



**DECISION OF THE MANAGEMENT BOARD
OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION
ADOPTING THE DRAFT SINGLE PROGRAMMING DOCUMENT 2024-2026 – CT/CA-002/2023EN**

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 21 September 2019 applicable to the Translation Centre for the Bodies of the European Union (Ref. CT/CA-028/2019EN),

Whereas:

- (1) in accordance with Article 40 of Regulation (EU, Euratom) 2018/1046, the Translation Centre shall send by 31 January each year to the Commission, the European Parliament and the Council its draft single programming document, as endorsed by its Management Board, containing its annual and multi-annual programming and corresponding human and financial resources planning;
- (2) the final single programming document shall be adopted by the Management Board;
- (3) the Translation Centre shall send any later updated versions of the single programming document, namely to reflect the Commission's opinion and the outcome of the annual budgetary procedure, to the Commission, the European Parliament and the Council.

HAS ADOPTED AS FOLLOWS:

Article 1

The draft single programming document 2024-2026 for the Translation Centre, as annexed to this decision, is hereby adopted.

Article 2

This decision shall enter into force on the date of its adoption.

Done at Luxembourg, 28 January 2023

For the Management Board.

(electronically signed)

Christos Ellinides

Chairman

Annex: Draft single programming document 2024-2026 of the Translation Centre



DRAFT SINGLE PROGRAMMING DOCUMENT
2024-2026
OF THE TRANSLATION CENTRE
FOR THE BODIES OF THE EUROPEAN UNION

CT/CA-002/2023EN

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Foreword

As the agency that provides shared language services to all other agencies and bodies, from and into all the official EU languages, the Centre can safely claim that it is epitomising the promotion and facilitation of multilingualism in the European Union. At the same time, investing heavily in recent years in state-of-the-art language technologies, the Centre is in a position to capitalise on the developments in information technology that have caused a paradigm shift in the world of translation. During the past few years, the Centre's language service offer has been adapted in line with clients' needs, and its revised working methods have been able to follow the revolution that is now sweeping through the translation world, namely neural machine translation.

The Centre is committed to functioning as a forward-looking organisation, harnessing the potential of language technologies and neural machine translation. Its portfolio of language services will be coupled with human resources capable of making the most of the technology at its disposal. It will therefore continue to invest in the development of strategic capabilities to maximise staff potential and in the acquisition of technology-oriented profiles for its workforce.

The Centre will continue to lend an attentive ear to its clients' needs for bespoke, added-value services. Effective multilingualism will be supported, and the Centre will provide its expertise to assist EU Agencies in the implementation of multilingual communication policies. At the same time, financial sustainability initiatives will target both cost reduction and new streams of revenue, while quality assurance processes will aim at enhancing efficiency and effectiveness.

As this single programming document demonstrates, the Centre has set up a number of actions and initiatives to further optimise operational performance, foster its resilience and increase its impact in the wider context of multilingualism in the digital age. I am optimistic and confident that operating in tandem with our partner, the Directorate-General for translation (DGT), and other stakeholders, the Centre will continue to be at the centre of the language service offer within the family of EU agencies and bodies.

Ildikó Horváth
Director

List of acronyms

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
ARES	Advanced Records System
AST	Assistant
AST/SC	Secretary/Clerk
B2B	Business-to-business
BCP	Business Continuity Plan
CA	Contract agent
CAT	Computer-assisted translation
CdT	Centre de traduction des organes de l'Union européenne (Translation Centre for the Bodies of the European Union)
CEOS	Conditions of Employment of Other Servants of the European Union
CRM	Customer relationship management
eCdT	Translation Centre's translation workflow management system
EEA	European Economic Area
EFTA	European Free Trade Association
EPPO	European Public Prosecutor's Office
EPQC	Ex post quality check
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
eTra-Local	Local implementation of the eTranslation service
eTranslation	European Commission's neural machine translation system
EU	European Union
EUAN	European Union Agencies Network
EUIBA	European Union Institutions, Bodies and Agencies
EUIPO	European Union Intellectual Property Office
EUR	euro
EUTM	European Union trade mark
FFR	Framework Financial Regulation
FG	Function group
FTE	Full-time equivalent
GIP	General Implementing Provisions
HR	Human resources
IATE	Interactive Terminology for Europe
ICF	Internal Control Framework
ICT	Information and communication technologies
ICTI	Interinstitutional Committee for Translation and Interpretation
IMG	IATE Management Group
ISO	International Organization for Standardization

IT	Information technology
JU	Joint undertaking
KPI	Key performance indicator
MIPS	Missions Integrated Processing System
MSPP	Multiannual Staff Policy Plan
N/A	'Not applicable' or 'not available' (depending on context)
OIL	Office for Infrastructure and Logistics in Luxembourg
SKPI	Strategic key performance indicator
SLA	Service-level Agreements
SNE	Seconded national experts
SUMMA	A new corporate financial platform
SYSPER	Information system covering the treatment of information for the Centre's management of Human Resources
TA	Temporary agent
TQAAP	Translation Quality Assurance Action Plan
VAT	Value added tax

Mission statement

The Centre's primary mission is to provide translations and related language services to a large number of EU agencies and bodies in line with agreed quality criteria, deadlines and prices. EU institutions which have their own translation services may, on a voluntary basis, avail of the Centre's services in accordance with arrangements to be agreed between the parties. The Centre's secondary mission is to contribute to rationalising the use of resources and to harmonising procedures in the field of EU translation through interinstitutional cooperation.

The Centre's dual mission is defined in the legislation underpinning its existence – Council Regulation (EC) No 2965/94 of 28 November 1994, as amended by Council Regulation (EC) No 2610/95 of 30 October 1995, which expanded the Centre's original mission, and Council Regulation (EC) No 1645/03 of 18 June 2003.

The Centre's activities are geared towards facilitating and supporting effective multilingualism in the EU agencies and bodies. While it is first and foremost the shared language service provider for the EU agencies and bodies, the Centre is also a partner of the translation services of the EU institutions. The Centre provides translations from and into all the official EU languages and into other non-EU languages.

The Centre as a shared language service provider for the EU agencies and bodies

The Centre offers a wide range of services to its clients, namely:

- translation, revision, modification and editing of documents,
- translation of EU trade marks and designs,
- additional services, such as terminology work, language consultancy, subtitling, transcription, neural machine translation and post-editing thereof, etc.

The Centre as a partner at interinstitutional level

As a member of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Centre plays a role in the cooperation which takes place between the language services of the EU institutions. It participates in interinstitutional initiatives that aim to achieve economies of scale by sharing working methods, rationalising the use of resources and harmonising procedures in EU translation. The most noteworthy interinstitutional project is IATE, the Interactive Terminology for Europe database, which the Centre has been managing on behalf of the EU institutions since 2003.

Section I

General context

Following the investments in language technologies and capacity building, the Centre's capabilities as a provider of language services are now on a new trajectory. There have been profound changes not only in the way in which the Centre conducts its routine day-to-day business, but also in its approach and ability to satisfy clients' needs and expectations. During 2024-2025 the Centre will continue to consolidate its revised business model and fine-tune it.

The percentage of renegotiated deadlines will be further reduced, effectively enhancing on-time delivery of services to clients; the indicative turnaround times of services will be adapted, as necessary. The new added-value services introduced in previous years, will continue to be reviewed, assessed and adjusted, if necessary.

A new service for anonymising documents is planned for this period, and in the area of machine translation, the Centre will assess and adapt the functioning of its multi-engine strategy.

The Centre will continue to adapt end-to-end services and further enhance performance of the tool managing the translation of EU trade marks and the eTra-Local system. Any actions in the area of pricing will be based on the analyses in the context of activity-based management and costing (ABM/ABC).

Client management and interaction with clients will be optimised during the reference period with the development and implementation of in-house CRM-like functionalities, and targeted client surveys will continue to be organised.

The Centre will continue to promote itself as a reference point in the translation field and raise awareness of multilingualism in the EU. Technical and organisational support for the IATE database will be continued in line with the Centre's role as a partner at interinstitutional level.

Section II

1. Multiannual work programme 2024-2026

1.1. Multiannual objectives

The Centre's strategy adopted by the Management Board on 28 October 2022, sets out the strategic objectives and key initiatives for 2024-2027 that guide the Centre's activities and operations and serve as a basis for its Strategic Programming Document 2024-2026.

Strategic objectives ¹	Strategic initiatives
1. The Centre will sustain its ability to develop new services and projects in the language field, and will maintain the necessary competence.	1.1. Attract, maintain and retain expertise at the highest level in the language area; anticipate the acquisition of the right profiles for key roles in the areas in which the Centre invests.
	1.2. Update the interinstitutional partners on the evolution of new services and opportunities offered by the Centre.
2. The Centre will focus on anticipating, identifying and analysing future stakeholder needs, and will continue to offer bespoke added-value services, where possible .	2.1. Conduct surveys on clients' specific needs.
	2.2. Focus on direct consultation with interested stakeholders on the implementation of multilingualism.
3. The Centre will further diversify its service offer, raise the quality of service and improve its operational performance to strengthen the sustainability of its business model, based on extensive outsourcing to external language service providers paired with a solid in-house quality assurance process.	3.1. Evaluate new invoicing approaches for language services.
	3.2. Further automate manual functions across all processes and procedures.

The strategic objectives and initiatives are implemented through a set of activities and projects as detailed in the Centre's annual work programme. To ensure alignment between the operational planning and the multiannual strategy, all activities and projects are linked to a strategic initiative and thus, to a strategic objective.

The Centre has established a robust mechanism for measuring and reporting performance. All activities and projects are matched with their corresponding indicators. Additionally, a specific set of strategic key performance indicators (SKPIs) has been developed to measure implementation of the strategy.

¹ For a detailed outline of the Centre's strategic objectives and initiatives, please see document ...

Strategic Key Performance Indicators

Strategic objective 1		
Strategic initiative 1.1 Attract, maintain and retain expertise at the highest level in the language field; anticipate the acquisition of the right profiles for key roles in the areas in which the Centre invests.		
Indicator 1.1.1: Use of data assets		
Definition: post-edited pages as a percentage of the total number of pages translated and invoiced to clients		
Baseline (2021)	Target (2022)	Target (2027)
9%	30%	70%
Strategic initiative 1.2 Update the interinstitutional partners on the evolution of new services and opportunities offered by the Centre.		
Indicator 1.2.1: IATE management group satisfaction		
Definition: number of positive replies to the IMG (IATE Management Group) satisfaction survey as a percentage of the total number of replies.		
Baseline (2021)	Target (2022)	Target (2027)
96.8%	90%	Maintain or increase
Strategic objective 2		
Strategic initiative 2.1 Conduct surveys on clients' specific needs.		
Indicator 2.1.1: Client satisfaction index		
Definition: the satisfaction index is based on the survey results from the question 'How satisfied are you with the balance between quality of service and price?' (all the 4s (satisfied) and 5s (very satisfied) added together and expressed as a percentage of the sum of all answers).		
Baseline (2021)	Target (2022)	Target (2027)
60%	75%	Maintain or increase
Strategic initiative 2.2 Focus on direct consultation with interested stakeholders on the implementation of multilingualism.		
Indicator 2.2.1: CdT outreach actions		
Definition: number of presentations (or consultations) to promote multilingualism and increase the Centre's reputation and visibility at EU level.		
Baseline (2021)	Target (2022)	Target (2027)
15	12	Maintain or increase
Strategic objective 3		
Strategic initiative 3.1 Evaluate new invoicing approaches for language services.		
Indicator 3.1.1: Financial result for language services		
Definition: the financial result for language services represents the difference between the invoiced amount and the cost of invoiced language services.		
Baseline (2021)	Target (2022)	Target (2027)
EUR 2.3 MN	0 (with a variation of +/- EUR 1 MN)	0 (with a variation of +/- EUR 1 MN)
Strategic initiative 3.2 Further automate manual functions across all processes and procedures.		
Indicator 3.2.1: Productivity index		
Definition: the productivity index measures the change in the Centre's core business productivity compared with the reference year 2021.		
Baseline (2021)	Target (2022)	Target (2027)
100	Increase	Increase

1.2. Multiannual work programme

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
1. The Centre will sustain its ability to develop new services and projects in the language field, and will maintain the necessary competence.	<i>1.1. Attract, maintain and retain expertise at the highest level in the language field; anticipate the acquisition of the right profiles for key roles in the areas in which the Centre invests.</i>	3.5 Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories for newly recruited staff).	3.3 Increase the proficiency level of translators in new developments in language technologies via training.	3.3 Adapt the job profiles and the selection criteria for linguists and support staff in line with market requirements.	Adapt the job profiles and the selection criteria for linguists and support staff in line with market requirements.	Review the job profiles and the selection criteria for linguists and support staff in line with market requirements.
				2.4 Analyse the functioning of the innovative call for tenders launched in 2022/2023 in the language field.	Review the specifications for procurement procedures for external service providers.	Adapt, if necessary, the specifications for procurement procedures for external service providers.
1. The Centre will sustain its ability to develop new services and projects in the language field, and will maintain the necessary competence.	<i>1.2. Update the interinstitutional partners on the evolution of new services and opportunities offered by the Centre.</i>	1.27 Share the Centre's knowledge and expertise within the ICTI framework.		1.24 Promote common or joint activities within the ICTI framework.	Promote common or joint activities within the ICTI framework.	Promote common or joint activities within the ICTI framework.
		1.25 Provide technical and organisational	1.25 Provide technical and organisational	1.23 Provide technical and organisational	Provide technical and organisational support for the IATE database.	Provide technical and organisational support for the IATE database.

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
		support for the IATE database.	support for the IATE database.	support for the IATE database.		
2. The Centre will focus on anticipating, identifying and analysing future stakeholder needs, and will continue to offer bespoke added-value services, where possible.	2.1. <i>Conduct surveys on clients' specific needs.</i>	1.20 Organise bilateral meetings with clients to discuss client-specific service requests.		3.2 Organise targeted surveys to identify needs in specific areas.		Organise targeted surveys to identify needs in specific areas.
			3.1 Study the need and requirements for a CRM.	3.1 Based on the gap analysis, select specific CRM functionalities to be developed in-house.	Implement the selected functionalities.	Evaluate the implemented CRM functionalities.
			1.20 Study the possibility of providing a new service for anonymising documents.	1.18 If feasible, start developing a new service for anonymising documents.		
2. The Centre will focus on anticipating, identifying and analysing future stakeholder needs, and will	2.2. <i>Focus on direct consultation with interested stakeholders on the implementation of multilingualism.</i>	2.7 Upon a client's request, adapt end-to-end services, e.g. based on the Centre's B2B solution.	2.5 Upon a client's request, adapt end-to-end services, e.g. based on the Centre's B2B solution.	2.6 Upon a client's request, adapt end-to-end services, e.g. based on the Centre's B2B solution.	Upon a client's request, adapt end-to-end services, e.g. based on the Centre's B2B solution.	Upon a client's request, adapt end-to-end services, e.g. based on the Centre's B2B solution.

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
continue to offer bespoke added-value services, where possible.		2.5 Implement the selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks.	4.1 Finalise and implement the developments of the selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks.	4.3 Trademark2 – an enhanced trade mark system based on new technologies (solution selected).		
			4.2 Adapt eTra-Local with new features, if requested.	2.7 Adapt eTra-Local with new features, if requested.		
			1.21 Provide a summarisation service.	1.19 Review the summarisation service.	Adapt the summarisation service.	
		1.19 Review the new added-value services.	1.17 Review and assess new added-value services introduced in the previous year and adjust them if necessary.	1.17 Review and assess new added-value services introduced in the previous year and adjust them if necessary.	Review and assess new added-value services introduced in the previous year and adjust them if necessary.	Review and assess new added-value services introduced in the previous year and adjust them if necessary.

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
		1.23 Continue developing customised machine translation engines in other areas, subject to availability of relevant data.	1.24 Implement the multi-engine strategy for machine translation.	1.22 Assess the functioning of the multi-engine strategy.	Adapt the functioning of the multi-engine strategy.	
				2.8 Prepare for the conference to celebrate the Centre's 30th anniversary in 2025	Organise and follow up the conference to celebrate the Centre's 30th anniversary.	
3. The Centre will further diversify its service offer, raise the quality of service and improve its operational performance to strengthen the sustainability of its business model, based on extensive outsourcing to external language	3.1. Evaluate new invoicing approaches for language services.		2.3 Assess the efficiency of outsourcing person-days, with the aim of better integrating freelancers.	2.3 Review the efficiency of outsourcing person-days, with the aim of better integrating freelancers.	Continue the adaptation of outsourcing person-days, with the aim of better integrating freelancers.	
		2.3 Based on the analysis of the costs derived from the ABC methodology, introduce	2.1 Identify the impact of the ABM methodology on all processes.	2.1 Implement the actions identified in line with the ABB methodology.	Fine-tune the implementation of the actions and adapt wherever necessary.	

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
service providers paired with a solid in-house quality assurance process.		adjustments in terms of the price of the new services, if necessary.				
			2.2 Adjust the prices of services, if necessary.	2.2 Implement the actions identified in the methodology in the field of prices.		
		2.1 Develop or buy a solution in order to manage the establishment of the budget.	4.4 Introduce new tools for budget and salary calculation.	2.5 Further optimise the new tool for budget and salary calculation.		
				4.1 SUMMA integration (new corporate financial platform; depending on the availability of the platform).		
3. The Centre will further diversify its service offer, raise the quality of	3.2. Further automate manual functions across	1.9 Ensure on-time delivery of services to clients.	1.14 Ensure on-time delivery of services to clients.	1.14 Ensure on-time delivery of services to clients.	Ensure on-time delivery of services to clients.	

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
service and improve its operational performance to strengthen the sustainability of its business model, based on extensive outsourcing to external language service providers paired with a solid in-house quality assurance process.	<i>all processes and procedures.</i>	1.18 Review the indicative turnaround times of all services.	1.16 Assess the indicative turnaround times of services, as necessary.	1.16 Adapt the indicative turnaround times of services, as necessary.	Adapt the indicative turnaround times of services, as necessary.	
		1.11 Review the functioning of 'post-editing of machine translation output' as a new requirement for external language service providers.	1.23 Assess the functioning of 'post-editing of machine translation output' for external language service providers.	1.21 Increase the volume of post-editing of machine translation output.	Increase the volume of post-editing of machine translation output.	Increase the volume of post-editing of machine translation output.
		1.12 Implement measures identified in the 'Translation Quality Assurance Action Plan 2021-2022'.	1.15 Implement measures identified in the 'Translation Quality Assurance Action Plan 2023-2024'.	1.15 Implement measures identified in the 'Translation Quality Assurance Action Plan 2023-2024'.	Implement measures identified in the 'Translation Quality Assurance Action Plan 2025-2026'.	Implement measures identified in the 'Translation Quality Assurance Action Plan 2025-2026'.
		1.10 Monitor translation quality ex post.	1.22 Monitor translation quality ex post.	1.20 Monitor translation quality ex post.	Monitor translation quality ex post.	Monitor translation quality ex post.

Strategy 2024-2027		Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic objective	Strategic initiative	2022	2023	2024	2025	2026
		1.24 Start implementing the actions defined in the eCdT evolution ² project relating to pre-processing.	4.3 Identify and implement new automations in the eCdT platform.	4.4 eCdT evolution ³ progress	Identify and implement new automations and enhancements in the eCdT platform.	Identify and implement new automations and enhancements in the eCdT platform.
				4.2 Replacement of the appraisal tool Themis.		

2. Human and financial resources – outlook for the period 2024-2026

2.1. Overview of the past and current situation

At the end of 2022, the Centre employed 181 staff, namely 46 officials and 135 temporary staff. Following a decision by the budgetary authority, the 2022 establishment plan maintained the same number of posts (193) as in 2021. The vacancy rate for officials and temporary staff for 2022 stood at 6.22% and the turnover for 2022 was 7.14%. One official was transferred to the European Parliament and one to the European Court of Auditors. The vacant temporary and official posts at the end of 2022 were as follows: one administrator in the Administration Department (Strategic Planning Section), two assistants and one administrator in the IT Department (Development Section), three assistants in the Translation Support Department (Document Management Officer), three linguistic administrators and the Head of Germanic and Slavonic 2 Languages Section in the Translation Department. For most of the aforementioned posts, recruitment or selection processes are under way or have been completed with the starting dates confirmed.

During 2022, the Centre appointed 5 new officials (linguistic administrators in the Translation Department and the Head of IT infrastructure section in the IT Department) and recruited 13 temporary staff and 6 contract staff members (4 on long-term contracts and 2 on short-terms contracts): 1 in FG III and 5 in FG IV. The Centre managed 17 agency staff contracts (headcount of 9, equivalent to 4.2 FTEs) and continued to put on hold the selections for trainees, suspended due to the COVID-19 pandemic. The traineeship rules were revised with a view to launching a new traineeship programme in future.

In 2022, the Centre organised four internal competitions (for the Heads of the IT Infrastructure Section, Romance and Mediterranean Language Section and Germanic and Slavonic Language Section, and one Swedish translator) and finalised two internal competitions for Linguistic Administrators (French and Irish), six external selection procedures for temporary staff, one inter-agency selection procedure for temporary staff, and seven selection procedures for contract staff, including five based on EPSO lists. In addition, five internal job offers for officials and temporary staff were published. Further information on the Centre's recruitment policy is set out in Annex V.

In order to achieve cost-efficiency gains, the Centre proactively started optimising its structure from 2009 and progressively decreased its number of establishment plan posts from 233 in 2009 to 193 in 2018, maintaining this number until 2022. The Centre has fully complied with the Communication from the Commission to the Parliament and the Council on the programming of human and financial resources for decentralised agencies 2014-2020.

The Centre has optimised its working methods and implemented cost-efficiency measures through its business model, including a reorganisation of its structure, a reduction in the number of posts, a revision of the type of posts needed and the levels at which recruitment is undertaken. Taking all this into account, the Centre has reached a baseline in terms of the critical mass of staff required to function properly – any further staff reductions would undermine its activities. With this in mind, in 2021 the Centre initialised a redeployment of internal resources for the composition of the Irish-language translation team, as a provisional solution awaiting a more stable solution, which is expected to satisfy the request for additional resources for the Irish language team. As from 2023, two additional contract staff members in FGIV were added to the contract staff appropriations. In 2022 the Centre intensified the preparation for the new EPPO projects, and aims to tackle the temporary additional workload with five additional members of the contract

staff to be hired for a short term in 2023 and 2024 (4 FG IV in the Translation Department and 1 FG III in the Translation Support Department).

2.2. Outlook for the years 2024-2026

A) New tasks

In the Commission's Opinion of 16 June 2022 on the draft 2023-2025 Single Programming Document for the Translation Centre for the Bodies of the European Union, the Commission insisted that the Centre's staffing figures should remain stable at 2021 figures in 2023 and the years thereafter, irrespective of recruitment to set up a full Irish language team. Accordingly, the Centre planned for the recruitment of Irish translators by redeploying resources from other language teams and departments. However, this redeployment has generated temporary gaps, which must be swiftly addressed so as to avoid the Centre's smooth and proper functioning being negatively impacted. The creation of the Irish language team is essential in order to meet the demand for translation stemming from the end of the Irish language derogation and to provide a high-quality service to our clients.

As a result, the Centre needs to address as soon as possible the staff shortages created by staff redeployment, particularly given that over the past few years, the Centre has already modified its establishment plan by redeploying posts, either permanently or temporarily, and by reducing the number of posts in its establishment plan. It should also be noted that following the outcome of the Transformation Plan, the Centre acquired, in a budgetarily neutral way, new skills and job profiles in order to significantly modernise its working methods and implement new services based on the development of ever-changing language technologies. The Centre successfully achieved these ambitious targets only by redeploying existing resources and optimising internal procedures. However, it has now reached its limits in terms of maximisation of internal resources, as all margins have been thoroughly explored and found to be exhausted.

B) Growth of existing tasks

The current geopolitical developments (energy crisis, inflationary pressure) is expected to have an impact on the demand for the Centre's services. This might require an in-depth review of processes and procedures to adapt to the new environment. The Centre will continuously analyse new opportunities for its clients and modernise, as far as possible, the language service workflow and integrate new technologies (e.g. artificial intelligence, multi-engine strategy). Since the Centre is committed to remain a point of reference in the field of language services, it will continue to be ready to assume emerging tasks if and when required by its clients.

2.3. Resource programming for the years 2024-2026

Financial resources

Revenue:

It is envisaged that the Centre's total budget revenue for 2024 will be EUR 49.7 million. For 2025 and 2026, the estimates are EUR 49.5 million and EUR 46.8 million, respectively. The Centre does not receive a contribution from the EU budget. The Centre's main revenue comes from its clients as payments for the services that the Centre provides. Additional revenue comes from the Centre's management of

interinstitutional projects (IATE terminology database), and other miscellaneous revenue (e.g. the Centre hosts a data centre for the European Agency for Railways (ERA)). The revenue from these actions is recorded as other revenue in Chapter 40. The Centre may also transfer revenue from its reserves and the surplus carried over from the previous financial year. It is envisaged that revenue from Titles 1-4, namely excluding amounts from the reserves and the previous year's surplus, will reach EUR 46.4 million in 2024, EUR 46.5 million in 2025 and EUR 46.8 million in 2026. As a comparison, the forecast revenue for 2023 in Titles 1-4 is envisaged to be EUR 46 million.

Title 1. Payments from the agencies, offices, institutions and bodies

The Centre's forecast revenue is based on the estimates provided by its clients for the period 2024-2026. It must therefore be stressed that the estimated revenue for all 3 years is subject to change, depending on clients' actual needs and their budgets. On the basis of clients' forecasts, the estimated revenue for 2024 in Title 1 is EUR 44.9 million, compared with EUR 45 million in 2023. Furthermore, the forecast revenue remains at the same level, with estimates of EUR 45 million for 2025 and EUR 45.3 million for 2026. In addition, the estimated revenue from clients for 2024 is EUR 1.9 million higher than the revenue received from clients in 2022. The individual forecasts from clients continue to fluctuate for more than 40 clients: the forecast for 2023 has changed by more than 20% compared with 2022.

Title 5. Surplus carried over from the previous financial year and transfers from the reserves

The Centre can use the possibility of transferring resources from the 'Reserve for stability pricing' to revenue. The Centre has made use of this possibility and transferred EUR 3 283 500 into the 2024 revenue and EUR 3 018 300 into 2025, thereby using the full reserve of EUR 6 301 800. These transfers, together with the measures taken to reduce expenditure, balance the budget for 2024 and partly the budget for 2025. However, based on client forecasts for 2024-2026, it is envisaged that the reserve for stability pricing may be fully used by 2025².

Expenditure:

The Centre's forecast expenditure for the period 2024-2026 is as follows: EUR 49.7 million in 2024, EUR 50.3 million in 2025 and EUR 51 million in 2026. For 2024, the Centre's forecast for expenditure in Titles 1-3 has been decreased by 0.7% compared with the 2023 budget. It increases in 2025 by 1.2% compared with 2024, and increases by 1.5% in 2026 compared with 2025.

In comparison with the outturn for 2022, the expenditure in 2024 will be 11.9% higher. This big increase from 2022 to 2024 is due to the envisaged salary adjustments in 2023 and 2024 with an indexation of 2%, as well as other expenditure also subject to high indexations.

Notwithstanding the overall increase from 2022 to 2024 in staff costs, other index-linked costs and IT costs, the Centre will continue to implement measures to reduce its budget expenditure. The main action has been to reduce expenditure appropriations in the majority of budget items to cover only what is necessary. However, the Centre has maintained some flexibility for the likelihood of certain increases.

² Having used the full 'Reserve for stability pricing', amounts of EUR 739 000 are necessary to balance the 2025 Budget and EUR 4 166 300 the 2026 Budget.

Title 1. Staff

The budget for Title 1, 'Staff', in 2024 is EUR 32 million, 3.4% higher (EUR 1 million) than for 2023. The Centre's budget provides for possible annual salary adjustments, estimated at 2% for 2024, as well as biennial step advancements and promotions. The 2024 budget is based on an establishment plan of 193 posts. The budget also includes the Centre's financial contribution to the European Schools. The full contribution is estimated at around EUR 360 000. The budget also takes into account factors such as the turnover ratio and staff work patterns. The estimates for 2025 and 2026 follow the same assumptions of an establishment plan of 193 posts, and with possible annual salary adjustments estimated at 2% per annum, amounting to EUR 32.6 million and EUR 33.3 million, respectively.

Title 2. Buildings, equipment and miscellaneous operating expenditure

The budget for Title 2, 'Buildings, equipment and miscellaneous operating expenditure', will be EUR 8.5 million in 2024. This is a 4.0% decrease compared with 2023. This decrease is mainly due to efforts made to reduce the costs of IT equipment, IT consultancy and consultations and studies.

The expenditure in Title 2 includes expenditure for the hosting of a data centre for ERA. In conformity with the principle of universality, the revenue received from ERA is recorded as revenue, as opposed to offsetting the expenditure.

For 2025 and 2026, the Centre estimates that expenditure in Title 2 will amount to EUR 8.6 million and EUR 8.7 million, respectively. This reflects IT investments that are required in order to respond to clients' needs through the implementation of the actions set out in this programming document and includes a significant increase to account for indexations of various goods and services.

Title 3. Operational expenditure

The budget for Title 3, 'Operational expenditure', covers the outsourcing of translation services and technical services relating to language services and interinstitutional cooperation. It amounts to EUR 9.2 million for 2024, which is lower than the 2023 budget and is EUR 0.6 million less (6.2%) than the 2022 outturn. For 2025 and 2026, the Centre estimates that expenditure in Title 3 will amount to EUR 9 million and EUR 9.1 million, respectively.

The budget for external translation services constitutes the main part of the title's budget, namely 90% in 2024. The actual cost of these services depends on a number of factors, such as the language combinations of clients' requests, changes in the ranking of suppliers under existing framework contracts, and the prices agreed under future framework contracts, which also depend on economic developments in the Member States. The budget is estimated at EUR 8.3 million for 2024, EUR 8.1 million for 2025 and EUR 8.1 million for 2026. The amounts are in line with the forecast volumes and the Centre's expectation that the investment in translation technologies will have a positive impact on the expenditure for external translation services. Clearly, real expenditure will heavily depend on the actual demand from the Centre's clients and the actual impact of translation technologies. The forecast for interinstitutional cooperation in 2024 is EUR 0.8 million, which is 11.7% higher than in 2023, reflecting the plans for the IATE terminology database and the forecasts provided for the other interinstitutional tools. For 2025 and 2026, the forecast expenditure is EUR 0.9 million per annum. To a large extent, these amounts are matched by the revenue the Centre receives for its services within the context of interinstitutional cooperation.

Title 10. Reserves

The Centre has used the possibility of transferring resources to the 'Reserve for stability pricing' in order to build up the reserve. The Centre has not transferred to this 'Reserve for stability pricing' for 2024 to 2026.

Human resources

In the coming years (2024-2026), the Centre's staff resources will be fairly stable. Although three additional linguistic administrators in function group AD were considered necessary with a view to rebalancing the headcount following the gradual creation from 2021 of the Irish-language translation team, so far it has only been possible to envisage two additional resources granted under the appropriations for contract staff, with two additional contract staff posts (FGIV) as of 2023 and onwards.

In this respect, it should be noted that over the past years, the Centre has modified its establishment plan by redeploying posts, either permanently or temporarily. In particular, the Centre has internally redeployed resources to its core business insofar as possible.

With the implementation of the new EPPO projects, the Centre had to envisage five additional contract staff for a short term (four FG IV and one FG III posts). Such additional resources granted under the appropriations for contract staff were necessary in order to avoid any negative impact on the Centre's priorities.

In the same period, the Centre will continue to invest resources relating to staff retention, with the aim of limiting staff turnover. In order to ensure that this target is reached, it is important to invest in the current staff through good use of the appraisal and promotion/reclassification rules in place and by improving working conditions. The Centre will continue to invest in learning and development initiatives, not only at individual level, but also through the organisation of training events to develop horizontal skills.

2.4. Strategy for achieving efficiency gains

In order to achieve efficiency gains, the Centre has progressively optimised its structure and working methods and has implemented cost-efficiency measures throughout its business model, e.g. by introducing Commission tools (ABAC, SYSPER, MIPS and ARES). In order to manage the selection procedures, the Centre introduced Systal and further optimised its use in 2021 and 2022. Systal is a selection and recruitment tool covering all the phases of the selection procedures and enhancing the reliability and availability of candidate data and contributing to the Centre's paperless records. Building on the experience gained during the pandemic, the Centre has identified areas where a change in working methods will move the Centre closer to its target of reducing its impact on the environment. The Centre started the digitalisation of staff personal files via the NDP module in Sysper. This will allow all staff members to have access to their personal files and also ensure availability in the case of force majeure. One of the last projects in line with the objective to be paperless in the Administration Department started in 2022 with the introduction of the job description module in Sysper. This will replace the actual paper-based process.

The Centre expects to continue to make efficiency gains thanks to the implementation of its multi-engine strategy. In addition to retrievals from translation memories, the Centre will simultaneously use several neural machine translation engines and automatically select the best solution for each sentence of a text to be translated. Thus, translators will save time given that the machine pre-translated texts will be in most

cases fit-for-purpose for post-editing. Time saved will lead to increased productivity, lower outsourcing rates and reduced expenses for external language service providers thanks to specific calls for tenders. This may have a positive impact on the Centre's pricing structure. Following lessons learned from the 2022-2023 energy crisis, the Centre will upgrade its IT power delivery equipment and invest in a power management solution in order to transform temporary emergency energy-saving measures into standardised procedures. These measures will become the normal day-to-day way of managing energy and achieve not only energy savings but also cost savings. This will require investing in or developing new solutions for the automation and scheduling of manual operations.

The BCP strategy and its impact on the data centre will be reviewed to align the BCP objectives with the budget forecast in order to ensure that the BCP is sustainable. The Centre will seek collaboration from the Luxembourg government to examine a potential solution to optimise the cost of the Centre's data centre.

When studying the upgrade or replacement of existing software covering administrative needs, solutions from other EUIBA will be examined first to avoid the cost of local custom developments.

2.5. Negative priorities / decrease of existing tasks

The Centre has already reached a baseline in terms of the critical mass of staff required in order to function properly, and considers that it is essential to maintain the existing level of staff in order to respond to clients' needs. Given the volume of pages to be translated and the diversity of the services available to clients, the capacity of the Centre's in-house translators and the workflow management staff is considered to be optimal in order to deliver very urgent translations and trade marks on a daily basis. Therefore, it has to be concluded that negative priorities cannot be set in the core business (Translation Department and Translation Support Department).

This statement is also applicable to the Centre's support functions. Indeed, in recent years, the Centre has invested in the modernisation of processes applicable to the support functions with the aim of rationalising the time spent on non-value-added tasks. This orientation has made the support function more efficient but also freed up positions that were redeployed to core business.

Over the years, the Centre has managed to ensure a balance between the resources allocated to core business and administrative functions. This is supported by the results of the Centre's annual job-screening exercises (benchmarking exercise)³.

The Centre believes that it has reached a cost-efficient structure and that any reductions in human resources would have a consequential negative impact on the overall service provided to clients.

³ According to data from December 2022, administrative support jobs represent only 11.9% of the jobs at the Centre (a decrease of 6.4% compared to 2021).

Section III:

Work programme 2024

1. Executive summary

The 2024 work programme presents the Centre's planned operational activities, which are grouped into four sections. The first three sections incorporate the Centre's activities in the following areas: core operational, support, and management and supervision. The last section is dedicated to projects and innovation initiatives.

The core operational area covers all of the Centre's activities relating to the provision of language services. In 2024, the Centre will further upgrade its service level in terms of timeliness of delivery and quality of language services provided to clients. The percentage of renegotiated deadlines will be further reduced, and the Centre will continue to review and assess its new services. The Centre will start developing a new service for anonymising documents, provided that this proves to be feasible. The automatic summarisation service will be reviewed during the year. Following the implementation of the multi-engine strategy, the volume of post-editing of machine translation output will be increased. Additionally, the Centre will continue to provide technical and organisational support for the implementation of the IATE features and will promote common or joint activities within the ICTI.

The support activities aim at ensuring a well-functioning work environment. In 2024, the Centre will analyse the functioning of an innovative call for tenders in the language field to adapt the technical specifications for future procedures. The efficiency of outsourcing person-days will be reviewed to better integrate freelancers. The quality performance and retrieval rate of the new tool for managing the translation of EU trade marks will be enhanced, and a local implementation of the eTranslation service will be further adapted with new features to comply with clients' requirements.

The management and supervision activities are aimed at achieving a well-functioning and well-managed Centre, with effective and efficient processes and a robust internal control system. In 2024 the Centre will select specific CRM-like functionalities for a software solution to help it optimise client management. In addition to the annual client satisfaction surveys, targeted surveys to elicit clients' opinions on specific topics will be continued.

In the areas of projects and innovation, the Centre will continue to invest in the evolution of its eCdT platform by further improving automation and user experience. The same applies for the Centre's Tramarck software. Furthermore, in 2024 the Centre will implement SUMMA, the next generation corporate financial platform, and will replace its current staff appraisal tool for a new solution that will be integrated within the Centre's HR software environment.

Finally, in 2024 the Centre will start preparations for a conference to celebrate its milestone 30th anniversary in 2025.

2. Activities

2.1. Core operational activities

Overview of the activities

The **core operational** area covers all of the Centre's activities that are related to the provision of language services. In 2024, the Centre will continue to deliver its services in line with the agreed quality criteria and deadlines; it will continue to invest in enhancing the quality of its language assets; and it will pursue key initiatives relating to its core operational activity. Actions 1.1 to 1.13 in the table below provide a non-exhaustive list of the Centre's language services and their indicative targets for 2024, based on its clients' forecasts.

On-time delivery of services to clients will be further enhanced as the Centre is aiming to further reduce the percentage of renegotiated deadlines. It will also continue to review and assess new added-value services introduced in previous years and to adjust those services, if necessary. Following up on the study for providing a new service for anonymising documents, the Centre will start developing the service, if feasible, to comply with clients' confidentiality requirements.

In 2024, the automatic summarisation service will be reviewed following its launch the previous year. In the area of machine translation, and following the implementation of a multi-engine strategy allowing the selection of the best-matching machine translation engines via a meta-engine, the Centre will increase the volume of post-editing of machine translation output.

Furthermore, in its capacity as lead partner of the IATE Management Group (IMG), the Centre will continue to provide technical and organisational support for the implementation of the IATE features according to the interinstitutional project plan for 2024. Within the framework of international cooperation, the Centre will promote common or joint activities within the ICTI.

Indicators for the core operational activities

<i>CORE OPERATIONAL ACTIVITIES (ABB AREAS)</i>	Ref.	Indicator	Target 2024	Expected result 2023	Link to SI ⁴
<i>TRANSLATION</i>	1.1	<i>Number of pages of translation</i>	385 505	392 634	N/A
	1.2	<i>Number of pages of documents light post-edited</i>	N/A	N/A	N/A
	1.3	<i>Number of pages of EU trade marks translated</i>	177 993	187 360	N/A
	1.4	<i>Number of pages of automatic translations</i>		N/A	N/A

⁴ Strategic Initiative

	1.5	Number of pages of documents translated through the Paste 'n' Go service		N/A	N/A
REVISION	1.6	Number of pages of revision	N/A	50	N/A
MODIFICATION	1.7	Number of pages of modifications	4 011	3 473	N/A
EDITING	1.8	Number of pages of editing	1 694	1 472	N/A
TRANSCRIPTION	1.9	Minutes of audio/video files transcribed	N/A	500	N/A
	1.10	Minutes of audio/video files automatically transcribed	N/A	N/A	N/A
SUBTITLING	1.11	Minutes of videos subtitled	570	315	N/A
TERMINOLOGY	1.12	Terms translated and revised	53 184	55 692	N/A
	1.13	Person-days in terminology projects	22	22	N/A
INTERNAL VALIDATION	1.14	On-time delivery of services: percentage of deadlines met	>99%	>99%	[3.2]
		On-time delivery of services: percentage of deadlines renegotiated	≤5%	≤6%	[3.2]
CLIENT REQUEST MANAGEMENT	1.15	Implement measures identified in the 'Translation Quality Assurance Action Plan 2023-2024' (% of actions)	100%	50%	[3.2]
	1.16	Adapt the indicative turnaround time of services, as necessary	100%	100%	[3.2]
	1.17	Review and assess new added-value services introduced in the previous year and adjust them, if necessary	100%	100%	[2.2]
TECHNICAL PRE-PROCESSING AND PRE-FORMATTING (TECH+CAT)	1.18	If feasible, start developing a new service for anonymising documents	100%	100%	[2.1]
	1.19	Review the summarisation service	100%	100%	[2.2]
OUTSOURCING MANAGEMENT	1.20	Monitor translation quality ex post: Number of ex post quality checks (EPQC) on translations provided to clients	On a quarterly basis	On a quarterly basis	[3.2]
		Percentage of excellent translations provided to clients following ex post quality control	25%	25%	
		Percentage of fit-for-purpose translations provided to clients following ex post quality control	72%	72%	
		Percentage of poor translations provided to clients following ex post quality control	3%	3%	

<i>POST-PROCESSING (CAT+TECH)</i>	1.21	Increase the volume of post-editing of machine translation output (percentage of pages)	40%	N/A	[3.2]
<i>MANAGEMENT OF THE TRANSLATION MEMORIES AND MACHINE TRANSLATION</i>	1.22	Assess the functioning of the multi-engine strategy	100%		[2.2]
<i>IATE</i>	1.23	<i>Provide technical and organisational support for the IATE database (implementation of the IATE interinstitutional project plan 2024)</i>	100%	100%	[1.2]
	1.24	<i>Promote common or joint activities within the ICTI framework</i>	100%	N/A	[1.2]

Resource allocation for core operational activities

CORE OPERATIONAL ACTIVITIES	Total (%)	Total	Officials	TA	CA	Title 1 €	Title 2 EUR	Title 3 EUR	Title 10 EUR	Total budget EUR	Budget (%)
SUBTOTALS	64.1%	146.2	30.5	87.2	28.5	22 777 356	5 445 048	8 884 343	0	37 106 747	74.7%
<i>TRANSLATION</i>	<i>24.3%</i>	<i>55.44</i>	<i>13.18</i>	<i>34.13</i>	<i>8.13</i>	<i>11 718 638</i>	<i>2 387 993</i>	<i>284 323</i>	<i>0</i>	<i>14 390 955</i>	<i>29.0%</i>
<i>REVISION</i>	<i>0.0%</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0.0%</i>
<i>MODIFICATION</i>	<i>1.5%</i>	<i>3.39</i>	<i>0.81</i>	<i>2.08</i>	<i>0.50</i>	<i>434 644</i>	<i>88 571</i>	<i>10 546</i>	<i>0</i>	<i>533 761</i>	<i>1.1%</i>
<i>EDITING</i>	<i>0.2%</i>	<i>0.37</i>	<i>0.09</i>	<i>0.23</i>	<i>0.05</i>	<i>27 258</i>	<i>5 554</i>	<i>661</i>	<i>0</i>	<i>33 473</i>	<i>0.1%</i>
<i>TRANSCRIPTION</i>	<i>0.0%</i>	<i>0.03</i>	<i>0.01</i>	<i>0.02</i>	<i>0.00</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0.0%</i>
<i>SUBTITLING</i>	<i>0.0%</i>	<i>0.01</i>	<i>0.00</i>	<i>0.01</i>	<i>0.00</i>	<i>6 156</i>	<i>1 254</i>	<i>149</i>	<i>0</i>	<i>7 559</i>	<i>0.0%</i>
<i>TERMINOLOGY</i>	<i>0.3%</i>	<i>0.62</i>	<i>0.15</i>	<i>0.38</i>	<i>0.09</i>	<i>3 557</i>	<i>725</i>	<i>86</i>	<i>0</i>	<i>4 368</i>	<i>0.0%</i>
<i>INTERNAL VALIDATION</i>	<i>26.1%</i>	<i>59.43</i>	<i>14.13</i>	<i>36.54</i>	<i>8.77</i>	<i>6 484 770</i>	<i>1 321 449</i>	<i>157 337</i>	<i>0</i>	<i>7 963 556</i>	<i>16.0%</i>
<i>CLIENT REQUEST MANAGEMENT</i>	<i>2.0%</i>	<i>4.60</i>	<i>0.00</i>	<i>2.91</i>	<i>1.69</i>	<i>609 914</i>	<i>243 752</i>	<i>26 946</i>	<i>0</i>	<i>880 612</i>	<i>1.8%</i>
<i>TECHNICAL PRE-PROCESSING AND PRE-FORMATTING (TECH+CAT)</i>	<i>2.5%</i>	<i>5.79</i>	<i>0.00</i>	<i>1.00</i>	<i>4.79</i>	<i>767 696</i>	<i>306 810</i>	<i>33 917</i>	<i>0</i>	<i>1 108 423</i>	<i>2.2%</i>

<i>OUTSOURCING MANAGEMENT</i>	1.5%	3.50	0.20	2.00	1.30	464 065	185 464	20 502	0	670 031	1.3%
<i>POST-PROCESSING (CAT+TECH)</i>	1.7%	3.90	0.00	0.70	3.20	517 101	206 660	22 845	0	746 606	1.5%
<i>MANAGEMENT OF THE TRANSLATION MEMORIES AND MACHINE TRANSLATION</i>	0.9%	2.00	0.70	1.30	0.00	265 180	105 979	11 716	0	382 875	0.8%
<i>IATE</i>	0.4%	1.00	1.00	0.00	0.00	662 950	264 948	29 289	0	957 187	1.9%
<i>OTHER CORE OPERATIONAL ACTIVITIES</i>	2.7%	6.15	0.20	5.95	0.00	815 428	325 886	8 286 026	0	9 427 340	19.0%

2.2. Support activities

Overview of the activities

The **support activities** aim at ensuring a well-functioning work environment. As the Centre is an autonomous EU body, it has its own administrative and technical support functions for human resources, finances, procurement, infrastructure and logistics in order to provide the support that is necessary for its core business activity. Support activities are also necessary for coordinating major cross-departmental projects aimed at delivering business solutions that provide greater effectiveness and lead to improved services for clients.

In 2024 the Centre will analyse the functioning of the innovative call for tenders launched in 2022/2023 in the language field, in order to adapt the technical specifications for future procedures. It will review the efficiency of outsourcing person-days, with the aim of better integrating freelancers, while it will continue to adapt end-to-end services upon a client's request, e.g. based on the Centre's B2B solution.

Following engagement with the EUIPO and the assessment of possible actions, the Centre will finalise and implement the developments of the selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks. Trademark2 will be an enhanced trade mark system combining new technologies. In 2024 the Centre will further adapt the eTraLocal system (local implementation of the eTranslation service for EPPO) with

new features, in order to comply with the client's new business and confidentiality requirements. In addition, the Centre will enhance the user-experience of the system.

Based on the results of the analyses performed in previous years with respect to the ABC/ABM methodology, the Centre will implement the actions identified within that context, and in the area of prices. Additionally, following the implementation of the new budget and salary calculation modules for managing the establishment of the budget, the Centre will further optimise the tool in 2024.

Finally, in the communications area, the Centre will start preparations for a conference to celebrate its milestone 30th anniversary in 2025.

Indicators for the support activities

SUPPORT ACTIVITIES (ABB AREAS)	Ref.	Indicator	Target 2024	Expected result 2023	Link to SI⁴
<i>FINANCE AND ADVISORY</i>	2.1	Implement the actions identified in line with the ABB methodology	100%	100%	[3.1]
	2.2	Implement the actions identified in the methodology in the field of prices	100%	N/A	[3.1]
<i>CONTRACT MANAGEMENT AND CLIENT AGREEMENT</i>	2.3	Review the efficiency of outsourcing person-days, with the aim of better integrating freelancers	100%	N/A	[3.1]
	2.4	Analyse the functioning of the innovative call for tenders launched in 2022/2023 in the language field			[1.1]
<i>DEVELOPMENT</i>	2.5	Further optimise the new tool for budget and salary calculation	100%	N/A	[3.1]
	2.6	Upon a client's request, adapt end-to-end services, e.g. based on the Centre's B2B solution <i>(all incoming requests are analysed)</i>	100%	100%	[2.2]
	2.7	Adapt eTra-Local with new features, if requested	100%	100%	[2.2]
<i>COMMUNICATION AND SECURITY</i>	2.8	Prepare for the conference to celebrate the Centre's 30th anniversary in 2025	90%	N/A	[2.2]

Resource allocation for the support activities

<i>SUPPORT ACTIVITIES</i>	Total (%)	Total	Officials	TA	CA	Title 1 EUR	Title 2 EUR	Title 3 EUR	Title 10 EUR	Total budget EUR	Budget (%)
<i>SUBTOTALS</i>	21.9%	49.9	7.4	38.0	4.5	6 679 652	2 321 794	233 024	0	9 234 470	18.6%
<i>FINANCE AND ADVISORY</i>	5.4%	12.24	2.38	8.36	1.50	1 161 744	361 865	35 840	0	1 559 449	3.1%
<i>CONTRACT MANAGEMENT AND CLIENT AGREEMENT</i>	0.8%	1.80	0.10	1.70	0.00	170 845	53 215	5 271	0	229 331	0.5%
<i>DEVELOPMENT</i>	1.2%	2.63	0.10	2.53	0.00	962 230	369 569	37 492	0	1 369 290	2.8%
<i>COMMUNICATION AND SECURITY</i>	0.9%	2.00	0.00	2.00	0.00	434 415	166 848	16 926	0	618 190	1.2%
<i>OTHER SUPPORT ACTIVITIES</i>	13.7%	31.23	4.86	23.37	3.00	3 950 418	1 370 297	137 496	0	5 458 210	11.0%

2.3. Management and supervision activities

Overview of the activities

The **management and supervision** activities are aimed at achieving a well-functioning and well-managed Centre, with effective and efficient processes and a robust internal control system. The Centre must ensure compliance with the Staff Regulations and the Financial Regulation applicable to EU bodies and institutions, the legality and regularity of its operations, the effectiveness of its internal control system, and compliance with its quality management approach.

Based on a gap analysis following the study on the need and requirements for a Client Relations Management (CRM) system, conducted in 2023, the Centre will proceed with the selection of specific CRM-like functionalities for a solution developed in-house that will help optimise client management and interaction with clients.

Given that the clients' opinion is essential for further developing the Centre's services in 2024, the Centre will continue to organise targeted surveys, in addition to the annual client satisfaction surveys to identify clients' needs in specific areas.

In line with its strategic initiative to attract, maintain and retain expertise at the highest level, the Centre will adapt the job profiles and the selection criteria for linguists and support staff in line with market requirements.

Indicators for the management and supervision activities

<i>MANAGEMENT AND SUPERVISION ACTIVITIES (ABB AREAS)</i>	Ref.	Indicator	Target 2024	Expected result 2023	Link to SI ⁴
<i>CLIENT SATISFACTION FOLLOW-UP</i>	3.1	<i>Based on the gap analysis, select specific CRM functionalities to be developed in-house</i>	<i>Gap analysis and list of CRM functionalities to be developed in-house established</i>	N/A	[2.1]
	3.2	<i>Organise targeted surveys to identify clients' needs in specific areas</i>	<i>1 survey</i>	N/A	[2.1]
<i>MANAGEMENT</i>	3.3	Adapt the job profiles and selection criteria for linguists and support staff in line with market requirements	100%	N/A	[1.1]

Resource allocation for the management and supervision activities

MANAGEMENT AND SUPERVISION ACTIVITIES	Total (%)	Total	Officials	TA	CA	Title 1 EUR	Title 2 EUR	Title 3 EUR	Title 10 EUR	Total budget EUR	Budget (%)
SUBTOTALS	7.8%	17.8	9.8	7.7	0.4	1 273 055	322 226	27 216	0	1 622 496	3.3%
<i>CLIENT SATISFACTION FOLLOW-UP</i>	1.1%	2.44	0.58	1.50	0.36	381 123	77 664	9 247	0	468 034	0.9%
<i>MANAGEMENT</i>	3.5%	7.89	5.94	1.95	0.00	457 267	125 379	9 212	0	591 859	1.2%
<i>OTHER MANAGEMENT AND SUPERVISION ACTIVITIES</i>	3.3%	7.50	3.25	4.25	0.00	434 665	119 182	8 757	0	562 603	1.1%

2.4. Projects and innovation

Overview of the activities

The **projects and innovation** activities include the aim to create value for the Centre by improving performance, and are aligned to its strategic objectives.

For 2024, the Centre aims to implement SUMMA, a next generation corporate financial platform for budget management, accounting and treasury – including integrated analytics and reporting. It is a comprehensive solution that will significantly reduce the ad hoc local solutions currently used to meet regulatory and management needs.

The eCdT Evolution³ project is a further development of the eCdT platform, and will involve all new developments and improvements, including the approach for confidential documents, and the implementation of new automations aimed at providing an enhanced, user-friendly, ergonomic and efficient working tool for the production environment.

The Centre's appraisal tool Themis will be replaced, as SharePoint 2013 on which the tool is currently running, will not be supported beyond 2023. The new tool will be integrated within the Centre's HR software environment, in line with the principle of sound financial management and with the aim of rationalising resources dedicated to the development of projects.

Finally, in 2014 new technologies for the improvement of the Tramarck software will be integrated to improve its efficiency.

Indicators for projects and innovation

Ref.	Project	Indicator/Output	Target 2024	Expected result 2023	SI ⁴
4.1	SUMMA integration (depending on the availability of the platform)	Analysis and conceptualisation of the solution to replace ABAC interoperability with the EC's SUMMA	100%	Information gathering and SUMMA integration with corporate systems; rationalisation of local systems carried out prior to their integration with SUMMA	[3.1]
4.2	Appraisal tool (Themis replacement)	Replacement of the appraisal tool	100%	Solution selected	[3.2]
4.3	Tramarck2 – an enhanced trade mark system based on new technologies	Solution selected	100%	Start testing potential solutions	[2.2]
4.4	eCdT Evolution ³ (eCdT Evolution cube)	eCdT Evolution ³ progress	100%	50% implementation of the project	[3.2]

Resource allocation for projects and innovation

Ref.	Project/Innovation	Total (%)	Total	Officials	TA	CA	Title 1 EUR	Title 2 EUR	Title 3 EUR	Title 10 EUR	Total budget EUR	Budget (%)
	Subtotals	6.2%	14.0	3.3	9.1	1.6	1 311 238	359 532	26 416	0	1 697 187	3.4%
4.1	<i>SUMMA integration (depending on the availability of the platform)</i>	0.4%	1.00	0.45	0.40	0.15	57 955	15 891	1 168	0	75 014	0.2%
4.2	<i>Appraisal tool (Themis replacement)</i>	0.1%	0.16	0.04	0.12	0.00	9 273	2 543	187	0	12 002	0.0%
4.3	<i>Tramark2 – an enhanced trade mark system based on new technologies</i>	0.3%	0.58	0.18	0.40	0.00	34 773	9 535	701	0	45 008	0.1%
4.4	<i>eCdT Evolution³ (eCdT Evolution cube)</i>	1.6%	3.59	0.87	2.58	0.14	503 921	138 172	10 152	0	652 245	1.3%
	<i>Other projects and innovation</i>	3.8%	8.71	1.79	5.60	1.32	705 316	193 393	14 209	0	912 918	1.8%

Strategic initiatives to implement the Centre's Strategy

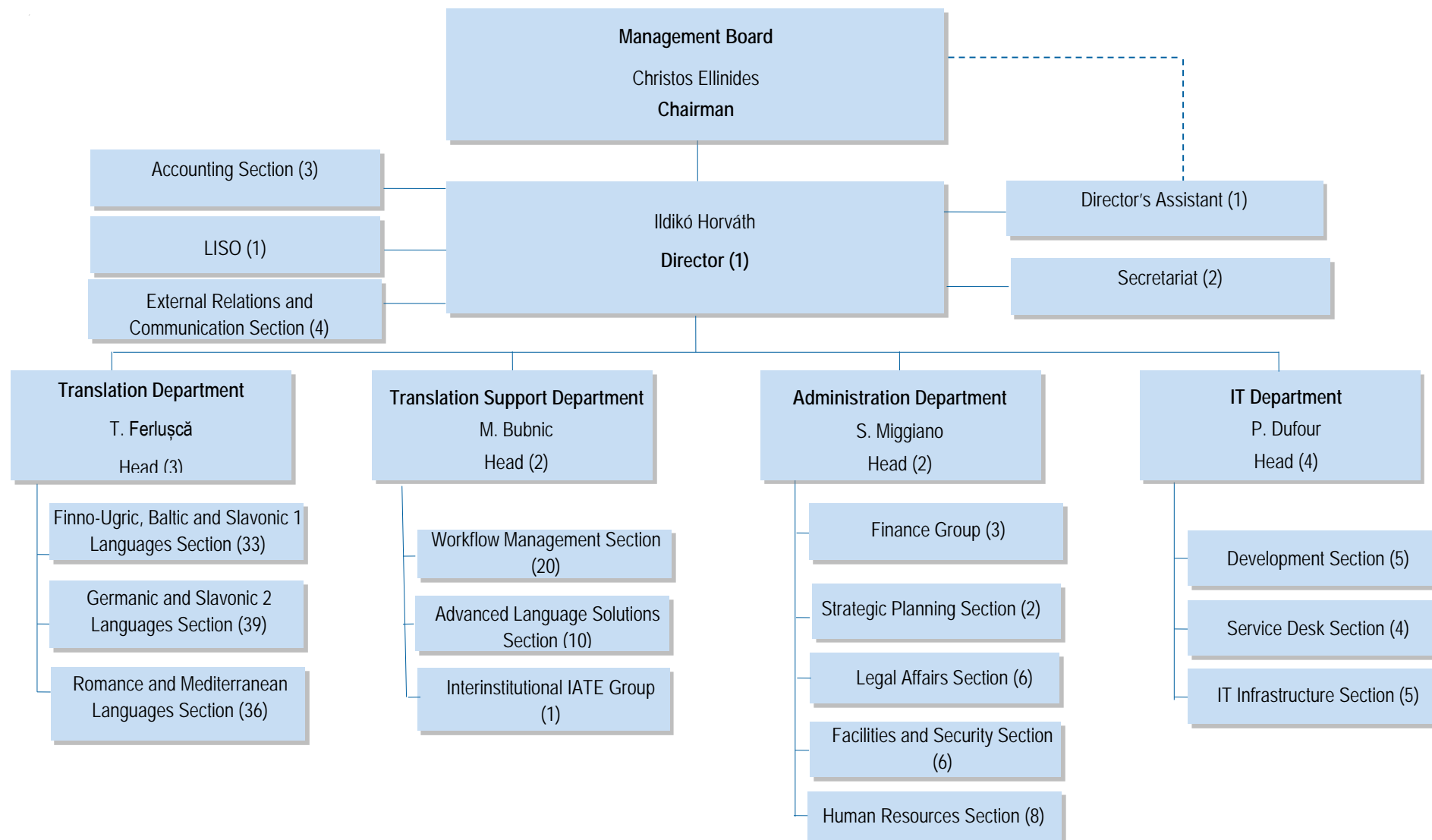
Initiatives		Activity areas			
No	Description	1. Core operational activities	2. Support activities	3. Management and supervision activities	4. Project and innovation
1.1.	Attract, maintain and retain expertise at the highest level in the language area; anticipate the acquisition of the right profiles for key roles in the areas in which the Centre invests		2.4,	3.3	
1.2.	Update the interinstitutional partners on the evolution of new services and opportunities offered by the Centre	1.23, 1.24			
2.1.	Conduct surveys on clients' specific needs	1.18		3.1, 3.2,	
2.2.	Focus on direct consultation with interested stakeholders on the implementation of multilingualism	1.17, 1.19, 1.22	2.6, 2.7, 2.8		4.3
3.1.	Evaluate new invoicing approaches for language services		2.1, 2.2, 2.3, 2.5		4.1
3.2.	Further automate manual functions across all processes and procedures	1.14, 1.15, 1.16, 1.20, 1.21,			4.2, 4.4

Annexes

Annex I: Organisation chart

Staff as at 31.12.2022

(*) Number of headcounts



Annex II: Resource allocation per activity 2024-2026

Summary of human and financial resources necessary for 2024 in order to achieve the Centre's objectives

Activities	Human resources (*)					Financial resources (**)					Total budget	Budget (%)
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10			
Core operational activities	64.1%	146.2	30.5	87.2	28.5	22 777 356	5 445 048	8 884 343	0	37 106 747	74.7%	
Support activities	21.9%	49.9	7.4	38.0	4.5	6 679 652	2 321 794	233 024	0	9 234 470	18.6%	
Management and supervision activities	7.8%	17.8	9.8	7.7	0.4	1 273 055	322 226	27 216	0	1 622 496	3.3%	
Projects and innovation Provisions	6.2%	14.0	3.3	9.1	1.6	1 311 238	359 532	26 416	0	1 697 187	3.4%	
Overall totals	100.0%	228.0	51.0	142.0	35.0	32 041 300	8 448 600	9 171 000	0	49 660 900	100.0%	

(*) Expressed in headcounts.

(**) Rounded figures.

Summary of human and financial resources necessary for 2025 in order to achieve the Centre's objectives

Activities	Human resources (*)					Financial resources (**)				Total budget	Budget (%)
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10		
Core operational activities	64.1%	146.2	30.5	87.2	28.5	23 168 798	5 571 747	8 734 675	0	37 475 220	74.6%
Support activities	21.9%	49.9	7.4	38.0	4.5	6 793 921	2 371 679	236 819	0	9 402 419	18.7%
Management and supervision activities	7.8%	17.8	9.8	7.7	0.4	1 297 255	328 341	27 659	0	1 653 255	3.3%
Projects and innovation Provisions	6.2%	14.0	3.3	9.1	1.6	1 336 826	365 833	26 847	0	1 729 506	3.4%
Overall totals	100.0%	228.0	51.0	142.0	35.0	32 596 800	8 637 600	9 026 000	0	50 260 400	100.0%

(*) Expressed in headcounts.

(**) Rounded figures.

Summary of human and financial resources necessary for 2026 in order to achieve the Centre's objectives

Activities	Human resources (*)					Financial resources (**)				Total budget	Budget (%)
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10		
Core operational activities	64.1%	146.2	30.5	87.2	28.5	23 639 219	5 602 070	8 751 205	0	37 992 494	74.5%
Support activities	21.9%	49.9	7.4	38.0	4.5	6 932 259	2 386 246	242 892	0	9 561 397	18.7%
Management and supervision activities	7.8%	17.8	9.8	7.7	0.4	1 323 531	330 338	28 369	0	1 682 237	3.3%
Projects and innovation Provisions	6.2%	14.0	3.3	9.1	1.6	1 363 891	368 146	27 535	0	1 759 573	3.5%
Overall totals	100.0%	228.0	51.0	142.0	35.0	33 258 900	8 686 800	9 050 000	0	50 995 700	100.0%

(*) Expressed in headcounts.

(**) Rounded figures.

Annex III: Financial resources 2024-2026

Annex III. Table 1 – Revenue

REVENUE	2024	2025
	Revenue estimated by the Centre	Budget forecast
EU contribution		
Additional EU funding: ad hoc grants and delegation agreements		
Other revenue	49 660 900	49 521 400
TOTAL REVENUE	49 660 900	49 521 400

REVENUE	Revenue						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years' surpluses)	42 991 937	44 975 700	44 925 900		-0.11%	45 026 200	45 326 300
2 EU CONTRIBUTION							
- of which assigned revenue deriving from previous years' surpluses							
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
- of which EEA/EFTA (excl. Switzerland)							
- of which candidate countries							
4 OTHER CONTRIBUTIONS	660 092	697 800	804 300		15.26%	828 400	853 300
- of which additional EU funding stemming from ad hoc grants (FFR Article 7)							
- of which additional EU funding stemming from delegation agreements (FFR Article 8)							
5 ADMINISTRATIVE OPERATIONS	310 484	316 000	647 200		104.81%	648 500	649 800
- of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Article 58)							

REVENUE	Revenue						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
6 REVENUE FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES		4 016 600	3 283 500		-18.25%	3 018 300	p.m.
TOTAL	43 962 513	50 006 100	49 660 900		-0.69%	49 521 400	46 829 400

Additional EU funding: grant, contribution and service-level agreements

REVENUE	2024	2025
	Revenue estimated by the Centre	Budget forecast
Total revenue		

REVENUE	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2022	Estimated by the Centre 2023	2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
Additional EU funding stemming from grants (FFR Article 7)							
Additional EU funding stemming from contribution agreements (FFR Article 7)							
Additional EU funding stemming from service level agreements (FFR Article 43.2)							
TOTAL							

Annex III. Table 2: Expenditure

Expenditure	2024		2025	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	32 041 300	32 041 300	32 596 800	32 596 800
Title 2 – Infrastructure and operating expenditure	8 448 600	8 448 600	8 637 600	8 637 600
Title 3 – Operational expenditure	9 171 000	9 171 000	9 026 000	9 026 000
Title 10 – Reserves				
TOTAL EXPENDITURE	49 660 900	49 660 900	50 260 400	50 260 400

EXPENDITURE	Commitment appropriations						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
Title 1 – Staff expenditure	27 616 617	31 000 100	32 041 300		3.36%	32 596 800	33 258 900
Salaries & allowances	22 945 739	25 831 000	26 703 800		3.38%	27 161 100	27 696 600
- of which establishment plan posts	21 298 458	23 138 400	23 869 400		3.16%	24 338 400	24 815 800
- of which external personnel	1 647 281	2 692 600	2 834 400		5.27%	2 822 700	2 880 800
Expenditure relating to staff recruitment	202 313	265 200	278 800		5.13%	286 300	302 100
Employer's pension contribution	3 572 329	3 852 200	3 978 800		3.29%	4 050 700	4 131 700
Mission expenses	38 451	80 400	80 200		-0.25%	84 700	90 400
Sociomedical infrastructure	693 628	740 500	764 700		3.27%	778 400	798 200
Training	101 557	180 000	183 400		1.89%	183 100	186 600
External services							
Receptions, events and representation	0	2 500	2 500		0.00%	2 500	2 500
Social welfare	62 600	48 300	49 100		1.66%	50 000	50 800
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	7 002 178	8 798 400	8 448 600		-3.98%	8 637 600	8 686 800
Rental of buildings and associated costs	2 512 059	2 885 300	2 992 400		3.71%	3 023 500	3 055 400

EXPENDITURE	Commitment appropriations						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
Information, communication technology and data processing	4 125 476	5 235 500	4 846 100		-7.44%	4 939 900	5 008 800
Movable property and associated costs	35 732	59 700	57 600		-3.52%	57 600	57 600
Current administrative expenditure	179 525	232 300	224 500		-3.36%	238 100	236 000
Postage/Telecommunications	119 938	180 100	162 500		-9.77%	163 000	163 500
Meeting expenses	0	22 000	22 000		0.00%	72 000	22 000
Running costs relating to operational activities	27 575	57 500	57 500		0.00%	57 500	57 500
Information and publishing	1 874	26 000	36 000		38.46%	36 000	36 000
Studies	0	100 000	50 000		-50.00%	50 000	50 000
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	9 779 343	10 207 600	9 171 000		-10.16%	9 026 000	9 050 000
External translation services	9 059 515	9 450 000	8 325 000		-11.90%	8 165 000	8 165 000
Expenditure relating to interinstitutional cooperation	719 828	757 600	846 000		11.67%	861 000	885 000
Expenditure relating to the eCdT programme							
Title 10 – Reserves							
TOTAL	44 398 138	50 006 100	49 660 900		-0.69%	50 260 400	50 995 700

EXPENDITURE	Payment appropriations						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
Title 1 – Staff expenditure	27 616 617	31 000 100	32 041 300		3.36%	32 596 800	33 258 900
Salaries & allowances	22 945 739	25 831 000	26 703 800		3.38%	27 161 100	27 696 600
- of which establishment plan posts	21 298 458	23 138 400	23 869 400		3.16%	24 338 400	24 815 800
- of which external personnel	1 647 281	2 692 600	2 834 400		5.27%	2 822 700	2 880 800
Expenditure relating to staff recruitment	202 313	265 200	278 800		5.13%	286 300	302 100
Employer's pension contribution	3 572 329	3 852 200	3 978 800		3.29%	4 050 700	4 131 700
Mission expenses	38 451	80 400	80 200		-0.25%	84 700	90 400
Sociomedical infrastructure	693 628	740 500	764 700		3.27%	778 400	798 200
Training	101 557	180 000	183 400		1.89%	183 100	186 600
External services							
Receptions, events and representation	0	2 500	2 500		0.00%	2 500	2 500
Social welfare	62 600	48 300	49 100		1.66%	50 000	50 800
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	7 002 178	8 798 400	8 448 600		-3.98%	8 637 600	8 686 800
Rental of buildings and associated costs	2 512 059	2 885 300	2 992 400		3.71%	3 023 500	3 055 400
Information, communication technology and data processing	4 125 476	5 235 500	4 846 100		-7.44%	4 939 900	5 008 800
Movable property and associated costs	35 732	59 700	57 600		-3.52%	57 600	57 600
Current administrative expenditure	179 525	232 300	224 500		-3.36%	238 100	236 000
Postage/Telecommunications	119 938	180 100	162 500		-9.77%	163 000	163 500
Meeting expenses	0	22 000	22 000		0.00%	72 000	22 000
Running costs relating to operational activities	27 575	57 500	57 500		0.00%	57 500	57 500
Information and publishing	1 874	26 000	36 000		38.46%	36 000	36 000
Studies	0	100 000	50 000		-50.00%	50 000	50 000
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	9 779 343	10 207 600	9 171 000		-10.16%	9 026 000	9 050 000
External translation services	9 059 515	9 450 000	8 325 000		-11.90%	8 165 000	8 165 000

EXPENDITURE	Payment appropriations						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Centre's request	Budget forecast			
Expenditure relating to interinstitutional cooperation	719 828	757 600	846 000		11.67%	861 000	885 000
Expenditure relating to the eCdT programme							
Title 10 – Reserves							
TOTAL	44 398 138	50 006 100	49 660 900		-0.69%	50 260 400	50 995 700

Annex III. Table 3: Budget outturn and cancellation of appropriations 2020-2022

Calculation of the budget outturn

Budget outturn	2020	2021	2022
Result from the previous year	-2 081 284	4 052 543	1 118 150.81
Revenue actually received (+)	43 949 315	46 560 691	43 962 513
Payments made (-)	-39 018 451	-40 574 137	-41 615 028
Carry-over of appropriations (-)	-3 098 868	-3 726 071	-2 783 109
Cancellation of appropriations carried over (+)	407 982	315 583	384 444
Adjustment for carry-over of assigned revenue appropriation from previous year (+)			
Exchange rate differences (+/-)	-236	16	-207
Reserves (creation and usage of reserve for pricing stability and exceptional investments)	3 894 084	-5 510 474	-2 310 455
TOTAL	4 052 542	1 118 151	-1 243 692

Budget outturn

Revenue collected by the Centre decreased by 5.6% in 2022 compared with 2021 and it is basically at the same level as that of 2020. Three of the Centre's clients have chosen to benefit from an advance payment mechanism established by the Centre, which resulted in the Centre receiving additional budget revenue of EUR 1.4 million in 2022 for services to be delivered in 2023. This instrument was put in place to assist the Centre's clients in reducing their carried-over budget appropriations. In 2021, the Centre received advance payments of EUR 2.3 million for services to be delivered in 2022, and the net impact of the advance payments for 2021-2022 resulted in lower revenue in 2022, of EUR 0.9 million. The revenue without the impact of advance payments would lead to a decrease of EUR 1.7 million compared with 2021 (EUR 2.6 million with the impact of advance payments).

The payments and carry-over of appropriations increased by EUR 0.1 million (0.2%) in 2022 while the EUR 0.4 million of appropriations carry-over to 2022 was cancelled.

The final 2022 budget outturn includes the result of the actual calculation of the budget outturn for 2022 (EUR -0.05 million), plus the 2021 budget outturn of EUR 1.1 million minus EUR 2.3 million which was sent to the 'Reserve for stability pricing' (in order to ensure the budget stability of the Centre in the future). Therefore the budget outturn to be carried forward in 2023 is EUR 1.2 million negative and consequently this will be included in the amending budget 1/2023.

Cancellation of commitment appropriations

By the end of 2022, 93.4% of the budget for Titles 1-3 had been consumed in terms of commitments, and consequently 6.6% of the appropriations were cancelled (compared to 6.7% in 2021).

Cancellation of payment appropriations for the year and payment appropriations carried over

The Centre has non-differentiated appropriations, and the cancellation of payment appropriations for the year is therefore the same as the cancellation of commitment appropriations for the year. Of the payment appropriations carried over from 2021 to 2022, 10.3% were cancelled, compared with 10.2% in 2021. This corresponds to EUR 381 078. 13.2% of the cancellations concerned staff-related expenditure from Title 1 such as missions, agency staff, and training. In Title 2, 72.7% of the cancellations concerned IT and building expenditure. In Title 3, 14.1% of the cancellations concerned external services.

Annex IV: Human resources – quantitative

Table 1 – Staff population and its evolution; overview of all staff categories

A. Statutory staff and Seconded National Experts (SNE)

Staff	Year 2022			2023	2024	2025	2026
ESTABLISHMENT PLAN POSTS	Authorised budget	Actually filled as at 31/12/2022	Occupancy rate % ⁵	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	138	131	94.9	138	138	138	138
Assistants (AST)	53	48	90.6	53	53	53	53
Assistants/Secretaries (AST/SC)	2	2	100	2	2	2	2
TOTAL ESTABLISHMENT PLAN POSTS	193	181	93.8	193	193	193	193

EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as at 31/12/2022 ⁶	Execution rate %	Headcount as at 31/12/2022	2023 FTE corresponding to the authorised budget	2024 Envisaged FTE	2025 Envisaged FTE	2026 Envisaged FTE
Contract Agents (CA)	28	21.5	76.8	20	35	35	30	30
Seconded National Experts (SNE)	0	0	0	0	0	0	0	0
TOTAL EXTERNAL STAFF	28	21.5	76.8	20	35	35	30	30
TOTAL STAFF	221	202.5	91.6	201	228	228	223	223

⁵ The occupancy rate is calculated as follows: $100 - \text{vacancy rate}$ (vacancy rate = number of vacant posts divided by the total number of authorised posts * 100).

⁶ Please provide the total number of CA in place as at 31/12/N-1, regardless of the source of funding. Detail in the footnote the number of CA financed from the EU contribution and the number of CA financed from other sources.

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human resources	2023	2024	2025	2026
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	0	0	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	0	0	0	0

C. Other human resources

- Structural service providers⁷

	Actually in place as at 31/12/2022 ⁸
Security	1
IT	7.5
Other (<i>specify</i>)	3.5 (IATE)
Other (<i>specify</i>)	

- Interim workers

	Total FTEs in 2022
Number	4.2

⁷ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) work on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge etc.); and 4) contributing to the added value of the Commission.

⁸ FTE.

Table 2 – Multi-annual staff policy plan 2024, 2025, 2026

Function group and grade	2022				2023		2024		2025		2026	
	Authorised budget		Actually filled as at 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	0	0	0	0	0	0	0	0	0	0	0
AD 14	1	1	0	1	1	1	1	1	1	1	1	1
AD 13	2	0	1	0	3	0	3	0	3	0	3	0
AD 12	13	6	9	3	13	7	13	8	13	8	13	8
AD 11	7	6	2	5	7	6	7	6	7	6	7	6
AD 10	8	6	3	7	8	7	10	8	10	8	10	8
AD 9	7	18	7	12	7	21	9	22	9	22	9	22
AD 8	6	23	10	15	6	24	2	24	2	24	2	24
AD 7	2	20	5	19	1	18	1	17	1	17	1	17
AD 6	0	12	4	10	0	8	0	6	0	6	0	6
AD 5	0	0	0	18	0	0	0	0	0	0	0	0
AD TOTAL	46	92	41	90	46	92	46	92	46	92	46	92
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	1	0	1	0	1	0	1	0	1	0	1	0
AST 9	2	2	2	1	3	2	3	2	3	2	3	2
AST 8	1	1	1	1	0	1	0	1	0	1	0	1
AST 7	1	5	1	4	1	7	1	9	1	9	1	9
AST 6	0	9	0	11	0	10	0	11	0	11	0	11
AST 5	0	17	0	12	0	17	0	17	0	17	0	17
AST 4	0	10	0	8	0	10	0	8	0	8	0	8
AST 3	0	4	0	5	0	1	0	0	0	0	0	0
AST 2	0	0	0	1	0	0	0	0	0	0	0	0
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
AST TOTAL	5	48	5	43	5	48	5	48	5	48	5	48
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0

AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	1	0	1	0	2	0	2	0	2	0	2
AST/SC 2	0	1	0	1	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC TOTAL	0	2	0	2	0	2	0	2	0	2	0	2
TOTAL	51	142	46	135	51	142	51	142	51	142	51	142
GRAND TOTAL	193		181		193		193		193		193	

- External staff

Contract Agents

Contract Agents	FTE corresponding to the authorised 2022 budget	Executed FTE as at 31/12/2022	Headcount as at 31/12/2022	FTE corresponding to the authorised 2023 budget	FTE corresponding to the authorised 2024 budget	FTE corresponding to the authorised 2025 budget	FTE corresponding to the authorised 2026 budget
Function Group IV	14	9.5	9	20	20	16	16
Function Group III	14	12	11	15	15	14	14
Function Group II	0	0	0	0	0	0	0
Function Group	0	0	0	0	0	0	0
TOTAL	28	21.5	20	35	35	30	30

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised 2022 budget	Executed FTE as at 31/12/2022	Headcount as at 31/12/2022	FTE corresponding to the authorised 2023 budget	FTE corresponding to the authorised 2024 budget	FTE corresponding to the authorised 2025 budget	FTE corresponding to the authorised 2026 budget
TOTAL	0	0	0	0	0	0	0

Table 3 – Recruitment forecasts 2024 following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)

Job title in the Centre	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of internal recruitment (brackets) and external (single grade) foreseen for publication [indication of both is required]		
	Due to foreseen retirement/mobility	New post requested due to additional tasks ⁹	Internal (brackets)	External (brackets)	Recruitment Function Group (I, II, III and IV)
Linguistic administrator (Irish)		CA – FG IV (2 posts)			FGIV
Linguistic administrator (EPPO)		CA – FG IV (4 short term posts)			FGIV
Technical assistant (EPPO)		CA – FG III (1 short term)			FGIII
Linguistic administrator (Maltese)	Official (1 post) ¹⁰		AD5-AD7	AD7	
Linguistic administrator (Latvian)	TA (1 post) ¹¹		AD5-AD7	AD5	
Linguistic administrator (English)	TA (1 post)		AD5-AD12	AD5	

In the period 2024-2026, the Centre’s staff resources will be fairly stable. Two of the additional resources are expected to rebalance the allocation of resources following the creation of the Irish language team, which relied on the support of existing resources. Since 2021, it has been necessary to develop Irish language resources, i.e. terminology and corpora for the translation of administrative documents and, specifically, for the translation of EU trade marks for the EUIPO (glossaries, lists of goods and services). This was done in line with Council Regulation (EU, Euratom) 2015/2264 aiming at achieving a full Irish language regime as of 1 January 2022. All EU institutions, including the Centre, need to provide Irish language services at the same level as other official EU languages due to the gradual phasing-out of the Irish language derogation by 2022. In the relevant budgetary period, the Centre initially requested three new posts in function group AD (1 official, 2 temporary staff) to cover the allocation of Irish-language translators. This request was not granted and two additional contract staff in FGIV will be added to the contract staff appropriations from 2023, for the creation of the Irish language team.

The forecasts also include 5 short-term posts (4 FG IV and 1 FG III) in order to support the kick-off phase of the new EPPO projects and foreseen retirements for 2023 and 2024. The Centre will also need to replace other departing staff members with new recruits.

⁹ Additional posts will be requested in the next budgetary exercise in order to build capacity to translate into Irish with a view to the end of the Irish language derogation on 1 January 2022.

¹⁰ Retirement foreseen for end of 2023.

¹¹ Retirement foreseen for end of 2023.

Number of inter-agency staff (mobility) in 2022 to and from the Centre:

1 from another EU agency, 1 to another EU agency.

Annex V: Human resources – qualitative

A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, what other implementing rules are in place?
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model Decision C(2018)2542	x		
Type of post	Model Decision C(2018)8800	x		

The Centre's establishment plan includes both officials and temporary staff. The Centre also avails itself of contract staff and structural service providers. To recruit staff, the Centre organises internal, inter-agency, interinstitutional and external selection procedures. In addition, internal competitions for the establishment of staff are also organised.

The added value for the Centre of employing officials appears to be the ability to retain certain AD staff. In contrast, for AST staff it seems counterproductive to employ officials. Based on this evidence, the Management Board reviewed the Centre's staff policy in 2011 and set new guidelines. These recommendations related, among others, to discontinuing the recruitment of new officials for AST posts, employing temporary staff members for AD posts, and allowing, within reason, the recruitment of officials for translator posts and key posts.

The competitions for officials comply with the provisions laid down in Annex III of the Staff Regulations.

A vacant post for temporary staff members may be filled by internal mobility, by mobility between EU agencies or through engagement following an external selection procedure. If the AACC decides to fill a post through an external selection procedure, the selection procedure is conducted to the same standards of EPSO competitions organised for officials with equivalent profiles and number of applicants.

Grade and function group corresponding to the tasks and level of the post

For internal competitions, the Centre applies the conditions laid down in Article 31 of the Staff Regulations. If the Centre publishes a vacancy notice on the basis of the provisions laid down in Article 29(1)(a) and (b) of the Staff Regulations, its grades may be different from the grades identified for a particular recruitment. Indeed, the above-mentioned procedures allow vacancies to be published with a range of grades that may differ slightly from the grades envisaged for recruitment. Whatever the case, 'requests for transfer' will not lead to promotion.

2(f) temporary staff selection procedures are organised at one of the following grades:

- a) AST/SC 1 to AST/SC 2 for the function group AST/SC;
- b) AST 1 to AST 4 for function group AST; or
- c) AD 5 to AD 8 for function group AD.

For highly specialised positions, subject to the limits established by Article 53 of the CEOS, the Centre may engage a 2(f) member of temporary staff at grades AD 9, AD 10, AD 11 or, in exceptional cases, AD 12. Such engagements need to be duly justified.

Members of contract staff are engaged in the function group and grade envisaged in the Decision governing the conditions of employment of contract staff employed under the terms of Article 3a. The Centre will try to use contract staff on long-term employment contracts mainly, but not exclusively, for carrying out manual and administrative support service tasks. Contract staff on short-term employment are usually recruited to cover for the absence of officials and temporary staff or work on projects with limited duration. Contract staff on short-term employment contracts and with contracts of limited duration clearly cannot be taken into consideration for the long-term stability of the Centre and cannot ensure institutional knowledge and memory.

Policy on duration of employment

With the exception of the Director's post, the Centre has for the time being identified all posts for temporary staff under the terms of Article 2f of the Conditions of Employment of Other Servants (CEOS) as being of long duration. 2f temporary members of staff are offered a 3-year renewable contract at the time of recruitment. This contract may be extended for 3 more years and, following a first renewal, for an indefinite period. Contracts may be extended only in the interests of the service and within the limits of Article 8 of the CEOS.

In duly justified cases, the AACC may decide to conclude contracts of a limited period. Such contracts are justified in particular for projects of limited duration, in cases where the Centre needs to avail itself of up-to-date knowledge in a specific area, or to replace absences. In such cases, the AACC clearly informs the candidate, in the offer letter, contract, any possible renewal of contract and, where relevant, in the selection notice, that the contractual relationship with the Centre is time-limited.

The post of Director is for a short-term member of temporary staff. This position is offered for a limited period of 5 years with the possibility of one renewal. Contracts of temporary staff on short-term contracts may be concluded for a fixed period, or, only in duly justified cases, for a limited period. In the latter case, the contract is concluded for the duration of the particular task.

In line with the new General Implementing Provisions governing the conditions of employment of contract staff employed under the terms of Article 3a, the Centre recruits contract staff on both long-term and short-term employment contracts.

Members of contract staff on long-term employment contracts are offered a 2-year renewable contract at the time of recruitment. This contract may be extended for 4 more years and, in the event of a second renewal, for an indefinite period. The entry grades of contract staff on short-term employment contracts are the same as those of contract staff on long-term employment contracts.

Mobility (internal mobility, between the agencies and between the agencies and the institutions)

As soon as a post becomes available at the Centre, the Appointing Authority assesses whether the function is still relevant in light of the specific comments of the European Commission as set out in the MSPP 2014-2016. This approach may have an impact on internal mobility and the mobility of officials.

Internal mobility

- *Officials*

When an official's post becomes vacant, the Centre publishes the vacancy in accordance with Article 29 of the Staff Regulations.

The Centre ascertains whether the post can be filled, in the first instance by either transfer or appointment in accordance with Article 45a of the Staff Regulations, or by promotion within the organisation. This *modus operandi* gives officials who wish to advance in their personal development or to change jobs an opportunity to declare their interest in the vacancy.

If no suitable applicants are found inside the organisation, the Appointing Authority may fill the post by recruiting a successful applicant from a reserve list, by publishing the post at the other institutions (Article 29(1)(b) of the Staff Regulations), and/or by holding an internal competition, open only to officials and temporary or contract staff as defined in Article 2 or Article 3(a) of the CEOS.

In 2022, five officials and temporary staff members were transferred to other posts internally and five officials were appointed following internal competitions. The Centre published eleven posts internally (five internal publications and six internal competitions).

- *Temporary staff*

When a post becomes vacant in a department and may be filled, the Centre first ascertains whether a member of staff matching the profile sought is already present within the organisation. This enables temporary staff wishing to further their personal development or to change jobs to declare their interest in the vacancy.

In 2022, the Centre published five vacant official and temporary posts internally.

- *Mobility between the agencies*

Since the Centre adopted new General Implementing Provisions on the engagement and use of temporary staff under Article 2(f) in October 2015, it participates in the inter-agency job market in accordance with the provisions laid down in the Implementing Provisions. Mobility for temporary staff working at the agencies should therefore become easier.

In 2022, one staff member was recruited from the inter-agency job market and one staff member left via the inter-agency job market.

- *Mobility between the agencies and the institutions*

Mobility between the Centre and the EU institutions in 2022 resulted in the transfer of one official from the Centre to the European Parliament and one official to the European Court of Auditors.

B. Appraisal of performance and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, what other implementing rules are in place?
Appraisal of Officials, TA and CA	Model Decision C(2015) 1513 Model Decision C(2015)1456	x		
Promotion of Officials	Model Decision C(2015)9563	x		
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

Appraisal procedure

The Centre's Management Board adopted new General Implementing Provisions (GIP) on appraisals for officials, temporary and contract staff in October 2015. These provisions are in line with Article 43 of the Staff Regulations and Article 87(1) of the CEOS with regard to staff appraisals, as well as with Article 44(1) with regard to the blocking of advancements in step. The rules apply as from 2016 for appraisals relating to the 2015 reference period.

The appraisal system applicable to the Centre's staff provides regular and structured feedback in order to improve performance and contribute to future career development. In particular, it assesses individual qualitative performance in terms of efficiency, ability and conduct in the service. The annual report also contains a statement as to whether the jobholder's performance has been satisfactory. Furthermore, the jobholder's advancement in step is made conditional on their performance not having been evaluated as unsatisfactory in the last finalised annual report. For officials in grade AST 5 or above, the report must, at the jobholder's request, contain an opinion as to whether they have the potential to carry out an administrator's function.

The provisions include: conducting an annual appraisal procedure for all staff; providing the possibility for the jobholder to carry out a self-assessment; organising an annual dialogue between the jobholder and the reporting officer; confirming unsatisfactory performance by the countersigning officer; providing the possibility for the jobholder to lodge an appeal with the appeal assessor; and providing the opportunity to assess training successfully completed by the jobholder and to review the jobholder's training needs and objectives.

One appeal was lodged in the last annual appraisal exercise.

Promotion/reclassification procedures

With regard to the promotion and reclassification policies, three General Implementing Provisions (GIP), based on the common model decisions defined by the European Commission for all agencies, were adopted by the Management Board in March 2016. In addition to officials and temporary staff, they concern contract staff.

The number of promotions/reclassifications is decided on the basis of Article 6 and Annex I(B) of the Staff Regulations, as well as budgetary considerations. Promotions and reclassifications involve a comparative examination of the merits of the officials / temporary staff eligible for promotion/reclassification, which are in turn based on their annual staff reports, the use – in the performance of their duties – of languages other than their main language (for which they have produced evidence of a thorough knowledge in accordance with Article 28(f) of the Staff Regulations) and, where appropriate, the level of responsibility exercised.

The new GIP on promotion/reclassification clearly stipulate the conditions to be met in order to be considered for promotion/reclassification (seniority in grade of at least 2 years, demonstration before the first promotion after recruitment of the ability to work in a third working language, as defined by the common provisions adopted on this subject, etc.).

Two appeals were lodged to the Joint Promotion and Reclassification Committee in 2022.

The tables below include the average number of years in grade of promoted and reclassified staff members in a reference period of 5 years.

Table 1 – Reclassification of TA / promotion of officials

Average seniority in the grade among reclassified staff							
Grade	2019	2020	2021	2022	2023 ¹²	Actual average over 5 years	Average over 5 years (according to Decision C(2015)9563)
AD05	5.0	4.0	3.4	3.8	2.8	3.8	2.8
AD06	5.8	4.9	6.3	4.9	2.8	4.9	2.8
AD07	6.2	7.2	6.0	4.7	2.8	5.4	2.8
AD08	5.8	6.6	4.7	6.2	3.0	5.3	3
AD09	7.0	0.0	4.5	5.0	4.0	5.1	4
AD010	9.8	10.7	6.2	8.5	4.0	7.8	4
AD011	7.8	5.9	6.8	6.0	4.0	6.1	4
AD012	0.0	5.0	0.0	0.0	6.7	5.9	6.7
AD013	0.0	5.0	0.0	0.0	6.7	5.9	6.7
AST1	0.0	0.0	0.0	0.0	3.0	3.0	3
AST2	0.0	0.0	0.0	0.0	3.0	3.0	3
AST3	5.4	4.3	3.4	4.8	3.0	4.2	3
AST4	5.3	5.8	5.0	5.3	3.0	4.9	3
AST5	5.8	4.4	4.7	7.3	4.0	5.2	4
AST6	8.8	0.0	4.5	6.4	4	5.9	4
AST7	6.3	5.0	0.0	0.0	4.0	5.1	4
AST8	9.3	0.0	6.0	0.0	4.0	6.4	4
AST9	0.0	0.0	0.0	0.0	0.0	0.0	N/A
AST10 (Senior Assistant)	0.0	0.0	0.0	0.0	5.0	5.0	5
AST/SC1	0.0	0.0	0.0	0.0	4.0	4.0	4
AST/SC2	2.8	0.0	0.0	0.0	5.0	3.9	5
AST/SC3	0.0	0.0	0.0	0.0	5.9	5.9	5.9

¹² The average provided for 2023 is a forecast in line with Decision C(2015)9563.

AST/SC4	0.0	0.0	0.0	0.0	6.7	6.7	6.7
AST/SC5	0.0	0.0	0.0	0.0	8.3	8.3	8.3

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff in activity as at 01.01.2021	Number of staff members reclassified in 2022	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	0	0	N/A	Between 6 and 10 years
	16	1	0	N/A	Between 5 and 7 years
	15	1	0	N/A	Between 4 and 6 years
	14	5	0	N/A	Between 3 and 5 years
	13	2	0	N/A	Between 3 and 5 years
CA III	11	3	0	N/A	Between 6 and 10 years
	10	1	0	N/A	Between 5 and 7 years
	9	6	0	N/A	Between 4 and 6 years
	8	1	0	N/A	Between 3 and 5 years
CA II	6	1	0	N/A	Between 6 and 10 years
	5	0	0	N/A	Between 5 and 7 years
	4	0	0	N/A	Between 3 and 5 years
CA I	2	0	0	N/A	Between 6 and 10 years
	1	0	0	N/A	Between 3 and 5 years

C. Gender representation

Table 1 – Data on 31/12/2022 – statutory staff (only officials, TA and CA)

*Figures for contract staff are presented as headcounts as at 31/12/2022

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level ¹³	23	11.4%	61	30.3%	8	4.0%	92	45.8%
	Assistant level (AST & AST/SC) ¹⁴	3	1.5%	27	13.4%	8	4.0%	38	18.9%
	Total	26	12.9%	88	43.8%	16	8.0%	130	64.7%
Male	Administrator level	18	9.0%	29	14.4%	1	0.5%	48	23.9%
	Assistant level (AST & AST/SC)	2	1.0%	18	9.0%	3	1.5%	23	11.4%
	Total	20	10.0%	47	23.4%	4	2.0%	71	35.3%
Grand total		46	22.9%	135	67.2%	20	10.0%	201	100.0%

Table 2 – Data regarding gender evolution over 5 years of the middle and senior management¹⁵

	2018		2022	
	Number	%	Number	%
Female Managers	2	40	3	60
Male Managers	3	60	2	40

An Equal Opportunities Policy was adopted by the Centre in 2006. Under this decision, the Centre has stated its full commitment to providing equal opportunities for all its employees through its employment practices, policies and procedures. The Centre's policy is based on a model of best practice for sustaining a work ethos whereby all employees can attain their full potential. The Centre ensures, through the procedures in place and the fulfilment of the obligations under the Staff Regulations, that no employee or job applicant is treated unfairly on the grounds of gender, marital status, age, sexual orientation, disability, ethnicity or religious belief with regard to recruitment and selection, training and development, pay and working conditions, opportunities for career development or promotion.

The Centre also has flexitime and teleworking policies in place to help reconcile the personal and working lives of its staff. Teleworking was first introduced in 2007 and was accepted as a positive practice by staff because it takes into account, amongst other criteria, the particular family situations of staff members. In 2018,

¹³ Including CA FG IV.

¹⁴ Including CA FG II and FG III.

¹⁵ Staff defined as middle managers by the applicable General Implementing Provisions on middle management.

the Centre adopted new implementing rules on teleworking and added occasional teleworking for all staff to the already established practice of structural teleworking. The 2020 COVID-19 pandemic obliged the Centre to make extensive use of the teleworking possibilities as force majeure offered by the implementing rules, which continued also in 2021. In 2022, the Centre adopted by analogy the new Commission decision on the implementation of working time and hybrid working and is waiting for the outcome of the discussion on the model decision for the EU agencies on this subject in order to further update its policies on teleworking in future.

The Centre also has an anti-harassment policy in place to protect personal dignity in the workplace. As a good employer and in order to protect its staff, the Centre guarantees respect for the dignity of all genders in the workplace. In 2017, a procedure to select confidential counsellors was organised. The Centre has currently two confidential counsellors and is participating in the newly established task force on the use of confidential counsellors managed by the EU Agencies Network. In 2021, the Centre joined the EUAN Working Group on Diversity and Inclusion, launched the first survey on diversity and inclusion at the Centre and nominated disability coordinators.

D. Geographical balance

*Figures for contract staff are presented as headcounts as at 31/12/2022

Table 1 – Data on 31/12/2022 – statutory staff only (officials, TA and CA)

Nationality	AD + CA FG IV		AST/SC-AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Belgium	4	2.9%	12	19.7%	16	8.0%
Bulgaria	4	2.9%	0	0.0%	4	2.0%
Czech Republic	4	2.9%	0	0.0%	4	2.0%
Denmark	4	2.9%	0	0.0%	4	2.0%
Germany	8	5.7%	0	0.0%	8	4.0%
Estonia	4	2.9%	0	0.0%	4	2.0%
Ireland	3	2.1%	1	1.6%	4	2.0%
Greece	6	4.3%	2	3.3%	8	4.0%
Spain	10	7.1%	6	9.8%	16	8.0%
France	15	10.7%	23	37.7%	38	18.9%
Croatia	4	2.9%	1	1.6%	5	2.5%
Italy	8	5.7%	6	9.8%	14	7.0%
Cyprus	0	0.0%	0	0.0%	0	0.0%
Latvia	4	2.9%	0	0.0%	4	2.0%
Lithuania	5	3.6%	0	0.0%	5	2.5%
Luxembourg	0	0.0%	2	3.3%	2	1.0%
Hungary	5	3.6%	2	3.3%	7	3.5%
Malta	4	2.9%	0	0.0%	4	2.0%
Netherlands	3	2.1%	0	0.0%	3	1.5%
Austria	1	0.7%	0	0.0%	1	0.5%
Poland	5	3.6%	0	0.0%	5	2.5%
Portugal	7	5.0%	1	1.6%	8	4.0%

Romania	11	7.9%	3	4.9%	14	7.0%
Slovenia	5	3.6%	0	0.0%	5	2.5%
Slovakia	5	3.6%	2	3.3%	7	3.5%
Finland	4	2.9%	0	0.0%	4	2.0%
Sweden	3	2.1%	0	0.0%	3	1.5%
United Kingdom	4	2.9%	0	0.0%	4	2.0%
TOTAL	140	100.0%	61	100.0%	201	100.0%

Table 2 – Evolution over 5 years of the most represented nationality at the Centre

Most represented nationality	2018		2022	
	Number	%	Number	%
French	39	18.9	38	18.9

E. Schooling

Agreement in place with the European School(s) of Luxembourg (LUX I and LUX II) (Contribution agreement between the Translation Centre for the Bodies of the European Union and the European Commission concerning the financing of the European Schools)				
Contribution agreements signed with the EC on type I European schools	Yes	x	No	
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools:	N/A			
Description of any other solutions or actions in place:				

The Centre's staff benefit from all the facilities available to staff of the other institutions located in Luxembourg, namely the European Parliament nurseries, private nurseries, after-school childcare and the Study Centre managed by the European Commission's Office for Infrastructure and Logistics (OIL), the European Schools, international schools, the French secondary school, the Luxembourg state nursery and primary schools, Luxembourg secondary schools and training centres and the University of Luxembourg.

Access to the European Schools is advantageous for children's education because the establishments are governed jointly by the governments of the EU Member States. In all these countries, the European Schools are legally regarded as public institutions, and equivalence is guaranteed between the different years in each EU country's education system and the years in the European School system. The Centre agreed on an SLA with DG HR and started paying a financial contribution for the schooling of children in the European Schools I and II in Luxembourg on a pro-rata basis as from 2020. From 2022 a full contribution for the staff's children is paid by the Centre.

Annex VI: Environmental management

Background

In 2021, the Centre finalised the signature of a new lease contract and reduced its office space by 33%. This is major step in the Centre's environmental protection effort as it helps to decrease the Centre's carbon footprint by significantly reducing the electricity consumption for air-conditioning and lighting and the amount of energy used for heating. The Centre is not yet in possession of an EMAS certificate, but is actively studying the possibility of starting the EMAS registration procedure in the near future. In the meantime, the Centre is committed to continuously improving its environmental performance and relies on the general principles of EMAS and ISO 14001 in its daily practices.

Actions and facts relating to the Centre's environmental performance of the

Energy consumption: energy consumption at the Centre is reduced by using energy-saving lights and movement sensors on corridors, toilets and common areas.

Separation and recycling of different types of waste: waste sorting and recycling is possible at several locations throughout the premises and staff members actively use this opportunity. The Centre sorts and recycles paper, glass, plastic, organic waste and batteries.

Waste management certification: after an audit in February 2022, the Centre was once again awarded with the *SuperDrecksKëscht* certificate – a Luxembourgish environmental initiative in the field of waste management. This certificate, valid until March 2024, acknowledges Institutions and Companies environmental efforts.

Paper consumption: due to a paperless workflow operated since 2019/2020, the amount of paper used at the Centre is currently around 40 boxes each year (2 500 sheets per box). A further decrease is unlikely and the Centre endeavours to maintain its paper consumption for the upcoming years.

Disposable plastic cups: the Centre phased out single-use plastic cups at water fountains, providing paper cups instead, and encourages the staff via internal communication channels to utilise multi-use cups.

Refrigerant losses: concerning air-conditioning devices and fridges, the Centre applies preventative maintenance and no refrigerant losses were reported in 2022.

Professional mobility and commuting: in Luxembourg public transport is convenient, on time and free of charge. Through 2022 we observed the softening of the government's measures to fight the COVID-19 pandemic, and society reopened fully. In March 2022 the Centre also adopted Commission Decision C(2022) 1788 final of 24.3.2022 on working time and hybrid working – CT/CA-016/2022/EN. All departments adopted hybrid working for most members of staff, putting an end to the need of daily commuting between home and the office. At the time of writing, many CdT staff are back to their regular habits of using public transport for travel to the Centre. The number of missions is expected to increase compared to the pandemic periods; however, a proper assessment is made when deciding between physical presences and remote video conference attendance.

Company car: the Centre's car fleet is composed by only one vehicle (*plug-in hybrid technology*). This vehicle is used mostly on short distances, therefore in practice it runs very often on electricity.

Facilitating the use of electric cars: an electric charging point was installed and made available in July 2022 by the owner of the building in which the Centre is located. The Centre encourages its staff to use more environmentally friendly means of transport.

Staff training and awareness: environmental protection and actions such as reducing the Centre's carbon footprint, recycling and waste management are regarded as important topics at the Centre. During the induction training for newcomers, the Facilities and Security Section clearly emphasise the Centre's actions and goals regarding the environmental policy. Any improvements in the field of environmental protection are published on the intranet for internal users and on social media platforms and on the Centre's website for clients and other interested parties.

Green public procurement: the Centre has signed an interinstitutional framework contract and now purchases electricity from a green source.

In the meantime, due to the current European geopolitical situation, the Council asked Member States for a voluntary reduction of gas consumption by 15% in autumn/winter 2022. The European Commission wanted to lead by example and help save energy. In line with this, but also with the EU Green Deal, several measures are being taken to reduce both gas and electricity consumption in Commission buildings. The Centre is also part of this equation and is implementing a number of extraordinary measures from 1 November 2022 to 31 March 2023:

- shutting down IT systems on Sundays;
- shutting down IT systems during the Christmas and New Year holidays;
- reducing daily availability of the IT systems (by half an hour in the morning and evening – systems will be available from 7.00 to 22.00);
- compulsory teleworking on Fridays (practical implementation of this measure to be managed by heads of department and heads of section, in respect of the *Decision on Working Time and Hybrid Working – CT/CA-016/2022/EN*);
- compulsory teleworking from 3 to 13 January 2023 (exceptionally granted from any EU or EFTA location or the UK in addition to the 10 days granted annually for teleworking outside the place of employment).

Annex VII: Building policy 2023

#	Building name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT					Host country (grant or financial support)
			Office space	Non-office space	Total	RENT (EUR /year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Technopolis Gasperich	Luxembourg	4 449.3	658.2 497.5	5 605	1 375 858.66	until October 2030	Fixed-term lease	N	No breakout clause	EUR 170 000/year
2	Technopolis Gasperich	Luxembourg		87 parking spaces		141 900.00	until October 2030	Fixed-term lease	N	No breakout clause	
TOTAL			4 449.3	1 155.7 ¹⁶	5 605						

Building projects in the planning phase

N/A

Building projects submitted to the European Parliament and the Council

N/A

¹⁶ Of which 463.22 m² constitutes storage rooms.

Annex VIII: Privileges and immunities

The Centre's privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>In July 2014, the Centre signed a headquarters agreement with the host country, the Grand Duchy of Luxembourg. The Centre, its property, funding and assets enjoy immunity in Luxembourg from every form of judicial process. The Centre's premises are inviolable.</p> <p>Within the scope of its official activities, the Centre, its assets, income, property and operations and transactions authorised by Regulation (EC) No 2965/94 are exempt from all forms of taxation, present and future.</p>	<p>Every 36 months, officials and other servants (temporary and contract staff) may purchase a car with a temporary exemption of VAT in the Grand Duchy of Luxembourg or in another EU Member State. The staff member must have a contract with the Centre (or an EU institution in Luxembourg) of at least 6 months and live in Luxembourg. The exemption is granted subject to reimbursement of the VAT relating to the selling of the previous car purchased with a temporary VAT exemption. If the staff member leaves the Centre or moves abroad, they have to reimburse the VAT on the car.</p>	<p>The Centre's staff benefit from all the facilities available to staff of the other institutions located in Luxembourg, namely the European Parliament nurseries, private nurseries, after-school childcare and the Study Centre managed by the European Commission's Office for Infrastructure and Logistics (OIL), the European Schools, international schools, the French secondary school, the Luxembourg state nursery and primary schools, the Luxembourg secondary schools and training centres and the University of Luxembourg.</p> <p>The Centre applies all the provisions laid down in the Staff Regulations (Annex VII) and in the general implementing rules regarding the education allowance. The education allowance is paid by the Centre and is granted to officials, temporary and contract staff, and other beneficiaries legally entitled to this allowance.</p>

European Schools

The staff members of the Centre have access to the two European Schools in Luxembourg.

Annex IX: Evaluations

The Centre's performance monitoring system is based on the evaluation of the activities and initiatives set out for the implementation of its strategic objectives. In line with the Centre's standard operating procedures, the Centre's management tracks the Centre's progress on the implementation of its work programmes and multiannual initiatives by conducting quarterly performance reviews of department dashboards, the Centre's scorecard, and the Centre's risk register. The Centre's management also assesses its internal control system on an annual basis. The IT Steering Committee screens, approves and monitors improvement projects on a monthly basis. Budget analyses are reported to the Centre's Director on a monthly basis. In line with its Financial Regulation, the Centre undertakes ex ante and ex post evaluations of programmes and activities that entail significant spending. The Director reports on any developments and issues of importance to the Management Board. Additionally, at the request of the Internal Audit Service (IAS), the Director provides information on any important internal or external developments in the context of the IAS's annual audit plan. Finally, the Centre's Consolidated Annual Activity Report (CAAR), which mirrors the Centre's work programme, provides all the necessary indicators to facilitate the Management Board's oversight duties. The Centre is audited on an annual basis by the Court of Auditors and the Commission's Internal Audit Service.

Annex X: Strategy for the organisational management and internal control systems

Characteristics of the Centre's environment

Mission and regulatory constraints

The scope and purpose of the Centre's core business is strictly defined by its dual mission as (a) a shared language service provider for the EU agencies and bodies; and (b) a partner at interinstitutional level¹⁷. In addition to its core business, the Centre, operating as an autonomous organisation of the European Union, must implement the governance, risk management and compliance functions appropriate for a publicly funded body. The Centre is obliged to comply with the legal, financial and staff regulations in place and to respect the EU's multilingual policy in treating all official EU languages equally in its pricing policy¹⁸. Pursuant to Article 30 of the Financial Regulation¹⁹ applicable to the Centre, the internal control system must be designed to provide reasonable assurance regarding the achievement of five objectives: (1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities; and (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of the programmes and the nature of the payments concerned.

Strategy to implement the mission

In order to optimise value creation for the Centre's clients, a strategy drafted in consultation with the Centre's key stakeholders was adopted by the Management Board on 28 October 2022. It is built on the Centre's achievements since its establishment in 1994, including the Transformation Plan, which was implemented in 2019 and 2020, and represents an evolution of the strategic approach adopted to date. The strategy aims to ensure continuity of the Centre's operations while also extending the boundaries of what the Centre can achieve during the period 2024-2027.

Key inherent risks of the Centre's business model

In September 2022, the Centre's management reviewed the entire risk portfolio and the current internal control strategy in relation to the existing anti-fraud strategy adopted by the Centre's Management Board in October 2016²⁰. The Centre's management established that the risk of fraud is rather low within the Centre in areas sensitive to fraud (procurement, contract management, recruitment, human resources and logistics) due to established processes, working procedures and measures in place. The risks for operational activities and projects and innovation activities are the Centre's key inherent risks.

Key inherent risks for operational activities

Demand side

As a shared language service provider for the EU agencies and bodies, the Centre operates as a self-financed agency. 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 monitoring and control in accordance

¹⁷ See mission statement, p. 6.

¹⁸ Regulation No 1 determining the languages to be used by the European Economic Community (OJ 17, 6.10.1958, p. 385) <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:01958R0001-20130701&from=EN>

¹⁹ Financial Regulation of 22 September 2019 (CT/CA-028/2019EN) applicable to the Translation Centre for the Bodies of the European Union.

²⁰ Decision of the Management Board on the Translation Centre's Anti-Fraud Strategy (CT/CA-040/2016).

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 main strategic risk identified by the Centre are the geopolitical disruptions having economic consequences across the eurozone economy. Financial pressures due to monetary inflation can force the Centre to adapt its budget in areas such as building charges, the increased cost of IT equipment and consultancies, as well as staff expenses. A systemic risk for the Centre could arise from an across-the-board reduction in clients' budgets for agencies faced with similar risks. Another strategic risk is the failure by agencies to respect the spirit of their founding regulation with regard to their obligation to use the Centre as the shared language service provider, as this may jeopardise the sustainability of the Centre's business model. A sharp decrease in the volume of work, as a result of fewer client requests than the forecast in the field of document translation has been identified as a significant risk for the Centre as it could lead to a decrease in income and expenses.

As a result, an enhanced control function to ensure an accurate process of forecasting translation demand, the related costs of the services and the expected revenue is essential in order to ensure sound financial management and financial stability for the Centre.

Since the Centre's clients are other EU bodies, revenue management carries a very low financial risk. With regard to receivables, the risk is thus assessed as very low. Since the Centre is not involved in the distribution of funds, the inherent risk of fraud is reduced.

Supply side

A number of language teams make use of Contract Agents (HR, HU, FR, BG, LV) for several of the 'regular' translation posts in teams of four translators. The envelope for contract agents to be used to compensate for short-term absences in cases of parental or maternity leave has been dramatically reduced. Unavailability of contract agents for language teams poses a threat to the ability of the Centre to deliver.

Unrealistic client expectations brought about by the accelerated pace of a disruptive translation technology, combined with high client expectations with regard to deadlines, pricing and customisation of service provided, may jeopardise the Centre's image.

To satisfy demand, the Centre uses a mix of in-house staff and external language service providers to outsource language services. The Centre mainly operates framework contracts with a maximum duration of 4 years. Currently, there are 1 400 framework contracts signed under six thematic groups. In 2021, such contracts were used for 83% of the Centre's outsourcing operations. The remaining 17% consisted of individual contracts awarded via negotiated procedures without the publication of contract notices. These enable the Centre to meet requests for translations in unusual language combinations not covered by any valid framework contracts. The main measures to mitigate risks arising from procurement through framework contracts or through negotiation procedures are described below.

Selection process: the major inherent risks of fraud relate to the possibility of favouring certain contractors at the initial selection stage when framework contracts are not used (due to a lack of language combinations, temporary unavailability of contractors, etc.). The risks are reduced by carrying out checks to prevent or detect the misuse of powers and segregation of duties. The situation is regularly reviewed during sensitive function screening. For the management of its outsourcing activity, the Centre operates a highly automated workflow system that integrates a ranking system based on the performance assessment

of each service provided. This ensures that the most economically advantageous offer is selected. For negotiated procedures of low/very low value, the tender is published on a specific portal that insures that the best price is retained.

Before a contract is awarded, the main inherent risks are that the best offers are not necessarily submitted due to the specifics of the language markets. Before being awarded a contract, tenderers must prove that they are not in one of the 'situations of exclusion' specified in the Financial Regulation. The protection of the offers submitted is assured by use of adequate means for electronic offers and physical offers. The Centre has established a standard formal evaluation process with an opening committee and an evaluation committee, exclusion criteria are clearly documented, and the contractor is chosen on the basis of the best quality/price ratio. A segregation of duties ensures that the initial framework contract lists to be used by the automated workflow system are set up by the Legal Affairs Section.

Communication and information measures: all calls for tender are published in the Official Journal and on the Centre's website. Once the tendering procedure has been completed, all tenderers are informed of the outcome. Contractors are regularly informed of their performance rating.

Management supervision measures: outsourcing decisions are supervised via senior management's review of the relation between the work rate and outsourcing rate. Budget execution, revenue monitoring and the results and progress of procurement management are reported through monthly reports.

Key inherent risks for projects and innovation activities

The Centre's strategy to employ state-of-the art technologies exposes it to the following main innovation risks: the lack of in-house resources with detailed knowledge of solutions developed with the support of external consultants may obstruct the effective functioning of a solution and delay future improvement projects. In order to mitigate knowledge and skills gaps, inefficiencies and delays due to the interruption of the process, and/or knowledge continuity and succession planning, including the loss of backup functions, the Centre recruits and retains the talent required instead of using external resources, and ensures that solutions are well documented. However, local market conditions in Luxembourg may offer more attractive employment conditions that may lead to the departure of staff hired on fixed contracts, and as a consequence, the Centre may be unable to recruit or retain staff able to fully serve it.

The Centre implements ex ante evaluations for its main initiatives/projects. The Centre's ABC/ABM approach aims to gather appropriate controlling data generated by the monitoring arrangements and relevant indicators to support robust ex ante and retrospective evaluations.

Whenever possible, the Centre uses interinstitutional framework contracts for IT services in order to reduce the risk of fraud through collusion between members of selection committees.

Internal control system and anti-fraud objectives

As an EU agency, it is essential that the Centre deliver good governance, transparency and accountability in the use of its resources. In doing so, the Centre promotes the highest standards of integrity, transparency and accountability among its staff. The internal control framework²¹ adopted by the Centre's Management Board on the basis of the Framework of the European Commission, which was revised in 2017 with a view

²¹ Decision on Internal Control Standards for the Translation Centre (CT/CA-025/2017/01).

to aligning Commission standards to the COSO 2013 Internal Control-Integrated Framework²², details the internal control components, principles and characteristics that are implemented in the Centre's operational, support and governance processes, taking into account best international practices²³, as required by Article 30 of the Centre's Financial Regulation. Internal control applies to all activities, irrespective of whether they are financial or non-financial. It is a process that helps the Centre to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision-making, taking into consideration the risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls.

Based on the risk assessment undertaken by the Centre's management, this strategy for the organisational management and internal control systems takes into account the implementation of the principles set out in the Centre's internal control framework and the priorities set by the Commission under the Common Approach on EU Decentralised Agencies²⁴, especially with regard to ensuring the proper handling of conflicts of interest, and developing and maintaining anti-fraud measures through prevention, detection, awareness-raising and closer cooperation with the European Anti-Fraud Office (OLAF). This strategy focuses mainly on implementing and embedding preventive, detective and corrective controls in order to achieve the strategic objective to promote and maintain a culture of integrity that ensures transparency and accountability.

- (a) **Preventive measures:** ensure high staff awareness of the Centre's acquis in terms of rules and procedures.

The Centre's organisational management system, with a clear setup of governance to ensure accountability, ethical values and integrity, are fundamental to a proper anti-fraud and quality management culture. In order to reinforce this anti-fraud culture, the priority under this strategy is focused on raising staff awareness in this regard.

- (b) **Detective measures:** concentrate on assuring that irregularities or fraud are detected at the Centre.

The interoperability of the management control processes in the internal control approach for the implementation of the annual work programme and the balanced internal control approach for the financial delegations and budget implementation are the key factors for the detective measures.

- (c) **Corrective measures:** reinforce cooperation with OLAF and the EU Agencies Network of investigators.

Implementation of the internal control system and anti-fraud objectives

The preventive, detective and corrective measures outlined in this strategy for the organisational management and internal control systems are integrated in the Centre's organisational management system to ensure governance and accountability, its internal control approach for the implementation of the annual work programme, its internal control approach for the financial delegations and budget implementation and its anti-fraud preventive and detective measures.

²² The full text of the Internal Control-Integrated Framework is available at www.coso.org.

²³ THE IIA'S THREE LINES MODEL. An update of the Three Lines of Defense. The Institute of Internal Auditors, July 2020. Leveraging COSO across the three lines of defense' – The Institute of Internal Auditors, July 2015.

²⁴ https://european-union.europa.eu/sites/default/files/docs/body/joint_statement_and_common_approach_2012_en.pdf

Organisational management system to ensure governance and accountability

The main elements of the Centre's organisational management system (i.e. governance, organisational structure) are described below.

In terms of governance, the Founding Regulation of the Translation Centre foresees two main players – the Management Board and the Director, under the oversight of the Commission, the budgetary authority (Council and Parliament) and the Court of Auditors. The Management Board adopts the Centre's single programming document, budget and consolidated annual activity report. These documents are systematically communicated to the Parliament, the Council, the Commission and the Court of Auditors.

The Director has established an organisational structure made up of four departments (Administration, Translation, Translation Support and Information Technology) and the Director's office. The mission statement of each department is published on the Centre's website. The Centre's top management is composed of the Director, the four heads of department, and the nine heads of section/group who comprise the operational management. The management of the Centre has the responsibility to ensure that internal control is correctly implemented. The officer in charge of risk management and internal control advises and assists the Centre's management in the implementation of internal control activities. Article 48 of the aforementioned Financial Regulation stipulates that in the event of any illegal activity, fraud or corruption that may harm the interests of the Union, the member of staff must inform the authorities and bodies designated by the applicable legislation.

Internal control approach for the implementation of annual work programme

In order to best serve its missions, comply with all its regulatory obligations, and be in line with best practices in the quality management field to achieve its strategic objectives ²⁵, the Centre's activities are divided into four main areas ²⁶: core operational activities; support activities; management and supervision activities; and projects and innovation activities.

In each activity area, the Centre has implemented a process approach in order to ensure that all its activities and processes, including its administrative and technical support functions for human resources and public procurement, accurate and reliable accounting, infrastructure, logistics, and information technology that are equally necessary to an autonomous organisation, are managed in an effective and efficient way, thus ensuring the timely delivery of qualitative outputs satisfying stakeholders' needs, and the creation of synergies inside the Centre and in collaboration with external parties.

The Centre's annual work programme is implemented by the staff in the four departments and the Director's office, as well as by the suppliers retained for translation and IT development activities. Accountability for the implementation of the annual work programme is summarised in the 'RACI Matrix' document which (a) clearly defines the scope, content and milestones of each specific activity/action in the annual work programme; (b) assigns the accountability and division of responsibilities between departments for the execution of the action; (c) identifies responsibilities for monitoring and reporting on performance; and (d) maps the indicator/output of each specific activity/action in the Centre's performance dashboard system.

²⁵ See Section II. Multiannual work programme 2024-2026 –1.1 Multiannual objectives.

²⁶ See Section III Work programme 2024.

The management control processes described above ensure the implementation of the internal control principles relating to risk assessment, control activities, information and communication, and monitoring activities. The Centre's management is in charge of monitoring the implementation of the integrated approach. This approach implements a plan-do-check-act (PDCA) logic that prioritises the definition of strategic objectives and all elements enabling their achievement through interoperable management control processes. The PDCA's principle of continuous improvement permeates the three main stages: planning and organising the activities, monitoring the deployment of objectives, and reporting on achievements:

Planning and organising the activities

In order to implement its two missions, the Centre has adopted a multiannual strategy that address its stakeholders' needs. During the planning and organisation stage, more elements are considered for the definition of objectives, such as risk analyses; the analysis of stakeholder feedback; the analysis of client satisfaction forms; the results of audits; the priorities established on the basis of the internal control self-assessment; and the quality management system.

The Centre ensures transparency and accountability through the multiannual programming of activities and resources; reporting on achievements; relations with stakeholders; transparency and access to documents; conflicts of interest; and the prevention, detection and investigation of fraud, corruption, irregularities and other illegal activities.

The Centre regularly organises information sessions on ethics and integrity for staff in order to improve fraud awareness. In cooperation with key staff, lists with red flags have been established for procurement procedures, selection procedures and staff behaviour.

Monitoring the deployment of objectives

The deployment and supervision phases are grouped under the monitoring heading. Through effective and disciplined management, delivery and change management processes and competent and available technical resources, the Centre systematically delivers and deploys the required capabilities or changes in line with the planned initiatives. During this phase, the Centre measures, analyses and follows up the activities and assesses its performance and the accomplishment of its mission and objectives. The PDCA concept is implemented through the follow-up of activities and the periodic assessment of performance and effectiveness.

The Centre's multiannual work programme sets out the overall strategic programming on a multiannual rolling cycle, including the objectives, expected results and performance indicators to monitor the achievement of the objectives and the results. The annual work programme details the actions relating to the first year of the programming cycle and sets out the appropriate accountability for each annual work programme objective and the expected results that will contribute to the achievement of the strategic objectives.

To ensure that the annual objectives are followed up, the Centre has in place a set of indicators that are reviewed every year. The annual revision of indicators leads to the indicators' dashboards being updated in a multi-tier dashboard system, at the level of (a) the section/group, (b) the department and (c) the Centre.

Reporting on achievements

The Centre's consolidated annual activity report presents the implementation of the annual work programme, using the quarterly performance review exercises as a basis.

Appropriate reporting and controls are key factors for ensuring efficient decision-making and transparent management, as well as accountability. The Centre uses the template for the agencies' consolidated annual activity report communicated by the Commission. This 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 the discharge recommendation, and the Director's statement of assurance. It also includes information resulting from the annual accounts and the report on budgetary and financial management provided as part of the discharge procedure.

Internal control approach for the financial delegations and budget implementation

The Centre has reviewed the implementation of appropriate financial circuits for financial transactions (initiation and verification) in order to ensure that roles and tasks are clearly defined for all types of financial transactions. It has also reviewed the procedure and working instructions for financial delegations. Financial delegations are divided between the four heads of department, with appropriate deputation for budget line 3000, which covers operational expenditure. Three members of middle management and one staff member have received partial sub-delegations. Delegations of powers and duties are made in writing as letters of authorisation, and records of granted authorisations are kept by the Legal Affairs Section. Authorisations precisely and unambiguously define the scope of the powers given, e.g. the type of decisions staff are empowered to make, the amount up to which staff can make financial decisions, the period during which the authorisation is in force, and the possibility for handing over the authorisation partially or fully to another staff member, with due acceptance of powers or duties evidenced by the staff member's signature. For delegations in the financial domain, appropriate reporting must be carried out by the Authorising Officers by delegation and sub-delegation to the Authorising Officer.

Detective and corrective controls: the Centre applies a partly decentralised financial circuit model to manage expenditure. Financial transactions are initiated in the relevant departments by operational and financial initiators, and are verified centrally by financial verifying officers in the Finance group. All payments and commitments are verified ex ante by verifying officers or – for payments below EUR 1 000 – paid from budget line 3000 (External translation services), directly by the Authorising Officer. The exceptions to this rule are payments for the reimbursement of staff for mission expenses, which are also verified by the Commission's Paymaster Office (PMO) in accordance with its internal control strategy on behalf of the Agencies. If errors are detected by the verifying officers, the files are sent back to the relevant departments for correction before approval by the Authorising Officer by delegation or sub-delegation. In addition to ex ante controls, the verifying officers perform ex post checks of payments from budget line 3000 on a sample basis. The advantage of the partly decentralised financial circuit is that verifying officers can guarantee to management that all financial transactions comply with the Financial Regulation.

Ex post controls: the Centre has identified relevant indicators on the efficiency, effectiveness and cost of controls. These indicators have been established in the following areas: ex post controls on financial transactions in budget line 3000; ex post quality controls (EPQCs) on translations provided to clients; reranking of external contractors; and controls on the procurement process.

Anti-fraud preventive and detective measures

The following anti-fraud measures have been put in place prior to or as a result of the implementation of the Centre's anti-fraud strategy, which is focused on the following three main risk areas: procurement and contract management, selection procedures and staff behaviour.

Procurement: declarations of absence of conflicts of interest and declarations of confidentiality by members of evaluation committees in procurement procedures; anti-fraud clause in contracts and tender specifications for translation services; inclusion in contracts with external service providers of the possibility of checks and audits, including on-site visits to contractors by the Centre or a mandated outside body, as well as by the European Court of Auditors and the European Anti-Fraud Office (OLAF); review of the segregation of duties in procurement and contract management processes; code of conduct on contacts with tenderers.

Selection procedures: declarations of absence of conflicts of interest by senior management and Management Board members; declarations of confidentiality by members of selection committees in selection procedures; declarations of absence of conflicts of interest and declarations of confidentiality by newly recruited staff, staff in active employment and staff returning from leave on personal grounds; declarations of absence of conflicts of interest and declarations of confidentiality by consultants and agency staff; implementing rules on the conduct of administrative inquiries and disciplinary proceedings; lists of red flags concerning staff behaviour, selection procedures, staff survey on ethical knowledge and professional behaviour; training on ethics and fraud for new and existing staff; information on the intranet regarding ethics and fraud; training sessions on the internal control framework for management and specific staff.

Rules and decisions: early detection system for fraud; Code of good administrative behaviour; Decision of the Translation Centre for the Bodies of the European Union of 25 October 2018 laying down guidelines on whistleblowing (CT/CA-040/2018EN); Decision of the Translation Centre for the Bodies of the European Union of 25 October 2018 laying down the rules for the conduct of administrative inquiries and disciplinary procedures (CT/CA-044/2012); procedure for reporting serious wrongdoings or allegedly fraudulent behaviour (whistleblowing); procedure for handling, transferring and following up allegations of fraud and other irregularities to the European Anti-Fraud Office (OLAF); procedure on the reporting of internal control deficiencies; risk management policy; procedure relating to sensitive functions; update of IT policies and IT security plans; decisions on document management; policy on the prevention and management of conflicts of interest; Commission Decision on outside activities and assignments (applied by analogy); Commission Guidelines on gifts and hospitality (applied by analogy); policies on a range of subjects (use of service cars, declaration of costs, and missions); charter on tasks and responsibilities of authorising officers by delegation and sub-delegation.

Annex XI: Plan for service-level agreements (SLA)²⁷

	General information						Financial ²⁸ and HR impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2023	2024	2025	2026
1. ERA SLA	07/01/2014	Around EUR 57 000/year	12 months, renewable	European Union Agency for Railways (ERA)	Hosting of IT equipment in the CdT data centre	Amount	57K	57K	57K	57K
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNE	N/A	N/A	N/A	N/A
2. EuroHPC SLA	24/06/2019	Around EUR 35 000/year	12 months, renewable	European High Performance Computing Joint Undertaking (EuroHPC)	Hosting of IT equipment in the CdT data centre	Amount	35K	35K	35K	35K
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNE	N/A	N/A	N/A	N/A
3. Frontex Aggregate Lexicon on Frontiers (ALEF) arrangement	11/03/2021	EUR 74 933 for the 3 years	Until August 2023 (renewable)	European Border and Coast Guard Agency (Frontex)	Development of a module for ALEF project based on IATE	Amount	9.7K		-	-
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNE	N/A	N/A	N/A	N/A

²⁷ The Centre has agreements with its 72 clients for its core activity.

²⁸ In EUR thousands.

Annex XII: List of clients

Acronyms	Agencies / bodies / offices / institutions
ACER	European Union Agency for the Cooperation of Energy Regulators
BEREC Office	Agency for Support for BEREC
Cedefop	European Centre for the Development of Vocational Training
CEPOL	European Union Agency for Law Enforcement Training
CINEA	European Climate, Infrastructure and Environment Executive Agency Former INEA: Innovation and Networks Executive Agency
CBE JU	Circular Bio-based Europe Joint Undertaking
CJEU	Court of Justice of the European Union
Clean Aviation JU	Clean Aviation Joint Undertaking
Clean Hydrogen JU	Clean Hydrogen Joint Undertaking
CoR	European Committee of the Regions
Council	Council of the European Union
CPVO	Community Plant Variety Office
DG EMPL	European Commission Directorate-General for Employment, Social Affairs and Inclusion
DG GROW	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG JUST	European Commission Directorate-General for Justice and Consumers
DGT	European Commission Directorate-General for Translation
EACEA	European Education and Culture Executive Agency
EASA	European Union Aviation Safety Agency
EASME	Executive Agency for Small and Medium-sized Enterprises
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
EDA	European Defence Agency
EDPS	European Data Protection Supervisor
EEA	European Economic Area
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

Acronyms	Agencies / bodies / offices / institutions
EISMEA	European Innovation Council and Small and Medium-sized Enterprises Executive Agency
EIT	European Institute of Innovation and Technology
ELA	European Labour Authority
EMA	European Medicines Agency
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMSA	European Maritime Safety Agency
ENISA	European Union Agency for Cybersecurity
EP – DG TRAD	European Parliament – Directorate-general for Translation
EPPO	European Public Prosecutor's Office
ERA	European Union Agency for Railways
ERCEA	European Research Council Executive Agency
ESAs-JC	European Supervisory Authorities Joint Committee
ESMA	European Securities and Markets Authority
ETF	European Training Foundation
EUAA	European Union Agency for Asylum
EUIPO	European Union Intellectual Property Office
eu-LISA	European Union 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
EuroHPC JU	European High-Performance Computing Joint Undertaking
Eurojust	European Union Agency for Criminal Justice Cooperation
Europe's Rail JU	Europe's Rail Joint Undertaking
Europol	European Union Agency for Law Enforcement Cooperation
EUSPA	European Union Agency for the Space Programme
F4E JU	Fusion for Energy Joint Undertaking (European Joint Undertaking for ITER and the Development of Fusion Energy)
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
HaDEA	European Health and Digital Executive Agency
IHI JU	Innovative Health Initiative Joint Undertaking
KDT JU	Key Digital Technologies Joint Undertaking
MAOC (N)	Maritime Analysis and Operation Centre (Narcotics)
Ombudsman	European Ombudsman
OSGES	Office of the Secretary-General of the European Schools
REA	European Research Executive Agency
SatCen	European Union Satellite Centre
SESAR 3 JU	Single European Sky ATM Research 3 Joint Undertaking

Acronyms	Agencies / bodies / offices / institutions
SRB	Single Resolution Board
UPC	Unified Patent Court