



CONSOLIDATED ACTIVITY REPORT OF THE TRANSLATION CENTRE 2017

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This Consolidated Annual Activity Report (AAR) has been drawn up in compliance with Article 8(3) of Council Regulation (EC) No 2965/94 of 28 November 1994 setting up the Translation Centre for the Bodies of the European Union, as last amended by Council Regulation (EC) No 1645/2003 of 18 June 2003 (the 'Founding Regulation') and Article 47 of the Financial Regulation of 2 January 2014 applicable to the Translation Centre for the Bodies of the European Union.

Consolidated Activity Report of the Translation Centre 2017

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EXECUTIVE SUMMARY

This consolidated annual activity report provides an overview of the activity and achievements of the Translation Centre for the Bodies of the European Union ('the Centre') in 2017. The first part of this report which outlines the achievements of the year presents the implementation of targets set in the amended work programme 2017 which is included in the amended programming document 2017-2019 adopted by the Centre's management board.

Considering the importance of its four activities and in line with the human and financial resources available for 2017, the Centre has attributed the following weightings to the various activities:

- Core operational activity: language services – 70%
- Support activities – 18%
- External outreach and communication activities – 5%
- Management and supervision activities – 7%.

On the basis of the end-of-year review performed by the Centre's management and on the basis of applying these weightings, the overall implementation of the amended work programme for 2017 is 87.9% based on the initial budget 2017 and 87.7% based on the amending budget 1/2017.

With regard to the Centre's 'Core operational activity: language services', most actions (84%) were completed during 2017. In terms of volume, the Centre translated 772 901 pages compared to the 784 982 pages forecast in the amending budget 1/2017. This represents an increase of 3.5% compared to 2016 and an increase of 6% compared to 2015.

The Centre continued to work in close cooperation with its clients and met with 22 clients during 2017 (34% of its client portfolio). It signed a cooperation agreement with the European School Luxembourg II (EEL2) and its portfolio consisted of 65 clients at the end of 2017.

The importance of translation quality assurance was evident through the many actions dedicated to quality improvement in order to ensure client satisfaction. A Translation Quality Assurance Action Plan (TQAAP) was drawn up for 2017-2018 and 58% of the actions identified in the plan were implemented in 2017. The new eCdT in-house translators' module, which centralises most translation and translation-related tasks, was developed and fully integrated in the translation workflow in 2017. The group assignment procedure was successfully implemented which enabled the Centre to streamline the outsourcing of language services for all its framework contracts.

On behalf of its interinstitutional partners, the Centre continued to manage the world's largest terminology database, the InterActive Terminology for Europe database (IATE), and progressed the development of version 2.0 of IATE whose launch is foreseen for 2018.

With regard to the Centre's 'Support activities' and 'External outreach and communication activities', the overall implementation rate for both activities was 100%. The Centre undertook a number of actions with a view to optimising tools used for staff appraisals, procurement, financial transactions and document management. It launched its new public website including the subsite restricted to the members of the management board. It also organised its third annual Translation Contact Network meeting which aimed at exchanging information and best practices with clients. As in previous years, the Centre continued to play an active role in the interinstitutional and inter-agency networks and working groups. The Centre was awarded, in conjunction with the EUIPO and EU-OSHA, the 2017 European Ombudsman Award for Good Administration in the category 'Excellence in citizen/customer focused services delivery' for their collaboration on a project called 'Managing multilingual websites'.

With regard to the Centre's 'Management and supervision activities', most actions (84.6%) were completed during 2017. Considerable progress was made in the fields of business continuity management and internal control.

From the outset, the 2017 budget was planned as a deficitary budget in order to enable the consumption of part of the cumulative budget surplus from previous years. Due to collection of additional revenues from the advance payment mechanism amounting to EUR 3.3 million, the final budget outturn of the year achieved a deficit of EUR -1.8 million. After taking into consideration the cancellation of the appropriations carried over from 2016 and the movements on the reserves, the final balance of the budget outturn to carry forward into 2018 amounts to EUR 2.1 million.

EU trade marks remain the key product in the Centre's portfolio, amounting to 38.9% of the Centre's total revenue in 2017. In terms of delivered pages, the EU trade marks represented 57.3% of the total volume in 2017.

The impact of the new pricing structure for the translation of documents on the number of invoiced pages was -15.9% (-38 899 pages), which corresponded to a saving of EUR 3.2 million for the Centre's clients in 2017. The financial impact of the new pricing structure was higher than expected (the impact on the number of invoiced pages was initially estimated at 9.5%). This means that the average price paid by clients during 2017 for the standard translation service was EUR 67 per page whereas the list price for the standard translation service is EUR 82 per page. This price reduction stimulated demand for the translation of documents as shown by the fact that the number of pages other than EU trade marks received from clients increased by 13.9% (+39 183 pages) in 2017. As a result, the revenues remained stable during 2017 notwithstanding the impact of the new pricing structure.

Finally, the Centre was mandated by its management board in March 2017 to undertake an external 'Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies'. Following a negotiated procedure, an external contractor was appointed to undertake the study and proceeded to undertake surveys and interviews with the Centre's key stakeholders (clients, management board, external language service providers and staff) in order to evaluate the Centre and recommend a best practice model for the future. At its meeting in October 2017, the Centre's management board established a working group to provide advice in monitoring the progress of the study which will be presented at the management board meetings in 2018.

MANAGEMENT BOARD'S ASSESSMENT OF THE CENTRE'S CONSOLIDATED ACTIVITY REPORT 2017

THE MANAGEMENT BOARD OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION,

Having regard to Council Regulation (EC) No 2965/94 of 28 November 1994 setting up a Translation Centre for the Bodies of the European Union ('the Translation Centre'), as last amended by Council Regulation (EC) No 1645/2003 of 18 June 2003,

Having regard to the Financial Regulation of 2 January 2014 applicable to the Translation Centre for the Bodies of the European Union (Ref. CT/CA-051/2013),

Having regard to the Decision of the Management Board of the Translation Centre establishing an assessment committee (Ref. CT/CA-049/2014),

HAS ADOPTED AS FOLLOWS:

1. The consolidated activity report 2017 is considered by the Management Board to provide a faithful and comprehensive account of the work undertaken by the Translation Centre in 2017. The Board notes that the majority of the amended Work Programme for 2017 was implemented although not completely (87.9% based on the Centre's initial budget and 87.7% based on its amending budget which represented an increase over the 2016 rates). In total, the Centre translated almost 773,000 pages, an increase of 3.5% compared to 2016.
2. The Management Board appreciates the well-structured and consistent presentation of information in respect of the implementation rates of the various actions within each activity and the transparent weighting system used to establish their relative importance. The Board notes that the Centre has, as requested, reconsidered the weighting structure to be used in the context of the work programme 2018. It agrees with the Centre's proposal to maintain the current weighting structure until the end of the implementation period for the Centre's Strategy (2016-2020), while adjusting it to be in line with the rationalisation of activity areas from four to three (core operational activities; support activities; and management and supervision activities).
3. The Management Board acknowledges the high workload undertaken and the Centre's commitment and dedication to its tasks and its clients and for the efficiency of its service while maintaining high levels of quality. The Board congratulates the Centre on winning the 2017 European Ombudsman Award for Good Administration in the category 'Excellence in citizen/customer focused services delivery' for a project jointly carried out with the EUIPO and EU-OSHA.
4. The Centre's achievements in 2017 are consistent with its strategic goals as set out in its Strategy 2016-2020 and its vision of becoming a linguistic centre of excellence for the EU agencies and bodies by 2020. The Management Board welcomes the continued emphasis on quality assurance and notes with satisfaction the progress made in implementing the Centre's Translation Quality Assurance Action Plan (2017-2018) and its success in integrating the new eCdT in-house translators' module in the translation workflow. It also welcomes the progress made in the development of version 2.0 of the world's largest terminology database IATE ahead of its foreseen launch in 2018, as well as the launch of the Centre's new public website including a subsite restricted to the members of the Management Board. It notes that the implementation

rate of each action is indicated in the report and an explanation is provided where the action was not fully implemented. A number of variations from the planned actions or delays in the implementation of the planned actions were noted in the report.

5. The Management Board congratulates the Centre's Director and management group on their effective management of the Centre's financial resources during the year. The Board acknowledges that the 2017 budget was planned as a deficit budget from the outset to enable the consumption of the budget surplus from previous years and notes that the budget outturn for 2017 of EUR -1.8 million was EUR 1.9 million better than expected in the initial budget due to advance payments received from clients in December 2017 as part of the advance payment mechanism. It also notes with satisfaction that the new pricing structure for the translation of documents resulted in a total saving of EUR 3.2 million for the Centre's clients. The Board also appreciates the progress made in increasing the overall budget execution rate to 93.1% (up from 88.2% in 2016).
6. The Board notes with satisfaction that the Centre commissioned during the year an external 'Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies'. It considers that this study will provide an important input to discussions to be held by the Management Board in 2018 regarding the Centre's future business model and to help reach an agreement in respect of this which would meet the expectations of all 65 of the Centre's clients.
7. The Management Board acknowledges that the main risks threatening the achievement of key objectives have been correctly identified and included in the Centre's risk register and notes with satisfaction that 100% of the actions identified to mitigate their impact or likelihood were implemented. The Board considers that Part III of the report contains sufficient information pertaining to internal controls and risk management processes in order to assess their effectiveness. The Management Board congratulates the Centre on fully implementing the remaining IAS recommendations in respect of ICS No 10 – Business Continuity and notes that, consequently, the Centre considers that it is now compliant with all 15 ICS.
8. Part IV of the report describes the building blocks of assurance. The Management Board notes with satisfaction that there are no instances of significant and/or repetitive errors or inadequate/ineffective controls and observes that the Director's declaration of assurance is based on a robust control system.
9. The Management Board considers that the information provided in the Annual Activity Report provides reasonable assurance that the resources available to the Translation Centre in 2017 were used for their intended purpose and in accordance with the principles of sound financial management. Furthermore, the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

10. Finally, the Management Board congratulates and thanks the Centre's Director, Máire Killoran, and all the Centre's staff for the achievements reached and their commitment.

Done at Luxembourg, 27 July 2018.

For the Management Board,

R. Martikonis 

Chairman

INTRODUCTION TO THE CENTRE

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

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

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

The clients are the Centre's *raison d'être*. In 2017, the Centre signed an agreement with one new client, the European School Luxembourg II (EEL2), bringing the total number of clients to 65 at the end of the year.

During 2017, the Centre carried out its activities in line with the strategic priorities set out in its Strategy 2016-2020, which is rooted in a vision of the Centre becoming a linguistic centre of excellence for the EU agencies and bodies by 2020. This vision is articulated in strategic goals which are further defined in strategic objectives and in strategic initiatives, all of which are to be achieved during the set period.

The Strategy consists of three strategic goals which are as follows:

- 1) position the Centre as a partner in the holistic provision of language services to clients;
- 2) enhance operational effectiveness and efficiency;
- 3) contribute to interinstitutional cooperation.

The Centre's operations are based on annual work programmes divided into the following four activities:

1. Core operational activity: language services
2. Support activities
3. External outreach and communication activities
4. Management and supervision activities.

PART I.
ACHIEVEMENTS OF THE YEAR

CHAPTER 1
CORE OPERATIONAL ACTIVITY: TRANSLATION

The Centre has attributed a weighting of 70% to this activity. The overall implementation rate was 84.3% compared to the initial budget and 84.1% compared to the amending budget.

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

Indicator/Output: Number of pages of documents translated, modified, edited and revised.

Target 2017: 324 528 delivered pages

Implementation rate: 100% compared to the initial budget, 100% compared to the amending budget (weighting of the action within the activity: 14%)

In 2017, the translation volume of the Centre totalled 772 901 pages, which represented a 3.5% increase compared to the figures for 2016 (746 965). These figures include documents and EU trade marks and also include those pages translated for the Centre's own needs.

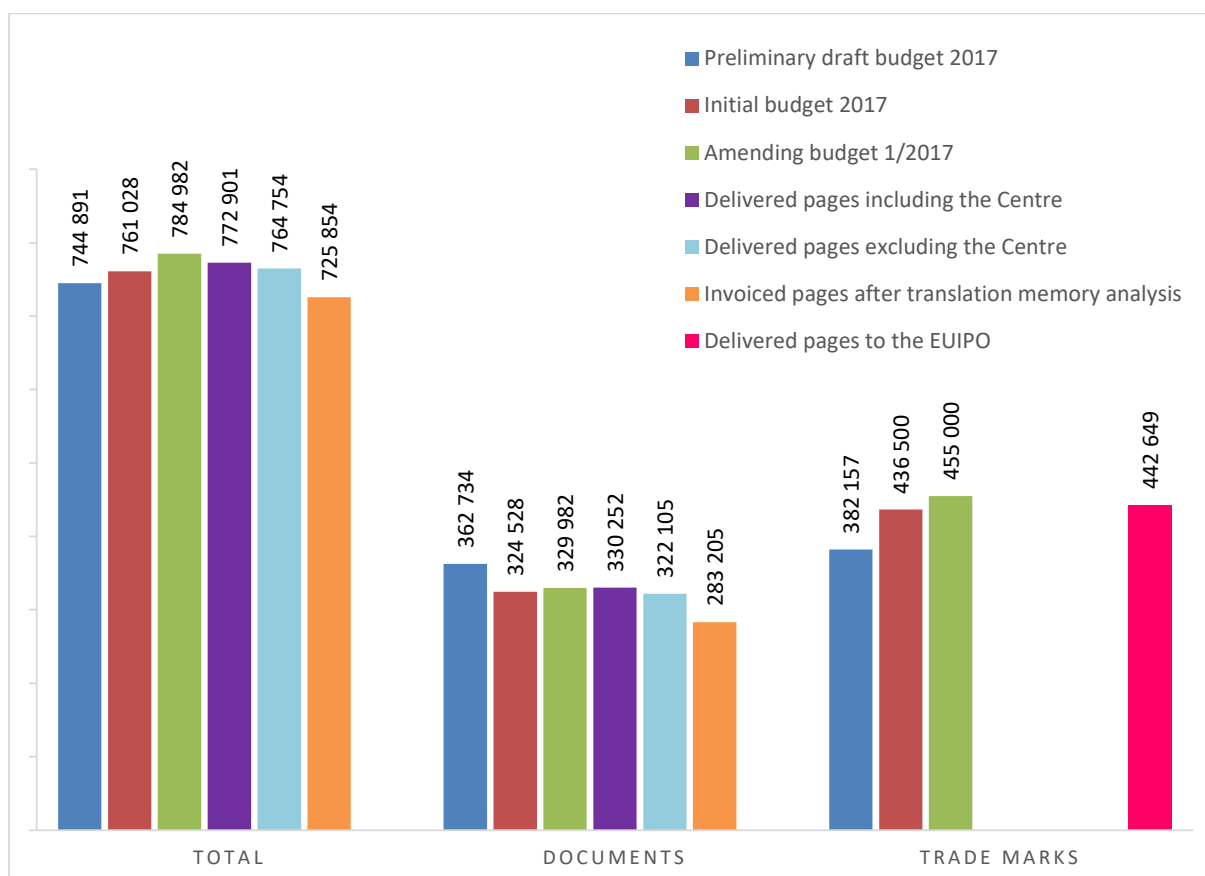
With 330 252 pages, the number of pages of documents translated, modified, edited and revised increased by 14.1% compared to 2016 (289 401 pages). These figures include those pages translated for the Centre's own needs. This volume was 1.8% higher than the forecast (324 528 pages) in the initial budget and was in line with the forecast (329 982) in the amending budget. With regard to documents, figure 1 below shows the number of translated pages invoiced after the analysis undertaken to identify texts in the Centre's translation memories which resulted in savings for clients.

In addition to translation, modification, editing and revision, the Centre also provided other language services. Some 231 man/days were devoted to terminology work. A total of nine clients requested the translation or revision of 74 395 term list entries (see details under action 1.3 below). Some 2 455 minutes of subtitling were produced for nine clients.

As part of the Centre's quality assurance assessment of its external language service providers, translations produced by its external providers are revised and evaluated by its in-house translators prior to delivery to clients. In 2017, in 99.4% of these cases, the translations were assessed as being of reasonable or excellent quality.

Although the percentage of external translations of poor quality was low in 2017, the Centre took some stringent measures against several contractors whose documents were judged to be repeatedly unsatisfactory. In 2017, a total of 237 outsourced translations were submitted to the Centre's internal assessment committee following an assessment of poor quality by the internal revisers. The results were deemed to be conclusive, with poor quality being confirmed in 92% of cases and contractual measures were applied to the contractors concerned.

Figure 1: Fluctuations of forecasts vs actual volumes in 2017 (in pages)



Action 1.2 Translate EU trade marks in accordance with agreed quality criteria

Indicator/Output: Number of pages of EU trade marks translated

Target 2017: 436 500 pages

Implementation rate: 100% compared to the initial budget, 97% compared to the amending budget (weighting of the action within the activity: 14%)

Of the 772 901 pages translated in 2017, 442 649 pages (57.3% of the total volume) consisted of EU trade marks, in comparison with 436 500 pages forecast in the initial budget and 455 000 pages forecast in the amending budget. The number of pages of EU trade marks translated represents a 3.4% decrease in comparison with 2016 (457 564 pages). The fluctuations in forecasts in comparison with actual invoiced volumes are shown in Figure 1 above.

The Centre delivered the translations of the EU trade marks on time, six days after their submission, in line with the objective agreed with the EUIPO for 2017.

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

Indicator/Output: Number of terms translated

Target 2017: 204 742 terms (=‘term list’ entries)

Implementation rate: 36% compared to the initial budget, 35% compared to the amending budget (weighting of the action within the activity: 14%)

A total of nine clients requested the translation or revision of 74 395 ‘term list’ entries (including 7 747 Community Designs, 27 639 Euroclass/Terminology Maintenance Console terms and 726 Design Terminology Maintenance Console terms for the EUIPO). In 2016, 14 clients had requested the translation or revision of 196 589 ‘term list’ entries.

Action 1.4 Translate Online Dispute Resolution decisions for DG JUST according to agreed quality criteria

Indicator/Output: Pages translated

Target 2017: 5 200 pages translated

Implementation rate: 1% compared to the initial budget, 34% compared to the amending budget (weighting of the action within the activity: 0%)

The forecast provided by DG JUST for the initial budget indicated that about 5 200 pages of Online Dispute Resolution (ODR) decisions were expected to be translated during 2017. This forecast was subsequently reduced to 200 pages in the amending budget. Ultimately, only 68.5 pages of ODR decisions were translated by the Centre during the year. In 2016, the Centre translated 8.5 pages of ODR decisions compared with a forecast of about 50 000 pages.

In addition, DG JUST requested the translation of 1 999.5 pages corresponding to the notifications of Alternative Dispute Resolution (ADR) entities who act as mediators for the ODR initiative in the participating Member States.

All the pages translated for DG JUST have been included under the Centre’s total translation volume (see Action 1.1 above).

Action 1.5 Subtitle videos

Indicator/Output: Number of minutes of videos subtitled

Target 2017: 1 000 minutes

Implementation rate: 100% compared to the initial budget, 100% compared to the amending budget (weighting of the action within the activity: 1%)

The Centre produced 2 455 minutes of subtitles for nine clients, namely DG EMPL, FRONTEX, ECDC, ECHA, EFCA, EIGE, EMCDDA, ETF and EUIPO. The number of minutes of subtitles showed an over 200% increase in comparison with 2016 (1 219 minutes).

This shows, on the one hand, the increasing importance of video material which is used by the EU agencies to enhance communication and, on the other hand, the result of a marketing strategy initiated by the Centre to promote the subtitling service among its clients.

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

Action 1.6 Ensure on-time delivery of services to clients

Overall implementation rate: 99% (weighting of the action within the activity: 14%)

Indicator/Output: % of deadlines met

Target 2017: >99% of deadlines met

Implementation rate: 99%

The Centre delivered services to its clients on time in 98.8% of cases (98.3% in 2016).

Specifically with regard to documents, the Centre delivered translations to its clients on time in 97.5% of cases (95% in 2016). In this context, 'translations' covers the following services invoiced in pages: translation, editing, modification, revision and excludes EU trade marks which are always sent within the contractual deadline.

56.1% of translations had a normal deadline, while 17.6% were scheduled and 14.7% were urgent. In 2016, these figures were 59.7%, 12.3% and 14.1% respectively. The 'slow' delivery translation service represented 11.5% of the volume of documents translated in 2017 which was slightly less than in 2016 (13.8%). The demand for 'very urgent' translation services remained low, comprising 0.06% of the total translation volume.

Indicator/Output: % of renegotiated deadlines

Target 2017: <=10%

Implementation rate: 99%

In 2017, the Centre renegotiated 10.5% of the agreed deadlines for services delivered to its clients. This means that initially agreed deadlines were modified in the course of ongoing jobs and that both parties agreed on the renegotiated deadlines.

Action 1.7 Perform a gap analysis between ISO 17100:2015 standard and the current system in place at the Centre

Indicator/Output: Progress status

Target 2017: Identification of principles for implementation

Implementation rate: 100% (weighting of the action within the activity: 4%)

The purpose of the gap analysis was to assess the Centre's current business model by comparison with the ISO 17100:2015 standard on translation services. The analysis enabled the Centre to identify areas that needed to be strengthened in order to bridge the gap between the Centre's current quality management system and the ISO standard.

The gap analysis revealed that the Centre was compliant with most of the ISO requirements. The main actions defined after the analysis relate to the additional training of in-house translators in the various domains in which the Centre's clients operate, in translation technology and the post-editing of machine translation output; the training of support staff in translation technology and translation project management; the training of external language providers through tutorials and webinars; and the refactoring and streamlining of the Client Satisfaction Form (CSF) workflow.

The requirements of the ISO standard that cannot be met by the Centre touch upon the professional qualifications of translators and the revision process.

- The professional qualifications of the Centre's translators may differ from those provided for in the ISO standard because the Centre's eligibility criteria must be in line with the Staff Regulations of Officials of the European Union, the Conditions of Employment of Other Servants of the European Union and the implementing rules which specify the minimum qualifications in terms of level of education and professional experience.
- The ISO standard defines revision as one of the mandatory steps of the translation process. The Centre meets this requirement for the translations carried out by external language service providers. However, due to the size of the Centre's language teams and depending on the workload and the types of documents involved, the revision of in-house translated documents (cross-check) may exceptionally be omitted on certain in-house translated texts. A list of documents for which the cross-check is compulsory is included in the Translation Quality Assurance Manual.

Action 1.8 Implement measures identified in the 'Translation Quality Assurance Action Plan 2017-2018'

Indicator/Output: % of implementation of the actions included in the plan
Target 2017: 50% implemented
Implementation rate: 100% (weighting of the action within the activity: 4%)

At the beginning of 2017, the Centre adopted its Translation Quality Assurance Action Plan (TQAAP) for 2017-2018. The focus was placed on enhancing the quality of language services.

The set of measures planned for and achieved in 2017 mainly related to:

- the implementation of the in-house translators' module in the eCdT translation workflow. This new module centralises most translation and translation-related tasks;
- the migration to SDL Trados Studio 2017;
- the automation of the workflow for the evaluation of the quality of outsourced translations and the feedback provided to external language service providers, both of which were also integrated in the in-house translators' module;
- the introduction of the *ex post* control of texts translated either by external language service providers or by in-house translators, in addition to the existing *ex post* control of documents translated in-house, in order to assess the overall quality of translations delivered to clients

Action 1.9 Monitor translation quality *ex post* (documents and EU trade marks)

Overall implementation rate: 100% (weighting of the action within the activity: 6%)
Indicator/Output: Number of ex post quality checks (EPQC) on documents translated in-house
Target 2017: EPQC undertaken on a quarterly basis on documents translated in-house
Implementation rate: 100%

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

Four *ex post* exercises were carried out throughout 2017, namely one exercise per quarter, using documents from a range of clients representing different domains.

Indicator/Output: % of in-house translated documents of excellent, good or satisfactory quality
Target 2017: 97% of in-house translated documents of excellent, good or satisfactory quality
Implementation rate: 100%

These *ex post* control exercises were carried out by external translators selected among the Centre's external language service providers. A total of 98% of the documents translated in-house were considered of excellent, good or satisfactory quality. The remaining 2% were not up to the required standards. They were analysed with the relevant translation teams in order to take corrective measures, as appropriate.

Indicator/Output: Number of ex post quality checks (EPQC) on EU trade marks
Target 2017: Four EPQC on EU trade marks
Implementation rate: 100 %

In 2017, four quarterly exercises of *ex post* controls of EU trade mark translations were carried out. The 2017 *ex post* control exercises covered 54 language combinations.

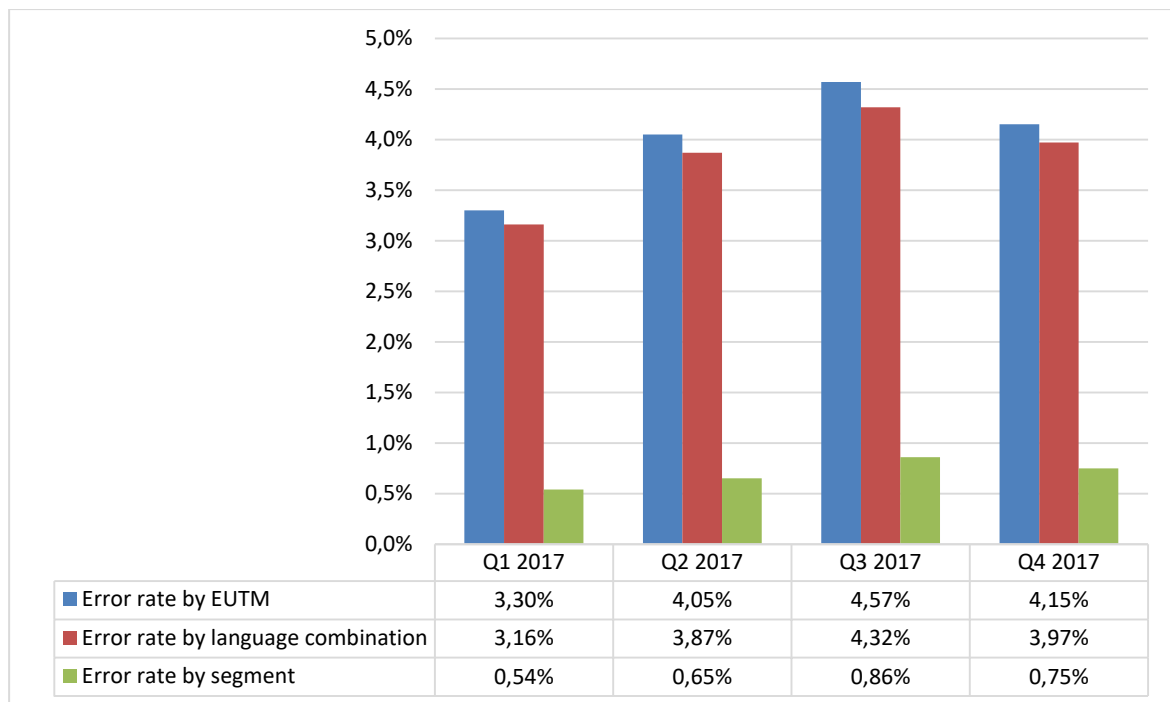
A total of 22 man/days were dedicated by the Centre to these *ex post* quality checks.

Indicator/Output: % of errors at segment level in EU trade marks translations
Target 2017: <1.5% of errors in EU trade marks segments
Implementation rate: 100%

There are three key indicators for EPQC exercises on EU trade marks (EUTM): error rate by EUTM, error rate by language combination, and error rate by segment (see Figure 2 below).

Overall, the number of errors showed some fluctuation, but with an average of 0.7% when measured at segment level, which was well below the maximum threshold of 1.5%.

Figure 2: Key indicators for the *ex post* quality check of EUTMs in 2017



Action 1.10 Integrate the new client feedback workflow in eCdT

Indicator/Output: Implementation status

Target 2017: 100% new workflow in production in line with eCdT releases

Implementation rate: 15% (weighting of the action within the activity: 1%)

Upon the successful roll-out of the eCdT Client Portal to all clients in 2016 and the related client survey conducted in February 2017, the Centre held two internal workshops organised by its Project Management Office (PMO) with all parties involved in the translation process and staff from the IT department. The aim of these workshops was to clarify certain key aspects of the project and elaborate different options for the optimised handling of client feedback, both on the clients' side and within the Centre. The results of these discussions were reflected in the Project Initiation Document (PID) which was approved by the Centre's IT Steering Committee prior to starting developments for the new client feedback workflow.

Action 1.11 Define and implement the procedures on linguistic assets used for translation processing

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2017, the Centre drafted guides and manuals for the subtitling workflow, corpus management, computer-assisted translation (CAT) tools and the eCdT in-house translators' module and made them available to its in-house translators and the workflow management staff. In the framework of the launch of the eCdT in-house translators' module, the Centre described the procedures on the reorganisation of linguistic assets (translation memories, terminology databases and corpora).

The Centre reorganised its translation memory and terminology database and updated the relevant documentation. The purpose was to increase linguistic quality through the improved reuse of translation units and terminology entries, and to ensure the improved integration of the translation technologies with eCdT.

The Centre defined and implemented procedures on the subtitling workflow and, more specifically, on the use of automated speech recognition engines as part of the pre-processing of video and audio material. The process includes data preparation, collection and correction so as to strengthen the performance of the engines, improve the processing of subtitling requests submitted by clients and gain efficiency in the overall workflow.

Action 1.12 Finalise the revision of critical processes and procedures to gain efficiencies throughout the whole process chain

Overall implementation rate: 92% (weighting of the action within the activity: 1%)

Indicator/Output: % of implementation

Target 2017: 50% of the critical core processes

Implementation rate: 100%

The two critical core business processes covering the translation of documents and the translation of EU trade marks and Community Designs were revised in the course of the year. With the introduction of the new workflow management system, eCdT, the process for managing the workflow for the translation of documents was redesigned and the sequence of steps was formalised. This has led to a more efficient

use of resources and has had a positive impact on the main objective of the process, which is to ensure the on-time delivery of language services to clients.

Indicator/Output: % of implementation
Target 2017: 50% of the critical non-core processes
Implementation rate: 84%

The revision of the critical non-core business processes continued in 2017, covering management (i.e. quality, audit and risk management) and support processes (i.e. information technology, budget programming and revenue operations).

Action 1.13 Organise periodic seminars for external language service providers

Indicator/Output: Number of seminars organised for external language service providers
Target 2017: One seminar held for external language service providers
Implementation rate: 100% (weighting of the action within the activity: 1%)

Instead of holding an in-house seminar which may have limited the number of participants, the Centre decided to release a video tutorial to inform them about the introduction of the group assignment procedure for all framework contracts. The video was made available on the Centre's Freelance Portal.

Action 1.14 Organise and follow up visits to/by clients

Indicator/Output: Percentage of clients met
Target 2017: 15%
Implementation rate: 100% (weighting of the action within the activity: 1%)

The Centre continued strengthening cooperation with its clients through bilateral meetings (at the clients' or at the Centre's premises or via videoconference) and targeted seminars. In accordance with its client visit plan for 2017, the Centre met with 22¹ of the 65 clients who are part of its client portfolio. A total of 6 of these meetings were bilateral meetings at Director level. The target of '15% of clients met' set out in the Centre's annual work programme was thus largely exceeded (33.8%).² As a result of the client meetings held in 2017, a total of 33 new actions were established, out of which 18 were implemented during the year. Work continued on 14 actions carried over from 2016. In 2017, the implementation rate of newly-defined actions and actions carried over from the previous years was 51.1%.

As part of its translation quality assurance plan and to enhance its understanding of clients' specialised fields of activity, the Centre continued organising client seminars for its translators and staff from support sections: a language-specific information exchange with EMCDDA's French focal point took place in January. In June, Frontex visited the Centre to brief the Centre's staff on an upcoming key translation project: the 'CCC (Common Core Curriculum) for Border and Coast Guard Basic Training in the EU'. A job shadowing exercise took place in March with the head of the EUIPO's Proofreading team and the Centre's English language translators.

¹ DG JUST, DGT, EACEA, EASO, EBA, ECB, ECHA, EFCA, EIOPA, EMA, EMCDDA, ENISA, ERA, ESMA, EUIPO, eu-LISA, EU-OSHA, Eurojust, Europol, FRA, Frontex and the Ombudsman.

² For further details on client meetings and specific client projects, see the *Highlights of the year 2017*.

An eCdT Client Portal training session was organised for ENISA in November 2017 which was followed by a meeting with staff from the Centre's Translation Support Department and External Relations and Communication Section. The Client Portal was also a central topic of the meeting that took place with EACEA's operational units in March.

Activities within the framework of interinstitutional cooperation and within the network of EU Agencies remained similar to previous years, with presentations on different topics (the Centre's new pricing structure; web translation; video subtitling; editing, etc.) at different levels. In the framework of the EU Agencies' Network (EUAN), the Centre organised the 30th meeting of the Information Communication Technology Agency Committee (ICTAC), which took place in Luxembourg at the beginning of October.

Action 1.15 Develop CdT-approved customised templates

Indicator/Output: Development status

Target 2017: Customised template developed for selection procedures

Implementation rate: 96% (weighting of the action within the activity: 1%)

The content of two types of documents to be used as customised templates was analysed: press releases and vacancy notices. Tests on samples of documents were carried out.

Action 1.16 Finalise analysis of business requirements and start development of the Fourth Railway Package with ERA

Indicator/Output: % of development

Target 2017: 50%

Implementation rate: 15% (weighting of the action within the activity: 1%)

Engagement continued with ERA's representatives to identify translation needs in the framework of the Fourth Railway Package. The discussions focused on the development of ERA's One-Stop-Shop (OSS), the platform that aims at managing all requests for Single Safety Certificates and Vehicle Authorisations. The first release by ERA is expected in June 2018 and user testing is foreseen for June 2019.

The Centre developed a business-to-business (B2B) interface, which could be customised to enable ERA to easily submit translation requests to the Centre's workflow management system, eCdT.

Action 1.17 Undertake an analysis of business requirements to support the EUIPO's Multilingual Communications Management (MCM) project

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2017, the Centre undertook an analysis to support the EUIPO's Multilingual Communications Management (MCM) project. The analysis was provided to the EUIPO at the end of the year. It is envisaged that the identified online editing tool will enable the Centre to continue to fully perform its role as the shared language service provider and will enable the EUIPO to perform quality checks on the Centre's translations in the Centre's workflow management system, eCdT.

Action 1.18 Undertake an analysis of the potential development of a speech to text transcription service

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 90% (weighting of the action within the activity: 1%)

Since some clients had expressed an interest in transcription services, the Centre analysed how it could best meet this need. The analysis covered the definition, the modelling, the technical aspects and the implementation of this potential new service. At the end of the year, the analysis was still ongoing and focused on the comparison of different technologies.

Action 1.19 Implement a web translation service based on the Drupal platform

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 75% (weighting of the action within the activity: 2%)

Following fruitful cooperation with the EUIPO and EU-OSHA and based on the development of the Centre's own multilingual website on the Drupal platform, the Centre decided to develop a web translation service for other clients.

The development undertaken in 2017 involves the following key elements which will be incorporated in the new service to be launched in 2018. Through a business-to-business (B2B) solution, web page owners will be able to send content in Drupal 7 for translation in a user-friendly way. The content and its metadata will be identified and converted into a translation-compliant format that will be processed and quality checked prior to automatic web upload of the translated content on the clients' content management system (CMS).

With a view to ensuring the smooth deployment of the web translation module for Drupal 7 based websites in 2018 and to assessing clients' plans in the area of multilingual website management, the Centre prepared a survey in December which was launched among the members of the EU agencies' Heads of Communication and Information Network (HCIN) in January 2018. This will enable the Centre to ensure that its web translation service evolves as much as possible according to client needs.

Action 1.20 Develop and implement eCdT in-house translators' module

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 2%)

The eCdT in-house translators' module was developed applying the extreme programming method and deployed in October to all in-house translators.

A small working group consisting of translators, developers and managers met several times per week from January to July. September was devoted to intensive training, which included hands-on exercises for all in-house translators.

The translators' module considerably improved the way of working for in-house translators as it introduced several substantial changes in their work, e.g. a self-service system, an overview of upcoming translations and an overview of all translation jobs worked on in a given language team. A new version of the

computer-assisted translation (CAT) tool used at the Centre was integrated in the module, which improved the ergonomics and speed of working for in-house translators.

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

Indicator/Output: % of implementation

Target 2017: 50%

Implementation rate: 10% (weighting of the action within the activity: 1%)

In the framework of its Client Satisfaction Forms (CSF) workflow, the Centre aligns, whenever feasible, the final corrected versions of translations delivered to clients in its translation memories.

During 2017, the Centre examined the possibility to create a dedicated workflow to feed its translation memories with the final versions produced by clients.

Considering the workload of feeding the Centre's translation memories with the final versions of translations produced by clients and the resources available at the Centre, the creation of this new workflow will have to be further investigated in 2018.

Action 1.22 Undertake an analysis on the optimisation of the work allocation procedure to external language service providers according to new framework contracts (i.e. group assignment)

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 1%)

The Centre analysed the possibility to streamline the allocation procedure to external language service providers through the definition of the group assignment procedure for all framework contracts. The goal was to save time in the outsourcing procedure and consequentially to increase the time available to the external language service providers for linguistic activities.

Action 1.23 Develop and implement an optimised work allocation procedure for external language service providers

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 1%)

The group assignment procedure was successfully implemented in October across all framework contracts, with an explanatory video made available on the Centre's Freelance Portal.

In addition to the implementation of the group assignment procedure, the Centre defined a series of business rules to automatically outsource some language services. These rules are based on very specific criteria such as the number of pages, the language pairs, the priority, etc.

The purpose was to reduce the time dedicated to the handling of requests, to avoid manual repetitive tasks and to minimise human errors.

Action 1.24 Begin an analysis on the potential integration of an online translation tool in eCdT

Indicator/Output: Progress status

Target 2017: 50%

Implementation rate: 100% (weighting of the action within the activity: 1%)

An online translation tool was selected and installed at the Centre in order to analyse its potential integration in eCdT. Based on the initial analysis, it appears that this tool does not yet cover enough functionalities for translating and editing to be integrated in eCdT. It is envisaged, however, to use it for translation quality check purposes.

Action 1.25 Undertake an analysis to further define a number of MT engines with a view to potential integration in eCdT/SDL Trados Studio

Indicator/Output: Progress status

Target 2017: 50%

Implementation rate: 100% (weighting of the action within the activity: 1%)

In the framework of the definition of a number of Machine Translation (MT) engines with a view to their potential integration in the Centre's eCdT/SDL Trados Studio environment, a set of document corpora were created for all clients and organised per language combination, client, type of document and domain.

Action 1.26 Build and improve specialised MT engines

Indicator/Output: Number of specialised MT engines built and improved

Target 2017: Specialised MT engines built and improved based on clients' requirements

Implementation rate: 100% (weighting of the action within the activity: 1%)

In 2017, the Centre worked with the European Commission to create five new MT engines in MT@EC and brought to 71 its number of MT engines. The new engines are based on corpora for ECHA and EMA that coexist with other previously created EMA engines.

Action 1.27 Evaluate MT engines' quality per language pair and per domain of activity

Indicator/Output: Progress status

Target 2017: Quality assessment tables available

Implementation rate: 10% (weighting of the action within the activity: 1%)

In 2017, the Centre carried out tests on EMA documents with the MT engines provided by the MT@EC team of the European Commission. The evaluation was carried out from English into 18 official languages. The sample of machine-translated texts was analysed and a quality assessment summary was provided for each language pair. These tests were carried out on statistical MT engines with mixed results and will be repeated with neural MT engines.

Action 1.28 Finalise the analysis of the integration of MT engines as part of the linguistic pre-processing workflow

Indicator/Output: Progress status

Target 2017: Analysis undertaken of the integration of machine translation engines

Implementation rate: 60% (weighting of the action within the activity: 1%)

In 2017, the Centre continued the analysis of the necessary developments and the schedule for the integration of MT@EC engines in the linguistic pre-processing workflow. The purpose of this integration is to speed up the translation process. By the end of the year, the analysis was still ongoing and it is foreseen that this activity will be finalised in 2018.

Action 1.29 Provide read access to external language service providers to linguistic assets and tools (e.g. translation memories via SDL WorldServer, corpora via MultiTrans)

Indicator/Output: Provide read access

Target 2017: Provide read access

Implementation rate: 100% (weighting of the action within the activity: 1%)

A procedure was successfully implemented to enable external language service providers to access terminology assets, whenever the linguistic service is subject to pre-processing procedures using language technologies (e.g. translation memories, terminology databases, etc.). As a result, external language service providers receive job-specific extracts of the Centre's translation memories and terminology databases.

Action 1.30 Provide technical and organisational support for the interinstitutional IATE database

Indicator/Output: Implementation of IATE features according to interinstitutional project plan 2017

Target 2017: 100% of planned developments of IATE according to interinstitutional project plan 2017

Implementation rate: 98% (weighting of the action within the activity: 1%)

The work of the Centre in this area focused on the corrective and evolutive maintenance of the IATE interinstitutional and public websites and on adjusting the Term Recognition Module (TRM, a tool that analyses documents and retrieves terminology that exists in IATE) to the technology in the IATE2 database.

The Centre started the development of a TRM web service that will allow the automation of document-specific termbase retrievals in the EU institutions' translation workflow.

The Centre also actively contributed to the terminology work carried out in IATE by doing large scale data updates, extracting information concerning the content of the database, providing specific statistical information and importing terminological data on request by the interinstitutional partner services.

Action 1.31 Develop IATE2 database

Indicator/Output: Development status

Target 2017: 50%

Implementation rate: 40% (weighting of the action within the activity: 1%)

In 2017, the Centre continued to develop the IATE2 database on behalf of the IATE partners. It developed the main features for translators, terminologists and the general public (e.g. search module, entry creation, data modification, data deletion, basic statistics, etc.). It enabled interoperability with the EU legislation Cellar database, managed by the Publications Office of the European Union, for advanced reference management, and full integration of the Eurovoc domain classification.

The Centre started migrating data from IATE to IATE2 and conducted comprehensive tests to ensure the highest quality of the final product of the new database. It also began more advanced developments, such as the design of an advanced query builder for customised searches and exports and integration with EU Login and Quest II.

The launch of the new IATE2 database is scheduled for the second half of 2018.

Action 1.32 Active participation in joint inter-agency projects

Indicator/Output: Number of inter-agency projects with the Centre's participation

Target 2017: At least one project

Implementation rate: 100% (weighting of the action within the activity: 0%)

As part of the Agencies' Heads of Communication and Information Network (HCIN) annual work programme, the Centre participated in the EU60 campaign with articles on its website, Facebook posts as well as a contribution to the Agencies' EU60 video clip.

Likewise, in the framework of the HCIN work programme, the Centre contributed to the Agencies' message house that will be used in future EU agency communication campaigns.

Finally, the Centre provided its input to the new EU Agencies' video which is under preparation by EFSA as coordinator of the EU Agencies' Network in 2017.

Action 1.33 Increase *ad hoc* partnerships with institutions

Indicator/Output: Number of ad hoc partnerships

Target 2017: One partnership project

Implementation rate: 100% (weighting of the action within the activity: 0%)

In 2017, the Council launched for the first time a project to outsource documents to the Centre. While the project was a useful experience for both parties, the Council decided to discontinue it for internal reasons.

Action 1.34 Offer Joint Training Venture (JTV)

Indicator/Output: Number of JTV offered

Target 2017: 1

Implementation rate: 100% (weighting of the action within the activity: 0%)

A seminar on revision in international organisations, given by the head of the French section of the Translation Division of the Organisation for Economic Co-operation and Development (OECD), was organised in December 2017 in order to provide a specific training workshop for the Centre's in-house translators. Some translators from other international organisations were invited to attend this Joint Training Venture, which was organised under the auspices of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP).

CHAPTER 2 SUPPORT ACTIVITIES

The Centre has attributed a weighting of 18% to this activity. The overall implementation rate was 100%.

Action 2.1 Undertake analysis for improving the current document management system and for replacing the document registration system and define an action plan

Indicator/Output: Progress status

Target 2017: Analysis undertaken and action plan defined

Implementation rate: 100% (weighting of the action within the activity: 17%)

The analysis for improving the current document management system was completed. The design and the development of the solution in SharePoint was finalised. The implementation started with a small group of users and will continue in 2018 with deployment to all users.

In parallel, the Centre decided to replace Adonis, the current document registration system, with ARES, a tool provided by the European Commission. An action plan was defined, its implementation was started and will continue in 2018 with deployment to all users.

Action 2.2 Further optimise the tool for the management of staff appraisals

Indicator/Output: % of optimisation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 6%)

In 2017, the second appraisal exercise was completed using the new staff appraisal tool (Themis). New areas for improvement of the tool were identified and listed in an action plan. The targets were achieved through the implementation of several actions, including the deployment of a user-friendly interface for HR, the migration of previous reports, the further restructuring of the archives, improvements to the workflow and modifications of the appraisal report template.

Action 2.3 Review and define the modalities for interinstitutional staff exchanges and an internal redeployment policy for the Centre

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 6%)

In 2017, the Centre reviewed and defined the Practical guidelines for interinstitutional exchanges and interinstitutional learning visits and prepared a new policy and procedure for internal mobility of temporary staff under Article 2(f) of Conditions of Employment of Other Servants of the European Union (CEOS). The redeployment policy follows closely the implementing provisions on the engagement and use of temporary staff under Article 2(f) of the CEOS.

Action 2.4 Enhance induction programme

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100 % (weighting of the action within the activity: 6%)

In 2017, the Centre enhanced the induction programme for newcomers. After entry into service, all newcomers are invited to follow the new induction training programme which is organised as a half-day session with short presentations.

The general topics in the new induction programme cover data protection, risk management and internal control, quality management and business continuity. The human resources topics focus on ethics and integrity, including whistleblowing, conflict of interest and outside activities; prevention of harassment in the workplace; promotion and training procedures; joint sickness and insurance scheme; pensions and time management. The first enhanced induction training was organised in October 2017.

Action 2.5 Undertake staff survey

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 8%)

The staff satisfaction survey was launched in October 2017. The questions followed the structure of the 2012 and 2014 staff surveys with some additional questions on staff awareness of the anti-fraud strategy. The 2017 staff questionnaire contained 35 questions. In total, 117 staff members replied to the survey, with a participation rate of 55.5%.

Action 2.6 Perform a feasibility study to assess the possibility of implementing the use of tutorials (online videos, etc.) as a knowledge base for in-house and external translators

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 6%)

The Centre analysed the possibility of implementing video tutorials as a knowledge base for both in-house and external translators. A first tutorial was successfully released to inform external language service providers on the implementation of the group assignment procedure. The Centre created other video tutorials on the use of translation technology for in-house translators and made them available on the in-house collaborative platform.

Action 2.7 Finalise the definition of a paperless workflow for financial transactions

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 8%)

The Centre fully defined the new paperless workflow for financial transactions. The work took into account the Centre's future actions in the area of document management, including electronic signature and the preparations for eSubmission and other electronic services such as eRecruitment.

Action 2.8 Implement a paperless workflow for financial transactions

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 8%)

The Centre explored various potential approaches to implement a paperless workflow for financial transactions. The solution it opted for – and fully implemented – is a more extensive use of ABAC (the European Commission's budgetary accounting system) functionalities, combined with the Centre's internal system (eCdT).

Action 2.9 Finalise the description of business requirements for the additional modules of e-procurement and start their development

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 8%)

The technical study was finalised and the business requirements for the additional modules of e-procurement were described.

Several meetings with the European Commission's Directorate-General for Informatics (DIGIT) were held during the year as well as with the Publications Office of the European Union on the additional modules (eSubmission and eTendering respectively) in order to progress the details leading to their implementation.

The development started in 2017 with technical interconnection tests via the web services for eSubmission and eTendering.

Action 2.10 Undertake a pilot project to assess the feasibility of outsourcing pre-processing activities for complex documents

Indicator/Output: Progress status

Target 2017: Pilot project undertaken

Implementation rate: 100% (weighting of the action within the activity: 6%)

In the framework of business model optimisation, a pilot project was undertaken in 2017 to assess the feasibility of outsourcing pre-processing activities for complex documents.

Following a negotiated procedure to outsource desktop publishing, layout and formatting services, the Centre signed a contract with an external provider in October 2017. The pilot outsourcing study is focused on a comparison of internal vs. external costs per formatted page. The analysis of the pilot project will be completed when the outsourcing project is completed in 2018.

Action 2.11 Carry out a feasibility study on the provision of an IT platform to ensure access via mobile devices to the Centre's systems

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 6%)

The study confirmed that the Centre can provide secure remote access to its staff from most external locations in a transparent way by respecting Internet standards, without incurring risks nor impacting users' work habits.

The Centre identified a solution that does not entail additional hardware or software costs as it leverages resources which are already in place.

Action 2.12 Depending on the results of the feasibility study, begin to develop an IT platform in order to provide access via mobile devices to the Centre's systems (anytime, anywhere)

Indicator/Output: Progress status

Target 2017: 50%

Implementation rate: 100% (weighting of the action within the activity: 6%)

The selected solution was implemented within the data centre and functionality tests were successfully conducted. The IT platform will be launched in order to provide access to staff via laptop devices to the Centre's systems once Windows 10 has been installed, i.e. in 2018.

Action 2.13 Conduct an EMAS certification feasibility study with other agencies

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 6%)

A feasibility study was undertaken by the Centre with regard to the implementation of the EU Eco-Management and Audit Scheme (EMAS) at the Centre. It defines the financial and human resources required to launch the certification process. Since the feasibility study showed that obtaining EMAS certification would require significant resources, the Centre will undertake the preliminary steps required for an initial environmental assessment within the context of the resources available in 2018.

Action 2.14 Update the Centre's data dictionary and data ownership and verify the integrity of the reporting system for the first part of the data model

Indicator/Output: % of implementation

Target 2017: 50%

Implementation rate: 100% (weighting of the action within the activity: 6%)

The Centre successfully updated its data dictionary and established the list of data owners. They are available to the Local Informatics Security Officer through a dedicated IT application.

In order to guarantee the accuracy and consistency of data over its life-cycle, the Centre drafted an action plan to be implemented in 2018. It involves several aspects including data traceability, control and validation.

In addition, the Centre signed a contract with an external contractor in order to undertake an ad hoc impact analysis to verify the integrity of its IT reporting system.

CHAPTER 3 EXTERNAL OUTREACH ACTIVITIES

The Centre has attributed a weighting of 5% to this activity. The overall implementation rate was 100%.

Action 3.1 Assess the Centre's image and attractiveness among its key stakeholders

Indicator/Output: Progress status

Target 2017: External survey conducted and results analysed

Implementation rate: 100% (weighting of the action within the activity: 30%)

The Translation Centre was mandated by its management board to undertake an external "Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies".

As part of this study, the external contractor selected by the Centre conducted a comprehensive online survey among the Centre's key stakeholders (clients, management board, EU institutions, external service providers and staff) in order to review the performance of the Centre, assess its image and attractiveness and consider how best to develop its activities in the future.

According to the report provided by the external contractor, a total of 315 people responded but not all fully completed the questionnaire, meaning that they received a total of 250 usable responses. The contractor therefore reached the following conclusion: 'This represents a 52% response rate based on the usable responses or 61% if all those who started the survey questionnaire are taken into account.'

In this context, the Centre's management decided not to conduct a separate client satisfaction survey, but to carefully analyse the detailed responses and data collected by the external contractor and establish an action plan based on the conclusions reached from this analysis. This action plan will be implemented as from 2018.

Action 3.2 Organise the annual meeting of the Translation Contact Network

Indicator/Output: Meeting held

Target 2017: Meeting held and report drawn up

Implementation rate: 100% (weighting of the action within the activity: 20%)

The Centre organised its third annual Translation Contact Network meeting in January, which aimed at exchanging experiences and information about the new eCdT Client Portal and the Centre's new pricing structure as well as sharing best practices in the field of translation and terminology management. The meeting report and presentations were made available to all network members.

As a result of the meeting and of the Client Portal survey launched afterwards, the Centre introduced a number of improvements to the Portal throughout the year.

Action 3.3 Approach new EU bodies to seek cooperation agreements

Indicator/Output: Signature of cooperation agreements with new EU bodies

Target 2017: Cooperation agreement signed with new bodies, if any.

Implementation rate: 100% (weighting of the action within the activity: 10%)

The Centre signed an agreement with one new client in 2017, bringing the total number of clients to 65 at the end of the year. An agreement was signed with the European School Luxembourg II (EEL2).

The Centre also continued to monitor the establishment of the future European Public Prosecutor's Office (EPPO) whose Regulation was adopted at the end of the year and will enter into force in 2018. Negotiations were ongoing with the European Commission in order to assess the EPPO's future linguistic needs.

Following the progress made in 2017 with the ratification of the Agreement on the Unified Patent Court (UPCA), the Centre also conducted negotiations with the Unified Patent Court with a view to a possible cooperation agreement.

Action 3.4 Marketing of new services (e.g. campaign to launch web translation service, etc.)

Indicator/Output: Number of marketed services

Target 2017: 1

Implementation rate: 100% (weighting of the action within the activity: 10%)

Following the European Ombudsman Award for Good Administration which was jointly awarded in February to the Centre, the EUIPO and EU-OSHA for its project on 'Managing Multilingual Websites', the Centre was invited to attend the Ombudsman's staff meeting held in Luxembourg in June in order to outline the project.

In the context of engagement with clients, the Director marketed the Centre's services to a number of clients throughout the year.

The Centre is working on the development of a new web translation module for Drupal 7-based websites to be launched in 2018 and presented this project at the EU Agencies' web managers meeting organised by EFSA in Parma in September.

The Centre also attended the video production workshop hosted by FRA and EMCDDA in Vienna in September. This event was a good opportunity for the Centre to underline the importance of multilingualism in audio-visual productions and to present how the subtitling service, which was launched in 2015, is organised at the Centre. Video producers are often required to manage multilingual subtitles and they therefore showed a keen interest in this service.

In order to provide a comprehensive overview of the services the Centre offers to its clients, a small leaflet was created outlining the specificities and benefits of each service.

Action 3.5 Develop redesigned CdT website (including the Management Board website)

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 30%)

In April, the Centre launched its new public website. The redesign involved a shift from SharePoint to Drupal 7 as well as a complete content refactoring. Since reaching out to EU citizens in their own language is one of the Centre's key values, the new website can be browsed in the 24 EU official languages. A timeline features key milestones in the Centre's history and commitment to multilingualism since 1994. A clear focus has been placed on the role the Centre plays in the EU landscape and on the wide range of language services it offers to its 65 clients spread across the EU. The new website also focuses on the Centre's mission within the framework of interinstitutional cooperation. In addition, it offers the possibility to explore the network of EU Agencies which includes the Centre. A new section is dedicated to the Centre's cooperation with external language service providers. Job seekers and tenderers can find the latest news about recruitment and procurement procedures on the website.

From the public website, authorised users can access the restricted management board website, which was fully redesigned in Drupal in line with the public website and launched to the Centre's management board members in June 2017. From the public website, the Centre's clients can access the Client Portal, and external language service providers can access the Freelance Portal.

In October, the Centre launched its first e-newsletter which is accessible under the news section on the public website.

CHAPTER 4 MANAGEMENT AND SUPERVISION ACTIVITIES

The Centre has attributed a weighting of 7% to this activity. The overall implementation rate was 84.6%.

Action 4.1 Enhance controlling function (financial aspects)

Indicator/Output: Implement the reviewed process for ex ante evaluation of new services, projects and activities

Target 2017: One service and two projects evaluated

Implementation rate: 0% (weighting of the action within the activity: 14%)

The Centre reviewed the process for *ex ante* evaluation of new services, projects and activities. The implementation was postponed to 2018 because of the workload within the Budgetary and Strategic Planning Section, whose resources were allocated to projects such as the implementation of the new pricing structure.

Action 4.2 Implement the new pricing structure

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 7%)

Based on the report of the working group on the Centre's new pricing structure followed by the decision of the Centre's management board in October 2016 to implement the new structure, the Centre undertook the required developments in order to ensure the deployment of the new pricing structure as of 1 January 2017.

In 2017, the Centre successfully tested and implemented its new invoicing reports which reflect the new pricing structure. It also developed monitoring tools in order to follow up the impact of the new pricing structure.

Action 4.3 Contribute to inter-agency evaluations of shared services in order to optimise costs among the agencies

Indicator/Output: Evaluate the potential of using shared services

Target 2017: Evaluation done by the agencies

Implementation rate: 100% (weighting of the action within the activity: 7%)

Provision of evaluation and feedback services

In order to be able to undertake external surveys, the Centre participated in the inter-agency tender procedure organised by Eurofound called 'Provision of evaluation and feedback services'.

SYSPER, the European Commission's HR database

Given that an increasing number of EU agencies are using SYSPER, the agencies' Heads of IT, which include the Centre, decided to use the network to develop modules that could be integrated in the system. e-Recruitment was identified as the first project.

ARES, the European Commission's document management system

The Centre needs to replace its document registration system, Adonis, which is becoming obsolete. It analysed two options (internal development vs. off-the-shelf tools) but came to the conclusion that these

were either too expensive or too complicated to be implemented in view of the available resources. The third option, which was studied at the inter-agency level, was the use of ARES. It turned out to be the most appropriate and the Centre decided to implement ARES in 2018.

Resorting to these shared services is of great benefit for the Centre as it enables it to dedicate more resources to projects directly connected to its core business.

Action 4.4 Evaluate the results of the Activity Based Budgeting/Activity Based Management approach

Indicator/Output: Progress status

Target 2017: 50%

Implementation rate: 100% (weighting of the action within the activity: 7%)

The Centre introduced the Activity Based Budgeting (ABB) and the Activity Based Management (ABM) approach with the 2017 budget in order to be in line with the financial regulations and the European Commission's Roadmap.

The Centre implemented the 'light practice' approach defined in the guidelines of the interagency working group, and used its existing SAP-BPC system, Excel and ABAC. The implementation included, among other tasks, a review of the Centre's activity structure and of the allocation of human and financial resources, as well as the use of a new IT tool for data consolidation.

A first analysis of the implementation indicated that the current structure of the Centre's activities needed to be reviewed to be more accurate. As a consequence, the third and fourth activities, i.e. 'external outreach and communication' and 'management and supervision' will be merged into one activity from 2018.

Action 4.5 Implement the Business Continuity Management System (BCMS)

Indicator/Output: % of implementation

Target 2017: 100%

Implementation rate: 85% (weighting of the action within the activity: 7%)

In 2017, the Centre implemented its Business Continuity Management System (BCMS).

Business impact analysis and risk analysis were undertaken in a standardised approach throughout all sections involved in critical activities. As a result, the Centre identified one scenario matching its risk appetite: unavailability of the Centre's building.

A technical and financial analysis showed that the leasing of a professional recovery room was the most cost-efficient solution for the Centre. It enables key staff to be operational from the first working day following an incident. The Centre's professional recovery room will be available in early 2018, after finalisation of the procurement process.

Specific business continuity plans were developed for each section involved in critical activities. They define the team relocation strategy, the necessary equipment, the tasks to be performed by who and when, the main contact persons, etc.

The management team attended specific training and the whole staff was invited to awareness-raising sessions.

The first part of the BCMS was tested in November, during a simulation of a fire incident in the building. This exercise involved the relocation of the Business Continuity Management Team to the crisis management room at the Court of Justice, the analysis of the situation, the launch of the business continuity plan (BCP), including communication to clients based on predefined crisis communication templates. The test was overall considered as successful by the Centre's management and a list of improvement actions were agreed on for implementation in 2018.

In December, the Centre submitted to the European Commission's Internal Audit Service (IAS) all evidence of its actions to close the last open recommendation.

Maintenance and improvement of the existing management system is foreseen in BCMS procedures and its status is reviewed periodically by the management team.

Action 4.6 Implement the anti-fraud action plan

Indicator/Output: % of implementation

Target 2017: 50%

Implementation rate: 100% (weighting of the action within the activity: 7%)

Fraud was included in the Centre's annual risk assessment. An information session on ethics and fraud was organised for all staff and the information material was made available on the staff intranet. Specific information sessions were given to new staff and fraud-related questions were incorporated in the staff survey. In addition, lists with red flags were established for procurement, staff behaviour and recruitment.

Action 4.7 Implement actions to comply with the Internal Control Standards (ICS)

Overall implementation rate: 100% (weighting of the action within the activity: 14%)

Indicator/Output: % of very important recommendations fully implemented

Target 2017: 90% of very important recommendations outstanding on 1.1.2017 fully implemented

Implementation rate: not applicable

There were no very important recommendations pending in 2017. See Part II, chapter 5 for more details on the status of the outstanding important audit recommendations.

Indicator/Output: % of procedures and processes documented

Target 2017: 80% of procedures and processes documented and up to date

Implementation rate: 100%

The documentation and revision of processes and procedures continued in 2017. The achievement rate exceeded the target and amounted to 97%.

Action 4.8 Set up and develop a decentralised team of quality coordinators

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 7%)

The team of decentralised quality coordinators was established by the Centre's management team. The quality coordinators contributed to the development of the in-house translators' module of eCdT, the workflow management system. In addition, they revised and documented processes, procedures and working instructions.

Action 4.9 Revise the quality policy, business process map and quality manual to ensure alignment with the Strategy 2016-2020

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 7%)

As outlined in the Strategy 2016-2020, the Centre is embedding a more robust quality management approach in all its departments in order to achieve sustainable excellence across the board.

In this framework, the Centre proceeded in 2017 to a full revision of its process map in line with the results of the business impact analysis exercise and its strategic goals. It updated its quality manual which describes the Centre's quality policy and the quality system deployed to ensure the quality of the services provided.

Action 4.10 Perform the quality audit programme

Indicator/Output: Number of quality audits performed

Target 2017: Three quality audits performed

Implementation rate: 100% (weighting of the action within the activity: 7%)

All the quality audits planned for 2017 were performed. The following processes and procedure were audited: process M23 (Identify and manage risks), process S32 (Revenue operations) and procedure C11_6 (In-house assignment of work to translators).

Action 4.11 Redesign the annual training plan

Indicator/Output: Progress status

Target 2017: 100%

Implementation rate: 100% (weighting of the action within the activity: 7%)

The training plan for 2017 was redesigned and aligned with the Strategy 2016-2020 in order to include an improved quality management approach and to help build a more dynamic, client-oriented organisation.

The training plan was redesigned in order to focus on delivering group courses at the Centre. For 2017, the Centre focused on the following key areas: project management, quality management, client relations, negotiation skills, time management, stress management, conflict management, public speaking and tools in use at the Centre. The new training plan also foresees that language immersion courses will from now on only be sourced in Luxembourg.

Action 4.12 Develop key staff capabilities (i.e. quality and project management)

Indicator/Output: % of implementation

Target 2017: 30% of key staff trained in each area

Implementation rate: 100% (weighting of the action within the activity: 7%)

In 2017, the Centre focused on the improved quality and project management approach and decided to develop staff capabilities in the mentioned areas in line with the Strategy 2016-2020.

The action included identification of key staff to develop their capabilities in 2017 with follow-up actions to be undertaken in the following years. Two intensive training sessions were organised in the areas of quality and project management, with a participation of over 34 staff for both areas. In total, 58.6% of identified key staff were trained in both areas in 2017.

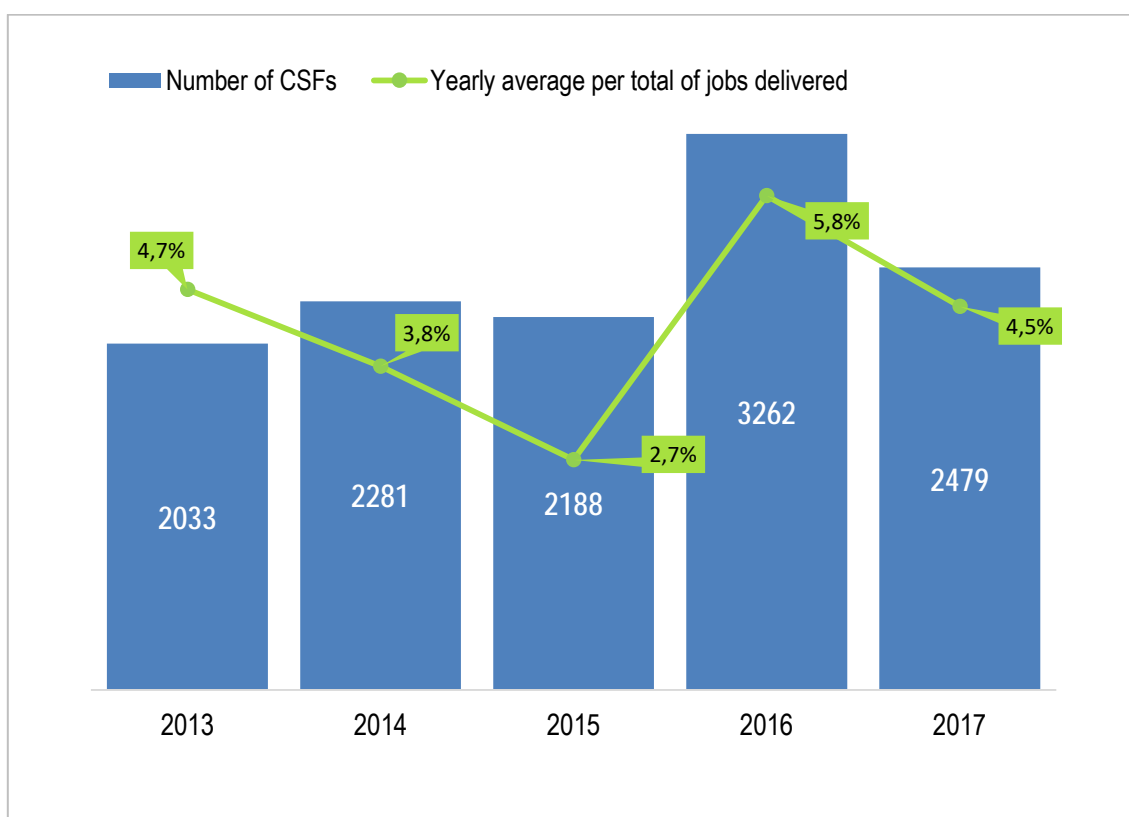
ADDITIONAL ACTIVITIES

Client Satisfaction Forms (CSFs)

The total number of Client Satisfaction Forms (CSFs) processed by the Centre (2 479 CSFs) in 2017 was below the 2016 figures (see Figure 3 below). The overall return rate of CSFs received versus jobs delivered (except EU trade marks; Community designs and Euroclass terms) was 4.5% which was also lower than in 2016.

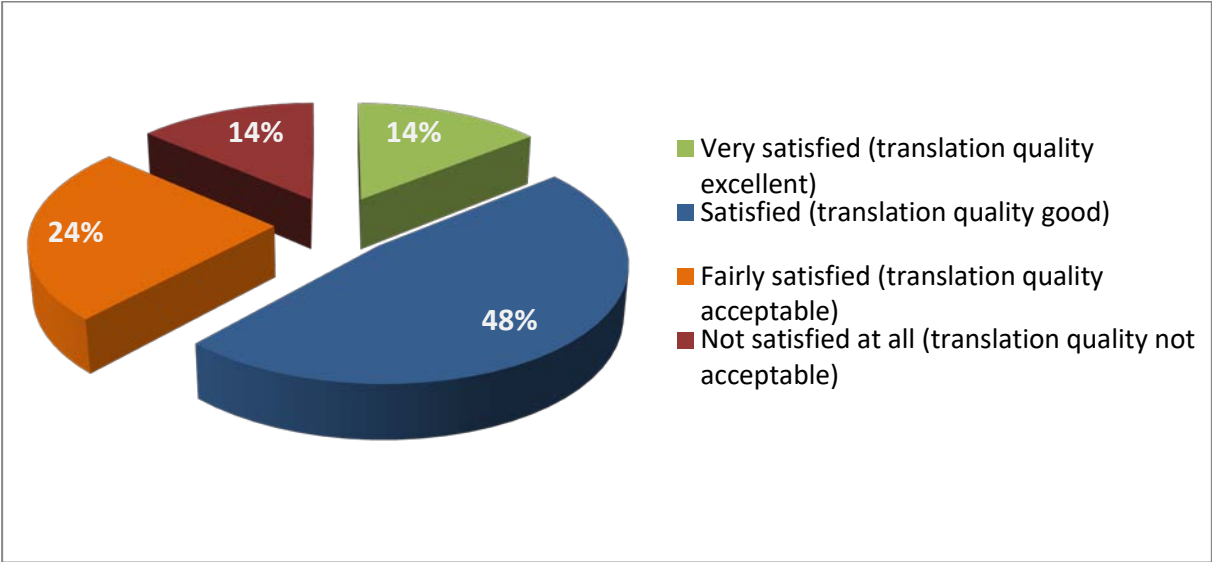
As in previous years, EMA was the client who provided most feedback, followed by EBA, EUIPO, ECHA, DG-JUST and FRA.

Figure 3: Number of CSFs received from clients (2013-2017)



The spread over the four satisfaction categories (very satisfied, satisfied, fairly satisfied and not satisfied at all) was as follows:

Figure 4: Spread of CSFs over the four satisfaction levels (per total of CSFs received).



Although the rate for 'not satisfied at all' CSFs doubled compared with 2016, the added figure of CSFs marked as 'fairly satisfied' and 'not satisfied at all' (38%) was inferior to the added figure for these two categories of the previous year (49%). 62% of CSFs were marked as 'satisfied' or 'very satisfied', which is well above the aggregated figures for both categories (51%) of the previous year.

Error categories mostly marked by clients on the CSFs (be they positive or negative) included by order of importance: terminology; presentation/formatting; inaccuracy; mistranslation; omissions; and time of receipt; followed by style; grammar; reference material not taken into consideration; punctuation and spelling.

As part of its quality assurance procedure, the Centre analysed all CSFs individually and the corresponding actions were taken to satisfy clients' requirements. Follow-up measures included particular document alignments, capturing clients' preferences in the quality assurance tools linked to the CAT tool used by translators, targeted feedback and updated instructions for external language service providers, as well as specific training courses for in-house translators and technical staff.

eCdT Client Portal survey

As a follow-up action to the Translation Contact Network meeting held in January 2017, the Centre conducted a survey among the contact persons responsible for handling translation requests in each client organisation in order to obtain feedback on the new eCdT Client Portal which was deployed to all clients in 2016. The survey response rate was 33.9%.

After careful examination of all the remarks made by the clients, the Centre drew up a list of improvements, many of which were implemented on the eCdT Client Portal by the end of 2017. Others have been scheduled for implementation in 2018. Clients were informed about the new features via a specific email communication sent out at the end of the year.

European Ombudsman Award for Good Administration

On 30 March 2017, EUIPO, EU-OSHA and the Centre won the 2017 European Ombudsman Award for Good Administration in the category 'Excellence in citizen/customer focused services delivery' for their collaboration on an innovative project called 'Managing multilingual websites'. The web, communication and language technology teams of the three agencies had worked together closely to create a tool and a related workflow facilitating the management of multilingual websites in over 25 languages, from the selection of content to the revision and approval of its translations.

This was the first time that the European Ombudsman had launched an Award for Good Administration for EU institutions, agencies and bodies, with the purpose of 'recognising ordinary staff who bring high standards of public service to their work either as individuals or as members of a team'. The competition consisted of seven categories and attracted 90 applications submitted by the main EU institutions as well as many agencies and other bodies.

Communication

The Centre's departments undertook a complete review of the document structure published on the staff intranet, with a view to implementing a decentralised document management and publication approach involving the different departments.

The Centre reviewed its communication framework, integrating social media as a key channel for its external communication activities as from 2018.

PART II.
MANAGEMENT AND EXTERNAL EVALUATIONS

PART II A. MANAGEMENT

CHAPTER 1
MANAGEMENT BOARD ACTIVITIES

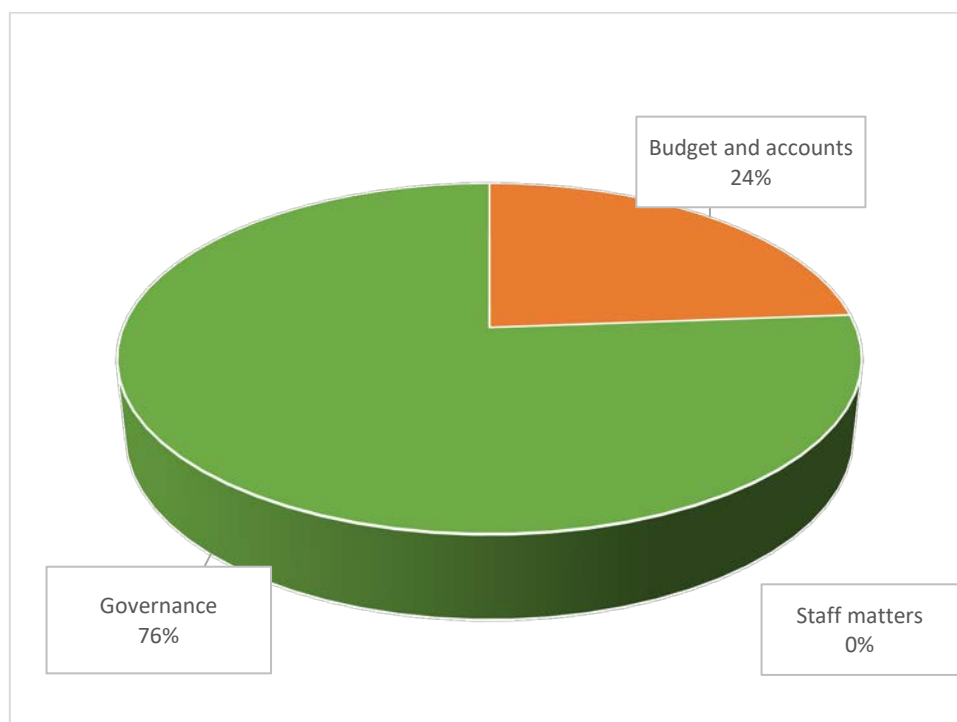
As the main pillar of the Centre’s governance structure, the management board ensures that the Centre functions efficiently and delivers its mission as defined in its Founding Regulation. It defines the Centre’s strategic orientations, goals, action priorities and has a supervisory role with general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

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

In order to facilitate the management board’s work, the Centre fully redesigned in 2017 its secured management board website, which is available in English and French.

Management board decisions are taken by its members either during meetings or by written procedures. The 21 decisions adopted in 2017, broken down by domain, are as follows:

Figure 5: Management board decisions by domain



Governance:

- ✓ The Activity Report 2016 was assessed by the management board as providing a faithful and comprehensive account of the work undertaken by the Centre. The management board noted that the majority of the Work Programme for 2016 was implemented (79.2% based on the Centre's initial budget 2016 and 85% based on the amending budget 1/2016).
- ✓ The Work Programme 2017 sets out the key milestones to be achieved in the Centre's four activity areas (i.e. Core operational activity: language services, Support activities, External outreach and communication activities, and Management and supervision activities) and shows how they relate to the strategic actions set out in the Centre's Strategy 2016-2020. The human and financial resources necessary for the proper implementation of each activity are also outlined.
- ✓ The Draft Programming Document 2018-2020, was considered for the first time by the management board in January 2017, ahead of its required transmission to the relevant institutions on 31 January 2017 as the Centre's input to the overall EU budgetary procedure. This planning document integrates both annual and multi-annual programming (i.e. the main lines of action, the human and financial resources necessary for the proper implementation of each activity and the key milestones to be achieved), as well as information on staff policy. The management board undertook a second review of the document, following the opinion issued by the European Commission, and approved the Programming Document 2018-2020 in October 2017.
- ✓ The management board adopted the revised IAS Mission Charter for the Centre and the IAS Strategic Internal Audit Plan 2018-2020 for the Centre. The management board also adopted the decision related to the revision of the Centre's Internal Control Standards which have been adapted based on the Commission's revised Internal Control Framework.
- ✓ In line with its Procurement Plan 2017, the Centre appointed consultants to undertake a 'Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies'. The management board established a working group to advise the Centre in monitoring the progress of the study.

Staff matters:

- ✓ During 2017, no documents regarding staff matters were submitted to the management board.

Budget and accounts:

- ✓ The management board gave a favourable opinion with regard to the final accounts for the financial year 2016.
- ✓ The amending budget 1/2017 aimed at, inter alia, including the updated forecasts received from clients, the result of the re-examination of all expenditure items, as well as introducing the budget outturn of 2016 into the 2017 budget.
- ✓ The budget 2018 was characterised by a revenue forecast of EUR 48.5 million, by a translation volume forecast of 764 323 pages, by list prices remaining identical to those for 2017 in the context of savings being achieved by clients as a result of the new pricing structure for the translation of documents.

CHAPTER 2 TRANSPARENCY, ACCOUNTABILITY AND INTEGRITY

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

Multiannual programming of activities and resources

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

Reporting on achievements

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

Relations with stakeholders

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

Transparency and access to documents

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

The principle of public access to documents held by the Centre is provided for in Article 18(a) of the Centre's founding regulation. In 2017, two requests for access to documents were received and treated following the procedure in place and access was given to these documents.

The Centre's website is published in all official languages of the European Union in order to facilitate its consultation by citizens of all Member States, and provides an online form for requesting documentation. In 2017, the Centre won jointly with the EUIPO and EU-OSHA the Ombudsman award for good administration in the category 'Excellence in citizen focused services delivery' for the project on managing multilingual websites.

Conflicts of interests

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

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

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

No whistleblowing cases were registered and no files were submitted to OLAF in 2017. The Ombudsman did not receive any complaints concerning the Centre in 2017.

CHAPTER 3 BUDGETARY AND FINANCIAL MANAGEMENT

3.1. Revenue

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

The Centre's initial budget for 2017 (EUR 48.5 million) was subject to one amending budget. The amending budget was adopted by the Management Board by written procedure on 21 September 2017 for the following reasons: firstly, to include the updated forecasts received from clients; secondly, to reflect the result of the review by the Centre of all expenditure items, and thirdly, the amending budget incorporated EUR 3.4 million from the reserve for stability pricing in order to balance the budget.

In total, 662 recovery orders were issued in 2017. Since the Centre's clients are other EU bodies, revenue management carries a very low financial risk.

The Centre's revenues were negatively impacted by the implementation of the new pricing structure for the translation of documents in 2017. Under the new pricing structure, the Centre offered a discount to clients for documents translated using its translation memories. As a result, the Centre offered a discount amounting to 15.9% of document pages (38 899 pages) to clients that corresponds to the equivalent of a reduction of EUR 3.2 million from the Centre's revenues.

3.2. Expenditure

The Centre applies a partly decentralised financial circuit model. The financial transactions are initiated in the relevant departments by operational and financial initiators, and are verified centrally by the Budgetary and Strategic Planning Section. All payments (5 905 in 2017) and commitments (380 in 2017) are financially verified ex ante by this section, except payments that concern the reimbursement to staff for mission expenses because the latter are verified by the Commission's Paymaster Office (PMO). If errors are detected by the verifying officers, the files are sent back to the relevant departments for correction before approval by the Authorising Officer by delegation or sub-delegation. The advantage of this partly decentralised financial circuit is that the Budgetary and Strategic Planning Section guarantees to management that all financial transactions conform with the Financial Regulations.

Approximately 77.5% of the Centre's financial resources were consumed by the Centre's core activity, with the main expenditure being staff (49% of total expenditure for the core activity) and expenditure on external translation services (42.8% of total expenditure for the core activity). Further details on resource allocation are in Annex V.

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

3.3. Financial Key Performance Indicators

The financial Key Performance Indicators (KPIs) relating to the number of pages translated by the Centre show an increase in the Centre's operations in 2017 by 3.5% compared to 2016 (+25 936 pages). Due to the introduction of the new pricing structure on 1 January 2017 which takes into consideration the use of translation memories, the number of pages invoiced in 2017 and in 2016 cannot be directly compared. While the number of pages other than EU trade marks received from clients increased by 13.9% compared to 2016 (+39 183 pages), the number of pages invoiced to clients did not change from 2016 (283 205 pages). The impact of the new pricing structure on the number of invoiced pages was -15.9% (-38 899 pages), which corresponds to a total saving of EUR 3 171 110 to the Centre's clients. The financial impact of the new pricing structure in 2017 was higher than expected (the impact on the number of pages was initially estimated at 9.5%). The volume of EU trade marks decreased by 3.3% (-14 914 pages).

The overall revenues from invoiced documents in 2017 achieved 92% of the initial budget. For EU trade marks, the invoicing exceeded the initial budget by 0.9%. The overall decrease in the revenues from invoiced documents other than EU trade marks compared to the initial budget is due to the implementation of the new pricing structure (-12.9%).

The final budget result for 2017 represented EUR -3.7 million, namely EUR 0.2 million less than expected in the initial budget. From the outset, the 2017 budget was planned as a deficit budget in order to enable the consumption of part of the cumulative budget surplus from previous years. Due to collection of additional revenues from the advance payment mechanism amounting to EUR 3.3 million, the final budget outturn of the year achieved a deficit of EUR 1.8 million. After taking into consideration the cancellation of the appropriations carried over from 2016 and the movements on the reserves, the final balance of the budget outturn to carry forward into 2018 amounts to EUR 2.1 million. This surplus will decrease the usage of the reserve for stability pricing in 2018.

The EU trade marks amounted to around 40% of total revenue for several years, reaching 38.9% in 2017, which means that EU trade marks remain the key product in the Centre's portfolio. In terms of delivered pages, they represented 60.9% of the total volume, i.e. slightly less than in 2016 (61.8%).

The indicator of late payments by the Centre's clients show a decrease of payment discipline, with 76 late payments in 2017 comparing to 37 in 2016. However, the average payment date increased only marginally (+ 2 days) to reach 29 days, which remains largely below the statutory 45 days. An increasing trend in the number of overdue payments to suppliers was observed in 2017, with 50 payments that were executed after the statutory deadline (23 payments in 2016) and the average payment period to suppliers increased by 4 days to 23 days.

The budget execution was 93.1% for expenditure which was a better result than in 2016 (88.2%).

CHAPTER 4 HUMAN RESOURCES MANAGEMENT

Following a decision by the budgetary authority, the establishment plan 2017 was reduced from 197 to 195 posts. At the end of 2017, the Centre employed 189 staff, namely 53 officials and 136 members of temporary staff.

During 2017, the Centre appointed one official (Finance Administrator) and recruited four temporary staff and two contract staff on long-term contracts consisting of one contract staff in FG IV and one contract staff in FG III. In addition, it recruited four contract staff on short-term contracts, all in FG IV. The Centre managed 10 agency staff contracts and organised the selection of 5 trainees.

During 2017, the Centre organised one internal competition (Finance Administrator), four external selection procedures for temporary staff, one inter-agency selection procedure for temporary staff, two external selection procedures for contract staff and four selection procedures for contract staff based on EPSO lists. In addition, two internal job offers for officials and one interinstitutional job offer for officials were published. A total of 1 463 applications were received for the various procedures.

With regard to staff training, a total of 308 individual training courses were followed in 2017 (402 individual courses were planned), which resulted in a 76.6% implementation of the training plan. The Centre also organised 14 group training courses in-house: quality management, project management, relations with clients, public speaking, stress management, conflict management, time management, management of underperformance, training for confidential counsellors, Drupal, terminology certification, intensive language training in Greek, French and German.

At the end of 2017, the Centre performed a new benchmarking exercise. Operational and neutral staff (finance/control and linguistics) amounted to 80% in 2017. This percentage was similar in 2016 (82.1%). See Annex IV for more details.

CHAPTER 5 ASSESSMENT OF AUDIT RESULTS DURING THE REPORTING YEAR

5.1. Internal Audit Service (IAS)

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

In May 2017, the IAS performed an onsite risk assessment covering all operational and support activities of the Centre. The result of the risk assessment is the IAS Strategic Internal Audit Plan 2018-2020 for the Centre that was approved by the management board in October 2017. The prospective audit topics cover the following areas: (a) eCdT – translation management workflow system internally developed by the Centre; (b) Planning and budgeting; (c) IT security management and related data management.

In the previous risk assessment 2014-2016, the Centre had two sub-processes that required further improvements and more effective controls: Accounting and Data management. In 2017, the IAS considered that the risk was properly mitigated and that all the processes were now acceptable in terms of risks.

5.2. Internal Audit Capability (IAC, where applicable)

The Centre currently has no internal audit capability.

5.3. European Court of Auditors (ECA)

By the end of 2017, the Centre had not yet received an opinion on the annual accounts of 2017. In its report on the Centre's annual accounts for the financial year 2016, the ECA expressed the following opinions:

- Opinion on the reliability of the accounts: 'In the Court's opinion, the Centre's Annual Accounts present fairly, in all material respects, its financial position as at 31 December 2016 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer.'
- Opinion on the legality and the regularity of the transactions underlying the accounts: 'In the Court's opinion, the transactions underlying the annual accounts of the Centre for the financial year ended 31 December 2016 are legal and regular in all material respects.'

In 2016, part of the audit of the annual accounts was performed by a private audit company. On the basis of a framework contract of the European Commission, the Centre organised a tender procedure for the supply of technical assistance services in the field of audits and controls. As a result of this procedure, the annual accounts 2016 were audited by the external auditor Ernst & Young 'Réviseurs d'Entreprises' SSCRL.

In its auditor's report on the Centre's annual accounts for the financial year 2016, Ernst & Young expressed the following opinion: 'In our opinion, the Final accounts of the Agency present fairly, in all material respects, its financial position as at 31 December 2016 and the results of its operations and its cash flows for the year then ended, and are prepared in accordance with the accounting rules adopted by the Commission's accounting officer and the International Public Sector Standards as issued by the International Public Sector Accounting Standards Board.'

5.4. Quality audits

The quality audits planned for 2017 were performed by the Centre. They provide an additional assurance to the Centre's management on the compliance, effectiveness and operation of the audited processes.

No major deviations were recorded for the audited processes in 2017. Nevertheless, a series of suggestions were formulated and included in action plans aimed at optimising the following audited processes and procedure:

Identify and manage risks (M23)

Globally, the audited process is efficient and well controlled. However, an update of its description is required in order to capture the latest developments of the process.

In-house assignment of work to translators (C11_6)

The procedure proved to be effective. At the same time, the procedure has become outdated given the introduction of the translation management workflow in eCdT and is currently under revision as a component of the C11 process.

Revenue operations (S32)

The process works well in practice and is well structured. Improvement is required in order to make the process more paperless and automated.

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

Internal Audit Service (IAS)

With regard to the IAS Follow-up audit performed in 2016 on Outstanding Recommendations from the IAS Audit on Business Continuity Management (2012) and the IAS Audit on the Management of the Workflow for Translation of Documents (2014), the evidence pertaining to the implementation of the remaining 'Important' open recommendations has been provided to the Internal Audit Service for follow-up of audit recommendations.

At the end of 2017, the Centre considered that the implementation of two out of three 'important' outstanding audit recommendations were ready for review by the IAS, i.e. recommendation 2 of IAS Audit on Business Continuity Management (2012) and recommendation 4 of IAS Audit on the Management of the Workflow for Translation of Documents (2014).

IAS Audit (2012): Recommendation 2: Establish business continuity plans at operational level

The IAS Follow-up audit on Outstanding Recommendations from the IAS Audit on Business Continuity Management (2012) noted the significant progress made with the establishment of the business continuity plans (BCPs) which partially mitigate the risks identified and therefore downgraded the level of importance of the recommendation to "Important". The remaining actions (i.e. the integration of the BCPs with the general risk assessment exercise, the training of staff in the use of the BCPs and the testing of the BCPs during an exercise) were completed in the course of the year and the evidence was submitted to the IAS in December 2017.

IAS Audit (2014): Recommendation 4: Enhance the monitoring of extensions of deadlines agreed with clients

The IAS Follow-up audit on Outstanding Recommendations from the IAS Audit on the Management of the Workflow for Translation of Documents in the Translation Centre (2014) acknowledged that the ongoing development of the new translation workflow management system, eCdT, was part of the actions required to implement the recommendation. With the complete migration to eCdT, the Centre improved its capacity to extract and analyse data concerning the extension of deadlines and to take appropriate measures to improve the efficiency of the process. The detailed evidence on the remaining actions was submitted to the IAS in January 2018.

IAS Audit (2014): Recommendation 5: Ensure the adequate design of the C11 process

Recommendation 5 of IAS Audit on the Management of the Workflow for Translation of Documents (2014) remained open as the actions related to the Centre's provisions on ensuring confidentiality were still ongoing at the end of the year. The Centre has adapted the sequence steps in the C11 process for providing linguistic services and the evidence was submitted to the IAS in December 2017. The implementation of the remaining actions of this recommendation relating to confidentiality is foreseen for the end of the first quarter of 2019. This is due to the postponement of the adoption by the management board of the draft decision on security in the Translation Centre and the implementing provisions necessary to ensure, inter alia, the confidentiality of certain work. After discussion at the management board meeting of 25 October 2017, the adoption of the draft decision by the management board was

postponed in order to engage with agencies having expertise in the field in advance of obtaining the formal approval of the Commission.

Internal Audit Capability (IAC)

As a result of its risk assessment exercise carried out in May 2017, the Internal Audit Service considered that the Centre had made considerable progress in addressing the identified shortcomings in relation to data management, leading to a better control of the inherent risks. Since the data model and the data dictionary were reviewed in the context of the finalisation of the eCdT programme, the last outstanding actions pertaining to recommendations from the Centre's Internal Audit Capability were considered as closed by the Centre's IT Steering Committee.

CHAPTER 7 FOLLOW-UP OF OBSERVATIONS FROM THE DISCHARGE AUTHORITY

This chapter presents a summary of the observations and comments of the Discharge Authority of 27 April 2017 concerning the implementation of the Centre's budget for the financial year 2015 and the measures taken by the Centre (2016/2168(DEC)).

The Discharge Authority issued particular observations that required the Centre to take action. As shown in Annex VI, these concerned the outstanding IAS audit recommendations; the publication on the Centre's website of the curricula vitae of the Director, the management board members and their alternates; and the need to improve the overall implementation of the Centre's work programme.

PART II B. EXTERNAL EVALUATIONS

In line with the Centre's Procurement Plan 2017, the management board decided that the Centre would undertake a 'Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies'.

Following a negotiated procedure, the Centre for Strategy and Evaluation Services (CSES) was selected to undertake the study.

At its meeting in October 2017, the Centre's management board established a working group to provide advice in monitoring the progress of the study.

The study will be presented at the management board meetings in March 2018 (parts 1 and 2) and in October 2018 (parts 1, 2 and 3).

The study consists of the following three parts:

Part 1: Evaluative study of the Translation Centre

This part of the study will examine the Centre's effectiveness, efficiency, relevance, coherence and EU added value with regard to achieving its objectives, in addition to examining the extent to which its services are used by its clients and the adequacy of its response to its clients' needs.

Part 2: Comparative study between the status quo and alternative models of providing linguistic services to the EU agencies and bodies

This part of the study will consist of a comparative study between the status quo (i.e. the existing model) and alternative models of providing linguistic services to the EU agencies and bodies. Three alternative models will be taken into consideration:

- EU agencies establishing their own internal translation services;
- EU agencies managing their own translation requirements through outsourcing to external service providers; or
- The translation services of the EU institutions providing a centralised service to the EU agencies.

Part 3: Best practice model for the Translation Centre

This part of the study will examine how the Centre's business model could evolve in the context of clients' needs with regard to quality, deadlines and prices, and in the context of developing technologies.

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

CHAPTER 1
RISK MANAGEMENT

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

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

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

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

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

CHAPTER 2 COMPLIANCE AND EFFECTIVENESS OF INTERNAL CONTROL STANDARDS

3.2.1. Compliance with internal control standards (ICSs)

During its annual self-assessment exercise in 2017, the Centre’s management assessed the compliance and effectiveness of its key controls in relation with the Internal Control Standards (ICSs).

The significant progress recorded in the implementation of the Internal Audit Service’s recommendations in relation to the Business Continuity Management System enabled the Centre to consider that it was now compliant with ICS No 10 – Business Continuity.

Figure 6: Compliance with internal control standards

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

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

3.2.2 Effectiveness of internal control standards

Following a review of the effectiveness of its internal control standards, the Centre’s management concluded that four Internal Control Standards (ICS 2. Ethical and organisational values, ICS 6. Risk Management Process, ICS 11. Document Management, and ICS 12. Information and Communication) should be prioritised for improvement in the effectiveness in their implementation.

PART IV.
MANAGEMENT ASSURANCE

CHAPTER 1
REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

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

- (1) Assessment by management (controls and supervisory checks, monitoring reviews, and self-assessments).
- (2) Assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits and evaluations during the reporting year).
- (3) Follow-up of reservations and action plans resulting from audits from previous years and follow-up of observations from the Discharge Authority.
- (4) Management assurances.

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

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

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

In 2017, a total of 7 exceptions were handled in accordance with the procedure for the recording of exceptions ('Register of exceptions'), adopted by the Centre's management in 2011. As regards the quantitative criteria on which to base a decision about whether to include a reservation, the threshold of 2% of the budget managed in 2017 was used as a reference to define the materiality. The materiality threshold of 2% of the budget of EUR 49 429 100 amounts to EUR 988 552. Six of the seven exceptions referred to non-compliance (ex post) events and the other case referred to an ex ante exception, all of which were due to formal or procedural errors which did not expose the Centre to key risks and which were addressed by immediate actions in order to prevent any future recurrence.

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

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

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

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

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

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

Following the downgrading of the level of importance of remaining IAS recommendations, the Centre has no outstanding recommendations rated higher than 'important'.

(4) Management assurances.

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

CHAPTER 2 RESERVATIONS

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

CHAPTER 3 OVERALL CONCLUSIONS ON ASSURANCE

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

Furthermore, the control procedures put in place guarantee the legality and regularity of the underlying transactions, and also guarantee that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management.

PART V.
DECLARATION OF ASSURANCE

I, the undersigned, Máire KILLORAN, Director of the Translation Centre for the Bodies of the European Union,

In my capacity as authorising officer,

Declare that the information contained in this Consolidated Annual Activity Report 2017 gives a true and fair view,

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal as reported in this report, among others:

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

The results of ex post controls and monitoring activities;

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

The observations and recommendations of the Internal Audit Service;

The lessons learnt from the reports of the Court of Auditors prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the agency.

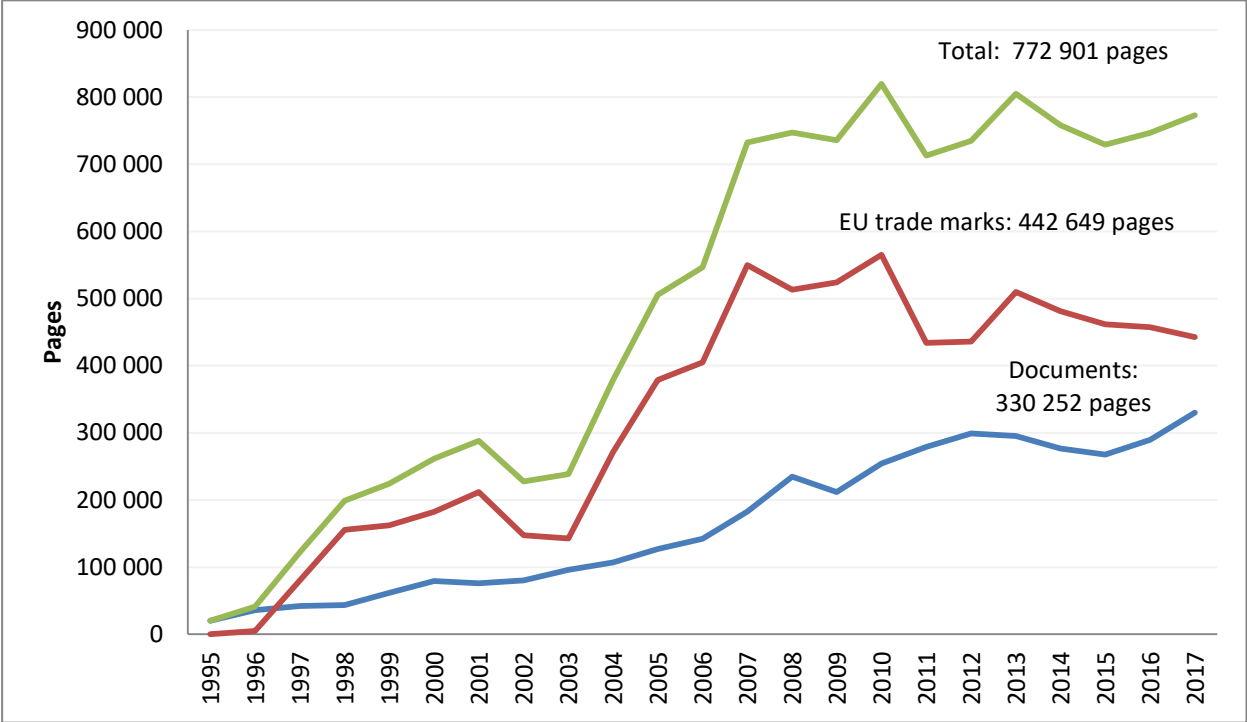
Luxembourg, 31/01/2018.

(Signed)
Máire KILLORAN

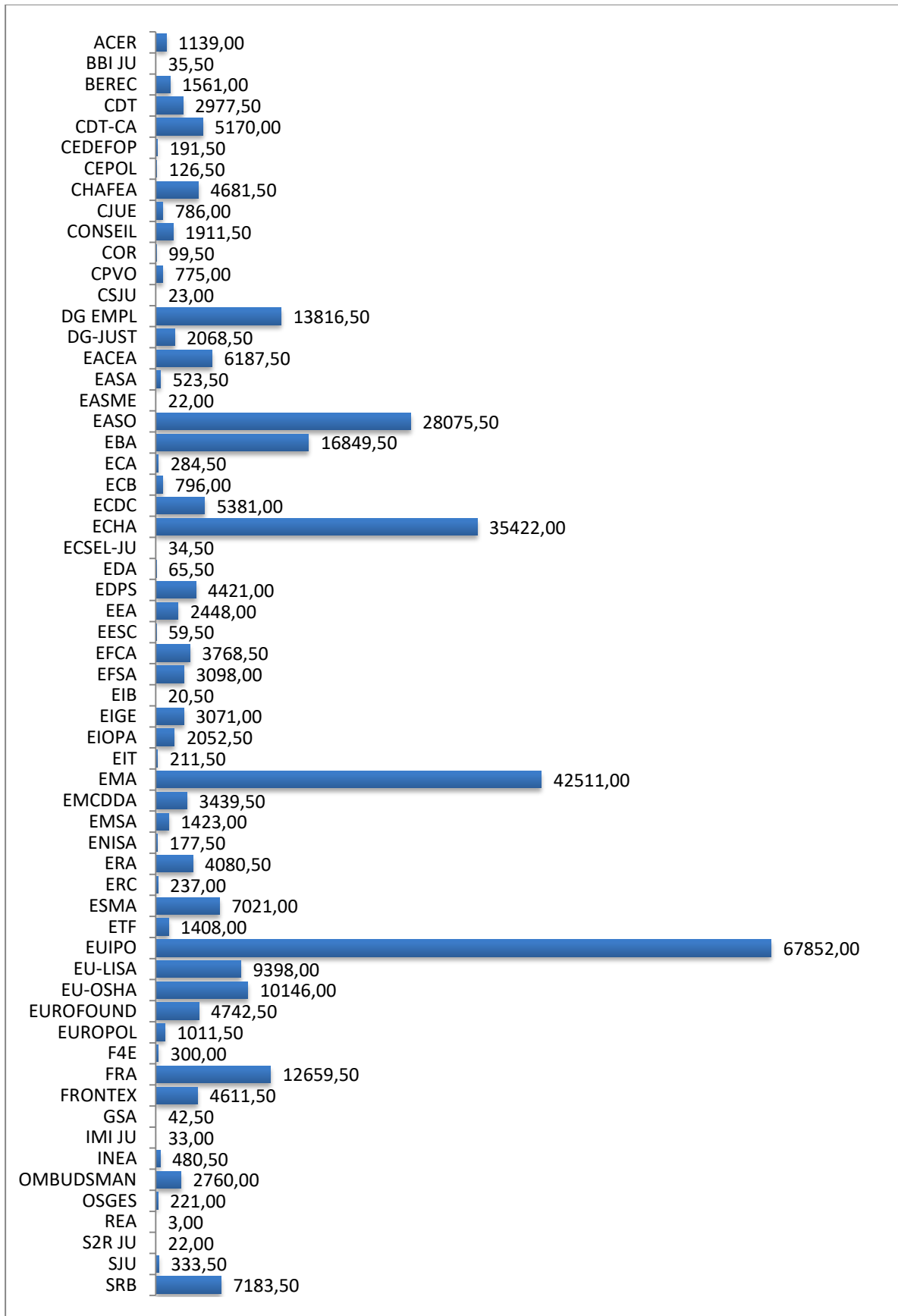
ANNEXES

ANNEX I – CORE BUSINESS STATISTICS

A. Changes in translation volumes 1995-2017



B. Volume of translated documents broken down by client (in pages)



C. Comparative breakdown by target language

	2017			2016	
	Ranking	Pages	%	Ranking	Pages
English	1	45616.00	14.13 %	1	47548.00
French	2	38020.50	11.77 %	2	35693.00
German	3	22057.50	6.83 %	3	19590.00
Italian	4	16215.00	5.02 %	4	14197.00
Spanish	5	16040.50	4.97 %	5	14063.50
Greek	6	12225.50	3.79 %	11	8635.00
Portuguese	7	11115.00	3.44 %	6	9236.00
Polish	8	10944.00	3.39 %	9	8870.50
Bulgarian	9	10907.00	3.38 %	10	8748.00
Dutch	10	10563.50	3.27 %	15	8427.00
Slovene	11	10096.50	3.13 %	14	8444.00
Romanian	12	10034.50	3.11 %	22	7741.00
Swedish	13	10017.00	3.10 %	18	8178.50
Lithuanian	14	9948.00	3.08 %	13	8469.50
Slovak	15	9947.00	3.08 %	19	8119.50
Czech	16	9941.00	3.08 %	12	8502.50
Hungarian	17	9934.50	3.08 %	8	8923.00
Latvian	18	9862.50	3.05 %	16	8304.00
Finnish	19	9800.50	3.04 %	17	8268.00
Estonian	20	9785.00	3.03 %	21	8092.50
Danish	21	9766.00	3.02 %	20	8104.00
Croatian	22	9451.50	2.93 %	7	9008.50
Maltese	23	8917.50	2.76 %	23	6916.00
Irish	24	1701.50	0.53 %	24	1388.50
Others ³		7344.00	2.23 %		5934.00
	Total⁴	330 251.50	100%		289 401.50

³ NO (Norwegian), IS (Icelandic), TR (Turkish), SQ (Albanian), HY (Armenian), SR (Serbian), MK (Macedonian), AR (Arabic), RU (Russian), ME (Montenegrin), BS (Bosnian), ZH (Mandarin Chinese), UK (Ukrainian), JP (Japanese), KU (Kurdish), PS (Pashto), PR (Dari), FA (Farsi), KA (Georgian), TI (Tigrinya), KO (Korean), KY (Kyrgyz), UR (Urdu), AZ (Azerbaijan), ID (Indonesian), TH (Thai), IG (Igbo), UZ (Uzbek), BN (Bengali), MD (Mandingo), PA (Punjabi), SO (Somali), WO (Wolof), HA (Hausa) and YO (Yoruba).

⁴ Translation volume in pages (including pages translated for the Centre's ongoing operations).

D. Statistics on translation⁵ deadlines

Client	Total number of documents delivered	Number of documents sent within the deadline	Deadline + 1-2 day(s)	Deadline + 3-5 day(s)	Deadline + 1 week
ACER	200	199	1		
BBI JU	6	6			
BEREC	206	164		41	1
DG EMPL	2393	2363	28	2	
CDT	732	706	22	2	
CDT-CA	513	483	30		
CEDEFOP	34	34			
CEPOL	26	26			
CHAFEA	532	477		51	4
CJUE	21	20	1		
CONSEIL	62	62			
COR	9	9			
CPVO	267	244	22		1
CSJU	23	23			
DG-JUST	3281	3225	33	23	
EACEA	592	589	2	1	
EASA	52	52			
EASME	22	22			
EASO	1691	1672	18	1	
EBA	684	665			19
ECA	35	35			
ECB	87	87			
ECDC	801	777	8	16	
ECHA	7057	6801	164	20	72
ECSEL-JU	23	23			
EDA	6	6			
EDPS	528	528			
EEA	448	445	3		
EESC	10	8	2		
EFCA	323	316			7
EFSA	494	493	1		
EIB	7	7			
EIGE	425	415	10		
EIOPA	137	117		20	
EIT	51	51			

⁵ In this context, 'translation' includes the following services invoiced in pages: translation, editing, modification, revision. This chart does not include EU trade marks which are always sent within the contractual deadline.

Client	Total number of documents delivered	Number of documents sent within the deadline	Deadline + 1-2 day(s)	Deadline + 3-5 day(s)	Deadline + 1 week
EMA	10469	10198	271		
EMCDDA	184	184			
EMSA	121	119			2
ENISA	33	33			
ERA	276	241	35		
ERC	35	35			
ESMA	294	268	26		
ETF	184	184			
EUIPO	11787	11678	106	3	
EU-LISA	115	105			10
EU-OSHA	1635	1514	100	21	
EUROFOUND	785	765	20		
EUROPOL	83	82		1	
F4E	64	64			
FRA	847	801	3	22	21
FRONTEX	194	185	1		8
GSA	23	23			
IMI JU	22	22			
INEA	43	42	1		
OMBUDSMAN	818	815	3		
OSGES	11	11			
REA	1	1			
S2R JU	22	22			
SJU	115	115			
SRB	475	473	1	1	
Total	50414	49130	912	225	147
%	100%	97.5%	1.8%	0.4%	0.3%

ANNEX II – STATISTICS ON FINANCIAL MANAGEMENT

A. Budgets

Title	Heading	Budget outturn 2017	Amending budget 2017	Initial budget 2017
	Revenue			
1	Payments from agencies, bodies, offices and institutions	42 598 418	43 955 600	42 829 600
2	Subsidy from the Commission	0	0	p.m.
3	Interinstitutional cooperation*	807 354	804 000	804 000
4	Other revenue	480 583	600 950	622 250
5	Surplus carried over from the previous financial year	0	4 068 550	4 251 650
6	Refunds	0	0	p.m.
	Grand total	43 886 356	49 429 100	48 507 500
	Expenditure			
1	Staff	24 730 422	26 220 900	25 391 800
2	Buildings, equipment and miscellaneous operating expenditure	5 874 482	6 936 700	7 117 000
3	Operational expenditure	15 424 477	16 271 500	15 998 700
10	Reserves	0	0	p.m.
	Grand total	46 029 381	49 429 100	48 507 500

* Interinstitutional cooperation, as defined in Title 3 of the budget revenue, includes all translation services provided to the EU institutions and revenue received with regard to the interinstitutional IATE database.

B. Revenue collected

Comparative analysis of budget revenue collected for 2017 and 2016

Budget revenue	2017	2016	% change
Total revenue relating to the core operational activity	43 405 772	40 766 307	6%
Financial income	9 202	61 223	-85%
Grants received	243 250	243 250	0%
Other operating income	228 132	696 815	-67%
Total budget revenue	43 886 356	41 767 595	5%

Revenue collected by budget line

Budget line	Agency	Revenue 2017	Revenue 2016	Change in EUR	% Change
1000	European Environment Agency (EEA)	232 338	286 729	-54 391	-19%
1001	European Training Foundation (ETF)	97 472	210 586	-113 114	-54%
1002	European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)	323 818	294 583	29 235	10%
1003	European Medicines Agency (EMA)	3 272 564	2 445 841	826 723	34%
1004	European Agency for Safety and Health at Work (EU-OSHA)	750 942	728 119	22 823	3%
1005	European Union Intellectual Property Office (EUIPO)	4 818 011	6 491 378	-1 673 367	-26%
1006	EUIPO trade marks	15 605 113	15 613 490	-8 377	0%
1007	Community Plant Variety Office (CPVO)	55 443	149 109	-93 666	-63%
1008	European Union Agency for Law Enforcement Cooperation (Europol)	81 095	27 130	53 966	199%
1009	European Foundation for the Improvement of Living and Working Conditions (Eurofound)	329 418	392 559	-63 141	-16%
1010	European Centre for the Development of Vocational Training (Cedefop)	17 538	65 532	-47 994	-73%
1012	European Union Agency for Fundamental Rights (FRA)	1 005 164	1 466 796	-461 632	-31%
1014	European Investment Bank (EIB)	1 230	7 380	-6 150	-83%
1015	European Food Safety Authority (EFSA)	248 255	196 087	52 168	27%
1016	The European Union's Judicial Cooperation Unit (Eurojust)	0	0	0	n/a
1017	European Maritime Safety Agency (EMSA)	102 874	51 487	51 387	100%
1018	European Aviation Safety Agency (EASA)	81 680	41 731	39 948	96%
1019	European Union Agency for Railways (ERA)	715 726	549 004	166 722	30%
1020	European Network and Information Security Agency (ENISA)	12 027	11 053	974	9%
1021	European Centre for Disease Prevention and Control (ECDC)	396 360	291 883	104 477	36%
1022	European Border and Coast Guard Agency (Frontex)	330 387	369 976	-39 588	-11%
1023	Education, Audiovisual and Culture Executive Agency (EACEA)	549 319	531 107	18 212	3%
1024	Executive Agency for Small and Medium-sized Enterprises (EASME)	1 624	8 309	-6 685	-80%
1025	European Union Agency for Law Enforcement Training (CEPOL)	10 439	28 571	-18 132	-63%
1026	Consumers, Health, Agriculture and Food Executive Agency (Chafea)	362 887	155 056	207 831	134%
1027	European GNSS Agency (GSA)	4 084	5 412	-1 328	-25%
1028	European Defence Agency (EDA)	5 550	5 772	-222	-4%
1029	European Chemicals Agency (ECHA)	3 091 382	3 577 266	-485 884	-14%
1030	European Fisheries Control Agency (EFCA)	242 659	166 647	76 012	46%
1031	Fusion for Energy Joint Undertaking (F4E JU)	25 165	53 104	-27 939	-53%
1033	Innovation and Networks Executive Agency (INEA)	38 390	71 197	-32 807	-46%

1034	European Institute of Innovation and Technology (EIT)	17 555	98 712	-81 158	-82%
1035	European Research Council Executive Agency (ERCEA)	17 542	44 672	-27 130	-61%
1036	Research Executive Agency (REA)	246	17 102	-16 856	-99%
1037	Clean Sky 2 Joint Undertaking (CS 2 JU)	1 886	11 548	-9 662	-84%
1038	European Institute for Gender Equality (EIGE)	447 369	211 043	236 326	112%
1039	SESAR Joint Undertaking (SESAR JU)	21 976	44 873	-22 897	-51%
1042	Innovative Medicines Initiative 2 Joint Undertaking (IMI 2 JU)	2 435	4 016	-1 581	-39%
1043	Fuel Cells and Hydrogen 2 Joint Undertaking (FCH 2 JU)	451	2 542	-2 091	-82%
1045	European Asylum Support Office (EASO)	4 071 821	1 447 395	2 624 426	181%
1046	Agency for the Cooperation of Energy Regulators (ACER)	63 483	92 933	-29 450	-32%
1047	European Securities and Markets Authority(ESMA)	469 340	361 899	107 442	30%
1048	European Banking Authority (EBA)	1 451 567	719 062	732 504	102%
1049	European Insurance and Occupational Pensions Authority (EIOPA)	154 171	165 134	-10 963	-7%
1050	Office of the Body of European Regulators for Electronic Communications (BEREC)	118 043	60 994	57 049	94%
1051	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA)	562 690	402 560	160 131	40%
1052	Electronic Components and Systems for European Leadership Joint Undertaking (ECSEL JU)	2 829	1 886	943	50%
1054	Single Resolution Board (SRB)	573 779	302 568	271 211	90%
1055	Secretariat-General of the European Schools (EURSC)	13 565	0	13 565	n/a
1099	New clients	4 257	0	4 257	n/a
1100	European Commission – DG Employment, Social Affairs and Equal Opportunities (DG EMPL)	932 246	869 249	62 997	7%
1102	Council of the European Union (Council)	163 588	67 844	95 744	141%
1103	European Court of Auditors (ECA)	25 463	20 018	5 445	27%
1104	Committee of the Regions of the European Union (COR)	7 557	3 960	3 597	91%
1105	European Economic and Social Committee (EESC)	4 696	6 355	-1 659	-26%
1106	Court of Justice of the European Union (CJEU)	66 004	7 503	58 501	780%
1107	European Central Bank (ECB)	84 199	59 581	24 619	41%
1108	European Ombudsman (Ombudsman)	209 830	218 461	-8 631	-4%
1109	European Data Protection Supervisor (EDPS)	300 879	485 249	-184 370	-38%
3002	Interinstitutional projects (IATE)	807 354	746 257	61 098	8%
4000	Bank interest	9 202	61 223	-52 021	-85%
4010	Miscellaneous repayments	228 131	696 814	-468 683	-67%
4020	Grant from the Luxembourg Government	243 250	243 250	0	0%
	Total revenue	43 886 356	41 767 595	2 118 761	5%

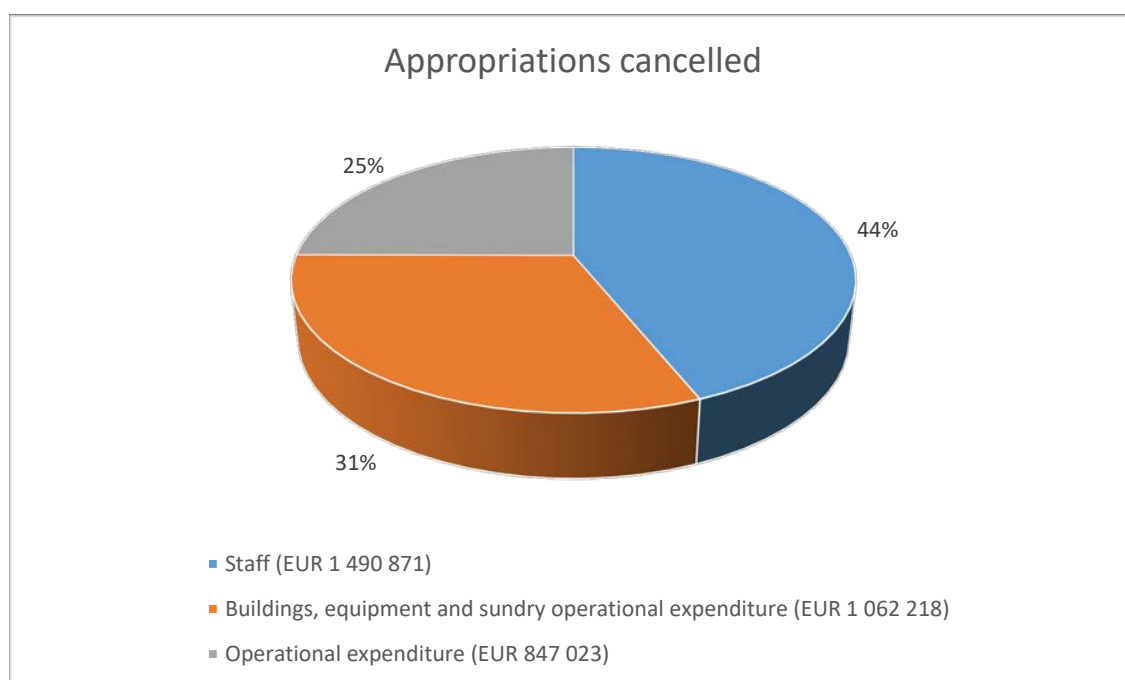
C. Expenditure

Chapter	Heading	Expenditure (execution commitment) 2017	Expenditure (execution commitment) 2016	Change in EUR	% Change
11	Staff in active employment	24 328 519	23 982 057	346 462	1%
13	Missions and duty travel	98 550	115 236	-16 686	-14%
14	Socio-medical infrastructure	250 518	219 757	30 761	14%
16	Welfare service	51 800	38 400	13 400	35%
17	Entertainment and representation	1 035	1 240	-205	-17%
TITLE 1	STAFF	24 730 422	24 356 689	373 732	2%
20	Rental of buildings and associated costs	2 850 980	2 943 447	-92 466	-3%
21	Information technology	2 497 002	2 774 429	-277 427	-10%
22	Movable property and associated costs	49 191	57 088	-7 896	-14%
23	Operating expenditure	211 652	223 028	-11 376	-5%
24	Postage and telecommunications	108 276	82 248	26 028	32%
25	Expenditure on formal and other meetings	3 708	17 680	-13 972	-79%
26	Expenditure on Management Board meetings	29 173	57 697	-28 524	-49%
27	Information: acquisition, archiving, production and dissemination	124 500	8 400	116100	1382%
TITLE 2	BUILDINGS, EQUIPMENT AND SUNDRY OPERATING EXPENDITURE	5 874 482	6 164 015	-289 533	-5%
30	External translation services	14 056 920	13 168 851	888 068	7%
31	Interinstitutional cooperation	817 800	785 093	32 707	4%
32	Expenditure relating to the eCdT programme	549 758	726 363	-176 604	-24%
TITLE 3	OPERATIONAL EXPENDITURE	15 424 477	14 680 307	744 171	5%
TITLE 10	RESERVES	0	0	0	-
TOTAL BUDGET		46 029 381	45 201 011	828 369	2%

Change in budgetary implementation

Description	2017	Implementation 2017	2016	Implementation 2016	% Change
Budget (excluding Title 10)	49 429 100	n/a	49 585 500	n/a	n/a
Commitments entered into	46 029 381	93%	43 716 542	88%	5%
Appropriations cancelled	3 399 719	7%	5 868 958	12%	-5%
Payments made	42 214 334	85%	38 941 308	79%	6%
Appropriations carried over	3 815 047	8%	4 775 233	10%	-2%

Appropriations cancelled – 2017 budget

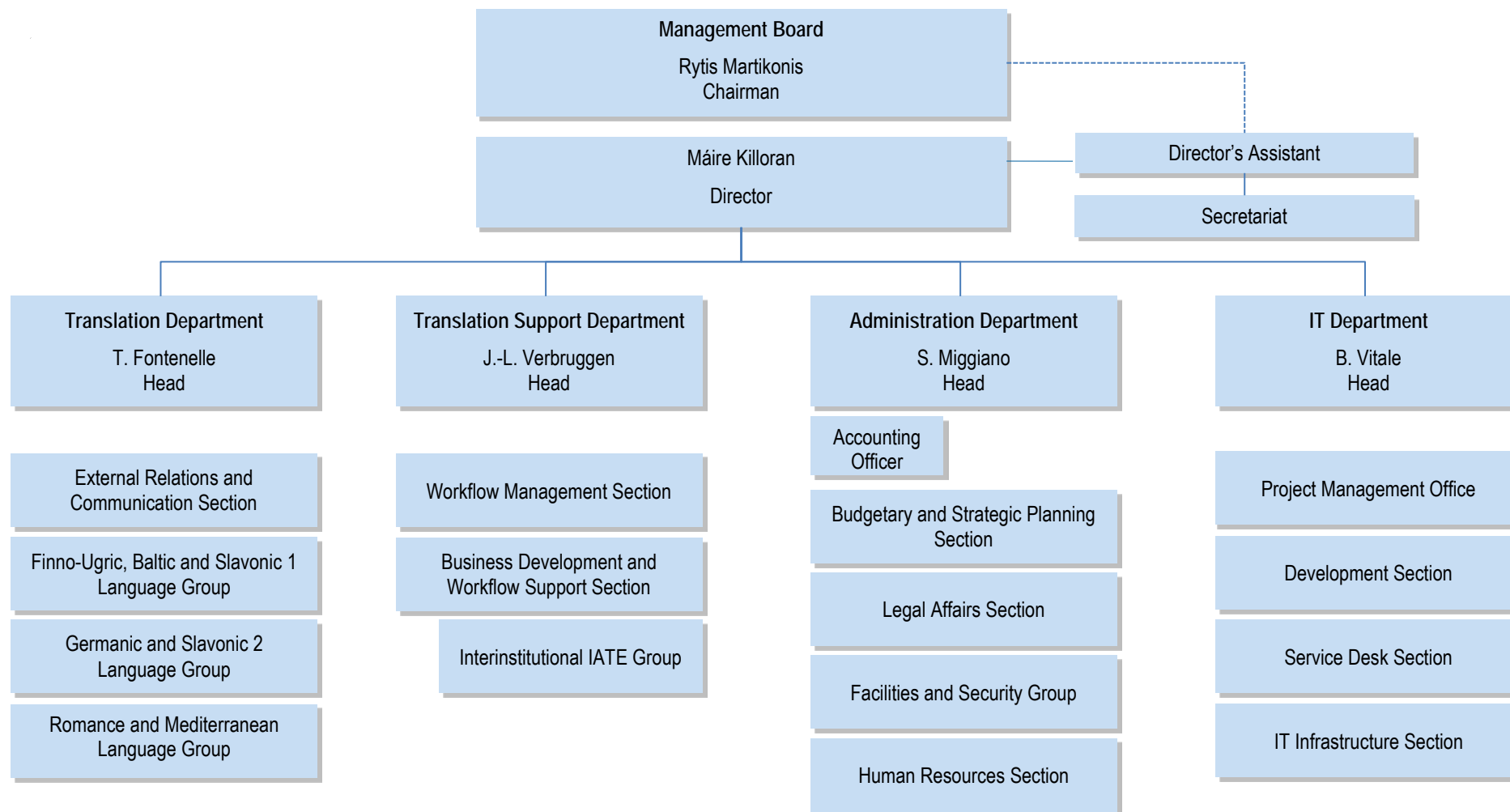


D. Budget outturn

	2017	2016	% change
Budget revenue	43 886 356	41 767 595	5%
Translation	41 948 960	39 214 917	7%
Terminology	269 100	142 197	89%
Term lists	286 675	582 580	-51%
Interinstitutional cooperation – IATE database	807 354	746 257	8%
Subtitling	83 558	52 398	59%
Other operating revenues	10 125	27 958	-64%
Revenue from operations	43 405 772	40 766 307	6%
Financial income	9 202	61 223	-85%
Financial contribution from Luxembourg Government	243 250	243 250	0%
Miscellaneous	228 132	696 815	-67%
Budget expenditure	46 029 381	45 201 012	2%
<i>Title 1 – Staff</i>			
Payments	24 473 871	24 170 318	0%
Appropriations carried over	256 551	186 371	22%
<i>Title 2 – Buildings, equipment and miscellaneous operating expenditure</i>			
Payments	4 785 213	4 733 619	-3%
Appropriations carried over	1 089 269	1 430 396	39%
<i>Title 3 – Operational expenditure</i>			

	2017	2016	% change
Payments	12 955 250	12 666 821	-11%
Appropriations carried over	2 469 227	2 013 487	1%
Budget outturn for the financial year	-2 143 025	-3 433 417	-173%
Other	318 618	484 585	-34%
Appropriations carried forward and subsequently cancelled	317 986	482 644	-34%
Exchange rate differences	632	1 941	-67%
Balance of the outturn account for the financial year	-1 824 407	-2 948 832	-38%
Outturn for the previous year	-128 219	4 629 333	-103%
Allocation to reserves	4 068 550	-1 808 720	-325%
Reserve for pricing stability	0	-2 535 083	-100%
Usage and cancellation of reserve for pricing stability	3 475 550	0	n/a
Usage of reserve for exceptional investments (eCdT)	593 000	726 363	-18%
Budget outturn to carry forward	2 115 924	-128 219	-1750%

ANNEX III – ORGANISATION CHART ON 31/12/2017



ANNEX IV – ESTABLISHMENT PLAN OF THE CENTRE

Function groups and grades	Filled on 31.12.2017		Authorised under the budget 2017	
	Permanent posts	Temporary staff	Permanent posts	Temporary posts
AD 16	0	0	0	0
AD 15	0	0	0	0
AD 14	0	1	0	1
AD 13	1	0	1	0
AD 12	6	6	14	8
AD 11	10	4	9	4
AD 10	4	6	5	6
AD 9	5	7	4	12
AD 8	9	14	5	19
AD 7	3	15	4	18
AD 6	3	25	1	21
AD 5	1	11	0	2
<i>Subtotal AD</i>	42	89	43	91
AST 11	0	0	0	0
AST 10	0	0	0	0
AST 9	3	0	4	0
AST 8	2	2	2	1
AST 7	2	2	2	4
AST 6	0	4	0	4
AST 5	2	12	2	17
AST 4	2	13	1	13
AST 3	0	11	0	8
AST 2	0	2	0	1
AST 1	0	0	0	0
<i>Sub-total AST</i>	11	46	11	48
AST/SC 6	0	0	0	0
AST/SC 5	0	0	0	0
AST/SC 4	0	0	0	0
AST/SC 3	0	0	0	0
AST/SC 2	0	1	0	2
AST/SC 1	0	0	0	0
<i>Sub-total AST/SC</i>	0	1	0	2
TOTAL	53	136	54	141
TOTAL STAFF	189		195	

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

Key functions (examples)	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the bracket if published in brackets)	Indication whether the function is dedicated to administrative support or policy (operations)
CORE FUNCTIONS			
Head of Department Level 2	<i>Official/TA</i>	<i>AD 9 – AD 14</i>	<i>Policy (operations) and administration support</i>
Head of Section/Group Level 3	<i>Official/TA</i>	<i>AD 8 – AD 12</i>	<i>Policy (operations)</i>
Senior Administrator = Senior Linguistic Administrator	<i>Official/TA/CA</i>	<i>AD 8 – AD 12 FG IV</i>	<i>Policy (operations)</i>
Administrator	<i>Official/TA/CA</i>	<i>AD 5 – AD 12 FG IV</i>	<i>Policy (operations)</i>
Linguistic Administrator	<i>Official/TA/CA</i>	<i>AD 5 – AD 7 FG IV</i>	<i>Policy (operations)</i>
Senior Assistant	<i>Official/TA/CA</i>	<i>AST 10 – AST11 FG III</i>	<i>Policy (operations)</i>
Assistant	<i>Official/TA/CA</i>	<i>AST 1 – AST 9 FG II</i>	<i>Administration support</i>
SUPPORT FUNCTIONS			
Head of Administration Level 2	<i>Official/TA</i>	<i>AD 9 – AD 14</i>	<i>Administration support</i>
Head of Human Resources Level 3	<i>Official/TA</i>	<i>AD8 – AD 12</i>	<i>Administration support</i>
Head of Budgetary and Strategic Planning Level 3	<i>Official/TA</i>	<i>AD8 – AD 12</i>	<i>Administration support</i>
Head of External Relations and Communication Level 3	<i>Official/TA</i>	<i>AD8 – AD 12</i>	<i>Administration support</i>
Head of IT Level 2	<i>Official/TA</i>	<i>AD 9 – AD 14</i>	<i>Administration support</i>
Senior Administrator	<i>Official/TA/CA</i>	<i>AD 8 – AD 12 FG IV</i>	<i>Administration support</i>
Administrator	<i>Official/TA/CA</i>	<i>AD 5 – AD 12 FG IV</i>	<i>Administration support</i>
Secretary (taking into consideration the transitional types of post)	<i>Official/TA/CA</i>	<i>AST 1 – AST 9 FG II SC 1 – SC 6</i>	<i>Administration support</i>

Assistant	Official/TA/CA	AST 1 – AST 9 FG II	Administration support
Mail Clerk	TA/CA	AST 1 – AST 7 FG I SC 1 – SC 6	Administration support
SPECIAL FUNCTIONS			
Accounting Officer	Official/TA	AD 8 – AD 12	Administration support
Data Protection Officer	Official/TA	AD 5 – AD 12	Administration support
Assistant to the Director	Official/TA/CA	AST 3 – AST 11 FG III	Administration support
Webmaster – Editor	TA/CA	AST 1 – AST 9 FG II	Administration support

Benchmarking against results of previous year

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

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

ANNEX V – HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

A. Human and financial resources by activity

Activities	Human resources (*)(**)					Financial resources (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Core activity: translation	68.0%	156.5	30.5	99	27	17 578 812	4 606 378	15 953 700	38 138 890	78.7%
Support activities	21.0%	48.3	11	30.3	7	4 282 676	1 550 074	0	5 832 750	12.0%
External outreach	1.5%	3.4	1.7	1.7	0	405 155	133 735	0	538 890	1.1%
Management and supervision activities	9.5%	21.8	12.8	8	1	3 125 157	826 813	45 000	3 996 970	8.2%
Provisions										
Overall total	100.0%	230	56	139	35	25 391 800	7 117 000	15 998 700	48 507 500	100.0%

(*) Expressed in full-time equivalents (FTE).

(**) Rounded-up figures.

B. Human and financial resources actually used

Activities	Human resources (*)(**)					Financial resources (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Core activity: translation	69.7%	150.1	30.3	98.8	21	17 564 549	2 831 293	15 285 182	35 681 024	77.5%
Support activities	21.2%	45.7	10.3	30.1	5.3	4 040 595	2 484 720	0	6 525 315	14.3%
External outreach	1.5%	3.3	1.5	1.8	0	384 284	65 256	0	449 540	1.0%
Management and supervision activities	7.5%	16.2	10.9	5.3	0	2 740 994	493 213	139 295	3 373 502	7.2%
Overall total	100.0%	215.3	53	136	26.3	24 730 422	5 874 482	15 424 477	46 029 381	100.0%

(*) Expressed in full-time equivalents (FTE).

(**) Rounded-up figures.

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

<p>European’s Parliament decision of 27 April 2017 on discharge in respect of the implementation of the budget of the Translation Centre for the bodies of the European Union for the financial year 2015 (2016/2168(DEC)).</p>	<p>Measures taken by the Centre</p>
<p>Notes that the Commission’s Internal Audit Service (IAS) finalised the reporting stage of the audit report on the “Management of the Workflow for Translation of Documents”, which was concluded based on fieldwork carried out in 2014; observes that the audit identified a number of strengths in the Centre’s operations but concluded that the Centre needs to strengthen its efforts in ensuring the efficiency and cost-effectiveness of its processes; calls on the Centre to report to the discharge authority on the implementation of the IAS recommendations;</p> <p>Notes that the Centre implemented the IAS recommendations marked as “Very Important” and “Important” stemming from the 2014 audit; acknowledges that the level of implementation reported by the Centre was considered by the IAS to be satisfactory enough to proceed to a follow-up audit; calls on the Centre to report to the discharge authority on the results of the follow-up audit;</p>	<p>At the end of 2017, the Centre considered that the implementation of the two ‘Important’ outstanding audit recommendations relating to the audit report on the “Management of the Workflow for Translation of Documents” were ready for review by the IAS.</p> <p><i>IAS Audit (2014): Recommendation 4: Enhance the monitoring of extensions of deadlines agreed with clients</i></p> <p>The IAS Follow-up audit on Outstanding Recommendations from the IAS Audit on the Management of the Workflow for Translation of Documents in the Translation Centre (2014) acknowledged that the ongoing development of the new translation workflow management system, eCdT, was part of the actions required to implement the recommendation. With the complete migration to eCdT, the Centre improved its capacity to extract and analyse data concerning the extension of deadlines and to take appropriate measures to improve the efficiency of the process. The detailed evidence on the remaining actions was submitted to the IAS in December 2017.</p> <p><i>IAS Audit (2014): Recommendation 5: Ensure the adequate design of the C11 process</i></p> <p>Recommendation 5 of IAS Audit on the Management of the Workflow for Translation of Documents (2014) remained open as the actions related to the Centre’s provisions on ensuring confidentiality were still ongoing at the end of the year. The Centre has adapted the sequence steps in the C11 process for providing linguistic services and the evidence was submitted to the IAS in December 2017. The implementation of the remaining actions of this recommendation relating to confidentiality is foreseen for the end of the first quarter of 2019. This is due to the postponement of the adoption by the management board of the draft decision on security in the Translation Centre and the implementing provisions necessary to ensure, inter alia, the confidentiality of certain work. After discussion at the management board meeting of 25 October 2017, the adoption of the draft</p>

	<p>decision by the management board was postponed in order to engage with agencies having expertise in the field in advance of obtaining the formal approval of the Commission.</p>
<p>Acknowledges that the Centre's anti-fraud strategy was adopted by its management board in October 2016; notes that the Centre will include a standard chapter regarding transparency, accountability and integrity in its 2017 annual report; notes with concern the absence on the Centre's website of the curriculum vitae of the Director, the members of the management board and their alternates;</p>	<p>The Centre's policy on conflicts of interest foresees only the publication on the Translation Centre's website of the declarations of interests by members of the Management Board (full members and alternate members). The Centre had opted for a declaration of interests without a curriculum vitae (CV) owing to the management issues associated with the size of its management board. The Director's curriculum vitae has been published on the Centre's website.</p>
<p>Notes that, according to the Centre's Annual Activity Report, on the basis of the end-of-year review performed by the Centre's management, and applying the new weighting factors, the overall implementation of the Centre's work programme for 2015 was 83,2 %, representing a 2,3 % decrease compared to the previous year.</p>	<p>The Centre's implementation rate for its work programme for 2015 was 83.2% compared with 85.5% for its work programme for 2014. Since the provision of language services is the Centre's core operational activity, this has a weighting of 70% in the annual activity report and therefore has a significant impact on the overall implementation of the work programme. The implementation rate for the provision of language services decreased to 88% in 2015 compared to 96.9% in 2014. This can be explained by the variations in the Centre's translation volume that are linked with the forecasts provided by its clients.</p> <p>In 2014, the Centre's actual translation volume at year-end amounted to 758 061 pages which represented an 11.1% increase compared with the 682 342 pages planned in its work programme for 2014.</p> <p>In 2015, the Centre closed the year with a total translation volume of 729 218 pages which was 5.3% below the 769 964 pages planned in its work programme for 2015.</p> <p>Compared to the figures for 2014, there was a 3.8% decrease in the total translation volume in 2015 along with an increase of 12.8% in clients' forecasts in 2015.</p>

With regard to the Centre's other activities which have a cumulated weighting of 30% in the annual activity report, the overall implementation rate improved in 2015 compared with 2014: support activities (increased from 57.4% in 2014 to 64% in 2015), external outreach and communication activities (increased from 62.5% in 2014 to 72% in 2015) and management and supervision activities (increased from 60.1% in 2014 to 95% in 2015).

In its assessment of the Centre's activity report for 2016, the management board recommended that the current weighting structure be reviewed in light of experience gained to date. In view of the fact that the work programme for 2018 is restructured around three activity areas instead of four activity areas, a revised weighting structure will be proposed for adoption to the management board and implemented for the Centre's activity report starting in 2018.

ANNEX VII – PROCUREMENT

This chart shows the implementation of the amended procurement plan 2017, as adopted by the Centre's management board on 21 September 2017.

		Designation	Contract signature	Results)
CORE	LANGUAGE SERVICES	TERM17 : Services of translation/revision of term lists in various fields from EN into DA, NL, RO, SV, IS and NO	n/a	Cancelled
		FIN17: Translation/revision services in the financial and banking field from EN into all official EU languages	n/a	Launched
		LEG1704FR: Translation/revision services in the legal field from DE, EN, ES and IT into FR	n/a	Launched
		LEG1701DE: Translation/revision services in the legal field from EN and FR into DE	n/a	Launched
		LEG1702ES: Translation/revision services in the legal field from EN and FR into ES	n/a	Launched
		LEG1703EN: Translation/revision services in the legal field from DE, ES, FR and IT into EN	n/a	Launched
		AIR17: Translation/revision services in the aviation field from EN into all official EU languages and IS and NO	n/a	Not launched
SUPPORT	ADMINISTRATION	Travel Agency*	n/a	Not launched
		Security checks*	n/a	Launched
		High quality recycled paper*	n/a	Launched
		Regulatory watch*	n/a	Cancelled and relaunched
		Insurance services for all-risk electronic equipment and buildings	n/a	Postponed
		Study on the Centre as a linguistic shared service provider	Q3 2017	Done
	ICT	Evaluation services*	Q3 2017	Done
		Consultancy services: Implementation of an improved quality management approach (European Foundation for Quality Management (EFQM) Excellence Model and ISO 17100:2015 standard for translation services)	n/a	Cancelled and relaunched
		DIGIT R2 / PO/MTS III Mobile services*	Q1 2017	Done
		DIGIT R2 /PO/ORACLE Database licence and services*	Q2/2017	Done
		DIGIT R3 / PO /ABC IV IT Advice and Consultancy*	n/a	Done
		DIGIT/R3/PO//2016/018 (MEQ IV)*	Q3 2017	Done
	PE/ITEC-ITUSS17*	n/a	Launched	
(*) Interinstitutional procedure				

ANNEX VIII – KEY INDICATORS AND PARAMETERS

Indicator name	Target 2017	Result 2017		Result 2016	Result 2015	Variance analysis/comments
A. Translation volumes						
Number of pages of documents translated, modified and revised and sent to clients	324 528	330 251.5	●	289 401	267 667	
Number of pages of EU trade marks translated	436 500	442 649.4	●	457 564	461 551	
Number of terms (= 'term list' entries) translated	204 742	74 395	◆	196 589	126 318	The target is based on clients' forecasts which did not materialise as expected.
Number of minutes of subtitling	1 000	2 455	●	1 219	1 623	
B. Clients						
Rate of on-time delivery of services to clients	>99%	98.8%	●	98.3%	97.4%	
CSF return rate (CSF returned/documents delivered) ⁶	5%	4.47%	●	5.8%	2.7%	
% of clients met/year	15%	33.8%	●	26.2%	29.5%	
C. Interinstitutional cooperation						
Number of ICTI projects with CdT participation	8	16	●	19	13	

FINANCIAL

A. Planning						
Variation in number of invoiced pages / initial forecast	0%	-12.7%	◆	-7.0%	-5.9%	The decrease is mainly due to the implementation of the new pricing structure (see Part IIA, Chapter 2, 2.3).
Variation in cumulated invoiced revenue / initial annual forecast revenue	0%	-12.9%	◆	-18.9%	-10.5%	The decrease is mainly due to the implementation of the new pricing structure (see Part IIA, Chapter 2, 2.3).
Ratio of EU trade marks / total pages invoiced (revenue)	<40%	38.9%	●	40.05%	41.6%	
Ratio of cumulated EU trade marks and Community designs / cumulated total invoiced pages (volume)	<60%	61.0%	●	61.79%	63.7%	

⁶ The spread of CSFs over the four satisfaction levels is shown in Part 1, Chapter 1, Action 1.6.

Indicator name	Target 2017	Result 2017		Result 2016	Result 2015	Variance analysis/comments
Change in number of invoiced pages per client between years n and n-1	+/-10%	-2.0%	●	2.4%	-4.0%	
B. Budget – Commitment execution	94%	93.1%	●	94.1%	88.2%	
<i>C. Input (resources devoted to ex ante controls to ensure legality and regularity of underlying transactions)</i>						
Staff devoted to each ex ante control	2	2	●	2	2	
Financial verifiers	1.8	1.8	●	1.8	1.8	
<i>D. Output (level and nature of controls carried out)</i>						
Number of commitments issued	N/A	380	N/A	445	353	
% of commitments verified ex ante	100%	100%	●	100%	100%	
Number of payment orders issued	N/A	5 905	N/A	5 871	5 688	
% of payment orders verified ex ante	100%	100%	●	100%	100%	
Number of recovery orders issued	N/A	687	N/A	687	644	
% of recovery orders verified ex ante	100%	100%	●	100%	100%	

Indicator name	Target 2017	Result 2017		Result 2016	Result 2015	Variance analysis/comments
<i>E. Results of controls (what the controls allowed the Centre to discover/remedy)</i>						
% of technical errors in commitments <u>corrected before authorisation</u>	<12%	8.68%	●	11.5%	14.7%	
% of technical errors in payments <u>corrected before authorisation</u>	<2%	0.81%	●	1.3%	1.7%	
% of technical errors in recovery orders <u>corrected before authorisation</u>	<4%	3.06%	●	2.5%	3.9%	
Number of exceptions	<10	7	●	5	14	
<i>F.- Ex-post controls</i>						
Payment orders verified	N/A	341		273	259	
Errors detected	1%	1.47%	●	0	1	
Order forms checked	N/A	247		204	234	
Order forms with errors detected	0%	0.47%	●	0	0	
G. Payments: Late payments to suppliers	48	50	●	23	40	
Late payments by clients of CdT invoices	24	76	◆	37	34	The Centre received 76 late payments from its clients, compared to 37 in 2016. The average payment date increased marginally (+2 days) to reach 29 days, which remains largely below the statutory 45 days.
Average payment of CdT invoices (days)	32	29	●	27	28	
Average payment time to suppliers (days)	<30	23	●	19	19	

OTHER

Indicator name	Target 2017	Result 2017	Result 2016	Result 2015	Variance analysis/comments	
Staff turnover	7%	4.18%	●	3.6%	2.6%	
Gap between needs and skills: % of skills met	3%	2.9%	●	2.9%	2%	
Core skills possessed by at least two people in each section/group	79%	87.9%	●	95.3%	76.5%	
Implementation of the training plan	82%	76.6%	▲	83.5%	81.5%	308 individual training courses were organised compared with the 402 individual training courses which were planned.
Availability of major applications	99%	99.9%	●	99.9%	99.9%	
Number of cases referred to the Ombudsman	5	0	●	0	0	
Number of proceedings initiated by contractors or unsuccessful economic operators against the Centre before court	1	0	●	0	0	
Cases referred to OLAF	0	0	●	0	0	
Number of cases examined by the Joint Promotion/Reclassification Committee	5	0	●	0	1	

% implementation of the Centre's work programme for 2017	85%	88%	●	79.2%	83.2%	<p>The implementation rate of 87.9% is calculated based on the initial budget 2017 (see targets for actions 1.1, 1.2, 1.3, 1.4 and 1.5).</p> <p>The implementation rate based on the amending budget 2017 (see targets for actions 1.1, 1.2, 1.3, 1.4 and 1.5) is 87.7%.</p>
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(*) Key to the symbols:

- (Green dot): Target achieved according to expectations.
- ▲ (Amber triangle): Target achieved within limits.
- ◆ (Red lozenge): Target not achieved or below target.

ANNEX IX – LIST OF MEMBERS OF THE MANAGEMENT BOARD

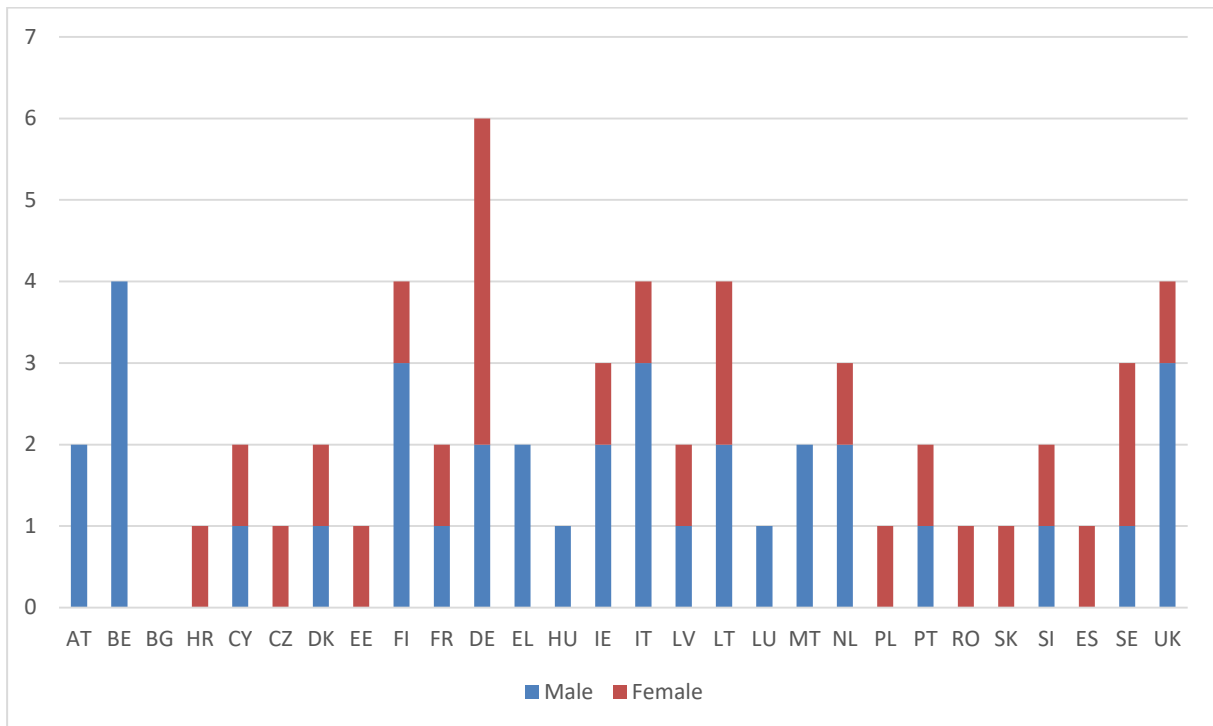
INSTITUTION/BODY - MEMBER STATE	COMMON NAME/ ABBREVIATION	FULL MEMBER	ALTERNATE MEMBER
European Commission	Commission	Rytis Martikonis (Chairman) Christos Ellinides	Christos Ellinides José Luis Vega Expósito
European Parliament	EP	Valter Mavrič	Bernadette Ligeti
Council of the EU	Council	Minna Vuorio	Katelijin Serlet
Court of Justice of the EU	CJEU	Thierry Lefèvre	Jurga Haenel
European Central Bank	ECB	Rossana Villani	
European Court of Auditors	ECA	Gailé Dagilienė	José Ortiz Pintor
European Economic and Social Committee	EESC	Anna Redstedt	Eric Lavigne
European Committee of the Regions	CoR	Ineta Strautina	Eric Lavigne
European Investment Bank	EIB	Christl Schraut (1)	
European Ombudsman	Ombudsman	Alessandro Del Bon	Marjorie Fuchs
European Fisheries Control Agency	EFCA	Niall McHale	Rieke Arndt
European Union Agency for Fundamental Rights	FRA	Friso Roscam Abbing	Nicole Romain
European GNSS Agency	GSA	Olivier Lambinet	David Petrlik
European Union Agency for Network and Information Security	ENISA	Paulo Empadinhas	
European Defence Agency	EDA	Dimitri Nicolaidis	Bronislava Ouaki
European Medicines Agency	EMA	Alexios Skarlatos	Monica Buch Garcia
European Chemicals Agency	ECHA	Andreas Herdina	Tuula Hakala
European Border and Coast Guard Agency	Frontex	Sakari Vuorensola	Sabine Kloss-Tullius
European Agency for Safety and Health at Work	EU-OSHA	Andrew Smith	Mónika Azaola
European Maritime Safety Agency	EMSA	Isabel Torné	Steven Dunlop
European Environment Agency	EEA	Katja Rosenbohm	Gülcin Karadeniz
European Research Council Executive Agency	ERCEA	Christos Ellinides	José Luis Vega Expósito
Innovation and Networks Executive Agency	INEA	Christos Ellinides	José Luis Vega Expósito
Education, Audiovisual and Culture Executive Agency	EACEA	Christos Ellinides	José Luis Vega Expósito
Executive Agency for Small and Medium-sized Enterprises	EASME	Christos Ellinides	José Luis Vega Expósito
Research Executive Agency	REA	Christos Ellinides	José Luis Vega Expósito
Consumers, Health, Agriculture and Food Executive Agency	Chafea	Christos Ellinides	José Luis Vega Expósito
European Union Agency for Railways	ERA	Christopher Carr	Salvatore Ricotta (1)
European Food Safety Authority	EFSA	Rory Harrington	James Ramsay
European Asylum Support Office	EASO	Jean-Pierre Schembri	Elaine Drago
European Centre for Disease Prevention and Control	ECDC	Signe Gilbro	
European Centre for the Development of Vocational Training	Cedefop	Corinna Frey	Stéphanie Wehrheim
European Union Satellite Centre	SatCen	Katharina Schön	
European Union Agency for Law Enforcement Training	CEPOL	Roeland Woldhuis	Henrietta Sinkovits
European Joint Undertaking for ITER and the Development of Fusion Energy	F4E	Hans Jahreiss	
Shift2Rail Joint Undertaking	Shift2Rail	Carlo M. Borghini	Vincent Declerfayt
Eurojust	Eurojust	Alinde Terstegen-Verhaag	
European Training Foundation	ETF	Alastair Macphail	

European Foundation for the Improvement of Living and Working Conditions	Eurofound	Fiachra Ó Marcaigh (1)	Mary McCaughey
European Institute of Innovation and Technology	EIT	Jari Ahola	
European Institute for Gender Equality	EIGE	Jane Shreckengost	
European Monitoring Centre for Drugs and Drug Addiction	EMCDDA	Rosemary de Sousa	Marie-Christine Ashby
Community Plant Variety Office	CPVO	Martin Ekvad	Carlos Godinho
European Union Intellectual Property Office	EUIPO	Alain Rassat	Martina Schneider
European Union Agency for Law Enforcement Cooperation	Europol	Alfredo Nunzi	
Belgium		Peter Claes	Bernard Latour
Bulgaria		(1)	
Czech Republic		Pavla Bálková Koppová	
Denmark		Christel Ann-Sophie Maertens	
Germany		Peter Ptassek	Maren Kresse
Estonia		Pille Vinkel	
Ireland		Eamonn Mac Aodha	Derek Lambe
Greece		(1)	
Spain		Teresa Siles Suárez	Pablo Rupérez
France		Caroline Monvoisin	Michele Ferrari
Croatia		Miljenka Prohaska Kragović	Saša Cimeša
Italy		Edoardo Berionni Berna	Carlotta D'Amico
Cyprus		Natassa Avraamides-Haratsi	
Latvia		Māris Baltiņš	Kārlis Bitenieks
Lithuania		Andrius Pauga	Ingrida Bačiulienė
Luxembourg		Gaston Stronck	Yasuko Muller
Hungary		Endre Gáspár	
Malta		Adrian Tonna	
Netherlands		(1)	Teresa Morris-Drew
Austria		Philip Bittner	
Poland		Iwona Kosińska	Dominik Jankowski
Portugal		Maria João Furtado	
Romania		Gabriela Drăgan	
Slovenia		Darja Erbič	Nina Skočajčič-Juvan
Slovakia		Mária Krošláková	Štefan Grman
Finland		Rauno Lämsä	Panu Kukkonen
Sweden		Magnus Lärke	Jeffrey Ganellen
United Kingdom		(2)	

(1) APPOINTMENT IN PROGRESS

(2) NO NOMINATION

Figure: Gender and nationality breakdown of the management board members



ANNEX X – LIST OF CLIENTS

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

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

ANNEX XI – GLOSSARY

AACC	Authority authorised to conclude contracts of employment
ABC/ABB/ABM	Activity based costing/Activity based budgeting/Activity based management
ABAC	Accounting system of the European Commission
AD	Administrator
ADR	Alternative dispute resolution
AST	Assistant
AST/SC	Secretarial staff
BCMS	Business Continuity Management System
BIA	Business impact analysis
BPM	Business Process Management
CA	Contract Staff
CAT	Computer-Assisted Translation
CATE	Computer-Assisted Translation Environment
CdT	Centre de traduction (Translation Centre for the Bodies of the European Union)
CEOS	Conditions of employment of other servants of the European Union
CMS	Content Management System
CRM	Client Relationship Management
DIGIT	Directorate-General for Informatics
DG JUST	Directorate-General for Justice and Consumers
DGT	Directorate-General for Translation
eCdT	Translation Centre's programme for the management of the translation workflow
EEA	European Economic Area
EFQM	European Foundation for Quality Management
EFTA	European Free Trade Association
EMAS	Eco-Management and Audit Scheme
EP	European Parliament
EPOC	<i>Ex post</i> quality check
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
EU	European Union
EUIPO	European Union Intellectual Property Office
EUR	Euro
EU TM	European Union trade mark
FFR	Framework Financial Regulation
FG	Function Group
FTE	Full-time equivalent
GIP	General Implementing Provisions
HR	Human Resources
IAMLADP	International Annual Meeting on Language Arrangements, Documentation and Publications
IAS	Internal Audit Service
IATE	Inter-Active Terminology for Europe
ICS	Internal Control Standard
ICT	Information and Communication Technologies
ICTI	Interinstitutional Committee for Translation and Interpretation
i2 LTW	Interinstitutional Language Technology Watch Network

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

ANNEX XII - FINAL ACCOUNTS OF THE TRANSLATION CENTRE FOR THE BODIES OF THE
EUROPEAN UNION FOR THE FINANCIAL YEAR 2017

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