I am pleased to present our Highlights of the year 2019 to you.

First and foremost, 2019 was marked by the implementation of the Centre’s two-year Transformation Plan. As part of this implementation, the Centre embarked on a series of important IT projects in close partnership with the EUIPO, to lay the foundations for our future business model.

This model will be built in three steps: the first concerns the implementation of new language technologies and optimised workflow management tools to increase performance; the second step will be to adopt a new approach to delivering services to clients by moving from a one-fits-all translation service to a richer, more diversified service offer which will respond to the specific needs of our clients, such as raw transcription and post-editing of raw transcription, both based on automatic speech recognition, optimised subtitling, and automatic translation with or without post-editing. In 2019, in the ESCO project for the European Commission’s DG Employment, Social Affairs and Inclusion, we successfully launched a large-scale proof of concept for automatic translation combined with post-editing (47 000 pages into all EU languages plus Arabic, Icelandic and Norwegian, partly delivered in 2019). Finally, the third step will focus on ensuring the Centre’s sustainability by revising its financing model and how services are invoiced. These Highlights of the year 2019 will update readers on where we stand in this transformation process.

Another highlight in 2019 was undoubtedly the fact that we extended our client portfolio by signing cooperation agreements with the European High-Performance Computing Joint Undertaking (EuroHPC), the European Labour Authority (ELA) and the Directorate-general for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW). Each of these three clients offer interesting new business opportunities for the Translation Centre.

As a sign of our strong client engagement, we continued to meet clients at our annual Translation Contact Network event and bilaterally, and propose customised solutions to implement projects for the benefit of EU citizens. Some examples of this are the newly-created multilingual website for Chafea, or the expansion of EFSA’s website content to include Spanish. To find out more about our clients’ service needs, we conducted two surveys, the main results of which are also presented in these Highlights of the year.

Numerous were our exchanges with the Institutions’ translation services, be it in the area of machine translation and speech recognition, on the CATE call for tenders, new IATE features, the future profile for translators, or Europe Day. We also continued to play our role in the EU Agencies’ Network by sharing our experience and best practices, and took the opportunity to present the Centre as a reference point in the translation field by interacting with international organisations and the academic world.

My sincere thanks and appreciation go to our clients and interinstitutional partners for their continuing trust and support, as well as to the Centre’s staff and external language service providers, without whom we would not be able to meet our client needs and make the Centre progress. I very much look forward to embracing our challenges in 2020, the second and final year of the Centre’s Transformation Plan, and to continuing the cooperation with all our stakeholders towards creating a European Union that is close to its citizens.

Benoît Vitale
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Highlights of the year 2019

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In 2019, the Centre delivered services to its clients on time in 99.9% of cases (99.2% in 2018). In the specific case of documents, the Centre delivered translations to its clients on time in 99.8% of cases (98.6% in 2018). In this context, ‘translations’ cover translation, editing, modification and revision invoiced in pages but exclude 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 22.4% of cases.

Types of deadlines requested by clients

<table>
<thead>
<tr>
<th>Deadline</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow</td>
<td>18.5%</td>
</tr>
<tr>
<td>Scheduled</td>
<td>3.7%</td>
</tr>
<tr>
<td>Normal</td>
<td>59.6%</td>
</tr>
<tr>
<td>Urgent</td>
<td>17.9%</td>
</tr>
<tr>
<td>Very urgent</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

**DEADLINE COMPLIANCE**
KEY PRODUCTION FIGURES

The Translation Centre closed the year with a total translation volume of 657 323 pages* delivered to 58 clients. This includes 348 276 pages (53% of the total volume) of EU trade marks for the European Union Intellectual Property Office (EUIPO).

With 309 047 pages*, the number of pages of documents translated, modified, edited and revised decreased by 16.2% compared with 2018 (369 005 pages), which had been a record year. This volume was 2.4% higher than the forecast (301 911 pages) in the initial budget and 8.3% higher than the forecast (285 448 pages) in the amending budget 2/2019.

The number of pages of EU trade marks translated represented a 15.6% decrease in comparison with 2018 (412 834 pages).

We should note that the number of pages actually invoiced, following analysis to identify texts already in the Centre’s translation memories, amounted to 594 484 pages. This represents a saving of 13.1% for clients.

In addition to translation, modification, editing and revision, the Centre provided other language services. 1 129 person-days were spent on terminology work, representing a 68% increase compared with 2018. It should be mentioned, however, that as part of its terminology work, the Centre carried out a large-scale proof of concept aimed at assessing the potential of outsourcing post-editing of machine translation output. In this respect, it translated and delivered for the ESCO*** project the equivalent of 17 798 pages of documents (i.e. 935 man/days) to the Commission’s DG EMPL.

In comparison with the past two years, the number of clients who requested the translation or revision of term list entries more than doubled, reaching 18 clients. The volume dropped, however, with 41 002 term list entries.

And some 2 571 minutes of subtitling were produced for ten clients.

***DG EMPL manages ESCO, the European multilingual classification of Skills/Competences, qualifications and Occupations. The purpose of this database, which works as a dictionary, is to support job mobility across Europe.
HARMONISING WORKING METHODS AND TERMINOLOGY THROUGHOUT THE EU

The Centre’s representatives regularly meet with their colleagues from the translation services of the EU institutions to discuss matters of common interest such as recruitment, training and language technology, as well as joint projects such as IATE or machine translation.

ICTI/ECT
The Centre participated in the various meetings of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Executive Committee for Translation (ECT) and the Coordination Committee for Translation (CCT), including the meetings of the diverse CCT working groups. The meetings aim at fostering cooperation, harmonising working methods and finding synergies between the translation services of the EU institutions in different areas.

One of the cooperation areas was that of human resources where the participating institutions exchanged views on staffing issues and a new translators’ profile, and promoted interinstitutional exchanges.

Another area of interest was the quality of translations, and the objective of the participating institutions was to ensure high quality throughout the entire translation process.

With the translation profession evolving at a fast pace, one of the main highlights of the year was cooperation in the area of language technologies and translation tools.

In November 2019, the CCT Awareness Raising Network (ARN) and the CCI Awareness Raising and Outreach Working Group (AWO WG) met jointly in Brussels to identify common objectives and potential synergies as regards outreach to future translators, interpreters and lawyer-linguists, to achieve more efficient and effective use of resources, and to avoid overlapping efforts and activities. Discussions were held about a joint web presence project.

The Interinstitutional Advisory Network on Outsourcing Translation Work focused on freelance translation market research, on regulatory and legal questions relating to procurement and contract management, on cooperation and sharing information on outsourcing projects. The forum is an opportunity to exchange information on outsourcing policies of the different stakeholders.

In October, the Centre participated in a workshop on Artificial Intelligence and Speech Technology in Brussels. The objectives were to gather information on the needs of public EU organisations, to analyse the range of services which could be offered and to assess the state of the art of speech-to-text and text-to-speech technologies.

The Centre’s Director presented his idea of sharing the Centre’s workflow management system eCdT as software as a service (SaaS) at the interinstitutional ECT meeting in October.
Bencharking visits took place with the Commission’s DG Translation and the Council’s Language Service regarding eCdT and the integration of machine translation in the translation workflow, as well as with the Parliament’s DG Translation on subtitling and speech recognition. There was also a presentation on the Centre’s Workflow Management Section and its pre- and post-treatment of translation requests for members of the Parliament’s Pre-TRAD Unit.

### MACHINE TRANSLATION

The Centre attended meetings of the Interinstitutional Machine Translation User Group, where the state of play in eTranslation was presented, as well as other topics such as the reporting on machine translation.

In terms of machine translation development, the Commission’s eTranslation team rolled-out a new version of the Centre’s engine for the public health domain, as well as a brand-new IP Case Law engine. The first assessment of these domain specific engines was very positive. Additionally, the Centre and the EUIPO developed and evaluated together two other custom engines for the same domains, to be directly customised and integrated within the Centre’s translation management system. These custom engines were assessed as fit-for-purpose. Thus, the next step for the Centre involves the synchronous integration of these engines, so that translators can benefit from them in their translation environment.

In April, the Centre attended a workshop on machine translation, organised by the European Commission, aimed at giving language technology administrators at different levels the opportunity to grasp how neural machine translation (NMT) can be adapted to their environments.

As in the previous year, the Centre provided training sessions for translators on the use of machine translation and post-editing of machine translation output. The theoretical knowledge acquired during the training sessions was complemented by the development of practical skills through the integration of machine translation output as an additional source in the pre-translation phase. Furthermore, the Centre has started to perform evaluations of the quality of custom machine translation engines. Based on the results of these evaluations, the Centre has defined a policy that lists the parameters for the systematic use of custom machine translation in the pre-translation phase of translation workflows.

Towards the end of the year, the Centre carried out a large-scale pilot project to estimate the potential efficiency gains, both in terms of time and cost reductions, of the use of machine translation as an additional aid to translators.

### SDL PUBLIC SECTOR FORUM

In November, the Centre joined the 9th SDL Public Sector Forum, an event where participants from EU institutions had the chance to learn about the latest trends in the translation field, share their queries, experiences with SDL products, and working approaches. It was particularly interesting to see the latest developments in the field of Neural Machine Translation (NMT), as the Centre started developing in 2019 internal capacity to create in-house NMT customised engines under the framework of its Transformation Plan. Other relevant discussions tackled topics such as the end-to-end XML-based content, a very interesting area aimed at better managing multilingual content and optimising translation processes, or server-based technologies for better collaborative environments.

### SDL TRADOS STUDIO UPGRADE

In December, the Centre upgraded its current version of SDL Trados Studio to its latest release, SDL Trados Studio 2019 which brought some important performance improvements for translators. This upgrade was combined with the integration of content coming from the interinstitutional translation memory Euramis, now used during the pre-translation phase. The translation environment of the Centre’s translators and other stakeholders is thus getting more and more sophisticated, in line with state-of-the-art translation processes. It integrates several modules to increase productivity and improve quality, such as terminology detection and retrieval from IATE, machine translation, advanced use of translation memories and other technical extensions to consult reliable data for reference purposes.
IATE NEWS

The new version of IATE was launched in November 2018 (consultation-related features) and February 2019 (data management features). Thereafter, the Centre’s IATE Support and Development Team turned to features for the EU central terminology coordinators, while addressing change requests from users, giving support to the IATE partners, and monitoring and maintaining the infrastructure on a daily basis.

2019 HIGHLIGHTS

The main features delivered to users in 2019 were an improved communication mechanism to deal with feedback from internal and public users, enhanced filters, an advanced statistics module, additional search/export/deletion functionalities in batches, a term extraction module that processes documents and proposes term candidates not yet available in IATE, and improvements in the term recognition module. The development team began the development of a plug-in for real-time consultation of IATE data from computer assisted translation tools.

Finally, the team supported the Court of Justice of the European Union in the migration of terminology from its internal database CuriaTerm to IATE, and followed up the successful automated integration of terminology content of IATE in the translation process both for in-house and external translators.

COMMUNICATING ABOUT THE NEW IATE

Apart from internal communication about the new features and ongoing developments and intense training initiatives to ensure a smooth transition for internal users, the new version of IATE was presented to external actors by the IATE Management Group (IMG) members in the following fora:

/ European Commission’s DGT Field Officers’ meeting in Luxembourg in January 2019
/ JIAMCATT, hosted by the European Commission in Luxembourg in May 2019
/ Event organised by the Elastic company in order to showcase EU systems using Elastic technologies, Brussels, June 2019
/ TermNet Terminology Summer School, in Vienna, in July 2019
/ European Day of Languages, Brussels, September 2019
/ Event organised by the Catalan Studies Institute, Barcelona, October 2019
/ European Migration Network (Glossary working group), Sliema, October 2019
/ Follow-up with IATE users at the Translating Europe Forum, Brussels, November 2019
/ Translating and the Computer, London, November 2019
/ Implementing Terminology Workshop, Brussels, November 2019

TERMINOLOGY PROJECTS

The Centre continued to expand its terminology resources with a view to increasing the quality and consistency of translations being provided to its clients.

ECH: 60 terms on Poison Centres, covering all EU languages (except Irish), were imported into ECHA-term and IATE.

EEA: a brand-new terminology project on ‘sustainable finance’ was launched. 45 terms will be completed in 25 target languages (23 EU languages, Norwegian, Icelandic and Turkish) in 2020.

EMSA and EFCA: the new ‘Your Term MARE: ships, maritime safety and commercial fishing species’ project was launched in cooperation with the European Parliament and some universities. 50 terms were completed in Italian, the other EU languages will be completed in 2020. A new batch of 50 terms will be launched in 2020.

EUIPO: fully-fledged terminology projects covering some 140 terms in English, French, Italian, German and Spanish were started in cooperation with the EUIPO. The equivalents in all the other EU languages have been included in term lists. The importing into IATE of terms validated by the Agency has been completed.

Interinstitutional terminology meetings

In 2019, most of the 24 Centre’s in-house language teams attended the language-specific terminology meetings with their colleagues from the EU institutions.
Delivering reliable services to clients has always been at the heart of the Centre’s concerns. The Centre therefore continued to monitor quality at different levels and invest in a wide array of quality measures.

QUALITY STEERING COMMITTEE
The cross-departmental Quality Steering Committee, set up in 2018 with the objective of determining the Centre’s quality strategic lines and improvement initiatives, met 12 times during the year.

The main topics discussed were the Centre’s Translation Quality Management Model, the elaboration and follow-up of the Translation Quality Assurance Action Plan 2019-2020, the definition and review of statistical reports based on data exported from the eCdT workflow management system, the analysis of client feedback statistics, and the review of quality audit reports.

TRANSLATION QUALITY ACTION PLAN 2019-2020
At the beginning of 2019, the Centre adopted its Translation Quality Assurance Action Plan (TQAAP) for 2019-2020, the focus of which is to enhance the quality of the language services provided to clients and the Centre’s operational efficiency. The set of planned measures that were achieved in 2019 primarily related to:

/ finalising the Translation Quality Management Model (TQMM) after consultation with clients;
/ training translators in the post-editing of machine translation output;
/ training translators in evaluating the quality of customised machine translation engines;
/ training translation staff in client subject areas (the medical field, fundamental rights);
/ deploying a new version of the Freelance Portal to enhance interaction with external language service providers;
/ evaluating the quality of the output of a number of customised Machine Translation engines in the field of public health and intellectual property case law to improve their reliability;
/ reviewing and adapting the algorithms for time allocation in each phase of the translation process depending on the domain and complexity of the requests; and
/ fine-tuning and optimising the eCdT translator’s module.

WORKSHOP ON QUALITY CONTROL AND EVALUATION OF OUTSOURCED TRANSLATIONS
In November 2019, the Centre organised a workshop on quality control and evaluating outsourced translation. The workshop brought together newcomers, experienced translators and members of the internal quality assessment committee. The participants shared ideas on how to objectively and effectively evaluate outsourced translations based on specific examples. A number of linguists from other EU institutions were also invited to attend this workshop.

MEASURING CLIENT SATISFACTION
As in previous years, the Centre regularly measured client satisfaction by handling all Client Satisfaction Forms (CSF) provided by clients upon reviewing the Centre’s translations either in-house or with the help of experts from national competent authorities.
The total number of Client Satisfaction Forms (CSFs) processed by the Centre (1 597 CSFs) in 2019 was well below the 2018 figures (2 864 CSFs). The overall return rate of CSFs received versus jobs delivered (except for EU trade marks, Community designs and Euroclass terms) stood at 3.9%.

The spread over the four satisfaction categories shows a steep increase in the satisfaction level of the Centre’s clients compared to the previous year and confirms the trend that was already visible at that time.

The error categories mostly marked by clients on the CSFs (whether positive or negative) included, in order of importance: terminology, inaccuracy, mistranslation, and style. Once again, in 2019 there were very few complaints about delayed deliveries, which correlates with the high on-time delivery rate registered by the Centre.

As in previous years, the Centre analysed all CSFs individually with the translators concerned, and took the appropriate quality measures with all workflow players to better meet client expectations. Among these measures, the following are particularly noteworthy:

/ For key publications, the Heads of Language Sections regularly hold briefings with translators involved as regards the compulsory cross-check for documents and in order to raise awareness of the importance of terminology to ensure coherence between documents.
/ The Centre established a workflow for keeping track of terminology and expressions recommended by clients’ experts.
/ Alignments of revised final versions are carried out regularly in order to ensure consistency and avoid terminological issues.
/ As part of the annual training plan, the Centre encourages translators to participate in targeted training sessions or seminars on improving writing styles.
/ In order to ensure the coherent interpretation of ambiguous texts and avoid mismatches between the target language versions delivered to clients, the Centre developed a Collation Forum that facilitates internal communication among all language teams.
eCdT NEWS

eCdT is the Centre’s workflow management system which manages client requests for linguistic services, from receipt to final delivery, with a high degree of automation. In 2019, the Centre further enhanced eCdT by focussing on new features for the Client Portal, redesigning the Freelance Portal and optimising the translators’ module. The system’s efficiency was confirmed in an audit performed by the Commission’s Internal Audit Service (IAS).

ENHANCING THE CLIENT PORTAL

In December, the Centre released an update to its Client Portal so that the linguistic service option now appears in the first screen of the wizard, source material is uploaded only on selection of the service, and to implement changes to the uploading of source material (URLs) for the subtitling service.

NEW VERSION OF THE FREELANCE PORTAL

A major achievement in 2020 was the redesign of the Freelance Portal aimed at enhancing the interaction between the Centre and its external language service providers. The new features are:

- New look and feel
- Improved filtering and overall ergonomics
- Externalisation of trade mark tasks
- Improved visualisation of news, documentation and tutorial videos

The Portal has migrated to a new technology and all the Portal layout has been redesigned to offer a more attractive and user-friendly working environment. Users benefit from enhanced filtering on all screens and micro functionalities for better ergonomics, such as direct links from the home page to specific types of tasks.

Suppliers providing trade mark translations can now receive their tasks in the Freelance Portal, upload their outcome and monitor the related result of the validation process. Support material and information for the Centre’s contractors have been reorganised to offer easier access and consultation.
OPTIMISING THE TRANSLATOR’S MODULE
In 2019, the Centre further fine-tuned and optimised the eCdT translators’ module. This included developing additional monitoring functionalities, enhancing access to reference material in the translators’ worksheets, especially for modification requests where all previous language versions are now immediately at hand, and ensuring a more receptor-oriented communication, i.e. the transmission of instructions or comments from clients only to users directly concerned. A new version of World Server and Studio 2019 was deployed, allowing direct interaction with the Commission’s Euramis translation memories. Big progress was made in the area of automatic IATE terminology recognition which is now built into eCdT so that translators have quick access to targeted terminology.

AUDITS ON eCDT
The Centre presented its translation workflow and eCdT to the auditing service providers contracted by the European Court of Auditors.

Likewise, the Commission’s Internal Audit Service (IAS) audited eCdT and in July 2019 concluded as follows:

“eCdT allows the Centre to improve its performance in terms of efficiency and effectiveness and to deliver, in a period of human resource constraints, good quality and timely translations. The eCdT functionality of automatic assignment of pre-processed client requests to the translators and the tools linked to the system, such as machine translation, facilitate and speed up the translation work that follows. The management and the internal control systems set up by CdT for the translation process and for eCdT as the workflow automation tool are overall adequately designed, efficient and effective. This positive conclusion is supported by the fact that having reduced its resources in comparison with 2017, CdT delivered more translated pages in 2018 than in both 2017 and 2016. There was also an improvement of the timeliness of the translation services.”

WHAT’S NEXT?
The Client Portal will further develop in line with upcoming operational changes (e.g. the launch of new services) and client feedback. In particular, in 2020 it is planned to release the fully redeveloped client feedback workflow; to include a functionality that will allow clients to introduce their translation budget forecasts and to monitor budget consumption; and to make the Client Portal, the Freelance Portal and the translators’ module accessible via a mobile app.

eCDT SOFTWARE AS A SERVICE (SaaS)
The Centre has discussed the possibility of sharing eCdT with other institutions. The Director presented this new service offer (eCdT – Software as a Service (SaaS)) at the interinstitutional ECT (Executive Committee for Translation) meeting in October.

Previously, presentations on the eCdT workflow system, its automation capacities and the Centre’s externalisation processes via the system had been made to the Commission’s DGT management. The use of eCdT was also the main topic of meetings with the Council’s translation service and the Publications Office in November.
Throughout 2019, the Centre continued its client engagement, meeting with 18 of its 68 clients (26.5%) to better understand their needs and expectations, foster cooperation, share knowledge and best practices, and identify new business opportunities. The Centre also followed up on potential future client dossiers.

NEW COOPERATION AGREEMENTS AND POTENTIAL FUTURE CLIENTS

In 2019, the Centre’s client portfolio rose to 68 clients as cooperation agreements were signed with three new clients as follows:

In April, an agreement was signed with the European High-Performance Computing Joint Undertaking (EuroHPC JU). The EuroHPC JU will be responsible for launching calls for tenders to acquire computers for the upcoming exascale era. The new machines will be made available to Europe’s scientific, industrial and public users. The EuroHPC JU will be based in Luxembourg, in the same building as the Translation Centre. An additional service level agreement on infrastructure support was signed with this new client in June 2019 (for use of the Centre’s data centre, etc.). The Centre has a similar agreement in place with the European Union Agency for Railways (ERA).

In November, an agreement was signed with the Commission’s Directorate-general for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW). DG GROW is currently developing the single digital gateway, which aims to facilitate online access to the information, administrative procedures and assistance that citizens and businesses need to operate in another EU country. As information in the 28 EU Member States is usually only available in the national language(s), the Commission has undertaken to fund the translation of around 500 web pages per Member State, by signing an agreement with the Centre. The plan is for all Member States’ websites to be available in the national language(s) and another language (currently in English only, although more may be added in the future). The project is scheduled to run over two years (2020/2021).

In addition, the Centre met the interim Director of the newly established European Public Prosecutor’s Office (EPPO) with the aim of signing an agreement in the course of 2020. Likewise, the Centre is monitoring developments around the establishment of the Unified Patent Court (UPC).

In August, an agreement was signed with the European Labour Authority (ELA). The ELA’s mission will be to ensure ‘that EU rules on labour mobility and social security coordination are enforced in a fair and effective way’ and that it becomes ‘easier for citizens and businesses to reap the benefits of the internal market’. The ELA is temporarily based in Brussels, and will have its seat in Bratislava (Slovakia).

TRANSLATION CONTACT NETWORK MEETING

On 2 April 2019, the Centre welcomed 21 participants from 19 client organisations to its annual Translation Contact Network meeting. The meeting gave participants insights into a series of large IT projects implemented by the Centre, such as the fully redesigned Client Portal, the web translation module for websites based
on Drupal 7, and IATE. It was also an opportunity for the Centre to present the outcome of the external ‘Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies’, as well as its Transformation Plan for 2019/2020. Special emphasis was placed on the projects agreed with the EUIPO and on outlining developments towards integrating machine translation (MT) into the Centre’s production workflow and building customised MT engines. Part of the meeting was also dedicated to the added value of revising translations, both by the Centre and on the client side, and of providing feedback with a view to optimising translation quality for end users.

BILATERAL MEETINGS WITH CLIENTS

Chafea
Consumers, Health, Agriculture and Food Executive Agency

Chafea and the Centre met in February, March and September to discuss Chafea’s project for a multilingual website and the possibility of using the Centre’s web translation module for Drupal 7-based websites released at the beginning of 2019. However, since the Chafea website was monolingual and hosted by the Commission’s DIGIT, it was finally agreed that the Centre would develop a solution to facilitate the export of the files to be translated and the import of the corresponding translations in order to help Chafea manage the project. At the end of the year, Chafea requested the translation of a total of 6,148 web pages from English into 22 EU languages for their AGRI website using this solution.

Council
Council of the European Union

There was a meeting in November with the Council’s Back Office sector of the General Secretariat of the Council (GSC) about the eCdT workflow system, business requirements and needs, and its architecture and technical design. The main areas of interest for the Council colleagues were the module for managing the translators’ availability and the freelance module to manage outsourcing activities. In 2020, the Centre will focus on how to address the Council’s specific needs, which are common to several clients.

EASO
European Asylum Support Office

The Centre’s terminology coordinator, along with terminology coordinators and IMG members from the Council and the Court of Justice of the EU, attended a meeting of the European Migration Network (EMN) Glossary and Thesaurus working group (EGTWG) held at EASO in Malta in October. The focus of the meeting was the potential future integration of the glossary into IATE and enhanced cooperation between terminologists from the EU institutions in the field of migration. They discussed the shared development of appropriate terminology and related tools with a view to avoiding a duplication of efforts. The EMN glossary is an essential tool for three of the Centre’s clients, i.e. EASO, FRA and Frontex. At the meeting in Malta, EASO expressed its keen interest in the work on the glossary and in ways to improve terminological consistency among the different authors of their documents, as well in the translations provided by the Centre. Following the meeting, a terminology project covering 19 languages (EN, BG, ES, CS, FR, DE, HR, HU, IT, EL, LT, LV, MT, NL, PL, PT, RO, SK, SL) was launched, the purpose of which is to work on concepts that will be added to the EMN glossary.

1 Clients are listed in alphabetical order based on their acronym.
EC DG GROW
European Commission - Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs

The Centre met DG GROW in November following the signature of the cooperation agreement with this new client in the framework of the Single Digital Gateway. The purpose of the meeting was twofold: firstly, to introduce DG GROW staff to the Centre’s Client Portal that can be accessed directly by Member State national authorities to file requests, and secondly, to prepare a webinar session in December in Brussels to introduce national authorities’ representatives to the eCdT Client Portal.

EC DGT
European Commission – DG Translation

On several occasions, the Centre’s Director met the Director-General of the Commission’s DGT and the DGT’s representatives on the Centre’s Management Board to follow up on the Centre’s Transformation Plan and ongoing EUIPO-CdT projects.

In a meeting in Luxembourg in May, the performance audit by the Court of Auditors as well as possibilities of strengthening cooperation with the Publications Office were on the agenda.

In June, DGT representatives visited the Centre to exchange knowledge on topics of shared interest, such as data management, workflows, or IT training for translators. A DGT delegation of seven colleagues came back in July to look specifically at the Centre’s workflow automation and outsourcing processes using eCdT.

ECHA
European Chemicals Agency

In a video-conference organised in June with ECHA and their external contractor in charge of the development of their website, the Centre’s Business Developer assessed the Agency’s needs for translation of ECHA’s new submission portal that allows companies to prepare and submit information on hazardous mixtures for poison centre notifications (PCN dossiers). After a conclusive test period, the first translation requests for this portal were submitted by ECHA and processed successfully at the Centre in Q4 2019.

EDPS
European Data Protection Supervisor

During a meeting with the EDPS in November, following a discussion of their translation budget forecasts for 2020, 2021 and 2022, the Centre presented the workflow that was developed for DG GROW and involves Member States. The EDPS would be interested in a similar end-to-end workflow whereby they would not have to involve the national authorities because this could be done as part of the Centre’s workflow. The Centre agreed to take this specific need into consideration in its eCdT developments.

EEA
European Environment Agency

In January, the Centre had a video-conference meeting with the EEA’s contact person for translation matters to follow up on the Agency’s feedback on the Centre’s Translation Quality Management Model, to review translation feedback provided by the EEA during the previous year, and to clarify certain aspects about the Centre’s and the EEA’s quality assurance processes. The parties also discussed the EEA’s General Multilingual Environmental (GEMET) thesaurus project so as to plan the way forward. Throughout the year, the EEA’s GEMET project manager and the Centre’s terminology unit worked on this project to include 45 new terms on sustainable finance, which will be available in all EU languages, plus Norwegian, Icelandic and Turkish.
**EFSA**
European Food Safety Authority

In a video-conference in October, EFSA’s Communication team presented the background to its revised language policy following the introduction of the new REGULATION (EU) 2019/1381 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 June 2019 on the transparency and sustainability of the EU risk assessment in the food chain, amending the EFSA Founding Regulation (EC) No 178/2002 and other sectorial legislation. The new Transparency Regulation requires increased communication to stakeholders and the public. This applies to both EFSA’s scientific and general content.

Although the new regulation envisages a transitional period until September 2021, the Agency decided to start exploring different options for a new language policy and to embark on two pilot initiatives with the Centre. They will consist of the translation of ad-hoc German content for EFSA’s website, with limited in-house revision, and the expansion of the current language regime (English, French, German and Italian) to Spanish. On foot of this, EFSA commissioned the translation of 700 pages of their website from English into Spanish, including the EFSA glossary which is an online resource for the general public consisting of approximately 300 scientific terms across 10 subject areas. The outcome of these two pilot projects will be reviewed in 2020.

**EMA**
European Medicines Agency

In February, the Centre had the pleasure of hosting two experts from EMA’s national authority in Hungary (OGYÉI) for a practice-oriented training course. The workshop included presentations on the Centre’s ways of working and on OGYÉI’s in-house linguistic review process. There were practical sessions during which the Centre’s Hungarian translators had to discuss issues arising from translations produced both by the Centre and the pharmaceutical industry.

A representative from the Centre attended EMA’s Quality Review of Documents (QRD) meetings with the national authorities in March and in October, to follow up on the latest legal developments in the medical field and discuss the requirements to be included in the information on both human and veterinary products. EMA moved to Amsterdam in the course of the first half of the year. Nonetheless, EMA managed to request the translation of product information for 12 medicinal products developed by small and medium-sized enterprises (SMEs). This process also involves EMA’s national authorities as they proofread and assess translations provided by the Centre.

**EP DG Trad**
European Parliament – DG Translation

The Centre’s Business Developer visited the European Parliament in June to discuss their subtitling needs and to present the Centre’s subtitling workflow.

**ERA**
European Union Agency for Railways

ERA contacted the Centre in November to discuss how both agencies could collaborate to enhance and harmonise translations of ERA documents by updating and improving the technical railway terms in IATE. ERA has a glossary of approximately 3,000 terms published in 3 languages (German, French and English) on its website. It would like to continue this terminology project by adding new terms and other languages to increase efficiency and
improve translations for monitoring activities under the 4th Railway Package. It was agreed to pursue this project further in 2020.

**EUIPO**
European Union Intellectual Property Office

Particularly intense and fruitful was the interaction with the colleagues from the EUIPO with whom the Centre’s staff regularly followed up on the status of the projects jointly undertaken in the framework of the Centre’s Transformation Plan. In addition to bilateral video-conferences and quarterly Programme Board meetings, the Centre’s Director visited the EUIPO in February to get better insights into the Office’s way of managing translation workflows for trade marks and documents. The EUIPO’s and the Centre’s project stakeholders held weekly video-conferences and, at certain stages of the projects, met in person in Luxembourg or Alicante to brainstorm specifications, agree on technical requirements, test developed features, prepare and discuss the outcome of client surveys and feasibility studies, and, generally speaking, steer the project activities. Further information on the status of the EUIPO-CdT projects under the Centre’s Transformation Plan is available on page 19.

A video-conference took place in June 2019 to exchange ideas and practices on quality matters. The Centre hosted two Italian revisers from the EUIPO in October for an experience exchange with the Italian team. A bilateral meeting in Luxembourg on the Centre’s Management Board meeting in November provided the setting for clarifying questions on the Centre’s programming documents and reviewing the EUIPO forecasts for term lists and Community designs. The Centre attended the EUIPO’s celebrations of its 25th anniversary in Brussels in November. Another video-conference was held in December to review the EUIPO’s list of suggested improvements to the Client Portal.

**EuroHPC**
European High-Performance Computing Joint Undertaking

Following the signing of the cooperation agreement with the EuroHPC, several meetings took place to discuss and prepare the service level agreement on infrastructure support. The agreement was signed on 24 June 2019 and provides for, among other things, consulting services and the use of the Centre’s data centre.

**Eurojust**
European Union Agency for Criminal Justice Cooperation

Eurojust’s new Founding Regulation entered into effect on 11 December 2019 and foresees a closer cooperation between the agency and the Centre in the area of translation. To this end, a video-conference was organised in October to better understand the nature of Eurojust’s documents, required language combinations, confidentiality levels and deadline constraints. At the end of the year, the agency started to send its first translation requests.

**FRA**
European Union Agency for Fundamental Rights

Following a re-organisation at the FRA and the appointment of new contact persons for translation matters by the Agency, a video-conference was organised to meet each other and clarify ways of working on both sides. Upcoming FRA translation projects and terminology matters were also on the agenda.

An important outcome of this video-conference was the organisation of a seminar on ‘Effectively communicating human rights’ with two representatives from FRA’s Communications and Events Unit. The seminar was held in June.
and was attended by over 40 translators and staff from support units. The event gave insights into FRA’s multilingual communication and publications policy and quality assurance processes and clarified key concepts in the area of human rights as well as questions on the gendering of language.

Following the seminar, a meeting enabled the representatives from the FRA and the Centre to discuss upcoming FRA translation projects.

GSA
European GNSS Agency

In June 2018, the European Commission launched a proposal for a new space programme for the period 2021-2027, aimed at securing EU leadership in space activities, fostering innovative industries, safeguarding autonomous access to space and simplifying governance. The space programme will entail an upgrade of the European Global Navigation Satellite Systems (GNSS) Agency by expanding its tasks and transforming it into the new EU Agency for the Space Programme (EUSPA). In a meeting with one of the Agency’s Communication Officers in Prague in September 2019, it was confirmed that the legislative process is well underway and the GSA’s new Founding Regulation will enter into force in 2021. The Agency’s remit will be extended beyond Galileo and EGNOS, the EU’s global and regional satellite navigation systems. It will cover for example Copernicus, the EU’s Earth Observation programme, and security, such as the Space and Situational Awareness (SSA) programme and the new Governmental Satellite Communication initiative (GOVSATCOM) to support border protection, civil protection and humanitarian interventions. The Agency’s public and sub-websites (Galileo and Egnos) will be rebuilt from scratch by 2022. Multilingualism will be taken into consideration for this project.

SRB
Single Resolution Board

A representative from the SRB’s Communications team took advantage of the Centre’s Translation Contact Network meeting in April to meet staff in the departments of Translation and Translation Support. The main aim of this meeting was to inform the Centre about changes in the SRB’s linguistic policy in relation to bank resolution plans, which will result in an increase in translation volumes over time.
2019 was year one of the implementation of the Centre’s biennial Transformation Plan following the recommendations adopted on the basis of the external ‘Study on the Translation Centre as the Shared Linguistic Service Provider for the EU Agencies and Bodies’ conducted in 2017. In addition, 2019 was year one of closer cooperation with the EUIPO on a series of IT projects of strategic importance for both organisations.

BACKGROUND
The Transformation Plan 2019-2020 was adopted by the Management Board at its meeting in March 2019. The plan will reinforce structural changes and implement a financially sustainable business model based on translation technologies, including machine translation, and new services for clients.

The projects and actions contained in the plan are divided into four transformation areas: translation technology, human resources, quality and client orientation, and institutional aspects. Each area has its own transformation goals and transformation objectives.

A working group of the Management Board made up of representatives of the Centre’s stakeholders has been tasked to provide advice and support to the Centre in implementing the Transformation Plan.

STATUS UPDATE
A total of 49 actions are in the plan spread across the four abovementioned transformation areas. Each action is linked to one (or more) Study recommendation(s) as well as to the Programme Initiation Document (PID) developed in close cooperation with the EUIPO, where applicable.

The status of these actions is regularly monitored and reported to the Management Board’s working group and to the Management Board during their respective meetings. By the end of 2019, 31 actions were either in progress (26) or planned to start at a future date (5), while 15 actions were already completed. There was a delay in the implementation of 3 actions, but none pose a threat to the overall implementation of the Transformation Plan.

The following actions were implemented in 2019:

Under translation technology:

1. The automatic feeding of the Centre’s translation memories into Euramis.
2. The integration of Euramis retrievals in the pre-processing phase.
3. The integration of the IATE Term Recognition Module in eCdT.
4. The Centre’s clients are now provided with bilingual files of their final translations.
5. The Centre has conducted a client survey to ascertain client interest in speech recognition-related services.
6. The Centre has conducted an additional client survey to ascertain client interest in modularised services for automatic, optimised and premium translation, as well as new translation-related services.
7. Training for relevant staff on the use of tools for quality evaluation and on how to perform MT evaluations.
8. Training for relevant staff on managing and enriching high-quality corpora for machine translation.

Under human resources:

9. The Centre revised its recruitment policy to focus on profiles that are oriented more towards technology and/or post-editing, including specialists in computational linguistics or natural language processing (NLP).
10. Staff members have been empowered and involved in initiatives to develop the Centre’s activities (via staff fora and staff working groups).
11. New back-ups for the trade mark workflow have been trained.
12. Short, regular and informal meetings are being organised to give staff the possibility to communicate openly, ask questions and receive more clarification on ongoing activities.
13. The Centre managed to reduce its reliance on external language service providers through the use of eTranslation and other related technologies. In-house translations in 2018 amounted to 7%, while in 2019 it rose to 17.5%.

14. Stricter criteria for addressing poor quality submissions have been introduced that resulted in the termination of contracts for some language service providers.

15. The Centre provides tailored services to the EU institutions. In 2019, it signed an agreement with the Commission’s DG GROW on providing specific translation services in the area of their Single Digital Gateway Portal, and it started work on a large-scale project (ESCO) for the Commission’s DG EMPL. The Centre offered its eCdT workflow system as a Software as a Service (SaaS) project to the institutions.

STATUS UPDATE ON THE EUIPO-CDT PID PROJECTS
In 2019, several of the defined targets were already reached in the Programme agreed with the EUIPO in the framework of the Centre’s Transformation Plan, consisting of 5 projects, each subdivided into different workstreams.

Those targets include the feeding and integration of the Euramis interinstitutional Translation Memory system, the integration of the IATE interinstitutional terminology platform, as well as the possibility for the Centre’s clients to send their revisions in bilingual format to update the Centre’s translation memories.

With the aim of finalising the related implementations during 2020, several studies were conducted to inform decisions about future implementations in the context of different projects, such as Speech-to-Text, IP translation, moving the disaster recovery infrastructure to the EUIPO data centre, and new modularised translation services.

This work progressed in parallel with the ongoing creation of custom CdT Machine Translation (MT) engines, the implementation of a new mobile app, a new interface for the workflow administrator of translation requests for EU trade marks and designs, and the new after-sales service features.

The overall progress rate in the Programme by the end of 2019 was 59%. The figure below indicates progress by project for the same period (P1: Quality Enhancement, P2: Machine Translation, P3: Speech recognition and Web translation, P4: Modernisation of Intellectual Property (IP) Translation Systems, P5: Modernisation of IT Infrastructures).
ASSESSING CLIENT NEEDS

The Centre conducted two client surveys in the EUIPO-CdT projects 2 and 3. Both surveys were used as key inputs for the feasibility studies allowing the EUIPO and CdT to decide on the benefit and viability of developing and including new services in the Centre’s service offer.

P3 SURVEY
The survey conducted in April/May under P3 (Speech Recognition and Web Translation) consisted of an online questionnaire and subsequent interviews (performed with the help of an external contractor). It was aimed at assessing client needs for new services using advanced speech recognition technologies, such as raw transcription, transcription followed by post-editing, voice-over and offline and live subtitling.

Based on client replies (expressed interest and forecast volumes), the Centre and the EUIPO have decided to embark on the development of the following services in 2020: transcription combined with post-editing, optimised subtitling and machine transcription services. A preliminary analysis indicates that with improvements to processes and tools, and by rebalancing outsourced and in-house activities, the Centre can expect to achieve a sustainable service offer in these fields.

P2 SURVEY
The survey conducted in November under P2 (Machine Translation – Phase 3: Modularised Services) consisted of an online questionnaire and had the objective of identifying client interest in the Centre offering modularised services based on an advanced use of translation-related technologies, such as machine translation.

Among all the services described in the questionnaire, the Centre’s clients have shown interest in the different applications of machine translation, such as full post-editing or raw machine translation. Besides machine translation, other potential services that received a positive response were the following: translation without formatting, translation of social media, document alignment, text summarisation and a simplified request mechanism. Following the survey and a study on new services, the Centre and the EUIPO have agreed to develop two new services within the project P2. First, an optimised translation service, which leverages the use of custom machine translation engines and post-editors. Second, an automatic translation service based on machine translation and translation memories, without human intervention and fully supported by automated workflows and sound technologies.

Beyond project P2, other developments are foreseen for 2021, such as light post-editing and document alignment services, the possibility for clients to request text summaries, or even premium translation services, which would include additional editing and revision capacities to deliver top quality translations in all languages, including the source language.
The Centre continued to participate in the meetings and activities of the EU Agencies’ Network, coordinated in 2019 by the European Centre for Disease Prevention and Control (ECDC).

**Heads of Communication and Information Network (HCIN) and Web Managers Network (WMN)**

As in previous years, the Centre attended the annual meetings of the EU Agencies’ HCIN and WMN and used these opportunities to present its newly developed web translation module for Drupal 7 based websites, including a video describing its functioning. At the WMN meeting, the Centre informed clients about the outcome of its survey on new services using advanced speech recognition technologies.

**Workshop on Staff Engagement**

The Centre presented the staff engagement process that led to the elaboration of its Transformation Plan at a workshop organised by the European Economic and Social Committee (EESC) in Brussels. It was attended by several EU agencies and members of the EU agencies’ Internal Communication Community of Practice (ICCP).

**EU Agencies’ Editors’ Meeting**

At the EU agencies’ Editors’ meeting, organised by the EMCDDA in Lisbon in January, the Centre gave a presentation on the new version of IATE and its communication campaign around the launch of the tool in December 2018.

**Performance Development Network (PDN)**

Following the invitation of the Commission’s Secretariat-General and DG Budget for entities to undertake a peer review of the critical risks identified by management, the Centre participated in a benchmarking exercise between agency clusters organised by the EU Agencies’ Performance Development Network (PDN).

To achieve a better understanding of their respective critical risks, the agency clusters reviewed their risk management processes and methodologies and summarised their cross-review in a shared template structured around the seven following areas: identification, assessment, response, actions/implementation, monitoring and reporting, factors, tools and systems.

**Director’s Presentation at the EP CULT Committee**

In the context of the EU Agencies’ annual discharge procedure, the Centre’s Director gave a presentation on the Centre to the European Parliament’s Committee on Culture and Education (CULT) in defence of a policy of multilingualism in favour of the European citizen.

**Meeting with Publications Office (PO)**

The Centre attended the annual seminar for EU Agencies organised by the Publications Office (PO) in April and participated in a presentation on eTendering.

It also welcomed a delegation from the Publications Office in November to discuss how both organisations could strengthen their cooperation in the area of translation and publication management.
The Centre’s business model is based on outsourcing translations to external service providers and supported by an in-house quality assurance process prior to delivery to clients. The Centre regularly organises procurement procedures and has implemented reliable solutions for collaborating efficiently with selected contractors.

**PROCUREMENT PROCEDURES**
In line with its procurement plan, the Centre launched the following call for tenders in 2019:

<table>
<thead>
<tr>
<th>SCIENT19</th>
<th>STATUS</th>
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<tbody>
<tr>
<td>Translation/revision services in the scientific fields (medical, chemical, pharmaceutical, environmental and food safety) from EN into BG, CS, DA, DE, EL, ET, FI, FR, GA, HR, HU, IT, LT, LV, MT, NL, PL, PT, RO, SK, SL, SV, IS, NO and TR</td>
<td>Completed</td>
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**NEW FREELANCE PORTAL**
The Centre launched a fully redesigned Freelance Portal aimed at enhancing interaction between the Centre and its external language service providers. Further details are available under ‘eCdT update’ on page 10.

**OUTSOURCING OF LAYOUT AND CONTENT FORMATTING WORK**
While the systematic use of translation technologies has contributed to increasing linguistic quality, absorbing more volume and reducing costs, it also requires that the environment is prepared to integrate these technologies properly. In order to make the most of translation technology, it has been necessary to carry out a number of time-consuming and specialised technical processing tasks aimed at making source files compatible with CAT tools. Although the Centre has a team dedicated to the preparation of files for translation purposes, in 2019 the first call for tenders on ‘Layout and content formatting’ was organised. The outsourcing of these technical tasks allows the Centre to reduce processing times in favour of linguistic activities and increase the types of file formats that it handles.

**SPECIFIC INFORMATION FOR EXTERNAL LANGUAGE SERVICE PROVIDERS**
As in the previous year, instead of holding in-house seminars which may have limited the number of participants, the Centre decided to keep releasing online tutorials to address recurring issues encountered by external language service providers. These tutorials focused on how to consult linguistic resources for project packages and on their usefulness.

The Centre released a video on its re-ranking procedure following the assessment of outsourced translations by its in-house linguists.

On 3 October, the Centre organised an information session with its external providers to discuss best practices on layout and formatting and to increase mutual cooperation.
The Centre continued to be involved in the activities of international and national forums for language professionals aimed at sharing experience and best practices.

**IAMLADP**

The International Annual Meeting on Language Arrangements, Documentation and Publication (IAMLADP) is the biggest network of managers of international organisations employing conference and language service providers. In March 2019, the Centre participated in the Inter-sessional Meeting of the Working Group on Language Services which took place at the World Intellectual Property Office (WIPO) in Geneva. The participants reviewed developments following the 2018 IAMLADP meeting, prepared the IAMLADP annual session held in Brussels and discussed matters of common interest in the Working Group.

The Centre was represented at the annual meeting of the IAMLADP co-hosted by the European Parliament in Brussels in May 2019. As in previous years, the Annual Meeting included an Ideas Fair, where the participants were able to present ideas, which were then discussed in a plenary session. Such ideas included, for instance, the suggestion to continue investing in neural machine translation technology and to promote it as a complement to human translation, which would be in the interest of the language services. Likewise, terminology should continue to be a core activity of linguistic services. Another proposal was to create and offer a Joint Training Venture (JTV) on the post-editing of neural machine translation output. The question of mobility and the exchange of translators, as well as the possibility to pool translation resources to manage workload fluctuations were also discussed.

In September 2019, the Centre was invited to participate in the 'IAMLADP University Contact Group special session in China’ hosted by the Graduate Institute of Translation and Interpretation at Shanghai International Studies University (SISU). The representatives of international organisations, which included both translators and interpreters, were invited to present the activities of their respective organisations and to reflect upon how universities can adapt their curricula to the new needs and competence profiles of today’s translators and interpreters in international organisations. The Centre’s representative was involved in a cross-teaching session with an introduction to terminology and the new IATE functionalities.
JIAMCATT

JIAMCATT is the ‘International Annual Meeting on Computer-Assisted Translation and Terminology’.

On 27 March 2019, the Centre attended the first local JIAMCATT meeting in Luxembourg. The theme selected for the local edition was 'Data, data quality and maintenance, and the use of metadata'.

The topics discussed included controlled vocabularies, the PMKI project (Public Multilingual Knowledge Infrastructure), the addition of metadata to Euramis and the Akoma Ntoso standard.

The 2019 annual conference was held in Luxembourg, from 13 to 15 May, under the title 'The shape of things to come: how technology and innovation are transforming the language profession'.

All the presentations focused on how technology is changing the professions in the field of translation and terminology in particular, and of languages in general.

The Centre gave a presentation on 'How speech recognition technologies will reshape the work of typists, subtitlers, translators and interpreters'.

Machine translation was, unsurprisingly, the focus of the conference. The discussions focused on topics such as: the increased cognitive effort required in post-editing as a consequence of neural machine translation (NMT) use, new skills required by actors involved in the translation process and the inclusion of experts in the translation workflow, change management and the importance of setting up new business models.

MEETING OF THE INTERINSTITUTIONAL NETWORK OF FRENCH TRANSLATORS AT NATO

On 7 June 2019, the Centre attended a meeting organised by the North Atlantic Treaty Organization (NATO) in Brussels. The heads of the French translation units of various international organisations in the European Union gathered to exchange best practices. Most of the EU institutions were represented as well as the Organisation for Economic Co-operation and Development (OECD), the United Nations Office at Geneva (UNOG) and the International Fund for Agricultural Development (IFAD).

BUREAU DE LA TRADUCTION / SERVICES PUBLICS ET APPROVISIONNEMENT / GOUVERNEMENT DU CANADA

In July 2019, the Centre gave a presentation on the development process of the new IATE to the Bureau de la traduction / Services publics et Approvisionnement / Gouvernement du Canada, in relation to the development of the new TERMIUM on their side.
ENGAGING WITH THE ACADEMIC WORLD

The Centre maintains contacts with educational bodies in order to raise awareness about the translator’s profession in the EU context, establish networks with academics who can provide advice in specific areas and promote the Centre and its work for the EU agencies.

UNIVERSITIES
In January, the Centre received visits from 20 students enrolled on the Franco-German law course at the University of Nanterre (France) and, in October, from 25 students from Bonn University (Germany) who are studying Romance languages.

Centre delivered a keynote speech in May at a conference organised by the University of Liège (Belgium) about translators and new technologies.

In October, the Centre gave a presentation on how language technology impacts the work of translators at the 'First international congress on Spanish as a science language and a means of innovation' organised by the University of Rome Tor Vergata – Rome (Italy).

The Centre took part in September in a knowledge sharing exercise with the KU Leuven University in Antwerp (Belgium).

In November and in December, the Centre organised two video conferences with the same university to show how the Workflow Management Section works, and to evaluate with the university professors a real-life project handled by students on ‘Translation and localisation project management’.

TRAINEES
In 2019, the Centre continued to receive trainees from the European Commission, the European Parliament and the European Court of Auditors as part of its second mission of interinstitutional cooperation. In total, 7 groups (280 trainees) visited the Centre last year.

OTHER EXTERNAL OUTREACH ACTIVITIES

EUROPE DAY
A major highlight of the year was the Centre’s coordination of the interinstitutional stand on ‘Translating for Europe’. Its objective was to promote the profession of EU translators and multilingualism in the context of the Luxembourg Europe Day celebrations on 9 May. For this event, the Centre produced different promotional materials (posters, roll-ups, T-shirts, pens, etc.) with the aim of making them available to all institutions for re-use at similar events in the future.

BENELUX GENERAL SECRETARIAT
In April, the Centre was invited to present its activities, translation tools and workflows to the Benelux General Secretariat in Brussels (Belgium).
FOSTERING
INTERNAL AND EXTERNAL COMMUNICATION

The Centre’s communication strategy has close ties with the Centre’s multiannual Strategy and spans the same period (2016-2020). An annual communication action plan includes actions for both staff and external stakeholders.

INTERNAL COMMUNICATION

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’ in 2018 was the need for the Centre to improve internal communication both vertically and horizontally across the organisation.

In 2019, several initiatives were taken to strengthen vertical communication. The Director held three plenary sessions in order to keep all staff up-to-date about relevant decisions concerning the Centre.

Almost 200 articles were published on the intranet, i.e. 25% more since the release of the Study conclusions. An intranet satisfaction survey was launched to collect ideas on developing in 2020 a new intranet that will be more collaborative.

Fostering horizontal communication was also a priority in 2019. Several heads of department held informal stand-up meetings to ease two-way communication. Staff members initiated a cycle of Lunch ‘n’ Learn sessions to present the projects that they work on in the framework of the Transformation Plan. The outcome of the staff consultation process conducted in 2018 on the Centre’s Transformation Plan was shared with all staff members.

Finally, social events involving the whole staff were organised to strengthen informal communication.

EXTERNAL COMMUNICATION

Communication activities towards external stakeholders are growing steadily and are an integral part of the projects in which the Centre is involved. In 2019, the Centre managed to integrate social media fully into its external communication and outreach activities.
THE CENTRE’S WEBSITE
To enhance communication with European citizens, the Centre’s website is available in 24 EU languages, as recommended by the European Commission’s Roadmap for a Common Approach towards EU Agencies and the European Ombudsman. In 2019, the website recorded almost 115 000 visits.

SOCIAL MEDIA
Social media are essential for communicating with audiences of all kinds worldwide. The number of social media subscribers to the Centre’s three accounts (Facebook, LinkedIn and Twitter) increased by 37% in 2019, reaching approximately 15 000 people. The most significant increase was on the LinkedIn account (with an additional 3 000 followers).

The campaigns around Europe Day and the Advent calendar were particularly successful. Contact with the public rose significantly and this was mirrored in the number of social media followers.

THE CENTRE FEATURED IN THE MEDIA
A paper on the new version of the EU’s interinstitutional terminology database (IATE) co-authored by the IATE Tool Manager and the Head of the Translation Department was published by John Benjamins Publishing Company in the journal Terminology. International Journal of Theoretical and Applied Issues in Specialized Communication.

The new IATE was briefly presented in Terminàlia, the journal of the Catalan Association for Terminology (SCATERM), following an event on IATE and its usefulness for translators.

The Centre was featured in ‘Le Quinzième Jour’, the quarterly magazine produced by the Université de Liège (Belgium) following the participation of the Head of the Translation Department in a conference on translators in the age of new technologies.

In December, the radio station France Bleu Lorraine did a short broadcast on the Translation Centre’s Advent calendar in 24 languages. In their podcast, the radio presenters opened several doors in the Advent calendar, allowing listeners to hear and discover the sound of all the European languages recorded by the Centre’s staff.

LEAFLETS
A new leaflet presenting its complete service offer was produced for the Heads of Agencies meeting in October. For the management board meeting in November, a special leaflet was created to inform members of the latest developments at the Centre. Likewise, the Centre released a separate leaflet on its integrated workflow management system eCdT and the possibility for sharing this tool with the language services of the institutions. A leaflet on the Centre’s language consultancy service is under preparation.

VIDEOS
In acknowledgement of the success and importance of visual communication, especially on social media, the Centre produced two videos: one to explain the functioning and benefits of its web translation module for Drupal-based websites, and one to explain the re-ranking procedure, which is a key element of the Centre’s quality assurance process.

Preparation has started on two projects to be implemented in 2020: a corporate video to be produced for the Centre’s 25th anniversary, and a video to describe the advantages of subtitling, which is a service that the Centre has been offering to its clients since 2015.
ACER ..................... Agency for the Cooperation of Energy Regulators - Slovenia, Ljubljana
BBI JU ............... Bio-based Industries Joint Undertaking - Belgium, Brussels
BEREC Office ...... Office of the Body of European Regulators for Electronic Communications - Latvia, Riga
Cedefop .............. European Centre for the Development of Vocational Training - Greece, Thessaloniki
CEPOL .......... European Union Agency for Law Enforcement Training - Hungary, Budapest
Chafea............... Consumers, Health, Agriculture and Food Executive Agency - Luxembourg
CJEU................. Court of Justice of the European Union - Luxembourg
Clean Sky 2 JU .... Clean Sky 2 Joint Undertaking - Belgium, Brussels
CoR .................... European Committee of the Regions - Belgium, Brussels
Council .......... Council of the European Union - Belgium, Brussels
CPVO.................. Community Plant Variety Office - France, Angers
DG EMPL ............ European Commission Directorate-General for Employment, Social Affairs and Inclusion - Belgium, Brussels
DG GROW .......... European Commission - Directorate-general for Internal Market, Industry, Entrepreneurship and SMEs, Belgium, Brussels
DG JUST ............ European Commission Directorate-General for Justice and Consumers - Belgium, Brussels
DGT .................... European Commission Directorate-General for Translation - Belgium, Brussels and Luxembourg
EACEA ............... Education, Audiovisual and Culture Executive Agency - Belgium, Brussels
EASA ................. European Union Aviation Safety Agency - Germany, Cologne
EASME .............. Executive Agency for Small and Medium-sized Enterprises - Belgium, Brussels
EASO ................. European Asylum Support Office - Malta, Valetta
EBA .................... European Banking Authority - France, Paris
ECA .................... European Court of Auditors - Luxembourg
ECB .................... European Central Bank - Germany, Frankfurt
ECDC ................ European Centre for Disease Prevention and Control - Sweden, Stockholm
ECHA ................. European Chemicals Agency - Finland, Helsinki
ECSEL JU .......... Electronic Components and Systems for European Leadership Joint Undertaking - Belgium, Brussels
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<tr>
<th>Organisation</th>
<th>Description</th>
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<tr>
<td>EDA</td>
<td>European Defence Agency - Belgium, Brussels</td>
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<td>EDPS</td>
<td>European Data Protection Supervisor - Belgium, Brussels</td>
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<td>EEA</td>
<td>European Environment Agency - Denmark, Copenhagen</td>
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<td>EEL2</td>
<td>European School Luxembourg II - Luxembourg</td>
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<td>EESC</td>
<td>European Economic and Social Committee - Belgium, Brussels</td>
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<td>EFCA</td>
<td>European Fisheries Control Agency - Spain, Vigo</td>
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<td>EFSA</td>
<td>European Food Safety Authority - Italy, Parma</td>
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<td>EIB</td>
<td>European Investment Bank - Luxembourg</td>
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<td>EIGE</td>
<td>European Institute for Gender Equality - Lithuania, Vilnius</td>
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<td>EIOPA</td>
<td>European Insurance and Occupational Pensions Authority - Germany, Frankfurt</td>
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<td>EIT</td>
<td>European Institute of Innovation and Technology - Hungary, Budapest</td>
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<td>ELA</td>
<td>European Labour Authority - Slovak Republic, Bratislava</td>
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<td>European Medicines Agency - The Netherlands, Amsterdam</td>
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<td>EMCDDA</td>
<td>European Monitoring Centre for Drugs and Drug Addiction - Portugal, Lisbon</td>
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<td>ENISA</td>
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<td>ERCEA</td>
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<td>eu-LISA</td>
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<td>F4E JU</td>
<td>Fusion for Energy Joint Undertaking - Spain, Barcelona</td>
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<td>FCH 2 JU</td>
<td>Fuel Cells and Hydrogen 2 Joint Undertaking - Belgium, Brussels</td>
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<td>Innovative Medicines Initiative 2 Joint Undertaking - Belgium, Brussels</td>
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<td>SESAR JU</td>
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