



**DECISION OF THE MANAGEMENT BOARD  
OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION  
ADOPTING THE STRATEGY 2024-2027 – CT/CA-029/2022EN**

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

Having regard to the draft prepared by the Director,

Whereas:

The Management Board shall adopt a multi-annual Strategy which shall enable the Translation Centre to draw up its programming documents containing multi-annual and annual programmes.

HAS ADOPTED AS FOLLOWS:

**Article 1**

The Strategy 2024-2027 for the Translation Centre, as annexed to this decision, is hereby adopted.

Done at Luxembourg, 28 October 2022.

For the Management Board.

*(electronically signed)*

Christos Ellinides

Chairman

Annex: Strategy 2024-2027



TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION

# STRATEGY

2024-2027

----- ensuring multilingualism in the digital age -----



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# FOREWORD

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The Translation Centre for the Bodies of the European Union (CdT) was set up in 1994 to provide translation services to agencies and specific bodies of the EU. It has also concluded cooperation arrangements with the translation services of the EU institutions to help them process peaks in workload or handle specific projects they may have. As part of its second mission of interinstitutional cooperation, the Centre regularly participates in the meetings and activities of the Interinstitutional Committee for Translation and Interpretation (ICTI) and its subnetworks, and manages the IATE terminology database on behalf of the ICTI partners. By fulfilling its mandate throughout its more than 25 years of existence, the Centre has been contributing to promoting multilingualism, one of the core values of the European Union.

To achieve this objective, the Centre has adapted its linguistic services and working methods to the continuously evolving needs of its clients and to the new realities of the translation market. In a constantly evolving technological environment, the world of translation has undergone several transformations in the last decades, and now functions in a completely different digital environment. The Centre has proven its capacity to adapt to new external realities and has thus established itself as a reference point for the provision of language services in the EU. As the shared language service provider catering for the diverse multilingual communication needs of the EU Agencies and bodies, the Centre is committed to proactively investing in technologies and working methods to help its clients reach out to their stakeholders and to EU citizens.

The Centre's 2024-2027 Strategy is built on the achievements of its comprehensive Transformation Plan implemented in 2019-2020, which laid the foundation for the Centre's future and long-term activities. This new Strategy aims to ensure continuity of the Centre's operations and to further strengthen the Centre as a state-of-the-art, forward-looking organisation harnessing the potential of language technologies and neural machine translation. It also reflects on the Centre's mission, vision and values as a multilingual service provider in the EU. The presented strategic objectives and key initiatives will guide the activities and operations of the Centre throughout the coming years to enhance its operational performance, foster its resilience, and increase its impact in the wider context of multilingualism in the digital age.

Ildikó Horváth

Director

# I / THE TRANSLATION CENTRE'S 'RAISON D'ÊTRE'

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## MANDATE AND REGULATORY FRAMEWORK

The Translation Centre for the Bodies of the European Union was set up in Luxembourg in November 1994 by Council Regulation (EC) No 2965/94<sup>1</sup>. According to the 1994 Regulation and its 1995 and 2003 amendments, the Translation Centre shall provide the necessary translation services for the operation of EU agencies and other bodies, while allowing access to the Centre's services for EU institutions<sup>23</sup> on the basis of an arrangement drawn up between the parties. The rationale for establishing the Centre was to provide a practical solution to the problem of meeting the translation needs of a number of agencies and bodies in various locations throughout the Union.

The founding regulation of most EU agencies and bodies stipulate a requirement to use the Centre's translation services by including a standard clause to that effect. Although initially a provider of translation services, the Centre has evolved during the years into a provider of linguistic services offering an extended portfolio to include services such as automatic transcription, transcription with post-editing, subtitling, paste 'n' go, automatic translation, light post-editing and language consultancy.

## INSTITUTIONAL FRAMEWORK

In the institutional landscape, the Centre is the agency that provides shared linguistic services from and into all the official EU languages and from and into non-EU languages to the other EU agencies and bodies with a view to promoting and facilitating multilingualism in the European Union. It may also provide linguistic services to the EU institutions that have their own translation services with the aim of absorbing any surplus work or special projects they may have.

At interinstitutional level, the Centre participates in the Interinstitutional Committee for Translation and Interpretation (ICTI), which is the forum for cooperation between the language services of the EU institutions and bodies. Within this forum, the Centre cooperates with the language services of the EU institutions on issues of common interest in order to achieve economies of scale.

As a member of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP), which is the largest network of managers of international organisations employing conference and language services providers – translators, interpreters and conference managers –, the Centre aims at continuing to share information and best practices on new language services, tools, working methods and competencies language professionals should acquire to harness the technological advances in the field of translation.

## BRIDGING THE PAST AND THE FUTURE

In recent years, the Centre has implemented a business model based on translation technologies. This transformation process had the twofold aim of optimising the range of added-value language services offered to clients while at the same time enhancing the financial sustainability of the Centre. The

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<sup>1</sup> Council Regulation (EC) No 2965/94 of 28 November 1994 setting up a Translation Centre for bodies of the European Union, EUR-Lex - 01994R2965-20031001 - EN - EUR-Lex (europa.eu).

<sup>2</sup> Council Regulation (EC) No 2610/95 of 30 October 1995 amending Regulation (EC) No 2965/94 setting up a Translation Centre for bodies of the European Union, EUR-Lex - 31995R2610 - EN - EUR-Lex (europa.eu).

<sup>3</sup> Council Regulation (EC) No 1645/2003 of 18 June 2003 amending Regulation (EC) No 2965/94 setting up a Translation Centre for the bodies of the European Union, EUR-Lex - 32003R1645 - EN - EUR-Lex (europa.eu).

projects selected for this transformation built on a number of translation technologies, ranging from web translation and speech recognition to advanced neural machine translation systems and quality enhancement.

The Centre was able to move forward in the above areas with the support and good cooperation of the EUIPO and the European Commission's Directorate-General for Translation (DGT), in particular in areas such as neural machine translation.

At the same time, the Centre invested in the development of strategic capabilities to maximise staff potential and in the acquisition of technology-oriented profiles for its workforce, including specialists in computational linguistics and natural language processing.

The Centre has been following closely the multilingual communication needs of its clients and the revolution that is sweeping through the translation world, namely neural machine translation. It is also fully aware of the challenge such developments represent in adopting a new mindset focused on increased productivity and level of service. Thus far, the Centre has proved that it can embrace new developments and integrate them in its business model in a sustainable fashion.

Building on its past experience and confident in its capability to deliver, the Centre will continue to capitalise on the use of state-of-the-art language technologies, i.e. artificial intelligence, neural machine translation, speech recognition, etc. They all contributed to making the core business of the Centre more efficient and cost-effective for the benefit of all its clients and stakeholders.

The environmental performance of the Centre has undergone a continual improvement process, drawing on the general principles of EMAS and ISO 14001 and the 'greening' initiatives at EU level, which will remain part of the Centre's strategy in the future.

## MISSION, VISION AND VALUES

### MISSION

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 that 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 second 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 activities are geared towards facilitating and supporting effective multilingualism in the EU agencies and bodies.

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, language consultancy, subtitling, transcription, automatic translation via neural machine translation, post-editing of machine-translated texts, etc.

As a partner at interinstitutional level and, in particular, as a member of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Centre plays an active role in the cooperation between the language services of the EU institutions. One of the most noteworthy interinstitutional projects is IATE, the Interactive Terminology for Europe database, which the Centre has been managing on behalf of the EU institutions since 2003.

## **VISION**

The Centre's vision is to be a centre of excellence and point of reference for the provision of high-quality, cost-effective language services for the EU agencies and bodies.

In line with this vision, the Centre will continue to invest in and capitalise on state-of-the-art technology in the linguistic area and to adapt the skills of its workforce to the requirements of a technology-driven business model.

Likewise, the Centre will continue to actively contribute to the European Union's priorities in relation to multilingualism.

## **VALUES**

The Centre has identified the following core values which remain valid across all aspects of its work and inspire its staff in their conduct and professional performance:

- ➔ **Performance and excellence** — The Centre pursues its objectives and tasks in an efficient, reliable and sustainable way. With its client-oriented, competent and professional staff, it strives for excellence in all its activities.
- ➔ **Stakeholder focus** — The Centre seeks to proactively develop services and products that suit its stakeholders' needs and it listens to them with openness and goodwill.
- ➔ **Staff recognition** — The Centre acknowledges its staff's involvement in the achievement of its objectives on the basis of consistent appreciation, support, encouragement, respect and trust.
- ➔ **Integrity** — The Centre is committed to respecting the values of the European Union and to carrying out its work in an objective, responsible and unbiased manner.
- ➔ **Transparency** — The decision-making process is based on conclusive evidence provided by reliable data and factual information.

## **OVERVIEW OF STRATEGIC OBJECTIVES**

The Centre's efforts for 2024-2027 will focus on developing and expanding its portfolio of linguistic services. For this purpose, cutting-edge technology will continue to be integrated within its working practices, enabling a service offer that is future-proof and meets the highest professional standards. The investment in technology will be coupled with capacity building initiatives and the acquisition and maintenance of expertise within the organisation.

The communication channels with clients will continue to expand with a view to facilitating the flow of information and anticipating emerging needs. The Centre wishes to reaffirm its role as the shared language service provider by generating economies of scale at EU level and managing the IATE database. At the same time, it will keep its interinstitutional partners informed of new services, tools and potential synergies.

By maintaining a continuous dialogue with all its clients, the Centre will be able to address their specific requests and needs and thus offer, whenever feasible, tailor-made solutions. In addition, the Centre will assume a more assertive role in supporting multilingualism in the EU, by means of awareness-raising actions.

The diversification of services will help the Centre to be more resilient and maintain its financial stability in the long-run. Quality assurance initiatives will further improve performance, while existing and future services will be appropriately evaluated in a transparent manner.

## 2 / STRATEGIC OBJECTIVES AND INITIATIVES FOR THE PERIOD 2024-2027

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### STRATEGIC OBJECTIVE I

The Centre will sustain its ability to develop new services and projects in the linguistic field, and it will maintain the necessary competence.

The Centre will continue to focus on cutting-edge language technology and further invest in the development of added-value services, solutions or systems identified together with its clients. Special attention will be devoted to anticipating future needs through language technology watch initiatives. For this purpose, the Centre will keep abreast of developments in the language domain to exploit and disseminate valuable technological information.

To support these activities, the Centre will rely not only on its staff and external language service providers, but also on cooperation with the EU and UN communities. In the recent past, the Centre has worked hand in hand with the EUIPO on the transformation plan to develop, among other things, custom machine translation engines in specific domains, e.g. intellectual property and public health.

The DGT has been a long-standing pillar of support for the Centre. This fruitful cooperation with our partner DG recently led to the successful installation of a tailored machine translation solution based on eTranslation (eTra-Local) in the premises of one of the Centre's major clients. This cooperation in machine translation with the DGT will continue in the next few years and will create useful synergies and a transfer of competences. The objective will be to enhance and support the technology planning process by means of exchanges and discussions on new methodologies and tools, best practices and lessons learned.

A second objective will be to offer a wider range of products and services and to help manage costs. This activity will entail in particular the integration of artificial intelligence (AI) in the Centre's systems.

### STRATEGIC INITIATIVE I.1

ATTRACT, MAINTAIN AND RETAIN EXPERTISE AT THE HIGHEST LEVEL IN THE LINGUISTIC AREA;  
ANTICIPATE THE ACQUISITION OF THE RIGHT PROFILES FOR KEY ROLES IN THE AREAS INTO WHICH THE CENTRE INVESTS

In order to achieve the expected results, the Centre will have to maintain and strengthen the necessary competence in the technological area, especially in machine-learning, to quickly build and deploy AI models by integrating open-source applications with commercial technology.

The integration of AI will require the contracting of experts with profiles such as data scientists, developers of smart applications, big data analysts and project managers.

In addition to attracting and maintaining staff with advanced technical competencies, the Centre will invest in training its translation staff so that they are able to take advantage of new technologies. The Centre will also adapt the job profiles and the format of its selections to ensure that both in-house staff and successful candidates of selection procedures have the necessary skills to perform their tasks effectively and accurately in an increasingly technological environment.

Keeping the Centre's attractiveness as an employer will remain essential. Therefore, staff wellbeing and improving the quality of working conditions will have an important place in the Centre's agenda.

## **STRATEGIC INITIATIVE 1.2**

### **UPDATE THE INTERINSTITUTIONAL PARTNERS ON THE EVOLUTION OF NEW SERVICES AND OPPORTUNITIES OFFERED BY THE CENTRE**

In line with its second mandate of rationalising working methods and making overall savings by avoiding superfluous work and the creation of expensive parallel structures, the Centre will continue to manage and improve IATE on behalf of, and in cooperation with, its interinstitutional partners. The Centre will also keep them abreast of evolutions in its services and processes. It will also propose common or joint activities aimed at creating synergies by interconnecting services, solutions or platforms.

## **STRATEGIC OBJECTIVE 2**

The Centre will focus on anticipating, identifying and analysing future stakeholder needs, and will continue to offer bespoke added-value services, where possible<sup>4</sup>.

To this end, the Centre will maintain a continuous dialogue with both its clients and external partners through surveys and bilateral meetings in order to measure satisfaction, identify areas for improvement, and see how it can further develop its services for the benefit of all stakeholders. More client-specific approaches will be thoroughly analysed and implemented whenever justified by relevant business needs. Mindful of the strict confidentiality requirements of some of its clients, the Centre will continue to develop an environment adapted to various levels of classified and non-classified sensitive documents.

The Centre will endeavour to provide services using standard interoperability formats and machine-to-machine channels, thus allowing greater customisation.

## **STRATEGIC INITIATIVE 2.1**

### **CONDUCT SURVEYS ON CLIENTS' SPECIFIC NEEDS**

In addition to annual client satisfaction surveys, which allow the Centre to take stock of clients' feedback and suggestions for improvement on existing services, the Centre will conduct targeted surveys to identify needs in specific areas. The outcome of these surveys will help the Centre's management to take informed strategic decisions.

These decisions will enable the Centre to develop its business further for the benefit of its clients while remaining competitive in the fast-evolving linguistic sector.

## **STRATEGIC INITIATIVE 2.2**

### **FOCUS ON DIRECT CONSULTATION WITH INTERESTED STAKEHOLDERS ON THE IMPLEMENTATION OF MULTILINGUALISM**

Following the comprehensive discussions on EU Agencies' multilingual policies led by the Centre in 2022 in the framework of the EU Agencies' Heads of Communication and Information Network (HCIN), the Centre will continue to monitor progress made towards multilingualism by the EU Agencies through periodic consultations.

Based on these consultations, the Centre will provide its expertise to assist interested EU Agencies in the implementation of their multilingual communication policies. At the same time, the Centre will continue to promote its services to stakeholders with the aim of raising awareness on the advantages of these services for enhanced multilingualism.

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<sup>4</sup> When developing new services, the Centre will consider the new 'European Commission digital strategy' to ensure digital interoperability, security and resilience.

## **STRATEGIC OBJECTIVE 3**

The structural changes brought about by the Centre's transformation plan were aimed at progressively implementing a financially sustainable business model. By building on an advanced translation workflow management platform which had already been developed and is continually being enhanced, the Centre has expanded the range of language technologies at its disposal and has adopted a new approach to delivering services to clients by moving from a 'one-fits-all' translation service to a richer, more diversified service offer which better responds to clients' specific needs. The Centre will enhance its financial sustainability by regularly reviewing its financing model and the way in which its services are invoiced.

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. As part of its regular procurement procedures, the Centre will continue to seek and implement reliable solutions for more efficient collaboration with its external contractors.

In addition, the Centre will fine-tune its internal functioning to progressively adapt it to the pace of technological advancements. In this context, it will integrate artificial intelligence (AI) and increase automation in its processes and services.

New quality-improvement initiatives and actions in the core business area will be identified and implemented through the biennial Translation Quality Assurance Action Plans. These actions will focus in particular on delivering an improved quality assurance service to clients, while enabling the Centre to continually enhance efficiency and effectiveness.

### **// STRATEGIC INITIATIVE 3.1**

#### **EVALUATE NEW INVOICING APPROACHES FOR LINGUISTIC SERVICES**

Following the implementation of new cost models, the Centre will have the opportunity to increase its efficiency and to improve the automation of processes or identify areas for cost-reduction. Consequently, the Centre will consider the design and implementation of more adapted invoicing approaches in line with the diversification of its service offer. New invoicing systems will contribute to the enhancement of the Centre's financial transparency, which will also lead to benefits for both the Centre and its clients in terms of forecasting and budget execution.

### **// STRATEGIC INITIATIVE 3.2**

#### **FURTHER AUTOMATE MANUAL FUNCTIONS ACROSS ALL PROCESSES AND PROCEDURES**

Following the philosophy of continuous improvements in the eCdT platform, by involving all relevant internal and external stakeholders and by making the work environment more efficient, the Centre will identify the service areas where automation and configuration will maximise efficiency.

In the definition of new services and functionalities, priority will be given to solutions that allow the greatest possible automation and enhanced efficiency.

## STRATEGIC KEY PERFORMANCE INDICATORS

Strategic objective 1		
Strategic initiative 1.1 Attract, maintain and retain expertise at the highest level in the linguistic area; anticipate the acquisition of the right profiles for key roles in the areas in which the Centre invests		
<b>Indicator 1.1.1: Use of data assets</b>		
Definition: post-edited pages as a percentage of the total number of pages translated and invoiced to clients		
<b>Baseline (2021)</b>	<b>Target (2022)</b>	<b>Target (2027)</b>
9%	30%	70%
Strategic initiative 1.2 Update the interinstitutional partners on the evolution of new services and opportunities offered by the Centre		
<b>Indicator 1.2.1: IATE management group satisfaction</b>		
Definition: number of positive replies to the IMG (IATE management group) satisfaction survey as a percentage of the total number of replies		
<b>Baseline (2021)</b>	<b>Target (2022)</b>	<b>Target (2027)</b>
96.8%	90%	Maintain or increase

Strategic objective 2		
Strategic initiative 2.1 Conduct surveys on clients' specific needs		
<b>Indicator 2.1.1: Client satisfaction index</b>		
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)		
<b>Baseline (2021)</b>	<b>Target (2022)</b>	<b>Target (2027)</b>
60%	75%	Maintain or increase
Strategic initiative 2.2 Focus on direct consultation with interested stakeholders on the implementation of multilingualism		
<b>Indicator 2.2.1: CdT outreach actions</b>		
Definition: number of presentations (or consultations) to promote multilingualism and increase the Centre's reputation and visibility at EU level		
<b>Baseline (2021)</b>	<b>Target (2022)</b>	<b>Target (2027)</b>
15	12	Maintain or increase

Strategic objective 3		
Strategic initiative 3.1 Evaluate new invoicing approaches for linguistic services		
<b>Indicator 3.1.1: Financial result for linguistic services</b>		
Definition: the financial result for linguistic services represents the difference between the invoiced amount and the cost of invoiced linguistic services		
<b>Baseline (2021)</b>	<b>Target (2022)</b>	<b>Target (2027)</b>
2.3 MM Eur	0 (with a variation of +/-1 MM Eur)	0 (with a variation of +/-1 MM Eur)
Strategic initiative 3.2 Further automate manual functions across all processes and procedures		
<b>Indicator 3.2.1: Productivity index</b>		
Definition: the productivity index measures the change in the Centre's core business productivity compared with the reference year 2021		
<b>Baseline (2021)</b>	<b>Target (2022)</b>	<b>Target (2027)</b>
100	Increase	Increase