Annual Activity Report

2014

DG Translation

Authorising Officer by Delegation: Valter MAVRI

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Directorate-General for Translation
Director-General *(acting)*

Luxembourg,
D(2015)3233

Annual Activity Report
1 January – 31 December 2014

DIRECTORATE-GENERAL FOR TRANSLATION
DELEGATED AUTHORISING OFFICER: VALTER MAVRI

0.   SUMMARY OF BUDGET EXECUTION

Code	Appropriation type	€or %
	Appropriations 2014	
A	Initial appropriations	10.739.000
B	Final appropriations	9.880.300
C	Commitments	8.749.867
D	Commitments in % of final appropriations	89%
E	Payments	6.052.966
F	Payments in % of commitments	69%
G	Cancellations of 2014 final appropriations	1.130.433
H	Cancellations of 2014 final appropriations in % of final appropriations 2014	11%
	Appropriations carried over (automatic and non-automatic carryovers) from 2014 to 2015	
I	Automatic carryovers from 2014 to 2015	2.696.900
J	Automatic carryovers from 2014 to 2015 in % of commitments	31%
K	Non-automatic carryovers from 2014 to 2015	0
L	Non-automatic carryovers from 2014 to 2015 in % of final appropriations	0,00%
	Appropriations carried over (automatic and non-automatic carryovers) from 2013 to 2014	
M	Automatic carryovers from 2013 to 2014	4.093.290
N	Payments against automatic carryovers from 2013 to 2014	4.028.288
O	Payments against automatic carryovers from 2013 to 2014 in % of automatic carryovers from 2013 to 2014	98%
P	Cancellations of automatic carryovers from 2014 to 2015	65.002

Code	Appropriation type	€or %
Q	Cancellations of automatic carryovers from 2014 to 2015 in % of automatic carryovers from 2012 to 2013	2%
R	Non-automatic carryovers from 2013 to 2014	0
S	Payments of non-automatic carryovers from 2013 to 2014	0
T	Payments against non-automatic carryovers from 2013 to 2014 in % of non-automatic carryovers from 2013 to 2014	0%
U	Cancellations of non-automatic carryovers from 2014 to 2015	0
V	Cancellations of non-automatic carryovers from 2014 to 2015 in % of non-automatic carryovers from 2014 to 2015	0%
	Assigned revenue in 2014	
W	Appropriations from assigned revenue in 2014 (current)	69.506
X	Assigned revenue carried over to 2014	112.224
Y	Commitments on assigned revenue carried over to 2014	21.591
Z	Payments in 2014 against appropriations from assigned revenue (current and carried-over)	44.964
AA	Payments in 2014 against assigned revenue in % of assigned revenue in 2014 (current and carried-over)	22%

1. OBJECTIVES

1.1. Objectives of the Directorate-General

The Administrative Work Programme 2012-2014 defined a series of **specific objectives** for the Directorate-General as follows:

I.   Implementation of the harmonisation of working methods
This project covers:
- an action plan providing for the establishment of a harmonised approach in all language units to the workflow: work allocation, quality control, use of IT tools, terminology, role of translation assistants;
- the introduction of best practices throughout the DG.

II.   Mapping the business processes used in translation
This project aims at:
- establishing a global view of how the DG uses its skills and resources;
- drawing up a comprehensive map of processes and tools to ensure continuous quality improvement;
- identifying which documents should be translated.

III.   IT-related priorities
This project aims to continue the development and dissemination of IT Tools facilitating the translation process. The project covers:
- Fluid+: development of the new workflow management tool for external translation and integration of this tool with Gepro+ and T-Flow;

- Integrated Translators' Desktop in the framework of e-Parliament: reduction of the number of applications/tools used by translators and centralisation in one application of the access to the harmonised workflow;
- development of an EP machine translation strategy in the context of the inter-institutional project.

IV.   Implementation of the Editing Unit
This project covers:
- an analysis of the scope and staffing levels of this unit, to comprise editors of English mother tongue and possibly a small number of German and French-speaking colleagues;
- training for colleagues assigned to this unit.

V.   Outsourcing
This project covers:
- a further detailed analysis of the types of documents that can be outsourced;
- replacing the obsolete E-step application by a state-of-the-art dedicated space for external translators, to be hosted on Europarl;
- a detailed analysis of the possibility of selecting individual freelance translators.

VI.   Client relations
This project covers:
- periodic client satisfaction surveys addressed both to MEPs and to staff, evaluation of the results and necessary action;
- improving mutual understanding: specific, in-depth training on the different aspects of committee work, plenary proceedings and the handling of legislative texts;
- the intensification of contacts with all clients with a view also to fine-tuning advance information on translation requests.

The Administrative Work Programme continues with the new Parliamentary Project Portfolio (PPP) 2014-2016. The Directorate-General for Translation participates in the PPP 2014-2016 with 5 projects:

–	PPP Project 80	Implementation of state-of-the-art CAT (Computer Assisted Translation) tools with the support of business process management
–	PPP Project 81	Optimisation of the workflow and outsourcing processes
–	PPP Project 123	Teleworking extended to non-linguists in DG TRAD
–	PPP Project 82	Rethinking the management of translation demand in the EP
–	PPP Project 83	Quality in resource-efficient translation

1.2.   Evaluation of the feasibility and the potential associated risks

The **evaluation of associated risks** covers all main activities and related objectives for the Directorate General. Four main risk areas have been identified whose nature could jeopardise the realisation of major strategic objectives in the areas of quality, workforce, IT environment and financial resources, as documented in the DG's Risk Register.

During the course of 2013 a number of potential associated risks were identified, such as very high and unpredictable workload, verification time spent on documents covered by the Code of Conduct, linguistic reliability of source documents, dependency on external translation contractors and on information technology.

This risk assessment has not changed in 2014. At the beginning of 2015 a management workshop will be held with the European Parliament's new Risk Manager to re-examine the risk register and to raise awareness on risk management in general, integrating it in the decision making process of each and every manager of DG TRAD.

Title: Handling very high and unpredictable workload
Objectives: I, III, V
Classification of risk: High

During 2014 DG TRAD has produced an **output** of about 1,4 million translated pages. This is a decrease of 41% compared to 2013. The decrease is due to the lower demand from the second quarter onwards. This is the recurring consequence of the early post-election period and the beginning of the legislature as well as the end of legislative activities of the European Commission pending the appointment of the new Commission in November. The first quarter of 2014, however, still showed an increase compared to the first quarter of 2013, especially due to the month January which showed a very high output, the second highest monthly output ever (after October 2012).

In terms of volume of translated pages by document type, the most significant drops concern the main legislative document types, namely amendments (-515.000 pages), final reports (-238.000 pages), draft reports (-129.000 pages), final opinions (-77.000 pages) and draft opinions (-58.000 pages). Increases can however be noted for non-legislative document types such as the Miscellaneous documents (+62.000 pages), titles (+55.000 pages), summary of petitions (+15.000 pages) and communication to members (+8.000 pages).

The lower overall output has also an effect on the level of outsourcing, which decreased to 22% (compared to 29% in 2013). January 2014 is, however, an exception in this period. Due to its very high output, also the externalisation rate peaked at 48%. Decrease in outsourcing is observed as of February on. The annual average outsourcing rate in 2014 is 22,1%.

Monitoring the internal output versus the internal capacity, the corresponding key performance indicator (KPI) shows a value of 67% for 2014 (or an underproduction of 33% of the available internal capacity). The monthly values for this KPI are shown below in section 2.4.4 (KPI 5). January and February are still characterised by a high overproduction. The decrease is observed with the end of the legislative period in April 2014.

The number of translated pages linked to the ordinary legislative procedure (translation code: COD) for 2014 dropped to a low level of 408.000 pages (compared to the 1.039.000 pages for 2013). This result is expected, considering the high drop in the number of legislative document types. Although this is considerably lower compared to 2013 and also 2012, it is still higher compared to 2010 and 2011. The translation service will continue to monitor the impact of the **Lisbon Treaty** on DG TRAD's workload.

Title: Handling tight deadlines while depending on the punctuality of other services
Objective: I
Classification of risk: high

Performance regarding verification time, not executed by DG TRAD, is still a concern. During 2014, less than 46% of the COD verifications were delivered within the deadline of one day, as foreseen in the **Code of Conduct on Multilingualism**, which in turn significantly reduced the time left for translation. Given that in the vast majority of cases the translation services are required to deliver translations within a fixed deadline, this reduction in translation time has had an inevitable negative impact on the quality of final texts. Nevertheless, it is an improvement compared to 2013, when only about 37% of the COD verifications were delivered within one day.

With regard to the verification of INI files, the performance is much better and is being monitored in a dedicated report. The Editing Unit, which handles most of those documents (about 90% of the volume is written in English), is clearly showing its benefits in the verification of these files. During 2014, about three quarters (74%) of the INI texts were verified within one day. The vast majority (89%) were, however, treated within 1,5 working days.

Title: Handling the linguistic reliability of source documents
Objective: IV
Classification of risk: low

The Editing Unit is fully operational. The editing of parliamentary questions, session resolutions and amendments, and own-initiative texts (reports and opinions) is carried out successfully and in a timely manner. In addition to the editing of numerous other types of text following the launch of editing on request in July 2012 and telephone help-line, regular publicising of the service has increased the number of users. A set of statistical reports has been created to monitor the efficiency of the Editing Unit's work. Finally, the recently created Quality Coordination Service also contributes to the linguistic reliability of source documents.

Title: Dependency on external translation contractors
Objective: V
Classification of risk: low to medium

In March 2014 the first ranking **contractor for translation into Croatian** visited DG TRAD and a meeting was held with the ETU and the Croatian Translation Unit. The quality of external translation into Croatian has continued to improve thanks, in part, to the close cooperation between the main contractors and the Croatian Translation Unit through regular linguistic updates. However, the contracts still do not cover the Spanish and Italian languages, which have occasionally entailed the need to employ English pivot resources.

The **English Translation Unit** built further on the good relations established with its **new contractor** at the end of 2013, in particular by establishing a systematic and thereafter ad hoc document review procedure going above and beyond the formal assessments, with the sole aim of further guiding the contractor with regard to Parliament's style, formatting and technical requirements. The results have been positive and relations and performance continue to be good.

For **external translation into Russian** a special workflow was introduced in 2013, which includes a quality check by Russian-speaking translators in the Lithuanian translation unit (pages revised in 2014: 134,68; pages translated: 0,81).

A less formal, but equally successful cooperation, for the revision and quality control of **external translation into Arabic** has existed for some time already, thanks to the good will of the individual translators concerned from the Hungarian and English translation units. An initiative was launched in December 2013 and continued in 2014, between the ETU and the Planning Unit, to try to identify more in-house translators with the necessary specific knowledge who would be willing to participate in the revision and quality control of outsourced translations into other non-official EU languages.

Title: Dependency on information technology
Objective: III
Classification of risk: high

During the **migration to SDL Studio**, the existing architecture has been used in order to generate centrally all the translation projects, both for SDL Studio (the new Computer Assisted Translation (CAT) tool) and for Translation Work Bench (the previous CAT tool). This double production created instability of the automation application (SPA) and made it vulnerable. With the collaboration of DG ITEC, a consolidation process of this application has started while preparing a refactored application (SPA+) using the EP standards. A first set of technical improvements has successfully been put in production before the December session, which made it possible to deal with the normal production workload.

Following the approval of the Business Case, a new project called EXTRA (EXTernal Remote Access) started by the impact analysis on CAT4TRAD and Fluid+ as well on the global IT architecture, of opening the two applications to the external translators. A new directory will be put in place by DG ITEC in 2015 to manage all the external users of the EP applications.

A new project called SIRIUS started by analysing the needs in terms of metadata management, search and full text search and visualisation of the found documents in their procedure context. At the end of 2014, a

new database and services to exploit it has been set up in pre-production (connection with Gepro+) as well as a major part of the users' needs analysis.

The Fluid+ project started late 2013 and focused in 2014 on the contract management part. As this application will have a number of major areas of dependence on the new FMS/SAP project of DG FINS in order to minimize the risk linked to connection with FMS/SAP software, the chosen architecture is SOA (service oriented architecture). The Agile approach applied will permit to deliver the Contract module by mid-2015. The development will continue with the Placement module and the financial functionalities heavily related to FMS/SAP project in 2015 and 2016.

Due to SPA instability, the **CAT4TRAD deployment** has been delayed to the first half of 2015. The immediate consequence is that the committee amendments have to be translated with Studio (as foreseen in the fall back procedure) and some costly customisation of Studio was necessary to ease the translation of such documents. However, the progressive approach for the deployment of Studio permitted to customize the tool (plugins) in order to adapt the functionalities to the needs (two columns documents, automatic formatting, over the shoulder, etc.).

Other associated risks:

Difficulties of providing sufficient language cover for Irish and Croatian.
Classification of risk: low

Derogations under Rule 147 of Parliament's Rules of Procedure with respect to Irish and Croatian have been extended, for the time being, until the end of the current parliamentary term.

2. EVALUATION OF RESULTS OF OPERATIONS IN RELATION TO THE OBJECTIVES – USE OF RESOURCES

2.1. Environment of the Directorate-General

The agreement with the Council on a **work-sharing scheme** for dealing with first-reading procedures, implemented as of April 2012, is resulting in savings in both time and effort for Parliament's language units, whilst ensuring compliance with Article 294(4) of the Treaty on the Functioning of the European Union (TFEU). This principle of work-sharing has also been applied to translation into Croatian of the Commission documents which are required for the ordinary legislative procedures. The procedural changes to the workflow introduced by the amendments to Rules 70-70a of the Rules of Procedure in December 2012 may affect the already established work-sharing scheme by increasing the EP's share of the work *(AWP objectives I & VI)*.

Following the transfer of all **quality-related tasks** to the Multilingualism and External Relations Unit on 1 January 2014 a new Quality Coordination Service was created in this unit on 1 April 2014. This service is responsible for handling all complaints and feedback on both translations and originals, as well as the coordination of DG Translation's quality initiatives. The first priorities of the service have been the establishment of efficient working procedures, based on the business analysis and modelling of quality feedback management processes, testing and analysing of an IT-tool allowing better tracking of issues and awareness-raising both among translation units and the clients outside DG.

The **Harmonisation of Working Methods project** was created to respond to the values and expectations of all staff members in DG TRAD and to help them feel closer to the core business of the EP and in particular to help them prepare quality legislation that is drafted, discussed, voted and adopted in all official languages of the EU. In its process of harmonisation of the working methods in all units based on the thematic structure of our institution, Directorate B proceeded with the implementation of its action plan devised in 2013. At the beginning of 2014, all Policy Sector Correspondents had started organising weekly meetings with their respective thematic groups in order to place stronger focus on teamwork and knowledge-sharing as part of the achievement of the objectives of the harmonisation project. Workshops on teamwork and knowledge-sharing for the Policy Sector Correspondents and the Client Liaison Officers of each thematic group were held in

September 2014 after a consultation on their own needs and further actions. The File Coordinators appointed for specific legislative files and projects (House of European History, Members' biographies, Parlamentarium) continued, in close contact with the Client Liaison Officers, reporting back to fellow translators on a collaborative platform. The development of a new collaborative platform, better adapted to the needs of translators, and in particular the Policy Sector Correspondents, the Client Liaison Officers and the File Coordinators started after the drafting of a Business Case.

Furthermore, a Working Group on the Role of Translation Assistants in the context of the migration to SDL Studio was set up in order to increase the focus on harmonisation of working methods also for translation assistants. The business analysis of pre- and post-processing processes to be finalised in February 2015, will contribute to the Harmonisation of Working Methods project. With the general tendency to automate more and more steps of pre- and post-treatment it becomes particularly important that those processes be unified and harmonised as far as possible across the language units and document types. It becomes even more crucial in the light of the launch of new computer assisted translation (CAT) tools in DG TRAD - SDL Studio, CAT4TRAD and Machine Translation (MT) which may imply the establishment of new working methods *(AWP objective I)*.

DG TRAD was the pilot DG for the implementation of one of the three **talent management programmes** initiated by DG PERS, the Key Specialists Programme. In the framework of this programme seven Key Specialists worked on their growth assignments, adding value to the DG's core business with their personal efforts, building on their specialist know-how. Most of these projects have the potential to impact directly the Harmonisation of Working Methods project by identifying and disseminating best practices over the DG *(AWP objective I)*. The DG TRAD coordinator of the programme provided detailed feedback to Professional Training to take into account when rolling out the programme to other directorates-general.

The **Learning Visits Program** continued in 2014 and has been extended beyond the initial units (Planning, PreTrad, External translation and Language unit) to the Terminology Coordination unit. Following the visits participants gain a better understanding of the workflow as a whole in the DG and of the challanges faced by the colleagues upstream and downstream from their unit.

In October 2013, **a Governance Body and a Preparatory Body** were created in the field of **communication strategy**. The role of the Governance Body is to set the framework and define the general guidelines for DG TRAD's communication strategy and policy, and the role of the Preparatory Body is to prepare, implement and follow-up its decisions. Following agreement by the Governance Body about the strategic orientations the Preparatory Body delivered a communication strategy that was adopted by the Governance Body on 30 September 2014. Relevant communication was provided to middle management and subsequently to staff. Mid-October middle managers held an exchange and were invited to provide feedback. Furthermore sessions with staff to allow for their feedback took place in November. The strategy shall be valid for five years and is accompanied by annual action plans. A draft action plan was part of the adopted strategy. The Governance Body approved both the final strategy and a final version of the 2015 action plan on 17 December 2014.

A DG-wide **staff satisfaction survey** was launched at the end of October 2013. In total 748 employees responded to the survey, representing 61% of all DG TRAD employees. While a preliminary report was made available at the beginning of December 2013, a more in-depth analysis was presented in March 2014. It covered a description of the aggregated results, a closer look at significant differences between groups, an assessment of the importance scale and the main findings of the free text contributions for each of the various themes covered by the survey. Based on the analysis of the survey results and input from staff and the Translators' Delegation, five main areas were selected by the Director-General where follow-up actions are necessary: communication, harmonisation of working methods, the quality of our work, workload and staff involvement in decision-making. Communication has been addressed in the context of the new DG TRAD Communication Strategy (see above), while the four other areas are being dealt with by four working groups that have been set up following a call for expression of interest amongst all DG TRAD staff. The main aim of these working groups is to clearly define and analyse the problems and explore their causes and elaborate possible solutions. The four working groups delivered their proposals to DG TRAD's management in December 2014.

A number of working groups have been working in 2014, some of whom have delivered their conclusions at the time of this report:

– **Working Group on working protocols for external translators:** The Working Group submitted its final report on 24 October 2014. It included 'Document Passports' for all document types habitually outsourced as well as a mock-up web page for their proposed publication. Furthermore, it contains a suggestion to transform the group into a permanent body in order to maintain the Document Passports updated. The final report and the associated content have been sent for opinion to all the language units *(AWP objective V)*.

– The **Readable Resolutions Working Party**, tasked with proposing ways to make Parliament's resolutions more readable and user-friendly, submitted its final report in March 2014. A series of proposals was made, including a new citation and recital structure, hyperlinks to the various sections of the resolution, and a more prominent typeface and position for 'the European Parliament' at the beginning of the resolution.

– Working Group on the **Role of Translation Assistants** in the context of the migration to SDL Studio: The mandate of this group was to describe in broad terms the steps in the translation workflow involving SDL Studio which should be dealt with by translation assistants when a translation request arrives in a language unit. This description would take the form of a set of recommendations to the language units on how to achieve the most efficient allocation of tasks. A second phase is foreseen, dedicated to following up these recommendations together with other stakeholders in the translation workflow in DG TRAD's other two directorates and the Quality Coordination Service. The working group's mandate could be extended in the light of further developments in the IT environment and the profile of translation assistants. The group will deliver its first conclusions in January 2015.

The **Minestrone Project** was launched in 2012 to enhance professional and linguistic exchange between units by allowing participants to occupy an office in another unit for six months while they continue to work for their own unit. In 2014, the project was extended to assistants and has benefited to one of them. 17 translators took part in the project in 2014 *(AWP objective I)*. The project has contributed to the improvement of team spirit on the level of the Directorate, and is operated with an aim of zero extra costs in resources for the EP.

The **risk register** continues to be monitored.

2.2. Human resources in the Directorate-General

	Situation as at 01/01/2013	Situation as at 01/01/2014	Staff numbers as at 31/12/2014
Establishment plan posts			
AD	771	763	743
Permanent			696
Temporary			47
AST	441	430	412
Permanent			369
Temporary			43
Total 1	1.212	1.193	1.155
Other staff (FTE estimates)			
Contract staff			30
Seconded national experts			
Agency staff			
Interpreters (ACI)*			
Accredited parliamentary assistants			
Local parliamentary assistants			
Outside staff**			23
Total 2			53
EP total (1+2)			1.208

* Number of days converted into FTEs on the basis of an average of 220 days/year.
** Staff made available to the EP (at the three places of work) under service contracts.

As far as the agreement reached with the Secretary-General regarding staffing levels in the linguistic units is concerned, it can be stated that DG TRAD successfully achieved the planned redeployment of posts. The few AST posts that are still to be deleted have already been earmarked and will be redeployed as soon as their occupants retire.

As all other DGs in the EP, also DG TRAD is concerned by the 5% post reduction required by the new Staff Regulations and has identified a total of 61 posts for the period 2013-2017, of which 15 were deleted in 2014.

As regard the **Croatian Translation Unit,** it can be noted that by 31 December 2014 it is staffed with 11 AD officials, including the Head of Unit and the Quality Coordinator. There are also 14 AD temporary agents, of which 8 are about to be recruited as officials. 11 AST temporary agents are working as translation assistants, tasks for which no competition has yet been planned by EPSO.

From a more general point of view, **DG TRAD** continued to develop a more modern and flexible approach to staff management while complying with relevant existing rules. This is shown, on the one hand, by the increasing number of staff benefiting from temporary placements and loans within the Directorate-General (see item 4.8.) and, on the other hand, by the involvement of DG TRAD's senior management in the New World of Work programme, already applying a matrix-type cooperation

2.3. Budget execution 2014

2.3.1. Final appropriations and initial appropriations

Authorised appropriations in DG TRAD's initial budget for 2014 totalled €10.739.000, representing a decrease of €8.090.000 (-43%) in relation to the initial budget for 2013 totalling €18.829.000.

2105-18: In February 2014, a transfer of €570.000 was carried out from DG ITEC's sub-item 2105-03 to fund the decentralised development of Fluid+.

1422-02: In April 2014, a transfer of €25.000 from sub-item 1422-01 was carried out to cover the costs of planned participation in language fairs, which were higher than initially estimated.

3241-02: In August 2014, a transfer of €100.000 from DG PRES, sub-item 3249-01, was carried out to fund the development of the new SDL Studio tool.

3241: In December 2014, a transfer of €500.000 from item 3244 was carried out to fund the development of an improved version of SPA+ (Safe Working Protocol Automation) application.

2.3.2. Final appropriations and committed appropriations

Final appropriations at 31 December 2014 totalled €9.880.300, where the total commitments entered into amounted to €8.749.867, or 89% of the final appropriations.

The workload prior to the elections in May 2014 proved to be lower than expected and the demand for external translation was lower than the same period in 2013.

Budget line	Possible Deficit (-) / Surplus (+)	Comments
1404-02	+19.000	Lower demand from the translation units for traineeships likely related to the elections.
1404-02	+9.700	Lower demand from the translation units for traineeships
1420-00	+2.000.000	Surplus generated by the lower demand for external translation due to the lower workload.
Total	+2.028.700	

2.3.3. Committed appropriations and payments carried out

Commitments at 31 December 2014 totalled €8.749.867, payments totalled €6.052.966, or 69% of all commitments entered into.

2.3.4. Use of carried-over appropriations 2013-2014

Automatic carryovers to the financial year 2014 totalled €4.093.290. At 31 December 2014 payments made amounted to € 4.028.288, or 98% of carried-over appropriations 2013–2014 for all items of the Directorate-General.

2.3.5. Use of appropriations corresponding to assigned revenue (recettes affectées)

  2.3.5.1   Payment appropriations on assigned revenue
  2.3.5.2   Carried-over appropriations on assigned revenue

Assigned revenue made available in 2014 amounts to €69.506. The assigned revenue carried over from previous years totalled €112.224.

2.3.6. Events likely to have an impact on the budgetary execution or the achievement of the objectives

The newly created Directorate on European Parliamentary Research Service will start sending documents for translation. It is not yet clear what types of documents will be translated, how much will be produced and how flexible the deadlines will be.

In the event the decision adopted on 26 February 2014 extending Rule 147 of Parliament's Rules of Procedure until the end of the eigth parlimentary term is not prolonged, the service could face unexpected additional workload for Irish translations.

Translation on demand of amendments, as mentioned in the European Parliament resolution of 17 April 2014 on Parliament's estimates of revenue and expenditure for the financial year 2015 (2014/2003(BUD), under point 23 "Stresses that in order to address the development of these four areas of activities in a financially responsible manner, the Joint Working Group has identified seven areas where Parliament can improve its efficiency: i) Develop a system of translation on demand by Members of committee amendments, (…)".

Such a measure will have an impact on budget as well as on the organisation of work.

2.4. Results obtained

1. Number of pages produced (internally/externally):
2. Number of pages translated for the CRE:

	Int. Pages	Int. Docs	Ext. Pages	Ext. Docs	Total pages	% Int. Pages	% Ext. Pages	CRE pages	CRE docs	Grand total
Pages produced – 1 January to 31 December 2014
AR			178.86	21	178.86		100,00%			178.86
BG	45.717,11	6.031	14.695,63	936	60.412,75	75,67%	24,33%			60.412,75
CA			31,31	3	31,31		100,00%			31,31
CS	45.691,27	5.822	12.521,66	680	58.212,93	78,49%	21,51%			58.212,93
DA	49.952,69	6.484	9.462,77	278	59.415,45	84,07%	15,93%			59.415,45
DE	68.809,16	10.084	23.147,54	775	91.956,70	74,83%	25,17%	60,57	3	92.017,27
EL	50.430,72	7.621	11.741,99	357	62.172,71	81,11%	18,89%			62.172,71
EN	25.656,23	8.085	18.553,86	3.899	44.210,08	58,03%	41,97%			44.210,08
ES	47.967,83	8.492	16.584,40	1.128	64.552,23	74,31%	25,69%			64.552,23
ET	45.276,51	5.547	9.702,83	300	54.979,34	82,35%	17,65%			54.979,34
FA			4,64	1	4,64		100,00%			4,64
FI	45.716,42	5.471	10.876,03	480	56.592,45	80,78%	19,22%			56.592,45
FR	57.539,78	9.725	16.525,92	786	74.065,70	77,69%	22,31%			74.065,70
GA	6.680,75	675	297,5	51	6.978,25	95,74%	4,26%			6.978,25
HR	46.145,14	5.889	12.339,06	417	58.484,21	78,90%	21,10%			58.484,21
HU	50.043,00	7.112	12.018,83	370	62.061,83	80,63%	19,37%			62.061,83
IT	52.611,80	9.726	13.334,95	1.073	65.946,75	79,78%	20,22%			65.946,75
LT	44.156,99	5.627	13.842,68	806	57.999,67	76,13%	23,87%			57.999,67
LV	46.381,20	6.117	11.797,03	486	58.178,22	79,72%	20,28%			58.178,22
MT	46.148,05	6.653	12.811,40	637	58.959,44	78,27%	21,73%			58.959,44
NL	47.954,18	6.741	13.030,98	499	60.985,16	78,63%	21,37%			60.985,16
PL	51.453,53	7.659	12.489,33	652	63.942,86	80,47%	19,53%			63.942,86
PT	45.775,80	5.832	10.983,06	378	56.758,85	80,65%	19,35%			56.758,85
RO	46.070,12	6.560	13.614,27	689	59.684,39	77,19%	22,81%			59.684,39
RU			71,85	13	71,85		100,00%			71,85
SK	45.492,601	5.973	12.209,52	620	57.702,13	78,84%	21,16%			57.702,13
SL	44.484,83	5.208	10.416,404	360	54.901,28	81,03%	18,97%			54.901,28
SV	45.121,45	5.662	12.734,00	488	57.855,45	77,99%	22,01%			57.855,45
TR			3,46	2	3,46		100,00%			3,46
Total	1.101.277,17	158.796	306.022,55	17.186	1.407.299,73	78,25%	21,75%	60,57	3	1.407.360,29

3. Respect for deadlines by requestors (Code of Conduct - CoC):

2014 monthly % rate of compliance

Jan:	**83,55%**
Feb:	**83,68%**
Mar:	**82,26%**
Apr:	**52,98%**
May:	**n.a.**
Jun:	**100,00%**
Jul:	**50,00%**
Aug:	**92,60%**
Sept:	**63,93%**
Oct:	**78,51%**
Nov:	**82,28%**
Dec:	**59,21%**

Surveying the application of the **Code of Conduct on Multilingualism,** DG TRAD continues to measure the rate of compliance of its clients with regard to respect for the relevant deadlines. In general, the level of compliance remains at the same level of last year, although there were far less legislative documents in the scope of the Code of Conduct. Especially the values for the period April until August are not very representative. It should be added that the Code of Conduct needs to be reviewed to reflect new needs.

4. Key Performance Indicators reports (KPIs):

Four **key performance indicators** (KPIs) are broadly communicated within the DG since September 2010 and a new combined KPI on the 'Outsourcing Score' and 'Internal Output Capacity' has been distributed to the middle management since September 2013. Additionally there were three KPIs only available to senior management (at the level of Director-General and Director).

After a pilot period, all 9 KPIs are distributed since October 2014 to both middle and senior management. To this purpose a new dashboard was created at the level of each linguistic unit. This allows each Head of Unit to compare easily the performance of its unit towards the DG average (by comparing to the DG level dashboard).

The three new KPIs that are now released to middle management are the following:
- KPI Internal Demand Capacity: compares the requested target volume in net pages against the capacity of each linguistic unit (based on the new capacity definition in line with the latest Stability Agreement with the Secretary-General). The target score for this KPI is 100%.
- The Absenteeism KPI: compares the number of sick leave days, certified or uncertified (excluding maternity leave), against the number of working days for all the DG TRAD staff by unit or service in a certain period. Missions, annual leaves, overtime and extra time are not covered by this report. The target is to stay under 5%.
- The Average Page Cost KPI: measures the internal and external page cost for each target language. The KPI is based on the KIAPI inter-institutional cost model. For counting modifications and new text based on a background/reference document (possibly drafted in another EU institution) the size of the segments containing the changes is to be used without applying a coefficient. To estimate the KIAPI page count, Parliament therefore currently gives its net page count for document types that typically return to the translation flow, and its full page count for other document types. An additional measure is applied in the case of amendments in order to completely discount the 'unchanged' left-hand column. Parliament is working on the implementation of a 'third' page count which reflects the logic of the current KIAPI definition: namely to only count the 'changed' segments in all incoming documents, without any weighting factor. There is no specific target set for this KPI. It gives an indication of the trend of the next KIAPI results.

The development team will also look into the possibility of establishing further KPIs (*AWP objectives I, II, V, VI).*

KPI 1 - DG TRAD's compliance with the Code of Conduct when clients breach the Code

Shows the percentage of translations booked out on time for clients breaching the Code of Conduct. This KPI only measures documents in the scope of article 10.1 and 10.2 of the Code of Conduct on Multilingualism. The target for this KPI is minimum 98%.

Month	Internal %	External %
Jan	95,8%	98,2%
Feb	94,3%	99,0%
Mar	97,0%	100,0%
Apr	97,8%	100,0%
May	100,0%	100,0%
Jun	100,0%	100,0%
Jul	97,8%	100,0%
Aug	100,0%	100,0%
Sept	98,3%	100,0%
Oct	96,8%	100,0%
Nov	97,5%	100,0%
Dec	98,1%	100,0%

KPI 2 – Mutual compliance with the Code of Conduct

Shows the percentage of translations booked out on time for clients complying with the Code of Conduct. This KPI only measures documents in the scope of article 10.1 and 10.2 of the Code of Conduct on Multilingualism. The target for this KPI is minimum 98%.

Month	Internal %	External %
Jan	94,8%	98,2%
Feb	95,8%	99,5%
Mar	97,0%	99,8%
Apr	96,1%	100,0%
May	100,0%	100,0%
Jun	100,0%	100,0%
Jul	97,8%	100,0%
Aug	98,9%	100,0%
Sept	97,9%	97,4%
Oct	98,1%	100,0%
Nov	98,7%	98,6%
Dec	98,9%	100,0%

KPI 3 – Late translations

Shows the number of translations booked out after the negotiated deadline in comparison to the total number of translations, taking into account a technical margin of 30 minutes. The target is maximum 5%.

Month	Internal %	External %
Jan	3,8%	2,6%
Feb	3,8%	1,0%
Mar	2,9%	1,6%
Apr	2,7%	1,5%
May	3,9%	1,0%
Jun	3,4%	5,8%
Jul	2,3%	2,6%
Aug	1,4%	5,4%
Sept	3,2%	3,9%
Oct	2,3%	0,6%
Nov	2,0%	1,1%
Dec	1,8%	1,1%

KPI 4 – Output vs. Demand

Compares the booked out translations against the requested target volume (translations with a deadline in the period), in terms of net pages. The purpose is to see whether the output is in balance with the demand. The target is a score within the range of 98% to 102%.

Month	Internal %	External %
Jan	100,2%	100,6%
Feb	99,2%	97,1%
Mar	101,5%	101,4%
Apr	98,3%	113,7%
May	101,5%	92,9%
Jun	102,2%	94,3%
Jul	100,4%	106,2%
Aug	95,7%	85,5%
Sept	99,8%	100,9%
Oct	104,0%	119,3%
Nov	96,0%	87,3%
Dec	102,3%	102,3%

KPI 5 – Internal Output vs. Capacity

Compares the translation output (booked out translations) in net pages against the capacity of each Language unit (LU), defined as the number of staff for each LU times the number of net pages/year. The staff definition includes AD translators and temporary agents on a permanent post, and excludes Heads of Unit. The number of net pages/year is based on the assumption of 199 effective working days and a maximum of 8 net pages/day. The target score for this KPI is 100%.

Month	Internal %
Jan	119,5%
Feb	137,7%
Mar	99,1%
Apr	78,7%
May	36,6%
Jun	33,8%
Jul	38,7%
Aug	28,8%
Sept	71,9%
Oct	56,2%
Nov	55,6%
Dec	45,9%

KPI 6 – Internal Demand vs. Capacity

Compares the requested target volume (translations with a deadline in the period) in net pages against the capacity of each Language Unit (LU), defined as the number of staff for each LU times the number of net pages/year. The staff definition includes AD translators and temporary agents on permanent post, and excludes Heads of Unit. The number of net pages/year is based on the assumption of 199 effective working days and a maximum of 8 net pages/day. The target score for this KPI is 100%.

Month	Internal %
Jan	119,2%
Feb	138,7%
Mar	97,6%
Apr	80,0%
May	36,1%
Jun	33,0%
Jul	38,5%
Aug	30,1%
Sept	72,0%
Oct	54,0%
Nov	57,9%
Dec	44,9%

KPI 7 – Outsourcing Score

Shows the actual outsourcing rate, namely the number of externalised pages out of the total translation output). The yearly outsourcing rate aims to reach an average of 30% but seasonal fluctuations are normal in order to balance the internal workload.

Month	Total %
Jan	45,8%
Feb	20,6%
Mar	17,1%
Apr	14,2%
May	21,8%
Jun	14,8%
Jul	10,6%
Aug	8,1%
Sept	9,9%
Oct	16,1%
Nov	12,5%
Dec	18,4%

KPI 8 – Average Page Cost

Measures the internal and external page cost for each target language. The KPI is based on the KIAPI inter-institutional cost model. There is no specific target set for this KPI. It gives an indication of the trend of the next KIAPI results.

Month	Internal	External
Jan	€93,98	€36,77
Feb	€87,26	€55,45
Mar	€130,89	€84,27
Apr	€158,44	€94,76
May	€259,58	€123,50
Jun	€303,28	€162,35
Jul	€238,54	€143,05
Aug	€313,30	€230,53
Sept	€174,29	€112,28
Oct	€167,56	€95,80
Nov	€191,36	€130,13
Dec	€178.89	€128.84

KPI 9 – Absenteeism

The Absenteeism KPI compares the number of sick leave days, certified or uncertified, against the number of working days by unit or service in a certain period. Missions, annual leaves, overtime and extra time are not covered by this report. The target is maximum 5%.

Month	Internal %
Jan	3,9%
Feb	3,6%
Mar	4,2%
Apr	3,5%
May	3,5%
Jun	3,3%
Jul	3,4%
Aug	3,1%
Sept	3,5%
Oct	3,6%
Nov	4,7%
Dec	4,8%

5. **Quality control of external translation performed until 31 December 2014:**

   1. The number of external translations assessed by the linguistic units: 324
   2. Number of external translations considered unacceptable: 74
   3. Number of warning letters sent concerning all translations: 33
   4. Number of financial penalties (68 for unacceptable quality, 41 for late delivery): 109
   5. Number of meetings taken place with external contractors: 16
   6. Seminars with external contractors: 0

6. **Planning:**

   1. Number of translation requests treated (number of FdRs entered): 27.561

7. **Quality Coordination Service**

7.1. Complaints and feedback

During 2014 the Quality Coordination Service processed a total of 2.823 cases, 879 of which concerned translations and 1.944 originals. In addition, the service handled some general issues related to the translation projects that were on-going (e.g. MEP Portal, PETI Portal, Commissioners hearings, Welcome Pack for new MEPs).

   1. Number of feedback instances concerning translations: 879
   2. Number of feedback instances concerning originals: 1.944

7.2. Central quality control of translation

During the period of this report regular random quality checks were carried out in total on 1.284 samples of translations[1]. Out of these 35 (2.7%) were considered unacceptable.

   1. Number of translation samples evaluated: 1.284
   2. Number of samples considered unacceptable: 35

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[1] September and October checks have not been included here, as the results are still pending. These checks include both internally and externally translated documents.

8. **Human Resources Indicators:**

1. Number of staff recruited:

Staff	Recruited	Renewals
Officials	40	/
Temporary	26	78
Contractual	32	40

2. Percentage of staff benefiting from work-life balance measures (i.e. part-time work, unpaid leave, parental and family leave and teleworking): 69% AD and 68% AST, amongst which 99 staff members from 23 units are teleworkers.

3. Number of temporary placements and loans: 23

4. Number of staff on inter-institutional exchanges: 2

5. Number of calls for expression of interest concerning temporary placements, loans and inter-institutional exchanges: 11

9. **Training and Traineeships Indicators:**

N° of traineeships 2014	Total 2014
Traineeships for university graduates	281
Training placements (traineeships for non-university graduates)	7
N° of professional training courses 2014	**Total 2014**
a) Number of seminars organised by TTU	22
b) Number of training courses for management	69
c) Number of specific training courses	507
d) Cost of missions for external training (only completed courses)	€348.571
e) Use of mission budget for training (only completed courses)	86%
f) Cost of fees for external indiviual courses	€9.484
g) Use of fees for external individual courses	95%
h) Cost of fees for external IT courses	€14.827
i) Use of fees for external IT courses	99%

10. Euramis uploads:

Euramis indicators at 31 December 2014

The total upload figures amounted to 11.840.867 segments, made up of:

EP-Committees:	6.115.783 segments
EP-Standard:	2.252.098 segments
EP-Budget:	590.911 segments
EP-OJPV:	466.336 segments
EP-Basic References:	130.607 segments (aligned and uploaded to replace the earlier versions of documents in the database)
Legis-Process:	2.285.132 segments. This database is shared among the legislative institutions. The share of the EP is calculated on the basis of PreTrad's upload logs

11. Euramis re-use statistics

Potential re-use rates are based on automated, SPA calculations. The actual re-use rates are as calculated by the Planning Unit, either due to page count rules, or due the belated availability of the SPA page count.

Internal Production
1st Quarter 2014
Pages pre-treated by SPA: 86,33%
Potential re-use in the analysed sample: 52,29%
Potential re-use with respect to total internal production: 43,56%
Actual re-use with respect to total internal production: 30,88%

2nd Quarter 2014
Pages pre-treated by SPA: 88,05%
Potential re-use in the analysed sample: 42,90%
Potential re-use with respect to total internal production: 38,01%
Actual re-use with respect to total internal production: 27,78%

3rd Quarter 2014
Pages pre-treated by SPA: 53,12%
Potential re-use in the analysed sample: 33,36%
Potential re-use with respect to total internal production: 16,34%
Actual re-use with respect to total internal production: 12,88%

4th Quarter 2014
Pages pre-treated by SPA: 79,26%
Potential re-use in the analysed sample: 40,32%
Potential re-use with respect to total internal production: 30,66%
Actual re-use with respect to total internal production: 22,70%

External production

1st Quarter 2014
Pages pre-treated by SPA: 98,77%
Potential re-use in the analysed sample: 40,56%
Potential re-use with respect to total outsourced production: 40,32%
Actual re-use with respect to total outsourced production: 32,16%

2nd Quarter 2014
Pages pre-treated by SPA: 98,52%
Potential re-use in the analysed sample: 30,40%
Potential re-use with respect to total outsourced production: 29,29%
Actual re-use with respect to total outsourced production: 26,49%

3rd Quarter 2014
Pages pre-treated by SPA: 99,44%
Potential re-use in the analysed sample: 29,41%
Potential re-use with respect to total outsourced production: 28,21%
Actual re-use with respect to total outsourced production: 24,58%

4th Quarter 2014
Pages pre-treated by SPA: 98,60%
Potential re-use in the analysed sample: 30,86%
Potential re-use with respect to total outsourced production: 28,84%
Actual re-use with respect to total outsourced production: 24,81%

12. Terminology-related indicators

Statistics of the EP's IATE activities (from the interinstitutional IATE Management Group):
All movements in IATE

	Q1	**Q2**	**Q3**	**Q4**	**Total**
Users (Translators)	6.136	11.329	7.384	8.511	33.360
Central team (TermCoord team)	7.492	4.204	6.371	53.837*	71.904
IATE Support & Development team	237	223	369	177	1.006
Total	13.865	15.756	14.124	62.525	106.270

*The major part of these movements comes from batch deletions made after the analysis of old legacy data in the database.

Total searches in internal IATE in the EP:
Q1 947.714
Q2 678.986
Q3 617.990
Q4 856.924

Participation of translators and terminologists in IATE and terminology training:
- Basic training: 35
- Advanced training: 18
- Advanced ECQA terminology manager certification: 7

2.4.1. Additional results obtained linked to AWP - objective III

The **migration of DG TRAD's IT applications** from ITS to the EP Data Centre in accordance with the hosting policy of DG ITEC has been achieved for all applications except TP, FUSE, FULLCAT used by FULLDOC, TRADAGENT and DB ETWIST which will be migrated in the first quarter of 2015.

As Microsoft has officially terminated all support for Windows XP in April 2014, DG TRAD finished successfully the migration to **Windows7** in March 2014.

DG TRAD participates actively in the e-Parliament programme by further developing the translation editor CAT4TRAD, which is being integrated into the e-Parliament suite of applications. The initial version for the translation of committees' agendas has seen regular updates and improvements made since it was first released in July 2012: 6 change requests have been implemented, 59 bugs were corrected in 11 releases in production and 14 in preproduction. A subsequent version for the

translation of committee amendments is currently being worked on and will be made available at the beginning of 2015. As mentioned before, the deployment foreseen for autumn 2014 has been delayed due to the instability of Safe Working Protocol automation application (SPA). Given the success of CAT4TRAD, an analysis is being carried out to deliver new services for improving translation quality.

In 2014 the Business Case for allowing access to CAT4TRAD and Fluid+ by the external translators has been approved. A new project has been launched in close cooperation with DG ITEC which will provide the necessary infrastructure for authentication. The impact analysis has started in October 2014 and will continue until mid-2015. The adaptation of CAT4TRAD and FLUID+ for this specific security aspect will start in 2015.

Resulting from the Inter-institutional call for tenders, the main translation tool, the Translator's Workbench (TWB), was to be replaced with SDL Trados Studio. This has been a considerable effort of the horizontal units (DAS, ITS, PreTrad, Training) and internal trainers from across the directorate-general who coordinated their work to migrate all the translators and assistants in June and July 2014. The preparatory phase started in 2013 with the analysis of the impact on IT systems. In order to keep the same level of service as with the previous translation tool, the creation of the translation projects has been automated, which doubled the SPA production. One day of customized training has been given to all the users by an internal training team composed by colleagues from the horizontal units and by translators. With progressive approach based on document types, the translators started to use Studio instead of the old tool (TWB).

In parallel, the customization of Studio continued with in one hand the development of a wizard called Studio Twist and in the other hand the creation of 9 plugins shared with the other Institutions. In particular, the development of an application called TQA integrated to SDL Studio that will replace the "assessment macro" started in mid-2014. Using the fact that Studio is based on XML, a new plugin called "auto transformer" has been designed by DAS and delivered by SDL in 2014. It corrects linguistic mistakes using rules coming from the quality coordinators of the linguistic units. As from November 2014, this plugin is used in production in two linguistic units.

While analysing the Business needs for the CAT tools, a new concept emerged: a common layer of services for the two CAT tools in order to ensure the coherence of behaviour of the applications and ease the work of the translators. The first component of the layer is FullCat, the translation memory server. Other services will be added in 2015 (foreseen in the IT Plan) to answer the needs in terminology, quality assurance, connexion to the collaborative space and the workflow tools.

The European Commission is providing its Machine Translation Service (MT-service) to participating institutions, including the European Parliament, since July 2013. The MT@EC service is constantly being improved, and development efforts led by the Commission are currently targeted at enhancing quality, usability and accessibility. The latest version of MT@EC now includes EP data, leading to improvements in the quality of the results. The EP is actively contributing to achieving these goals. DG TRAD's MT team is currently working on prototyping a solution based on thematic engines, in view of EP's specific needs. The integration of the Commission's MT service in DG TRAD's workflow has been delayed due to higher priorities especially the impact of the migration to SDL Studio on the SPA application.

The applications Change Advisory Board which had already been in place to monitor coordinate and prioritise issue resolution and requests for change has proven its usefulness. The main goal is to better coordinate the evolutive and corrective maintenance. This effort led to a cycle of continuous improvements and in 2014; for the workflow applications GEPRO+, T-Flow and FLUID a total of 227 developments were delivered by DG ITEC, of which 175 were evolutive and 52 corrective. This was accomplished through 28 releases in production and 45 in preproduction.

The SPA application has been adapted to generate Studio project. In parallel, the evolutive maintenance has implemented 25 change requests and 7 new features, while 83 bugs were corrected including second support which has generated 59 interventions of the development team.

Since May 2012 virtually all outsourced documents are pre-treated. This allows for a precise calculation of the savings in external translation, which amounted to €2.484.762,79 during 2014. The corresponding figure for 2013 was €6.927.706. The decrease is explained by the lower outsourcing levels associated to the end of the parliamentary term.

In order to address the **collaboration and communication needs** of DG TRAD, a Sharepoint pilot project called LYNX was launched with the objective of gathering requirements. The prototyping has started for Directorate B and the first phase has been achieved at the end of 2014, with a working connection to GEPRO+. DG TRAD participates actively in the Sharepoint project with DG ITEC by contributing at the technical level (DAS representatives are members of the "SharePoint excellence centre") and at the governance level (DG TRAD is present in the Sharepoint steering committee). During 2014 DG TRAD participates in an Interinstitutional Working Group to improve the communication between translation services in the Institution by providing the Business Case of the replacement solution of the Elise application. Estimations have been made using a Sharepoint solution.

As regards collaboration and communication in the field of terminology, EP's Terminology Coordination Unit was entrusted by the IATE Management Group with the development, the management and the coordination of the interinstitutional terminology portal, EurTerm, launched in January 2014. During 2014 the portal received approximately 4.000 visits per month.

In terms of DG TRAD's reporting environment, a technical migration has been performed from the previous Business Objects XI R2 environment to the new SAP Business Intelligence 4 platform. A first test migration has been done at the beginning of August. After a testing phase, the final migration has been executed end of October and the universes and reports on the old environment have been deactivated. The development team has done the necessary adjustments in order to ensure the continuity and backward compatibility of all Business Objects reports. At the same time, a new version of the T-flow universe has been released with considerable improvements in terms of data structure and performance.

Finally, several projects aiming at re-writing some applications/modules using more up-to-date technology and thus reinforcing the DGs **IT architecture** as well as a better integration between the IT applications have been started late 2013 and continued through 2014.

3. EVALUATION AND EFFICIENCY OF INTERNAL CONTROLS

The internal control standards in place in DG TRAD are evaluated during the course of every budgetary year in the areas of control environment, performance and risk management, information and communication, control activities, audit and evaluation (*please see detailed evaluation in Annex 6.8.*).

A Bureau decision, dated 16 June 2014, adopted a new set of minimum standards of internal control. Nevertheless, according to DG FINS' recommendations, the old set of standards has been used to ensure coherence throughout the whole period concerned.

The findings of the evaluation of the internal control standards at 31 December 2014 are as follows:

1. Control environment					
1. Ethics and integrity	2. Mission, role and tasks	3. Staff competence	4. Staff performance	5. Sensitive functions	6. Delegation
Degree of achievement: *Achieved* Conclusion and significant results: (*see detailed report Annex 6.8.*)					
2. Performance and risk management					
7. Setting of objectives	8. Multi-annual programme	9. Annual Work Programme	10. Performance control based on objectives and indicators	11. Analysis and risk management	
Degree of achievement: *Achieved* Conclusion and significant results: (*see detailed report Annex 6.8.*)					
3. Information and communication					
12. Ad hoc management information		13. Mail registration and filing systems		14. Reporting of irregularities	
Degree of achievement: *Achieved* Conclusion and significant results: (*see detailed report Annex 6.8.*)					
4. Control Activities					
15. Documentation of procedures	16. Segregation of duties	17. Supervision	18. Recording of exceptions	19. Continuity of operations	
Degree of achievement: *Achieved* Conclusion and significant results: (*see detailed report Annex 6.8.*)					
5. Audit and evaluation					
20. Identification and correction of internal control weaknesses		21. Audit reports	22. Annual review of internal control		
Degree of achievement: *Achieved* Conclusion and significant results: (*see detailed report Annex 6.8.*)					

3.1. Cost-benefit evaluation of internal controls

The successful completion of a cost-benefit analysis of DG TRAD's internal controls depends on the provision of guidance and instructions from the central finance services of the Institution. At 31 December 2014, no such analysis has been carried out in DG TRAD.

An analysis is planned in 2015, in the light of the adoption of the Parliament's new Internal Control Standards.

4. CONCLUSIONS

2014 is a year that covered the last few months of the previous legislative term, a period of elections and the beginning of the eighth legislative term. It is a year of transition, with traditionally a peak in translation workload at the end of the legislative term (which was lower than expected) and a low in translation workload during the elections and at the beginning of the new term.

DG TRAD used this period for numerous initiatives aiming to improve efficiency as well as adapting to modern ways of working. This also was a period ideal for training initiatives and for measuring, analysing and working on the improvement of staff satisfaction.

After a successful migration to Windows 7 at the beginning of the year, DG TRAD invested significant efforts in the customisation and roll-out of SDL, the adaptation and evolutive maintenance of SPA and the development of CAT4TRAD. Close cooperation between IT, training and translation experts is essential in these projects, for which this transitional period was ideal.

Similar broad-range cooperation is needed in the preparation for the next calls for tender for external translation services into all official languages.

Finally extensive efforts went into the thorough follow-up of last year's staff satisfaction survey and the preparation and introduction of the directorate-general's communication strategy, in addition to several working groups aiming to improve the translation services' efficiency and effectiveness:
– Working Group on working protocols for external translators,
– Readable Resolutions Working Party,
– Working Group on the Role of Translation.

5. DECLARATION OF THE DELEGATED AUTHORISING OFFICER

I, the undersigned,

acting Director-General of the Directorate-General for Translation

in my capacity as an authorising officer by delegation for the period 1 November 2014 to 31 December 2014[1] declare by the present that I have reasonable assurance that:

a) the information contained in this report provides a true picture of the situation;
b) the resources allocated to the activities described in this report have been used for the intended purposes and in accordance with the principle of sound financial management;
c) the control procedures established afford the requisite guarantees as to the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as, for example, the results of self-assessment, ex-post controls and remarks by the Internal Audit Service, as well as information derived from the reports of the Court of Auditors on financial years preceding that in which this declaration is made.

Certify that I am not aware of any fact which has not been stated which could damage the interests of the institution.

Done at Luxembourg, on **3 0 JAN. 2015**

Valter MAVRIČ

6. ANNEXES

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[1] Ms Janet PITT was the Authorising Officer by Delegation for DG TRAD for the period 1 January 2014 to 31 October 2014. For this purpose a Specific Activity Report has been drawn up (please see Geda note D(2015)3165).

6.1 Budget execution 2014

6.1 Exécution du budget 2014

6.1.1. *Current appropriations at the end of December – exercise 2014*
Crédits courants à la fin du mois de décembre – exercice 2014

6.1.2. *Appropriations automatically and non-automatically carried-over at the end of December – exercise 2014*
Crédits reportés automatiques et non automatiques à la fin du mois de décembre – exercice 2014

6.1.3. *Appropriations from specific expenditure/assigned revenue (RA) at the end of December – exercise 2014*
Crédits de dépenses spécifiques/recettes affectées (RA) à la fin du mois de décembre – exercice 2014

6.1.4. *Appropriations carried-over from specific expenditure/assigned revenue (RA) at the end of December – exercise 2014*
Crédits reportés de dépenses spécifiques/recettes affectées (RA) à la fin du mois de décembre – exercice 2014

6.1.5. *Revenue at the end of December – exercise 2014*
Recettes à la fin du mois de décembre – exercice 2014

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Soldes des Engag. E.C.	Crédits Disponibles
01...									
014..									
0140.									
01404	STAGES , SUBVENTIONS ET ECHANGES DE FONCTIONNAIRES								
01404-02	STAGES REMUNERES ET NON REMUNERES DE TRADUCTEURS	1.145.000,00	28.700,00-	1.116.300,00	1.116.299,91	100,00	1.096.024,45	20.275,46	0,09
0142.									
01420	SERVICES DE TRADUCTION EXTERNES								
01420-00	SERVICES DE TRADUCTION EXTERNES	7.000.000,00	2.000.000,00-	5.000.000,00	3.892.854,33	77,86	3.225.755,58	667.098,75	1.107.145,67
01422									
01422-01	ACTIONS INTERINSTITUTIONNELLES	349.000,00	25.000,00-	324.000,00	321.086,52	99,10	260.608,04	60.478,48	2.913,48
01422-02	SEMINAIRES, COLLOQUES, ACTIVITES CULTURELLES ET PUBLICATIONS	30.000,00	25.000,00	55.000,00	47.932,73	87,15	33.881,48	14.051,25	7.067,27
	Total Poste 01422	379.000,00	0,00	379.000,00	369.019,25	97,37	294.489,52	74.529,73	9.980,75
	Total Article 0142.	7.379.000,00	2.000.000,00-	5.379.000,00	4.261.873,58	79,23	3.520.245,10	741.628,48	1.117.126,42
	Total Chapitre 014..	8.524.000,00	2.028.700,00-	6.495.300,00	5.378.173,49	82,80	4.616.269,55	761.903,94	1.117.126,51
	Total Titre 01...	8.524.000,00	2.028.700,00-	6.495.300,00	5.378.173,49	82,80	4.616.269,55	761.903,94	1.117.126,51

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Soldes des Engag. E.C.	Crédits Disponibles
02...									
021..									
0210.									
02105									
02105-18	INFORMATIQUE ET TELECOMMUNICATIONS - INVESTISSEMENTS EN PROJETS -TRAD-PROJETS IT DECENTRALISES	0,00	570.000,00	570.000,00	569.861,40	99,98	92.979,06	476.882,34	138,60
	Total Titre 02...	0,00	570.000,00	570.000,00	569.861,40	99,98	92.979,06	476.882,34	138,60

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Soldes des Engag. E.C.	Crédits Disponibles
03...									
032..									
0322.									
03220									
03220-10	ACHATS DE LIVRES, SOUSCRIPTIONS ET AUTRES SUPPORTS DE DOCUMENTATION DESTINES AUX SERVICES LINGUISTIQUES-TRADUCTION ET TERMINOLOGIE	100.000,00	0,00	100.000,00	93.687,75	93,69	76.566,64	17.121,11	6.312,25
0324.	PRODUCTION ET DIFFUSION								
03241	PUBLICATIONS NUMERIQUES ET TRADITIONNELLES								
03241-02	PUB. NUMÉRIQUES ET TRADITIONNELLES: TRADUCTION								
03241-02-01	PUB. NUMÉRIQUES ET TRADITIONNELLES: TRADUCTION- DEVELOPMENT AND APPLICATION SUPPORT	1.900.000,00	586.000,00	2.486.000,00	2.481.786,30	99,83	1.091.789,82	1.389.996,48	4.213,70
03241-02-02	PUB. NUMÉRIQUES ET TRADITIONNELLES: TRADUCTION- INFORMATION TECHNOLOGY AND IT SUPPORT	215.000,00	14.000,00	229.000,00	226.357,71	98,85	175.361,15	50.996,56	2.642,29
	Total Sous-poste 03241-02	2.115.000,00	600.000,00	2.715.000,00	2.708.144,01	99,75	1.267.150,97	1.440.993,04	6.855,99
	Total Chapitre 032..	2.215.000,00	600.000,00	2.815.000,00	2.801.831,76	99,53	1.343.717,61	1.458.114,15	13.168,24
	Total Titre 03...	2.215.000,00	600.000,00	2.815.000,00	2.801.831,76	99,53	1.343.717,61	1.458.114,15	13.168,24
	Total Général	10.739.000,00	858.700,00-	9.880.300,00	8.749.866,65	88,56	6.052.966,22	2.696.900,43	1.130.433,35

Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste à payer	Reliquat de Conversion
01...								
014..								
0140.								
01404	STAGES , SUBVENTIONS ET ECHANGES DE FONCTIONNAIRES							
01404-02	STAGES REMUNERES ET NON REMUNERES DE TRADUCTEURS	31.205,32	31.205,32	31.205,32	23.035,07	73,82	8.170,25	0,00
0142.								
01420								
01420-01	TRADUCTION DU COMPTE-RENDU IN EXTENSO	483,20	483,20	483,20	481,20	99,59	2,00	0,00
01420-02	AUTRES TRADUCTIONS ET DACTYLOGRAPHIES	2.647.717,61	2.647.717,61	2.647.717,61	2.612.324,84	98,66	35.392,77	0,00
	Total Poste 01420	2.648.200,81	2.648.200,81	2.648.200,81	2.612.806,04	98,66	35.394,77	0,00
01422								
01422-01	ACTIONS INTERINSTITUTIONNELLES	337.271,25	337.271,25	337.271,25	336.842,36	99,87	428,89	0,00
01422-02	SEMINAIRES, COLLOQUES, ACTIVITES CULTURELLES ET PUBLICATIONS	3.834,00	3.834,00	3.834,00	3.834,00	*******	0,00	0,00
	Total Poste 01422	341.105,25	341.105,25	341.105,25	340.676,36	99,87	428,89	0,00
	Total Article 0142.	2.989.306,06	2.989.306,06	2.989.306,06	2.953.482,40	98,80	35.823,66	0,00
	Total Chapitre 014..	3.020.511,38	3.020.511,38	3.020.511,38	2.976.517,47	98,54	43.993,91	0,00
	Total Titre 01...	3.020.511,38	3.020.511,38	3.020.511,38	2.976.517,47	98,54	43.993,91	0,00

Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste Ã payer	Reliquat de Conversion
02...								
021..								
0210.								
02102								
02102-10	APPLICATIONS DE LA DG TRADUCTION	851.266,02	851.266,02	851.266,02	835.261,88	98,12	16.004,14	0,00
	Total Titre 02...	851.266,02	851.266,02	851.266,02	835.261,88	98,12	16.004,14	0,00

Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste À payer	Reliquat de Conversion
03...								
032..								
0322.								
03220								
03220-10	ACHATS DE LIVRES, SOUSCRIPTIONS ET AUTRES SUPPORTS DE DOCUMENTATION DESTINES AUX SERVICES LINGUISTIQUES-TRADUCTION ET TERMINOLOGIE	9.239,82	9.239,82	9.239,82	4.235,89	45,84	5.003,93	0,00
0324.	PRODUCTION ET DIFFUSION							
03241	PUBLICATIONS NUMERIQUES ET TRADITIONNELLES							
03241-02	PUB. NUMÉRIQUES ET TRADITIONNELLES: TRADUCTION							
03241-02-01	PUB. NUMÉRIQUES ET TRADITIONNELLES: TRADUCTION- DEVELOPMENT AND APPLICATION SUPPORT	191.364,98	191.364,98	191.364,98	191.364,98	*******	0,00	0,00
03241-02-02	PUB. NUMÉRIQUES ET TRADITIONNELLES: TRADUCTION- INFORMATION TECHNOLOGY AND IT SUPPORT	20.907,86	20.907,86	20.907,86	20.907,80	*******	0,06	0,00
	Total Sous-poste 03241-02	212.272,84	212.272,84	212.272,84	212.272,78	*******	0,06	0,00
	Total Chapitre 032..	221.512,66	221.512,66	221.512,66	216.508,67	97,74	5.003,99	0,00
	Total Titre 03...	221.512,66	221.512,66	221.512,66	216.508,67	97,74	5.003,99	0,00
	Total Général	4.093.290,06	4.093.290,06	4.093.290,06	4.028.288,02	98,41	65.002,04	0,00

Poste	Intitulé	Crédits an.précéd.	Crédits an. cumulés.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Soldes des Engag. E.C.	Crédits Disponibles
01...									
014..									
0140.									
01404	RECETTES AFFECTEES, STAGIAIRES								
01404-00	RECETTES AFFECTEES, STAGIAIRES	0,00	1.132,64	1.132,64	1.132,64	100,00	1.132,64	0,00	0,00
0142.									
01420	RECETTES AFFECTEES TRADUCTION EXTERNE								
01420-00	RECETTES AFFECTEES TRADUCTION EXTERNE	0,00	68.373,60	68.373,60	0,00	0,00	0,00	0,00	68.373,60
	Total Chapitre 014..	0,00	69.506,24	69.506,24	1.132,64	1,63	1.132,64	0,00	68.373,60
	Total Titre 01...	0,00	69.506,24	69.506,24	1.132,64	1,63	1.132,64	0,00	68.373,60
	Total Général	0,00	69.506,24	69.506,24	1.132,64	1,63	1.132,64	0,00	68.373,60

Poste	Intitulã	Crãdits Initiaux	Crãdits Actuels	Engagements Contractãs	Paiements Effectuãs	% Util.	Soldes des Engagements	Crãdits disponibles
01...								
014..								
0142.								
01420	RECETTES AFFECTEES TRADUCTION EXTERNE							
01420-00	RECETTES AFFECTEES TRADUCTION EXTERNE	113.781,94	113.781,94	111.725,59	21.744,88	19,46	89.980,71	2.056,35
01422	RECETTES AFFECTEES - ACTIONS INTERINSTITUTION							
01422-00	RECETTES AFFECTEES - ACTIONS INTERINSTITUTION	498,63	498,63	498,63	498,63	*******	0,00	0,00
	Total Article 0142.	114.280,57	114.280,57	112.224,22	22.243,51	19,82	89.980,71	2.056,35
	Total Titre 01...	114.280,57	114.280,57	112.224,22	22.243,51	19,82	89.980,71	2.056,35
	Total Gãnãral	114.280,57	114.280,57	112.224,22	22.243,51	19,82	89.980,71	2.056,35

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	Paiements Effectués	Soldes des Engag. E.C.	Crédits Disponibles
06...								
066..								
0660.	AUTRES CONTRIBUTIONS ET RESTITUTIONS							
06600								
06600-00								
06600-00-RT	AUTRES CONTRIBUTIONS & RESTITUTIONS AFFECTEES	0,00	0,00	0,00	1,00-	0,00	1,00-	1,00
	Total Titre 06...	0,00	0,00	0,00	1,00-	0,00	1,00-	1,00
	Total Général	0,00	0,00	0,00	1,00-	0,00	1,00-	1,00

6.2. Report on the respect of payment deadlines

6.2 Rapport sur le respect des délais de paiement

Invoices paid from 01/01/2014 to 31/12/2014

Invoices paid		No late- payment interest to be paid	Total
Within the time limit	**Number of invoices**	1.868	1.868
	Total amount of invoices (EUR)	9.053.001,68	9.053.001,68
	Amount of late-payment interests (EUR)		
Number of invoices			1.868
Total amount of invoices (EUR)			9.053.001,68
Amount of late-payment interests(EUR)			

All payement deadlines have been respected in 2014.

6.3. List of exceptions – Derogations from the Regulation

6.3 Liste des exceptions - dérogations à la réglementation

[FR 73.3 RAP 77, RI 8.9, Minimum Standards of Internal Control (NMCI) 18]

Decisions derogating from established procedures and applicable Regulations							
Document n° (ED/OD)	Delegated Authorising Officer	Object	Amount €	Advice Verifier		Decision	
				Conform with observation or not conform	Justification	Authorising officer by sub-delegation	Justification
1) OD 30/854	Janet PITT	Catering for the annual IAMLADP meeting (31/03/2014)	836,00	Not conform	VAT rules not respected	Kent JOHANSSON	Over-rule / ('passer-outre') Decision taken due to DG TRAD's obligation to its contractor for work concluded in July 2013. Amendment to contract overlooked in error by the operational unit.
2) Framework contract ITS 14 Lot 3	Valter MAVRIC	DAS Unit	221.959,66	Exception	The term of framework contract expired, no new contract signed	Pascale CHARTIER-BRUN	In order to assure the operational continuity, the specific contracts belonging to this framework contract will be exceptionally prolonged with max. six months

Comments related to the above table:

1) In his note ref. D(2014)33557 of 11 July 2014, the sub-delegated authorising officer sets out his reply to the non-conform decision of the ex-ante verifier, ref. D(2014)33538 of 11 July 2014.

– On 6 February 2014, the Multilingualism and External Relations Unit contacted the restaurant 'Café des Epices' to request an offer to hold a dinner with participants of the annual IAMLADP meeting.

– In March 2014, the sub-delegated authorising officer requested the invoice.

– In June 2014, the invoice was sent for payment. The ex-ante verifiers refused to validate the payment and the invoice was suspended awaiting a new invoice, exclusive of tax.

– The contractor replied that he could not issue an invoice exclusive of tax without a legal agreement/order form.

– Due to the impossibility of issuing an order form following the completion of services, the verifier gave a non-conform decision due to the non-respect of the regulation in force.

– Due to the amount involved of 836 EUR (VAT 107,09 EUR), the Authorising Officer responsible took the decision to over-rule ('passer-outre') this payment, due to the DG's obligation to its contractor for the services carried out.

2) The framework contract resulting from the call for tenders ITS08 expired in 2014. New framework contracts resulting from the call for tenders ITS14 should have replaced the expired contracts, but due to delays in procurement procedure, not all the new contracts could be signed.

In order to assure the operational continuity of the services, DG TRAD exceptionally decided to prolong some specific contracts. This prolongation, done by means of an amendment to the specific contracts in question, was signed after the correspondent framework contract has expired. The specific contracts in question are the following:

- ITS08-L07-1/PE-TRAD-A-DAS/CS016
- ITS08-L07-1/PE-TRAD-A-DAS/CS030

6.4. Long-term contractual obligations

6.4 Obligations contractuelles de longue durée

DG TRAD had no long-term contractual obligations for the period 01/01/2014 to 31/12/2014.

6.5 Exceptional negotiated procedures

6.5 Procédures négociées exceptionnelles

There has not been any exceptional negotiated procedure awarded by DG TRAD between 01/01/2014 and 31/12/2014.

6.6. Result of ex-post evaluations

6.6 Résultat des évaluations ex post

The official appointed to the position of ex-post control in 2012 also held the position of an ex-ante verifier at that time.

Under the provisions of Article 66.6 of the new Financial Regulation which states:

'The ex-ante controls shall be carried out by staff other than those responsible for the ex post controls'

He can no longer continue in the function of ex-post control. Consequently, the appointment of a new ex-post controller has been deferred.

6.7. Sensitive functions 2014

6.7. Fonctions sensibles 2014

DG TRAD was not required to carry out an analysis of its sensitive functions in 2014.

As reported in the Annual Activity Report for 2012, the following sensitive functions were identified and are still valid:

Position identified as sensitive	Measures undertaken
1 AD - Director post, Directorate A	Mobility after 7 years
1 AD - Director post, Directorate C	Mobility after 7 years
1 AST - Procurement team, FRMCU	Mobility after 7 years
1 AST - Procurement team, FRMCU	Mobility after 7 years

6.8. Evaluation of the implementation of the minimum standards for internal control

6.8. Évaluation de la mise en œuvre des normes minimales de contrôle interne

N° Norm	Achieved	Almost	In part	Begun	To begin/ not applicable
Section 1: Control Environment					
1. Ethics and integrity	X				
2. Mission, role and tasks	X				
3. Staff competence (recruitment, training and mobility)	X				
4. Staff Performance	X				
5. Sensitive functions	X				
6. Delegation	X				
Section 2: Performance & Risk Management					
7. Setting of objectives	X				
8. Multi-annual programming	X				
9. Annual work programme	X				
10. Performance control based on objectives and indicators	X				
11. Analysis and risk management	X				
Section 3: Information & Communication					
12. Ad hoc management information	X				
13. Mail registration and filing systems	X				
14. Reporting of irregularities	X				
Section 4: Control activities					
15. Documentation of procedures	X				
16. Segregation of duties	X				
17. Supervision	X				
18. Recording of exceptions	X				
19. Continuity of operations	X				
Section 5: Audit and evaluation					
20. Identification and correction of internal control weaknesses	X				
21. Audit reports	X				
22. Annual review of internal control	X				

Achieved - good practices

N° norm	Title of norm	Comments on achievement
1. Control Environment	1. Ethics & integrity	All staff has access, by means of the intranet, to information on all matters relating to staff conduct, prevention and reporting of fraud and irregularities, the Staff Regulation, the Rules of Procedure of the European Parliament, the Financial Regulation and its Implementing Rules (RAP), the internal rules of the Parliament, the Charter for Authorising Officers, the Code of Professional Standards for staff responsible for the verification of financial operations, the Public Procurement Vademecum and numerous internal financial and operational manuals of procedure.
1. Control Environment	2. Mission, role & tasks	The mission statement and vision of the Directorate-General is published on the DG TRAD portal at http://tradportal.ep.parl.union.eu/director-general/mission-statement/ and http://tradportal.ep.parl.union.eu/director-general/vision/ . The job description, assigned tasks and individual objectives of each member of staff are stated in his/her annual staff report. An annual meeting is organised by the Director-General with her Directors, Heads of Unit and other assessors with regard to the annual objectives of the DG and their relation to the drafting of Staff Reports. Each directorate and unit is then responsible for linking these objectives to the objectives of their own service/s.
1. Control Environment	3. Staff competence (recruitment, training & mobility)	All staff members are recruited on the basis of their knowledge and experience. All interviews are carried out professionally and are fully documented. The training service ensures the application of the European Parliament's professional training policy and it is their responsibility to ensure the development of specialized continuous training, particularly for newly recruited staff. Specific training of new officials is discussed with the official upon the taking up of his/her position and training needs are met as soon as possible. Every year all staff members working in the DG have their specific training needs discussed, identified and detailed in their staff report. Normal mobility is to be applied to posts in the AD function group in line with the mobility policy of the Parliament regarding AD posts. The exceptions to this rule are some specific posts e.g. translation staff.
1. Control Environment	4. Staff performance	The performance of all staff members is assessed during the annual staff report procedure. Specific problems arising during the year are dealt with separately and as promptly as possible.
1. Control Environment	5. Sensitive functions	DG TRAD was not required to analyse its sensitive functions during 2014. The results of an analysis carried out in 2012 were presented in a report to the Secretary-General on 5 July 2012 (see annex 6.7.). The results showed that DG TRAD had 4 sensitive posts requiring additional measures due to the sensitive nature of the tasks involved in procurement procedures.
1. Control Environment	6. Delegation	All original documentation relating to the delegation and sub-delegation of authorising officers is archived and closely followed-up in DG TRAD throughout the year and is sent via GEDA to DG FINS, the Internal Auditor and the Risk Manager. Before the beginning of the new financial year, the authorising officer by delegation clearly defines and communicates all tasks and responsibilities to all members of staff who have been sub-delegated powers to commit Parliament contractually.
2. Performance & Risk Management	7. Setting of objectives	The overall objectives of the DG, the expected results, and the specific objectives for each activity or unit is outlined in detail in the beginning of each year and presented in the First Activity Report of the DG. The Administrative Work Programme, which defined a series of specific objectives for the DG, has been replaced in July 2014 by the Parliamentary Project Portfolio (a key element within the Strategic Execution Framework of the EP) in which DG TRAD, has 5 projects grouped in two issues:

N° norm	Title of norm	Comments on achievement
		1. Projects in resource-efficient multilingualism (4) 2. A Project in new world of work All this projects are aligned to strategic objectives.
2. Performance & Risk Management	8. Multi-annual programming	The Parliamentary Project Portfolio (PPP) defines the Parliament's main challenges and key projects to be achieved. The programme sets out the key projects to be completed by each DG and provides a clear direction for the future, allowing for better planning of resources and budget. DG TRAD's PPP comprises 5 projects which will constitute DG TRAD's objectives.
2. Performance & Risk Management	9. Annual work programme	At the beginning of 2014 all services in DG TRAD provided an individual annual work programme. Each work programme was directly linked to the objectives of the DG as set out in the Administrative Work Programme 2012-2014. The individual work programmes are closely monitored by each unit and directorate. They are reassessed twice yearly at each Periodic Activity Report i.e. May and September, and are adjusted accordingly.
2. Performance & Risk Management	10. Performance control based on objectives & indicators	Significant progress continues to be made in the development of a set of key performance indicators (KPIs) in parallel to the redefining of the existing reporting system. In addition to the four KPIs already available in the DG since September 2010, another five KPIs have been validated in 2012 and the results were made available for the senior management in October 2012. Since September 2013, two new KPIs have been established. One new KPI was made available for the middle management and is the combination of two senior management KPIs, namely the 'KPI Outsourcing Score' and the 'KPI Internal Output Capacity'. Another new KPI was made available for the senior management and shows the 'Absenteeism Score'. The senior management KPIs will be presented to the middle management only after a period of review which will allow for a qualitative analysis and any further fine-tuning that may be required. In its report on the 'Transversal Follow-Up of Open Actions from Internal Audit Reports', in particular in relation to action n° D06-028 (Programming of Activities) from IA Report 11/02 - Review of the Internal Control Framework - the Internal Audit Service concluded that this action can now be closed. No further action was required by DG TRAD in 2014 in this respect.
2. Performance & Risk Management	11. Analysis & risk management	To ensure a single point of contact for all quality-related issues, it was decided in December 2013, to transfer all quality-related tasks from the Planning Unit's Quality Service to the Multilingualism and External Relations Unit as of 1 January 2014. Until now, quality-assurance tasks in the DG have been carried out by various units. Planning Unit's Quality Service has been responsible for handling complaints and feedback on originals and translations. In the Multilingualism and External Relations Unit, the DG's Central Quality Coordinator has been coordinating the work of the Quality Coordinators' network and the Quality Coordination Cell, dealing with any quality-related issues which have transversal implications for various stakeholders and keeping an overview of all developments in terms of quality in various units, services and at inter-institutional level. It is expected that concentrating these activities into one unit will also guarantee a more efficient service and allow better integration of client feedback into the quality initiatives taken by the Quality Coordinators. The risk management exercise is conducted in strict accordance with the guidance of the European Parliament's Risk Manager. The Risk Register of the DG is closely monitored and regularly updated in accordance with the instructions of the Risk Service.

N° norm	Title of norm	Comments on achievement
		The Internal Audit Service, in its report on the 'Transversal Follow-Up of Open Actions from Internal Audit Reports', in particular in relation to action n° D06-028 (Programming of Activities) from IA Report 11/02 - Review of the Internal Control Framework - has concluded that this action can now be closed. No further action was required in 2014 by DG TRAD in this respect.
3. Information & Communication	12. Ad hoc management information	Authorising officers and their operational units are updated continuously by the Financial Resources Management and Controls Unit with regard to their budgetary implementation and meetings are held regularly to discuss all aspects of the execution of appropriations. The Secretary General receives regular reports regarding the progress being made with regard to the implementation of the AWP 2012-2014.
3. Information & Communication	13. Mail registration & filing systems	All incoming and outgoing mail is systematically registered in GEDA. Supporting documents for financial accounts are filed in DG TRAD's central financial archive.
3. Information & Communication	14. Reporting of irregularities	Necessary measures have been taken to ensure procedures for reporting improprieties are established. Should such a case arise it is dealt with in a fair and equal manner.
4. Control Activities	15. Documentation of procedures	All staff members have access to the applicable rules, manuals, checklists and programmes necessary for the work of the DG. Internal documents, vademecum etc. comply with the Financial Regulation, its Implementing Rules (RAP) and the Internal Rules of the Parliament.
4. Control Activities	16. Segregation of duties	The functions of the operational and financial initiator, the ex-ante verifier and the authorising officer are all kept separate and are carried out by different financial actors. One financial actor cannot carry out the tasks of the other in another function.
4. Control Activities	17. Supervision	As in 2013, DG TRAD's ex-post controller, who also carried out the functions of an ex-ante verifier in the Financial Resources Management and Controls Unit had to cease his functions as ex-post controller (due to the provisions of Article 66.6 of the new Financial Regulation, which states: 'The ex-ante controls shall be carried out by staff other than those responsible for the ex post controls') the supervision is actually limited to ex-ante control, the hierarchical supervision and the cross-control between the financial initiators.
4. Control Activities	18. Recording of exceptions	All financial transactions are registered in FINORD. If a derogation from the standard policies, regulations or procedures are discovered appropriate action is then taken after consultation with those responsible and in certain cases the Legal Service's advice will be sought. A record is kept of all 'exceptions' which are presented in the relevant Periodic Activity Reports and in the Annual Activity Report. 'Notes to file' are also established and kept in the central financial archive.
4. Control Activities	19. Continuity of operations	The continuity of operations is crucial to the smooth running of the DG. The creation of a coordination point in each team, the use of common mail boxes and shared folders are all measures to ensure the continuity of service in case of absence.
5. Audit & Evaluation	20. Identification & correction of internal control weaknesses	The earlier reorganisation of the finance service in DG TRAD proved itself in 2014 too, resulting in tighter internal controls and ensuring an even more efficient and effective financial circuit. The transfer of certain tasks from the External Translation Unit, the Multilingualism Unit and the Applications and IT Systems Development Unit to the Financial Resources Management and Controls Unit was efficiently implemented. The centralised public procurement structure proved to be a valuable point of contact for all procedural aspects related to public procurement inside the DG. This centralised structure will continue to improve the efficiency and the organisation of procedures.

N° norm	Title of norm	Comments on achievement
5. Audit & Evaluation	21. Audit reports	DG TRAD takes action as required in response to the findings of the Internal Audit Service and the European Court of Auditors. In the case of the Internal Audit Service, the DG strives to implement its findings and improve internal controls accordingly. No internal audits were carried out in DG TRAD in 2014. DG TRAD is pleased to note that the Internal Audit service has closed the DG's remaining open action in its report on the Transversal follow-Up of Open Actions from Internal Audit Reports (Report n° 11/02). No further action was required in 2014 by DG TRAD in this respect.
5. Audit & Evaluation	22. Annual review of internal control	An annual review is carried out of the internal control mechanisms in DG TRAD and a complete analysis is provided in the Director General's Annual Activity Report.