	80 598	63 483	17 115	27.0%
1047	European Securities and Markets Authority(ESMA)	620 423	469 340	151 083	32.2%
1048	European Banking Authority (EBA)	793 426	1 451 567	-658 141	-45.3%
1049	European Insurance and Occupational Pensions Authority (EIOPA)	87 033	154 171	-67 138	-43.5%
1050	Office of the Body of European Regulators for Electronic Communications (BEREC)	23 451	118 043	-94 592	-80.1%
1051	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA)	621 030	562 690	58 340	10.4%
1052	Electronic Components and Systems for European Leadership Joint Undertaking (ECSEL JU)	2 829	2 829	0	0.0%
1054	The Single Resolution Board (SRB)	682 537	573 779	108 758	19.0%
1055	Secretariat-General of the European Schools (EURSC)	16 359	13 565	2 794	20.6%
1056	Bio-Based Industries Joint Undertaking (BBI JU)	3 854	0	3 854	n/a
1057	Shift2Rail Joint Undertaking (S2R JU)	2 829	0	2 829	n/a
1099	New clients	0	4 257	-4 257	-100.0%
1100	European Commission – DG Employment (DG EMPL), DG Justice and Consumers (DG JUST)	1 194 631	932 246	262 385	28.1%
1102	Council of the European Union (Council)	129 177	163 588	-34 411	-21.0%
1103	European Court of Auditors (ECA)	14 050	25 463	-11 413	-44.8%
1104	Committee of the Regions of the European Union (COR)	43 368	7 557	35 810	473.9%
1105	European Economic and Social Committee (EESC)	16 992	4 696	12 296	261.8%
1106	Court of Justice of the European Union (CJEU)	64 351	66 004	-1 653	-2.5%
1107	European Central Bank (ECB)	39 111	84 199	-45 088	-53.5%
1108	European Ombudsman (Ombudsman)	289 358	209 830	79 528	37.9%
1109	European Data Protection Supervisor (EDPS)	422 867	300 879	121 989	40.5%
3002	Interinstitutional projects with the institutions (IATE)	734 003	807 354	-73 352	-9.1%
4000	Bank interest	7 796	9 202	-1 406	-15.3%

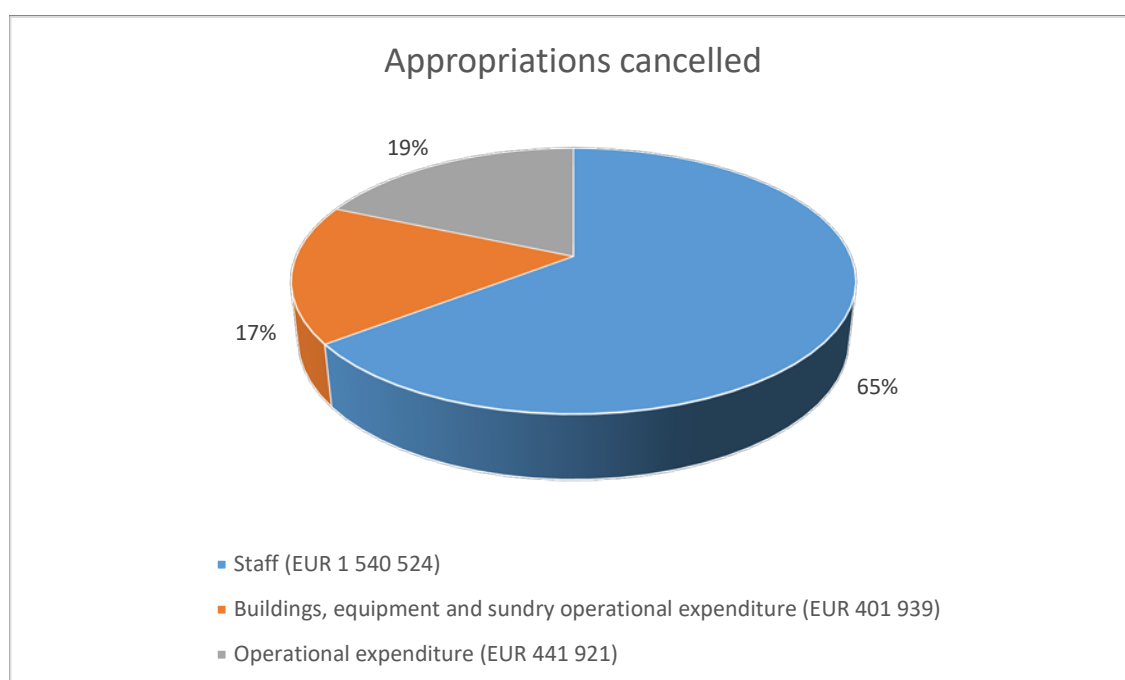| Budget line	Agency	Revenue 2018	Revenue 2017	Change in EUR	% Change
4010	Miscellaneous repayments	678 528	228 131	450 397	197.4%
4020	Grant from the Luxembourg Government	243 250	243 250	0	0.0%
	Total revenue	**41 195 142**	**43 886 356**	**-2 691 214**	**-6.1%**

C. Expenditure

Chapter	Heading	Expenditure (execution commitment) 2018	Expenditure (execution commitment) 2017	Change in EUR	% Change
11	Staff in active employment	23 968 737	24 328 519	-359 782	-1.5%
13	Missions and duty travel	64 179	98 550	-34 371	-34.9%
14	Socio-medical infrastructure	257 664	250 518	7 146	2.9%
16	Welfare service	75 900	51 800	24 100	46.5%
17	Entertainment and representation	1 096	1 035	62	6.0%
TITLE 1	**STAFF**	**24 367 576**	**24 730 422**	**-362 846**	**-1.5%**
20	Rental of buildings and associated costs	2 930 857	2 850 980	79 876	2.8%
21	Information technology	2 885 407	2 497 002	388 405	15.6%
22	Movable property and associated costs	48 397	49 191	-794	-1.6%
23	Operating expenditure	240 115	211 652	28 464	13.4%
24	Postage and telecommunications	105 416	108 276	-2 859	-2.6%
25	Expenditure on formal and other meetings	28 160	3 708	24 452	659.4%
26	Expenditure on Management Board meetings	43 208	29 173	14 035	48.1%
27	Information: acquisition, archiving, production and dissemination	27 550	124 500	-96950	-77.9%
TITLE 2	**BUILDINGS, EQUIPMENT AND SUNDRY OPERATING EXPENDITURE**	**6 309 111**	**5 874 482**	**434 629**	**7.4%**
30	External translation services	12 990 565	14 056 920	-1 066 355	-7.6%
31	Interinstitutional cooperation	797 780	817 800	-20 020	-2.4%
32	Expenditure relating to the eCdT programme	292 684	549 758	-257 074	-46.8%
TITLE 3	**OPERATIONAL EXPENDITURE**	**14 081 029**	**15 424 477**	**-1 343 448**	**-8.7%**
TITLE 10	**RESERVES**	**0**	**0**	**0**	**n/a**
TOTAL BUDGET		**44 757 716**	**46 029 381**	**-1 271 664**	**-2.8%**

Change in budgetary implementation

Description	2018	Implementation 2018	2017	Implementation 2017	% Change
Budget (excluding Title 10)	47 142 100	n/a	49 429 100	n/a	n/a
Commitments entered into	44 757 716	94.9%	46 029 381	93.1%	1.8%
Appropriations cancelled	2 384 384	5.1%	3 399 719	6.9%	-1.8%
Payments made	41 455 513	87.9%	42 214 334	85.4%	2.5%
Appropriations carried over	3 302 204	7.0%	3 815 047	7.7%	-0.7%

Appropriations cancelled – 2018 budget

Appropriations cancelled

- Staff (EUR 1 540 524)
- Buildings, equipment and sundry operational expenditure (EUR 401 939)
- Operational expenditure (EUR 441 921)

65%
17%
19%

D. Budget outturn

	2018	2017	% change
Budget revenue	**41 195 142.01**	**43 886 355.89**	**-6.1%**
Translation	38 806 742.35	41 948 960.47	-7.5%
Terminology	401 400.00	269 100.00	49.2%
Term lists	191 270.00	286 674.50	-33.3%
Interinstitutional cooperation – IATE database	734 002.93	807 354.44	-9.1%
Subtitling	127 428.00	83 558.00	52.5%
Other operating revenues	4 725.00	10 125.00	-53.3%
Revenue from operations	**40 265 568.28**	**43 405 772.41**	**-7.2%**
Financial income	7 795.67	9 202.12	-15.3%
Financial contribution from Luxembourg Government	243 250.00	243 250.00	0.0%
Miscellaneous	678 528.06	228 131.36	197.4%
Budget expenditure	**44 757 716.37**	**46 029 380.77**	**-2.8%**
Title 1 – Staff			
Payments	24 204 000.90	24 473 870.57	-1.1%
Appropriations carried over	163 575.03	256 550.98	-36.2%
Title 2 – Buildings, equipment and miscellaneous operating expenditure			
Payments	5 277 197.37	4 785 212.74	10.3%
Appropriations carried over	1 031 913.66	1 089 269.04	-5.3%
Title 3 – Operational expenditure			
Payments	11 974 314.23	12 955 250.21	-7.6%
Appropriations carried over	2 106 715.18	2 469 227.23	-14.7%
Budget outturn for the financial year	**-3 562 574.36**	**-2 143 024.88**	**66.2%**
Other	**246 919.43**	**318 618.12**	**-22.5%**
Appropriations carried forward and subsequently cancelled	246 930.28	317 986.20	-22.4%
Exchange rate differences	-10.85	631.92	-101.7%
Balance of the outturn account for the financial year	**-3 315 654.93**	**-1 824 406.76**	**81.7%**
Outturn for the previous year	2 115 924.47	-128 218.77	-1750.3%
Allocation to reserves	**554 626.00**	**4 068 550.00**	**-86.4%**
Usage and cancellation of reserve for pricing stability	254 626.00	3 475 550.00	-92.7%
Usage of reserve for exceptional investments (eCdT)	300 000.00	593 000.00	-49.4%
Budget outturn to carry forward	**-645 104.46**	**2 115 924.47**	**-130.5%**

ANNEX III – ORGANISATION CHART ON 31/12/2018

Management Board

Rytis Martikonis
Chairman

Máire Killoran
Director

Director's Assistant

Secretariat

Accounting Section

Translation Department
T. Fontenelle
Head

- External Relations and Communication Section
- Finno-Ugric, Baltic and Slavonic 1 Language Group
- Germanic and Slavonic 2 Language Group
- Romance and Mediterranean Language Group

Translation Support Department
M. Bubnic
Head

- Workflow Management Section
- Business Development and Workflow Support Section
- Interinstitutional IATE Group

Administration Department
S. Miggiano
Head

- Finance Group
- Strategic Planning Section
- Legal Affairs Section
- Facilities and Security Group
- Human Resources Section

IT Department
B. Vitale
Head

- Project Management Office
- Development Section
- Service Desk Section
- IT Infrastructure Section

ANNEX IV – ESTABLISHMENT PLAN OF THE CENTRE

Function groups and grades	Filled on 31.12.2018		Authorised under the budget 2018	
	Permanent posts	Temporary staff	Permanent posts	Temporary posts
AD 16	0	0	0	0
AD 15	0	0	0	0
AD 14	0	1	0	1
AD 13	1	0	1	0
AD 12	6	7	16	10
AD 11	9	3	8	3
AD 10	5	6	6	6
AD 9	5	5	4	11
AD 8	8	15	3	22
AD 7	4	15	5	19
AD 6	2	24	1	16
AD 5	1	12	0	2
Subtotal AD	41	88	44	90
AST 11	0	0	0	0
AST 10	0	0	0	0
AST 9	2	0	5	0
AST 8	2	2	1	2
AST 7	2	2	2	4
AST 6	1	5	1	5
AST 5	1	13	2	18
AST 4	1	12	0	12
AST 3	0	8	0	5
AST 2	0	1	0	0
AST 1	0	0	0	0
Sub-total AST	9	43	11	46
AST/SC 6	0	0	0	0
AST/SC 5	0	0	0	0
AST/SC 4	0	0	0	0
AST/SC 3	0	0	0	0
AST/SC 2	0	2	0	2
AST/SC 1	0	0	0	0
Sub-total AST/SC	0	2	0	2
TOTAL	50	133	55	138
TOTAL STAFF	183		193	

Information on the entry level for each type of post: indicative table

Key functions (examples)	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the bracket if published in brackets)	Indication whether the function is dedicated to administrative support or policy (operations)
CORE FUNCTIONS			
Head of Department Level 2	*Official/TA*	*AD 9 – AD 14*	*Policy (operations) and administration support*
Head of Section/Group Level 3	*Official/TA*	*AD 8 – AD 12*	*Policy (operations)*
Senior Administrator = Senior Linguistic Administrator	*Official/TA/CA*	*AD 8 – AD 12 FG IV*	*Policy (operations)*
Administrator	*Official/TA/CA*	*AD 5 – AD 12 FG IV*	*Policy (operations)*
Linguistic Administrator	*Official/TA/CA*	*AD 5 – AD 12 FG IV*	*Policy (operations)*
Senior Assistant	*Official/TA/CA*	*AST 10 – AST11 FG III*	*Policy (operations)*
Assistant	*Official/TA/CA*	*AST 1 – AST 9 FG II*	*Administration support*
SUPPORT FUNCTIONS			
Head of Administration Level 2	*Official/TA*	*AD 9 – AD 14*	*Administration support*
Head of Human Resources Level 3	*Official/TA*	*AD8 – AD 12*	*Administration support*
Head of Strategic Planning Level 3	*Official/TA*	*AD8 – AD 12*	*Administration support*
Head of External Relations and Communication Level 3	*Official/TA*	*AD8 – AD 12*	*Administration support*
Head of IT Level 2	*Official/TA*	*AD 9 – AD 14*	*Administration support*
Senior Administrator	*Official/TA/CA*	*AD 8 – AD 12 FG IV*	*Administration support*
Administrator	*Official/TA/CA*	*AD 5 – AD 12 FG IV*	*Administration support*
Secretary (taking into consideration the transitional types of post)	*Official/TA/CA*	*AST 1 – AST 9 FG II SC 1 – SC 6*	*Administration support*

Key functions (examples)	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the bracket if published in brackets)	Indication whether the function is dedicated to administrative support or policy (operations)
Assistant	Official/TA/CA	AST 1 – AST 9 FG II	Administration support
Mail Clerk	TA/CA	AST 1 – AST 7 FG I SC 1 – SC 6	Administration support
SPECIAL FUNCTIONS			
Accounting Officer	Official/TA	AD 8 – AD 12	Administration support
Data Protection Officer	Official/TA	AD 5 – AD 12	Administration support
Assistant to the Director	Official/TA/CA	AST 3 – AST 11 FG III	Administration support
Webmaster – Editor	TA/CA	AST 1 – AST 9 FG II	Administration support

Benchmarking against results of previous year

Job Type (sub)category	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)
Administrative support and Coordination (total)	17.9%	18.1%	17.9%	20.0%	20.4%
Administrative Support	17.0%	17.3%	17.1%	19.1%	19.4%
Coordination	0.9%	0.8%	0.8%	0.9%	1%
Operational (total)	5.5%	5.1%	5.4%	5.0%	4.9%
Top Level Operational Coordination	2.0%	2.0%	2.3%	1.6%	1.6%
Programme Management and Implementation	2.6%	2.2%	2.2%	2.3%	1.9%
Evaluation and Impact Assessment	0.0%	0.0%	0.0%	0.0%	0%
General Operational	0.9%	0.9%	0.9%	1.1%	1.4%
Neutral (total)*	76.7%	76.9%	76.7%	75.0%	74.7%
Finance/Control	6.3%	5.8%	5.8%	6.1%	6.3%
Linguistics	70.4%	71.1%	70.9%	68.9%	68.4%

*Linguistic jobs such as translation and interpretation, and all the tasks of financial management, internal control, accounting and internal financial audit are marked as neutral, as agreed by the Heads of Administration of the agencies in October 2014. Neutral (Linguistics) enjoys the same standard as any OPER category. Screening snapshot taken on 31/12/2014 for 2014, on 31/12/2015 for 2015, on 31/12/2016 for 2016, on 31/12/2017 for 2017 and on 31/12/2018 for 2018.

ANNEX V – HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

A. Human and financial resources by activity

Activities	Human resources (*)(**)					Financial resources (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Core activity: translation	66.8%	149	33.2	95.8	20	18 132 748	4 513 784	14 612 600	37 259 132	76.8%
Support activities	21.9%	48.9	11.6	30.3	7	4 982 173	1 575 923	0	6 558 096	13.6%
Management and supervision activities	11.3%	25.1	13.2	10.9	1	3 636 879	982 193	45 000	4 659 572	9.6%
Provisions										
Overall total	100.0%	223	58	137	28	26 751 800	7 071 900	14 653 100	48 476 800	100.0%

(*) Expressed in full-time equivalents (FTE).
(**) Rounded-up figures.

B. Human and financial resources actually used

Activities	Human resources (*)(**)					Financial resources (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Core activity: translation	70.6%	145.6	29.2	97.2	19.1	17 399 607	4 243 260	13 930 959	35 573 826	76.8%
Support activities	19.8%	40.8	9.3	27.5	4	4 040 338	1 396 938	0	5 437 276	13.6%
Management and supervision activities	9.6%	19.7	11.5	8.3	0	2 927 631	668 914	150 070	3 746 615	9.6%
Overall total	100.0%	206.1	50	133	23.1	24 367 576	6 309 112	14 081 029	44 757 717	100.0%

(*) Expressed in full-time equivalents (FTE).
(**) Rounded-up figures.

ANNEX VI – FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

European Parliament resolution of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the Translation Centre for the Bodies of the European Union for the financial year 2016 (2017/2153(DEC)).	Response and measures taken by the Centre
Strongly regrets that the Centre does not yet have a Business Continuity Plan in place according to the Court's comment and thus is not complying with Internal Control Standard 10; urges the Agency to inform the Discharge Authority of further action.	During 2018, the IAS performed a follow-up of the outstanding audit recommendations from the IAS Audit on Business Continuity Management (2012) and concluded that all remaining recommendations have been adequately and effectively implemented and were therefore closed. In its consolidated annual activity report 2017, the Centre's management assessed the compliance and effectiveness of its key controls in relation to the Internal Control Standards. In light of the significant progress made in relation to business continuity, the Centre's management considered that it was compliant with Internal Control Standard No 10 – Business Continuity. The consolidated annual activity report was adopted by the Centre's management board at its meeting in March 2018.
Observes that, according to the establishment plan, 195 posts (out of 197 posts authorised under the Union budget) were occupied in 2016, the same figure as in 2015; notes with concern that, based on the number of posts occupied on 31 December 2016, the gender imbalance was 61.64% female to 38.36% male in 2016, a ratio imbalance of almost two to one; recommends that this imbalance should be addressed and redressed as soon as possible.	The Centre adopted its Equal Opportunities Policy in 2006. Under this decision, the Centre has stated its full commitment to providing equal opportunities for all its employees through its employment practices, policies and procedures. Through the procedures in place at the Centre and the fulfilment of its obligations under the Staff Regulations, the Centre ensures that no employee or job applicant is treated unfairly on the grounds of gender, marital status, age, sexual orientation, disability, ethnicity or religious belief with regard to recruitment and selection, training and development, pay and working conditions, opportunities for career development and promotion. In terms of the gender imbalance noted by the European Parliament, the Centre will do its utmost to try to address this imbalance as much as possible in future recruitment procedures. Whenever candidates of equal merit are proposed for recruitment, the Centre will opt for the male candidate in order to address the gender imbalance.
Stresses that the work-life balance should be part of the staff policy of the Centre; notes that the budget spent on well-being	The Centre has a range of measures in place to facilitate the work-life balance for staff. These measures are incorporated into the Centre's staff policy and include flexitime and teleworking in order to help reconcile the personal and working life of staff. Teleworking was first introduced in 2007 and was accepted as a positive

European Parliament resolution of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the Translation Centre for the Bodies of the European Union for the financial year 2016 (2017/2153(DEC)).	Response and measures taken by the Centre
activities amounts to EUR 13 754; observes that the average number of sick leave days taken per member of staff was 13.04 days in 2016.	practice by staff because it takes into account, among other criteria, the particular family situations of teleworkers. The policy on teleworking was revised in 2018 with the new implementing rules for the EU agencies proposed by the European Commission. Within this framework, the Centre added occasional teleworking to its already established structural teleworking. In addition, the Centre contributes to the budget of the Social Activities Committee of the European Institutions in Luxembourg (CAS). The budget of CAS is used for different social projects, including financing the Foyer européen in Luxembourg. The facilities of the Foyer européen, the Cultural Circle and the Sports Clubs offer a wide choice of artistic, cultural and sports activities to the Centre's staff and contribute to their well-being. As regards the average number of sick leave days taken by staff in 2016, the Centre would like to highlight that two staff members were on long-term sick leave for the whole year and one staff member for more than half of the year during 2016. This resulted in an increased number of sick leave days taken on average per staff. This average should, however, decrease in 2018 since the staff members on long-term sick leave have either left the Centre or have been put on invalidity.
Acknowledges that the Centre's anti-fraud strategy was adopted by its management board in October 2016 and that the Centre will include a chapter regarding transparency, accountability and integrity in its 2017 annual report.	The Centre's consolidated annual activity report 2017 was adopted by its management board in March 2018. Chapter 2 of Part II.A (Management) of the report is entitled 'Transparency, Accountability and Integrity'.
Notes with concern that the Centre opted to publish the declarations of interest without curricula vitae due to management problems associated pertaining to the size of its management board (approximately 130 members and alternate members);	Any decision with regard to the publication of the curricula vitae of management board members would have to be taken by the Centre's management board.

European Parliament resolution of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the Translation Centre for the Bodies of the European Union for the financial year 2016 (2017/2153(DEC)).	Response and measures taken by the Centre
notes that the Director's declaration of interests and curriculum vitae are published on the Centre's website.	
Regrets that the Centre does not make the minutes of its management board meetings public; calls on the Centre to change its policy.	The Centre currently publishes a summary of the decisions taken by its management board on its website.
Strongly regrets however that the Centre does not use impact indicators, outcome indicators or input indicators for its programming documents; notes that the Centre does not perform systematic ex ante assessments for planning and controls, and furthermore calls on the Centre to use systematic ex post evaluations to measure its performance.	Input and output indicators are used in the Centre's work programmes to ensure the required resources for the planned actions and to evaluate whether or not the actions achieved the intended objectives or results. These indicators measure the direct results associated with the actions undertaken by the Centre. While the Centre's Founding Regulation does not include the requirement to be evaluated on a periodic basis, the Centre commissioned a 'Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies' in 2017. The Study includes an evaluation of the Centre's activities in terms of effectiveness, efficiency, relevance, coherence and EU added value. The evaluation framework for the Study was based on the Commission's 'Better Regulation' guidelines and the supporting toolboxes. The completed Study will be presented to the Centre's management board in October 2018. In line with Article 29(5) of the Centre's Financial Regulation of 2 January 2014 and Article 11(3) of the Implementing rules for the Centre's Financial Regulation, the Centre is currently revising the ex ante evaluation of programmes and activities which entail significant spending in line with the guidance provided by the Commission. The ex post evaluation will be subject to revision upon the completion of the ex ante part.
Notes from the Centre that the Commission's Internal Audit Service (IAS) performed a follow-up audit on the Centre's Business Continuity Management and the management of the workflow for translation	During 2018, the IAS performed a follow-up of the outstanding audit recommendations from the IAS Audit on Business Continuity Management (2012) and the IAS Audit on the Management of the Workflow for Translation of Documents (2014) and concluded that all remaining recommendations have been adequately and effectively implemented and were therefore closed.

European Parliament resolution of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the Translation Centre for the Bodies of the European Union for the financial year 2016 (2017/2153(DEC)).	Response and measures taken by the Centre
of documents; observes that all recommendations, except for three, which shall be dealt with in 2017, had been adequately and effectively implemented; notes that significant progress was made with the establishment of the Business Continuity Plans, which partially mitigated the risks identified and therefore downgraded the level of importance of the recommendation from 'very important' to 'important'; notes furthermore that the IAS acknowledged the ongoing development of the new translation workflow management system, eCdT, but considered that several elements still needed to be finalised before that 'important' recommendation could be considered fully implemented; calls on the Centre to report to the Discharge Authority on the implementation of the IAS recommendations.	
Urges the Centre to pursue its efforts to explore innovative language technologies as an aid to its core work; considers that, in developing multilingual terminology sources, such as the IATE database, the	The Centre continues to actively pursue its efforts to explore innovative language technologies as an aid to its core work. At the beginning of 2018, it enhanced its pre-processing of translations by integrating its own translation memories with Euramis, the interinstitutional translation memory, and eTranslation, the interinstitutional machine translation system developed by the Commission. This means that the Centre's in-house translators and external language service providers benefit from four tools (the Centre's own memories,

European Parliament resolution of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the Translation Centre for the Bodies of the European Union for the financial year 2016 (2017/2153(DEC)).	Response and measures taken by the Centre
Centre helps to ensure that all the official languages of the Union keep pace with emerging concepts.	Euramis, eTranslation, and IATE) which aim at guaranteeing better quality and consistency of translations. The Centre is also in the process of creating domain-based machine translation engines which will enhance the quality of machine translation output in specific areas, e.g. public health and intellectual property. With regard to the interinstitutional terminology database, the Centre is developing the IATE 2 database on behalf of its interinstitutional partners. The fully revamped IATE (InterActive Terminology for Europe), using state-of-the-art technologies, will be made available to the EU institutions and the public at the end of 2018.

ANNEX VII – PROCUREMENT

This chart shows the implementation of the amended procurement plan 2018, as adopted by the Centre's management board on 25 October 2018.

		Designation	Contract signature	Results)
core	language services	TERM18: Services of translation/revision of term lists in various fields from EN into DA, GA, NL, RO, SV, IS and NO	n/a	Launched
		GENAFF18: Translation/revision services in the General field from EN into AR, GA, IS, NO, RU and TR	n/a	Not yet launched
		LEG1805SCEN: Translation/revision services in the legal field from EN into BG, CS, DA, EL, ET, FI, GA, HR, HU, IT, LT, LV, MT, NL, PL, PT, RO, SK, SL and SV	n/a	Launched
		TM18 Trade marks (24 calls for tenders)	n/a	Not yet launched
		Japanese revision	Q2 2018	Done
		CAT tool*	n/a	Launched
		Layout and content formatting services	Q4 2018	Done
support	administration	Office furniture: desks, meeting tables, sideboards, cabinets, desk lamps, etc.*	n/a	Launched
		Office supplies*	n/a	Launched
		Agency staff*	Q4 2018	Done
		ABB/ABC/ABM consultancy	Q3 2018	Done
		Management training services with EAS*	n/a	Ongoing
		HR consultancy services*	n/a	Ongoing
		Recovery room for business continuity purposes	Q2 2018	Done
support	ict	SIDE: Software for Innovation, Diversity and Evolution*	Q3 2018	Done
		DIGIT/A3/PO/2017/020(SDC): Solutions for data centres*	n/a	Launched
		PE/ITEC ITS19*	n/a	Launched
(*) Interinstitutional procedure				

ANNEX VIII – KEY INDICATORS AND PARAMETERS

Indicator name	Target 2018	Result 2018		Result 2017	Result 2016	Variance analysis/comments
GENERAL						
A. Translation volumes Number of pages of documents translated, modified and revised and sent to clients	322 973	369 005	🟢	330 251.5	289 401	
Number of pages of EU trade marks translated	441 350	412 834	🔺	442 649.4	457 564	
Number of terms (= 'term list' entries) translated	184 070	47 861	🔴	74 395	196 589	The target is based on clients' forecasts which did not materialise as expected.
Number of minutes of subtitling	1 402	3 127	🟢	2 455	1 219	
B. Clients Rate of on-time delivery of services to clients	>99%	99.2%	🟢	98.8%	98.3%	The Centre's quality steering committee reviewed the reporting related to the on-time delivery of services to clients. As of 2018, EU trade marks and Euroclass/Terminology Maintenance Console terms are also included in this KPI.
CSF return rate (CSF returned/documents delivered)[2]	5%	6%	🟢	4.5%	5.8%	
% of clients met/year	15%	27.7%	🟢	33.8%	26.2%	
C. Interinstitutional cooperation Number of ICTI projects with CdT participation	8	20	🟢	16	19	
FINANCIAL						
A. Planning Variation in number of invoiced pages/initial forecast	0%	-4.8%	🔺	-12.7%	-7.0%	Concerns documents other than trade marks. 95.2% execution of forecast, without taking into account translation memories 108%
Variation in cumulated invoiced revenue/initial annual forecast revenue	0%	-2.1%	🔺	-12.9%	-18.9%	Concerns documents other than trade marks. 97.9% execution of forecast, without taking into account translation memories 108%
Ratio of EU trade marks/total pages invoiced (revenue)	<40%	36.3%	🟢	38.9%	40.05%	
Ratio of cumulated EU trade marks and Community designs/cumulated total invoiced pages (volume)	<60%	57.3%	🟢	61.0%	61.79%	

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[2] The spread of CSFs over the four satisfaction levels is shown in Part 1, Chapter 1, Action 1.6.

Indicator name	Target 2018	Result 2018		Result 2017	Result 2016	Variance analysis/comments
Change in number of invoiced pages per client between years n and n-1	+/-10%	-0.7%	🟢	-2.0%	2.4%	720 402 pages invoiced in 2018
B. Budget – Commitment execution	94%	94.9%	🟢	93.1%	94.1%	
C. Input (resources devoted to ex ante controls to ensure legality and regularity of underlying transactions)						
Staff devoted to each ex ante control	2	2	🟢	2	2	
Financial verifiers	1.8	1.8	🟢	1.8	1.8	
D. Output (level and nature of controls carried out)						
Number of commitments issued	n/a	402	n/a	380	445	
% of commitments verified ex ante	100%	100%	🟢	100%	100%	
Number of payment orders issued	n/a	5 991	n/a	5 905	5 871	
% of payment orders verified ex ante	100%	100%	🟢	100%	100%	
Number of recovery orders issued	n/a	683	n/a	687	687	
% of recovery orders verified ex ante	100%	100%	🟢	100%	100%	

Indicator name	Target 2018	Result 2018		Result 2017	Result 2016	Variance analysis/comments
E. Results of controls (what the controls allowed the Centre to discover/remedy)						
% of technical errors in commitments corrected before authorisation	10%	15.9%	🔺	8.68%	11.5%	During 2018, the Centre faced a major change in its Budgetary Accounting System (ABAC Workflow) and particularly with the introduction of ABAC Contract into the ABAC Workflow. Important changes were made involving several inputs for the financial initiating agents.
% of technical errors in payments corrected before authorisation	1%	0.9%	🟢	0.81%	1.3%	
% of technical errors in recovery orders corrected before authorisation	4%	4.1%	🟢	3.06%	2.5%	
Number of exceptions				7	5	
F. Ex post controls						
Payment orders verified	n/a	333	🟢	341	273	
Errors detected	1.5%	0%	🟢	1.47%	0	
Order forms checked	n/a	252	🟢	247	204	
Order forms with errors detected	1%	0%	🟢	0.47%	0	
G. Payments Late payments to suppliers	48	15	🟢	50	23	
Late payments by clients of CdT invoices	48	57	🔺	76	37	The number of late payment is not within the target, but is better than the previous year.
Average payment of CdT invoices (days)	32	28	🟢	29	27	
Average payment time to suppliers (days)	<30	21	🟢	23	19	

Indicator name	Target 2018	Result 2018		Result 2017	Result 2016	Variance analysis/comments
Staff turnover	7%	5.4%	🟢	4.18%	3.6%	
Gap between needs and skills: % of skills met	3%	3.2%	🔺	2.9%	2.9%	Six persons out of 187 have not yet mastered basic competences.
Core skills possessed by at least two people in each section/group	79%	86.6%	🟢	87.9%	95.3%	
Implementation of the training plan	80%	80.5%	🟢	76.6%	83.5%	
Availability of major applications	99%	99.9%	🟢	99.9%	99.9%	
Number of cases referred to the Ombudsman	<2	0	🟢	0	0	
Number of proceedings brought by contractors or unsuccessful economic operators against the Centre before court	<5	2	🟢	0	0	
Cases referred to OLAF	0	0	🟢	0	0	
Number of cases examined by the Joint Promotion/Reclassification Committee	5	3	🟢	0	0	
% implementation of the Centre's work programme for 2018	85%	82.3%	🟢	88%	79.2%	The implementation rate of 82.3% is calculated based on the initial budget 2018 (see targets for actions 1.1, 1.2, 1.3, 1.4 and 1.5). The implementation rate based on the amending budget 2018 (see targets for actions 1.1, 1.2, 1.3, 1.4 and 1.5) is 82.4%.
	(*) Key to the symbols:					
	🟢 (Green dot): Target achieved according to expectations.					
	🔺 (Amber triangle): Target achieved within limits.					
	🔴 (Red lozenge): Target not achieved or below target.					

ANNEX IX – LIST OF MEMBERS OF THE MANAGEMENT BOARD

INSTITUTION/BODY - MEMBER STATE	COMMON NAME/ ABBREVIATION	FULL MEMBER	ALTERNATE MEMBER
European Commission	Commission	Rytis Martikonis (Chairman)	Christos Ellinides
		Christos Ellinides	José Luis Vega Expósito
European Parliament	EP	Valter Mavrič	Bernadette Ligeti
Council of the EU	Council	Minna Vuorio	Katelijn Serlet
Court of Justice of the EU	CJEU	Thierry Lefèvre	Jurga Haenel
European Central Bank	ECB	Rossana Villani	
European Court of Auditors	ECA	Gailė Dagilienė	José Ortiz Pintor
European Economic and Social Committee	EESC	Anna Redstedt	Eric Lavigne
European Committee of the Regions	CoR	Ineta Strautina	Eric Lavigne
European Investment Bank	EIB	Christl Schraut (1)	Maria Bühler (1)
European Ombudsman	Ombudsman	Alessandro Del Bon	Marjorie Fuchs
European Fisheries Control Agency	EFCA	Niall McHale	Rieke Arndt
European Union Agency for Fundamental Rights	FRA	Friso Roscam Abbing	Nicole Romain
European GNSS Agency	GSA	Olivier Lambinet	David Petrlik
European Union Agency for Network and Information Security	ENISA	Paulo Empadinhas	
European Defence Agency	EDA	Dimitri Nicolaides	Bronislava Ouaki
European Medicines Agency	EMA	Alexios Skarlatos	Monica Buch Garcia
European Chemicals Agency	ECHA	Shay O'Malley	John Wickham
European Border and Coast Guard Agency	Frontex	Sakari Vuorensola	Sabine Kloss-Tullius
European Agency for Safety and Health at Work	EU-OSHA	Andrew Smith	Mónika Azaola
European Maritime Safety Agency	EMSA	Isabel Torné	Steven Dunlop
European Environment Agency	EEA	Katja Rosenbohm	Gülcin Karadeniz
European Research Council Executive Agency	ERCEA	Christos Ellinides	José Luis Vega Expósito
Innovation and Networks Executive Agency	INEA	Christos Ellinides	José Luis Vega Expósito
Education, Audiovisual and Culture Executive Agency	EACEA	Christos Ellinides	José Luis Vega Expósito
Executive Agency for Small and Medium-sized Enterprises	EASME	Christos Ellinides	José Luis Vega Expósito
Research Executive Agency	REA	Christos Ellinides	José Luis Vega Expósito
Consumers, Health, Agriculture and Food Executive Agency	Chafea	Christos Ellinides	José Luis Vega Expósito
European Union Agency for Railways	ERA	Christopher Carr	Salvatore Ricotta (1)
European Food Safety Authority	EFSA	Rory Harrington	James Ramsay
European Asylum Support Office	EASO	Jean-Pierre Schembri	Elaine Obrecht
European Centre for Disease Prevention and Control	ECDC	Karen Aimard	Signe Gilbro
European Centre for the Development of Vocational Training	Cedefop	Corinna Frey	Stéphanie Wehrheim
European Union Satellite Centre	SatCen	Katharina Schön	
European Union Agency for Law Enforcement Training	CEPOL	Roeland Woldhuis	Henrietta Sinkovits
Shift2Rail Joint Undertaking	Shift2Rail	Carlo M. Borghini	Vincent Declerfayt
Eurojust	Eurojust	Vincent Jamin	
European Training Foundation	ETF	Alastair Macphail	
European Foundation for the Improvement of Living and Working Conditions	Eurofound	Fiachra Ó Marcaigh (1)	Mary McCaughey

Institution/body - Member State	Common name/ Abbreviation	Full Member	Alternate Member
European Institute of Innovation and Technology	EIT	Jari Ahola	
European Institute for Gender Equality	EIGE	Jane Shreckengost	
European Monitoring Centre for Drugs and Drug Addiction	EMCDDA	Rosemary de Sousa	Marie-Christine Ashby
Community Plant Variety Office	CPVO	Martin Ekvad	Carlos Godinho
European Union Intellectual Property Office	EUIPO	Andrea di Carlo	Dimitris Botis
European Union Agency for Law Enforcement Cooperation	Europol	Alfredo Nunzi	
Belgium		Colette Taquet	Bernard Latour
Bulgaria		(1)	
Czech Republic		Pavla Bálková Koppová	
Denmark		Christel Ann-Sophie Maertens	
Germany		Jan Dopheide	Angela Göritz
Estonia		Pille Vinkel	
Ireland		Eamonn Mac Aodha	Derek Lambe
Greece		(1)	
Spain		Carmen Roman Riechmann	Pablo Rupérez Pascualena
France		Caroline Monvoisin	Michele Ferrari
Croatia		Miljenka Prohaska Kragović	Saša Cimeša
Italy		Vincenzo Spinelli	Mirko Costa
Cyprus		Natassa Avraamides-Haratsi	
Latvia		Māris Baltiņš	Kārlis Bitenieks
Lithuania		Kristina Baubinaité	Ingrida Bačiulienė
Luxembourg		Gaston Stronck	Yasuko Muller
Hungary		Endre Gáspár	
Malta		Adrian Tonna	
Netherlands		(1)	Teresa Morris-Drew
Austria		Philip Bittner	
Poland		Joanna Rytel	Dominik Jankowski
Portugal		Maria João Furtado	
Romania		Gabriela Drăgan	
Slovenia		Darja Erbič	Nina Skočajić-Juvan
Slovakia		Mária Krošláková	Štefan Grman
Finland		Rauno Lämsä	Panu Kukkonen
Sweden		Magnus Lärke	Jeffrey Ganellen
United Kingdom		(2)	

(1) APPOINTMENT IN PROGRESS

(2) NO NOMINATION

Figure: Gender and nationality breakdown of the management board members
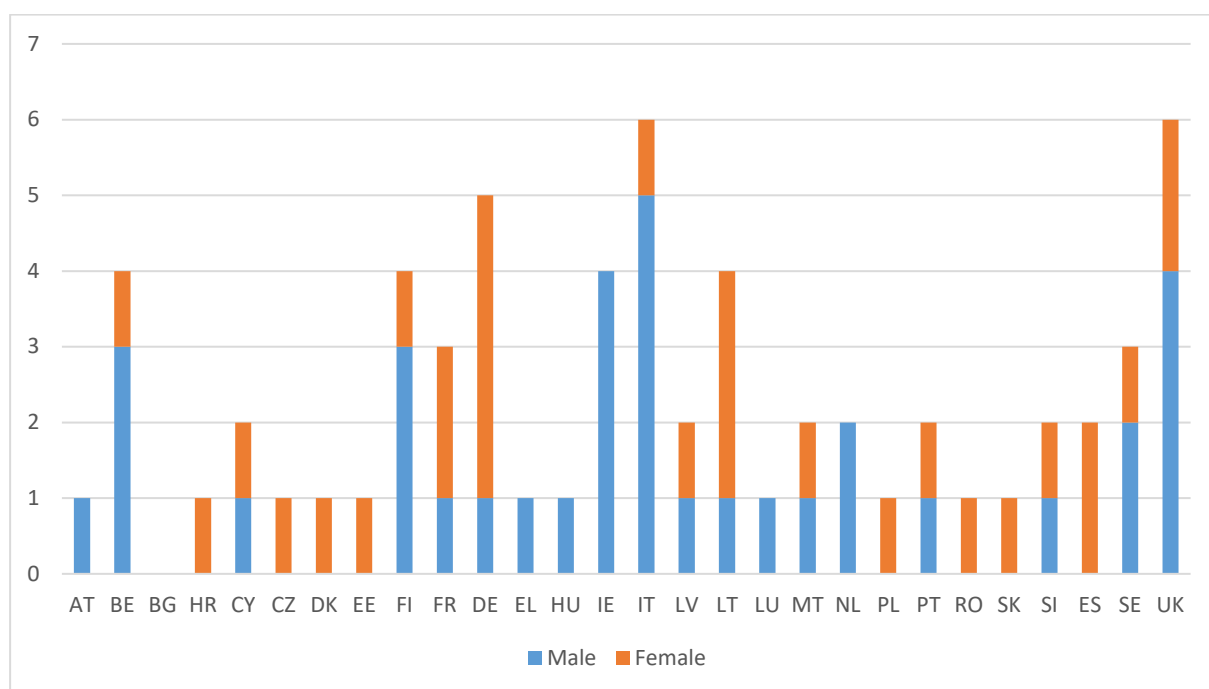
ANNEX X – LIST OF CLIENTS

Common name/Abbreviation	Agencies/Bodies/Offices/Institutions
ACER	Agency for the Cooperation of Energy Regulators
BBI JU	Bio-based Industries Joint Undertaking
BEREC Office	Office of the Body of European Regulators for Electronic Communications
DG EMPL	European Commission Directorate-General Employment, Social Affairs and Inclusion
Cedefop	European Centre for the Development of Vocational Training
CEPOL	European Union Agency for Law Enforcement Training
Chafea	Consumers, Health, Agriculture and Food Executive Agency
CJEU	Court of Justice of the European Union
Council	Council of the European Union
CoR	Committee of the Regions of the European Union
CPVO	Community Plant Variety Office
Clean Sky 2 JU	Clean Sky 2 Joint Undertaking
DG JUST	European Commission Directorate-General for Justice and Consumers
DGT	European Commission Directorate-General for Translation
EACEA	Education, Audiovisual and Culture Executive Agency
EASA	European Aviation Safety Agency
EASME	Executive Agency for Small and Medium-sized Enterprises
EASO	European Asylum Support Office
EBA	European Banking Authority
ECA	European Court of Auditors
ECB	European Central Bank
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
ECSEL JU	Electronic Components and Systems for European Leadership Joint Undertaking
EDA	European Defence Agency
EDPS	European Data Protection Supervisor
EEA	European Environment Agency
EEL2	European School Luxembourg II
EESC	European Economic and Social Committee
EFCA	European Fisheries Control Agency
EFSA	European Food Safety Authority
EIB	European Investment Bank
EIGE	European Institute for Gender Equality
EIOPA	European Insurance and Occupational Pensions Authority

Common name/Abbreviation	Agencies/Bodies/Offices/Institutions
EIT	European Institute of Innovation and Technology
EMA	European Medicines Agency
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMSA	European Maritime Safety Agency
ENISA	European Union Agency for Network and Information Security
EP – DG TRAD	European Parliament
ERA	European Union Agency for Railways
ERCEA	European Research Council Executive Agency
ESMA	European Securities and Markets Authority
ETF	European Training Foundation
EUIPO	European Union Intellectual Property Office (formerly OHIM)
eu-LISA	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice
EU-OSHA	European Agency for Safety and Health at Work
Eurofound	European Foundation for the Improvement of Living and Working Conditions
Eurojust	European Union's Judicial Cooperation Unit
Europol	European Police Office
F4E JU	Fusion for Energy Joint Undertaking
FCH 2 JU	Fuel Cells and Hydrogen 2 Joint Undertaking
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
GSA	European Global Navigation Satellite Systems Agency
IMI 2 JU	Innovative Medicines Initiative 2 Joint Undertaking
INEA	Innovation and Networks Executive Agency
MAOC (N)	Maritime Analysis and Operation Centre (Narcotics)
Ombudsman	European Ombudsman
OSGES	Office of the Secretary General of the European Schools
REA	Research Executive Agency
SatCen	European Union Satellite Centre
S2R JU	Shift2Rail Joint Undertaking
SESAR JU	SESAR Joint Undertaking
SRB	Single Resolution Board

AACC	Authority authorised to conclude contracts of employment
ABC/ABB/ABM	Activity Based Costing/Activity Based Budgeting/Activity Based Management
ABAC	Accounting system of the European Commission
AD	Administrator
ADR	Alternative dispute resolution
AST	Assistant
AST/SC	Secretarial staff
BCMS	Business Continuity Management System
BIA	Business impact analysis
BPM	Business Process Management
CA	Contract staff
CAT	Computer-Assisted Translation
CATE	Computer-Assisted Translation Environment
CdT	Centre de traduction (Translation Centre for the Bodies of the European Union)
CEOS	Conditions of employment of other servants of the European Union
CMS	Content Management System
CRM	Client Relationship Management
DIGIT	Directorate-General for Informatics
DG JUST	Directorate-General for Justice and Consumers
DGT	Directorate-General for Translation
eCdT	Translation Centre's programme for management of the translation workflow
EEA	European Economic Area
EFQM	European Foundation for Quality Management
EFTA	European Free Trade Association
EMAS	Eco-Management and Audit Scheme
EP	European Parliament
EPQC	*Ex post* quality check
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
EU	European Union
EUIPO	European Union Intellectual Property Office
EUR	Euro (currency)
EUTM	European Union trade mark
FFR	Framework Financial Regulation
FG	Function Group
FTE	Full-time equivalent
GIP	General Implementing Provisions
HR	Human Resources
IAMLADP	International Annual Meeting on Language Arrangements, Documentation and Publications
IAS	Internal Audit Service
IATE	Inter-Active Terminology for Europe
ICS	Internal Control Standard
ICT	Information and communications technology
ICTI	Interinstitutional Committee for Translation and Interpretation

i2 LTW	Interinstitutional Language Technology Watch Network
IMG	Interinstitutional IATE Management Group
ISO	International Organisation for Standardisation
IT	Information technology
JIAMCATT	International Annual Meeting on Computer-Assisted Translation and Terminology
JTV	Joint Training Venture
JU	Joint Undertaking
KPI	Key Performance Indicator
MB	Management Board
MCM	Multilingual Communications Management
MIPS	Missions Integrated Processing System
MSPP	Multiannual Staff Policy Plan
MT	Machine translation
MT@EC	Machine translation system of the European Commission
N/A	'Not applicable' or 'not available' (depending on context)
ODR	Online dispute resolution
OIB	Office for Infrastructure and Logistics in Brussels
OIL	Office for Infrastructure and Logistics in Luxembourg
PID	Project Initiation Document
PMO	Project Management Office
RA	Risk assessment
SDL Studio	SDL Trados Studio
SKPI	Strategic Key Performance Indicator
SNE	Seconded national experts
SR	Staff Regulations of Officials of the European Union
SSC	Single safety certificate
SSP	Structural service providers
SYSPER	Human resources information system of the European Commission
TA	Temporary staff
TQM	Total Quality Management
VAT	Value added tax

ANNEX XII - FINAL ACCOUNTS OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION FOR THE FINANCIAL YEAR 2018

This publication of the Translation Centre for the Bodies of the European Union is available on its website: http://cdt.europa.eu.