



Management Plan 2019

DG Translation



Contents

INTRODUCTION	3
PART 1. MAIN OUTPUTS FOR THE YEAR	4
PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR.....	12

INTRODUCTION

This management plan translates the objectives and targets set out in [DGT's strategic plan for 2016-2020](#) into outputs for 2019. All seek to address DGT's main challenges for the 2016-2020 period, which are to:

- Meet the translation and editing needs of the Commission in a context of decreasing in-house human resources, while continuing to provide high quality services;
- Implement succession planning and HR policy within its constraints of structure and location;
- Develop a reliable forward-looking IT architecture to underpin its core business.

The primary reference by which DGT steers its operations to meet these challenges remains the 2016 Communication to the Commission on **translation as part of the Commission's decision-making process**.¹ The aim is to make the translation process as efficient as possible so that all resources — human, financial, technological — are put to the best possible use and achieve maximum cost-effectiveness. DGT will pursue its multiannual objectives, focusing in 2019 on:

- **delivering translation** and editing of the political priorities to enable the Commission to run a multilingual decision-making process and to communicate with the wider public in the EU's official languages
- providing both **quality and efficiency of service**, drawing on a mix of resources, in particular running a new multiannual call for tender for freelance translation to secure increased reliability, quality, and sufficient capacity on all freelance markets
- investing in improvements to **translation technology** to support quality and efficiency: migrating to Windows 10 and Studio 2017, framing a data action plan, rolling out ePoetry to improve the user friendliness of the request system, further developing neural machine translation, stepping up digital skills training for staff, and investing in new professional profiles
- building up its capacity to provide **translation into Irish**, capitalising on the ongoing EPSO competition, preparing to deliver the next increase, and reporting to Council on progress in implementing the 2015 regulation
- creating synergies in **interinstitutional translation** by cooperating with partner language services and jointly developing IT tools; co-hosting with SCIC and the European Parliament the International Annual Meeting on Language Arrangements, Documentation and Publications in June 2019
- promoting quality and efficiency in the **translation profession** by engaging with the wider profession, launching the next generation of the 5-year EMT network of university programmes, and running outreach initiatives under the Erasmus+ programme.

¹ [COM\(2016\) 2000](#).

PART 1. MAIN OUTPUTS FOR THE YEAR

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

DGT will continue to actively support the work of the Commission as the initiator of multilingual legislation by efficiently delivering the translation and editing services that fully meet its customers’ needs while aiming at optimising the cost of translation in line with the **Communication on translation**.² DGT will continue to provide a flexible service. Documents to be adopted in oral procedure (political priorities) and urgent written procedure will be delivered with shorter deadlines than the standard ones, whenever necessary. Documents that follow the standard adoption workflow will be delivered in accordance with standard deadlines. DGT will also insist on the need for corporate discipline when Directorates-General plan their initiatives so that the necessary time for translation is factored into the overall decision-making process.

In 2019, DGT will continue to develop, under its three operational frameworks and related work programmes, its operations and working methods in the **areas of quality management, terminology** work and **outsourcing** in a continuous drive for efficiency and cost-effectiveness. All three work programmes are rolling plans that lay down a number of actions planned for 2019 with measurable targets; some of those actions can be multi-annual. To support outsourcing, all translation departments will implement project plans, which they developed in the course of two group-coaching exercises in 2017 and 2018. The objective is to adapt, in terms of working methods and staff profiles, to the increased use of external translation and technology (see specific objective 2).

DGT will focus on **editing** a high proportion of the Commission’s major initiatives and other important documents. The objective for 2019 is to edit 65 % of major initiatives. DGT will work closely with SG and DG COMM to **edit and translate the short titles and summaries of new Commission initiatives** to be published on the Better Regulation Portal.

DGT will continue to promote **clear writing** across the Commission. To mark the **10th anniversary of the Clear Writing Awards**, DGT will organise a high-level conference and a series of awareness-raising activities, including a Commission-wide survey, training sessions, a clear writing week and the awards ceremony.

DGT will continue to encourage DGs to use **machine translation** for content for which only a basic understanding is needed (not for publication). In 2018 DGT integrated the previous MT@EC system into a new system, eTranslation, based on new neural machine translation technology, with engines build for all languages. Testing, routine use, and user feedback on the new engines will enable DGT in the course of 2019 to estimate the related gains. It will also roll out a comprehensive digital skills training initiative to support the introduction of this new technology.

² [C\(2016\)2000](#).

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent

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

Main outputs in 2019:

Output	Indicator	Target
Total production (official languages)*	Total number of pages processed internally and outsourced	31 December 2019
Total production (non EU languages)*	Total number of pages processed internally and outsourced	31 December 2019
Use of machine translation by customer DGs*	Number of pages submitted to the eTranslation service	31 December 2019
Clear writing training sessions	Number of sessions organised	30 sessions by 31 December 2019
High level conference on Clear Writing	Conference organised	by 31 December 2019

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

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

In line with the Strategic Plan 2016 – 2020, DGT applies a service delivery model that involves outsourcing a gradually increasing share of its production. As noted in its Strategic Plan, the yearly need to increase outsourcing will be calibrated to the development of demand and in-house translation capacity to ensure the most cost efficient use of resources. DGT has structured and streamlined all the elements that make up its current outsourcing policy in an **Outsourcing Framework** which is a reference for all parts of the service involved in outsourcing.

Systematically factoring in outsourcing as an integrated resource to meet the Commission’s demand for translation requires further improvement of internal working methods (see group coaching exercise under specific objective 1, and automation of workflows related to outsourcing) and close cooperation with contractors. Therefore, DGT’s efforts will focus on:

- **evaluation of the two pilot projects** aiming at testing different contract types that may further improve the quality of outsourced translations and the communication with DGT’s freelance partners;
- publication of **new call for tender** based on a flexible outsourcing strategy making the most of the experience of the pilot projects started in 2018;
- regular, increased and **improved communication** with freelance contractors (through seminars, webinars, translation briefs, feedback);
- **systematic pre-processing** of documents for outsourcing;
- **quality control** of outsourced translations and **systematic feedback** in accordance with the translation quality guidelines;
- execution of **outsourcing contracts, to be closely monitored** (*in situ* checks to be continued) in order to intercept quality problems;
- set-up of a **market observatory** to assess the situation on the freelance markets in the different Member States.

In 2019, DGT will continue implementing the priority actions adopted for 2018 and formulate action for 2020 in line with the objectives of its Outsourcing Framework.

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent

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

Main outputs in 2019:

Output	Indicator	Target
New procurement approach aiming for flexibility and cost-efficiency and launch of the new tender	Terms of reference for running the tender drawn up and timely publication of new calls for tenders to cover an adequate number of language pairs	Calls for tenders published for at least 44 language pairs by mid-2019
Info sessions for external contractors with translation departments	Number of information sessions organised according to needs	5 sessions by 31 December 2019
Intercepting quality problems by closer contact and scrutiny with providers	Number of on-the-spot checks carried out on contractors	At least 2 % of contractors visited per year

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

DGT will continue to invest substantial efforts into the process of phasing out the Irish derogation. It will deliver an increasing volume of translation into Irish in line with **Regulation 2015/2264**³ setting out incremental increases. 2019 will also be crucial for recruiting a sufficient number of Irish linguists. Further cooperation with Ireland is crucial in increasing the pool of linguists available to translate for the EU.

In 2019, the focus will be on:

- Preparing the Commission **report to the Council** on the progress by the Union institutions towards implementation of the gradual reduction of the derogation, as set out in Article 2 of Regulation 2015/2264;
- Continuing building internal translation capacity through the **recruitment of Irish translators**, primarily officials, and temporary agents as necessary (with the results of 2018 EPSO competition available mid-2019);
- Continuing efforts to build up and improve freelance translation capacity;
- Preparing to deliver the **third incremental increase as of 1/1/2020**;
- Implementing the **EU-IE internship programme**

DGT will continue to steer, under the Terms of Reference for the Monitoring Group on the Irish Language Derogation,⁴ the work towards a **full Irish-language regime** in the linguistic services of the EU institutions and to monitor the progress made on the implementation of the priority actions for 2019.

Following the launch of an **EPSO translator competition for Irish linguists**, a reserve list of successful candidates should become available in summer of 2019. DGT will continue to build up **reliable Irish freelance capacity** with the contractors under the new framework contract and negotiated procedures where needed. DGT will also continue managing and coordinating the project for **Irish terminology** at interinstitutional level. In 2018 DGT developed the first neural machine translation engines for Irish. Work to improve the quality of these engines by adding more data will continue in 2019.

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent

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

Main outputs in 2019:

Output	Indicator	Target
Recruit additional staff in line with the target	Reach 2019 staffing benchmark: 1 Head of Unit, 45 ADs ⁵ and 8 ASTs	31 December 2019
Commission report to the Council on implementing Reg. 2015/2264	Timely delivery of the report	No later than October 2019

³ [OJ L 322, 8.12.2015, p. 1-3](#).

⁴ Ares(2016)2866256 of 20.06.2016.

⁵ The target refers to AD translators, either officials or other staff.

Specific objective 4 — DGT has a modular state-of-the-art computer-assisted translation environment to support quality and efficiency in the translation process

DGT's **IT Master Plan**, updated annually, sets out a 5-year vision for developing DGT's IT landscape. In 2019, DGT will optimise the existing systems, in particular to further automate the outsourcing of translation requests, while preparing current language applications for the next computer-assisted translation (CAT) tool.

In view of the Commission-wide **migration to Windows 10** and **Microsoft Office 2016 and Studio 2017**, one of DGT's priorities will be to ensure smooth migration for its staff and ensure business continuity by maintaining a stable and well-functioning translation environment.

ePoetry, a new web portal to submit translation requests and to retrieve translations, will be rolled out to DGs on 1 April 2019. It will provide customers with a more user-friendly interface and modern web services that facilitate the integration with corporate content management systems.

In the beginning of 2019, the interinstitutional call for tenders for the **next CAT tool** that was launched in August 2018 will be evaluated and the preparations of relevant DGT IT systems for the **migration to the new, server-based, CAT environment** will start in the second part of the year.

Work on consolidating **eTranslation** will continue in order to improve the linguistic quality of output and service and the usefulness of machine translation.

Specifically, work will focus on:

- continuing work on **neural machine translation** by improving the engines, the linguistic quality of the output and the general service level and by introducing domain-specific engines;
- **assessment of neural machine translation** in language departments and decision on the machine translation engine to use in pre-processing;
- automation of the **workflow for marked and sensitive documents**;
- completing the work on the **automation of the outsourcing workflow**;
- ensuring the necessary **development and maintenance of the current Trèfle system** used to outsource translations;
- carefully monitoring with DIGIT the development of the **eProcurement environment** to ensure stability and compatibility with DGT's needs;
- cooperating with SG, DIGIT, OP and COMM on developing the Commission's **corporate IT and web environment** in order to further integrate all elements of the authoring-translating-publishing chain.

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent

Specific objective 4: DGT has a modular state-of-the-art computer-assisted translation environment to support quality and efficiency in the translation process

Main outputs in 2019:

Output	Indicator	Target
Call for tenders for an interinstitutional Computer Assisted Translation (CAT) tool	Call for tender evaluated and contract awarded.	31 December 2019
Migration to Windows 10 and Microsoft Office 2016	DGT CAT environment runs flawlessly on the new platform	31 December 2019
Assessment of neural machine translation and decision on the machine translation engine to use in pre-processing	Decision taken	end-April 2019
Automation of the outsourcing workflow	Automation completed	31 December 2019
Roll out ePoetry	Deployment of ePoetry to all customer DGs	1 April 2019
Automation of the workflow for marked and sensitive documents	Workflow implemented	Q1 2019
Language-specific figures on the use of eTranslation by DGT's translators	Report providing language-specific figures	Quarterly

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

In 2019, DGT will promote more efficiency through close cooperation with the translation services of the other EU institutions in order to identify and achieve synergies for the optimal use of all available human, financial and technical resources. This will include the following:

- DGT will continue to manage a number of **interinstitutional tools** (eTranslation/MT@EC, Euramis, Quest, DocFinder and Elise, and be a partner in IATE) that are shared across EU institutions and services;
- DGT will manage the **tender for the future IT translation tools** to be shared across institutions;
- **Cooperation on files under the ordinary legislative procedure** will continue in the form of early terminology coordination on files, following the conclusions of the pilot project involving interinstitutional teams of translators working together on selected files;
- DGT will participate in networks to **promote interinstitutional cooperation** in specific areas (human resources, staff exchanges, shared training activities, workload balancing, and interinstitutional networks on quality and on outsourcing). DGT will continue co-chairing the interinstitutional working group on key interinstitutional activity and performance indicators (KIAPIs).

DGT will co-host with SCIC and the language services of the European Parliament, Council and Court of Justice the 2019 **International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP)**. DGT will also host the **International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT)**. Both meetings provide a forum for exchange and cooperation with international organisations, in particular the language services of UN and EU organisations, as well as various national institutions and academic bodies.

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent

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

Main outputs in 2019:

Output	Indicator	Target
Terminology on selected files agreed in early phases of translation among the institutions *	Terminology agreed for suitable, non-sensitive files	31 December 2019
Meetings IAMLADP and JIAMCATT	IAMLADP and JIAMCATT meetings co-hosted by EU language services	End June 2019

* Since the number of OLP files is demand-driven, no targets can be set

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

The aim of DGT’s outreach activities is to inform and link up with translation stakeholders (universities and research centres, national, regional and local authorities, translation professionals and the language industry) with a view to 1) giving visibility to the world of translation and languages; 2) promoting the development of the translation profession and a diversified and sustainable market for professional translators in Europe; 3) sharing knowledge on the technological and other developments in the profession with external partners.

In 2019, DGT’s main outreach activities will include:

- the **Translating Europe Forum (TEF)**, the annual conference to bring together the translation community and young professionals from all over Europe to share knowledge and discuss developments in the profession;
- a series of **national workshops** (Translating Europe Workshops) targeting translation stakeholders at local level and exploring synergies with national language and terminology networks;
- the establishment of the new **European Master’s in Translation (EMT)** network (universities offering translation study programmes at Master’s level) aimed at improving the quality of translator training. Following the call for applications in September 2018, 2019 will focus first on evaluating applications, and then on setting up the new network;
- fostering contacts with national language communities, including public translation services in the Member States, with the aim of exchanging good practices and improving terminology and translation quality;
- running the **Visiting Translator Scheme** to foster contacts with universities, public institutions (ministries, national banks, public bodies, international organisations) and companies to engage with outside experts, develop in-house expertise, and encourage cooperation.

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent

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

Main outputs in 2019:

Output	Indicator	Target
The TEF conference bringing together the translation community to share knowledge and ideas on developments in the profession	TEF conference organised	31 December 2019
Translating Europe Workshops in Member States	30 Workshops organised	31 December 2019
New EMT network	Applications evaluated and the network set up	1 July 2019
EMT network meeting	First meeting of the new network organised in Brussels	31 October 2019
Run the Visiting Translator Scheme	Number of VTS visits	20 by 31 December 2019

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

DGT's **Strategic HR Plan** focuses on quantitative and qualitative planning of resources and identifies talent management initiatives to support excellence in translation, middle management succession and mobility. It sets out the learning and development priorities for all DGT staff, taking into account the specific needs of all DGT entities, as well as the knowledge management framework.

New ways of working, staff mobility, changing profiles of translators and assistants, increased outsourcing and increased use of technology call for continuous and **targeted thematic and IT training**. DGT will expand the range of courses under DGT Academy and will design additional IT training where needed to ensure an optimum use of all tools throughout the service and to upgrade digital skills proficiency in the language departments.

DGT will continue to develop managerial capacity and prepare for management succession. The mentoring project for aspiring managers will be repeated and specific training courses will be offered to managers to develop their **management skills**, with a focus on building strong teams, motivating colleagues, promoting collaboration and ensuring a respectful workplace.

In 2017 DGT reached the initial target of 50 % female representation in middle management positions. It is working towards the target of **first-time appointments of women to middle management** positions – 16 appointments by November 2019 – by taking actions in order to prepare the management pipeline, in particular through the mentoring scheme for aspiring managers.

Following the Commission decision of 28 March 2018 reassuring staff with UK nationality that they would stay in employment after **Brexit**, DGT will take particular care for the future staffing of the English language department and Editing unit, in particular by requesting an English translators' competition for EU-27 nationals in 2019 and by employing temporary agents from EU-27.

DGT will promote a **healthy and stimulating working environment**, including by promoting a healthy work-life balance and flexible working arrangements, and by organising wellbeing activities, such as fit@work Sports Days.

In line with the corporate objectives on **internal communication** and **staff engagement**, DGT's communication priorities for 2019 focus on working better together, communicating across multiple sites, putting DGT's work in the broader context, staff as ambassadors, and enhancing the effectiveness of current communication tools. Staff will be kept informed and involved in internal discussions on the cost of translation and the workplace of the future. DGT will assess the outcome of the **HR staff survey** (Autumn 2018) and the need for any follow up action.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Main outputs in 2019:

Output	Indicator	Target
Upgrade translators' IT skills and competences	120 training sessions organised: 2 per week in Brussels and in Luxembourg	31 December 2019
Wellbeing activities to promote a healthy and stimulating working environment	Number of activities organised	5 activities by 31 December 2019
First female appointments	Number of first-time appointments of women to middle management posts	16 by November 2019
Action plan as follow-up of staff opinion survey 2018	Approval of action plan by Director-General	By end of Q2 2019

B. Financial Management: Internal control and Risk management

Legality and regularity

In DGT, 100 % of transactions are controlled ex-ante.

DGT will continue **raising awareness of the principles of internal control and risk management** that it started in May 2018. This consists of a series of news items published on DGTnet that cover up-to-date topics and recommended training organised by DG BUDG, DG HR or others, depending on the subject matter. In addition, DGT will finalise its internal control strategy comprised of actions done and reference documents for each internal control principle.

Following the note from the Secretary-General of 11 June 2018 on the New Data Protection Regulation for EU institutions and bodies ('Internal Regulation'),⁶ in July 2018 DGT prepared an action plan⁷ to ensure compliance with the internal regulation. In 2019, DGT will follow this action plan alongside the Commission's Data Protection Action Plan.⁸

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Main outputs in 2019:

Output	Indicator	Target
Apply checks on underlying transactions in accordance with DGT control strategy	Error rate on administrative budget implementation	less than 2 %
Resolution of accepted pending audit recommendations	% of implemented accepted resolution	100 %
Increased level of awareness of internal control and risk management	Number of news items published	Minimum 5

Sound financial management

From 12 % in 2015, the **cost of control** fell to 11.5 % of the total payment amount in 2016 and to 10.9 % in 2017. DGT aims to maintain this level by achieving better value for money, using efficiency gains, system improvements and compliance with regulatory provisions.

All outsourced translations will continue to be evaluated by a qualified translator before the payment is processed.

Regarding IT outsourcing, all external staff will be recruited through DIGIT's framework contracts, using DIGIT's 'ex-ante' control.

⁶ Ares(2018)3063764.

⁷ Ares(2018)4015840.

⁸ Ares(2018)5157392.

Objective 2: Effective and reliable internal control system in line with sound financial management.

Main outputs in 2019:

Output	Indicator	Target
Cost effectiveness of controls	Control costs over funds managed	Cost of control < 11.5 %
Timely execution of payments	Percentage of payments on the budget made within the time limit of 30 days	≤ 'Administrative and other expenditure' DG family net payment time

Anti-fraud measures

DGT's Anti-Fraud Strategy identifies two areas where fraud could occur: the handling of sensitive, marked or classified information, and financial procedures. No further action is recommended in the field of security measures to protect information.

Continuous training is recommended in the field of finance. DGT has identified **specific training paths for initiating and verifying agents, and authorising officers**, based on the corporate training offer, complemented by DGT-specific training where necessary. These training paths include generic courses such as 'Lifecycle expenditures' and 'Procurement Basics', including an emphasis on anti-fraud awareness.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Main outputs in 2019:

Output	Indicator	Target
Ensure all staff newly appointed in the field of finance get the appropriate training	Number of staff having followed the appropriate training	100 %

C. Better Regulation

N.A.

D. Information management aspects

As member of the Information Management Steering Board, in 2019, DGT will continue to contribute actively to the implementation of the **strategy for data, knowledge and information management**, in particular concerning multilingual aspects of knowledge and data management.

DGT opted for the 'Commission file reader' setting to be activated by default in September 2017 when creating new files. Document filing is centralised in DGT, with quality control checks carried out to verify if security markings are needed and adding security markings where appropriate. The DMO team will continue to raise awareness of document security in 2019 via e-Domec correspondents meetings and by promoting the EU Learn course 'Ares 2 — Managing security and visibility'.

DGT aims to remain below the Commission average (3.5 %) for non-filed documents. DGT will also continue to promote **electronic workflows** for administrative procedures.

Based on the principles of the **Knowledge Management Framework**⁹ and the **action plan for 2018-2022**,¹⁰ further development of knowledge management schemes, especially knowledge sharing, within DGT, with the requester DGs and with external entities will remain the key priority also in 2019.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.

Main outputs in 2019:

Output	Indicator	Target
Knowledge sharing events	Number of sessions organised	60 by 31 December 2019
IT Tip of the week	Number of IT Tips published	40 by 31 December 2019

E. External communication activities

In 2019 DGT will organise a number of events in EU capitals and cities as part of the **European Day of Languages** (26 September) to raise awareness among the general public of the importance of language diversity and the advantages of mastering languages. This will be carried out in close cooperation with DG EAC and with DGT's field officers in the Member States.

The 13th edition of the **Juvenes Translatores** contest will take place in 2019, encouraging secondary school students to develop their language skills and become aware of translation as a profession.

All these events will be communicated via **social media channels** in coordination and cooperation with DG COMM's social media team.

External communication and outreach activities in 2019 will support as far as possible corporate communication priorities and promote in particular the **European Parliament elections** campaign.

⁹ Ares(2014)3705236.

¹⁰ Ares(2018)2567628 — Annex 5.

DGT will continue to provide resources and expertise to the **digital transformation of the Commission's web presence** in 2019. Content and language coverage of existing pages will be improved, and continuous effort will be made so that users can find what they are looking for as efficiently as possible.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Main outputs in 2019:

Output	Indicator	Target
The 13th edition of the Juvenes Translatores contest is organised in all Member States	Contest organised in at least 700 secondary schools Overall usefulness of the award ceremony for the attendees (via participants' survey run by DGT.02)	30 November 2019 > 70 % of respondents would share or speak positively about the event
European Day of Languages events organised in EU capitals and cities of Member States	60 events organised in Member States Overall usefulness of the events for the attendees (via sample survey run by Field Officers)	31 October 2019 > 70 % of respondents would share or speak positively about the event

Spending on communication will cover not only the external communication activities described above but also outreach activities described under specific objective 6, namely the Translating Europe Forum and workshops, and the EMT network meetings.

Annual communication spending:

Baseline (2018)	Estimated commitments (2019)
€700 000	€700 000

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

- 1) DGT will **automate its translation outsourcing workflow** which will improve the efficiency of handling documents **and speed up the process.**
- 2) **The systematic application of pre-processing to outsourced documents** fulfilling commonly agreed criteria leads to savings on the outsourcing budget and improves the quality of external translations. In budgetary terms, savings are estimated at around €1.5 million per year.
- 3) The **systematic inclusion of certain document types in Annex 8B of the** service-level agreements on documents to be outsourced and charged back to the DGs yields savings on the DGT outsourcing budget by almost €4 million a year. DGT will request or grant cross/co-delegations with other DGs to optimise the management of its administrative budget (mainly outsourcing and IT).