



Management Plan 2023

PUBLICATIONS OFFICE
OF THE EUROPEAN UNION

Luxembourg: Publications Office of the European Union, [Year]

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Introduction

The Publications Office of the European Union (the Office) is the official provider of publishing and open data management services to all EU institutions, bodies and agencies. It is the central point of access to EU law and case-law, publications, open data, research results, procurement notices and other official information. Its mission is to support EU policy making and ensure that this wide range of information and data is available to, accessible and reusable by public administrations, citizens and businesses to facilitate transparency, economic activity, the diffusion of knowledge, and Europe's digital transformation. The Office thereby contributes to making known what the EU does and means in concrete terms, and to unlocking the power of data. The Office is a recognised centre of excellence for data, information and knowledge management. A graph giving a visual overview of the Office's service offer is below.

Main priorities and key deliverables in 2023

The Management Plan 2023, the fourth in the framework of the Strategic Plan 2020-2024, details the outputs that the Office will deliver in 2023 and explains how these will contribute to reaching the objectives set out in the strategic plan. These objectives cover both the Commission's general objectives and the Office's specific objectives. The main elements are:

General objective 2: A Europe fit for the digital age

- Specific objective 1: **Public procurement data space** - The public procurement data space will revolutionise the access to and use of public procurement data. It will create a platform at EU level to access public procurement data at EU, national and regional level. The European Public Procurement Ontology will offer a common conceptual model allowing interoperability of data. The new public procurement forms (eForms) will collect more structured information for publication at EU and Member States' level.
- Specific objective 2: **European open data space** - The data.europa.eu portal is the central point of discoverability of open data, connecting data from EU, national, regional and local public administrations. An advanced search mechanism and new data visualisation services will make data more easily findable for re-users, while the data.europa academy will provide a comprehensive learning offer to enhance data literacy and support interoperable high-quality data.

General objective 6: A new push for European democracy

- Specific objective 3: **Digital European legal space** - The Office will release a first version of the Joint Legislative Portal, an important step towards providing user-friendly access to information on the different stages of the EU legislative process. The section in the EUR-Lex website on the EU budgetary cycle will be revamped for greater transparency. Work to improve the website's accessibility will continue. EUR-Lex will migrate its search function to a new technology.
- Specific objective 4: **Connecting and preserving content and knowledge** - The Office will continue to further roll out the legal deposit scheme, covering audiovisual material and press releases. The Office will launch a review to assess the scheme's possible extension to cover datasets and social media.

General objective 7: A modern, high performing and sustainable European Commission

- Specific objective 5: **Standardisation services for interoperability** - The Office will continue steering the work on the Akoma Ntoso for EU format (AKN4EU) to achieve full coverage of documents in the ordinary legislative procedure to enable smooth legislative and translation processes. The Office will pursue the implementation of its comprehensive service package in the field of reference data management.
- Specific objective 6: **Interinstitutional legal publications support** - The Office will finalise adapting all information systems involved in the act-by-act publication of the Official Journal (OJ) to ensure a smooth transition to act-by-act publishing as soon as possible. The Office will carry on with the development of the Interinstitutional Budget Information System (IBIS) and will deploy the first 'production-ready' release with a view to rolling it out in 2024.
- Specific objective 7: **Optimised publishing services** - The Office will roll out its extended service package for producing publications to all institutions, along with collaborative planning for the Commission. It will support the community of practice in producing impactful publications cost-efficiently and help authors in accessible publishing via training and technical assistance. The Office will deploy a new portal where authors can request services and follow their projects.

The Office will conduct a **comprehensive stocktaking exercise** of its **specific objectives**, assessing their relevance and implementation, to be presented to the Management Committee. The results of this exercise will provide the basis for further work on the Office's strategic framework for the period beyond 2024. On the basis of the Management Committee's guidance, the Office will continue to further strengthen the branding of its services and step up work with multipliers to further enhance its services' uptake and impact.

Main challenges in 2023

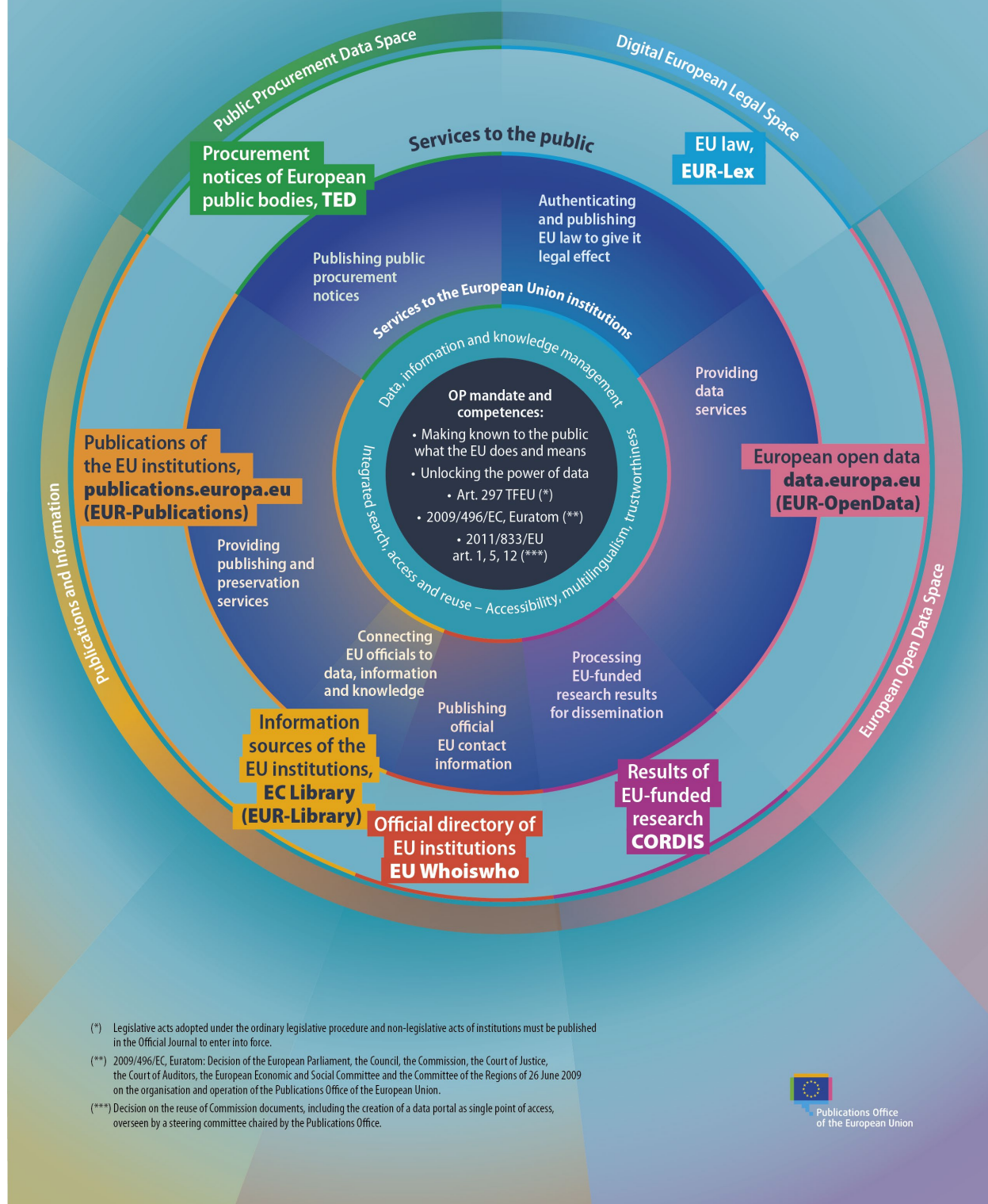
The Management Plan 2023 seeks to ensure that the core activities of the Office are conducted effectively and efficiently, against the background of high **geopolitical tension**, in particular Russia's aggression against Ukraine, pressure on the **energy** markets, high **inflation**, **cybersecurity** threats, increased workload resulting from the geopolitical, social and economic context in the EU and beyond, and the particular human resources challenges facing the EU institutions in Luxembourg.

Strengthening the resilience of European democracy is an overarching challenge for the European Union as a whole. Against the background of growing **disinformation**, the Office's work in providing **authentic and trust-worthy information on the EU** is crucial. The Office will use the opportunities provided by artificial intelligence (AI) to further increase the findability and relevance of the information it provides for the public. Maintaining **cybersecurity** is another challenge for the EU institutions and the Office, which the Office will seek to address by further strengthening measures to ensure IT security and safeguard the integrity of its IT systems, and further raising staff awareness in this area.

The Office addresses various **technical challenges** to introduce significant novelties among its products and services during 2023 to further **enhance user and stakeholder satisfaction**. The transition to act-by-act publishing of the Official Journal is to foster a more flexible, faster and simplified way of publishing the OJ. The full implementation of eForms and the new TED website will provide easier and more user-friendly access to public procurement data, improve the quality of data and foster better services and workflows. The first module of the Unified Production Platform (UPP), the new author's portal enabling automated integration will be released to improve the efficiency of the Office's publication production processes.

The specificities of Luxembourg as a recruitment site imply that recruiting highly qualified staff in line with the Office's competency needs remains a challenge. Fostering **staff motivation, engagement and wellbeing** is a primary objective. The logistically challenging move to the new building will provide for a more modern workplace for staff, at the same time significantly contributing to **greening objectives** and **energy-saving efforts**.

Service offer of the Publications Office of the EU



Part 1. Delivering on the Commission's priorities: main outputs for 2023

General objective 2: A Europe fit for the digital age



Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)

Towards the European public procurement space

To develop a truly effective European public procurement space, it is crucial to obtain and offer access to public procurement data that is structured and standardised. The Office plays a central role in making this happen. In 2023, the Office will focus on consolidating the **implementation of eForms** (standard forms used by public buyers to publish notices on the TED – Tenders Electronic Daily – Official Journal Supplement – website) during the transition period before their use becomes mandatory for all (October 2023); providing **easy and user-friendly access** to public procurement data; and **improving the quality of data** while fostering **better services and workflows**.

The Office will further proceed with the projects launched within the preparatory action on transparency in public procurement, built around four axes: data quality; data readability; data interoperability; and data availability. This will help to achieve the objectives described above.

The Office will assess users' satisfaction with the new web interface for submitting procurement notices (**eNotices2**) and with the new layout of the procurement forms. Based on users' feedback, the Office will implement the necessary changes to improve the new eForms publication workflow, and support national eSenders and reusers in their transition to eForms. The Office will also launch a new call for tenders with a view to signing a contract for the translation of notices of EU institutions, agencies and bodies.

The systems supporting the current publication workflow will continue to operate in parallel in order to support the current forms, until they are no longer legally valid at the end of the transition period for eForms, i.e. October 2023.

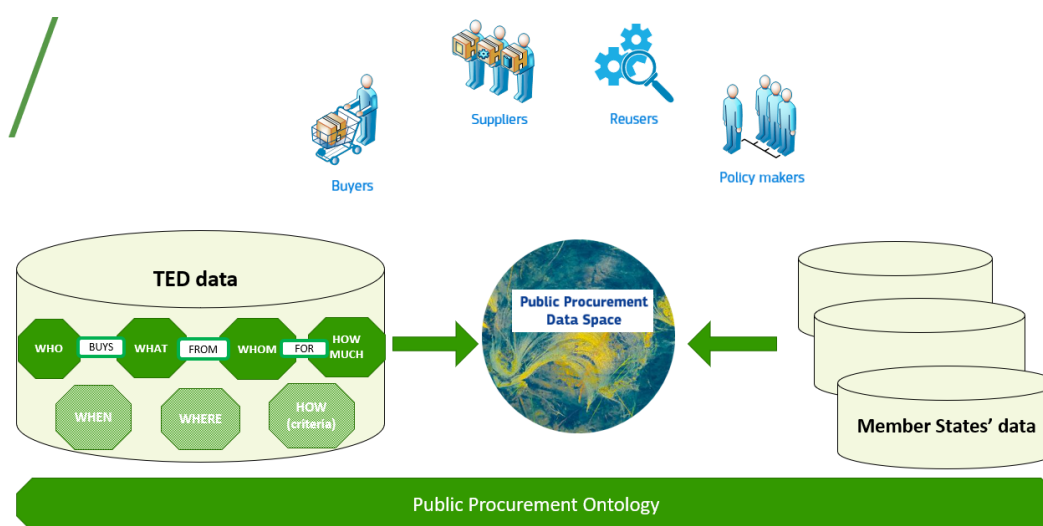
Easy and user-friendly access to public procurement data

The **new website for TED** will be operational by the end of 2023. It will offer easier, more user-friendly access to public procurement data and to bulk data. It will also allow for the extraction of statistical data and enable improved search and display of results.

Higher data quality

The implementation of eForms will centralise the quality control of data with transparent rules that can also be checked by external parties (**eSenders**) before they submit procurement notices for publication on TED. A new schema of **eForms based on Universal Business Language** (UBL) and wider use of **authority tables** will contribute to the collection of accurate, structured and standardised data that can be easily made interoperable and reusable. This will simplify the publication process and improve the quality of the information.

The development of the **eProcurement ontology** ⁽¹⁾ will continue, and will cover further phases of the procurement workflow (eSubmission, eInvoicing, eContract and Contracts Registry). The public procurement ontology, containing a glossary of terms (with definitions) and a data model depicting the relations between concepts used in procurement, will offer a common understanding of these concepts. It will also facilitate exchanges between actors, thus setting the basis for a real European public procurement space.



Better services and workflows

The new eForms systems will enable a simpler and more automated workflow in the publication process, with the potential for future cost and time reductions. The Office will continue to contribute to the development of a **procurement analytics service**, i.e. a framework to analyse public procurement data at the European level to support EU policies and objectives. The Office will develop the artifacts needed to convert current notices and eForms notices in a format compliant with the eProcurement ontology. The resulting files will be fed into the Public Procurement Data Space developed jointly with Directorates-General (DG) for Informatics and for Internal Market, Industry, Entrepreneurship and SMEs under the [ISA² programme/Digital Europe Programme](#). This project will facilitate the monitoring of public procurement data at regional, national and EU level, and thus foster effective government spending, active common policy making and single market competitiveness.

⁽¹⁾ An ontology is a description of the concepts that represent a given subject. It provides formal naming and descriptions of their meaning, the categories used to classify the concepts, and the relations between them.

Under the preparatory action on transparency, the Office will continue to explore a solution to automatically clean and enrich the data published in TED and present it in dashboards and reports for both internal and external use. The Office will further work on possibilities to visualise these data.

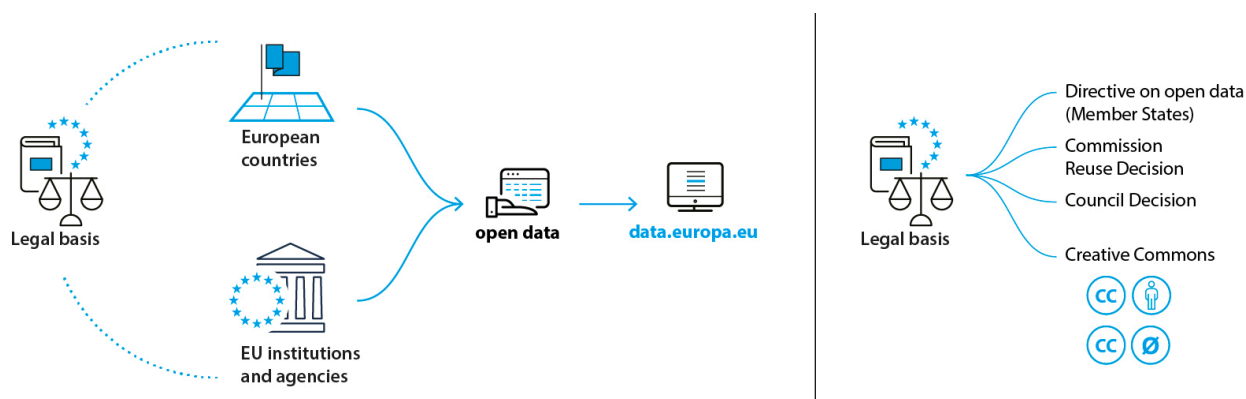
The Office will help to integrate the TED eTendering service in SEDIA, the corporate eProcurement workflow. TED eTendering is used by EU institutions, bodies and agencies to publish their call for tenders' documents and to manage the questions raised by tenderers during the procurement procedure. With the integration in SEDIA, the institutions will benefit from an enlarged set of procurement services offered by the Commission.



Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Towards the European open data space – data.europa.eu

The European open data space provides user-centric **data access and reuse services** that support the **dissemination, promotion and reuse of information** generated by the EU public administrations.



The main focus in 2023 will be to enhance the features and services of **data.europa.eu**, such as a **personal space** that will be added to save datasets, create datasets lists, add comments to datasets, rate datasets or save searches and SPARQL queries ⁽²⁾. The portal will also include the possibility to **preview datasets** and will provide a data storage facility.

Optimising the **search** on data.europa.eu will make it easier to find datasets and to get to more relevant search results. In addition, a new search function will be added that will explore visual links in a network of datasets.

⁽²⁾ SPARQL Protocol and RDF Query Language (SPARQL) is a query language and protocol for RDF, which is a standard for describing web resources and data interchange.

A new **visualisation extension** will help users to quickly grasp the content of a dataset and include the visualisation in their own publication. Access to the history of datasets will allow to better understand how a dataset has evolved over time. The **data offer** will be enriched with new catalogues and datasets. The Office will further **support data providers** with the publication of high quality metadata.

Extra efforts will be put into **user-oriented communication** to better understand users' needs and attract new users to data.europa.eu. Data stories will be written about the datasets and the topics that spark most interest among the visitors of data.europa.eu, and news and events related to open data will be shared.

The **open data maturity** exercise to assess the quality of open data from European countries will continue to be conducted annually. The [data.europa academy](#) – the open data learning and knowledge-sharing platform which the Office animates – will be redesigned to further improve user experience. It will be continuously enriched with new learning material and a personal dashboard to allow learners to track their progress.

The Office will continue to raise awareness about the value of open data and data visualisation for European public administrations, the economy and society at large. The Office further plans to organise again the [EU Datathon](#) – the open data competition where teams from around the world compete by creating new apps and services using EU open data, and to follow up on previous EU Datathons through a community of practice.

CORDIS services

To support the dissemination and exploitation of EU research results, the Office will continue to produce **multilingual articles and publications** that bring EU research results to professionals in the field and help innovators to develop new products and services based on the results of EU-funded research. The Office will further **intensify multichannel outreach** to targeted audiences and professionals via videos, podcasts, emails and user surveys.

The links between the website of the Community Research and Development Information Service ([CORDIS](#)) and the [Funding & Tender Opportunities Portal](#) will be enhanced in order to ensure a user-friendly navigation between the two sites.

The Office will ensure that **digital object identifiers** (DOIs) which are assigned for grants are shared with Crossref ⁽³⁾. The office will continue to carry out semi-automatic classification of EU research projects with the European Science Vocabulary ([EuroSciVoc](#)) taxonomy, which will also be aligned with other vocabularies such as EuroVoc.

Based on the European Research Information Ontology ([EURIO](#)) for research projects and results, CORDIS will continue to populate and enhance the **knowledge graph of European**

⁽³⁾ Crossref is an official DOI registration agency of the International DOI Foundation.

research information ⁽⁴⁾, which will allow data curation ⁽⁵⁾, enhancements and integration with linked open data sources across the web such as the [EU knowledge graph](#). An interface on top of the SPARQL endpoint, allowing for federated queries across identified datasets will allow non-technical users to explore the data.

General objective 6: A new push for European democracy

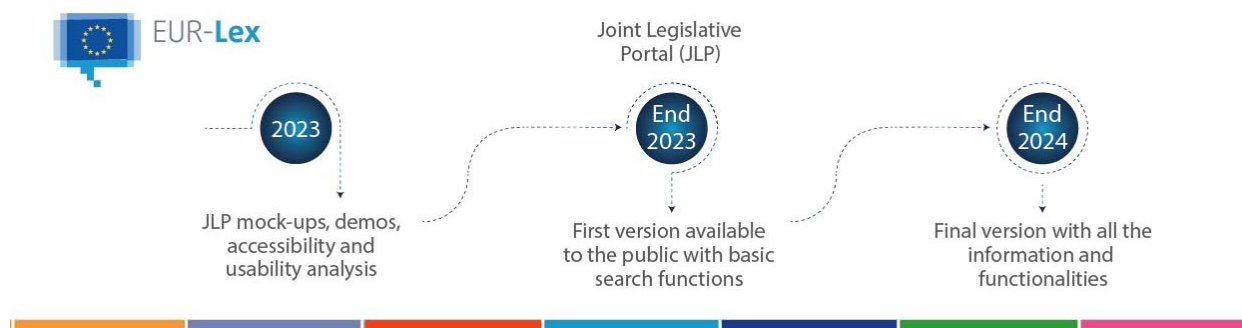


Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

The aim of building a digital European legal space is to provide widespread understanding of, and easy access to, law applicable within the EU. This is essential for transparency and citizens' trust, for the well-functioning of the internal market, our economy and societies.

The Office's [EUR-Lex](#) website is at the core of the digital European legal space. Ensuring its continuity and that of associated services (helpdesk, surveys, etc) while guaranteeing the quality, comprehensiveness and security of its legal information is key.

In 2023, the Office will start a reflection about what the next generation of **EUR-Lex** services could be, assessing its purpose, scope and ambition. Lessons learnt in addressing non-experts, including through the Office's **EU Law in Force** site, will contribute to this reflection.



Joint Legislative Portal

The main initiative in 2023 to further develop the digital European legal space remains the **Joint Legislative Portal**, an initiative of the European Parliament, the Council of the European Union and the European Commission, which contributes to transparency by providing user-friendly access to information on the different stages of EU legislative procedures. In 2023 efforts will focus on developing the portal as such, with the aim to deliver a minimum viable product by the end of 2023 and the full portal by the end of 2024.

⁽⁴⁾ The semantic representation of CORDIS data available on the [EC linked data platform](#).

⁽⁵⁾ Data curation includes all the processes needed for principled and controlled data creation, maintenance, and management, together with the capacity to add value to data.

Usability of legal information

Budget-online, the webpage on EUR-Lex presenting the EU budgetary cycle, will be integrated into the EUR-Lex architecture and its look and feel will be re-designed. The new section will benefit from all of EUR-Lex features, including its search function, rich information (metadata) and procedures, and the underlying documentation will be further enriched.

Following the extensive testing of the new [Akoma Ntoso for EU format for consolidation](#), which proved the appropriateness of the model, in 2023 this format will start to be gradually integrated into daily production. The new format will enable more detailed and flexible presentation of amended legal acts and will also help to speed up the consolidation process.

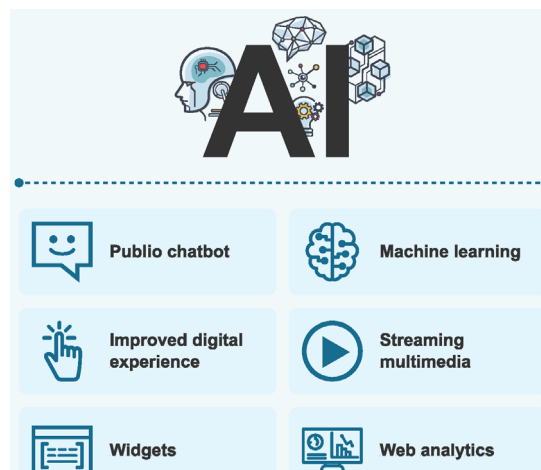
The Office is working on a model for a metadata set that will describe the impacts from amendments and corrections on legal acts, as identified during consolidation. Once implemented, these metadata will be exploited by EUR-Lex to improve user experience (e.g. to show precisely both the modifications that are already included in a given consolidated text and those that are pending to be included). It is the intention to use this model in the future also to describe other types of impacts (e.g. annulments by the Court).

User experience of the EUR-LEX website

The Office constantly seeks to improve the user experience of EUR-Lex users. In 2023, a 'EUR-Lex layman's interface' will be developed, to go live in 2024. It will be based on the feedback received from the public on the EUR-Lex and EU Law in Force websites. Several developments identified in the findings of an accessibility study will be implemented to make the **website better accessible to all users** with visual or other impairments. Addressing contrast issues and including users of assistive technologies will be part of this work. New features to enhance the user experience on the EUR-Lex website will continue to be developed on the basis of users' data analysis (e-mail notifications, improving alignment of multilingual display). The Office will also prepare a citation tool for EUR-Lex. The EUR-Lex search engine currently implemented using Micro Focus IDOL will have to migrate to a **new technology**, due to the de-commissioning of IDOL in 2023.

Artificial intelligence for legal information

The Office's **SeTA@OP** project combines the Joint Research Centre's (JRC) **Semantic Text Analysis Tool** (SeTA) with the knowledge graph of the Office's central repository CELLAR. The prototype shows promising prospects to enrich legal documents in an automated manner, to classify documents automatically and to cluster them according to specific topics. The EUR-Lex team will continue its work in the context of this project to make the most of the opportunities artificial intelligence has to offer in this field.





Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

The Office aims to facilitate access to information in a fast-evolving landscape, to improve discoverability and linking across EU content, and to ensure that information is available for all and for the long-term. The Office works to achieve this objective through actions on access, metadata, identifiers and preservation, as detailed below, with emphasis on identifying and using actors and channels as multipliers to enhance the uptake and impact of its services.

The Office's central repository CELLAR as a data and information hub

To integrate larger and more diverse document collections from an increasing number of services, the Office's central repository CELLAR will be further optimised, in particular to offer the desired scalability. CELLAR will continue to make content available via the Office's portals and directly to reusers. It will also seek collaboration with external domain specific portals reusing its data. The repository's integrated knowledge graph, which serves between one and two million queries per day, will be rendered more robust to facilitate federating the Office's data and information with systems of multipliers in academia, the public and private sectors.

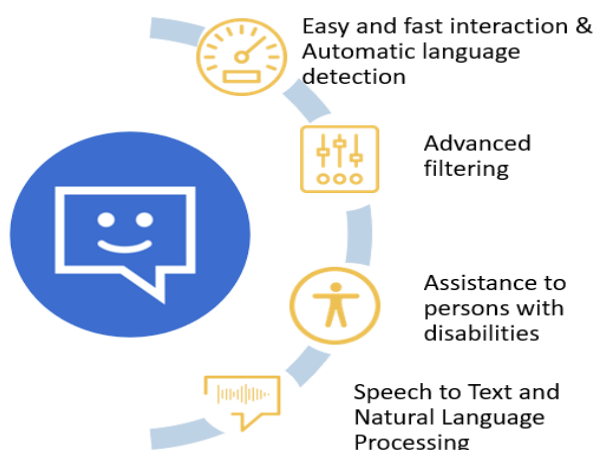
More information on the benefits, technicalities, data model and content of CELLAR will be made available via a dedicated subsite of the OP Portal. The site will be accompanied by new trainings around CELLAR and its services. This dedicated subsite and series of trainings are to serve as the nucleus for creating and animating a **community of reusers and multipliers** around the Office's central repository.

Leveraging artificial intelligence for search and access to content

The Office can benefit from available artificial intelligence solutions to improve users' digital experience and make the content published through the OP Portal better accessible. By integrating such tools, the Portal can provide users for example with automated summaries of publications and with the possibility of listening to, instead of reading publications.

The Office will continue to invest in further improving the digital experience it offers and matching that as closely as possible to users' expectations. The search functionality will be augmented with a capability to provide deduced and summarized answers to complex user questions. The questions and answers feature will leverage artificial intelligence techniques such as natural language processing, knowledge graphs or models to deduce answers from both metadata and content (document content, paragraphs, sentences) stored in CELLAR.

Publio, the Office's **intelligent assistant chatbot** assists OP Portal users in their search journey and helps them find relevant content. Publio's functionalities rely on key conversational artificial intelligence components such as speech-to-text recognition, natural language processing and machine learning.



Publio was released as a full production service in late 2021, covering EU publications and EU legislation in English and French, both in spoken and written form. In 2022, Publio was improved with additional functionalities, covering EU Whoiswho and support for Spanish language was introduced. In 2023, the Office will continue to refine the quality of Publio's user conversations and will further extend its language coverage.

Improved findability and reuse

Facilitating the reuse of data and services is a key objective in the Office's work. One of the tools to achieve this are the OP Portal's **widgets**. Given that the Office's public procurement collection will be included in the OP Portal, the Portal's widgets need to be extended to support public procurement data and to allow users to include them on their websites. Improving the findability of content and making search results relevant requires continuous work in the OP Portal environment. The Office will enhance filtering capabilities with more context and collection-based filters to improve the findability and relevance of search results, and it will implement feedback loops in which user interaction with a given search result impacts the relevance of future searches.

In 2023, the Office will focus on providing support to other DGs and institutions to reuse as much as possible the services already available in the Portal and to create rich digital experiences for the end users. In doing so, the Office will further consolidate its role as an interinstitutional service provider for digital dissemination services for data and publications.

Improved digital experience

With an increased demand to produce **multimedia (audio and video) publications** for its stakeholders, the Office faces the challenge to manage the production, storage and registration for final dissemination through digital channels. During 2022 the Office has completed a proof of concept assessing the technical feasibility and limitations of publishing and streaming multimedia content through the **OP Portal**, by leveraging the services already available in the Portal. In 2023, the Office will address the lessons learnt and limitations assessed through the proof of concept it conducted, start publishing multimedia publications in the CELLAR and enable the OP Portal to stream multimedia content. These changes will enable users to retrieve, watch or listen multimedia publications directly using the OP Portal without the need of a third party service or for downloading extensive files on their devices.

Web analytics services

With support from web analytics data, the OP Portal aims to provide users with a personalized digital experience both in terms of content and search experience. In 2023, the Office will enlarge features in the digital analytics platforms open to EU institutions, include new

datasets and facilitate the machine-to-machine reuse of data. The inclusion of the new datasets (CORDIS Research reports and datasets from data.europa.eu), together with new visualizations in the digital analytics platform, will offer the EU institutions more accurate information on how citizens access and consume content published via the Office's services.

EU Whoiswho modernisation

The Office will further improve the services related to the EU's directory of officials, [EU Whoiswho](#). The Office aims to further improve the process behind data provision, enhance the degree of data standardisation across institutions, agencies and bodies of the EU and streamline the way in which these publish their directories on their websites in a user friendly and efficient way. The Office will develop new features, such as embedding the social media channel of top-level officials into their directory contact page.

Using artificial intelligence to enrich metadata

SeTA@OP, the Office's semantic text analysis project, is able to propose quality metadata for new documents during reception. This tool combines traditional artificial intelligence techniques with modern machine learning to quickly associate the right set of metadata to documents. The Office creates metadata that describe its documents precisely, connect related documents and facilitate their precise search and retrieval. In 2023, the Office will move from a proof of concept that validated the feasibility of this approach to a first implementation step that can support metadata creators in their work.

Identification and metadata provision

The Office will assess the opportunities to leverage the use of an **international identifier** for names to identify organisations and people (ISNI – International Standard Name Identifier). By integrating this identifier into authority tables for authors of EU publications, this will further strengthen links with content made available in the broader publishing community.

In 2023, the provision of additional metadata will allow to disseminate new types of content through CELLAR, such as audiovisual works or press material. Richer metadata of already disseminated works coupled with the potential of Linked Open Data will facilitate access to EU information by offering new search capabilities, for example to browse through serials' records, highlight accessible publications, and navigate between various EU collections.

A **new cataloguing tool** will improve the efficiency of bibliographical metadata production and help to fill in gaps in EU collections and to add new types of content.

Long-term preservation

The Office will continue to improve the management and implementation of this service, by implementing an action plan following the conclusions of an external audit finalised in 2022. This action will ensure progress towards compliance with the **trustworthy digital repository ISO standard**. The Office will also continue to add new collections to the digital repository dedicated to long-term preservation: in particular, in 2023 the intention is to deposit in this repository the files captured through the web preservation service.

The move to the new building in the first half of 2023 will have a significant impact on the **long-term physical archives**, as the Office will transfer the different collections to their new locations. The Office will also continue to support physical moves of colleagues within Commission services and EU institutions, by ensuring that **no important document is lost** while moving offices and storage areas to new premises. In partnership with the **Commission library**, the Office will implement a workflow to ensure that each publication retrieved in the context of physical moves will be properly processed and made available in digital format on the OP Portal, and, when appropriate, as a physical document in the Commission library.

EU legal deposit

In 2023, the EU institutions working under the umbrella of the **Interinstitutional Committee for the Long-term Preservation Service of the Publications Office** (ICLPS) will prepare documentation and tools enabling the implementation of the **EU Legal Deposit scheme** for **audiovisual and press material**. The Office will investigate how to exploit the data flows and repositories to offer a central catalogue of this material, connecting it with collections already hosted by the Office. It will also review the situation regarding datasets and social media to assess the steps needed to extend the scheme to these collections (Phase 3).

Web preservation

The Office will continue to provide a **web preservation** service on behalf of the EU institutions, through its collections, including the general archive of the europa.eu domain, and selective collections including HTML publications, social media, and research projects.

Digitisation of historical physical collections

The Office will actively promote the use of its interinstitutional contract for **digitisation services**, to enable historical physical collections to be migrated. On request, the Office will provide support for the launch of new digitisation projects, including help with analysis or drafting of technical specifications for tenders, support in the evaluation procedure, and an analysis of activity and service indicators during implementation.

The Commission library

The **Commission library** will continue developing its services to support the Commission in the **evidence-based policymaking** process. The library will develop specific services and information products in line with the recommendations and service catalogue proposed as an outcome of the **Better Regulation Evidence Transparency** pilot project co-led with the Joint Research Centre (JRC). This pilot aims to ensure that evidence used in impact assessments and evaluations is easier to identify, access, retrieve and (re)use in line with the 2021 Better Regulation Communication. The library will implement an early guidance service for policy officers at the launch of impact assessments, to ensure targeted support. The library will also remain an important partner in the Commission **Country knowledge community**.

The library will further enhance the offer on its online platform **EC Library Guides** providing a user-centric view on key research and information resources on specific topics relevant to the Commission priorities. It will also further develop the **Ask a librarian** service by

implementing a chat function and a database of frequently-asked-questions. It will continue strengthening its role as central service for **acquisitions** of data, research and information resources in the Commission, ensuring a common inventory and economies of scale.

The Office will foster **interinstitutional synergies in library management**. On the basis of the conclusions of the feasibility study carried out in 2022 by an interinstitutional working group on implementing an **interinstitutional union library catalogue**, the Office will provide all technical and organisational support required for the project implementation.

The library will prepare and conclude a new **interinstitutional framework contract for subscriptions to general and international press** in print and online format, on behalf of more than 40 EU institutions, agencies and bodies. The library will continue exploring opportunities for implementing an **interinstitutional consortium model of acquisitions**.

Increasing uptake and impact of content and information through multipliers

In 2023, the Office will continue to identify and reach out to actors and networks that can serve as multipliers, in order to further increase the uptake and impact of the Office's services and the content and information it provides. The Office will do so in close cooperation with DG Communication and all EU institutions, targeting both general and topic-specific networks.

General objective 7: A modern, high-performing and sustainable European Commission



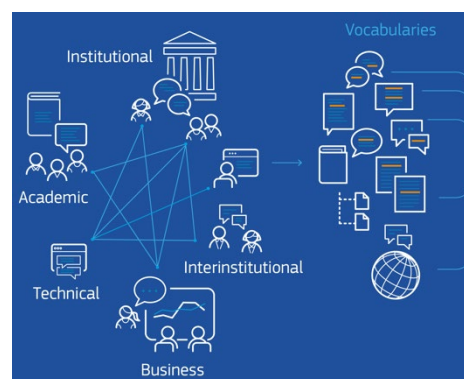
Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge

Achieving greater interoperability in the EU institutions by facilitating the **exchange of legal data** and establishing a **corporate approach** for the management of reference data and knowledge organisation systems is a key objective for the Office.

Akoma Ntoso for EU (AKN4EU) for legal data

The introduction of **AKN4EU** as a standard format for structuring and exchanging legal data between the EU institutions will improve the processes of exchanging, accessing and reusing legal information. With support from the Digital Europe Programme, support for legal data standardisation in AKN4EU will be extended to Member States.

In the context of the Interinstitutional Metadata and Formats Committee, the scope of the **common vocabulary** to structure semantically the content of documents **will be extended** to cover further types of documents produced by the EU institutions. Conceptual work will continue on a new version of AKN4EU to cover fully documents of the ordinary legislative procedure, focusing on multilingual aspects to enable a smooth translation process.



When it comes to the **Interinstitutional Metadata Maintenance Committee exchange protocol** that enables automated transfer of metadata and documents between and within the EU institutions, the Office will propose a new streamlined governance to make the standardisation process more efficient for all stakeholders.

Towards a corporate reference data management policy

In 2022, the **corporate reference data management policy** at the Commission and a comprehensive service package offered by the Office to support that policy were endorsed by the Information Management Steering Board (IMSB). In 2023, the Office will work to support applying a **common corporate methodology** and best practices at the level of individual DGs, and will further develop its corporate reference data management service package based on users' feedback. The Office will continue raising awareness across the European Commission for corporate reference data management and engage in upskilling staff.

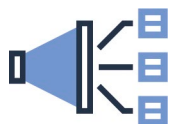
The Office will step up its efforts to further strengthen the infrastructure of the reference data management services. The editorial and production part will be streamlined thanks to the Office's Unified Production Platform. The **EU Vocabularies website** will undergo further refurbishing to better respond to users' needs. More actions will be foreseen for awareness raising, including systematic training activities.

The second European Data Conference on Reference Data and Semantics (**ENDORSE**) will be organised in March 2023, to discuss interoperability and the use of common reference data among companies, national public services, and EU and international organisations.

Modern Interinstitutional Style Guide



Based on the successful user experience with the new PDF edition of the *Interinstitutional Style Guide*, the Office will put more focus on promoting this reference tool in order to fully explore its added value for corporate linguistic standardisation. Adequate **citations** are a key tool for improving transparency of EU information. Thus, more space will be given to this subject in the *Interinstitutional Style Guide*.



Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Act-by-act publication of the Official Journal

An issue relating to the outside service provider which provides technical inputs to this work, unforeseen and entirely outside the Office's control, has made that the Office could not guarantee the stable publication in act-by-act format by 1 January 2023.

The Office is committed to ensuring full business continuity. Having carefully considered all possibilities, the Office will continue publishing the Official Journal in the traditional form of daily issues beyond 1 January 2023, until such time as it will be possible to set the remaining technical steps for publishing act-by-act.

In 2023, the key objective will be to finalise the **adaptation of all information systems** involved in the act-by-act publication of the Official Journal. The Office will continue to devote significant efforts to testing the production and publication chain, with the involvement of the EU institutions. The Office will make the transition to act-by-act publishing as soon as that can be done in good order and will notify all parties concerned of this transition with four months' notice prior to the transition date to be able to make all necessary preparations on their side.

The act-by-act publication of the Official Journal will bring a **more flexible, faster and simplified way of publishing the Official Journal**, along with new ways to improve access to the authentic versions of EU legal acts with a user centric perspective.

Based on the detailed communication plan established in 2021, the Office will progressively step up its information campaign towards all stakeholders to raise their awareness of this important paradigm shift and to accompany them through the change process.

Production and publication of the EU budget



IBIS

Inter-institutional
Budget
Information
System

The Office will continue its work to develop the **Interinstitutional Budget Information System (IBIS)** to replace the Common Integrated Budget Application (CIBA) in order to provide the EU institutions with a modern, robust and high performance information system for the production of the EU budget. The development of new releases of IBIS will continue throughout the year. This solution is being designed to optimise the user experience in terms of both functionality and user interface.

During 2023, while still ensuring production with the existing CIBA system, the Office will perform extensive tests in 'production simulation mode' with IBIS. The Office will deploy the first 'production-ready' release of IBIS for acceptance with a view to its final roll-out in 2024.



Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Interinstitutional reference centre for publishing services

To produce publications as meaningful tools supporting collective EU communication efforts, the Office, as domain leader for publications, will progressively extend the corporate planning exercise for publications to more DGs and institutions. Work will focus on further professionalising the **community of practice**, extending collaboration on publishing activities, expertise and corporate contracts and services, as well as on up-to-date digital production and progressively reducing low-performing publications or content.

Collaborative planning of publications

The **collaborative planning** offered to 12 DGs in 2022 will be **rolled out to all DGs** in 2023. It will allow authors and communication services to gather information and refine publication plans within their structure and to collaborate with other author services. It will help horizontal services to get an overview of resources dedicated to publication activities and to provide guidance on political priorities in the communication domain. The first stocktaking exercise will be possible as of end 2023.

Editorial advice

In response to authors' need for professional advice on targeting outreach, structuring and language coverage of their publications, the Office provides technical editorial advice before or during drafting. The Office will develop **editorial guidelines, training and extended ex-post assessment** of the released publications to consolidate best practices, in order to accompany the trends towards more digital publishing and new distribution channels.

Publication performance measurement

This service is available to all institutions and supports authors in collecting and analysing key performance indicators for their publications. The Office concentrates on high-priority publications and consolidates, interprets and visualises data on physical distribution, electronic consumption, social media and citations, for both the use of the author service to refine its future publication strategy and the corporate overview. In 2023, beyond the service requests, the Office will start scaling up publication performance measurement to provide **performance reports by default** for all publications produced with the Office.

Professionalisation of the community of practice

The Office has developed a modular set of training and learning materials related to publishing and accessibility, starting with e-learning modules, videos and trainings, and a website on accessible publishing containing guidelines and tutorials. Courses are proposed to all institutions and are progressively extended. In addition to trainings, interinstitutional information events, newsletters and collaborative space, the Office will seek in 2023 to **actively engage a wider community of publishing professionals**.

Optimised production services for accessible digital publications

The Office will continue to increase the volume of accessible digital content available for people with disabilities. In 2023 the **production of accessible products will be fully integrated** in the Office's mainstream workflows for all digital publications. The Office will continue to develop and deliver introductory and technical courses on accessibility to specific groups such as communicators, authors, designers and lay-out experts. The Office will further enhance and update the content of its [accessibility website](#), offering advice and support to authors. The Office will also animate and enrich a community of practice on accessibility, linked to the Office's domain leadership collaborative space.



Linguistic services

The Office will continue providing **in-depth linguistic quality expertise** and will continue to ensure the integrity and consistency of EU legal information in all EU official languages. The increasing demand for language-editing services from EU institutions, agencies and bodies, along with the limited resources available to the Office, make it necessary to revisit how the Office addresses requests for such services with its in-house resources and market provision.

An interinstitutional framework contract for the provision of language-editing services for general publications is scheduled to be operational from the second quarter of 2023. The Office will offer linguistic quality support to ensure a smooth and efficient use of the new contract. This quality support will include the monitoring of workflows, development of linguistic tools and guides and structured feedback mechanisms using new IT tools. The Office's language editors will continue to contribute to the development of **interinstitutional linguistic tools and norms**. Based on their linguistic expertise, language editors will continue to participate in the various **interinstitutional linguistic and terminology working groups** together with DG Translation and representatives of other institutions.

Synergies in the printing domain and reduction of publications' stock

The Office's internal printing team will seek to further consolidate its resources and to successfully merge its two currently separated printshops, with a view to effectively and efficiently meeting a demand for paper printing which is continuing despite the increasing use of digital publication formats. The Office will host an inter-institutional working group on **printing capacities** to facilitate synergies between internal printshops in the institutions.

The Office will continue to raise awareness on the need to **reduce stocks** with regular destocking proposals sent to author services, in order to ensure effective stock management and more environmentally-friendly services. The Office will continue to advise author services to carefully estimate print runs based on the quantities required for immediate distribution.

Part 2. Modernising the administration: main outputs for 2023

The internal control framework ⁽⁶⁾ supports **sound management and decision-making**. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

The Office has established an **internal control system** tailored to its particular characteristics and circumstances. The effective functioning of the Office's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

The Office will continue to implement the **Office's strategy** to support its transformation based on the following main axes.

Organisational structure

The Office has gone through a small-scale **reorganisation** in January 2023, to further enhance its service delivery and its capacity to contribute to the Commission's digital strategy, by bringing together all staff who work on cross-cutting services, tools and rules for data, information and knowledge management. The Office will evaluate the impact of the organisational changes before end 2023. To continue to ensure a sustainable linguistic quality assurance service, the Office will progressively reinforce those language teams which are currently below four members.

Attractive workplace

The Office will continue its daily efforts to ensure an **attractive workplace** for current and future staff.

The Office will strengthen collaboration with other DGs and institutions operating in similar activity areas to facilitate inter-DG/interinstitutional mobility and will continue to participate to several interinstitutional initiatives taken to enhance the attractiveness of the site of Luxembourg. This includes cooperation with the European Personnel Selection Office (EPSO) and with the European Academia network to further increase the pool of prospective candidates for recruitment. The Office will pay special attention to ensuring that job vacancies focus on the objectives of the job rather than on technical skills alone.

The Office will continue its daily work to ensure **a trust-based, inclusive and respectful workplace**. Managers will be trained to prevent and fight against harassment and to avoid unconscious bias.

⁽⁶⁾ Communication C(2017)2373 on Revision of the Internal Control Framework.

Selection and recruitment policy

The Office will continue to build up talent pipelines, speed up selection procedures and reduce the vacancy rate as much as possible.

A special effort will be made whenever possible to improve the geographical balance among AD non-managerial functions and to privilege recruitment from under-represented Member States whenever possible.

The Office will continue its efforts to attract and promote **women in middle management positions** and to move further towards a gender-balanced management. The Office actively supports women in their career development aspirations, in line with the various female talent development policies and coaching programmes. Two senior management positions should be filled early 2023.

Capacity skills and knowledge development

In order to define short and medium-term plans for recruitment and allocation of resources, the Office will perform a gap analysis at unit level to assess existing and missing competencies.

Through careful succession planning, job shadowing prior to departure, extensive exit interviews and handover files, the Office will **capture the competencies and knowledge of staff** who leave, motivate those colleagues who take over their responsibilities, and facilitate a smooth transition, thereby also ensuring business continuity.

Equality mainstreaming

The Office will continue to implement its **Equality work plan** to better integrate and promote the equality perspective. The Office will provide staff with information on equality, diversity and inclusion in the form of learning materials and training courses.

Internal communication

Internal communication will aim to help staff place their work within the wider context of the Office's mission, the European Commission's political priorities and overall developments in the European Union and the world; and to keep staff informed about developments and approaches internal to the Office, such as the upcoming move to the new building. It will also contribute to raising staff awareness about the Office's various work strands, the challenges and achievements of the Office's different teams, and its relationship with the EU institutions. Internal Communication will continue to promote 'OP Talks' and other information sessions for staff. The Office's **welcome and information package for newcomers** will be further developed.

Internal communication will use multiple channels: the intranet, email messages, screens situated in the building and suggestion mailboxes. The revamped intranet will offer more news and easy-to-access information. Close collaboration with DG HR will help to prepare information of general interest.

Staff will be further encouraged to suggest topics for the intranet and other internal communication channels. The internal communication team will organise staff engagement initiatives around various topics of interest to staff, and will contribute to events connected to leaving the present building and moving to the new one.

B. Sound financial management

Internal control system

The Office's internal control plan for 2023 includes regular **financial control exercises** (both *ex ante* and *ex post*). Pertinent problems will be addressed through recommendations.

Following the revision of the list of contracts and important projects, **contract analyses** and evaluations will be planned and executed according to the Commission guidelines to support decision making by management.

The Office will conduct its **risk assessment** exercise for 2023 in accordance with the risk management methodology of the Commission, based on discussions with all heads of units and directors. Risks identified (including risks of fraud) will be analysed and actions undertaken to manage and mitigate them.

Public procurement and budget implementation

Public procurement procedures will be launched and concluded in accordance with the Financial Regulation, using the models and guidelines issued by DG Budget. The Office's business units will be provided with expert legal advice on calls for tenders and on contracting, as well as on copyright and co-publishing, including – where appropriate – in-house training related to calls for tenders and contracts.

The Office will continue to ensure high levels of budget implementation, in line with the budgetary principles and respecting the financial rules and contractual obligations. The Office will actively support and cooperate with the Commission central services in preparing the transition to the **new corporate financial systems SUMMA and eProcurement** in 2024. It will ensure that staff are duly trained and informed.

C. Fraud risk management

The Office will implement the actions planned for 2023 in its own **anti-fraud strategy**. On the basis of lessons learned since 2020 and guidelines provided by DG OLAF, the strategy will be reviewed in 2023. Regular communications to raise fraud awareness will be launched during the year. The register of exceptions will also be analysed every semester from a fraud detection perspective, by monitoring the trend of contract condition overrides and the takeover of costs. The amounts of payments by contractor will be monitored.

D. Digital transformation and information management

Digital transformation

The Office will work to ensure the **business continuity of information systems** supporting the Office's critical services such as the production and dissemination of the Official Journal, implement its **IT multiannual plan** and contribute to the **Digital Transformation Roadmap**. These plans form the basis to digitally transform the Office's way of working.

The Office will **foster digital empowerment of staff** in line with the EC Next Generation Digital Commission strategy. The Office will create, implement and monitor digital literacy objectives for management and non-management staff. The implementation will be supported by a set of activities such as the definition of minimal digital workplace knowledge elements all staff should possess to be able to perform their tasks with EC tools, trainings, digital skills testing, knowledge base and collaboration networks. The Office will also assess skills needs, in particular in the area of cybersecurity, data science and cloud technologies.

The Office will continue its **business driven digital transformation** through the launch of the Unified Production Platform modules for general publications, a cloud-based platform that will enable the streamlining of key operational processes. The launch of the Business Intelligence project will contribute to providing the Office and its clients with relevant data for decision making, making maximum reuse of the EC Data Platform offered by DG Informatics.

The Office will **explore and establish digital partnerships** with Commission DGs and other institutions, both as a reuser and as a provider of services itself. Several partnerships are currently explored in the context of the dual-pillar approach, such as the reuse of the CELLAR and OP Portal services by the Secretariat-General, the reuse of the studies repository by DG Informatics/IT Investment Team, the reuse by the Office of the Secretariat-General's archiving system AMS, and the potential reuse of the EC corporate search.

Finally, the Office will remain fully committed to the ongoing Corporate **IT legacy exercise**. The modernisation of legacy systems to further improve their security and performance will focus on CELLAR and Ceres. Work will continue to finalise the IBIS system to support the elaboration of the EU budget, replacing the legacy CIBA system. DG Budget and the corresponding departments in the European Parliament and the European Council are directly involved in the project. A new cataloguing tool will be selected to replace Virtua.

Information and IT security rules

The Office gives the highest priority to managing IT security risks and will **implement the security plans for all its systems** finalised in 2022, ensuring that all IT security plans are reviewed within eighteen months or earlier, and applying the decisions of the Information Technology Cybersecurity Board (ITCB), notably on EU Login and multi-factor authentication compliance. The Office's lynchpin in building capacity and maturity in managing IT security, risk, compliance and cybersecurity for its staff and for the information systems that it owns is its IT Security Competence Centre. The Centre actively contributes to the IT Security Risk Management (ITSRM) Community, and to the Development, Security and Operations

(DevSecOps) Community of Practice. It will continue to support the Office's system owners, and increase the use of DG Informatics' services such as Continuous Security Assurance (e.g. automatic security scanning of code supplied by external contractors). In 2023, the Office will start using the C-LISO services.

Data, information and knowledge management

As a recognised centre for data, information and knowledge management, the Publications Office is a member of the European Commission's Information Management Steering Board (IMSB) and the network of local data correspondents. It actively participates in implementing the European **Commission's data strategy** and the 2023-2024 IMSB rolling Action plan.

In 2023, the Office will continue to manage data.europa.eu, the official portal for European data. It will continue to participate in the data advisory network, take a leading role in developing the Data Catalogue of the European Commission and in piloting a cross-Commission service for achieving higher transparency of evidence used in drafting EU legislation. The Office leads the action on implementing and refining the corporate reference data management policy. This work includes drafting guidelines for the governance of corporate reference data, supporting the application of a **common corporate methodology** and fostering best practices at the level of individual DGs. The Office offers a comprehensive service package, raising awareness across the European Commission, and upskilling staff.

The need to set up data governance and data policies in the Commission is stipulated by the DataStrategy@EC action plan. As a data-intensive organisation, the Office appointed in 2022 a **Chief Data Officer** responsible for the Office's data strategy and policy. In 2023, the Chief Data Officer will play a key role in defining the Office's high-level data policy and initiate the creation of catalogues of internal data assets and initiatives, harmonise data guidelines and revise the data-related aspects of all activities and projects in the Office.

To allow for data and information management at a greater level of granularity, the CELLAR will increasingly give access to **subdivisions of documents** such as articles in a legal text, which are important reference points e.g. in transposing directives. This will start out with refined linking possibilities to the HTML versions of acts. The CELLAR is also positioned as a **reusable tool** according to the Commission's 'dual-pillar approach'. Together with other components, it allows DGs to realise targeted developments for their specific business needs.

Data protection

The Data Protection Coordinator (DPC) will continue to provide dedicated advice to all units to ensure compliance with Regulation (EU) 2018/1725. This includes monitoring all processing operations and updating data processing records as and when necessary. The DPC will continue to provide assistance for reviewing the specifications of calls for tenders where the work to be outsourced involves processing personal data, and adapting the relevant contract provisions. The DPC will give specific advice when the outsourcing process may entail international transfers of personal data, and assist in implementing risk mitigating measures.

Having provided dedicated data protection training to all the units, the DPC will henceforth provide training sessions to newcomers as well as refresher courses. The Office will continue to process **data subjects' requests** in full compliance with applicable rules and adapt its internal working methods in line with the evolution of the legal and supervisory framework, in particular recommendations and guidelines of the Commission Data Protection Officer and the European Data Protection Supervisor.

E. Sound environmental management

The [Communication and Action Plan on 'Greening the Commission'](#) of April 2022 details the actions required to achieve the objective of the Commission becoming climate-neutral by 2030 and reduce its environmental footprint. Further to the defined general action areas (buildings, transport, missions and IT), the Office is working on targeted actions to implement the Commission's action plan at local level and will pursue its efforts in 2023 to consolidate its contribution in the green transition.

In addition, the Office has started the work to assess its carbon footprint and to prepare a specific greening action plan. Horizontal co-operation will be ensured, involving several services from the Office to coordinate all contributions to the greening goals.

The move to the new Mercier-Post building during the year will be a landmark for the physical working environment and for energy efficiency. The Mercier-Post building has the environmental certification 'Deutsche Gesellschaft für Nachhaltiges Bauen' (DGNB for sustainable construction) at platinum level.

The Office will continue to actively participate in the **Commission's Eco-Management and Audit Scheme (EMAS)** network meetings and step up its efforts – in close collaboration with the Office for Infrastructure and Logistics in Luxembourg – to further reduce paper and energy consumption, improve the waste management system and enhance the implementation of Green Public Procurement principles.

Following the designation of a new EMAS correspondent for the Office in 2022, an internal network will be set up and a devoted subsite will be deployed on the intranet to further raise awareness on environment related issues and organise local actions and activities.

The Office will continue to encourage the use of **videoconferencing tools** for meetings instead of missions and to promote soft mobility modes among its staff.

The Office will continue to strongly promote and use **paperless working methods**, such as e-signatories, electronic financial circuits and archiving and electronic submissions for calls for tenders. The Office will also continue to use the **qualified electronic signature** via Ares to replace blue ink signatures wherever possible. Finally, the Office will further integrate, whenever possible, green criteria in relevant calls for tenders (**Green Public Procurement**).

F. Initiatives to improve economy and efficiency of financial and non-financial activities

Unified Production Platform – the author's portal module

The Unified Production Platform is the Office's envisaged new production workflow management system, currently under development. It is to bring synergies throughout the entire process, from incoming requests to the final dissemination of general publications, in particular through the automation and rationalisation of repetitive tasks. The **author's portal**, the first module to be released in 2023, is to enable automated integration with the Office's production systems and to streamline the processes of capturing requests, author communication and publication production, making it more efficient.

By adopting a 'customer-focused' orientation, the envisaged author's portal is to reduce human errors that currently have to be resolved manually. Further, requests are to be captured in a well-structured way by a module that is to orchestrate the publication production processes. This will eliminate the need for staff to manually configure projects in a production system based on the information that they retrieve from the current request capturing system.

This should help to free up human resources to focus on existing and new added-value tasks, and will contribute to progressively optimising activities linked to the production of publications.

Streamlining reception services

As part of its repository services, the Office ensures the streamlined reception, validation and, if necessary, transformation of documents it receives. By using methodologies and tools that are harmonised between publication domains, the Office has over the last years continuously integrated new document collections, realising significant efficiency gains. In 2023, the reception service plans to cover at least one new major publication domain.

Standardised methodologies and tools enable uniform reporting across publication domains for internal and external clients. Streamlined methodologies have allowed the Office's Semantic Data Competence Centre to provide data curation services for more document collections, serving internal and external clients with constant staffing.

Further efficiency gains are expected through **SeTA@OP** which will not only assist with the creation of new metadata, but may also support further validation of their consistency for both existing and newly received documents.

ANNEX — Performance tables

PART 1. Delivering on the Commission's priorities

General objective 2: A Europe fit for the digital age

Specific objective 1: A European public procurement space provides an authoritative point of access to information on EU institutions' and Member States' public procurement activities and enhances the exploitation of public procurement data for its beneficiaries (economic operators, public decision-makers and EU citizens)

Main outputs in 2023:

Supplement to the Official Journal

Output	Indicator	Target
Production of the <i>Supplement to the Official Journal</i> in accordance with the directives in force	Average cost per notice (EUR 5.29 in 2021)	≤ EUR 5.28
Access to public procurement notices	Number of documentary units (notices) uploaded to the TED website during the year (676 734 in 2021)	> 750 000

Implementation of eForms

Output	Indicator	Target
eForms-compliant publication workflow	Start of mandatory usage of eForms	25 October 2023
New TED website	Entry in production	25 October 2023

General objective 2: A Europe fit for the digital age

Specific objective 2: A European open data space provides access to an authoritative collection of open data of EU institutions, Member States and European countries

Main outputs in 2023:

Towards the European open data space – data.europa.eu

Output	Indicator	Target
Number of catalogues	Increase of number of catalogues (173 in 2022)	177
Data storage service	Data storage service available	Q2 2023
Number of data stories produced in 2023	New data stories available on data.europa.eu	10
Preview of datasets	Functionality available on data.europa.eu	Q2 2023
Data visualisation extension	Functionality available on data.europa.eu	Q3 2023
Personal space on data.europa.eu	Functionality available on data.europa.eu	Q4 2023
Data.europa academy webinars	Number of webinars organised in 2023	10

CORDIS services		
Output	Indicator	Target
SPARQL accessible for non technical users	User interface with predefined queries and guidance available	Q4 2023
Interoperability with controlled vocabularies	EuroSciVoc aligned with EuroVoc Analysis of AgroVoc and MeSH (Medical Subject Headings)	Q4 2023

General objective 6: A new push for European democracy

Specific objective 3: A digital European legal space provides easy and comprehensive access to all law applicable within the EU

Main outputs in 2023:

Joint Legislative Portal

Output	Indicator	Target
Joint Legislative Portal minimum viable product	Developed	December 2023

Usability of legal information

Output	Indicator	Target
New EU Budget section on EUR-Lex	Available to EUR-Lex users	November 2023
Modernised statistics on legal acts	Information (metadata) enriched, structure re designed, visualisations specified	October 2023
EUR-Lex more accessible	Solution of all accessibility issues categorised according to the accessibility study as high priority	June 2023
Email notifications system to follow the life cycle of acts and procedures easily	Available to EUR-Lex users	November 2023
Akoma Ntoso for EU format for daily consolidation production	First consolidated texts based on Akoma Ntoso for EU format are published on EUR Lex	December 2023
EUR-Lex migration to a new search engine	Business case and project plan approved	March 2023

General objective 6: A new push for European democracy

Specific objective 4: Persistent and integrated access to the content and knowledge of the EU institutions is provided for current and future generations to ensure that citizens are well informed

Main outputs in 2023:

Leveraging artificial intelligence for search and access to content

Output	Indicator	Target
Add support for new languages in Publio	2 additional EU official languages operational	Q2 2023

Integrate into the OP Portal AI-based technologies including automated summary of publications or the possibility of listening to publications and articles	Availability of the feature	Q3 2023
Improved findability and reuse		
Output	Indicator	Target
Improve findability by boosting results based on keywords and through collection-specific facets	Availability of the feature	Q3 2023
Quality of service provided by the OP Portal to its various customers	OP Portal user satisfaction rate (79 % in 2021)	80 %
Identification and metadata provision		
Output	Indicator	Target
Identification, cataloguing and archiving of publications	General publications: number of notices available in the CELLAR (*) (114 807 in 2021)	> 125 500
(*) A notice covers all linguistic versions and available formats for a given title in the CELLAR		
Long-term preservation		
Output	Indicator	Target
Move of the long-term physical archives	Collections transferred to their newly identified destinations	Q3 2023
Eu legal deposit		
Output	Indicator	Target
Phased implementation of the scheme's extension for audiovisual and press releases (Phase 2)	Number of institutions having implemented the scheme	> 2
Web preservation		
Output	Indicator	Target
Web preservation service – main principal service	Number of institutional websites archived on a regular basis (quarterly or more often) (279 in 2021)	> 500
The Commission library		
Output	Indicator	Target
Implementation of the new interinstitutional framework contract for provision of subscriptions to general and international press, in all formats	In use	November 2023
	Number of participating institutions, bodies and agencies	> 30
Use of the library's e-resources	Number of times users view an e-journal article, e-book or online library guide	> 500 000

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 5: Standardisation services in the area of formats, metadata and multilingual reference data are provided at corporate level in order to rationalise resources, increase interoperability and strengthen information and knowledge

Main outputs in 2023:

Interoperability in the EU institutions

Output	Indicator	Target
Gradual implementation aiming at full coverage of the documents pertaining to the ordinary legislative procedure in Akoma Ntoso for EU	Availability of the new Akoma Ntoso for EU release	Q4 2023
Streamlined governance of the IMFC metadata subgroup	Approval of the new governance document	Q2 2023

Towards a corporate reference data management policy

Output	Indicator	Target
Strengthened infrastructure supporting reference data services	Unified Production Platform module availability	Q4 2023
Enrichment of EU Vocabularies with new features	Availability of new features (widgets, better ShowVoc integration)	Q4 2023
Awareness-raising actions around reference data policy and services	Availability of training material	Q4 2023

Modern Interinstitutional Style Guide

Output	Indicator	Target
Extended guidelines on citations for improving transparency of EU information	Availability of the extended guidelines on citations	Q4 2023

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 6: The EU institutions are provided with secure, fast and flexible digital solutions for publishing legal information

Main outputs in 2023:

Act-by-act publication of the Official Journal

Output	Indicator	Target
Finalise the adaptations of all information systems involved in the act-by-act publication of the Official Journal	Transition to act-by-act publishing	End 2023

Production and publication of the EU budget

Output	Indicator	Target
Subsequent releases of IBIS tested in parallel with the existing CIBA system by the Office and the EU institutions	The first 'production-ready' release of IBIS is deployed for acceptance	Q4 2023

General objective 7: A modern, high-performing and sustainable European Commission

Specific objective 7: Governance and optimised publishing services are provided to all EU institutions to enable them to meet their communication objectives

Main outputs in 2023:

Interinstitutional reference centre for publishing services

Output	Indicator	Target
Collaborative planning	Number of Commission DGs/executive agencies providing publication plans	20 services
Editorial advice	Number of reports provided	100 reports
Performance measurement	Number of reports provided	200 reports
Professionalisation of the community of practice	Percentage of participants satisfied with training activities	95 %
Quality and timeliness in the production of general publications	Percentage of authors satisfied with the Office's services	80 %
Accessible publications	Percentage of publications produced by the Office accessible to disabled users (8.9 % in 2021)	45 %

Linguistic services

Output	Indicator	Target
Perform language editing and proofreading to increase the linguistic and content quality of publications (on paper and online versions)	Number of standard pages reviewed (Official Journal, case-law, general publications) (2 260 212 in 2021)	2 300 000

Synergies in the printing domain and reduction of publications' stock

Output	Indicator	Target
Reduction of publications' stock	Stock evolution and status	- 20 % (compared to 2022)

Part 2. Modernising the administration

A. Human resource management

Objective: The Office employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2023:

Output	Indicator	Target
Staff engagement	Individual meetings of the DG with all colleagues joining the Office	100 %
	Regular town hall meetings for all staff	4 in 2023
Gender balance	Number of women participating in talent development and coaching actions	5
Gender balance at all management levels	Percentage of women in senior management positions	40 %
	Percentage of women as deputies to the directors	50 %
	Percentage of women in middle management positions	50 %
	Percentage of women in deputy middle management positions	50 %

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	< 2 % of relevant expenditure
	Estimated risk at closure	< 2 % of relevant expenditure
Effective controls: Safeguarded assets and information	Number of data leaks	0
Efficient controls	Budget execution and timely payments	> 99 % of commitment appropriations with respect to final budgets and 99 % of payments (in value) made on time
<i>Ex post</i> controls (payments)	Coverage of <i>ex post</i> controls in % of transactions value (payments)	> 15 % of transactions value
Economy of controls	Overall estimated cost of controls	< 5 % of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) aimed at the prevention, detection and correction ⁽⁷⁾ of fraud

Main outputs in 2023:

Output	Indicator	Target
Review anti-fraud strategy of the Office	Anti-fraud strategy reviewed	Q4 2023
Implementation of the anti-fraud strategy of the Office	Degree of implementation of the actions included in the Office's anti-fraud strategy	100 %
Dedicated anti-fraud training	Percentage of staff reached by training activities	50 %

D. Digital transformation and information management

Objective: The Office is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for the Office's key data assets	Percentage of implementation of the corporate principles for data governance for the Office's key data assets	85 %
Enhancing digital culture and literacy in line with the New Digital Strategy	Launch and implementation of digital literacy objectives for staff and management	> 80 % coverage of staff by Q4 2023
Initiatives supporting business transformation in line with the New Digital Strategy	Launch of Unified Production Platform modules for general publications	Q2 2023
Review of digital systems and services in line with the New Digital Strategy	Finalisation of CELLAR renovation study	Q3 2023
	Implementation of measures foreseen in the IT security plans approved in 2022	Q4 2023

⁽⁷⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

IT security plans are kept up to date	All IT security plans are reviewed and none is more than two years old	100 %
	All IT priority controls are implemented, in particular MFA/EU Login	Q4 2023
Cybersecurity awareness training	Staff correct responses on security quizzes and tests (e.g. phishing)	> EC average
Compliance of data processing records	Percentage of records revised / updated throughout the year	90 %
Dedicated data protection training	Percentage of staff reached by training activities	85 %

E. Sound environmental management

Objective: The Office takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main outputs in 2023:

Output	Indicator	Target
Staff awareness actions about waste generation	Percentage of staff informed (intranet, emails, presentations, etc.)	100 %
Staff awareness actions to reduce water and energy use	Percentage of staff informed (intranet, emails, presentations, etc.)	100 %
Reducing CO ₂ , equivalent CO ₂ and other atmospheric emissions	Percentage of staff informed (intranet, emails, presentations, etc.)	100 %
	CO ₂ (t) emissions from the Office's missions	Reduce the Office's CO ₂ emissions from missions compared to 2019 (%)
Green Public Procurement for supplies and services	Percentage of relevant ⁽⁸⁾ high-value calls for tenders incorporating green procurement criteria	100 %
Organisation of sustainable events	Percentage of sustainable events	100 %

⁽⁸⁾ Depending on the nature of supplies and services, relevant calls for tender are those where green criteria can and should be used.

