Publications Office
Annual Management Report 2017
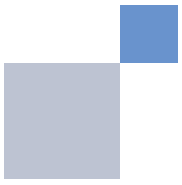
Publications Office

Publications Office
Annual Management Report 2017

Foreword by Alfredo Calot Escobar, Chairman of the Management Committee

It was a great honour for me, in my role as representative of the Court of Justice of the European Union, to take over the Presidency of the Management Committee on 1 August 2017 following a 3-year tenure by the Parliament. Looking back at the history of the Publications Office which will next year celebrate its 50th anniversary, the Court of Justice was indeed the first institution to chair the Management Committee upon the creation of the Office in 1969. Its last presidency term, before the current one, dates back to 1979.

The fact that the Court of Justice was the first institution to chair the Committee is consistent with a long-standing and strong commitment to **interinstitutional cooperation**, which I would like to endorse with the Court's current presidency. Assuming this role now, after almost 40 years, is a sign of the importance that the Court of Justice attaches to the Publications Office as a service provider for EU institutions, agencies and other bodies, as well as for citizens, also in the future.

In order to provide guidance in this future perspective, the **2017-2025 strategic objectives** were unanimously adopted by the members of the Management Committee on 30 June 2017. Their implementation has already started and will continue in the coming years. Not only a new long-term strategy, but also an organisational structure adapted to these objectives has been recently put in place to tackle the technological, political and financial challenges ahead of us.

The next multiannual financial framework will make it necessary to **foster synergies and efficiencies** also at interinstitutional level. The Publications Office can offer a lot, in particular by exploiting state-of-the-art digital technologies which can bring significant cost reductions to the overall EU budget. The Court of Justice is looking forward to engaging in constructive debates with the other institutions within the Management Committee, and to support the Publications Office in achieving its ambitious objectives.

With regard to these objectives, I am particularly pleased to see that the experience gained in the implementation of the eRecueil project, which was successfully completed with the launch of a new daily production workflow, can contribute to the success of the Publications Office in achieving its Strategic objective 5 — Official Journal act by act, scheduled for completion in 2021.

Finally, I would like to remark that the Publications Office strategy is consistent with the vision of strengthening the presence of **EU institutions in Luxembourg** by developing synergies and competences in specific domains, like digital technologies, production and dissemination of law, publications and other public information. The Publications Office services, often placed at the intersection between the digital and the legal poles (e.g. Official Journal, EUR-Lex, eRecueil, EU Open Data Portal) fit perfectly into this concept.

The Publications Office can contribute significantly to the EU being at the forefront of adopting digital technologies for publication, communication and information to citizens.

Today, these functions are of utmost importance for any institution.

Alfredo Calot Escobar

Chairman of the Publications Office
Management Committee

Contents

Publications Office

Mission statement:
Access to EU law and publications

The Publications Office of the European Union provides interinstitutional publishing services on behalf of all the EU institutions, agencies and other bodies. Its mission is to publish EU law and other information and to make it available for easy long-term access and reuse.

Executive summary

MAIN ACHIEVEMENTS

INTERINSTITUTIONAL SYNERGIES AND EFFICIENCIES IN THE PUBLICATIONS DOMAIN

Under the synergies and efficiencies exercise launched by the European Commission for external communication, the Publications Office has been appointed the domain leader for the production of publications. Based on its interinstitutional mandate, synergies proposed to Commission directorates-general can be extended to all EU institutions.

In the framework of the interinstitutional cooperation in print services for publications, the exercise to centralise printing tasks using the institutions' internal print capacities was prepared. This involved drafting service agreements with partner institutions, performing quality tests and putting in place the budgetary process. The collaborative process will start in early 2018 and will involve the European Parliament, the European Economic and Social Committee and the Committee of the Regions, as well as the Office for Infrastructure and Logistics in Luxembourg (OIL), whose print assets will be transferred to the Publications Office. Other institutions and/or services will be integrated throughout the year.

A systematic comparison of price estimates based on external contracts and internal print shops was carried out, so that author services could be offered the most competitive option for each print request. There was a clear trend towards internalising lower print runs for cost and time efficiency. Internal printing was also a significant help when handling very urgent requests related to high-level political events.

In order to address the growing demand for new media publications, comprehensive services were offered to all EU institutions for products that were more interactive and complex (audiovisual, animated content, apps, HTML). As part of an effort to better align publishing activities with the political priorities of the EU institutions, a new format for the Office's *Newsletter* was implemented. Each issue now focuses on a topical theme and provides information, data and a list of publications related to that topic.

ENHANCED INTEROPERABILITY FOR THE EU INSTITUTIONS' DOCUMENTS

The drive to standardise metadata led by the Interinstitutional Metadata Maintenance Committee was reflected in the implementation of further IMMC-based workflows to transmit documents from other institutions involved in the interinstitutional decision-making process — such as the European Court of Auditors, the European Economic and Social Committee and the Committee of the Regions — to the Publications Office.

Additional structural and semantic concepts were included in the scope of the Interinstitutional Formats Committee's Common Vocabulary, and this extended version served as the baseline for the preparation of the Common Exchange Model that will make it easier for the institutions to exchange documents as part of the legislative process.

ACCESS AND REUSE

The EUR-Lex website was improved, making it more user-friendly and compatible with mobile devices, and the collections' coverage was further enriched. An intensive training programme for EUR-Lex was also completed with the addition of an e-learning module.

A new search service was integrated into the OP Portal to allow users to perform searches across collections and languages, and the technical architecture was improved to give better performance and stability. The EU Bookshop website was integrated into the OP portal. The new service, which is fully accessible on mobile devices, offers a multilingual search function, free online reading and more transparent access to the EU institutions' public studies.

The TED website offered new video tutorials to guide users through the enhanced functionalities implemented following a usability study. The use of the eTendering (eAccess) application continued to increase.

With the addition of all public deliverables and publications from Horizon 2020 projects, CORDIS has become the open repository of the Commission's public documents on research and innovation. An enhanced range of multilingual and multi-channel editorial products brought the most promising results to specialised audiences.

Together with the Estonian Presidency of the Council, the Office successfully organised the first EU Datathon competition on the reuse of data from the EU Open Data Portal. Teams — including enterprises, start-ups, individuals and students from all over Europe — had to create applications to address specific policy or societal issues in line with the EU's three key priorities: jobs, growth and investment; the digital single market; and democratic change. The winning application used open data from the TED website and the Commission's Financial Transparency System to generate intelligence about EU public procurement.

New web analytics reports were developed to identify the topics of greatest interest, the publications consumed and the use made of the search services and other functionalities. The reports will help to improve usability and search engine optimisation and will be used in preparations for a feedback mechanism to be proposed to the author services. The data collected was also used to develop and finalise the proof of concept for a web analytics dashboard that will be open to all EU institutions.

LONG-TERM PRESERVATION

Defining a vision and strategy for the future, a digital preservation plan was drawn up and presented to the EU institutions. It outlines how the Office will fulfil its obligations in the domain of long-term digital preservation. The strategic orientation was adopted by the Management Committee.

GOVERNANCE, MANAGEMENT AND ORGANISATION-RELATED EVENTS

On 30 June 2017 the Management Committee unanimously approved the Strategic objectives 2017-2025. Four of the strategic objectives are to be achieved in the medium term (2017-2020) and six in the long term (2021-2025). The strategic objectives focus on the Office's mission as an interinstitutional service provider whose main customers are the EU institutions. They range from the implementation of a secured and automated exchange of legal data, the introduction of act-by-act production of the *Official Journal of the European Union* and the development of a one-stop shop for public procurement data, to a comprehensive range of services for general publications, including a refocusing of language editing services, the implementation of a new distribution policy and a legal deposit scheme for all publications of the EU institutions. The Office also aims at achieving integrated access to content held by it or currently managed by the EU institutions and at becoming the central point of access to, and reuse of, the public sector information of the EU institutions.

In the same meeting of 30 June 2017, the Management Committee's members designated the Court of Justice to the chair of the Committee for the term 1 August 2017–31 July 2019.

In order to better reflect the priorities of the Strategic objectives 2017-2025, a reorganisation has been prepared following intensive consultations with all concerned. The new organisation chart is due to be implemented by mid-2018.

A. Context and strategy

I. The Management Committee

The Publications Office is governed by an interinstitutional Management Committee in which each institution is represented by its Secretary-General or, in the case of the Court of Justice, by the Court's Registrar. The European Central Bank participates as an observer. The Management Committee, in the common interest of all institutions, adopts the strategic objectives of the Office and the rules governing its operation, sets the guidelines for general policies, particularly as regards publishing and distribution, and ensures that the Office contributes within its areas of competence to the implementation of the institutions' information and communication policies. These tasks are outlined in Decision 2009/496/EC, Euratom on the organisation and operation of the Publications Office.

The Management Committee met on 24 March, 12 May, 30 June (Members) and 20 October 2017. The Members unanimously adopted an important decision concerning the Strategic objectives for 2017-2025, strengthening the Office's function as a service provider. The new medium- and long-term strategy is the result of a process launched by the Director-General, Rudolf Strohmeier. This has involved extensive consultation and discussion with the EU institutions, in order to clarify expectations and demands of the Office's stakeholders. The strategic document that was approved includes a revised list of services, as well as a revision clause. In the same meeting of 30 June 2017, the Members also designated the Court of Justice to the chair of the Committee for the term 1 August 2017–31 July 2019.

II. Relations with EU institutions and other bodies

1. Relations with EU institutions

In order to improve communication with the EU institutions, the PubliCare website was reviewed to focus on the three areas of the Office's activities: production, access and reuse, and long-term preservation. The new version will be put into production in early 2018.

Three 2-day annual seminars were organised: in May with EU agencies, in June with directorates-general of the Commission and other institutions and in September with Commission representations. Furthermore, in November all the institutions took part in a plenary session of the Interinstitutional Digital Publishing Committee (IDPC), where the latest trends in publishing were presented and discussed. Also in November many institutions participated in the final event of the first EU Datathon competition on the reuse of data from the EU Open Data Portal, which the Publications Office co-organised with the Estonian Presidency of the Council.

2.   Service agreements

The Office signed general service agreements on the use of its services with the European Union Institute for Security Studies (EU ISS) and the European Chemicals Agency (ECHA). It also signed an updated service agreement with the Commission's Directorate-General for Translation (DGT) on the use of DGT's services.

After extensive work with the author services, a new completely revised standard service agreement with the EU institutions was submitted to the Management Committee for approval.

3.   Other organisations

The European Forum of Official Gazettes held its annual meeting in Malta on 1 and 2 June, during the Maltese Presidency of the Council. The theme chosen for 2017 was 'Closer and more relevant to our citizens'. The Forum affirmed the commitment of official publishers to develop and deliver citizen-oriented services, by providing relevant, reliable, transparent and easy-to-access information of a legal and non-legal nature. The discussion also highlighted the need for official publishers to be more closely associated with law-making so that they can provide technical support for the process — making it more transparent and faster — and a better service to citizens and political institutions. Publishers wished also to raise awareness of the increasing complexity and costs incurred in ensuring a high level of personal data protection, including both the resources needed to implement the necessary technical solutions and possible costs in relation to liability. The right to personal data protection should be balanced with the principles of transparency, integrity, authenticity and long-term preservation of official publications. Discussion of these topics will continue at the 2018 plenary meeting which will take place in Oslo, Norway.

The Publications Office provided the secretariat of the Forum and was responsible for the management of its publications and website, which was redesigned. It also coordinated the work of the groups within the Forum and provided technical and organisational support as needed.

III.   Implementation of the Strategic objectives 2017-2025

1.   Strategic objective 1 — Secured and automated exchange of legal data

A new version of the Interinstitutional Formats Committee's Common Vocabulary was released. Version 1 of the Common Exchange Model (CEM) was finalised and its adoption by written procedure is ongoing. The first prototype of the Formex to Akoma Ntoso converter (FMX2AK) based on CEM was implemented.

The Interinstitutional Metadata Maintenance Committee (IMMC) exchange protocol is already used for transmitting to the Office data related to legislative procedures or other acts published in the *Official Journal of the European Union* — from the European Parliament, Council and Commission — as well as for publishing the case-law of the

Court of Justice of the European Union. However, some institutions still use other means (e.g. emails) for the transmission of documents and their accompanying metadata. As the metadata is not sufficiently structured, the reuse, interoperability and automatic validation are more difficult. The IMMC exchange protocol should be handling all legal data exchanges between the institutions and the Office by the end of 2018.

The implementation of the IMMC builder tool as a Cloud service falls within the scope of the ongoing Cloud migration project that the Office has launched in collaboration with the Commission's Directorate-General for Informatics. The service is expected to be available in the Cloud by mid-2018.

2. Strategic objective 2 — Rationalisation of the production of publications

The rationalisation of the production of publications was addressed through three main projects.

Project 1 aimed at providing a new generation of production contracts for new media and structured content while rationalising the number of contracts in the Office. The goal was to offer a complete range of services to author services in order to encourage the use of corporate contracts and thus reduce the number of contracts related to publishing in the EU institutions. New contracts are now in place covering the whole production chain and all current types of outputs, and the total number of production contracts has decreased in the Office by 30 %.

Project 2 covers the development of a new production workflow management system, covering the whole process from reception of requests to the delivery of final products for dissemination. A functional analysis of the needs of all stakeholders was launched in 2017 and interviews are being conducted. Results of the functional and technical analyses are expected in 2018 and the new production workflow will be developed in 2019.

Project 3 covers all actions aimed at producing more structured, reusable and accessible publications. Guidelines were released on PubliCare on how authors should structure content to produce accessible publications. A prototype of a generic template has been developed for the creation of well-structured manuscripts and its release is expected in early 2018. The structuring of source files has been integrated as an additional service in the new generation of contracts, and HTML5 has become a standard format, with 9.2 % of number of titles produced in digital format in 2017.

3. Strategic objective 3 — Refocusing quality control

A pilot team launched an editorial assessment project to enable the EU institutions to make a wider and more intentional impact through their publications, while maintaining coherence with their high-level communication objectives. Working on six aspects of the activity — tools, editorial governance, process, job profiling, selection of publications and impact analysis — the team is testing the proof of concept on a trial set of six titles. Early results point to a need for a radical shift in editorial style and the challenges that this implies.

4.   Strategic objective 4 — Linked EU information, increased interoperability and federated search

Preparatory work for the cross-institutional search project, including the definition of requirements and a roadmap for implementation of the cross-institutional search solution, was initiated in August. The aim is to improve access to EU information for citizens through a one-stop shop providing content of EU institutions published in various data sources (public registries, websites, repositories). This will allow consistent access and guarantee that the content is from an authoritative source.

During the fourth quarter of 2017 specifications were defined. A suitable contractor was identified and related budgetary commitments and order forms were issued. This enabled the kick-off meeting to take place in December.

5.   Strategic objective 5 — The Official Journal act by act

The institutions formally agreed on the act-by-act production of the Official Journal at the Management Committee meeting of 30 June. The impact analysis started during the second semester and will be completed in 2018.

6.   Strategic objective 6 — Reference centre for the production of publications

An analysis commenced of the number of requests for publication and dissemination through the Publications Office on behalf of the EU institutions, so that comparisons could be made with publications produced outside the Office. The aim is to get a picture of the volume and type of information provided; feedback on quality and statistics on dissemination will be available in 2018.

The exercise to centralise printing tasks using the institutions' internal print assets was prepared, with service agreements transmitted to partner institutions, quality tests performed and the budgetary process put in place. The system will become operational in early 2018 and will initially involve the European Parliament, the European Economic and Social Committee, the Committee of the Regions and the Office for Infrastructure and Logistics in Luxembourg (OIL). OIL's print assets will be transferred to the Publications Office in 2018 to help create synergy and efficiency in logistics support. Integration of other institutions and/or services in order to extend the collaborative use of print assets will continue throughout the year.

The Office has been appointed domain leader for the production of publications under the synergies and efficiencies exercise launched by the Commission for communication, and integrated the Commission's Steering Committee on External Communication, the editorial panel of the Commission's Directorate-General for Communication and the domain leaders groups in 2017. A series of actions have been identified and discussed with the Commission's DG Communication and DG Human Resources and Security.

7.   Strategic objective 7 — Zero stock

The units involved discussed this objective and reached a common understanding on how to address it. Further actions will be taken to raise author services' awareness of the desirability of zero stock and of how to achieve it through better planning of distribution, with appropriate print-run levels that minimise the length of time that publications are held in stock and avoid obsolescence.

Proposals for destocking outdated publications were sent regularly to stock owners. These received a positive response, with the volume of publications destocked in 2017 increasing by 157 % over the previous year, reaching 3.8 million copies. This also contributed to the 12.5 % reduction in overall stock.

8.   Strategic objective 8 — Single point of access for public procurement

Following the recommendations from the European Court of Auditors ([1]), the Office launched actions to create a single point of access (one-stop shop) for public procurement information. A detailed analysis of processes and workflows is ongoing as are a thorough analysis of IT architecture and a definition of functional requirements.

A catalogue of services is now available online ([2]). It provides a list of web service interfaces offered by the Office related to the management and publication of public procurement data (eNotification and eAccess). This facilitates discovery, understanding and access to these services.

A proof of concept was launched for the development of a new form-building tool as part of the improved eNoticesII application.

A public procurement ontology glossary was delivered and standardised code lists were prepared. Work has also started on establishing a system for identifying contracting bodies.

9.   Strategic objective 9 — Legal deposit scheme

Awareness was raised among EU institutions during bilateral meetings on the digital preservation plan and the first activities are planned for 2018.

10.   Strategic objective 10 — Central point of access and reuse

Through the EU Open Data Portal the Office continued to promote the reuse policy as specified in Commission Decision 2011/833/EU. Moreover, on 9 October the Council adopted Decision (EU) 2017/1842 on the open data policy of the Council and the reuse of Council documents. This establishes an open data policy by defining the principles, conditions and limits governing reuse and the practical means of facilitating the reuse of documents held and produced by the Council, as well as the Council participation in the EU Open Data Portal.

([1])   Special Report No 17/2016: *The EU institutions can do more to facilitate access to their public procurement.*
([2])   http://simap.ted.europa.eu/en/web/simap/webservices-api

A review of assistance to reusers and reuse guidelines has begun. Two landscaping exercises were started across Commission directorates-general and agencies in order to identify new datasets suitable for publishing on the EU Open Data Portal, as well as ways to automate the exchange of metadata. A register of contact people in the European Commission for the EU Open Data Portal was also established.

B. Activities and services

I. Production

1. Production of the Official Journal and other EU legal information

1.1. Official Journal L and C

The number of pages produced for the OJ L series decreased by 6.8 % to 726 753 from 779 470 in 2016. The number of pages in the C series decreased by 4.7 % to 624 074 from 655 143.

The number of issues published was 355 for the OJ L series (of which four were LI) and 499 for the OJ C series (of which 50 were OJ CA and one CI), compared to 367 and 565 respectively in 2016. All legally binding OJ editions were published in an electronic format.

The proposal amending Council Regulation (EU) No 216/2013 of 7 March 2013 on the electronic publication of the *Official Journal of the European Union* with a view to introducing the possibility to authenticate the Official Journal with an electronic seal was first presented to the Council e-Law working group on 16 May. The consent of the European Parliament will be requested once procedural issues have been resolved.

1.2. Budgetary documents

The number of published pages of the draft general budget totalled 64 492 (2 804 pages per linguistic version). Other budgetary documents (the draft budget, the line-by-line budget, the draft amending budgets and the draft amending letters) totalled 84 984 pages, a slight decrease compared to the budgetary documents of the previous year.

1.3. Official Journal S and public procurement

Some 528 975 public procurement notices were prepared for publication in the *Supplement to the Official Journal* (OJ S). The number of published procurement notices increased by 13.3 % compared to 2016. Notices received in structured electronic format accounted for 99.3 % of the total.

Business continuity was ensured following the changeover to a new contract for the production of the OJ S which entered into force in December. The Office raised the

institutions' awareness of the need to limit free-form text in order to reduce translation costs.

In close cooperation with the Commission's DG Internal Market, Industry, Entrepreneurship and SMEs and DG Informatics, the Office is finalising a data model for procurement information which will be the basis for a new generation of electronic notification forms. This is a decisive step towards data standardisation and further interoperability.

The latest version of NUTS codes ([3]) was implemented. A proof of concept aiming at the implementation of a monitoring and reporting tool allowing for a closer follow-up of the publishing process was successfully completed.

1.4. Case-law

Case-law was solely produced on a document-by-document basis according to the judicial calendar of the Court of Justice. The remaining backlog was executed in the same production chain and was finalised by the end of August. More than 58 000 documents, corresponding to over 491 000 pages, were produced and published.

1.5. Consolidation

Consolidation of European Union law is carried out in all official languages and provides an easy overview of the legal provisions that are applicable at a certain point in time. It covers founding treaties, secondary legislation and international agreements. The number of legal acts in force that were consolidated (in at least one linguistic version) reached 4 404. The number of newly produced consolidated versions of legal acts was 1 843. More than 2.3 million PDF pages of consolidated texts were produced (a similar volume as in 2016).

1.6. Summaries of EU legislation

The total number of summaries of EU legislation reached 4 369, of which 2 040 reflect legislation in force and 2 329 are archived. The ratio of summaries published in all official languages increased to 66 % from 47 % in 2016. A total of 168 summaries of EU legislation were produced or completely redrafted and a further 129 summaries were updated taking into account the most recent legislative changes. The correct interpretation of the texts was assured by quality checks performed by experts in the relevant EU services, and linguistic verifications were carried out to ensure an easy-to-understand wording.

A new contract entered into force, and production started in April 2017. This and the technical developments at the Publications Office resulted in an overall improved workflow including automated production management, standardised file exchange based on IMMC protocol, automated publication after validation of the delivery, publication of the English version as soon as finalised, with other languages added within one week, and the use of a specific online tool for drafting and revision. The

---

([3])   NUTS: Nomenclature of Territorial Units for Statistics.

Office also compiled detailed and annotated periodic statistics to enable the use of summaries and their users' profile to be assessed. A user survey provided additional insight into users' needs and expectations. Based on this data, further improvements to display, interlinking and content of the summaries are being implemented.

2. Services related to digital and paper products

2.1. Overview of the production of general publications

The overall number of requests (projects) from author services for general publications decreased (– 7 %) while the number of titles produced increased (+ 4 %), which reflects an increase in the number of language versions produced per project, notably by the European Parliament, Commission, Court of Justice and agencies. An upward trend in multi-channel and new media production continued; the rise was + 7 % overall, with a major increase of 260 % in audiovisual products and 24 % in HTML publications.

Initial print runs for paper publications, except for the corporate publications aimed at the general public, continued to decrease and are consequently often accompanied by several requests for reprints within the first year of publication. This practice is encouraged by the Office as it allows for cost savings from stocking and destocking. Reductions were also seen in the total amount spent on printing (– 14 %), largely due to lower prices for external contracts and a more extensive use of internal print assets for low print runs.

2.2. Web-based and new media products

While the decrease in e-book requests (– 82 %) persisted, production of new types of media (audiovisual products, apps, HTML products, etc.) increased by 7 % compared to 2016. This meant a significant workload for the production teams; in spite of outsourcing, they had to cope with ever more complex projects, with a wide range of outputs and an increasing focus on visualisation and animated content as well as extremely short turnaround times. The increase in new types of media is attributable to the growth of audiovisual and HTML products and apps mainly for use on mobile devices. Often HTML5-based publications are replacing traditional formats.

The regular update and maintenance of apps and management of corporate app accounts (relationship with the app stores) were an increasingly important area of activity (+ 42 %). With 158 new app releases and 471 updates performed, the management of the interinstitutional app accounts by the Office needed significant technical support. A new contract for interactive visualisations of information became operational.

Developments in the production of the new media contributed to a significant change in the profile of skills needed for production, i.e. more technical know-how for the management of projects and for the creation of highly technical contracts.

2.3. Pre-press and pre-media of publications

There has been a growing demand for urgent production and for the use of the Office's services by other communication bodies such as the Commission

Spokesperson's Service which have to produce materials with highly politically sensitive content within a very short space of time. The Office's in-house prepress and pre-media team were reinforced to be able to provide assistance for exceptional actions.

2.4. Graphic design

A total of 199 design projects were accepted, representing a 36 % decrease compared to 2016. This was due to large, complex and long-term design projects that were started in 2016 and completed in 2017 and also to the ever greater sophistication of visual products with more animations and data visualisations. The workload of the Office's graphic designers also included the provision of quality assessment and advice on the design of visual elements of projects which were not reported as specific graphic design projects. Efforts to outsource some of the simpler graphic design projects were hindered by contractual time constraints, poor quality of source material and the reluctance of authors.

2.5. In-house printing

In-house print production increased to 10.8 million pages (A4 equivalent) from 4.5 million pages in 2016. A total of EUR 223 768 (compared to EUR 177 000 in 2016) was recovered for internally printed jobs carried out in accordance with the price schedule approved by the Management Committee at the end of 2016. In particular, a systematic comparison of price estimates based on external contracts and internal print shops has been put in place, in order to offer the most competitive option to author services for each print request.

There was a clear trend towards internalising the printing of short runs, which gives a faster turnaround time and eliminates the administrative burden inherent in outsourcing. In-house printing was also a big help when dealing with very urgent requests especially those from the Commission Spokesperson's Service and DG Communication related to high-level political events.

2.6. Standards and cooperative production tools

The number of author services connected to the collaborative production platform shared between the Office, pre-press providers and author services increased by 36 % (15 compared to 11 in 2016). However, the number of titles produced using the collaborative platform decreased by 46 % due to the Court of Auditors changing its procedure for publishing special reports. The Office stopped proofreading the reports in early 2017 and subsequently carried out only HTML validation; far fewer titles are produced via the platform although the number of active users remains stable.

The two pilot projects for automated conversion and layout tools were abandoned in 2017 as the investment needed to develop their implementation was assessed too high and the benefits in terms of time-to-publish too low considering the work that would be required to maintain them. The experience was used to help define efficient outsourcing.

2.7. Digitisation

The Office assisted the Office for Infrastructure and Logistics in Brussels — Historical Archives in the continued digitisation of the historical collection of COM documents (legislative proposals of the European Commission). This included helping to draw up the tender specifications, managing the tender procedure, ensuring the reception and automatic validation of the deliveries and making available a dedicated environment to support manual validation.

3. Editorial services

3.1. Language editing of mandatory and non-mandatory publications

The Quality Control service achieved a major landmark in the way case-law is finalised for publishing. In close cooperation with the Court of Justice, it cleared the backlog of production of case-law volumes and put into operation a new approach which publishes Court cases document by document.

The number of requests for copy editing increased. The Office worked hand in hand with author services to refine publications such as *The EU in 2016* and several brochures on topics intended for the general public.

The total number of pages processed by the service rose by 9 % to over 2.6 million standard pages. This workload, an average of 700 tasks per working day, was managed by applying predefined levels of intervention, thus focusing limited resources on texts that deserved most attention. This overall figure partially nets out a mixed set of results, with a steep rise in the volume of case-law (+ 52 %) compensating for a sharp fall in demand for general publications (– 27 %). The number of Official Journal pages processed rose by 2 %.

3.2. *Interinstitutional style guide*

On average, 3 592 unique visitors consulted the *Interinstitutional style guide* (⁴) daily. The demand for the 2011 edition of the paper version remained significant, at around 1 700 copies.

The interinstitutional group of Croatian-language specialists and lawyer-linguists validated the Croatian version of the guide.

Seeking data management synergies between the *Interinstitutional style guide* and the Metadata Registry, the Office launched a study on the data governance of the guide. A modification of the website to improve PDF production and download was started.

3.3. Survey services

The Office conducted 51 online surveys — an increase of 19 % — in order to establish print runs for specific publications, gather feedback from stakeholders or identify new subscribers for newsletters and mailing lists.

(⁴)   http://publications.europa.eu/code/en/en-000100.htm

In addition, 87 bulk emails (an increase of 26 %) were sent to invite participants to answer surveys or to disseminate newsletters or notifications.

4. Interinstitutional systems, workflows and platforms

4.1. Interinstitutional electronic workflows for decision-making

The Common Integrated Budget Application (CIBA) is the production system for budgetary documents, whether published in the Official Journal or used by the institutions during the budgetary process. In 2017 there were 16 CIBA releases, driven by requests from interinstitutional users of the system. Development of the Interinstitutional Budget Information System (IBIS), the production system that will replace CIBA, has started.

4.2. Systems for sending procurement notices

A proof of concept has been launched for a new form-building tool as part of improvements to the TED eNotices application (eNoticesII), to allow for a more user-friendly data input. This will give the Office the flexibility to adapt the application if there are modifications to the procurement data standard.

The number of eSenders reached 151. The Office continued to develop new functionalities in the eSentool, a tool for managing the lifecycle of eSenders' activities, including an interface to help them manage their notices.

The annual TED eSenders seminar on 4 October attracted a large number of participants, who took part in workshops and provided valuable feedback on planned changes.

4.3. eTendering platform

The use of the eTendering (eAccess) continued to expand. The Office launched a project to integrate the Procurement Planning and Management Tool (PPMT) managed by the Joint Research Centre with eTendering in order to enable automatic data transfer between the two applications which are part of the Commission's corporate eProcurement platform. This project will reduce the risk of manual encoding errors and data differences.

The eTendering user satisfaction survey also provided valuable input for the continued development of new and better functionalities in the system.

4.4. Requests for services related to general publications

The Front Office provided customer support and managed requests for services concerning general publications. A total of 141 author services from the EU institutions, agencies and bodies submitted requests.

A new application for requesting services in the field of general publications (Dempub) was put into production in December. It contains new and improved functionalities that make it easier to use and is due to replace the former application as of January 2018.

4.5. Management of interinstitutional workflows for studies

There was a significant increase in the use of the Interinstitutional Database of EU Studies. The number of registered studies rose from 114 to 3 779 and the number of users consulting the database reached 930. The following institutions have been actively using the database since it went live in May 2016: the European Parliament, the Commission, the European Economic and Social Committee and the Committee of the Regions. In 2017 the Commission issued clear guidance for including studies in the database and uploaded a significant number of studies in a backlog operation. The use of the database should contribute to sharing knowledge and avoiding duplication of studies commissioned across the EU institutions with both financial and human resources savings.

II. Access and reuse

1. Online services

1.1. EUR-Lex — Access to legal information

The revamp of the EUR-Lex navigation, to make it more user-friendly and better adapted to mobile devices, is entering its final phase. The project, which started in 2015, involved a usability study as well as several rounds of internal and external testing.

A project to simplify the display of legislative procedures was carried out during the second half of 2017. The results will be visible on the website in 2018. Other developments focused on a better display of search results and document metadata, allowing users to check with a quick glance if, for example, documents are still or already in force. Furthermore, a view was created to display more detailed statistics on adopted and repealed legal acts. The view, which was agreed between representatives of the EU institutions, was fully tested in 2017 and made visible at the beginning of 2018. Accessibility for visually and/or physically impaired users was also improved, as were — by tackling technical issues — user experience, stability and performance.

Preparatory documents leading to the adoption of COM documents as well as delegated, implementing and former comitology acts continued to be added to EUR-Lex in the context of the PublicAccess.eu pilot project. They are displayed in a new 'Decision-making' view — 'Internal procedure' tab, which shows documents related to different stages of decision-making within the European Commission before the final act is adopted.

The texts of recent national transposition measures of Estonia, Spain, Latvia and Luxembourg are now available, as are metadata of national measures related to police and judicial cooperation in criminal matters instruments, which have been on the site since July 2017.

An e-learning module has been developed. This tool completes a series of training sessions for practitioners in several Member States organised by the Office in collaboration with the Commission representations.

A successful workshop on 'Challenges of the digital age: better access to legal information for EU citizens' took place on 17 and 18 May 2017 in Brussels. Representatives of 27 national law publishing websites and five EU institutions and bodies (European Parliament, Council, Commission, Court of Justice of the European Union, European Central Bank) attended the sessions, which focused on the exchange of information and best practices concerning the management and development of EU and national legal websites.

In 2017 there were two meetings of the Council e-Law working group where the Member States gave valuable feedback concerning the projects run by the Publications Office related to access to legal information. Furthermore, in order to better know the needs of the Member States and legal practitioners in the area of access to case-law, the Publications Office started participating in the meetings of the Council e-Justice working group.

With regard to N-Lex, a new 'multi-database search' allowing several databases to be searched at the same time was put into production at the end of 2017.

1.2. OP Portal — Access to the collections managed by the Office

A new search service, based upon Elasticsearch, was integrated into the OP Portal to allow users to perform searches across collections and languages. The technical architecture was enhanced for better performance and stability.

The EU Bookshop website was integrated into the OP Portal in June and consequently was phased out. The new service offers an enhanced user experience with additional features, such as a fully multilingual search, free online reading and real-time stock availability information, and is fully accessible on mobile devices. In addition to free access to PDFs and e-books, its collection now includes web-based publications (HTML) that respond to the needs of modern-day publishing. It also provides information about related publications and editions as well as more prominent access to public studies produced by the EU institutions. Following the opening of the new service, increasing its user friendliness and improving search became the central focus of evolutions. In response to feedback from users and EU institutions, the search has been further fine-tuned and optimised, resulting in increased findability of relevant content. A granular search by author value was introduced and enhancements in the advanced search and the facets are being prepared to be implemented in 2018.

Widgets allow for the embedding of content with direct access to publications from other websites and blogs. This can reduce the overall storage space, the number of webpages and the editorial efforts required by the EU institutions and other organisations without compromising the ease of access for users.

A 17 % decrease in downloaded publications (PDFs and EPUBs) is primarily due to the newly added option to read documents on screen as an alternative to downloading sizeable data, while search optimisation contributed to faster access to the page needed with fewer clicks, thus reducing the total number of page views.

The portal's 'privileged user' facility accounted for more than 80 % of all copies ordered. The Office produced monthly and ad hoc detailed statistical reports about the publications requested online and the feedback received from users, and these

were forwarded to the author services to help them in formulating and implementing their communication activities.

The Office contributed to the launch and operations of the new generation of Europe Direct Information Centres (EDICs) promoted by the Commission to communicate with citizens on EU matters. A 'privileged user' status was granted to all new EDICs, enabling them to order large amounts of selected publications. This access is also granted to other information multipliers such as EU delegations in non-member countries, Commission representations in Member States and European Documentation Centres. In 2017 more than 1 300 information multipliers were served by the Office. In addition, online surveys helped identify in advance information multipliers' needs for new printed publications.

The Office commissioned a usability study on the 'privileged user' facility to maximise exploitation of it and the recommendations will be implemented during 2018.

The print-on-demand service provided professional-quality paper versions of out-of-stock or digital-only publications, helping author services to optimise print-runs despite budgetary constraints while continuing to offer citizens the option to obtain paper copies of the most popular publications.

The requirements and specifications for the integration of EU Whoiswho and EU Vocabularies into the portal were validated in the second quarter of 2017. Delivery of the former started in May and was completed in December, when tests started, and development of EU Vocabularies started in June.

Several event-related or editorial subsites were launched during 2017 — including sites for the European Forum of Official Gazettes, EU Datathon 2017 and eSenders Seminar 2017. Approximately 30 new HTML publications were deployed on the portal.

The OP Portal promoted reuse services through its easy-to-use interfaces allowing access to and reuse of linked open data covering the entire content stored in the Cellar, the common repository of the Publications Office.

1.3. TED — Access to public procurement information

Almost 48 million notices were viewed on the TED website ([5]) and approximately 10 000 new public procurement notices were published per week in five daily editions in the 24 official EU languages. The total value was about EUR 460 billion a year.

As a starting point for further improving the TED website, work focused primarily on enhancing existing functionalities — such as 'My dashboard', the search statistics mode and bulk download — and on responding to user requirements for offline services (via saved searches, email notifications, etc.). The procedure was launched to replace the current TED dissemination contract, which will expire in March 2019.

---

[5]   TED: Tenders Electronic Daily (http://ted.europa.eu/TED/main/HomePage.do).

1.4. CORDIS — Access to research results information

The Publications Office consolidated and extended the services provided within its partnership agreement to the Horizon 2020 Common Support Centre and the research and innovation family of directorates-general, agencies and joint undertakings.

CORDIS (⁶) now publishes all public deliverables and publications from Horizon 2020 projects (⁷), making it the open repository of the European Commission's public documents on research and innovation. CORDIS data, from as far back as the first framework programme up until the latest Horizon 2020 projects, are consistently in the top five of the most downloaded datasets on the EU Open Data Portal and provide the basis for several reuse applications. CORDIS also developed its own data lab to visualise a map of worldwide collaboration networks of organisations participating in Horizon 2020 projects.

Work continued on the integration of tools to provide a semi-automatic classification system, using a subject taxonomy that was built with semantic technologies.

Over 20 years of web services on CORDIS — some of the EU institutions' oldest web pages — were archived by the Office's web preservation service.

Ten 'Results Packs' were produced in cooperation with Commission services covering a range of themes in bioeconomy, agriculture, transport and e-government. Each pack was available in six languages in, print, PDF and EPUB formats to best reach professionals in the field. Additionally, 10 issues of the regular and broader *research*eu results magazine* were distributed to thousands of postal subscribers. The magazine was enriched with a multilingual web edition (HTML publication) and will contain fewer but enhanced 'Results in brief' articles about recently ended projects.

Discussions are taking place with Commission services on how to better align CORDIS with political priorities and on the dissemination and exploitation strategy. A user experience study was carried out to provide the basis for an improved and more accessible website in 2018.

The annual survey carried out at the end of 2017 put the user satisfaction rating at almost 91 % and has provided valuable input for further customer-centric improvements. The CORDIS Twitter account now has 20 000 followers and a new eye-catching video.

1.5. EU Open Data Portal — Access to EU institutions' reusable data

The Office encouraged the EU institutions to publish on the European Union Open Data Portal (⁸) and to increase the quantity and quality of the available datasets. Publishing of datasets continued to grow and the portal provided access to 11 798 datasets stemming from 70 data providers: the European Parliament, Council,

---

(⁶)   CORDIS: the Community Research and Development Information Service. Under the multiannual financial framework for 2014-2020, CORDIS is financed within Horizon 2020 on a budget line co-delegated by the DG Research and Innovation (http://cordis.europa.eu).

(⁷)   https://ec.europa.eu/programmes/horizon2020

(⁸)   http://data.europa.eu/euodp/en/home

32 Commission services and 29 agencies, European External Action Service, European Economic and Social Committee, Committee of the Regions, European Central Bank, European Investment Bank, European Ombudsman and European Data Protection Supervisor. The Court of Justice and the Court of Auditors also expressed their interest in publishing datasets.

The features of the portal were improved, in particular its capabilities to discover and visualise datasets. A study regarding the publishing of the EU budget and spending data as linked open data (LOD) was completed and the first datasets were published.

The Estonian Presidency of the Council and the Publications Office co-organised the first EU Datathon competition on the reuse of data from the EU Open Data Portal. The competition challenged teams — enterprises, start-ups, individuals and students from all over Europe — to create applications to address specific policy or societal issues in line with the three key priorities of the European Union: jobs, growth and investment; the digital single market; and democratic change. The winning application used open data from TED and the Commission's Financial Transparency System [9] to generate intelligence about EU public procurement

Discussions started with the Commission's Directorate-General for Communications Networks, Content and Technology in order to rationalise access to EU open data and to achieve operational synergies between portals, in particular between European Data Portal [10] and the EU Open Data Portal managed by the Publications Office.

1.6. Web analytics

A new web analytics profile has been developed that seeks to identify topics of interest, publications consumed, the use of functionalities, information about visits and the use made of the search services. The web analytics reports will help to improve functionalities, usability and search engine optimisation and to prepare the data for the feedback mechanism to be suggested to author services. The new data being collected will be used for a web analytics dashboard open to all EU institutions. During 2017 the proof of concept for the dashboard was finalised.

The *Comité editorial interinstitutionnel internet* (CEiii) has renewed the Office's role as leader of the Web Analytics Working Group for two more years.

2. Distribution management

2.1. Distribution and storage

The number of paper copies distributed reached 9.3 million, an increase of 7.3 % compared to 2016. However the overall long-term trend towards the distribution of fewer printed copies of publications persisted, with 66 % fewer copies distributed compared to 2010.

Better planned and more efficient print runs were ordered by author services, with mailing lists to ensure better targeted dissemination of printed publications and lower

---

[9] http://ec.europa.eu/budget/fts/index_en.htm
[10] https://data.europa.eu/europeandataportal

the number of returns. The Office also encouraged realistic initial print runs and the use of digital reprinting and/or print-on-demand services for subsequent needs.

The destocking of older titles and lower print runs meant that the number of copies held in stock at the end of 2017 was set at 12.3 million, a decrease of 12.5 % compared to in 2016. The long-term downward trend in the volume of stock is confirmed by its 65 % decline in comparison to 2010.

2.2.   Administration and reporting of costs related to distribution

All logistic operations are fully outsourced under a single service provider. A structure of fees based on the principle of full recovery of costs is applied for all outsourced logistic operations. Detailed monthly billing statements of the distribution and storage costs incurred are sent to each author service. Logistic costs can also be monitored in real time by the author services concerned in the online Integrated Logistics Management System (ILMS) application. A dedicated team handles all questions about billed transactions, provides quotes for possible future distribution services and assists author services in the verification of the individual amounts invoiced. The team provides guidelines, advice, examples and specific information sessions as necessary.

3.   Promotion, mailing lists and helpdesk

3.1.   Promotion of EU content and services of the Publications Office

Promotional activities focused on specialist audiences, in particular national administrations, professional reusers and multipliers.

In March, during the European Parliament session in Strasbourg, the Office organised an exhibition of its online services in order to give to the Members an overview of its mission and its core activities.

A workshop on 'Challenges of the digital age: better access to legal information for EU citizens' was also organised, as well the first EU Datathon (in cooperation with the Estonian Presidency of the Council).

The Office took part in a wide range of other internal and external events, to promote its services and provide information to the EU institutions and the general public. These included the International Federation of Library Associations and Institutions (IFLA) World Library and Information Congress in Wrocław in August, the Digitec conference in Brussels in October, the European Big Data Value Forum in Versailles in November and Open Doors Days in Luxembourg and Brussels.

A range of new promotional materials (brochures, leaflets and roll-ups) was produced and some of the Office's activities were presented in articles published in the Commission's staff magazine, *Commission en direct*. Topics covered included the transfer of the EU Bookshop service to the OP Portal and the EU Datathon event. Two issues of *Key publications of the European Union* were published in spring and autumn 2017.

The number of recipients of the Office's *Newsletter* increased from 11 000 to 30 000. The newsletter, which was revamped in 2017, contains a selection of recent publications, apps and other services. The monthly editions now also include a section

focusing on a current political theme and provide information, data and publications related to the topic.

Social media activities increased the visibility of the Office's online services, content and events, and helped it to manage its online image. The Facebook account had much the largest number of followers, at well over 121 000 at the end of 2017, although the increase was markedly less than the previous year (at 5 %, down from 15 %). Growth for the LinkedIn page was also slower, at 18 % (2016: 39 %), bringing the total number of followers to 3 100. In contrast, more frequent video postings contributed to substantial increases in views on YouTube; those for the Publications Office grew by 36 % and those for CORDIS by 33 %. The combined number of Twitter followers for the Office's profiles was over 72 000, a growth of 27 %.

3.2. Mailing list management

The decline in the number of records (postal addresses) which started in 2015 continued throughout 2017. This was due to the capacity of the new ILMS to import mailing addresses directly rather than continuing to record in a third system. Moreover, certain distribution lists were discontinued.

Tests were conducted on establishing a new system to extend mailing list management to a broader customer relationships management (CRM) approach.

3.3. Helpdesk and customer support

Information about publications and assistance related to the Office's electronic products (mostly websites) was provided by an online helpdesk, which provided a first-level contact point.

The number of requests fell by 12 %, to 21 615, from 24 549 in 2016 and the thematic breakdown was as follows: public procurement: 63 %; legislation: 14 %; OP Portal (including EU Bookshop): 15 %; CORDIS: 6 %; and other services: 2 %.

III. Information management

1. Data, information and knowledge management

Data, information and knowledge are strategic assets. In accordance with the Commission communication on 'Data, information and knowledge management at the European Commission' adopted on 18 October 2016 ([11]), the Office promoted better gathering, sharing and use of information and knowledge among staff and with other Commission directorates-general.

The Director-General of the Office is a member of the Commission Information Management Steering Board (IMSB) and contributed to the delivering of the strategy. The Office contributed to the IMSB work programme for 2017 through actions related to data publishing on the EU Open Data Portal, the development of data visualisation capabilities and an inventory aimed at improving interoperability between controlled vocabularies used at the Commission.

([11])   C(2016) 6626 final.

2. Normalisation of metadata and formats

2.1. Standardisation of metadata

Under the guidance of the Interinstitutional Metadata Maintenance Committee, the IMMC exchange protocol that enables an automated transmission of metadata and documents between and within the EU institutions was fully or partially in use by the end of the year for a range of institutions. These included the Commission (Official Journal documents and preparatory documents including internal documents related to the decision-making procedure within the Commission), the Council (Official Journal documents and preparatory documents for interinstitutional procedures), the European Parliament (minutes of sessions) and the Court of Justice (case-law).

The IMMC exchange protocol was extended to cover use by other institutions involved in the interinstitutional decision-making process (European Court of Auditors, the European Economic and Social Committee and the Committee of the Regions). New versions of the protocol and the associated authority tables were published on the Office's Metadata Registry.

Three new authority tables were published on the Metadata Registry website, bringing the total to 73. In addition three new types of reference data assets were added: schemas used in the public procurement process; the Interinstitutional Format Committee's Common Vocabulary; and application profiles used for the automatic validation of data.

Within the interinstitutional policy on persistent uniform resource identifiers (URIs), 20 implementations providing a persistent URI under the data.europa.eu subdomain were available. Amongst others, the nomenclature of territorial units for statistics (NUTS) was added to the existing implementations, such as ELI, DOI, ISA²-related resources and the data catalogue of the Joint Research Centre.

2.2. Interoperability of document formats

The Interinstitutional Formats Committee's Common Vocabulary version 1.2 was released. The scope has been extended to gather common structural and semantic concepts of example documents of the types 'regulation', 'directive', 'decision' and 'proposal for a regulation', and this extended version served as a baseline for the preparation of the Common Exchange Model that will help the institutions to exchange documents as part of the legislative process. Final approval for the process is expected in early 2018. The work on the Common Exchange Model will continue with new document types to be included in the course of 2018.

The overall objective is to enable interoperability for the exchange of documents between the EU institutions leading to potential efficiencies and cost savings. This will also facilitate the production, exchange, publication, preservation and reuse of these documents.

2.3. Management of controlled vocabularies

Two new versions of the multilingual thesaurus EuroVoc were published, bringing the total number of multilingual concepts covering EU policies and fields of activities to 7 159 ([12]).

In order to reinforce interoperability and avoid duplication of efforts in the domain of thesaurus maintenance and dissemination, work continued on the alignment of the thesauri of the EU institutions with those of other interinstitutional and international bodies. In parallel, a call was launched to establish an inventory for controlled vocabularies used in the European Commission in the context of the Information Management Steering Board (IMSB). The Office produced a preliminary report with its findings on the basis of the input received from the different directorates-general. Follow-up actions including the organisation of a workshop and alignment of key vocabularies with EuroVoc are planned as part of the IMSB's 2018-2019 work programme.

3. Indexation and associated services

3.1. Assignment of international identifiers

In total, 30 455 catalogue numbers were used/allocated compared to 30 268 in 2016. These figures include both new requests for publications and requests for reprints.

As regards international identifiers, 7 441 ISSNs (9 173 in 2016) and 25 385 ISBNs (24 201 in 2016) were allocated. As an official registration agency for the Digital Object Identifier (DOI), the Office registered 20 535 DOIs and assigned 25 490 DOIs for general publications compared to the 19 448 registered and 24 379 assigned in 2016.

Furthermore, 609 publications received an EUR number (identifying scientific reports of the Commission), compared to 681 in 2016.

3.2. Production and dissemination of bibliographic records

The Office created 22 249 records enabling their corresponding publications to be made available online. These records contained standardised descriptive metadata as well as EuroVoc indexation terms, contributing to the improved discoverability of the publications on the web.

A wider visibility of EU general publications was promoted through the dissemination of the Office's bibliographic records to external audiences, in particular through its Online Public Access Catalogue (OPac) ([13]), which contains all these records and permits their download into local catalogues. The service was especially appreciated by librarians and other information professionals as it facilitated the inclusion of EU publications within established collections.

([12])   http://eurovoc.europa.eu/drupal/
([13])   http://opac.publications.europa.eu/search/query?theme=system

The Office also offered customised exports to an established list of clients, both commercial and non-commercial; 199 915 new or modified records were exported and four new clients were added to the client base.

3.3. Legal analysis of documents published on EUR-Lex

The number of enriched notices uploaded into EUR-Lex totalled 25 314.

Some 174 new national judgments were received and treated in the framework of the jurisdiction, recognition and enforcement of judgements collection (JURE), containing the case-law delivered by the national courts and the Court of Justice of the European Union relating to the 2007 Lugano Convention ([14]). This represented a significant increase over the previous year, when only 38 national judgments were received.

3.4. Production, reception and validation of metadata and content

Five additional reception and validation chains that are based on the IMMC exchange protocol were put into production. The new chains support supplementary publishing flows for pre-legislative and internal decision-making documents, summaries of legislation and the validation of deliverables of digitisation projects.

On average the authentic version of the Official Journal was published in approximately 10 minutes after the reception of the electronic signature.

3.5. Citation service

Through its DOI services and in partnership with CrossRef, another DOI registration agency, the Office offered access to a 'cited-by' service measuring the impact of journal articles in the wider publishing world.

4. Management of the common repository (Cellar)

By the end of 2017, the Cellar contained more than 132 million files, an increase of 7 % compared to the end of 2016. The predominant file formats are XML, HTML and PDF. The metadata itself is represented in the standard format of the semantic web (i.e. RDF — resource description framework) as triples ([15]). The metadata part of the Cellar now contains more than 1.658 billion triples.

The quality of the content and metadata stored in the Cellar was constantly checked and improved where necessary. The data curation team corrected all errors that have been signalled by internal and external stakeholders and worked on the improvement of historic data.

There was a further increase in requests for data from the Cellar. On average there were 10 million requests per day, corresponding to more than 115 queries per second.

([14])   http://eur-lex.europa.eu/collection/n-law/jure.html
([15])   A triple is a data entity composed of subject-predicate-object: http://www.w3.org/TR/n-triples/#simple-triples

About 6 % of all requests came directly from the web, while the remainder passed through one of the Office's public websites, in particular EUR-Lex.

Migration of the Cellar to the Cloud started in 2017 and should be finalised in 2018.

5. Long-term preservation

5.1. Digital archiving of all mandatory and non-mandatory publications

In order to define the future orientation of the long-term preservation service and to increase the visibility of this activity, a digital preservation plan was elaborated and presented to the EU institutions. It describes how the Office fulfils its obligations in the domain of long-term digital preservation and outlines the vision and strategy for the long-term digital preservation service. The proposed strategic orientation for the long-term preservation service was adopted by the Management Committee.

The major part of the existing data has been migrated to the new long-term preservation repository, EUDOR V3. The remaining collections will be handled in the first semester of 2018. The formal validation of the migration result is ongoing. The electronic archive contained 51 571 153 individual files, which represent a volume of 18 terabytes.

5.2. Web preservation

The Office provided a web preservation service to the EU institutions in close collaboration with the EU Historical Archives. The basic service consisted of quarterly archiving of the europa.eu domain and its subdomains. In addition, upon request of several institutions, tailor-made crawls of websites that were going to be taken offline, or were going to change substantially, were carried out. These requests came, amongst others, from: the European Data Protection Supervisor for the website of the Europol Joint Supervisory Body; the Commission's DG Justice for the European Judicial Atlas and the old versions of the websites on justice and consumer affairs; the Commission's DG Research and Innovation for the pages on the research framework programme (FP5); and the Publications Office for the old version of EUR-Lex.

The archived versions of the europa.eu websites were made available to the public. Preparations were made to store the material in EUDOR V3 and the first tests were performed successfully.

In the context of Strategic objective 9 — Legal deposit scheme and the Office's digital preservation plan, an enhanced web preservation service will be offered from mid-2018. To this end, a call for tender for a new web preservation contract has been prepared.

5.3. Conversion into formats suitable for long-term preservation

A project to convert the historic SGML collection of legal texts into an XML format was launched. The SGML version is no longer suitable for long-term preservation because the underlying character set has become obsolete.

6. Copyright

6.1. Copyright advice

Twenty-three training sessions and customised presentations on copyright matters were organised, and a total of 491 copyright files were opened. These facilitated the reuse (reproduction, translation, communication to the public) of EU documents by citizens, companies and public bodies and provided the author services with advice on copyright in their editorial projects.

6.2. Editorial partnership and co-publishing

Ten co-publishing projects were initiated, of which five were finalised; another pending project is from 2016. No editorial partnership projects were initiated in 2017 and none are pending.

IV. Preparatory action, pilot projects and ISA² activities

1. Preparatory action 'Linked open data in European public administration'

On the basis of the European Parliament's list of preparatory actions for 2018 and following the Commission's assessment, the Publications Office has been appointed lead service for the implementation of a new preparatory action — Linked open data in European public administration.

This new preparatory action is intended to develop the potential and enhance the active and passive use of open data by linking it (linked open data) for European public administrations. The action is consistent with Strategic objective 4 — Linked EU information, increased interoperability and federated search and Strategic objective 10 — Central point for access and reuse.

2. Pilot projects

2.1. PublicAccess.eu

The PublicAccess.eu pilot project ([16]) led to significant developments, including giving public access via EUR-Lex to additional documents related to decision-making in the Commission. It also laid the foundations for making further documents available in the future, such as specific internal documents of the European Economic and Social Committee and the European Central Bank. Furthermore, the Search@PublicAccess.eu engine ([17]) was developed as a proof of concept. It proved that it is possible to provide a solution for users to search and receive results in a

---

([16])   https://publications.europa.eu/en/web/public-access
([17])   https://publications.europa.eu/en/web/public-access/search

single user interface, with the search covering documents present in multiple registers and websites of different EU institutions and bodies. The Office then started an in-depth analysis focusing on further improvements to such a search, with a view to designing an aggregator tool providing a cross-institutional search service for EU content, falling under its Strategic objective 4 — Linked EU information, increased interoperability and federated search.

2.2. eParticipation in law-making throughout the EU

A fully operational and functional prototype of an eParticipation platform was developed as part of the pilot project Promoting linked open data, free software and civil society participation in law-making throughout the EU (LOD — eParticipation). The platform and the necessary documentation were made available as open source software on the Commission's Joinup platform [18].

3. ISA² activities

Six actions were financed by the Commission's ISA² programme [19] and the Publications Office managed the relevant activities as action owner.

3.1. European Legislation Identifier

European Legislation Identifiers (ELI) were assigned to EU secondary legislation, corrigenda and consolidated texts. The ELI registry [20] published on EUR-Lex gave centralised access to the specifications of the ELI identifier system as well as to information about implementation by the national ELI coordinators.

A total of 12 governmental legislation publishers have implemented ELI in their systems and its progressive adoption will facilitate access to EU law and foster interoperability at EU and national levels. The ELI taskforce, composed of governmental legislation publishers that have implemented ELI together with the Publications Office, met on three occasions and organised four workshops to provide hands-on support to interested national legislation publishers. The Office participated in the ELI expert group created in 2017 under the Council's auspices and contributed to the revision of the Council conclusions inviting the adoption of ELI.

An information session about ELI was organised during the conference 'Challenges of the digital age: better access to legal information for EU citizens' in May 2017.

3.2. Standardisation of public procurement data

The Office is in charge of the development of the public procurement ontology which is an integral part of the 'European public procurement interoperability initiative' action of the ISA and ISA² programme. A joint action with DG Internal Market, Industry, Entrepreneurship and SMEs and DG Informatics, the ontology will cover the complete public procurement lifecycle. A glossary was delivered and standardised codes lists were prepared.

---

[18]   https://joinup.ec.europa.eu/solution/linked-open-data-and-eparticipation
[19]   ISA²: Interoperability solutions for public administrations, businesses and citizens (https://ec.europa.eu/isa2/home_en).
[20]   http://eur-lex.europa.eu/eli-register/about.html

3.3. Semantic interoperability for European public administration

A new major version of the open source thesaurus management tool VocBench 3.0 was released in September. This offers the EU institutions and national administrations a toolbox to create, maintain, link and publish their controlled vocabularies, metadata or glossaries as linked open data. Further enhancements of VocBench will continue in 2018.

3.4. Development of an open data service

The integration of the EU Data Visualisation Catalogue into the EU Open Data Portal was started. The catalogue is a service package that provides EU staff with support related to the use of data visualisation and data visualisation tools. Several data visualisation training courses were conducted in Luxembourg and Brussels to develop open data capabilities in the institutions.

3.5. Digital single market and public multilingual knowledge management infrastructure (PMKI)

The objective of this action is to support enterprises and in particular the language technology industry with the implementation of the necessary multilingual tools and features in order to improve cross-border accessibility of e-Commerce solutions. The conceptual work, which is well advanced, will be followed by the development of an operational prototype of the platform. The action started in 2016 and is planned to be finalised in 2019.

3.6. Digital management of the ordinary legislative procedure

This action comprises the definition of common standards for the exchange of data in the scope of the EU law-making process, in particular for the structuring of the exchanged documents. The purpose is to define a Common Exchange Model, i.e. the specifications that are needed for the implementation of the future document exchange between the different actors. This will allow for a transparent access to the public information by interested third parties and reusers. The baseline version of the Common Exchange Model has been elaborated in 2017 and adoption is planned for February 2018. The action supports the work of the Interinstitutional Formats Committee.

C. Management

I.   Human resources

1.   Staff

The Office's establishment plan was reduced to 595 posts by the end of 2017 (– 6 as staff reduction). The overall decrease of 12.4 % from 2012 is mainly due to the staff reduction of 5 % over 5 years that applies to all institutions (– 34 posts since 2013) and to redeployment measures imposed by the Commission to serve other priorities (– 45 posts since 2012).

Fourteen contract agents were employed at the Office at the end of December. Six contracts came to an end.

Some 52.5 % of all officials in the Office were women. Among AD category officials 36.1 % were women, in the AST category 56.7 % and in the SC category 100 %. At year end, 25.0 % of occupied senior management posts and 42.9 % of middle management posts were held by women.

2.   Training

Priorities focused on the development of technical expertise in ICT relating to the production, storage, dissemination and reuse of documents and publications. This reflects the technological evolution and changing concepts in the information management and publishing domains. The average amount of training followed was 8.03 days per staff member, including on-the-job training.

II.   Budget

1.   Budgetary accounts

The overall budget managed by the Office amounted to EUR 121.70 million, compared with EUR 117.57 million in 2016.

In addition to the resources delegated to the Director-General of the Office from the Commission's budget, the Office called on the financial resources of the institutions for the payment of publications for which it gives technical approval (EUR 7.23 million).

The Office issued 426 recovery orders for a total of EUR 11.44 million. The recovered amounts are entered into the budget as assigned revenue under the corresponding budget headings. The recovery orders primarily concerned expenses related to the cost of the Official Journal and summaries of EU legislation (advanced recovery orders) and expenses incurred on behalf of third parties, in particular storage and dissemination costs of the institutions.

2. Commercial accounts

2.1. Balance sheet

Commercial sales are carried out on a cash basis. Thus the receivable account only amounts to EUR 342.74.

2.2. Sales revenue

Sales revenue collected amounted to EUR 38 172.43, compared to EUR 39 494.55 in 2016, while net sales invoiced fell to EUR 38 465.36 from EUR 38 578.94.

III. Procurement

The Office finalised 32 tender procedures (comprising between 1 and 5 lots) as follows: 21 procedures concluded with the signature of new contracts or amendments to existing contracts; eight procedures concerning the increase of the amount of existing contracts; and three procedures concluded without awarding a contract.

Throughout the year the Office managed 321 own contracts in total (low-value contracts excluded) and used 40 framework contracts of other Commission directorates-general.

Following a rationalisation exercise performed in cooperation with all operational units, the Office managed to reduce the number of its own contracts to 229 at the end of 2017. This represents a 14 % reduction in comparison with the end of 2016.

IV. Enterprise architecture

Business processing modelling was used during the specification phase of projects, and two actions on specific business models (21 in 2016) were taken in collaboration with operational services. The repository contains 3 192 business process models (+ 12 % compared with 2016).

V. Infrastructure

1. Facilities management and supporting resources

1.1. Buildings

As the lease of the Mercier building will expire on 10 October 2018, OIL launched a market prospection to seek replacement premises to house the Office's staff including those in the Fischer building. However this was cancelled in August, as a potential alternative solution emerged. Negotiations with all concerned parties, and in collaboration with the local authorities, are ongoing on all aspects of the potential solution, including extension of the current rental contract of the Mercier building

until the actual move to the new premises. In the meantime the Office intends to vacate the Fischer building by mid-2018 and to house its entire staff in the Mercier building. Proposals on the new building will be submitted to the budgetary authority for approval in the first half of 2018.

The problems with air conditioning and insufficient redundancy of power supply in the data centre of the Mercier building remained unsolved. However, the Office joined the IT consolidation programme of the Commission and the Mercier data centre will be decommissioned when the staff move to the new premises. Existing systems will be migrated to the DG Informatics data centre or to the Cloud.

1.2. Safety and health

Although OIL has taken responsibility for control and preventive measures since 1 January 2014, the Director-General of the Publications Office is still formally responsible for this domain in accordance with Commission Decision 2006/1623/EC on health and safety at work, which has not yet been amended.

1.3. Supporting resources

The number of PCs remained constant: there were 868 at the end of 2017 compared to 863 at the end of 2016. At the same time, due to business continuity services, the number of corporate laptops has increased from 73 to 84.

The number of helpdesk calls relating to IT or general services remained stable at 13 152 in 2017 (compared with 13 117 in 2016).

2. Document management

2.1. Archives

Work started on creating a fully recorded single copy paper collection of the *Supplement to the Official Journal* and encoding in LogArch is ongoing. A new approach was adopted for the Office's administrative archives held in the Mercier building. These will now be transferred to the Commission's Historical Archive Service run by the Office for Infrastructure and Logistics in Brussels, in close cooperation with the units, the archiving team and the Document Management Officer (DMO). A solution must also be identified and implemented for archived publications. These actions have to be completed before vacating the Mercier building.

2.2. Document Manager Officer

Quality control was carried out on a regular basis as regards the respect of e-Domec rules. The Document Management Officer provided the necessary help to users of Ares and NomCom regarding archiving of administrative documents in cooperation with the Office's archiving team.

3. Data centre

The IT and telecoms facilities were operated with a global availability of over 99.8 % for the network and 99.9 % for the IT systems in production.

Substantial resources were dedicated to technical support and technical migrations. The Infrastructure Unit provided high-level expertise and support by taking part in the Cloud migration project (writing specifications and evaluating the call for tender, progress on implementation) plus several proofs of concept projects. A new data storage policy was implemented to manage the local data centre consolidation.

The IT and telecoms facilities provided reliable support for the daily production and diffusion of the Official Journal.

All software deliveries were managed through a subversion central tool; code inspection and automatic static and vulnerability tests were performed automatically and the output results were reported into a compliance score and metrics table.

In the context of the move to a new building, it was decided that, in line with data centre consolidation efforts, the Office's applications will be migrated either to the Cloud (using the Cloud framework contract of DG Informatics) or to DG Informatics data centres. The prerequisite due diligence exercise was carried out during 2017 with a view to starting to move out systems in 2018.

4. IT security

4.1. Firewall

Firewall rules were regularly amended in close cooperation with DG Informatics and the Office's network team. In collaboration with DG Human Resources and Security and DG Informatics' Computer Security Incident Response Capability Team (CSIRC) and the Computer Emergency Response Team (CERT-EU) several security incidents related to users' workstations and many website vulnerabilities were successfully dealt with in a timely fashion. The Office's penetration testing cycle on its websites reduced these vulnerabilities. The infection of the global IT infrastructure was analysed, contained and eradicated with the help of CSIRC and DG Human Resources and Security.

4.2. Business continuity planning

Following the audit and report of the Commission's Internal Audit Service on business continuity planning, a list of actions was put in place and work started on a new version of the Office's business continuity plan and business impact analysis (process oriented). The latest versions of both documents and relevant supporting documentation are found in the business continuity document repository (NOAH). The critical team compositions in the NOAH system were updated when changes occurred.

VI. Internal control environment

1. Internal control coordination

The Office has taken the necessary steps for the implementation of the new internal control framework (²¹). The presence and functioning of all internal control components will be assessed according to the new framework for the first time for the year 2018.

For 2017 compliance with the internal control requirements was assessed based on, among others, the following: reports from authorising officers by subdelegation including financial data (follow-up of the consumption of budget and contract amounts) and the main points concerning controls and risks; quarterly reports to the Management Committee on the main indicators; financial control and audit reports; evaluation and procurement planning and monitoring; and specific analyses carried out by the Internal Control and Evaluation Unit, including the review of important processes and procedures and their documentation.

2. Risk management

All budget items delegated by the Commission to the Director-General of the Office concern administrative expenses and/or contract management and are in direct management mode; therefore the inherent risk is low.

Risk management is conducted as an ongoing exercise by the Internal Control and Evaluation Unit in cooperation with the heads of unit. While the risk management methodology follows the guidance of the Commission, the risks refer to all the activities of the Office and their interinstitutional character.

The review of the physical infrastructure process was finalised. It considered the division of responsibilities regarding physical infrastructure between the Publications Office and OIL and preparations for the future relocation of the Office.

The analysis of the physical distribution was launched taking into account changes that have occurred in recent years. The aim was to review the related procedures and look for gaps in order to avoid inefficiencies and misunderstandings between the service provider, the Office and its clients, and to identify opportunities for improvement or simplification of the process. The final results will be ready in early 2018.

The risk register was reviewed and updated based on a desk review performed by the Internal Control and Evaluation Unit and the yearly interviews with the heads of unit of the Office. The reviews, together with the reports of authorising officers by subdelegation, confirmed that risks within the Office were adequately managed.

3. Evaluation

The results of the evaluation of the new EUR-Lex were presented and signalled several lessons learned which should facilitate the development of future systems in

---

(²¹)   Communication to the Commission 'Revision of the internal control framework' (C(2017) 2373).

the Office. These include the development of interdependent systems, the maturity of the technologies chosen and the assessment of the user requirements.

The evaluation of the summaries of legislation was also finalised and the findings should help with the development of the collection itself or other similar projects. These refer mainly to the preparation of the take-over of new projects, making the collection more visible, the use of qualitative indicators and the use of statistics and user feedback.

The contract ensuring the provision of publication services for the Official Journal was evaluated, revealing the possibility to reduce the number of lots from six to four, which is considered the minimum to ensure the continuity of service, given the differences in the publication process between the lots.

The analysis of the budgetary impact of the changes in the Official Journal production was started and the results will be presented in 2018.

At the request of the Management Committee, the Internal Control and Evaluation Unit started an analysis of the budgetary impact of the revision of the distribution and transport arrangement. The results will be presented in 2018.

4.   Financial control

Five new ex-post control exercises were conducted in 2017 (one on commitments and recovery orders and four on payments covering the period from 1 October 2016 to 30 September 2017). Five reports were finalised (one on commitments and recovery orders and four on payments covering the period 1 July 2016 to 30 June 2017).

Concerning the finalised exercises, the four payment controls covered 617 files out of 3 754 (16.4 %), representing EUR 15.6 million out of a total of EUR 53.2 million (29.4 %). One commitment and recovery order control covered transactions not subject to second-level ex-ante controls after the exemption process, and concerned 253 transactions out of 850 (29.8 %) representing EUR 30.7 million out of EUR 105.2 million (29.2 %). To determine exemptions from second-level ex-ante controls, 214 transactions out of 606 (35.3 %) were examined. Additionally, four credit transfers and six asset write-off proposal files were checked.

All transactions with relevant errors were examined in detail and recommendations were formulated. Based on error rates, second-level ex-ante control needs were regularly reviewed.

Following the implementation of a new sampling process for ex-post controls on payments, the extrapolation methodology recommended by the Commission's Internal Audit Service was implemented in order to estimate the residual financial risk.

Financial control results show that there are no significant material risks (0.042 %) in financial payment operations and that the first-level operational and financial control is more than satisfactory and far below any obligation for declaration.

5.   Audit and discharge observations and recommendations

The Internal Audit Service conducted an audit on the procurement process in the Office. One important recommendation was formulated concerning the extrapolation of the error found in ex-post controls. This recommendation was accepted.

From the six outstanding audit recommendations of the 2016 IAS audit on business continuity the Office implemented three very important and two important recommendations. One important recommendation is in the course of being implemented.

The Office was designated as the lead service for two recommendations arising from the European Court of Auditors' performance audit on access to the EU institutions' public procurement as well as for two additional recommendations originating from the European Parliament's resolution on 2015 discharge. The recommendations refer to the creation of a one-stop shop for the EU institutions' procurement activities and to the establishment of a single public repository for information related to procurement contracts in order to increase transparency. Costs and feasibility will now be assessed, and further actions will be taken as appropriate.

In addition to the tools and platforms already in place (TED and TED eTendering) and with regard to the Commission's commitment to perform a feasibility assessment on what further features could be offered, the Office took several steps to address all the recommendations.

VII. Internal environmental management

1. Energy

The Office continues to use 'green energy' within the framework of the interinstitutional contract that came into effect on 1 January 2011.

Its service cars generated 11 938 kg of carbon dioxide emissions, which represents an increase of 23 % in comparison to 2016. This is primarily due to the increased use of cars for missions abroad (Brussels, Frankfurt and Strasbourg). The Office was involved in a pilot project for logistics synergies with OIL in the context of the Commission communication on 'Synergies and efficiencies in the Commission — New ways of working' [22]. As a first step, a service level agreement on the management of cars was prepared with the objective of transferring cars and drivers to OIL on 1 January 2018.

2. Waste management

The Office kept the seventh *SuperDrecksKëscht fir Betriber* label for its waste-sorting methods. The next audit will take place in 2018 under the direction of OIL and will look in particular at the handling of organic waste.

3. Paper consumption

Paper consumption, which mainly covers administrative needs (photocopying machines, laser printers), amounted to 10 625 tonnes, which represents a significant decrease compared to 2016 (15 tonnes).

---

[22] SEC(2016) 170.

D. Internal communication and social dialogue

As every year, staff were reminded of the rules in force regarding ethics and whistleblowing.

Internal communication relied on YourOP, the Office's intranet, which is the pivotal instrument for informing staff about corporate and managerial matters. Important events and news items were published on a daily basis and the staff could also use the platform to inform each other about recent developments in their work.

YourOP has undergone an extensive revamp and the new design was released at the beginning of 2017. There were several objectives, including: streamlining the structure of the available information in order to improve usability and navigation; harmonising the improved designed with the Office's external webpages; and strengthening the corporate Commission dimension.

An internal reorganisation of the Office is planned for 2018, and a special effort was made in the second half of 2017 to inform and consult all staff about this initiative. In particular, an Away Day for all staff ('Preparing for change') was held on 6 November at the European Convention Centre in Luxembourg. During the meeting the main features of the new strategy and of the proposed reorganisation were explained and discussed. A call for expression of interest and a *chambre d'écoute* were launched in order to foster internal mobility and accompany the necessary changes in posting. Moreover, the Director-General organised regular open doors throughout the year, where any member of staff could meet him about any topic without a prior appointment.

The following issues were discussed at joint meetings with the Local Staff Committee, held in the presence of the Office's Director-General and Resources Director: the reorganisation in 2018; buildings; staff allocations; HR modernisation; outsourcing; and the evolution of the Office.

Annexes

Annex I:
Governing bodies and key persons

Members of the Management Committee

The Publications Office's Management Committee is composed as follows:

- Mr Alfredo Calot Escobar, Registrar of the Court of Justice, Chairman;
- Mr Klaus Welle, Secretary-General of the European Parliament;
- Mr Jeppe Tranholm-Mikkelsen, Secretary-General of the Council;
- Mr Martin Selmayr, Secretary-General of the Commission;
- Mr Alfredo Ruiz Garcia, Secretary-General of the Court of Auditors;
- Mr Luis Planas, Secretary-General of the European Economic and Social Committee;
- Mr Jiri Burianek, Secretary-General of the European Committee of the Regions.

The European Central Bank participates as an observer.

Organisational chart of the Office (1.1.2018)

Director-General	**R. STROHMEIER**
Assistant to the Director-General	L. MARTINELLI
Reporting directly to the Director-General	
1. Internal Control and Evaluation	F. LEBRUN (acting)
2. HR Business Correspondent	P. VANHOEY
Directorate R — Resources and Logistics	
Director	**E. BEŇOVÁ**
2. Calls for tender, contracts and copyright	J. PLANOVSKY
3. Finance	R. PISANI
4. Distribution	M. VALENTE SOARES (acting)
Directorate A — Core Business Services	
Director	**P. SCHMITZ (acting)**
1. Enterprise architecture, methods and formats	R. PAPPALARDO
2. Post-production reception, validation and Cellar management	P. SCHMITZ
3. IT projects	P. BORKOVEC (acting)
4. IT infrastructure and security	P. BORKOVEC
Directorate B — Official Journals and Publications Production	
Director	**H. CELMS**
1. Official Journals and case-law	V. SCIARRINO
2. Publications	P. RUGGIU
3. Coordination and quality control A	A. REIS
4. Quality control B	D. MOLNAR (acting)
5. Quality control C	M. WARTON-WOODS
Directorate C — Dissemination and Reuse	
Director	**A. CARNEIRO**
1. Common Portal and Open Data Portal	C. ADAM
2. EUR-Lex and TED	M. CRUZ
3. EU Bookshop and CORDIS	V. VOIKOV
4. Documentary management and metadata	M. WESTERMANN

Annex II:
Interinstitutional committees

The Publications Office holds the secretariat of the interinstitutional committees listed below. They were set up by decision of the Office's Management Committee, to which they report. The Management Committee considers that the work carried out is vital for the progress of the Office's various projects.

Groupe interinstitutionnel Lex (GIL)	
Participating institutions	▪ The institutions represented in the Management Committee ▪ The European Central Bank ▪ The European Investment Bank
Chair	▪ *Name:* Ieva Lejasisaka ▪ *Institution:* Council ▪ *Tel.:* +32 22815147 ▪ *Email:* Ieva.Lejasisaka@consilium.europa.eu
Change of chairmanship	In March (after the meeting of the Management Committee)
Terms of reference (summary description)	Steering committee for the development and operation of the EUR-Lex
Mandate	The description, mandate and rules of procedure of the group were updated by the decision of the meeting of the Management Committee on 22 May 2015
Output	Proposals for actions in the relevant area, follow-up and implementation of the actions, synergies and exchange of information
Reporting (including methods of communication)	Minutes, emails, CIRCABC
Decision making	By consensus
Reference authority	Management Committee
Date of first meeting	23 September 1999
Frequency of meetings	2 times per year
Number of meetings in 2017	2
Main subjects covered	▪ Follow-up of progress on the new EUR-Lex ▪ Availability status of the different documentary collections ▪ Official Journal ▪ PublicAccess.eu pilot project ▪ State of play of N-Lex ▪ Document-by-document production of EU case-law ▪ European Legislation Identifier (ELI) ▪ National transposition measures ▪ National case-law on jurisdiction, recognition and enforcement of judgments in civil and commercial matters ▪ Standardisation: IMMC and IFC work, ISA programme ▪ EuroVoc and other thesauri ▪ Consolidation, Summaries of EU legislation ▪ Directory of EU legislation in force ▪ EU Open Data Portal ▪ Data protection

Groupe interinstitutionnel Lex — Sous-groupe Méthodologie (GIL-GM)	
Participating institutions	The institutions represented in the Management Committee
Chair	▪ *Name:* Marcin Baryn ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42910 ▪ *Email*: marcin.baryn@publications.europa.eu
Terms of reference (summary description)	Subcommittee of the GIL with the task of discussing and finding solutions to methodological questions mostly related to legal analysis taking into account both the users' and the institutions' interests
Mandate	The description, mandate and rules of procedure of the group were updated by the decision of the meeting of the Management Committee on 22 May 2015
Decision making	By consensus
Output	Recommendations, ensuring follow-up in respective institutions
Reporting (including methods of communication)	Reporting to the GIL group at its meetings Minutes, emails
Reference authority	GIL
Date of first meeting	24 June 1999
Frequency of meetings	2–4 times per year
Number of meetings in 2017	3
Main subjects covered	▪ Methodology questions related to analysis of legal acts ▪ Notification of decisions ▪ Statistics concerning EU acts and EUR-Lex content ▪ Directory of EU legislation codes classification

Groupe interinstitutionnel Lex — Sous-groupe Consolidation-Codification (GIL-C)	
Participating institutions	European Parliament, Council, Commission, Publications Office
Chair	▪ *Name:* Žilvinas Bubnys ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42802 ▪ *Email*: zilvinas.bubnys@publications.europa.eu
Terms of reference (summary description)	Subgroup in charge of the consolidation work carried out by the Publications Office
Mandate	The description, mandate and rules of procedure of the group were updated by the decision of the meeting of the Management Committee on 22 May 2015
Output	Proposals for actions in the relevant area, follow-up and implementation of the actions, synergies and exchange of information
Decision making	By consensus
Reporting (including methods of communication)	Minutes, emails
Reference authority	GIL
Date of first meeting	Mid 1990s. In mid-2013 the Consolidation-Codification Group became a subgroup of GIL
Frequency of meetings	2–4 times per year
Number of meetings in 2017	2
Main subjects covered	▪ Reporting on consolidation and codification activities ▪ Statistics related to consolidation and codification ▪ Legal problems encountered during consolidation ▪ Consolidation and codification planning ▪ Methodology of consolidation ▪ Drafting legal opinions for GIL related to consolidation

EuroVoc Maintenance Committee (GIL-EuroVoc)	
Participating institutions	European Parliament, Council, Commission, Court of Justice, Court of Auditors, European Economic and Social Committee, Committee of the Regions, European Investment Bank, Translation Centre, Publications Office
Chair	▪ *Name:* Sándor Józsa ▪ *Institution:* European Parliament ▪ *Tel.:* +352 4300-23458 ▪ *Email:* Sandor.Jozsa@europarl.europa.eu
Terms of reference (summary description)	Operational development and maintenance work of the multilingual thesaurus EuroVoc
Date of first meeting	1 October 2000
Frequency of meetings	Twice a year
Number of meetings in 2017	2
Main subjects covered	▪ Organisation of the work of the EuroVoc Maintenance Committee in the framework of the GIL EuroVoc subgroup ▪ Presentation of the new tools for thesaurus management and dissemination ▪ State of the collaboration with EU institutions and agencies ▪ Presentation of projects undertaken by participating institutions ▪ Work for the next EuroVoc releases (4.6, 4.7) ▪ Issues about thesaurus maintenance and reindexing policies ▪ EuroVoc development policy

Interinstitutional Editorial Committee — Summaries of EU legislation	
Participating institutions	European Parliament, Council, Commission, Court of Justice, European Economic and Social Committee, Committee of the Regions
Chair	▪ *Name:* Maria Westermann ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42992 ▪ *Email*: maria.westermann@publications.europa.eu
Terms of reference (summary description)	Group supervising activities related to the Summaries of EU legislation as an interinstitutional service
Mandate	Created as working group by the decision of the Management Committee on 18 March 2011 which took the role of the Editorial Committee as described in the 'Role of Editorial Committee' presented to the parties in the meeting of the working group of 6 November 2012 (*Compte-rendu de la réunion du Groupe de travail 'Synthèses de la législation' du 6 novembre 2012*). The description, mandate and rules of procedure of the group were updated by the decision of the meeting of the Management Committee on 22 May 2015
Output	Proposals for actions in the relevant area, follow-up and implementation of the actions, synergies and exchange of information
Decision making	By consensus
Reporting (including methods of communication)	Minutes, emails
Reference authority	GIL
Date of first meeting	12 May 2011
Frequency of meetings	1–2 times per year
Number of meetings	1
Main subjects covered	▪ Budget and financing related to production of summaries ▪ Production state of play ▪ Project objectives ▪ Statistics and reporting

Comité technique interinstitutionnel CIBA	
Participating institutions	European Parliament, Council, Commission, Court of Justice, Court of Auditors, European Economic and Social Committee, Committee of the Regions, European Ombudsman, European Data Protection Supervisor
Chair	▪ *Name:*　　　　　Valeria Sciarrino ▪ *Institution:*　　　Publications Office ▪ *Tel.:*　　　　　　+352 2929-42011 ▪ *Email*:　　　　　valeria.sciarrino@publications.europa.eu
Terms of reference (summary description)	The Committee coordinates and plans the budgetary publications and it coordinates the development of the common tools (CIBA) for preparing, managing and sharing the text and figures between institutions
Date of first meeting	1997
Frequency of meetings	3–4 times a year
Number of meetings in 2017	4
Main subjects covered	▪ Technical planning of the production of the 2017 and 2018 budget ▪ Discussion on the development plans and goals for CIBA, in particular with regards to the optimisation of the system ▪ Budgetary follow-up

Interinstitutional Metadata Maintenance Committee (IMMC)	
Participating institutions	All institutions represented in the Management Committee
Chair	▪ *Name:* António Carneiro ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42310 ▪ *Email*: antonio.carneiro@publications.europa.eu
Terms of reference (summary description)	The Interinstitutional Metadata Maintenance Committee ensures a common metadata management process. This umbrella organisation is in charge of the harmonisation and standardisation of metadata at interinstitutional level in order to facilitate interoperability when integrating and exchanging data in and between the EU institutions and bodies. Its mission is also to define common exchange formats and transmission protocol rules
Mandate	Meeting of Management Committee of 2 July 2010
Output	Common metadata management process
Decision making	By consensus
Reporting (including methods of communication)	Minutes, emails, CIRCABC
Reference authority	Management Committee
Date of first meeting	25 February 2011
Frequency of meetings	Twice per year; the work is prepared by bilateral working groups comprising of IT and business representatives both for the Office and the concerned institution and by a technical coordination group comprising only IT representatives
Number of meetings in 2017	2
Main subjects covered	▪ Maintenance of the metadata governance procedure in order to take into account the evolving needs of the stakeholders ▪ Enrichment of the existing authority tables by creation and update of concepts and codes; creation of new authority tables ▪ Maintenance and further developments of the IMMC protocol by defining the business metadata and extensions and by ensuring the evolution of the IMMC core metadata schema ▪ Definition of business metadata, business extensions and transmission metadata in the IMMC context for documents and procedures to be disseminated on EUR-Lex and for documents to be published in the Official Journal ▪ Continuous evolution of the infrastructure for secured IMMC exchanges between stakeholders (transmission via the e-TrustEX platform) ▪ Schemas adaptations for transmitting information on internal procedures and internal documents (PublicAccess.eu pilot project)

Interinstitutional Formats Committee (IFC)	
Participating institutions	All institutions represented in the Management Committee
Chair	▪ *Name:* Peter Schmitz ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42605 ▪ *Email*: peter.schmitz@publications.europa.eu
Terms of reference (summary description)	The task of the Interinstitutional Formats Committee is the definition of common semantic structures, based on XML, for institutions' documents, in particular legislative documents. This will facilitate their production, exchange, publication, preservation and reuse
Date of first meeting	29 April 2014
Frequency of meetings	Up to three times a year
Number of meetings in 2017	2 to 3
Main subjects covered	Elaboration of common standards for the structuring of documents exchanged in the legislative process: Common Vocabulary and Common Exchange Model

Interinstitutional Formats Committee (IFC) — Subgroup Common Vocabulary	
Participating institutions	All institutions represented in the Management Committee
Chair	▪ *Name:* Michael Düro ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-44014 ▪ *Email*: michael.duero@publications.europa.eu
Terms of reference (summary description)	Subgroup of the IFC with the task of analysing documents related to the ordinary legislative procedure (OLP documents) as a priority to extract semantic structures for the Common Vocabulary (CoV)
Date of first meeting	11 November 2014
Frequency of meetings	Variable; work is also done in bilateral meetings and by written procedure
Number of meetings in 2017	5
Main subjects covered	▪ Collaborative resolving of issues concerning the structural analysis of example documents ▪ Elaboration and maintenance of the Common Vocabulary and subsequent presentation to the IFC plenary (for adoption)

Interinstitutional Formats Committee (IFC) — Subgroup Formats Guidelines	
Participating institutions	All institutions represented in the Management Committee
Chair	▪ *Name:* Peter Schmitz ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42605 ▪ *Email*: peter.schmitz@publications.europa.eu
Terms of reference (summary description)	The IFC subgroup Formats Guidelines is mandated to elaborate guidelines to support the European Union institutions and bodies in ensuring the interoperability of formats The use case 'exchange of documents in the scope of the legislative process' (including international agreements) — bearing in mind the need to cater for multiple language versions — is considered as a priority The subgroup analyses the concrete representations of the semantic concepts defined in the Common Vocabulary in the institutions' implementations based on XML (such as LegalDocML, FORMEX or other appropriate formats) in order to, inter alia, identify similarities, divergences and possible compatibility problems and issues recommendations on those representations as appropriate
Date of first meeting	24 November 2014
Frequency of meetings	Variable; most work is done by written procedure
Number of meetings in 2017	8
Main subjects covered	Elaboration and maintenance of the Common Exchange Model (CEM). The CEM defines how exchanges based on the Common Vocabulary (see Interinstitutional Formats Committee and Interinstitutional Formats Committee — Subgroup Common Vocabulary) have to be implemented. The agreed format of the implementation is LegalDocML, the standardised version of Akoma Ntoso

Interinstitutional Digital Publishing Committee (IDPC)
Participating institutions	All institutions
Chair	▪ *Name:* Harolds Celms ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-44399 ▪ *Email*: harolds.celms@publications.europa.eu
Terms of reference (summary description)	Three domains of cooperation have already been identified: ▪ Editorial — to exchange best practices in the transition from the traditional linear and print-oriented content into a modern digitally-oriented one (questions of the language/style, targeting, medium, etc.) ▪ Technical/workflow-related — to streamline the transition into a genuine multichannel and collaborative workflow (the Publications Office is expected to take a lead in rationalising and modernising the workflows/tools involved) ▪ Discoverability-related — to share best practices and make clear progress, so that the investment made by institutions to create and publish content could have a real communication impact
Date of first meeting	29 June 2015
Frequency of meetings	One plenary meeting per year (with presence of leading outside experts), ad hoc working meetings
Number of meetings in 2017	1 plenary meeting, several bilateral working meetings
Main subjects covered	▪ Major trends and challenges in digital publishing (multi-channelling, convergence between e-book and web, visual aspect of publishing) ▪ Discoverability of institutional publications (role of metadata widgets and structured information) ▪ Accessibility of digital products for visually impaired persons — legal state of affairs, technical aspects and the Office's role

EU Official Directory Steering Committee

Participating institutions	EU institutions and bodies which publish their organisation charts in the official directory of the European Union (EU Whoiswho)
Chair	▪ *Name:* Xavier Desurmont ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42728 ▪ *Email*: xavier.desurmont@publications.europa.eu
Terms of reference (summary description)	Steering committee for the operation of the official directory of the European Union
Mandate	The project of the electronic official directory of the European Union was decided by the Management Committee of the Publications Office on 5 June 1990. On 9 July 1993, the Management Committee created this steering committee in order to answer all EU Whoiswho related issues
Output	Sharing good practices, discussing technical and editorial improvements
Decision making	No formal decision power
Reporting (including methods of communication)	No formal reporting outside the steering committee Minutes, emails
Reference authority	Management Committee
Date of first meeting	1994
Frequency of meetings	Once or twice per year
Number of meetings in 2017	1
Main subjects covered	▪ PDF-on-demand in production ▪ Statistics about production and dissemination

Interinstitutional Style Guide Steering Committee

Participating institutions	All institutions represented in the Management Committee
Chair	▪ *Name:* Bernard Lahure ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42378 ▪ *Email*: bernard.lahure@publications.europa.eu
Terms of reference (summary description)	Steering committee (composed mainly of lawyer-linguists and translation services of the institutions): coordination in order to create and maintain the style guide in all official languages ▪ + 24 linguistic subgroups ▪ + working group 'Currencies, countries, languages'
Date of first meeting	February 1992
Frequency of meetings	Variable; most of the work is done by written procedure; occasional meetings when necessary
Number of meetings in 2017	Several hundred written procedures were conducted with departments concerned following requests received; various meetings in several subgroups (e.g. in the Croatian subgroup for the completion of their version)
Main subjects covered	▪ Writing rules and conventions ▪ Normative terminology

EU Open Data Portal Steering Committee	
Participating institutions	European Parliament, Council, Secretariat-General and several directorates-general of the Commission, and other European bodies
Chair	▪ *Name:* António Carneiro ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42310 ▪ *Email*: antonio.carneiro@publications.europa.eu
Terms of reference (summary description)	Management of the EU Open Data Portal and related activities The inter-service group is set up by article 12 of the Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents. Its charter members are the Publications Office (chair), Secretariat-General of the Commission, Commission Directorates-General for Communication, for Communications Networks, for Informatics and several directorates-general representing the data providers. Article 12 foresees that other institutions may be invited to join the committee at a later stage, and the group was joined by the European Parliament, the Council, the Court of Justice, the Court of Auditors, the European Economic and Social Committee and the Committee of the Regions. The role of the inter-service group is consultative, representing the data providers and overseeing the project leading to the implementation of the data portal The EU Open Data Portal Steering Committee also steers the work of the URI (unique and persistent resource identifiers) Committee and defines the EU URI policy and the URI management process. The URI Committee coordinates the operational implementation of the EU persistent URI policy
Mandate	Commission Decision 2011/833/EU
Output	Meeting minutes, discussion documents, recommendations, sharing of good practice
Decision making	No
Reporting (including methods of communication)	Meeting minutes, emails
Reference authority	Management Committee
Date of first meeting	March 2012
Frequency of meetings	2–3 times per year
Number of meetings in 2017	1 (November 2017)
Main subjects covered	▪ Follow-up on the development of the portal ▪ Acquisition of data providers and datasets ▪ Promotion of open data activities ▪ Metadata standardisation and other interoperability activities ▪ Web metrics ▪ Data quality and reusability ▪ Governance of the data.europa.eu subdomain and related unique and persistent identification schema

EU Open Data Portal — Subgroup URI Committee	
Participating institutions	European Parliament, Council, Commission, Court of Justice, Court of Auditors, European Economic and Social Committee, Committee of the Regions. Each institution is represented by a mandated representative and potentially by experts from its services
Chair	▪ *Name:* Peter Van Landegem ▪ *Institution:* European Commission (SG) ▪ *Tel.:* +32 229-91552 ▪ *Email*: peter.van-landegem@ec.europa.eu
Terms of reference (summary description)	The URI Committee coordinates the implementation of the EU persistent URI policy. It is in charge of the central governance and monitoring of persistent URIs in the data.europa.eu subdomain
Mandate	The URI Committee consists of mandated official representatives of the EU institutions assisted by invited experts. Its presidency is ensured in rotation by the official representatives of the EU institutions
Output	Approvals of URI collection Ids Recommendations
Decision process	Consensus
Reference authority	The URI Committee reports to the EU Open Data Portal that has the role of URI Steering Committee and can propose changes to the EU persistent URI policy
Communication	Interinstitutional wiki, emails
Frequency of meetings	2-3 times per year
Number of meetings in 2017	3
Main subjects covered	▪ Creation of collaborative spaces ▪ Sharing of best practices ▪ Presentation of awareness-raising activities ▪ Proof of concept for NUTS with persistent URIs ▪ Approval of service agreements for redirection service ▪ Approval or requests for URI collection ID and set-up of redirections in the data.europa.eu subdomain

Interinstitutional Working Group on Web Preservation	
Participating institutions	All institutions
Chair	▪ *Name:* António Carneiro ▪ *Institution:* Publications Office ▪ *Tel.:* +352 2929-42310 ▪ *Email*: antonio.carneiro@publications.europa.eu
Terms of reference (summary description)	Development, implementation and follow up of a web preservation policy and solution for the websites of the EU institutions, agencies and other bodies. In 2017, the group has mainly overseen the implementation of the web preservation solution and has actively contributed to improving the quality control procedure
Mandate	Report of the Interinstitutional Working Group on Web Preservation
Output	Discussion about needs of EU institutions, sharing good practices like cataloguing, quality control, monitoring the quarterly operational work of web preservation
Decision making	N/A (discussion and information board)
Reporting (including methods of communication)	Minutes, emails, Wiki
Reference authority	CEiii
Date of first meeting	26 February 2014
Frequency of meetings	Twice per year
Number of meetings in 2017	2
Main subjects covered	▪ Web content to be preserved ▪ Services to be offered ▪ Operational issues ▪ Best practices

Contact: L. Martinelli (tel. +352 2929-42768)

Annex III:
Tables and graphs

Tables

Principal indicators of the Publications Office's activity from 2010 to 2017

Activities and services

1. Official Journal: number of pages per series
2. Official Journal: main figures
3. Official Journal: pages produced, by institution
4. Case-law: number of documents and pages produced
5. Public procurement notices published
6. Publications: principal production indicators
7. Publications: production, by institution (titles)
8. Proofread pages
    8a. Official Journal: number of proofread pages, by language
    8b. General publications: number of proofread pages, by language
    8c. Case-law: number of proofread pages, by language
9. Bibliographical and legal data records, by type of publication
10. Physical distribution, by type of product
11. Annual stock movements
12. Mailing list management
13. Helpdesk: requests received, by theme
14. Helpdesk: the 10 most frequently asked questions
15. Documentary units uploaded to EUR-Lex, by sector

Personnel management

16. Establishment plan
17. Geographical balance

Financial management

18. Overall budgetary implementation
19. Appropriations for which the Director-General of the Publications Office is authorising officer by delegation
20. Appropriations for which the Director-General of the Publications Office is authorising officer by subdelegation
21. Appropriations for which the Director-General of the Publications Office is authorising officer by co-delegation
22. Outturn of commitment appropriations on 31 December, by budget line and fund source
23. Outturn of payment appropriations on 31 December, by budget line and fund source
24. Management of the budget on behalf of the institutions (payments)

Graphs

Tables

Principal indicators of the Publications Office's activity from 2010 to 2017

Sector	2010	2011	2012	2013	2014	2015	2016	2017	change 2017/2016	change 2017/2010 (*)
Access and Reuse										
EUR-Lex — Access to law										
Visits (^{1})	83 925 264	60 837 084	63 322 334	71 541 592	67 965 286	70 147 527	76 445 883	50 128 868	- 34.4 %	- 40.3 %
Pages consulted (^{1})	278 406 826	181 900 157	179 329 314	195 785 952	184 723 869	191 334 752	210 615 033	212 560 730	0.9 %	- 23.7 %
Available documents	3 019 904	4 671 223	5 287 263	5 565 263	5 734 070	5 802 524	8 119 779	8 195 732	0.9 %	171.4 %
Uploaded documentary units	43 404	37 406	78 914	41 995	26 229	27 095	33 166	25 314	- 23.7 %	- 41.7 %
Availability (%)	97.36	99.30	99.60	99.80	99.60	99.18	99.56	99.08	- 0.5 %	1.8 %
TED — Public procurement										
Visits (^{1})	10 305 790	11 204 320	13 213 458	12 754 369	12 473 962	13 642 531	16 565 649	8 108 194	- 51.1 %	- 21.3 %
Pages consulted (^{1})	29 200 615	37 583 820	40 148 205	58 399 017	49 048 223	53 414 541	57 951 563	47 730 680	- 17.6 %	63.5 %
Availability (%)	99.90	99.80	99.89	99.84	99.81	99.90	99.94	99.98	0.0 %	0.1 %
Notices published in the OJ S	391 395	411 850	414 836	443 079	446 419	463 821	466 898	528 975	13.3 %	35.2 %
OP Portal (^{2})										
Visits						6 576 181	6 655 383	5 859 479	- 12.0 %	- 10.9 %
Pages consulted						21 525 456	22 329 447	20 677 772	- 7.4 %	- 3.9 %
Available publications' titles	83 344	87 642	92 524	98 758	104 769	110 812	117 967	250 309	112.2 %	200.3 %
PDF files downloaded	3 054 490	712 399	724 695	1 049 782	1 135 195	1 185 238	1 187 566	978 284	- 17.6 %	- 68.0 %
CORDIS (^{3})										
Visits	4 580 459	4 698 327	6 406 548	5 503 214	3 290 213	3 952 300	4 582 612	3 463 902	- 24.4 %	- 24.4 %
Pages consulted	26 865 421	29 413 823	34 467 810	33 578 066	12 694 610	14 061 955	13 632 827	13 065 944	- 4.2 %	- 51.4 %
Availability (%)	95.96	99.03	99.71	99.89	97.74	98.00	98.66	99.62	1.0 %	3.8 %
EU Open Data Portal										
Visits (^{1})				105 352	309 187	586 039	787 013	516 174	- 34.4 %	390.0 %
Pages consulted (^{1})				615 396	1 534 760	1 812 382	2 209 002	1 601 484	- 27.5 %	160.2 %
Documentary units (data sets) proposed in the catalogue of the EU Open Data Portal				6 482	7 681	7 894	9 255	11 798	27.5 %	82.0 %
Production										
OJ L issues	352	350	362	355	372	347	367	355	- 3.3 %	0.9 %
OJ L pages	456 929	496 515	583 354	568 114	801 813	709 289	779 470	726 753	- 6.8 %	59.1 %
OJ C issues	519	515	549	601	603	530	565	499	- 11.7 %	- 3.9 %
of which OJ CE issues	51	46	46	117	31	0	0	0	—	—
OJ C pages	492 686	499 576	511 757	1 168 964	1 193 087	454 171	655 143	624 074	- 4.7 %	26.7 %
of which OJ CE pages	165 594	149 610	158 496	831 009	368 161	0	0	0	—	—
Other budgetary documents' pages	102 521	69 334	103 782	76 018	108 165	82 715	86 285	84 984	- 1.5 %	- 17.1 %
Case-law										
Number of documents							19 258 (^{6})	58 534	203.9 %	
Number of pages							132 157 (^{6})	512 610	287.9 %	
Proofread pages (Official Journal)	356 881	509 478	527 939	384 835	905 473	849 342	1 022 906	1 214 550	18.7 %	240.3 %
Publications produced	6 671	5 972	5 816	9 153	10 312	7 860	10 403	10 785	3.7 %	61.7 %
Identifiers (^{4})	14 007	13 036	16 578	19 335	26 292	23 984	30 268	30 455	0.6 %	117.4 %
Proofread pages (general publications)	763 922	505 622	797 174	1 097 640	585 472	512 347	517 881	379 092	- 26.8 %	- 50.4 %
Proofread pages (case-law) (^{5})	n/a	n/a	n/a	n/a	712 987	701 231	642 777	974 911	51.7 %	36.7 %
Information and online assistance — Number of contacts	46 962	38 979	33 784	34 715	31 068	25 822	24 549	21 615	- 12.0 %	- 54.0 %
Copies distributed (million)	27.10	21.59	17.92	14.97	16.61	11.17	8.64	9.26	7.3 %	- 65.8 %
Copies in stock (million)	35.70	28.67	26.10	18.77	15.73	15.53	14.12	12.35	- 12.5 %	- 65.4 %

Administrative budget										
(26 01 09 00)	90 087 979	90 710 028	90 588 018	90 731 564	90 902 207	86 811 123	84 638 617	87 336 726	3.2 %	- 3.1 %
Operating budgets										
Consolidation of Union law (26 01 10)	1 557 638	1 499 907	1 250 000	1 419 978	1 629 993	1 414 983	1 400 921	1 399 995	- 0.1 %	- 10.1 %
Official Journal L and C (26 01 11)	12 267 025	12 145 981	13 106 267	21 484 161	17 198 587	13 088 746	12 701 738	13 680 280	7.7 %	11.5 %
Summaries of Union legislation (26 01 12)				886 032	1 321 196	1 177 720	1 008 203	845 847	- 16.1 %	- 4.5 %
OJ S (Public procurement) (26 02 01)	15 030 295	12 044 332	13 615 202	8 146 622	9 710 158	8 924 526	7 547 512	8 208 923	8.8 %	- 45.4 %
Pilot project — PublicAccess.eu (26 03 77 03)						1 000 000	500 000			
Pilot project — Promoting Linked Open Data (26 03 77 05)						500 000	249 921			
CORDIS (08 02 05)	5 669 998	7 200 000	7 720 000	7 898 421	5 000 000	5 000 000	5 000 000	5 456 679	9.1 %	- 3.8 %
Other production costs	25 897 596	19 982 249	18 796 530	9 722 533	7 115 965	6 467 169	6 182 917	7 231 878	17.0 %	- 72.1 %
Staff (posts)	678	679	672	668	646	630	601	595	- 1.0 %	- 12.2 %

(*) Changes reflect the variation between 2017 and 2010 or the year of the beginning of the activity / budget line.

(¹) The tool used to collect statistics changed. Results in 2017 are not comparable with the previous years.

(²) The old site EU Bookshop was phased out on 13 June 2017. Since 14 June 2017 the access to the collection of general publications is only available through the OP Portal.

(³) The tool used to collect statistics changed in 2014. Results as from 2014 are not comparable with the previous years.

(⁴) Number of catalogue numbers allocated/used for general publications, including reprints.

(⁵) For years 2010 to 2013, general publications and case-law proofread pages were counted together.

(⁶) The figures for 2016 cover the period as of July 2016 when case-law was published document by document and not by monthly volumes.

Activities and services

Table 1   Official Journal: number of pages per series

Series	2010	2011	2012	2013	2014	2015	2016	2017
OJ L	456 929	496 515	583 354	568 114	801 813	709 289	779 470	726 753
OJ C	492 686	499 576	511 757	1 168 964	1 193 087	454 171	655 143	624 074
Other budgetary documents	102 521	69 334	103 782	76 018	108 165	82 715	86 285	84 984
Total	**1 052 136**	**1 065 425**	**1 198 893**	**1 813 096**	**2 103 065**	**1 246 175**	**1 520 898**	**1 435 811**

Table 2   Official Journal: main figures

	Number of issues	Pages/issue/ language	Pages	Number of issues	Pages/issue/ language	Pages
Series	2016			2017		
OJ L	367	94	779 470	355	89	726 753
OJ C	565	52	655 143	499	54	624 074
Other budgetary documents ('Documents de travail' and 'Teletabs')	—	—	242	—	—	332
Line-by-line and amending letters (online publication)	9	907	23 115	8	876	20 160
Draft budget (paper edition)	1	2 736	62 928	1	2 804	64 492
Draft budget (online only / second edition)	n/a	n/a	n/a	n/a	n/a	n/a
Total	**942**	**—**	**1 520 898**	**863**	**—**	**1 435 811**

Table 3   Official Journal: pages produced, by institution

L and C series (854 issues)				
Institution	2016	2017	Difference	Change 2017/2016 (%)
European Parliament	369 699	360 921	- 8 778	- 2.4
Council	263 221	166 823	- 96 398	- 36.6
Commission	661 909	667 663	5 754	0.9
Court of Justice	59 229	55 188	- 4 041	- 6.8
Court of Auditors	17 892	17 671	- 221	- 1.2
European Economic and Social Committee	21 689	22 822	1 133	5.2
Committee of the Regions	4 908	15 111	10 203	207.9
Others (¹)	36 067	44 629	8 562	23.7
Total	**1 434 614**	**1 350 828**	**- 83 786**	**- 5.8**

(¹) Pages produced for other bodies of the European Union, for which no budgetary estimates are made by the Publications Office, are not included.

L series (355 issues)				
Institution	2016	2017	Difference	Change 2017/2016 (%)
European Parliament	97 155	90 194	- 6 961	- 7.2
Council	201 633	127 134	- 74 499	- 36.9
Commission	466 200	489 478	23 278	5.0
Court of Justice	876	0	- 876	- 100.0
Court of Auditors	0	0	0	—
European Economic and Social Committee	0	0	0	—
Committee of the Regions	0	0	0	—
Others (¹)	13 607	19 947	6 340	46.6
Total	**779 471**	**726 753**	**- 52 718**	**- 6.8**

(¹) Pages produced for other bodies of the European Union, for which no budgetary estimates are made by the Publications Office, are not included.

C series (499 issues)				
Institution	2016	2017	Difference	Change 2017/2016 (%)
European Parliament	272 544	270 727	- 1 817	- 0.7
Council	61 588	39 689	- 21 899	- 35.6
Commission	195 709	178 185	- 17 524	- 9.0
Court of Justice	58 353	55 188	- 3 165	- 5.4
Court of Auditors	17 892	17 671	- 221	- 1.2
European Economic and Social Committee	21 689	22 822	1 133	5.2
Committee of the Regions	4 908	15 111	10 203	207.9
Others (¹)	22 460	24 682	2 222	9.9
Total	**655 143**	**624 075**	**- 31 068**	**- 4.7**

(¹) Pages produced for other bodies of the European Union, for which no budgetary estimates are made by the Publications Office, are not included.

Table 4   Case-law: number of documents and pages produced

	Number of documents		Number of pages	
	2016 (^{1})	2017	2016 (^{1})	2017
Court of Justice	**11 122**	**43 609**	**92 031**	**416 111**
Information on unpublished decisions	1 447	4 152	1 846	5 940
Judgements	3 767	15 717	43 617	184 301
Opinions		93		3 308
Opinions of Advocate General	2 189	11 494	34 934	189 932
Orders	241	723	1 702	5 542
Summaries	3 407	11 428	8 365	27 058
Views of Advocate General	71	2	1 567	30
General Court	**5 957**	**12 688**	**32 285**	**89 780**
Information on unpublished decisions	3 264	5 814	6 733	11 548
Judgements	856	2 856	18 742	59 243
Judgments (extracts)	61	404	646	4 088
Orders	105	546	922	5 508
Orders (extracts)	42		308	
Summaries	1 629	3 068	4 934	9 393
Civil Service Tribunal	**2 179**	**2 237**	**7 841**	**6 719**
Judgements	136	37	2 501	647
Orders	56	68	435	472
Summaries	1 987	2 132	4 905	5 600
Total	**19 258**	**58 534**	**132 157**	**512 610**

(^{1}) The figures for 2016 cover the period as of July 2016 when case-law was published document by document and not by monthly volumes.

Table 5   Public procurement notices published

	Core notices (¹)	Other notices (²)	Total
EU institutions and other bodies / International organisations	4 389	792	5 181
Subtotal	**4 389**	**792**	**5 181**
Member States			
Belgium	8 975	2 584	11 559
Bulgaria	13 350	1 291	14 641
Czech Republic	15 473	4 981	20 454
Denmark	6 190	714	6 904
Germany	72 723	9 873	82 596
Estonia	2 523	848	3 371
Ireland	2 771	213	2 984
Greece	3 424	554	3 978
Spain	27 674	2 664	30 338
France	86 289	6 069	92 358
Croatia	3 177	1 050	4 227
Italy	19 202	2 223	21 425
Cyprus	711	238	949
Latvia	3 144	716	3 860
Lithuania	4 796	1 490	6 286
Luxembourg	1 013	63	1 076
Hungary	5 212	2 699	7 911
Malta	1 154	96	1 250
Netherlands	11 935	1 512	13 447
Austria	6 635	594	7 229
Poland	46 774	16 691	63 465
Portugal	5 561	623	6 184
Romania	10 395	14 287	24 682
Slovenia	6 838	1 604	8 442
Slovakia	3 413	1 780	5 193
Finland	7 533	1 003	8 536
Sweden	15 194	1 667	16 861
United Kingdom	32 281	1 968	34 249
Subtotal	**424 360**	**80 095**	**504 455**
Candidate countries	2 323	158	2 481
European Economic Area countries	8 158	954	9 112
Government Procurement Agreement countries	7 479	88	7 567
Other	161	18	179
Subtotal	**18 121**	**1 218**	**19 339**
Total	**446 870**	**82 105**	**528 975**

(¹) Prior information notice, contract notice and contract award notice published on the basis of Directives 2009/81/EC, 2014/23/EU, 2014/24/EU, 2014/25/EU and Regulation (EC) No 1370/2007.

(²) Number of supplementary information, corrigenda and miscellaneous information notices are added directly to totals of countries of origin.

Table 6   Publications: principal production indicators

	2016	2017	Change 2017/2016 (%)
Publications	10 403	10 785	3.7
Outputs (¹)	27 211	29 780	9.4

(¹) Outputs: number of electronic files produced. Each project / publication request generally covers several outputs, i.e. different linguistic versions (titles) or several media.

Table 7   Publications: production, by institution (titles)

Institution / agency	2016	2017	Change 2017/2016 (%)
Parliament	573	656	14.5
Council	383	362	- 5.5
Commission	6 106	6 512	6.6
Court of Justice	288	308	6.9
Court of Auditors	942	810	- 14.0
European Economic and Social Committee	137	143	4.4
Committee of the Regions	52	26	- 50.0
European Central Bank	0	0	—
Decentralised agencies	1 717	1 849	7.7
Other	205	119	- 42.0
Total	**10 403**	**10 785**	**3.7**

Table 8a   Official Journal: number of proofread pages, by language

Language	2016	2017	Change 2017/2016 (%)
BG	50 595	52 122	3.0
ES	51 335	52 525	2.3
CS	50 862	52 228	2.7
DA	50 462	52 060	3.2
DE	53 976	56 120	4.0
ET	50 735	51 824	2.1
EL	51 287	52 315	2.0
EN	51 787	53 494	3.3
FR	53 586	54 112	1.0
GA	7 253	6 683	- 7.9
HR	50 845	52 154	2.6
IT	50 882	52 529	3.2
LV	50 559	51 898	2.6
LT	50 753	51 889	2.2
HU	51 418	52 116	1.4
MT	50 209	50 939	1.5
NL	50 688	52 127	2.8
PL	53 956	55 242	2.4
PT	50 720	51 792	2.1
RO	51 032	52 116	2.1
SK	50 925	51 989	2.1
SL	50 747	52 001	2.5
FI	50 539	52 079	3.0
SV	50 551	52 196	3.3
Total	**1 185 702 (¹)**	**1 214 550**	**2.4**

(¹) The total of 1 185 702 includes 1 022 906 pages of the Official Journal and 162 796 pages of additional works for legal publications (ex-post quality control for the Consolidation, TED, OJ and miscellaneous small tasks).

Table 8b   General publications: number of proofread pages, by language

Language	2016	2017	Change 2017/2016 (%)
BG	19 066	15 031	- 21.2
ES	22 888	15 571	- 32.0
CS	19 529	11 781	- 39.7
DA	18 820	12 440	- 33.9
DE	25 653	16 656	- 35.1
ET	19 208	14 258	- 25.8
EL	21 202	18 407	- 13.2
EN	58 081	41 424	- 28.7
FR	25 529	16 688	- 34.6
GA	5 244	5 997	14.4
HR	19 448	15 974	- 17.9
IT	25 827	17 315	- 33.0
LV	18 606	13 964	- 24.9
LT	19 634	14 605	- 25.6
HU	19 517	17 054	- 12.6
MT	19 749	12 218	- 38.1
NL	20 237	13 274	- 34.4
PL	21 022	17 337	- 17.5
PT	21 005	15 466	- 26.4
RO	20 054	13 977	- 30.3
SK	19 715	14 804	- 24.9
SL	19 658	15 415	- 21.6
FI	18 794	14 247	- 24.2
SV	19 144	13 071	- 31.7
Others	251	2 118	-743.8
Total	**517 881**	**379 092**	**- 26.8**

Table 8c Case-law: number of proofread pages, by language

Language	2016	2017	Change 2017/2016 (%)
BG	28 065	42 820	52.6
ES	29 706	44 479	49.7
CS	24 298	40 076	64.9
DA	28 631	43 577	52.2
DE	28 177	40 154	42.5
ET	25 463	39 960	56.9
EL	30 217	49 091	62.5
EN	26 410	34 557	30.8
FR	29 116	25 512	- 12.4
GA	—	—	—
HR	25 886	52 560	103.0
IT	30 640	47 449	54.9
LV	26 338	39 500	50.0
LT	27 037	40 979	51.6
HU	30 222	47 859	58.4
MT	33 660	48 387	43.8
NL	29 091	43 693	50.2
PL	28 760	41 605	44.7
PT	26 440	43 047	62.8
RO	27 846	45 137	62.1
SK	26 465	40 288	52.2
SL	24 802	37 870	52.7
FI	30 170	42 951	42.4
SV	25 337	43 360	71.1
Total	**642 777**	**974 911**	**51.7**

Table 9 Bibliographical and legal data records, by type of publication

	2012	2013	2014	2015	2016	2017
EUR-Lex documentary units	19 376 (¹)	41 995 (²)	26 229 (³)	27 095	33 166	25 314
Publications notices (general publications)	12 127	13 825	16 179	18 497	21 877	22 249
Total	**31 503**	**55 820**	**42 408**	**45 592**	**55 043**	**47 563**

(¹) This figure does not take into account the notices produced for the backlog of OJ documents (59 538 for 2012).

(²) In 2013, 26 917 notices for written questions (backlog) were uploaded to EUR-Lex; this type of document has not been published for several years.

(³) In 2014, 7 739 notices for written questions uploaded to EUR-Lex correspond to backlog published in 2013.

Table 10 Physical distribution, by type of product

Number of copies distributed			
Language	2016	2017	Change 2017/2016 (%)
Total distributed via mailing list	4 659 978	5 311 164	14.0
Individual orders	3 977 191	3 953 389	- 0.6
Total	**8 637 169**	**9 264 553**	**7.3**

Table 11   Annual stock movements

Number of copies			
	2016	2017	Change 2017/2016 (%)
Stock on 1 January	15 533 229	14 118 351	- 9.1
In-stock entries	8 696 542	11 280 074	29.7
Distribution (via mailing list and individual orders)	- 8 637 169	- 9 264 553	7.3
Stock reduction	- 1 474 251	- 3 784 482	156.7
Stock on 31 December	**14 118 351**	**12 349 390**	**- 12.5**

Table 12   Mailing list management

	2016	2017	Change 2017/2016 (%)
Number of addresses on 31 December	163 469	124 645	- 23.8
Number of subscriptions on 31 December	199 179	125 279	- 37.1

Table 13   Helpdesk: requests received, by theme

	2016	2017	Change 2017/2016 (%)
Public procurement (TED, SIMAP, eTendering)	16 370	13 659	- 16.6
Legislation (Document delivery, EUR-Lex, Summaries of EU legislation)	3 407	3 006	- 11.8
Publications Office Portal (EU Bookshop, general information)	3 098	3 350	8.1
CORDIS	1 297	1 205	- 7.1
EU Open Data Portal	263	301	14.4
EU Whoiswho	30	38	26.7
EuroVoc & Metadata Registry	84	56	- 33.3
Total	**24 549**	**21 615**	**- 12.0**

Table 14   Helpdesk: the 10 most frequently asked questions

	Type of question	Number of questions
1	Information on contract award notices reference provides (TED)	1 503
2	How to cancel or modify a notice before publication (TED-SIMAP)	1 499
3	Other queries – redirected to Europe direct (EUR-Lex)	1 037
4	Information on Contract Award notices: general requests (TED)	1 016
5	Search in the OJ S for a submitted document (TED-SIMAP)	969
6	How to cancel or modify a publication after publication (TED-SIMAP)	862
7	How to publish contract award notices (TED-SIMAP)	386
8	How to register or create user accounts (TED-SIMAP)	381
9	Search for publication status (TED-SIMAP)	371
10	Search in TED for old documents (TED)	313

Table 15 Documentary units uploaded to EUR-Lex, by sector

	2012	2013	2014	2015	2016	2017	Cumulative at 31 December 2017 (^{1})
1 Treaties	670	216	28	0	778	6	9 797
2 International agreements	345	348	415	300	299	429	10 438
3 Secondary legislation	3 187	4 303	3 994	3 722	3 457	3 445	203 575
4 Complementary law	36	27	42	28	20	13	1 402
5 Preparatory acts	3 047	3 599	2 696	3 831	4 769	5 886	99 706
6 EU case-law	3 586	4 170	4 379	4 535	4 446	4 350	57 137
7 National implementing measures	16	88	61	11 344	11 870	7 850	156 291
8 National case-law	5 229	637	1 070	458	797	694	32 466
9 Parliamentary questions	—	26 917 (^{2})	10 704	26	0	0	197 036
C Official Journal C series	1 324	1 255	1 672	1 292	1 330	917	54 820
E European Free Trade Association	107	136	114	96	93	103	1 732
0 Consolidated acts (^{3})	1 829	299	1 054	1 463	1 295	1 274	22 508
Without sector (^{4})					4 012	347	76 415
Total	**19 376 (^{5})**	**41 995**	**26 229**	**27 095**	**33 166**	**25 314**	**923 323**

(^{1}) All documents available on EUR-Lex. Notices for procedures (38 022) are not included.

(^{2}) In 2013, 26 917 notices for written questions (backlog) were uploaded to EUR-Lex; this type of document has not been published for several years.

(^{3}) Excluding sub-versions.

(^{4}) Documents without a legal analysis. The total includes documents for the years before 2016, although they were reported for the first time in 2016.

(^{5}) This figure does not take into account the notices produced for the backlog of the OJ documents (59 538 in 2012).

Personnel management

Table 16 Establishment plan

TDE	Total	AD5 — AD16	AST1 — AST11	AST — SC	
1/01/2012	**679**	111	568		
31/12/2012	**672**	111	561		CRT (^{2}) : 7 AST
31/12/2013	**668**	121	547		Allocation of 10 AD enlargement SC (^{1}): 7 AST/SC + CRT (^{2}) 7 AST/SC
1/01/2014	**664**	121	433	110	Transfer of 2 AST + 2 AST/SC to OIL
31/12/2014	**646**	121	433	92	SC (^{1}): 7 AST/SC + CRT (^{2}): 11 AST/SC
31/12/2015	**630**	128	433	69	Conversion of 7 AST/SC to 7 AD SC (^{1}) SC (^{1}): 7 AST/SC + CRT (^{2}): 9 AST/SC
31/12/2016	**601**	131	433	37	Conversion of 3 AST/SC to 3 AD SC (^{1}): 7 AST/SC + CRT (^{2}): 21 AST/SC + TEC (^{3}): 1 AST/SC
31/12/2017	**595**	132	427	36	Reduction of 6 AST (^{1}) and 1 SC (^{3}), allocation of 1 AST (Irish derogation), conversion of 1 AST into 1 AD

Source: SYSPER2

(1) Staff cut of 5 % over 5 years applying to all institutions.

(2) Commission redeployment taxes to serve its priorities.

(3) Transformation into credits for contractual agents.

Table 17 Geographical balance

	AD	AST	AST — SC	Total
Belgium	14	49		63
Bulgaria	3	9		12
Czech Republic	4	9		13
Denmark	1	7		8
Germany	9	24		33
Estonia	1	7		8
Ireland		1		1
Greece	6	20		26
Spain	6	22		28
France	14	84	3	101
Croatia	2	7		9
Italy	8	32		40
Cyprus				0
Latvia	2	8		10
Lithuania	3	9		12
Luxembourg	2	12		14
Hungary	3	13		16
Malta	1	3		4
Netherlands	1	4		5
Austria	2	4		6
Poland	12	18		30
Portugal	7	19		26
Romania	9	16		25
Slovenia	1	9		10
Slovakia	4	12		16
Finland		12		12
Sweden	1	9		10
United Kingdom	3	15		18
Total	**119**	**434**	**3**	**556**

Financial management

Table 18   Overall budgetary implementation

(million EUR)

Heading	Year	
	2016	2017
Budget items formally delegated to the Office (¹)	108.05	111.47
Budget items co-delegated to the Office	8.22	9.10
Budget items subdelegated to the Office	1.30	1.13
Total	**117.57**	**121.70**

(¹) Including appropriations from the institutions budgets as assigned revenue under the corresponding budget lines.

Table 19   Appropriations for which the Director-General of the Publications Office is authorising officer by delegation

(million EUR)

Budgetary reference (section III — Commission)	Heading	Commitment appropriations (¹)		Payment appropriations (²)	
		Amounts committed	Implementation (%)	Amounts paid	Implementation (%)
26 01 09 00 (*)	Publications Office	87.34	97.1	86.03	90.2
26 01 10 (*)	Consolidation of Union law	1.40	100.0	1.42	79.5
26 01 11 (*)	Official Journal of the European Union	13.68	98.7	13.30	79.8
26 01 12 (*)	Summaries of Union legislation	0.85	100.0	0.90	59.6
26 02 01 (**)	Procedures for awarding and advertising public supply, works and services contracts	8.21	100.0	8.21	100.0
26 03 77 03 (**)	Pilot project — PublicAccess.eu — Online platform for the pro-active publication of EU Institutions unclassified documents	—	—	0.58	100.0
26 03 77 05 (**)	Pilot project — Promoting Linked Open Data, Free Software and civil society participation in law-making throughout the EU (AT4AM/LEOS LOD and FS-integration)	—	—	0.09	100.0
Total		**111.47**	**97.6**	**110.53**	**89.0**

(*) Administrative credits (non-differentiated): commitment appropriations equal payment appropriations.

(**) Operational credits (differentiated): consist of commitment and payment appropriations which may have different amounts.

(¹) Global implementation, comprising the budget of the year and assigned revenue both from 2017 and carried over from 2016. See Table 22.

(²) Global implementation, comprising the budget of the year, payment appropriations authorised to cover commitments from previous year(s), as well as assigned revenue both from 2017 and carried over from 2016. See Table 23.

Table 20 **Appropriations for which the Director-General of the Publications Office is authorising officer by subdelegation**

(EUR)

Budgetary reference (section III — Commission)	Directorate-General	Commitment appropriations		Payment appropriations	
		Amounts committed	Implementation (%)	Amounts paid	Implementation (%)
02 04 51 00 (**)	Enterprise and Industry (CORDIS)	—	—	3 742.65	100.0
09 04 51 00 (**)	Communications networks, content and technology (CORDIS)	—	—	7 285.56	100.0
32 04 51 00 (**)	Energy (CORDIS)	9 806.22	100.0	10 749.85	84.7
Subtotal CORDIS ([1])		**9 806.22**	**100.0**	**21 778.06**	**91.8**
26 03 01 (**)	Directorate-General for Informatics (ISA[2])	1 122 881.04	100.0	1 308 403.93	100.0
26 03 51 01 (**)	Directorate-General for Informatics (Completion of ISA) ([2])	—	—	123 347.21	97.5
33 03 51 00 3 (**)	Justice (JURE) ([3])	—	—	1 909.80	98.8
Total		**1 132 687.26**	**100.0**	**1 455 439.00**	**99.7**

(**) *Operational credits (differentiated): consist of commitment and payment appropriations which may have different amounts.*

([1]) *Completion of the Seventh Framework Programme (2007-2013) (CORDIS). These budget lines were used for the payment of credits committed prior to 2014.*

([2]) *This budget line was used for the payment of credits committed prior to 2016.*

([3]) *This budget line was used for the payment of credits committed prior to 2015.*

Table 21 **Appropriations for which the Director-General of the Publications Office is authorising officer by co-delegation**

(EUR)

Budgetary reference	Directorate-General	Commitment appropriations		Payment appropriations	
		Amounts committed	Implementation (%)	Amounts paid	Implementation (%)
Co-delegated budget lines type III — payments only					
Title 02	Enterprise and industry	—	—	56 044.85	—
Title 05	Agriculture and rural development	—	—	38 415.85	—
Title 06	Mobility and transport	—	—	30 002.97	—
Title 07	Environment	—	—	160 731.97	—
Title 09	Communications networks, content and technology	—	—	382.62	—
Title 11	Maritime affairs and fisheries	—	—	69 473.52	—
Title 12	Internal market and services	—	—	58 040.00	—
Title 13	Regional and urban policy	—	—	254 868.81	—
Title 16	Communication	—	—	524 072.37	—
Title 18	Home affairs	—	—	41 780.09	—
Title 21	Development and cooperation	—	—	34 943.82	—
Title 23	Humanitarian aid and civil protection	—	—	20 856.89	—
Title 27	Budget	—	—	23 070.76	—
Title 29	Statistics	—	—	352 257.08	—
Title 32	Energy	—	—	24 753.50	—
Title 33	Justice	—	—	32 512.64	—
Title 34	Climate action	—	—	4 308.05	—
Subtotal co-delegations type III				**1 726 515.79**	
Co-delegated budget lines type II — commitments and payments					
Title 08	Research and innovation — Horizontal activities of Horizon 2020 (CORDIS)	5 456 678.98	100.0	5 132 437.88	99.8
Title 08	Research and innovation — Completion of the Seventh Framework Programme, 2007-2013 (CORDIS)	0.00	—	15 161.76	100.0
Subtotal co-delegations type II (CORDIS)		**5 456 678.98**		**5 147 599.64**	**99.8**
Title 01	Economic and financial affairs	77 000.00	100.0	73 256.75	71.8
Title 04	Employment, social affairs and inclusion	268 471.26	100.0	192 760.63	—
Title 08	Research and innovation	128 242.67	—	135 615.89	—
Title 10	Joint Research centre — Direct research	310 289.57	—	411 932.07	—
Title 14	Taxation and customs union	55 000.00	100.0	43 169.71	64.8
Title 15	Education and culture	253 939.38	99.3	284 599.02	63.1
Title 15	Employment, social affairs and inclusion	16 000.00	100.0	10 879.39	68.0
Title 16	Communication	2 052 628.43	100.0	2 467 939.03	100.0
Title 17	Health and consumer protection	43 555.31	100.0	41 024.58	86.5
Title 20	Trade	49 037.64	100.0	49 335.54	100.0
Title 24	European Anti-Fraud Office	5 742.53	100.0	4 464.57	100.0
Title 33	Justice	387 084.57	100.0	180 357.98	100.0
Subtotal co-delegations type II (publications)		**3 646 991.36**		**3 895 335.16**	
Total		**9 103 670.34**		**10 769 450.59**	

Table 22 Outturn of commitment appropriations on 31 December, by budget line and fund source

(EUR)

Item	Heading	Fund source (¹)	Commitment appropriations	Budget changes	Total commitment appropriations	Executed commitment appropriations	Committed (%)
			(1)	(2)	(3=1+2)	(4)	(5=4/3)
26 01 09 00	Publications Office	C1	82 761 200.00	- 700 000.00 (²)	82 061 200.00	82 035 191.35	100.0
		C4	4 512 210.36		4 512 210.36	1 924 731.86	42.7
		C5	3 376 802.84		3 376 802.84	3 376 802.84	100.0
		Subtotal	**90 650 213.20**	**- 700 000.00**	**89 950 213.20**	**87 336 726.05**	**97.1**
26 01 10	Consolidation	C1	1 400 000.00		1 400 000.00	1 399 994.98	100.0
		Subtotal	**1 400 000.00**		**1 400 000.00**	**1 399 994.98**	**100.0**
26 01 11	Official Journal of the European Union	C1	6 430 000.00		6 430 000.00	6 430 000.00	100.0
		C4	6 344 705.04		6 344 705.04	6 164 334.83	97.2
		C5	1 085 945.49		1 085 945.49	1 085 945.49	100.0
		Subtotal	**13 860 650.53**		**13 860 650.53**	**13 680 280.32**	**98.7**
26 01 12	Summaries of Union legislation	C1	280 000.00		280 000.00	280 000.00	100.0
		C4	560 000.00		560 000.00	559 998.26	100.0
		C5	5 849.15		5 849.15	5 849.15	100.0
		Subtotal	**845 849.15**		**845 849.15**	**845 847.41**	**100.0**
26 02 01	Procedures for awarding and advertising public supply, works and service contracts	C1	9 200 000.00	- 1 000 000.00 (³)	8 200 000.00	8 200 000.00	100.0
		C4	2 322.81		2 322.81	2 322.81	100.0
		C5	6 600.00		6 600.00	6 600.00	100.0
		Subtotal	**9 208 922.81**	**- 1 000 000.00**	**8 208 922.81**	**8 208 922.81**	**100.0**
Total			**115 965 635.69**	**- 1 700 000.00**	**114 265 635.69**	**111 471 771.57**	**97.6**

(¹) C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2016.

(²) An amount of EUR 700 000 (0.85 % of the voted budget) was proposed to the Commission for transfer and this entire surplus was withdrawn.

(³) An amount of EUR 1 000 000 in commitment appropriations (10.87 % of the voted budget) was proposed to the Commission for transfer and this entire surplus was withdrawn.

Table 23 Outturn of payment appropriations on 31 December, by budget line and fund source

(EUR)

Item	Heading	Fund source (¹)	Commitment appropriations	Budget changes	Total payment appropriations	Executed payment appropriations	Committed (%)
			(1)	(2)	(3=1+2)	(4)	(5=4/3)
26 01 09 00	Publications Office	C1	82 761 200.00	- 700 000.00 (²)	82 061 200.00	77 366 980.75	94.3
		C4	4 512 210.36		4 512 210.36	646 422.61	14.3
		C5	3 376 802.84		3 376 802.84	2 640 539.37	78.2
		C8	5 386 045.96		5 386 045.96	5 376 450.63	99.8
		Subtotal	**96 036 259.16**	**- 700 000.00**	**95 336 259.16**	**86 030 393.36**	**90.2**
26 01 10	Consolidation	C1	1 400 000.00		1 400 000.00	1 033 799.74	73.8
		C8	390 046.13		390 046.13	390 046.13	100.0
		Subtotal	**1 790 046.13**		**1 790 046.13**	**1 423 845.87**	**79.5**
26 01 11	Official Journal of the European Union	C1	6 430 000.00		6 430 000.00	5 275 443.36	82.0
		C4	6 344 705.04		6 344 705.04	4 135 950.61	65.2
		C5	1 085 945.49		1 085 945.49	1 085 295.49	99.9
		C8	2 808 499.57		2 808 499.57	2 799 253.91	99.7
		Subtotal	**16 669 150.10**		**16 669 150.10**	**13 295 943.37**	**79.8**
26 01 12	Summaries of Union legislation	C1	280 000.00		280 000.00	181 667.71	64.9
		C4	560 000.00		560 000.00	48 000.00	8.6
		C5	5 849.15		5 849.15	5 849.15	100.0
		C8	663 902.91		663 902.91	663 902.91	100.0
		Subtotal	**1 509 752.06**		**1 509 752.06**	**899 419.77**	**59.6**
26 02 01	Procedures for awarding and advertising public supply, works and service contracts	C1	9 000 000.00	- 800 000.00 (³)	8 200 000.00	8 199 723.19	100.0
		C4	2 322.81		2 322.81	2 322.81	100.0
		C5	5 688.96		5 688.96	5 688.96	100.0
		Subtotal	**9 008 011.77**	**- 800 000.00**	**8 208 011.77**	**8 207 734.96**	**100.0**
26 03 77 03	Pilot project — PublicAccess.eu	C1	813 000.00	- 237 000.00 (⁴)	576 000.00	576 000.00	100.0
		Subtotal	**813 000.00**	**- 237 000.00**	**576 000.00**	**576 000.00**	**100.0**
26 03 77 05	Pilot project — Promoting Linked Open Data	C1	377 000.00	- 283 292.36 (⁵)	93 707.64	93 707.64	100.0
		Subtotal	**377 000.00**	**- 283 292.36**	**93 707.64**	**93 707.64**	**100.0**
Total			**126 203 219.22**	**2 020 292.36**	**124 182 926.86**	**110 527 044.97**	**89.0**

(¹) C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2016; C8 = Commitments carried over from 2016.

(²) An amount of EUR 700 000 (0.85 % of the voted budget) was proposed to the Commission for transfer and this entire surplus was withdrawn.

(³) An amount of EUR 800 000 in payment appropriations (8.89 % of the voted budget) was proposed to the Commission for transfer and this entire surplus was withdrawn.

(⁴) An amount of EUR 237 000 in payment appropriations (29.15 % of the voted budget) was proposed to the Commission for transfer and this entire surplus was withdrawn.

(⁵) An amount of EUR 283 292.36 in payment appropriations (75.14 % of the voted budget) was proposed to the Commission for transfer and this entire surplus was withdrawn.

Table 24 Management of the budget on behalf of the institutions (payments)

(EUR)

Invoicing for the Official Journal L and C (appropriations from institutions other than the Commission)	2 453 851.36
Invoicing for publications (all institutions)	7 231 877.62
Total	**9 685 728.98**

Table 25 Recovery orders issued assimilated to assigned revenue

(EUR)

Budget line	
26 01 09 00 01 02 11 — Other management expenditure	12 121.48
26 01 09 00 02 01 00 — Production	3 475 702.14
26 01 09 00 02 03 00 — Access and reuse	1 016 098.10
Subtotal 26 01 09 00	**4 503 921.72**
26 01 11 — Official Journal (L and C)	6 344 705.04
26 01 12 — Summaries of Union legislation	560 000.00
Subtotal other delegated lines	**6 904 705.04**
Payments on income lines	32 530.41
Total	**11 441 157.17**

Table 26 Official Journal: costs of services

(EUR)

	Parliament	Council	Commission (¹)	Court of Justice	Court of Auditors	Economic and Social Committee	Committee of the Regions	Total
Electronic & paper production OJ L&C	388 145.30	374 962.69	1 438 241.38	131 603.72	32 272.62	39 777.28	10 750.57	**2 415 753.57**
Unpublished budgetary documents	1 911.19	1 911.19	100 174.66	0.00	0.00	0.00	0.00	**103 997.03**
OJ binding and preservation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**
FORMEX validation and correction	19 809.80	7 609.20	20 850.24	1 563.25	621.16	895.50	414.11	**51 763.25**
Helpdesk FORMEX	233 761.84	89 790.93	246 039.38	18 446.84	7 329.87	10 567.23	4 886.58	**610 822.68**
Secondary legislation (Croatian secondary legislation)	229.23	414.38	238.05	0.00	0.00	0.00	0.00	**881.66**
IT Production (development, maintenance, infrastructure)	2 331 754.19	895 656.82	2 454 221.55	184 005.69	73 114.84	105 407.23	48 743.23	**6 092 903.55**
Computerised production systems CIBA	316 350.19	270 315.19	256 532.14	0.00	0.00	0.00	0.00	**843 197.52**
Doc management (development, maintenance, infrastructure)	348 631.30	133 913.77	366 941.96	27 511.54	10 931.74	15 759.92	7 287.82	**910 978.06**
Indexation — Cellar	222 916.27	85 625.01	234 624.18	17 590.99	6 989.80	10 076.96	4 659.86	**582 483.06**
EUR-Lex — Legal analysis	273 517.40	105 061.56	287 882.96	21 584.08	8 576.45	12 364.39	5 717.64	**714 704.48**
Other	50 521.49	101 154.01	4 935.94	237.08	17 583.13	135.81	62.80	**174 630.26**
Total (²) (³) (⁴)	**4 187 548.20**	**2 066 414.76**	**5 410 682.43**	**402 543.19**	**157 419.61**	**194 984.33**	**82 522.61**	**12 502 115.12**

(¹) Services executed for the Commission, agencies or other EU bodies and charged to budgetary line 26 01 11.

(²) This table has been adapted following IAC OP 2011-01 recommendations in order to present an exhaustive financial status for a complete budgetary exercise.

(³) Payments done for 2016 credits in 2016 and 2017 (regularisations included, which may lead to negative amounts).

(⁴) Including other EU bodies.

Table 27a Publications: invoicing, by institution, agency or body

(EUR)

Institution, agency or body	2016		2017		2017/2016	
	Amount	%	Amount	%	Difference	%
Institutions						
European Parliament	411 375.83	6.7	802 057.95	11.1	390 682.12	95.0
Council	260 103.98	4.2	109 564.97	1.5	- 150 539.01	- 57.9
Commission	3 216 318.28	52.0	3 986 924.93	55.1	770 606.65	24.0
Court of Justice	344 939.85	5.6	278 516.71	3.9	- 66 423.14	- 19.3
Court of Auditors	535 702.95	8.7	333 389.56	4.6	- 202 313.39	- 37.8
European Economic and Social Committee	58 109.39	0.9	124 278.72	1.7	66 169.33	113.9
Committee of the Regions	7 217.19	0.1	2 578.31	0.0	- 4 638.88	- 64.3
Ombudsman	8 585.40	0.1	3 233.01	0.0	- 5 352.39	- 62.3
Other (¹)	10 528.32	0.2	4 350.08	0.1	- 6 178.24	- 58.7
Subtotal	**4 852 881.19**	**78.5**	**5 644 894.24**	**78.1**	**792 013.05**	**16.3**
Agencies and other bodies						
Cedefop	114 117.18	1.8	63 487.63	0.9	- 50 629.55	- 44.4
CORDIS	69 397.66	1.1	110 351.82	1.5	40 954.16	59.0
FRA	323 505.44	5.2	180 364.64	2.5	- 143 140.80	- 44.2
EACEA	57 493.57	0.9	26 131.28	0.4	- 31 362.29	- 54.5
ECDC	60 316.26	1.0	14 990.10	0.2	- 45 326.16	- 75.1
EIGE	44 682.00	0.7	65 296.19	0.9	20 614.19	46.1
EUROFOUND	48 453.53	0.8	22 105.39	0.3	- 26 348.14	- 54.4
Europol	20 893.01	0.3	33 909.87	0.5	13 016.86	62.3
EASO	174 835.39	2.8	350 013.31	4.8	175 177.92	100.2
OLAF	3 153.17	0.1	3 628.79	0.1	475.62	15.1
OSHA	156 237.76	2.5	77 178.23	1.1	- 79 059.53	- 50.6
Other agencies	256 950.66	4.2	639 526.13	8.8	382 575.47	148.9
Subtotal	**1 330 035.63**	**21.5**	**1 586 983.38**	**21.9**	**256 947.75**	**19.3**
Total	**6 182 916.82**	**100.0**	**7 231 877.62**	**100.0**	**1 048 960.80**	**17.0**

(¹) *European External Action Service, European Data Protection Supervisor.*

Table 27b eRecueil: invoicing

(EUR)

Type of activity	2016	2017	Change 2017/2016 (%)
Production	145 873.44	158 492.25	8.65
Validation	44 180.05	69 687.27	57.73
IT development	72 737.94	0.00	- 100.0
Total	**262 791.43**	**228 179.52**	**- 13.7**

Commercial accounts

Table 28 Balance sheet

(EUR)

	2016	2017	Change 2017/2016 (%)
Assets			
Trade accounts receivable	49.81	342.74	588.1
Term deposits	0.00	0.00	—
Sight deposits	15 961.52	14 707.29	- 7.9
Total	**16 011.33**	**15 050.03**	**- 6.0**
Liabilities			
Payables directorates-general and institutions	15 282.28	15 050.03	- 1.5
Payables directorates-general and institutions — Sales proceeds to assign	0.00	0.00	—
Payables financial and other results	729.05	0.00	- 100.0
Total	**16 011.33**	**15 050.03**	**- 6.0**

Table 29 Profit-and-loss account

(EUR)

	2016	2017	Change 2017/2016 (%)
Sales			
Gross sales invoiced	38 578.94	38 465.36	- 0.3
Discount	0.00	0.00	—
Net sales invoiced	**38 578.94**	**38 465.36**	**- 0.3**
Financial and other results			
Miscellaneous revenue	0.00	0.00	—
Credit interest	2 332.77	1 545.69 (¹)	- 337
Miscellaneous charges	0.00	0.00	—
Bank charges	- 1 603.72	- 1 545.69	- 3.6
Subtotal	**729.05**	**0.00**	**- 100.0**
Operating results	**39 307.99**	**38 465.36**	**- 2.1**

(¹) This amount represents the bank fees charged back to the author services. Bank interest amounts to EUR 0.

Table 30 Sales revenue

(EUR)

Authorising institution	Official Journal subscriptions	Other periodicals	Monographs	Various	Total
Assets					
Council	—	—	6 162.00	—	6 162.00
Commission (except the Publications Office)	—	—	8 733.00	—	8 733.00
Other institutions (European Parliament, Court of Justice, Court of Auditors, European Economic and Social Committee, Committee of the Regions)	—	—	0.00	—	0.00
Agencies	—	—	992.00	—	992.00
Publications Office	—	—	13 655.12	8 923.24	22 578.36
Total	**0.00**	**0.00**	**29 542.12**	**8 923.24**	**38 465.36**

Table 31   Commercial invoicing, by product category

(EUR)

	2016	2017	Change 2017/2016 (%)
Monographs			
Books	15 885.00	15 887.00	0.0
Others ([1])	15 014.25	13 655.12	-9.1
Various ([2])	7 679.69	8 923.24	16.2
Subtotal	**38 578.94**	**38 465.36**	**-0.3**

([1]) *Sales of print-on-demand services through the EU Bookshop website, including single printed issues of the electronic Official Journal and, for 2016, also out of stock monographs and print-on-demand copies of digital-only publications.*

([2]) *Amounts charged as 'various' correspond to shipment fees for EU Bookshop priced orders as well as for the delivery of EU Bookshop free publications to countries outside the European Union Member States, candidate countries and EFTA countries.*

Procurement and contracts

Table 32   Tender procedures concluded

(EUR)

	Number of procedures	Number of contracts or amendments signed	Total amount
Open procedures	8	39	94 930 206
Negotiated procedures (> EUR 60 000)	2	2	268 000
Negotiated procedures (< EUR 60 000)	0	0	n.a.
Restricted procedures	0	0	n.a.
Procedures with relaunching of competition	11	8	1 555 704
Other procedures ([1])	11	11	6 772 828
Total	**32**	**60**	**103 526 738**

([1]) *Budgetary increase and amendments.*

Table 33   Contract management

(EUR)

	2016	2017	Change 2017/2016 (%)
New contracts established ([1])	29	50	72.4
Non-renewal / termination	14	13	- 7.1
Amendments to existing contracts established of which:	54	105	94.4
Negotiated procedures	0	39	—
Other amendments	54	66	22.2
Other EU services amendments	0	0	—

([1]) *Does not take into account: contracts concluded based on other Commission directorates-general framework contracts, specific contracts, low value contracts, order forms.*

Graphs

Graph 1 Evolution of staff from 1969 onwards
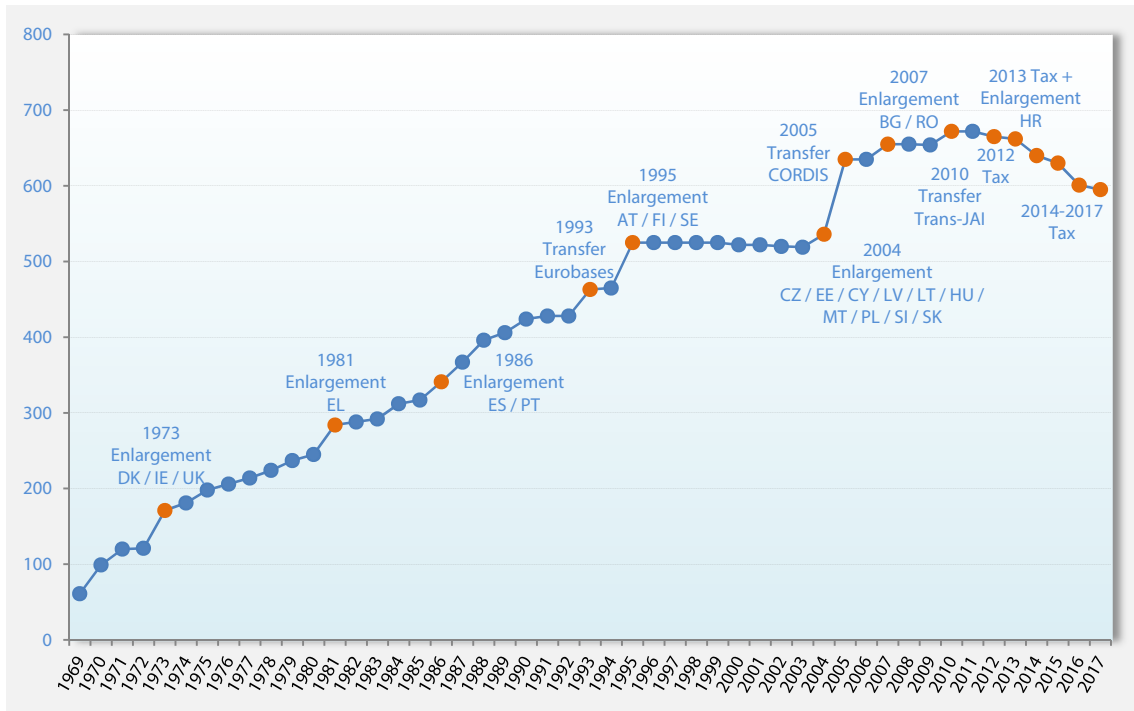
Graph 2 Evolution of the Official Journal production from 1952 onwards

Graph 3 **EUR-Lex consultation figures**

Pages consulted values: Jan-17: 18 421 606, Feb-17: 19 666 483, Mar-17: 19 844 661, Apr-17: 16 191 888, May-17: 18 037 523, Jun-17: 17 753 856, Jul-17: 15 646 177, Aug-17: 15 108 318, Sep-17: 16 777 721, Oct-17: 19 638 649, Nov-17: 19 852 507, Dec-17: 15 621 350
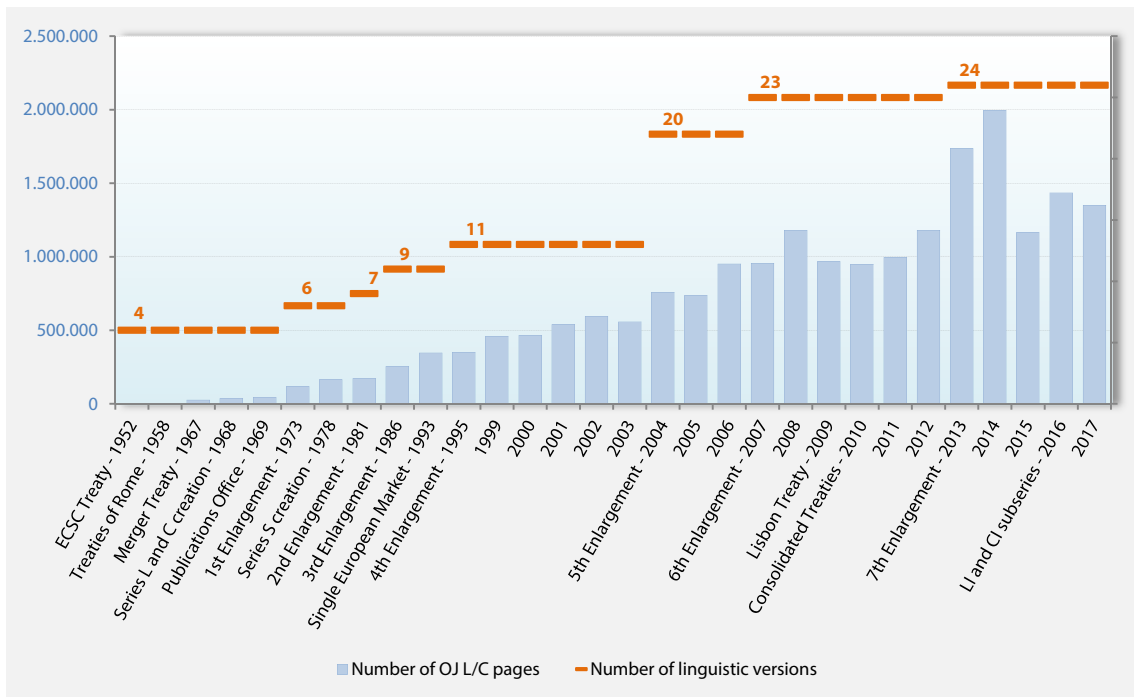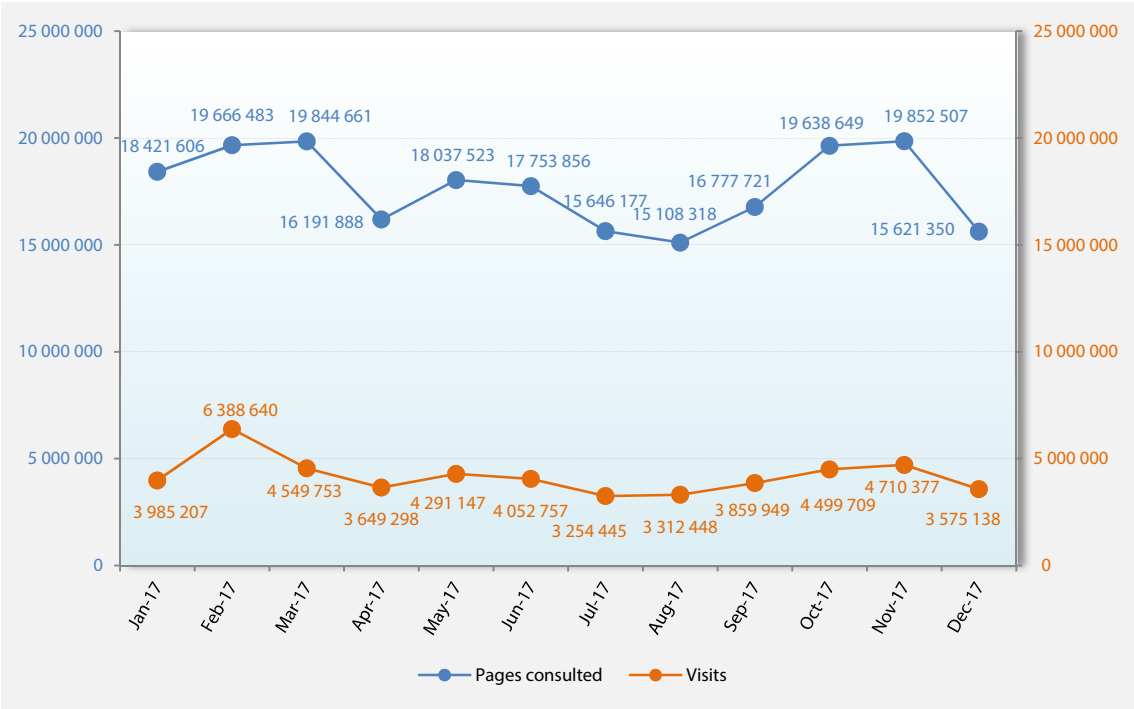
Visits values: Jan-17: 3 985 207, Feb-17: 6 388 640, Mar-17: 4 549 753, Apr-17: 3 649 298, May-17: 4 291 147, Jun-17: 4 052 757, Jul-17: 3 254 445, Aug-17: 3 312 448, Sep-17: 3 859 949, Oct-17: 4 499 709, Nov-17: 4 710 377, Dec-17: 3 575 138

Legend: ● Pages consulted ● Visits

Graph 4 **TED consultation figures**

Notices consulted values: Jan-17: 4 239 926, Feb-17: 4 223 242, Mar-17: 4 751 487, Apr-17: 3 950 010, May-17: 3 798 959, Jun-17: 4 017 459, Jul-17: 4 727 871, Aug-17: 3 874 379, Sep-17: 3 463 414, Oct-17: 3 890 596, Nov-17: 3 624 409, Dec-17: 3 168 928

Notices published values: Jan-17: 36 606, Feb-17: 39 590, Mar-17: 45 553, Apr-17: 43 165, May-17: 41 955, Jun-17: 44 346, Jul-17: 47 234, Aug-17: 44 484, Sep-17: 43 304, Oct-17: 49 231, Nov-17: 45 350, Dec-17: 48 157

Legend: ● Notices consulted ● Notices published

Graph 5   OP Portal consultation figures
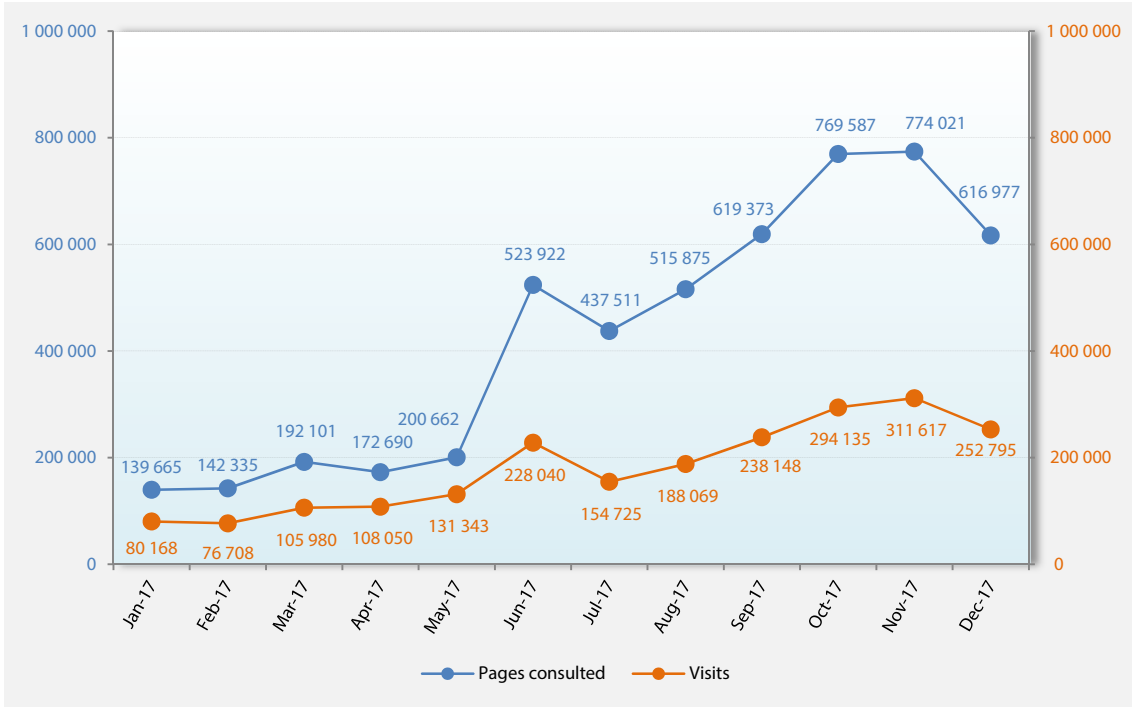
Graph 6   EU Open Data Portal consultation figures
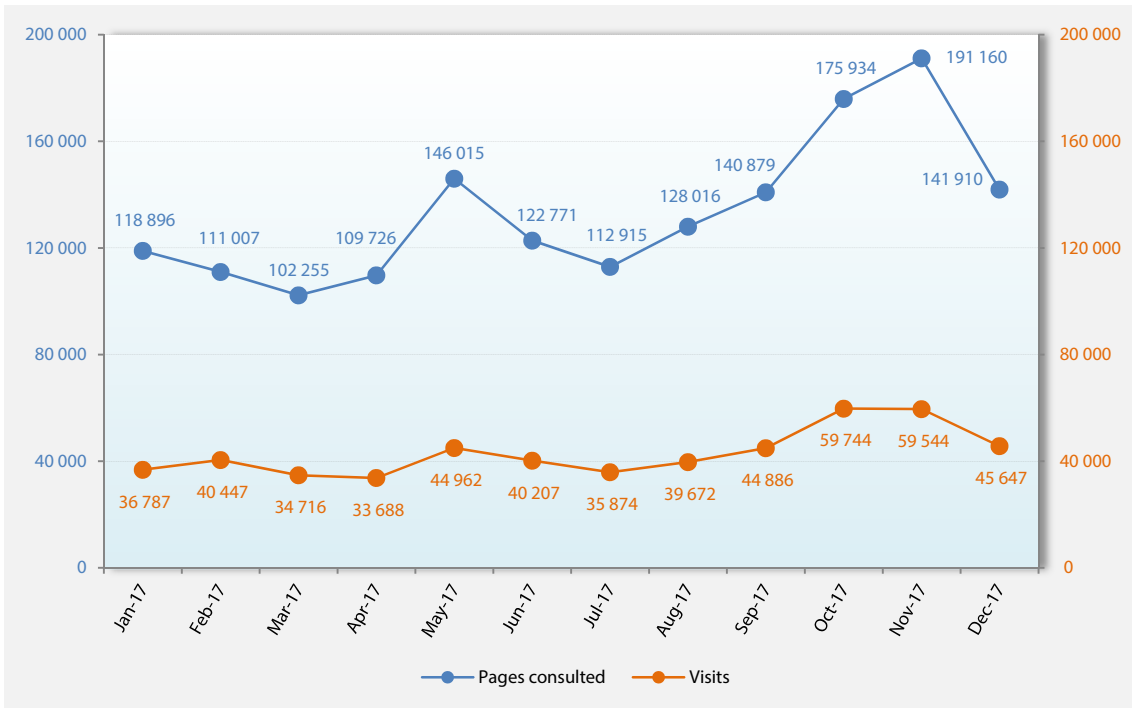
Graph 7   CORDIS consultation figures
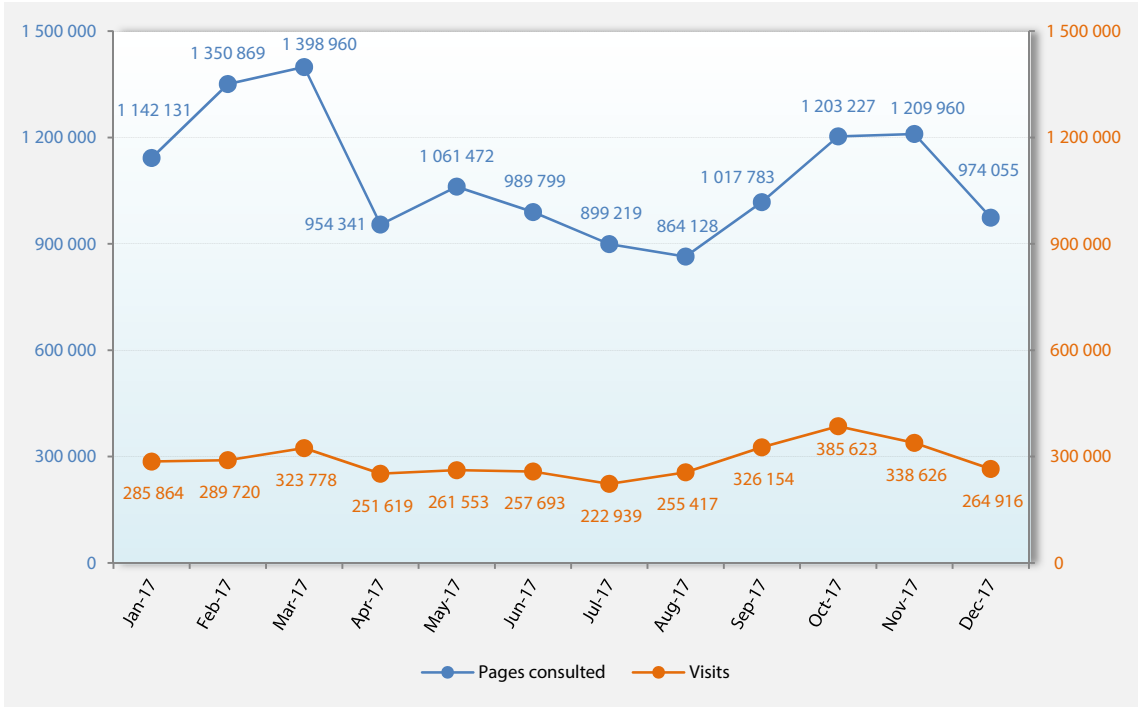
Graph 8   Breakdown of the Publications Office's costs, by institution

- European Parliament (13.22%)
- Council of the European Union (6.73%)
- European Commission (58.88%)
- Court of Justice (5.18%)
- Court of Auditors (1.92%)
- European Economic and Social Committee (1.13%)
- Committee of the Regions (0.51%)
- Agencies (5.82%)
- Other (6.61%)
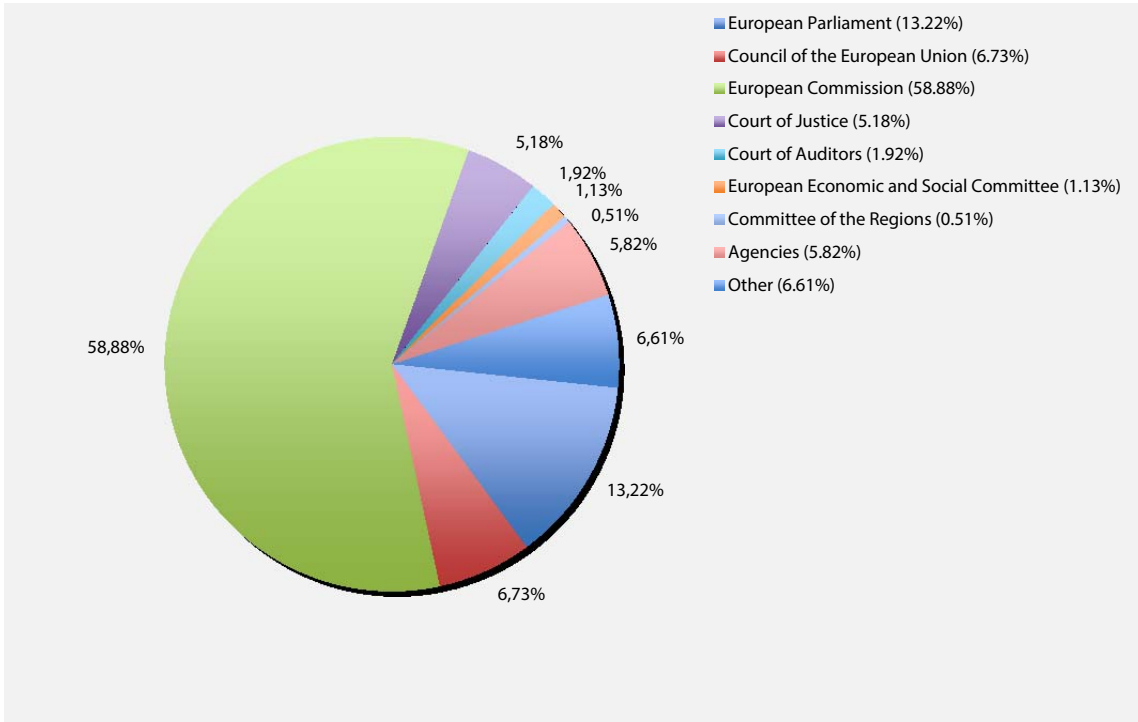
Annex IV: Financial statements

	2017	2016
Balance sheet		
Assets	**13 630 372**	**15 885 455**
Non-current assets	*6 646 879*	*8 090 344*
1. Intangible assets	3 850 698	4 473 656
2. Property, plant and equipment	2 796 181	3 616 688
Current assets	*6 983 493*	*7 795 110*
3. Inventories	6 904 961	7 742 402
4. Receivables	63 825	36 747
5. Cash and cash equivalents	14 707	15 962
Liabilities	**(2 885 213)**	**(3 353 210)**
Non-current liabilities	*(1 804 818)*	*(2 179 838)*
6. Long-term provisions	(121 142)	(121 142)
7. Long-term payables	(1 683 676)	(2 058 696)
Current liabilities	*(1 080 395)*	*(1 173 372)*
8. Payables	(1 080 395)	(1 173 372)
Net assets	**10 745 159**	**12 532 245**
9. Net assets	10 745 159	12 532 245
Statement of financial performance		
10. Other operating revenue	**9 008 269**	**14 596 302**
Sales of publications	21 139	(47 465)
Other revenue	411 794	484 561
Revenue with other consolidated entities	10 713 504	13 842 127
Internal Commission revenue	518 751	770 840
Internal Commission expenses	(2 656 919)	(453 761)
11. Administrative expenses	**(36 173 637)**	**(32 410 261)**
Staff expenses	706 594	547 312
Fixed asset-related expenses	(2 402 229)	(3 872 853)
Buildings expenses	(10 789)	(241 953)
Publications expenses	(15 342 498)	(12 502 179)
Other administrative expenses	(18 866 485)	(15 949 433)
Expenses with other consolidated entities	(258 230)	(391 156)
12. Operating expenses	**(19 364 955)**	**(14 288 687)**
Operational expenses	(18 300 553)	(13 982 844)
Movements on stock	(1 064 402)	(305 843)
Provision for other liabilities	0	0
13. Financial operations	**(102 448)**	**(49 277)**
Financial revenue	242	(729)
Financial expenses	(102 690)	(88 768)
Write-down receivables	0	40 221
Off-balance sheet		
Contingent assets	*3 214 000*	*2 555 025*
14. Guarantees received	3 214 000	2 555 025
Contingent liabilities	*(365 270)*	*(441 732)*
15. Guarantees received	0	0
16. Amounts related to open legal cases	(141 555)	(141 555)
17. Operating lease commitments	(223 715)	(300 176)

Explanatory notes

The annual accounts of the Publications Office are prepared according to the European Commission's Accounting Rules which are in line with the International Public Sector Accounting Standards (IPSAS) based on accrual accounting principles. The annual accounts are directly extracted from ABAC-SAP, the centralised accrual accounting system of the Commission.

These financial statements are identical to those presented in the Office's Annual Activity Report, except for the statement of financial performance, which is more detailed in these statements. Furthermore, assets and liabilities in the balance sheet are not equal because these form part of the Commission's balance sheet, where assets and liabilities do balance.

From 2016, the Office is subject to a light cut-off procedure which is applicable to Commission's directorates-general as formally identified by the Commission's Accounting Officer. Therefore the accounting situation presented in the balance sheet and in the statement of financial performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

The Office's accounts form part of the 2017 provisional annual accounts of both the Commission and the European Union. The amounts are still subject to audit by the European Court of Auditors.

Internal control systems

Based on an annually revised risk assessment and accounting quality overview, the Financial Planning and Accounting Section of the Office's Finance Unit drafts an accounting revision plan. This plan contains the checks and measures that will be undertaken to verify the quality of the accounting data for each item in the balance sheet, the statement of financial performance and the off balance sheet report. Verifications are performed all throughout the year in order to provide reasonable assurance of correct recording of transactions.

Balance sheet

1. Intangible assets

This section includes the capitalisation of large scale IT projects exceeding the EUR 2 million threshold for capitalisation of internally generated intangible assets. There were no new IT projects exceeding this threshold and therefore there was no capitalisation of intangible assets.

However, in the past the threshold was EUR 0.5 million therefore four IT applications are still recognised as intangible assets, namely new EUR-Lex and Cellar in 2012, Metaconv and CORDIS ICA3 in 2014.

This section also includes the cost of licences and the net value of software bought off-the-shelf. As of this year, the threshold to record an asset has been modified to EUR 5 000 per item (compared to EUR 420 up to 2016).

No off-the-shelf software with a unit value bigger than EUR 5 000 was purchased in 2017.

A straight line depreciation method is applied monthly on the Office's intangible assets. The yearly depreciation rates, based on the estimated lifetime, are:

- 10 % for new EUR-Lex and Metaconv;
- 12.5 % for Cellar;
- 16.7 % for CORDIS ICA3;
- 25 % for assets bought off-the-shelf;
- 20 % for software leased (5 years duration of the lease).

2. Property, plant and equipment

This represents the net value of tangible fixed assets such as plant, machinery, equipment, furniture and computer hardware.

The Publications Office handles assets related to the Official Journal L and C which are financed by different institutions and assets related to CORDIS which are financed by several Commission directorates-general. The Office includes the total value of these assets in its balance sheet, and not just the Office's share.

Monthly straight line depreciation is applied, based on a rate that varies by asset type. The yearly depreciation rates are:

- 25 %: IT material, servers, computers, copy machines, printers, telecommunication material;
- 12.5 %: plant, machinery and most equipment;
- 10 %: office furniture;
- rate based on the duration for financial leases.

The table hereunder shows the 2017 movements related to tangible and intangible fixed assets.

Fixed assets movements

(EUR)

Item	Computer software	Financial leasing intangible assets	Plant, machinery and equipment	Furniture and rolling stock	Computer hardware	Other fixtures and fittings	Financial leasing hardware	Total
A. Acquisition value								
Previous year-end	8 242 488	1 751 975 (¹)	476 830	1 536 701	13 815 138	341 889	3 354 147	**29 519 168**
Changes during the year								
Acquisitions during the year	0	0	0	0	169 226	19 823	769 715	**958 764**
Disposal and withdrawals	- 1 177 809	0	- 8 515	- 42 599	- 2 106 604	- 1 429	0	**- 3 336 955**
Transfers and other	846 250 (²)							**846 250**
Year-end	**7 910 929**	**1 751 975**	**468 315**	**1 494 103**	**11 877 760**	**360 283**	**4 123 861**	**27 987 227**
B. Depreciation and value adjustments								
Previous year-end	- 5 254 103	- 266 704 (¹)	- 382 309	- 1 396 745	- 12 152 134	- 327 102	- 1 649 729	**- 21 428 826**
Changes during the year								
Amortisation for the year	- 871 990	- 350 395	- 18 599	- 31 699	- 863 710	- 11 276	- 852 615	**- 3 000 284**
Disposal and withdrawals	1 177 809		8 515	41 227	2 106 604	1 429	0	**3 335 584**
Transfers and other	- 246 823 (2)							**- 246 823**
Year-end	**- 5 195 106**	**- 617 099**	**- 392 393**	**- 1 387 217**	**- 10 909 239**	**- 336 949**	**- 2 502 344**	**- 21 340 348**
Net book value (A+B)	**2 715 823**	**1 134 876**	**75 922**	**106 886**	**968 521**	**23 334**	**1 621 517**	**6 646 879**

(1) The harmonized chart of account was modified. Consequently, the figures of 2016 of the intangible assets were amended for four software leased in 2016, previously reported under tangible assets.

(2) During the closure 2016, the accounting service recorded a reversible booking for the disposal of Metaconv software. After the closure, a detailed examination of the file has been carried and it appeared that, whereas Metaconv is not used as such, it has been integrated in another system, which is still in use. Therefore it has been kept in the assets' inventory.

The following table provides details on financial leases.

Financial leases

(EUR)

Description	Charges still to be paid						Asset gross value	Depreciation (−)	Impairment (−)	Net carrying amount 31.12.2017	Net carrying amount 31.12.2016
	< 1 year		1—5 years		Total						
	Capital	Interest	Capital	Interest	Capital	Interest					
Land and buildings					0	0	0			0	
Plant and equipment					0	0	0			0	
Computer software	339 218	32 540	711 967	33 253	**1 051 185**	**65 793**	**1 751 975**	− 617 099	0	**1 134 876**	**1 485 270**
Computer hardware	642 681	46 467	971 709	39 690	**1 614 390**	**86 156**	**4 123 862**	− 2 502 344	0	**1 621 517**	**1 704 419**
Furniture and vehicles					0	0	0			0	
Other					0	0	0			0	
Total	**981 898**	**79 007**	**1 683 676**	**72 943**	**2 665 575**	**151 949**	**5 875 836**	**− 3 119 443**	**0**	**2 756 393**	**3 189 689**

3. Inventories

The gross value of all free and priced publications in stock, held and declared by the Office on behalf of all Commission directorates-general and institutions, is EUR 7 376 676. The impairment value is EUR 499 699. The net value is therefore EUR 6 876 977 (EUR 7 715 623 as at end 2016).

Gross amount of the publications produced and still held in stock at year-end are valued at the historical cost per kilo. The cost per kilo estimated in 2017 is EUR 6.68.

Since 2015, a cost-per-kilo basis was based on a revised methodology to improve the representativeness of the sample by stratifying the population by type of publication and by extending the sample size.

Since 99.6 % of the publications held in stock relate to free publications, the IPSAS rule for free publications was applied to calculate the net value, with stocks valued at the lower of (production) cost and current replacement cost.

The impairment is the difference between the gross and the net value.

The ageing of the 12.3 million items in stock is as follows:

Year of origin	% quantity stock
Before 2013	7.0 %
2013	8.5 %
2014	10.1 %
2015	37.1 %
2016	11.0 %
2017	26.2 %
Total stock	**100.0 %**

Since the majority of the publications held in stock are 3 years old or less, no specific impairment for obsolescence was applied, especially since storage costs are fully charged back to author services. Therefore, there is an incentive not to keep obsolete publications and items in stock can be considered useful.

The stock of materials and supplies consumed in the print shop has a value of EUR 27 984 at 31 December 2017.

The table hereunder summarizes the stock situation:

	Acquisition value	Value reduction	Net 31.12.2017	Net 31.12.2016
Production material	27 984	0	27 984	26 779
Publications and goods for resale	7 376 676	- 499 699	6 876 977	7 715 623
Total	**7 404 660**	**- 499 699**	**6 904 961**	**7 742 402**

4. Receivables

This section includes receivables from other institutions, agencies and Commission directorates-general related to recovery orders for production, storage and dissemination of the publications.

The increase in receivables in 2017 when compared with 2016 is mainly due to the amounts of not yet cashed recovery orders with a maturity date in the beginning of 2018.

5. Cash and cash equivalents

This section includes the balances of current bank accounts managed by the Office for its sales activity. According to the procedures in place, the Office announces and pays back the revenue from publications collected on behalf of Commission directorates-general, institutions and agencies in February and October.

6. Long-term provisions

This section relates to a provision created in 2012 for one open legal case with a likely loss (>50 % probability) estimated at EUR 121 142.

7. Long-term payables

This section relates to the long-term debt for ten ongoing financial leases, out of which two new ones were signed in 2017.

General identifier	Financial leasing of the Office — Description	Reception date	Duration — Years	Initial gross value EUR	Long-term payables as at 31.12.2017 EUR
020P20140043937	Upgrades storage Array EMC VMAX to 250 TB - MER	28/02/2014	4	533 611	0
020P20140044058	Upgrades storage Array EMC VMAX to 250 TB - EUFO	28/02/2014	4	516 941	0
020P20150064969	COMLIN – LEASING 1 YEAR VMAX 2 – EUFO	1/04/2015	5	899 587	237 739
020P20150071296	VTL-Deduplication Data Domain	1/04/2015	4	252 211	17 185
020P20150071300	VTL-Deduplication Data Domain	1/04/2015	4	252 211	17 185
020P20150071603	COMLIN – 1 YEAR LEASING VMAX 2 – MER	1/04/2015	5	899 587	237 739
020P20160077230	LEASING UPGRADE PROTECTPOINT (EUFO)	1/03/2016	5	117 240	47 652
020P20160077331	Leasing upgrade PROTECTPOINT (Mercier)	1/03/2016	5	117 240	47 652
020P20160077432	LEASING UPGRADE VMAX3E (EUFO)	1/04/2016	5	758 747	308 331
020P20160077533	LEASING UPGRADE VMAX3E (Mercier)	1/04/2016	5	758 747	308 331
020P20170041309	SERVEURS INFORMATIQUES DD9300	1/04/2017	5	384 857	230 938
020P20170041915	SERVEURS INFORMATIQUES DD9300	1/04/2017	5	384 857	230 938
Total				**5 875 836**	**1 683 676**

8. Payables

This section includes:

- short-term debt for financial leasing of IT equipment and software (EUR 981 898);
- invoices received and to be paid as at 31 December 2017.

9. Net assets

The Publications Office's balance sheet represents only the assets and liabilities that are under the control of its Director-General. The balance presented is therefore not in equilibrium. Amounts such as cash held in the Commission's bank accounts are not included in the Office's accounts since these are managed centrally by DG Budget, on whose balance sheet they appear.

Statement of financial performance

10. Other operating revenue

This section includes:

- **Sales of publications.** These are the sales for which the Office is the beneficiary, print on demand and reimbursement of postage cost. Excluding the impact of the reversed booking in 2016 of the cut-off 2015, the yearly income on behalf of the Publications Office remains stable at around EUR 21 000;

- **Other revenue.** These comprise:
  - the variance in stock's impairment from year-end 2016 to year-end 2017 (EUR 226 961);
  - the value of recovery orders for storage, dissemination and printing costs issued to bodies which are not included in the consolidation exercise of the Commission (EUR 145 167);
  - the value of liquidated damages applied to contractors (EUR 39 666);

- **Revenue with other consolidated entities.** The amount of EUR 10 713 504 originates mainly from the advance recovery orders issued to the institutions (EUR 2.6 million), revenue from a flat fee for the indirect cost of the Official Journal production to the institutions (EUR 5.2 million) and also from the recovery of expenses for storage, dissemination (EUR 1.6 million) and production of publications charged to agencies.

  The decrease of EUR 3 million compared to 2016 is due to:
  - the reversed booking in 2016 of the deferred income 2015 (EUR 2.1 million). In the framework of the light cut-off procedure, the charges paid in advance by the institutions are not recorded anymore. The deferred income would amount to EUR 1.3 million in 2017 and reduce the revenue accordingly;
  - the reduction of distribution and storage recovery orders' amount;
  - decrease of production of publications for some agencies (European Agency for Safety and Health at Work, European Union Fundamental Rights Agency);

- **Internal Commission revenue and expenses.** These comprise:
  - revenue for storage and dissemination and to a lesser extent the production of the Office's print shop charged to Commission directorates-general;
  - expenses related to DG Informatics which increased due to the various memoranda of understanding signed with DG Informatics for the provision of IT services to the Office (EUR 2.1 million).

11. Administrative expenses

Administrative expenses include also expenditure on budget items for which the Office received a sub/co-delegation. It does not include expenses on Office budget items managed by other Commission services, i.e. the Paymaster Office (PMO), OIL, OIB, DG Human Resources and Security and DG Informatics.

- **Staff expenses.** Staff salaries are not included in the Office's statement of financial performance as accounting reporting on this falls within the responsibility of PMO. However, this section includes a transfer representing estimated AD/AST internal staff costs linked to IT projects;

- **Fixed assets related expenses.** This represents the amount of the annual depreciation of tangible and intangible fixed assets and other expenses related to fixed assets;

- **Buildings expenses.** Since 2014, these expenses are managed by OIL. The amount paid by the Office is therefore marginal;

- **Publications expenses.** This comprises the following types of expenses, not included under the operational expenses: storage and dissemination, proofreading, printing, multimedia production, archiving of electronic documents.

  In 2016, the reversal of the cut-off 2015 had an impact of EUR 2.6 million, meaning that 2.6 million already delivered in 2015 but invoiced in 2016 were recorded in the previous year. Since 2016, the light cut-off procedure is applicable (no cut-off recorded at the Office's level). Therefore the actual increase 2017/2016 amounted to EUR 0.2 million only. The 10 % increase in publications' production was nearly fully compensated by a reduction of expenses for the external electronic long-term archiving service (New EUDOR was mainly charged in 2016);

- **Other administrative expenses.** The main expenses are as follows:
  - EUR 9 905 417 concern the cost of Office supplies and maintenance; the amount of expenses is stable, the increase of 20 % is explained by the reversed booking in 2016 of the cut-off 2015;
  - EUR 2 405 635 concern external and internal costs for development of IT projects, which have not been capitalised (+ 30 % cost compared with 2016 due to the reversed booking in 2016 of the cut-off 2015, and the development of two new applications DEFA and Search system indexing documents for the Cellar);
  - EUR 4 959 645 concern maintenance of IT applications; the amount of expenses was slightly decreasing after taking into account the effect of the reversed booking in 2016 of the cut-off 2015;
  - the remaining balance concerns interim staff, training, IT research, operating leases, and other expenses;

- **Expenses with other consolidated entities.** This amount relates to the invoicing by the Court of Justice of proofreaders based on an SLA with this institution. The higher amount of 2016 was due to 100 000 EUR reimbursed to the Council because an overestimation of advance recovery orders for the Official Journal.

12. Operating expenses

- **Operational expenses.** This represents expenses (except expenses for IT projects) on operational budget lines: CORDIS, OJ S, pilot projects (Linked Open Data, PublicAccess.eu) and the charges for publications on sub/co-delegations on operational budget lines. The increase is mainly due to a higher production of publications (+ EUR 0.9 million) and higher logistic fees (+ EUR 0.5 million), paid by the Office using the DG Communication budget line. The previous year reversal of the light cut-off had an impact of EUR 1.8 million;

- **Movements of stock.** This represents the impact of the movements of stock. It is the decrease in gross value of stock between 31 December 2016 and 31 December 2017. The impairment reduction has been recorded under other revenue;

- **Provision for other liabilities.** No further provision was considered necessary in 2017 for the pending legal case.

13. Financial operations

- **Financial revenue.** The negative amount represents fees in commercial accounting. No interests were received on the bank account.

- **Financial expenses.** The amount represents mainly interest paid on the 2017 instalments for the financial lease of IT material.

Off-balance sheet

14. Guarantees received

This represents bank performance guarantees received from contractors.

Following the policy of restricting the use of bank performance guarantees, only one new bank performance guarantee was demanded.

15. Commitments

Following the light cut-off procedure for the non-large Commission directorates-general, the remaining share of the outstanding commitments (*reste-à-liquider* – RAL) as at 31 December is now recorded at DG Budget level.

16. Amounts related to open legal cases

This represents potential liabilities related to pending legal cases with a probability of loss between 20 % and 50 %. Only one legal case is still pending as at the end of 2017.

17. Operating lease commitments

This represents the amount of outstanding legal commitments related to operational leases. It includes cars and copy machines leases.

Operating lease commitments

(EUR)

Description	Charges still to be paid			Total charges to be paid
	< 1 year	1—5 years	> 5 years	
Buildings	0	0	0	0
Cars	38 370	34 354	0	72 724
Copy machines	52 437	98 554	0	150 991
Total	**90 807**	**132 908**	**0**	**223 715**

Annex V:
Implementation of the Strategic objectives
2017-2025

To be completed in 2017	Status as at 31/12/2017	If delayed		
		Reason for delay	Revised deadline	Corrective actions
1. Secured and automated exchange of legal data				
New version of the Common Vocabulary	Version 1.2 was released beginning of September 2017; the work plan for 2017 was accomplished			
Version 1 of the Common Exchange Model based on LegalDocML is adopted	Version 1.0 was submitted for review by the subgroup 'Format Guidelines' (5 October 2017)		New adoption procedure was agreed by IFC plenary. Revised deadline: 31 January 2018. Consequences: Except of the delay of one month with regard to initial planning, there is no impact on the global planning	
The first prototype of an FMX2AK (Formex to Akoma Ntoso) is implemented	First version was delivered end of August 2017 Second release done end of 2017			
Implementation road map	Delayed	External dependency. The roadmap is supposed to be elaborated in the scope of the 'to-be' landscaping exercise (all institutions, coordination by DG Informatics/ISA unit), but the exercise is significantly delayed. On the side Commission/SG confirmed that sending of the first files based on the CEM should start end of 2018		
IMMC builder available in the cloud	Request to DG Informatics was made and additional documentation was provided as requested by DG Informatics. Waiting for feedback from DG Informatics	Overload of DG Informatics and Office's cloud management teams	1 June 2018	DG Informatics was relaunched and redirected the request to the Office's cloud migration team Taking into account the current heavy workload of the team, it was decided to handle the cloud migration of IMMC builder in the scope of the ongoing Office's cloud migration project (EUR-Lex, Cellar). Because of the change request in relation with the decision to implement a MSP solution for OP Portal, there is free capacity in the existing migration contract
2. Rationalisation of the production of publications				
Rationalisation of contracts: i/ reduction of overall number of production contracts; ii/ new generation of production contracts (multichannel communication, graphic design, interactive visualisations, multimedia, apps, etc.)	Completed New contracts in place. One remaining, but already published			
New workflow management system	Analysis launched for the new system – results expected in the first quarter 2018			
Guidelines for authors are released on how to structure manuscripts	Completed Guide for structuring is on PubliCare			
A series of training courses is organised	Trainings not yet launched (except some specific)	No resources available in 2017 for big training actions	March 2018	Waiting for resources dedicated to this action/reorganisation

To be completed in 2017	Status as at 31/12/2017	If delayed		
		Reason for delay	Revised deadline	Corrective actions
A series of templates is provided	Partially done Specific template developed; general template is being developed	Concept widened on request of Directorate A. Technical expertise foreseen and first meeting with an external analyst done in October 2017. Work in progress to design the generic template	January 2018	
HTML5 is a standard output format	Completed			
3. Refocusing quality control				
Landscape of existing practices is produced	Started Exploratory meetings with translation services of institutions Delayed Documenting processes, tools and systems involved in authoring-translation-publishing process	Limited resources focused on pilot project for collaborative planning and editorial assessment/content analysis	First quarter 2018 – high level process maps available. Second quarter 2018 – systems, tools, data flows, stock taking completed	With the focus on the pilot project, the execution of this task had to be rescheduled. There were no corrective actions that would enable the Office to complete it in 2017
Pilot projects for collaborative planning and content analysis are launched	Completed: – Core Team in place (12 volunteers with editorial and journalistic background supported by AD staff members of B3-B4-B5 Units). – Support Team in place (representatives of B2, C1 and C3 Units) – Prototype tools developed (selection criteria and editorial assessment criteria) – Editorial assessment of six titles selected for the trial round – Six subgroups formed to work on detailed aspects: tools, editorial governance, process, job profile, selection of publications, impact analysis. Delayed: – Train Core Team (training needs, job profile not finalized yet) – Final version of tools not ready yet (selection criteria, publication proposal checklist, editorial assessment criteria and report template) – Key Performance Indicators – the work has not started yet – Refining the prototype in collaboration with DG Communication of the European Commission	Members of the Core Team are involved in daily operations which limits their availability to perform the additional project-related tasks	First quarter 2018	Actions such as employing additional interim staff, reducing the intervention levels for concerned languages (EL, HR, EN) are being progressively activated to ensure the minimum availability estimated as one day/week per person (except for project manager and an AD working on editorial governance four days/week)
Launch of the upstream editing	Delayed No structured upstream editing process in place but as an ad hoc event. Two publications already edited before translation with satisfaction of the author service, DG Communication)	Limited resources focused on pilot project for collaborative planning and editorial assessment/content analysis	Second quarter 2018	
4. Linked EU information, increased interoperability and federated search				
New navigation and display strategy for EUR-Lex	Strategy validated by institutions (GIL meeting 28 September 2017) Drafting specifications for the EUR-Lex contractor (October 2017) Development and delivery in the test environment (December 2017. Delivery in test environment foreseen for February 2018)	After analysis, the EUR-Lex contractor proposed to combine the implementation of the new navigation and display with the implementation of responsive design. This will allow rationalisation of efforts (the site would in any case need to be adapted for better mobile navigation), but will require a slightly longer development period	Delivery in test environment foreseen for February 2018	

To be completed in 2017	Status as at 31/12/2017	If delayed		
		Reason for delay	**Revised deadline**	**Corrective actions**
Integration of EU Whoiswho into the OP Portal	Requirements and specifications validated (May 2017) Development started (June 2017) Development and delivery in test environment (October 2017) Installation in production and start of parallel run (December 2017 – ongoing as planned)			
Scope and roadmap for achieving linked open data for content managed by the Office	Ongoing Roadmap to be validated by end of April 2018	This action on defining the strategy of implementing Linked Open Data across all collections managed by the Office requires a prolongation in order to meet with all stakeholders concerned to discuss scope, production and storage, services and funding aspects. Furthermore, the Office is awaiting confirmation that the preparatory action 'LOD in European public administration' is assigned to the Office in order to align it with the strategy document	End of April 2018	
Preparatory works for the cross-institutional search	Finalisation of specification of the preparatory work for the cross-institutional search (October 2017) Related budgetary commitments and issuing of the order forms (December 2017 – ongoing as planned)			
5. The Official Journal act by act				
Institutions consulted and agreement obtained	By endorsing the Strategic objective 5 – (implement an act-by-act production of the Official Journal), the institutions gave their agreement			
6. Reference centre for the production of publications				
'Identifiers-only' requests are analysed	To be done in collaboration with C1 Front Office – not started	Inter-unit cooperation to be put in place	January–February 2018	Will be taken over by B3 Unit after reorganisation
Preparatory work for the conception of a feedback mechanism (item on the agenda of the meeting of 20 October)	Done in the context of the Portal feedback mechanism; apps to be integrated in 2018			
7. Zero stock				
Discussion within Directorate C	Done end of June 2017			
8. Single point of access for public procurement				
A catalogue and a registry of services are built	Catalogue of services available on http://simap.ted.europa.eu/en/web/simap/webservices-api Registry of services will be developed in pair with the SPA; SPA specifications to be finalised by the third quarter 2018			
Specifications for a single point of access are prepared; analysis of processes and workflows	Definition of functional requirements of SPA is ongoing Detailed analysis of processes and workflows ongoing (an initial study was held in 2016 on TED automation and customer services; analysis and descriptions of current and to be processes and workflows are ongoing) Detailed analysis of IT architecture has started	Preparation and analysis is ongoing as foreseen. Specifications for the SPA can only be created once analysis is finished; IT and data architects made their recommendations as those decisions will dictate the specification. The target for the finalisation of the task was mainly indicative and will be detailed as soon as the project charter is completed		A project charter will be drafted

To be completed in 2017	Status as at 31/12/2017	If delayed		
		Reason for delay	Revised deadline	Corrective actions
Unique electronic identifier for notices are specified	Reflexion ongoing. A draft paper was established and will be analysed in the framework of the works currently ongoing for the adoption of the procurement ontology and eForms to ensure overall coherence			
9. Legal deposit scheme				
Legal deposit scheme (and digital preservation plan): item on the agenda of the meeting of 20 October	Introductory note was distributed to the members of the Management Committee			
10. Central point of access and reuse				
Provision of reuse assistance service at first level helpdesk (OP Helpdesk): a central register for all OP user requests is put in place	Completed Reuse requests are being centrally registered by the Office's 1st level helpdesk			
Merger of the EU Open Data Portal and European Data Portal ('rapprochement') – Vision paper and roadmap of the merger (perspective of the Office; comparison between features; different merger options; potential risks)	Completed The vision paper and roadmap proposal was approved in mid-November by the Director-General as the line to take. Further to an agreement at Director-General level between the Office and DG Communications Networks, a detailed agreement and implementation roadmap for the merger should be prepared by the Office and DG Communications Networks by the end of the first quarter 2018			
Copyright issues and licensing policy. The Office carries out training courses, presentations and other relevant actions	Completed Training sessions were provided to the Council, Commission representations, European Investment Bank and European Asylum Support Office Task carried out on a continuous basis			