EASO
communication strategy and implementing rules

May 2014
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1. Introduction

Communications is an important task of the European Asylum Support Office (EASO). Only through communication activities can EASO relay information and research-based evidence on specific issues, trends and challenges which relate to its policy area and inform policy makers and the public. Our main communication challenge is twofold. The first is how to communicate effectively (How do we ensure that our message is heard?). The second is how to reinforce our reputation as a centre of expertise on asylum. Our communications efforts shall focus on strengthening the relationship with our stakeholders. To cope with our challenge it requires building a strong dialogue and engagement with our stakeholders and to communicate in a clear, timely and efficient manner.

Effective communication depends on four basic elements: a story/message; an audience; timing; format and language. All these elements are interdependent. The role of the communicator is to match the most coherent options together in order to maximise the impact of the message. The effectiveness of our communication activities will also depend on our ability to adapt to ongoing technological changes, and to the changing needs of our audiences.

The EASO communication strategy aims at defining EASO’s goals in the field of communications and how to achieve them. It identifies the main target audiences the key messages EASO aims to disseminate, and outlines public relations principles, EASO’s relations with the media, crisis communication guidelines, social media participation principles, and EASO’s internal communications. It also outlines the resources appointed to communications and the way they will be invested. The methods to evaluate the communication activities conclude the strategy. A detailed overview of EASO’s target audiences and how to reach them is provided in Annex I. The communication strategy is drawn up according to the guidelines stipulated in the Roadmap on the follow-up to the Common Approach on EU decentralised agencies, endorsed by the European Parliament, the Council and the Commission in July 2012.

2. EASO and communications

Our overall communication objective is to efficiently and effectively communicate with our stakeholders. This means highlighting the achievements, the tasks of the agency and the historical context form the main part of EASO’s communication endeavours. Some specific facts have to be taken into account:

• In this day and age, the demand for readily understandable, up-to-date knowledge is on the increase. EASO should meet this demand by communicating clearly and openly and by making the best use of modern communication technologies. Our message should be promoted in a proactive way and EASO should contribute to ongoing political and public debates.

• Our communication goals will reflect the increasing importance of the participatory process in democratic societies as laid down in major policy documents such as the 2006 Commission White Paper on a European communication policy, the 2007 Commission communication ‘Communicating Europe in partnership’ and the 2008 Commission communication ‘Debate Europe’.

• Our communication strategy, including its goals and channels, is a long-term strategy that will be further developed and implemented according to the latest evolutions in the field of communications.
3. SWOT analysis

The SWOT analysis below is based on findings of the internal evaluation of EASO conducted by the European Commission in 2013 and on two surveys conducted by EASO (one of the surveys was completed by visitors of the website while the other survey requested feedback from EASO newsletter subscribers). This SWOT analysis is being used as input for this communication strategy.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
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<tbody>
<tr>
<td>Key communications messages are understood (Support is our mission, putting solidarity into practice, providing added value for the EU and its Member States among others);</td>
<td>Limited provision of content;</td>
</tr>
<tr>
<td>88% of surveyed respondents expressed that they were either satisfied or very satisfied with our website;</td>
<td>Specialised content and location makes it difficult to reach out to the general public;</td>
</tr>
<tr>
<td>85% of the surveyed persons were either satisfied or very satisfied with the layout and content of the newsletter.</td>
<td>EASO deals with many external partners;</td>
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<tr>
<td></td>
<td>No established postal distribution system;</td>
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<tr>
<td></td>
<td>Limited number of activities to communicate due to EASO’s size;</td>
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<tr>
<td></td>
<td>Perception among some NGOs that EASO is not fully transparent and that EASO is not an independent centre of expertise.</td>
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</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
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</thead>
<tbody>
<tr>
<td>Use of social media;</td>
<td>High expectations;</td>
</tr>
<tr>
<td>Strengthen public consultations platform;</td>
<td>Linguistic diversity amongst target audiences;</td>
</tr>
<tr>
<td>More involvement of external partners;</td>
<td>Difficulties to reach audience (in particular asylum officials) in remote places;</td>
</tr>
<tr>
<td>Provide more content on the website</td>
<td>Limited human resources.</td>
</tr>
<tr>
<td>Usage of internal communication tools such as SharePoint.</td>
<td></td>
</tr>
</tbody>
</table>

4. Objectives

Our overall communication objective is to efficiently and effectively communicate with our stakeholders. EASO communication efforts shall aim at the following:

- **Reaching out to all asylum and reception officials in the Member States** and ensuring that they are aware of our main products and can access them, including publications and press releases.

- **Engaging as much as possible with relevant stakeholders**, in particular the members of the EASO Consultative Forum.

- **Strengthening the credibility of the agency** by communicating in a consistent, efficient, transparent and accurate manner. EASO will aim to pre-empt any possible
misunderstandings related to EASO’s mandate, tasks and activities via a consistent flow of easily intelligible information.

- Another aim is to react swiftly to questions from the media.
- **Raising the profile of the agency** as a centre of excellence on issues related to asylum (such as training for asylum experts, collection of information on country of origin and sharing of best practices).
- **Managing expectations.** The agency’s role must be fully explained. Any unjustified expectations and misconceptions must be avoided, such as that the agency will solve all the asylum issues of the Member States.
- **Keeping EASO staff members informed.** With regard to internal communications, EASO staff members shall be well-informed on the activities and mission of the agency so that they can act as EASO ambassadors. EASO staff members shall also be kept up to date on developments in the areas of asylum and immigration in the EU.

### 5. EASO stakeholders

All organisations and individuals interested in or affected by EASO are considered as stakeholders and are welcome to participate in the Agency’s work. The provision of useful information demands effective two-way communication. EASO must engage in a dialogue with identified target groups to understand their information needs and give apt information at the right time, employing the most relevant communication channels in an efficient way.

EASO is committed to openness and transparency and considers a continuous two-way dialogue with its stakeholders to be of prime importance. Therefore, EASO involves stakeholders in many activities. EASO arranges several events and workshops throughout the year. The largest annual event is the Consultative Forum plenary meeting which is open to all interested members. EASO encourages stakeholders to provide information on several topics. This can be done through public consultations, which are published on EASO’s website.

EASO’s main target groups for communications are:

- EU Institutions, bodies and agencies, in particular the JHA agencies,
- asylum and reception officials and policymakers from national governments, local governments, international institutions, bodies or international organisations, including the communication multipliers,¹
- EASO officials (internal staff members),
- the general public,
- EASO consultative forum members and other non-governmental organisations active in the field of asylum,
- media: members of both the international and the local press,
- judiciary involved in asylum matters,

¹ In order to be able to reach out to asylum officials in the Member States, EASO has set up a ‘communication multipliers’ network composed of representatives of the Member States. The function of this group is to ensure that all EASO press-related information and EASO publications reach the intended end users. The communication multipliers can also act as EASO ambassadors in Member States and inform their colleagues on EASO’s work and activities.
• researchers, students and academics.

6. Communication approach

Effective communication depends on four basic elements: a story/message; an audience; timing; format and language. In this context, EASO communication staff shall ensure that the message is adapted to the right audience and delivered at the right time, in the right format, and through the right channels. In managing its stakeholders relationship EASO aims at:

• Understanding the views of stakeholders who bring expert knowledge and analysis; those who are most affected by EASO’s activities, or those who are influential in EASO’s field of activity,

• Making key stakeholders partners who can multiply the information EASO wants to spread and, provide feedback,

• Building trust. Ensuring understanding of the decisions taken by EASO will minimise incorrect or unfounded criticism,

• Anticipating the reactions and expectations of the key audiences,

• Defining common goals and achieve them together.

EASO stakeholders are kept informed about developments in EASO work and activities primarily through the EASO communications tools (such as the website, social media, press releases, media interviews, participation in conferences, seminars, academic sessions, and newsletters). Direct contacts (letters from the Executive Director, phone meetings and emails) are used to complement these channels in specific cases.

Press releases or other press material shall be distributed by communications staff members to the relevant stakeholders. EASO communications staff members may also send embargoed press releases and early warnings of upcoming issues. In some cases, joint press releases may also be issued. These activities are initiated on the basis of mutual interest and coordinated by EASO communications staff members.

7. Key messages and principles

Key messages comprise the pertinent pieces of information the agency conveys through its communication activities. EASO’s messages are limited in number, concise, easy to remember and relevant:

• EASO: support is our mission;

• EASO: putting solidarity into practice;

• EASO is about common values, quality and solidarity;

• EASO is a centre of expertise in the field of asylum;

• providing added value for the EU and its Member States.

EASO’s principles while disseminating these messages are:

• organising support and assistance for specific or general needs in Member States’ asylum systems;
• coordinating and stimulating operational cooperation between Member States and enhancing quality;
• acting as a centre of expertise on asylum;
• organising common analysis and common assessment of asylum data;
• facilitating and stimulating joint action and consistency within the asylum field;
• engaging with the full commitment of the Member States;
• respecting the responsibility of the Member States and their asylum decisions;
• involving civil society and international organisations.

8. Communication tools and activities

In conducting its external communications, the agency will use several communication tools, depending on the message conveyed and the targeted audience. When possible and relevant, key messages will be communicated through several tools in order to ensure the widest reach possible (see Annex I). Examples of such tools include the following (for internal communications tools please see point 15):
• EASO’s official website and on-line platforms;
• leaflets, publications and merchandise;
• participation in and organisation of events, meetings and conferences (e.g. press conferences and info days);
• organisation of visits to EASO premises both for the general public and high-level invitees;
• presentations, interviews, trainings and webinars;
• social networks (such as Facebook, LinkedIn and Twitter), surveys and mailing systems, including functional mailboxes for target-specific audiences.
• EASO’s monthly newsletters;
• press releases;
• reports and statistics;
• documentation and organisational communications (e.g. the Annual Activity Report);
• daily press extracts (for internal use).

9. Visual identity

EASO communication efforts shall aim at effective branding and reputation management. It is pertinent to create trust and a positive reputation amongst different stakeholders. Our brand defines the way we want to be perceived by our stakeholders, the media and the general public, but also impacts internal communications.

In this context, in 2013, EASO adopted its visual identity. The visual identity fosters engagement and a sense of unity among EASO staff members. Its correct adoption is crucial in order to communicate in a consistent way with external partners and strengthen EASO’s public recognition.

EASO communication staff members shall act as EASO ‘brand managers’ and pro-actively promote and encourage the right use of the tools contained in its visual identity in all its internal and external activities. EASO communication staff members will organise internal
seminars to remind EASO staff members of the correct use of the visual identity. EASO will also inform newcomers of the visual identity.

The document outlining EASO’s visual identity, can be found in Annex II.

10. Public relations and transparency

EASO believes that the general public should have easy access to information on the agency, its outputs and activities. EASO aims to provide extensive information to the general public and reply to information requests in an efficient manner. In this context, the agency shall provide on its website information on its mandate, governance structure and all its publications. EASO shall take the general public in consideration in all its outputs, and make sure that its outputs are easily understood by the general public. EASO shall organise regular visits for stakeholders and it shall participate in public events.

EASO staff members shall act as ambassadors in disseminating information about the agency and in face-to-face communication, including at conferences, seminars, expert meetings. To this end, EASO communications staff members shall develop standard presentations and make EASO publications available to EASO staff members participating in external events.

The general public shall also have the opportunity to contact EASO directly and/or through its website. EASO communication staff members shall manage the general functional email address (info@easo.europa.eu). Standard requests, received from the general public shall be answered within one working day, while more difficult requests will receive an acknowledgement of receipt within one working day and a full reply shall be given as soon as possible.

As to access to documents, EASO treats request for documents in line with the provisions contained in Regulation No 1049/2001 regarding public access to European Parliament, Council and Commission documents, which also applies for documents held by EASO. Moreover, the EASO Management Board adopted on 20 September 2011 its Decision No 6 laying down practical arrangements regarding public access to documents of EASO. In principle, all EASO documents should be accessible to the public. However, certain public and private interests should be protected by way of exceptions. EASO should be entitled to protect its internal consultations and deliberations where necessary to safeguard its ability to carry out its tasks. In assessing the exceptions, EASO should take into account the principles in the EU legislation concerning the protection of personal data, in all areas of the Union’s activities.

As part of its regular auditing/evaluation requirements, EASO shall evaluate its public relations activities through a variety of tools such as website analytics, number of participations in events, seminars and conferences, number of publications issued, surveys, number of questions received from the general public and response time, and number of interviews conducted.

11. Media relations

The media is an important communication channel. Good media relations shall be used to multiply the effects of EASO key messages, and increase the visibility of the agency as a key information provider and as a voice in current affairs debates.

EASO shall adopt a proactive media approach, keep regular contact with journalists and distribute its press releases to a large number of journalists. In this context, amongst other
things, EASO shall develop and maintain a core network of journalists across Europe. Where relevant, press releases shall be translated into other languages. When releasing a press release, EASO communication staff members shall follow up with selected journalists. All press releases shall be published on the EASO website and, when relevant, on social media. Press conferences shall be organised for selected reports and events.

Moreover, in reacting to requests from the media, EASO aims to reply to questions and requests from the press in a timely manner, and within 1 working day.

EASO shall monitor its press coverage on a daily basis. The agency shall keep record of media mentions. Key performance indicators shall include number of articles, the relevance of media mentioning EASO, and number of interviews conducted. A press monitoring report shall be issued at the beginning of each year.

**External Communication Rules**

Due to the highly political environment in which EASO operates, the Agency adopted external communication rules regarding contacts of its staff members with the media. As a rule, interviews and comments to the press shall only be given by the Executive Director in order to guarantee maximum consistency and a single message. Only the Executive Director may decide to authorise selected staff members to interact with the media on behalf of EASO.

When media representatives request information or interviews directly to individual staff members, all such requests must be immediately forwarded to the EASO spokesperson who will advise the Executive Director on the replies.

The EASO External Communication Rules can be found in Annex III.

**12. Crisis communications**

A crisis is any situation that threatens the integrity or reputation of the agency and which may threaten the safety of the building and staff members of the agency. In January 2014, EASO adopted a Crisis Communications Strategy. The aim of the Crisis Communications Strategy is to outline a generic plan for crisis communication. Challenges to the agency’s reputation may come in various forms. Nevertheless, if a crisis is handled correctly, the damage can be minimised. The EASO crises communication plan aims at achieving the following objectives:

- Ensure safety of EASO staff members;
- Minimize any potential damage to the agency;
- Communicate in a clear and trustful way (tell it all, tell it fast and tell the truth);
- Reach out to the public;
- Streamline communications messages and processes;
- Be readily accessible to the media and reply to questions within the shortest possible time frames;
- Keep all relevant parties duly informed.

The Crisis Communication Strategy sets out the principles and the steps to be followed in order to manage communications in the event of a crisis. It also includes a list of useful contact numbers.

The EASO Crisis Communication Strategy can be found in Annex IV.
13. Social media

Over the last years, social media became an essential tool for communication activities. The interactive nature of Facebook, Twitter and others social media provides a wide array of opportunities to connect and interact with audiences that could not have been reached with traditional media. For this purpose, EASO started to use social media in 2014 as one of its communication tools.

Social media is an effective way in which EASO could connect with its target audience, build a brand, and market its products in a cost-effective manner. EASO is aware that frequency (of updating/posting) and content value are important in determining the success of social media initiatives.

EASO’s overall aim is to enhance and strengthen its on-line presence and accessibility, by communicating and promoting the role, values, activities and work. In order to achieve this aim, appropriate social media are used to disseminate EASO’s news, products and activities while ensuring the key messages are conveyed. Interactive tools will be explored, and the two-way dialogue with the public and stakeholders is and will be used to further improve EASO’s functioning. The main target groups to reach with social media are: the general public, EASO’s stakeholders and potential stakeholders not yet connected to EASO.

EASO communications staff members shall manage EASO presence in the social media. Updates on the EASO website can be posted on social media, thereby reinforcing the website’s visibility and viewership. The main products disseminated on social media are the news and events on the website. However, other content might also be promoted, such as articles about EASO in the press, EASO newsletters and publications, press releases, multimedia material such as photo reports and videos, and new EASO products. EASO communication staff members shall also act as moderators by providing and verifying content.

Citizens and stakeholders are free to subscribe, share content, comment and ask questions related to EASO. In the event of comments of a racist, pornographic, aggressive or insulting nature, comments in capitals or including pictures, too long comments or comments containing information unrelated to EASO and its activities, EASO shall delete the comments. If a person repeats comments that can be described as above, the person will be banned from EASO’s social media. EASO has no obligation to communicate about the abovementioned actions.

If a crisis occurs on social media, the guidelines contained in the EASO Crisis Communication Strategy shall be followed (see Annex IV).

Social media change regularly as well as their popularity. Because of the unpredictable nature of social media, EASO’s activities on social media shall be evaluated regularly. Whereas the main objective of EASO’s presence in social media is to increase EASO’s presence and accessibility on the internet, specific objectives and benchmarks shall be set to ensure the implementation of EASO’s social media activities. These may include:

- Number of subscribers;
- Number of times content is viewed and liked;
- Number of times posts or contents are uploaded.

Most social media provide extensive statistics on the behavior of the subscribers and viewers, covering the quantitative indicators. The qualitative indicators are assessed by EASO within relevant timeframes.
See Annex V for detailed social media rules.

14. Translations and publications

As a European Union Agency, EASO is committed to multilingualism. EASO will look into the possibility of translating the main pages of its website, reports and major outreach products in a number of languages.

EASO translations are done by the EU Translation Centre in Luxembourg. To ensure the correctness of the translated documents, all documents are quality checked internally and/or by the EU Publications Office. The process is very costly and resource-intensive, and therefore all documents for translation are carefully selected.

Currently the large majority of the Agency’s outputs remains available in English only, while a small portion is translated into a varying number of languages. EASO publications are aimed at different target groups depending on the subject of the publication. While taking into consideration its limited resources, EASO aims to translate its publications as much as possible in order to make them as widely accessible as possible.

EASO communications staff members coordinate all EASO publications and translations and have a role in ensuring that EASO publications are timely prepared and of the highest quality. As to the distribution, EASO distributes its publications electronically and printed versions are made available to relevant visitors, on demand and are sent as well by mail to the relevant stakeholders in EASO’s network.

15. Internal communications

Internal communication in EASO is a strategic management tool that ensures that staff members are appropriately informed in a timely manner and feel part of a common corporate endeavour. This enables the organisation to act efficiently and to live up to its values within the EU framework. Internal communication involves the sharing of information between members of the agency. EASO considers internal communications as a strategic management tool that aims at improving efficiency, transparency and reputation, and can play an important role in staff members’ motivation and engagement.

Successful internal communication is dependent on the efforts of all EASO staff. In particular, Heads of Unit/Centre have a key role in ensuring that staff in their Unit/Centre are well informed.

The core objectives of EASO internal communications are:

- Staff members shall be well informed on the activities of the agency;
- Staff members shall feel part of a common endeavour

EASO internal communications shall be guided by the following aims and principles:

- **Efficiency**: staff members can be more effective and efficient if they can easily find information that is relevant for their work, and if they share information to improve collaboration within the organisation.

- **Transparency**: is the key to building trust by an open two-way communication, particularly important in times of change or crisis. Internal communication supports management in delivering timely, coherent and clear communication.
• **Reputation**: effective internal communication facilitates consistency in the organisation's messages and thus strengthening its reputation and supporting the development of the organisational culture.

• **Motivation and engagement**: concerns the level of staff members’ motivation, belonging and commitment. High levels of engagement lead to staff members taking responsibility, delivering quality work and coming up with new solutions. Internal communication can help to empower staff members and supports the development of the organisational culture.

Internal communications activities shall include: internal daily press extracts; brown bag events (informal events of a more social nature); implementation and management of the SharePoint platform; regular notifications to staff members; sending press releases and the monthly newsletters to all staff members, and other activities.

To enhance and to ensure the pivotal role of internal communications as an effective management tool and thereby contributing to EASO's success and staff engagement, EASO needs to develop its knowledge-sharing tools, with a focus particularly on the intranet (sharepoint), management communication and other two-way communications to respond to the needs of its staff.

Internal Communications shall be coordinated by EASO communications staff members with the assistance of EASO’s General Affairs and Administration Unit. EASO internal communications activities shall be monitored via both quantitative and qualitative data. Performance indicators shall include: number of internal communications activities; and staff members surveys.

### 16. Annual communication plans

This EASO Communication Strategy shall be implemented through annual communication plans (see Annex VII). At the beginning of each year, EASO shall adopt an annual communication plan. The aim of this document is to summarise EASO’s main communication actions for the year ahead. The communication plan’s main scope is to enable EASO to better plan its communication actions each year. The communication plan provides an overview of EASO communication activities held in the previous year; sets out the communication goals for the year ahead; provides the budget and human resources; and highlights the main internal and external communication actions for the year ahead. The communication plans also includes targets and deliverables including key performance indicators.

The annual objectives outlined in the annual plans should be **SMART**: **Specific**, to make it clear what needs to be achieved; **Measurable**, to verify that the objective is achieved; **Achievable and Realistic** i.e. make sure we have the necessary resources, time, etc.; and **Timely**, to set a deadline by which to achieve the objective.

### 17. Resources

EASO has a specific budget reserved for communication activities. Resources shall be allocated on a yearly basis and are documented in the annual communication plan. These resources will serve to achieve EASO’s communications goals and professionalise its communication tools.
18. Evaluation and amendment

Proper evaluation and follow-up of EASO’s communication efforts is of great importance. The aim of the evaluation is to verify that the work addresses the needs of the key target groups and relevant messages are delivered in an efficient and timely manner. The evaluation shall include both quantitative and qualitative analysis. Using this evaluation, the communication strategy shall be updated at least once every 4 years.

Evaluation activities shall include:

- daily media monitoring (keeping account of EASO’s exposure in the media);
- an annual communication plan to outline the year’s main communication activities and goals;
- maintaining a press archive for long-term media analysis;
- output analysis (ensuring timely replies to press questions, amount of yearly press releases issued and interviews with the press);
- user surveys (for example, for the website and monthly newsletter);
- quarterly analysis of EASO’s website traffic and annual survey concerning the website;
- following up on feedback received;
- following up on recommendations of the Internal Audit Service;
- in the long term, a qualitative study of the image of the agency and public knowledge about the agency shall be conducted by external evaluators.
ANNEX I: Implementing the communication strategy

<table>
<thead>
<tr>
<th>Target Group</th>
<th>EU institutions, agencies, and other relevant bodies, in particular the JHA agencies</th>
</tr>
</thead>
</table>
| Possible issue(s) | - Lack of information on EASO’s role, values and activities.  
- Expectations-delivery gap.  
- Lack of credibility of the agency and its work. |
| Main objective(s) | - Raise the profile of the agency as a centre of excellence on issues related to asylum.  
- Manage expectations.  
- Ensure that the agency’s role, values and work are well known.  
- Supporting EASO’s operational activities. |
| Main communication tools | - EASO’s official website;  
- Participation in and organisation of events, trainings, meetings and conferences;  
- Hard-copy publications;  
- Functional mailboxes (e.g. Training mailbox). |
| Content | - Publications;  
- EASO’s monthly newsletter;  
- Press releases;  
- Reports and statistics;  
- Expert meetings |

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Asylum and reception officials</th>
</tr>
</thead>
</table>
| Possible issue(s) | - Lack of information on EASO’s role, values and activities.  
- Lack of knowledge on how to make use of the tools offered by EASO.  
- Lack of credibility of the agency and its work. |
| Main objective(s) | - Raise the profile of the agency as a centre of excellence on issues related to asylum.  
- Supporting EASO’s operational activities. |
| Main communication tools | - EASO’s official website;  
- On-line platforms (e.g. COI Portal);  
- Participation in and organisation of events, trainings, meetings and conferences;  
- Hard-copy publications;  
- Social media  
- Expert meetings |
| Content | - Publications;  
- EASO’s monthly newsletter;  
- Press releases;  
- Reports and statistics;  
- Training materials |

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<tr>
<th>Target Group</th>
<th>Policymakers</th>
</tr>
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</table>
| Possible issue(s) | - Expectations-delivery gap.  
- Lack of information on EASO’s role, values and activities.  
- Agency may be perceived as an agency which lacks transparency. |
| Main objective(s) | - Manage expectations.  
- Ensure that the agency’s role, values and work are well known.  
- Establish and enhance the credibility and legitimacy of the agency.  
- Raise the profile of the agency as a centre of excellence on issues related to asylum. |
### Main communication tools

<table>
<thead>
<tr>
<th>Target Group</th>
<th>EASO staff members</th>
</tr>
</thead>
</table>
| Possible issue(s) | • Lack of holistic view of EASO’s role, values and activities.  
• Lack of knowledge of daily developments regarding asylum and immigration issues. |
| Main objective(s) | • Ensure that the agency’s role, values and work are well known.  
• Ensure that EASO staff members has access to news on daily developments regarding asylum and immigration. |
| Main communication tools | • EASO’s official website;  
• Participation in and organisation of events, meetings and conferences;  
• Presentations and interviews;  
• Hard-copy publications;  
• Social media. |
| Content | • Publications;  
• EASO’s monthly newsletter;  
• Press releases;  
• Reports and statistics. |

### General public

<table>
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<tr>
<th>Target Group</th>
<th>General public</th>
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</table>
| Possible issue(s) | • Expectations-delivery gap.  
• Lack of information on EASO’s role, values and activities.  
• Agency may be perceived as an entity which lacks transparency. |
| Main objective(s) | • Ensure that the agency’s role, values and work are well known.  
• Manage expectations.  
• Establish and enhance the credibility and legitimacy of the agency.  
• Raise the profile of the agency as a centre of excellence on issues related to asylum.  
• Ensuring unified visual communications. |
| Main communication tools | • EASO’s official website;  
• Participation in and organisation of conferences;  
• Organisation of visits and open days to EASO premises;  
• Presentations, interviews and webinars;  
• Leaflets;  
• Hard-copy publications;  
• Social media;  
• Surveys;  
• Functional mailbox (e.g. general info mailbox). |
| Content | • Publications;  
• EASO’s monthly newsletter;  
• Press releases;  
• Reports and statistics;  
• Documentation. |
<table>
<thead>
<tr>
<th>Target Group</th>
<th>Members of the Consultative Forum and other non-governmental organisations</th>
</tr>
</thead>
</table>
| Possible issue(s) | • Agency may be perceived as an entity which lacks transparency.  
• Agency could be perceived as an entity which does not welcome contributions from civil society.  
• EASO might be seen as an agency which makes it more difficult for asylum seekers to get protection in the EU. |
| Main objective(s) | • Ensure that the agency’s role, values and work are well known.  
• Establish and enhance the credibility and legitimacy of the agency.  
• Ensuring, when possible, widespread consultations with civil society through easy access communication mediums. |
| Main communication tools | • The Consultative Forum Contact Point (functional mailbox);  
• The annual plenary meeting  
• EASO’s official website;  
• On-line platforms;  
• Participation in and organisation of events, meetings and conferences;  
• Presentations, interviews and webinars;  
• Leaflets;  
• Hard-copy publications;  
• Social media;  
• Surveys. |
| Content | • Publications;  
• EASO’s monthly newsletter;  
• Press releases;  
• Reports and statistics;  
• Documentation. |

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Press</th>
</tr>
</thead>
</table>
| Possible issue(s) | • Expectations-delivery gap.  
• Lack of information on EASO’s role, values and activities. |
| Main objective(s) | • Ensure that the agency’s role, values and work are well known.  
• Establish and enhance the credibility and legitimacy of the agency. |
| Main communication tools | • EASO’s official website;  
• Organisation of press conferences;  
• Organisation of visits to EASO premises;  
• Presentations, interviews and webinars;  
• Leaflets;  
• Hard-copy publications;  
• Social media. |
| Content | • Publications;  
• EASO’s monthly newsletter;  
• Press releases;  
• Reports and statistics;  
• Documentation. |
<table>
<thead>
<tr>
<th>Target Group</th>
<th>Judiciary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Possible issue(s)</strong></td>
<td>• Lack of information on EASO’s role, values and activities.</td>
</tr>
<tr>
<td></td>
<td>• Lack of knowledge on how to make use of the tools offered by EASO.</td>
</tr>
<tr>
<td></td>
<td>• Lack of credibility of the agency and its work.</td>
</tr>
<tr>
<td><strong>Main objective(s)</strong></td>
<td>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</td>
</tr>
<tr>
<td><strong>Main communication tools</strong></td>
<td>• EASO’s official website;</td>
</tr>
<tr>
<td></td>
<td>• On-line platforms;</td>
</tr>
<tr>
<td></td>
<td>• Participation in and organisation of events, meetings and conferences;</td>
</tr>
<tr>
<td></td>
<td>• Organisation of visits to EASO premises;</td>
</tr>
<tr>
<td></td>
<td>• Presentations, interviews, trainings and webinars;</td>
</tr>
<tr>
<td></td>
<td>• Hard-copy publications;</td>
</tr>
<tr>
<td></td>
<td>• Social media.</td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td>• Publications;</td>
</tr>
<tr>
<td></td>
<td>• EASO’s monthly newsletter;</td>
</tr>
<tr>
<td></td>
<td>• Reports and statistics;</td>
</tr>
<tr>
<td></td>
<td>• Documentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Researchers, students and academics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Possible issue(s)</strong></td>
<td>• Lack of information on EASO’s role, values and activities.</td>
</tr>
<tr>
<td></td>
<td>• Agency may be perceived as an entity which lacks transparency.</td>
</tr>
<tr>
<td></td>
<td>• Quality and availability of EASO products.</td>
</tr>
<tr>
<td><strong>Main objective(s)</strong></td>
<td>• Ensure that the agency’s role, values and work are well known.</td>
</tr>
<tr>
<td></td>
<td>• Establish and enhance the credibility and legitimacy of the agency.</td>
</tr>
<tr>
<td></td>
<td>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</td>
</tr>
<tr>
<td><strong>Main communication tools</strong></td>
<td>• EASO’s official website;</td>
</tr>
<tr>
<td></td>
<td>• Participation in and organisation of events, meetings and conferences;</td>
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<td></td>
<td>• Organisation of visits to EASO premises;</td>
</tr>
<tr>
<td></td>
<td>• Presentations, interviews and webinars;</td>
</tr>
<tr>
<td></td>
<td>• Hard-copy publications;</td>
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<td>• Social media.</td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td>• Publications;</td>
</tr>
<tr>
<td></td>
<td>• EASO’s monthly newsletter;</td>
</tr>
<tr>
<td></td>
<td>• Press releases;</td>
</tr>
<tr>
<td></td>
<td>• Reports and statistics;</td>
</tr>
<tr>
<td></td>
<td>• Documentation.</td>
</tr>
</tbody>
</table>
ANNEX II: visual identity

1. Introduction

The European Asylum Support Office (EASO) is an agency of the European Union set up by virtue of Regulation (EU) 439/2010 of the European Parliament and of the Council. The agency plays a key role in the concrete development of the Common European Asylum System. It was established with the aim of enhancing practical cooperation on asylum matters and helping Member States fulfil their European and international obligations to give protection to people in need. EASO acts as a centre of expertise on asylum. It also provides support to Member States whose asylum and reception systems are under particular pressure.

The aim of having a European Asylum Support Office visual identity is to:
— Improve the visibility and public recognition of EASO;
— Ensure consistence and coherence and give weight to all EASO communications;
— Improve internal and external communications.

This document presents EASO’s corporate identity and establishes the basic principles that should be applied to all EASO communication products. The identity is constructed around the EASO logo and the colours contained within this logo.
2. Visual Elements

2.1. Logo

The official EASO logo is built around EASO’s core European values. It consists of a circle of 12 golden stars on an azure background (as in the case of the EU Flag). Moreover, ‘EASO’ is written in the middle right hand side of the circle. The number of stars on the flag is fixed to 12. The colours of the logo should not be altered. However, when necessary, the logo may appear in monotone (gadgets, etc.) and in black and white (letterheads, etc).

The official EASO logo is the following:

![EASO Logo](image)

The files for the 4 colours version are:
- easo_4c.ai
- easo_4c.jpg
- easo_4c.png

These are the black and white versions:

![Black and White Logo](image)

The files for this black and white version are:
- easo_bw.ai
- easo_bw.jpg
- easo_bw.png

The files for this black and white version are:
- easo_bw-light.ai
- easo_bw-light.jpg
- easo_bw-light.png
This is the monotone version:

The files for the monotone version are:
- easo_mono.ai
- easo_mono.jpg
- easo_mono.png

**Some advises**

The logo is unalterable in all its elements. When on a coloured background, the logo should be always surrounded by a white clear protection area, to ensure that it will be visible. Due to legibility and visibility the logo should not be reproduced smaller than:

- 15 mm for the 4 colour version
- 15 mm for this black and white version
- 15 mm for this black and white version
- 10 mm for the monotone version
2.2. Colours

EASO has one primary brand colour namely: Blue supported by white, black, and yellow. The brand colours correspond to the colours found on the EASO logo. A number of other colours have been chosen to be used in graphs and illustrations, and help retain impact when used in black and white photocopy.

**Brand Colours:**

**Blue:**

<table>
<thead>
<tr>
<th>CMYK</th>
<th>Pantone®</th>
<th>RGB</th>
<th>hexadecimal</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% cayn</td>
<td>Reflex Blue</td>
<td>0/51/153</td>
<td>003399</td>
</tr>
<tr>
<td>80% magenta</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Supporting Brand Colours:**

**White:**

**Black:**

**Yellow:**

<table>
<thead>
<tr>
<th>CMYK</th>
<th>Pantone®</th>
<th>RGB</th>
<th>hexadecimal</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% yellow</td>
<td>Process Yellow</td>
<td>255/204/0</td>
<td>FFCC00</td>
</tr>
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</table>
Other Colours

You can find some colour samples that can be used. If an image is used on the cover, the choice of the secondary colour should be made according to the dominant colour of the image. In offset printing, for texts, it is preferable to choose colors composed of only 2 colors of CMYK.

<table>
<thead>
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<th>Colour Code</th>
<th>CMYK Values</th>
<th>Hex Code</th>
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</tr>
</tbody>
</table>
2.4. Fonts

To give EASO a consistent look and feel only the use of Calibri and Times New Roman are allowed.

Calibri

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789 ,.;:*"<>?\%/()=!?£$€
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789 ,.;:*"<>?\%/()=!?£$€
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789 ,.;:*"<>?\%/()=!?£$€

Calibri can be used for all documents, text and titles, PowerPoint presentations, letters, etc...

And as secondary font Times New Roman is foreseen. This font has to be used for more formal documents and only for the texts, never for titles!

Times New Roman

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789 ,.;:*"<>?\%/()=!?£$€
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789 ,.;:*"<>?\%/()=!?£$€
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789 ,.;:*"<>?\%/()=!?£$€
3. Products

3.1. Covers

The covers will have the same kind of structure in the various formats. Hereby you can find the instructions to rebuild them.

Covers without images

A4 format (21 x 29.7 cm)

The files for the cover A4 without image:
- coverA4.ai
- coverA4.doc
- coverA4.indd

Font size:
1. Calibri Regular, 16 pt
2. Calibri Regular, 14/44 pt
3. Calibri Regular, 14 pt, CAPS

EASO visual identity
BS format (17.6 x 25 cm)

The files for the cover BS without image:
- cover185.ai
- cover185.doc
- cover185.indd

Font size:
1. Calibri Regular, 14 pt
2. Calibri Regular, 34/38 pt
3. Calibri Regular, 12.5 pt, CAPS

visual identity
Some samples

- EASO visual Identity
- EASO visual Identity
- EASO visual Identity
- EASO visual Identity

Font size:
1. Calibri Regular, 11 pt
2. Calibri Regular, 28/31 pt
3. Calibri Regular, 10 pt, CAPS

The files for the cover A5 without image:
- coverA5.ai
- coverA5.doc
- coverA5.indd
Visuals

In the case of covers with an image the choice of the color must be done in harmony with the dominant color of the image.

* Please also see page 15
* Visuals

The visuals used on cover pages should be subject related. You should limit your selection to a single photograph. When choosing a picture for a cover, keep in mind that the cover needs to be eye-catching and relates to the people it is being aimed at. Moreover, images on cover may directly illustrate the topic. It is recommended to use images without national symbols. Please take care of the copyright of the pictures you are using for the covers. Remember to choose which images from unknown sources and make sure you have the right to reproduce the image in question. Indicate always the copyright.

* Please see page 13
Some samples

A small technical memo images, in order to be printed must be in high resolution (at least 300 dpi) in the final size to which you want to print.
The files for the cover A4 without image:
  - cover1A4.indd
  - cover1A4.doc

Mandatory items when identifiers are foreseen:

1. Catalogue number:
   - Calibri Regular, 8 pt

2. Publications Office logo
   (for the files see OP negative logo in publications office logos folder)

3. ISBN (when applicable)

4. doi and selling price
   (when applicable):
   - Calibri Regular, 8 pt
3.2. Posters

Posters are composed generally by textual and graphic elements which communicate the message you will give, which any professional can prepare for you. The posters are built in the same grid as covers. Hereby you can find the instructions to rebuild them.

Posters without Images

70 x 100 cm format

The files for the poster without image:
- poster1_70x100.ai
- poster1_70x100.indd

Font size:
- 1 Calibri Regular, 52 pt
- 2 Calibri Regular, 136/148 pt
- 3 Calibri Regular, 48 pt, CAF3

European Asylum Support Office

EASO
visual identity

SUPPORT IS OUR MISSION
Posters with images

70 x 100 cm format

The files for the poster with image:
- poster2-70x100.ai
- poster2-70x100.indd

Font size:
1. Calibri Regular, 52 pt
2. Calibri Regular, 136/148 pt
3. Calibri Regular, 48 pt, CAFS
3.3 CD and DVD

CDs and DVDs without Images

The files for the CD/DVD without image:
- cd-dvd_carton1.ai
- cd-dvd_carton1.doc
- cd-dvd_carton1.indd
- cd-dvd_label1.ai
- cd-dvd_label1.doc
- cd-dvd_label1.indd

Carton sleeve:
1. Catalogue number: Calibri Regular, 7 pt
2. Publications Office logo (for the files see OP negative logo in publications office logos folder)
3. Title and selling price (when applicable): Calibri Regular, 7 pt
4. Calibri Regular, 10 pt
5. Calibri Regular, 24/26 pt
6. Calibri Regular, 9 pt

Label:
7. Calibri Regular, 11 pt
8. Calibri Regular, 8 pt
9. Calibri Bold and Regular, 6 pt
10. Calibri Regular, 16 pt

Some samples

Visual identity for the European Asylum Support Office
CDs and DVDs without images

The files for the CD/DVD without image:
- cd-dvd_carton2.ai
- cd-dvd_carton2.doc
- cd-dvd_carton2.indd
- cd-dvd_label2.ai
- cd-dvd_label2.doc
- cd-dvd_label2.indd

Cartons/covers:
1. Catalogue number: Calibri Regular, 7 pt
2. Publications Office logo (for the files, see OP negative logo in publications office logos folder)
3. de and selling price (when applicable): Calibri Regular, 7 pt
4. Calibri Regular, 10 pt
5. Calibri Regular, 24/26 pt
6. Calibri Regular, 9 pt

Label:
7. Calibri Regular, 11 pt
8. Calibri Regular, 8 pt
9. Calibri bold and Regular, 6 pt
10. Calibri Regular, 13 pt

Some samples
3.4. Margins for inside pages

<table>
<thead>
<tr>
<th>Format</th>
<th>Top</th>
<th>Bottom</th>
<th>Inside</th>
<th>Outside</th>
<th>Folio + running title</th>
<th>Gutter</th>
</tr>
</thead>
<tbody>
<tr>
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<td>25 mm</td>
<td>20 mm</td>
<td>25 mm</td>
<td>25 mm</td>
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<td>22 mm</td>
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</tr>
<tr>
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<td>25 mm</td>
<td>15 mm</td>
<td>18 mm</td>
<td>18 mm</td>
<td>15 mm</td>
<td></td>
</tr>
</tbody>
</table>

Format A4

Format B5

Format A5

*Some indications for texts

Please DON'T change and try to use only the styles that you find in the templates. Edit your text to fit as much as you can with the styles and with the templates that are provided.
3.5. Inside pages sample

A4 format (21 x 29.7 cm)

Inside pages:
- Title 1 (T1): Calibri Regular, 24 pt, chosen colour
- Title 2 (T2): Calibri Regular, 16 pt, FMS Refer Blue
- Title 3 (T3): Calibri Regular, 12 pt, chosen colour
- Body: Calibri Regular, 10/12 pt, black
- Body indent 1: Calibri Regular, 10/12 pt, black, left indent 3 mm, first line left indent - 3 mm
- Body indent 1: Calibri Regular, 10/12 pt, black, left indent 7 mm, first line left indent - 4 mm
- Title box (T Box): Calibri Regular, 12 pt, white
- Body: Calibri Regular, 10/12 pt, white
- Footnotes: Calibri Regular, 7/8.5 pt, Black
- Running title: Calibri Regular, 7/8.5 pt, Black

The files for the inside pages:
- insidep_A4.indd
- insidep_A5.indd
- insidep_B5.indd
- insidep_B5.doc
- insidep_A5.doc
- insidep_A5.doc
3.6. Newsletter sample

A4 format (21 x 29.7 cm)

Newsletter:
• These titles don’t change
  1. Body text: Calibri Regular, 10/12 pt, black, white
  2. Body indent 1: Calibri Regular, 10/12 pt, indent 5 mm, black, white
  3. Date: Calibri Bold, 18 pt, yellow (RGB 255/204/0)
  4. Title 1 (T1): Calibri Bold, 16 pt, black, white, blue (RGB 0/51/153), yellow (RGB 255/204/0), orange (RGB 245/130/33)
  5. Title 2 (T2): Calibri Bold, 12 pt, black, white, blue, yellow, orange
  6. Title 3 (T3): Calibri Bold, 10 pt, black, white
  7. Captions: Calibri Regular, 8 pt
  8. Subscription: Calibri Regular, 12 pt, white
  9. Catalogue number, doi number or price: Calibri Regular, 8 pt, White

Perspective on life — EASO Practical COP Funding Workshop, 28-29 June 2013

EASO Vasanotes

- Insulin injection (Treasure Quest): UP (Change team 3 Aquad)
- Insulin injection (Treasure Quest): (Change team 2 Aquad)
- Insulin injection (Treasure Quest): (Change team 1 Aquad)
- Media documentation (PHOTO): (Change team Aquad)
- Media documentation (PHOTO): (Change team Aquad)

EASO/vasanotes

Institute is sending an email to Jean-Pierre.cleaner@eas.europa.eu
3.7. Folders

Folder without images

Format (215 x 300 cm)

The files for the folder without image:
- EASO folder1-215x300.ai
- EASO folder1-215x300.indd

Font size:
1. Calibri Regular, 16 pt
2. Calibri Regular, 40/44 pt
3. Calibri Regular, 14 pt, CAPS
4. Catalogue number: Calibri Regular, 8 pt
5. DOI and selling price (when applicable): Calibri Regular, 8 pt
6. ISBN (when applicable)
7. Publications Office logo (for the files see OF negative logo in publications office logos folder)
8. Calibri Regular, 24 pt
Folder with images

Format (215 x 300 cm)

Font size:
1. Calibri Regular, 16 pt
2. Calibri Regular, 10/14 pt
3. Calibri Regular, 14 pt, CAPS
4. Catalogue number: Calibri Regular, 8 pt
5. doi and selling price (when applicable): Calibri Regular, 8 pt
6. ISBN (when applicable)
7. Publications Office logo (for the file see OP negative logo in publications office logos folder)
8. Calibri Regular, 24 pt

The files for the folder with image:
- EASO folder2-215x300.ai
- EASO folder2-215x300.indd
4. Gadgets
5. Power Points

For Power Points you can choose between 2 presentations, one with a white background on the master pages and the second one with a blue background on the master page.

The typeface is always Calibri, please respect the styles given in the templates.

Try to avoid too much text on one slide. Use some effect sentences and give explanations by voice.

Some samples

Click to edit Master title styles

- Click to edit Master text styles
  - Second level
    - Third level
      - Fourth level
        - Fifth level
6. Stationery

Fort the letterheads 2 different versions re provided. One in colour and one in Black and with more adapted to simple desktop printer and also save ink suitable.

The typeface is always Calibri, please respect the styles given in the templates.

For the business card only an InDesign file is prepared as they require a professional printing.

The files for the letters:
- EASO_letterhead_R2.doc
- EASO_letterhead_4C.doc

The files for the Business cards:
- EASO_business_card.indd
ANNEX III: EASO external communication rules

Contacts with the media

Due to the highly political environment in which EASO operates, the Agency adopted an external communication policy regarding contacts of its staff with the media.

As a rule, interviews and comments to the press shall only be given by the Executive Director in order to guarantee maximum consistency and a single message. Only the Executive Director may decide to authorize selected members of staff to interact with the media on behalf of EASO.

When media representatives request information or interviews directly to individual staff members, all such requests must be immediately forwarded to the EASO spokesperson who will advise the Executive Director on the replies.

Interview rules

EASO officials being interviewed should agree with the interviewer that all quotes should be authorised before they are published.

Moreover, if the interview is being recorded, it should be made clear to the interviewer that the recording cannot be made public. These rules apply for all kinds of interviews (including interviews with academics).

Participation in conferences

It is important to keep in mind that many of the public events (such as conferences and workshops) that EASO employees take part in may be attended by journalists. Furthermore, nowadays, conferences or meetings are often recorded by the organisers and made publicly available through electronic media (such as YouTube); therefore it is essential for the speakers to keep in mind that whatever they say may eventually be quoted.

As a general guideline, EASO staff are required to be diplomatic and to stick to their knowledge. Moreover, all statements should be consistent with EASO’s main messages outlined in its communication strategy.

If there is any doubt about the appropriateness of statements planned to be made as part of discussions or presentations, staff members should get in touch with the spokesperson as soon as possible for advice.

If a question outside the staff member’s field of expertise is asked or an inquiry of a political or controversial nature is made, no response should be given: the interlocutor should be told that the question is noted and that a prompt reply will be provided by the EASO spokesperson.

Rules on publications

EASO staff are not allowed to publish articles or books where EASO or asylum related activities are mentioned without prior approval of the Executive Director. All such requests must be channelled through the spokesperson.
Rules on public statements

EASO staff may be asked to write an article, talk at a meeting, give a lecture or may even wish to undertake academic work related to EASO or asylum related activities, not as part of their official duties, but as private individuals. EASO staff members are in a privileged position to perform these activities. However, even as a private individual, the provided information may have an effect on the overall image of the Agency.

EASO staff should therefore not undertake to write articles or publications, or make speeches or presentations about EASO, without prior approval by the Executive Director. Such requests should be channelled through the spokesperson.

Any media or public contacts or activities you might wish to undertake on subjects other than EASO or asylum related activities are of course not subject to such restrictions.

Rules on the use of social media

Social media are very easily available to journalists and others and unguarded comments by staff might inadvertently be damaging in a number of ways. EASO staff must not use social media to communicate on EASO or asylum related activities. No mention of the Agency, unauthorised pictures or films nor any information about its activities should be released on social media (such as Twitter, Facebook and YouTube) – even off-duty, except for messages released by EASO through its official channels.

Confidentiality

Confidential or sensitive information acquired during EASO activities shall not be publicly disclosed, including in social media or in other public platforms.
ANNEX IV: crisis communication strategy

Aims and Objectives

A crisis is any situation that threatens the integrity or reputation of the agency and which may threaten the safety of the building and staff of the agency. The aim of this document is to outline a generic, basic crisis communication plan. Challenges to the agency’s reputation may come in various forms nevertheless, if a crisis is handled correctly, the damage can be minimised. EASO crises communication plan aims at achieving the following objectives:

- Ensure safety of EASO staff members;
- Minimize any potential damage to the agency;
- Communicate in a clear and trustful way (tell it all, tell it fast and tell the truth);
- Reach out to the public;
- Streamline communications messages and processes;
- Be readily accessible to the media and reply to questions within the shortest possible time frames;
- Keep all relevant parties duly informed

Crisis Communication Policy

EASO’s crises communication policy shall be guided by the following principles:

- All crises or potential crises situations should be immediately reported to the Executive Director;
- Only the Executive Director and the Spokesperson are authorised to release information to, and interact with, the media;
- The Executive Director may authorise other members of staff, on an ad hoc basis, to release information to, and interact with, the media;
- All questions from the press should be directed to the spokesperson. The spokesperson will reply to such questions, within reasonable time, after getting approval from the Executive Director;
- All replies shall be guided by the principle of transparency;
- If the person interacting with the media is asked a question to which he does not know the answer, he must inform the inquirer that he will get back to him. If a question cannot be answered due to policy, the inquirer must be informed accordingly.
In case of a serious crises situation and potentially serious crises situation, the Executive Director shall notify the members of the Management Board within 24 hours.

Crisis Communication Plan

The following steps aim to help manage communications in the event of a crisis:

1. **Pre crises preparations**: Relevant staff shall be duly trained to deal with a communication crisis situation. To this end, simulation exercises shall be conducted.

2. **Safety**: In the event of a crisis, the first objective is to ensure safety of all staff members.

3. **Notification**: The Executive Director shall be notified of the crises immediately. The spokesperson should also be notified and kept informed on developments.

4. The Executive Director will notify the Crises Communication Team and the if need be the Management Board.

5. The receptionist and security guards will also be informed on how to handle incoming calls, requests, and possible visits.

6. The Crisis Communications Team shall convene, review the situation, and quickly develop a strategy which shall include a line to take.

7. **Response Strategy**: The Crisis Communication Team shall come up with a response strategy. Before doing so it shall assess the situation by looking into the following issues:
   - Determine the exact facts, and in this process it may interview relevant staff members;
   - Devise actions which need to be taken;
   - Decide which staff members need to be involved in the response;
   - The level of public interest and how to interact with the public;
   - Potential ramifications;
   - Emotions which need to be taken into consideration;
   - Which media shall be contacted;
   - Look into whether all staff need to be informed and how they shall be informed;

8. **Line to Take**: The Crisis Communication Team shall come up with a line to take which is to be used by the spokesperson and/or the person which will be in contact with the external audience. The line to take shall be clear, factual, easy to
understand and accurate. In case the agency is at fault, it shall recognise this and immediately find ways to remedy the situation. The Crisis Communication Team should also decide if a press release is needed. Should this be the case, the spokesperson shall draft such a press release and bring it to the attention of the Crisis Communications Team. The crisis communication team should also think of possible questions and answers, factsheets, and background notes which might be needed to ensure effective delivery of the message.

9. **Internal Communication:** As soon as possible, the Executive Director or a person designated by him, shall communicate information regarding the crises to the staff of the agency. If the crisis occurs at a time when staff are not in the office and disseminating the information is either time sensitive or regards the safety of the office building, members from the Human Resources Team shall contact the staff on their mobile phones or their private residence.

10. **External Communications:** If deemed necessary a press release (or a number of press releases) shall be issued. The press release shall be distributed to the media through normal channels and shall be posted on the website in both the press release section and latest news section. The spokesperson shall remain available for clarifications/questions from the press. He shall also make strategic contacts with members of the media to ensure that the message is delivered in a clear, efficient and timely manner. The Spokesperson shall also be responsible for the continuous and timely updating of the information released to the media. He shall also revise the message if necessary but shall always keep with the original theme.

11. **Post Crisis Evaluation:** Once a crisis has passed, the Crisis Communication Team shall meet to discuss and evaluate the origins of the crisis, ways to avoid similar instances in the future, and how the crisis was dealt with.

**Crisis Communication Team**

The Crisis Communication Team shall be chaired by the Executive Director. The team shall be composed of the following members:

- Executive Director (Chairman);
- Head CTQE;
- Head CIDA;
- Head COS;
- Head GAAU;
- Spokesperson;
- Advisor to the ED;
The team shall convene within the shortest possible timeframe in order to devise a strategy, including a line to take.

The chair of the Management Board shall be kept informed of the strategy and line to take.

**Emergency Contact Numbers**

<table>
<thead>
<tr>
<th>EASO Staff Responsible for Crisis Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>Dr Robert K Visser</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Mr Jean-Pierre Schembri</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emergency Contacts in Malta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
</tr>
<tr>
<td>Ambulance</td>
</tr>
<tr>
<td>Police</td>
</tr>
<tr>
<td>Traffic Accident</td>
</tr>
<tr>
<td>A.F.M. Helicopter Rescue</td>
</tr>
<tr>
<td>A.F.M. Patrol Boat Rescue</td>
</tr>
<tr>
<td>Fire Brigade</td>
</tr>
<tr>
<td>Hospital – Gozo</td>
</tr>
<tr>
<td>Hospital – Malta Mater Dei</td>
</tr>
<tr>
<td>St. James Hospital Malta</td>
</tr>
<tr>
<td>St. James Hospital Gozo</td>
</tr>
<tr>
<td>Overseas Operator</td>
</tr>
<tr>
<td>Passport Office – Gozo</td>
</tr>
<tr>
<td>Passport Office – Malta</td>
</tr>
</tbody>
</table>
Annex 1: Crisis Communication Checklist

- Ensure that all members of staff are safe
- If need be Call Emergency Services, 112
- Notify the Executive Director
- Notify the spokesperson
- Inform receptionist and security guards on process
- The Executive Director shall convene a meeting of the Crisis Communications Team
- Before going public, the crisis communication team shall devise a strategy and line to take.
- Notify Staff Members
- Issue press release if relevant. Press release should be posted on the website in both the press release section and latest news section.
- Keep media updated
- After the event: evaluate the crisis situation and how it was dealt with.
ANNEX V: Guidelines for EASO’s corporate social media

These guidelines govern the management of the EASO’s corporate social media channels (including Facebook, Twitter, etc.) For personal use of social media, staff members should refer to the Guidelines of the European Commission.

Basic principles
EASO’s social media outreach must comply with the Rights and Obligations of Officials (Title II of the Staff Regulations) and the European Code of Good Administrative Behaviour, with special regard to:

- **Lawfulness** (e.g. respecting copy rights)
- **Impartiality and independence** (e.g. weighing opinions in a balanced manner without supporting individual politicians or political parties)
- **Loyalty to the Agency** (e.g. presenting EASO’s views to the best of your ability)
- **Fairness and courtesy** (e.g. when responding to comments and questions)

Strategic goals
EASO’s social media outreach must support the Agency’s Mission and corporate Strategy in general as well as the goals of the Communications Strategy. In particular, by engaging in social media, EASO shall aim to:

1. Raise the profile of the Agency
2. Bring the Agency closer to the European citizens
3. Reach new audiences

Editorial guidelines

*General principles of good communication*
All communication on EASO’s social media channels must be:

- **Accurate**, independent and based on facts from reliable sources
- **Brief**, timely, informative and relevant
- **Clear** and put into context

*Strengthening corporate identity*
To ensure clear corporate profile, communication on the EASO’s social media channels must:

1. Be consistent with the Agency’s key messages and communication priorities
2. Follow the EU Editorial Rules and EASO press rules
3. **Strengthen the EASO’s public profile**, including through:
   - Using the Agency’s branding and visual identity with due consideration to media-specific requirements
   - Linking back to the Agency’s other communication channels, in particular the website.

*Special considerations for social media*
To fully utilize the potential of social media channels, special attention should be paid to:

- **Making content sticky** (positive, simple, concrete, affective)
- **Making content contagious** (shareable: credible, channel-specific, linked to other content for example by using hashtags on Twitter)

*Dealing with misrepresentations and mistakes*

**Feel free to correct others, but stick to the facts.** If you come across a misrepresentation related to the EASO, correct the mistake with respect and facts. However, if someone deliberately misinterprets everything you say, just ignore them. Abusive or offensive content should be removed.

**Admit a mistake.** If you make a mistake, admit it and contact your line manager. Be upfront, transparent and quick with the correction. Don’t alter previous posts without indicating that you have done so. Encourage constructive criticism and deliberation.

**Monitoring results**

Quarterly reports on social media activities and progress. The report includes trend statistics on the content volume (number of posts, tweets), outreach (e.g. likes, followers, comments, re-tweets, mentions) as well as examples of good practices and lessons-learned. Special reports can be prepared as needed, for example, to evaluate campaigns.

**Roles, responsibilities and workflow**

- EASO communications staff lead and oversee the Agency’s corporate social media channels under the overall direction of the Executive Director.

- **Before posting content** which has not been previously approved, communication staff shall seek approval from the Executive Director.
ANNEX VI: Website content management procedure

Aim

The aim of this document is to explain clearly and concisely the procedures to follow when updating or amending the EASO website www.easo.europa.eu, including the specialised webpages which are accessed through www.easo.europa.eu. This procedure is to be followed each time an official wants to update or add content to the website.

Procedural information

The EASO spokesperson shall act as the content manager for the EASO website.

Each unit is responsible for their own content published online. Each unit will nominate one official who will make sure that the content related to the unit is kept up to date.

In case an update is needed, an email shall be sent to spokesperson to inform that the website will be updated or requesting a change on the website. For major uploads the spokesperson shall seek approval of Executive Director before the new content is uploaded. In cases where the new content is not directly uploaded by the spokesperson, the latter shall conduct a quality check to ensure that the content was properly uploaded.

Regular quality checks are performed by the communication staff members.

Reviewing existing content

At least once per month, the official nominated from each unit shall check their content and inform the spokesperson of any updates which are needed. Updates shall be provided in word documents showing the changes which need to be made.

The EASO communication staff shall edit the content and ensure that it meets the requirements set in the EASO visual identity and shall return it to the author to sign off that it’s still factually correct and not misleading.

Updating the website - Checklist

<table>
<thead>
<tr>
<th>Procedure to follow to update the website</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email sent to spokesperson to inform that the website will be updated (assistants having access to the editing menu) or Email sent to spokesperson to request a change on the website (all others)</td>
<td></td>
</tr>
<tr>
<td>Approval of ED or spokesperson when new content is uploaded (ED approves all major new uploads while spokesperson can only approve minor changes)</td>
<td></td>
</tr>
<tr>
<td>Update of the website by spokesperson/assistant (having access)</td>
<td></td>
</tr>
<tr>
<td>Quality check by spokesperson if update by assistant (having access)</td>
<td></td>
</tr>
<tr>
<td>Regular quality checks are performed by the communication staff members on the staff who’s content is relevant to their work.</td>
<td></td>
</tr>
</tbody>
</table>
ANNEX VII: Annual communication plan

1. Purpose and scope

In 2012, EASO adopted its Communication Strategy. The strategy outlines EASO’s communication goals, target audiences to be reached, key messages, and the communications channels to be used. Communications would take different forms depending on the message that is being delivered and on the target audience. It would include, among others, participating in events, developing relations with the media, arranging interviews, participation in and organisation of seminars and conferences, organising visits to EASO premises and activities by target groups, presentations and exhibitions of EASO’s work and activities, EASO publications and translations, EASO’s monthly newsletter, press releases, and daily press extracts (for internal use).

The aim of this document is to summarise EASO’s main communication actions for the year 2014. The communication plan’s main scope is to enable EASO to better plan its communication actions in 2014.

2. 2013 stocktaking

2013 was an active year for EASO communications. Among other things, EASO upgraded its website to make it more interactive, transparent and user-friendly. Moreover, EASO also developed a close relationship with strategic members of relevant media organisations. EASO communications staff managed all EASO translations and publications, were actively involved in all VIP visits to EASO, issued and concluded framework contracts for merchandise (promotional material), business cards (for all EASO staff), Christmas cards and purchased communications related equipment. In addition, below are some figures related to EASO communication activities in 2013:

- EASO issued 14 press releases;
- EASO issued 9 editions of its newsletter (in January/February, July/August, and November/December, bi-monthly editions were issued);
- EASO registered over 600 new newsletter subscribers;
- EASO conducted 15 interviews with members of the press;
- EASO held 4 press conferences;
- EASO issued daily press extracts and held daily press monitoring;
- EASO organised 5 brown bag lunches or events;
- EASO finalised and adopted its visual identity;
- EASO effectively managed the EASO info mailbox, receiving over 500 email requests;
- EASO’s presence in the press more than doubled (its activities were mentioned in more than double the amount of press articles), in comparison to 2012.

3. **SWOT analysis**

The SWOT analysis below is based on findings of the internal evaluation of EASO conducted by the European Commission in 2013 and on two surveys conducted by EASO (one of the surveys was targeted at website users while the other survey focused on EASO newsletter subscribers)

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Key communications messages are understood (Support is our mission, putting solidarity into practice, providing added value for the EU and its Member States among others);</td>
<td>• Limited provision of content;</td>
</tr>
<tr>
<td>• 88 % of surveyed respondents expressed that they were either satisfied or very satisfied with our website;</td>
<td>• Specialised content and location makes it difficult to reach out to the general public;</td>
</tr>
<tr>
<td>• 85 % of the surveyed persons were either satisfied or very satisfied with the layout and content of the newsletter.</td>
<td>• EASO deals with many external partners;</td>
</tr>
<tr>
<td></td>
<td>• No established postal distribution system</td>
</tr>
<tr>
<td></td>
<td>• Limited number of activities to communicate due to EASO’s size;</td>
</tr>
<tr>
<td></td>
<td>• Perception among some NGOs that EASO is not fully transparent and that EASO is not an independent centre of expertise.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Use of social media;</td>
<td>• High expectations;</td>
</tr>
<tr>
<td>• Strengthen public consultations platform;</td>
<td>• Linguistic diversity amongst target audiences;</td>
</tr>
<tr>
<td>• More involvement of external partners;</td>
<td>• Difficulties to reach audience (in particular asylum officials) in remote places;</td>
</tr>
<tr>
<td>• Provide more content on the website.</td>
<td>• Limited human resources.</td>
</tr>
</tbody>
</table>

4. **EASO communication goals for 2014**

EASO communication efforts shall aim at the following:

- **Ensuring visibility**: the agency’s role, values and work need to be well known;
• **Reaching out to all asylum and reception officials in the Member States** and ensuring that they are aware of our main products and can access them, including publications and press releases.

• **Engaging, as much as possible, with relevant stakeholders**, in particular the members of the EASO Consultative Forum.

• **Strengthening the credibility of the agency** by communicating in a consistent, efficient, transparent and accurate manner. EASO will aim to pre-empt any possible misunderstandings related to EASO’s mandate, tasks and activities via a consistent flow of easily intelligible information. Another aim is to react swiftly to questions from the media.

• **Raising the profile of the agency** as a centre of excellence on issues related to asylum (such as training for asylum experts, collection of information on country of origin and sharing of best practices).

• **Managing expectations.** The agency’s role must be fully explained. Any unjustified expectations and misconceptions must be avoided, such as that the agency will solve all asylum problems of the Member States.

• **Keeping EASO staff informed.** With regard to internal communications, EASO staff shall be well-informed on the activities and mission of the agency so that they can act as EASO ambassadors. EASO staff shall also be kept up to date on developments in the areas of asylum and immigration in the EU.

5. **Allocated budget and human resources**

For 2014, Communications (including administrative translations and publications) is being allocated the following budget:

<table>
<thead>
<tr>
<th>Budget</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2309 Administrative translations and interpretation costs:</td>
<td>220,000</td>
</tr>
<tr>
<td>2310 Administrative publications:</td>
<td>85,000</td>
</tr>
<tr>
<td>2311 Communications:</td>
<td>63,000</td>
</tr>
</tbody>
</table>

| Human resources                             | Communication Officer + Interim staff                           |

6. **External communications actions in 2014**

6.1 EASO newsletter

The EASO newsletter is essential for informing interested parties on EASO’s work. The main target audiences for the newsletter are civil society, asylum officers, policy makers, EASO staff, and the general public. The newsletter assures that its target group members are aware of EASO plans, work and activities. It also provides advance schedules of EASO events.
and trainings and reports on meetings held in the previous month. The newsletter also covers JHA activities in the institutions (such as JHA Council meetings). EASO sends its newsletter to over 1,300 subscribers. The newsletter is published on EASO’s website and is issued on a monthly basis (bi-monthly in July/August and November/December) and is edited by the EASO communication officer. The newsletter is approved by the Executive Director.

In 2014, EASO plans to issue 10 editions of the EASO newsletter. EASO also plans to increase the number of subscribers to its newsletter and provide a number of print copies for visitors to EASO’s headquarters.

6.2 Press releases

EASO issues press releases on a regular basis to inform the members of the press of relevant reports, meetings and visits. The main target audience for the press releases are press organisations. However, EASO press releases are also sent to relevant civil society organisations, asylum officers, policy makers, EASO staff, and civilians indicating their interest in EASO’s activities. EASO sends its press releases to over 2300 recipients. On average, EASO issues 14 press releases each year. Once a press release is issued, EASO follows up with relevant press members. All EASO press releases are published on the Europa press room website and on the EASO website. The press releases are drafted by the communication officer after collecting input internally and are approved by the Executive Director.

In 2014, EASO plans to issue press releases on relevant activities or reports. On average EASO plans to issue around 14 press releases and to increase the number of press releases subscribers.

6.3 Participations in public events, seminars and conferences

By participating in public events in the field of asylum, EASO will expand its network and improve its visual presence/visibility in its areas of expertise. Moreover, by distributing publications and other information material, during such events, EASO aims to create a multiplier effect.

In 2014, EASO aims to participate in at least 8 relevant public events, seminars and conferences.

6.4 Meeting for JHA communication officers

In order to be able to reach out to asylum officials in the Member States, EASO has set up a ‘communication multipliers’ network composed of representatives of the Member States in 2013. The function of this group is to ensure that all EASO press-related information (such as EASO press releases and newsletters) and EASO publications (such as the annual report on the situation of asylum in the EU and the Country of Origin Information reports) reach the intended end users (including Ministry officials, case workers and COI experts). The
communication multipliers can also act as EASO ambassadors in Member States and inform their colleagues on EASO’s work and activities, in particular during the EASO info day.

We understand that EASO activities are normally followed by more than one individual and Ministry in the Member States. In this context, in the first quarter of 2014, EASO plans to organise, as a pilot project, an information and networking meeting at its headquarters, for the communication multipliers and/or press officers in charge of home affairs issues within the Member States.

The aim of this meeting is to enhance practical cooperation between JHA press officers, strengthen EASO’s network, provide information on EASO’s work and activities, and to brief participants on the EASO info day (see below).

6.5 EASO info day

In order to be able to reach out to asylum officials in the Member States and inform them on our work, on 19 June of this year, EASO plans to organise an EASO info day. This year’s info day will take the form of a pilot project. If successful, EASO plans to have the info day on a yearly basis.

2014 will be the first year for such an event. EASO will provide the communication multipliers (see above) with presentations of EASO’s work and EASO merchandise to distribute to their colleagues. They will be encouraged to put up a stand at the Ministry and/or to organise a talk (or a brown bag lunch) to explain EASO’s work and activities to asylum officials in their respective Ministries. EASO info days will be discussed with Member States during the information and networking meeting for the communication multipliers and/or press officers in charge of home affairs issues within the Member States.

Moreover, in order to reach out to asylum officials in Member States, EASO communication staff will organise talks for Member States asylum officials or specific target audiences such as academia and civil society organisations in the Member States. The aim of these talks is to introduce EASO’s work and products. EASO products and merchandise will also be distributed during these events.

In 2014, as a pilot project, EASO plans to provide communication multipliers with presentations on EASO’s work and EASO merchandise to distribute to their colleagues and to help them organising the info day. EASO staff will also deliver talks in Member States.
Moreover, on 19 June EASO also plans to hold an activity within its premises.

6.6 EASO publications

EASO publications are aimed at different target groups depending on the subject of the publication.

EASO currently has an SLA agreement with the EU Publications Office. EASO publications are proofread, the layout is arranged and the publications are printed by the EU Publications
Office. All EASO publications have to be launched via the portal by the communications officer. Before launching a publication, the communication officer issues an estimate of the costs involved and ensures that all administrative requirements related to financial commitments are in place. The communication officer also has a role in ensuring the quality of the publications and liaises with the publication office to ensure that EASO publications are timely prepared and of the highest quality. As to the distribution, currently EASO distributes its publications electronically and the printed versions are available to relevant visitors, on demand and are sent as well by mail to the relevant stakeholders in EASO’s network. EASO is upgrading its contact lists in order to improve the distribution of EASO publications electronically and by post or via the publication office.

In 2014 EASO plans to publish the publications listed in the Annex (see below). EASO also intends to improve the distribution of its publications by sending its publications in both hard copies and electronically.

6.7 Translations

While taking into consideration its limited resources, EASO aims to translate its publications and training material as much as possible in order to make them as widely accessible as possible.

EASO currently has an SLA agreement with the Translation Centre for the Bodies of the European Union (CDT). EASO publications are translated by CDT. All EASO translations go through the communications officer. The communication officer makes an estimate of the costs involved and ensures that all paper work related to financial commitments are in place. The communication officer liaises with CDT to ensure that EASO translations are timely prepared and of the highest quality. Once the translations are received, they are sent to the EU Publication Office for proofreading, adaptation of the layout and printing.

In 2014 EASO plans to translate the publications listed in the Annex (see below).

6.8 Press interviews

EASO holds regular press interviews in order to promote its work and activities and to reach its target audience. The main target audience is the general public. Press interviews can either be of a general nature (on EASO’s activities, or requests for EASO expertise or comments on a specific topic) or with a specific topic, publication or event in mind (for example the launch of the EASO Annual Report on the Situation of Asylum in the EU).

As a general rule, also in 2014, interviews with the press will only be given by the Executive Director in order to guarantee maximum consistency and a single message.

In 2014 EASO plans to hold at least 6 high-level interviews with selected press organisations.
6.9 EASO website management and enhancement

The EASO website serves as a one stop shop for all EASO activities. It contains information on EASO, its tasks and activities, recent news, vacancies, procurement opportunities, EASO publications and other useful documentation and relevant links. The website also contains 2 restricted areas for Management Board members (This area serves as EASO’s main communication tool for providing documentation to the Management Board members) and for the members of the Group for the Provision of Statistics. In addition, the website contains another restricted area for the Consultative Forum members. The website is always available and helps EASO to reach its global audience. The current website serves as a temporary website which EASO commissioned in 2012 in order to enable EASO to test the demands and needs of its target audience over a 2-year period.

In 2014 EASO plans to continue managing and updating the website on a daily basis. It will also launch a tender/framework contract for website upgrading, maintenance and hosting for a 4-year period. The aim of the upgrade will be to make the website more interactive, user-friendly and to better serve the needs of EASO and its on-line visitors.

6.10 Social media

Social media is an effective way in which EASO could connect with its target audience, build a brand, and market its products in a cost-effective manner. EASO is aware that frequency (of updating/posting) and content value are important in determining the success of social media initiatives.

In 2014 EASO plans to introduce a social media pilot project by launching an EASO Facebook page as well as a YouTube account for posting EASO videos accessible to everyone. It will also include social media in a revised communication strategy.

6.11 Press conferences

Press conferences are an effective tool in reaching members of the press and the general public. EASO holds press conferences on a specific topic (for example, the launch of a report), on the occasion of VIP visits to EASO’s headquarters and on other occasions such as the signing of operational plans with Member States. In 2013 EASO held 4 press conferences.

In 2014 EASO plans to hold press conferences when relevant. It also plans to purchase equipment, including speakers, microphones, and a projector screen to enable EASO to improve its press conference facilities.

7. Internal communications actions in 2014

7.1 Internal press extracts and press monitoring
EASO conducts daily press monitoring and produces daily press extracts. The press extracts is a multipurpose tool which aims to inform EASO staff on a daily basis about the most recent news in the field of asylum. Being informed strengthens the staff members in their duties as they are provided an overview of developments in and outside their network. Receiving a broad range of information produced by the press over the world is crucial in various EASO expertise areas, such as the reports on Country of Origin Information. EASO’s coverage in the press is also included in the Press Extracts, providing direct feedback to the staff on their activities. The past Press Extracts are also archived and accessible for EASO’s staff.

In 2014, EASO aims to deliver the press extracts on a daily basis and it will look into possible ways of increasing its subscribers.

7.2 Brown bag lunches

At least once every month, EASO organises a brown bag lunch for its staff members. The brown bag lunches are a useful instrument to improve communications among staff while at the same time conveying important information in an informal setting. The content of the information is diverse, allowing for different thematic meetings. The main aim is to inform staff about EASO’s activities in more detail and on the environment in which the agency operates.

EASO’s goal is to have 10 brown bag lunches in 2014.

7.3 Implementation and management of SharePoint

SharePoint is a new opportunity for EASO to provide, share and update the information internally in a more effective and interactive way. It will allow staff to consult documents and information on a centralised location, avoiding duplication and different interpretations of available knowledge.

In 2014 EASO communication staff will manage the internal communications and information function of share point. EASO communication staff will also give input on the design of the EASO share point.

7.4 Notifications to staff

Notifications to staff include information valuable to all EASO staff that are best conveyed in a direct way. Examples include: live broadcasting events relevant to EASO’s work, press conferences, articles, local events and weather warnings.

In 2014, EASO plans to send notifications to staff on an ad-hoc basis.

7.5 Visual identity implementation

In 2013, EASO adopted its visual identity. The visual identity fosters engagement and a sense of unity among EASO staff and in the outside world. Its correct adoption is crucial in order to communicate in a consistent way with external partners and strengthens EASO’s public recognition.
In 2014, EASO Communication staff will pro-actively promote and encourage the right use of the tools subject to the visual identity in 2014. EASO communication staff will also organise one internal seminar to remind EASO staff of the correct use of the visual identity. EASO will also inform newcomers of the visual identity and EASO communications rules and tools.

8. Targets and deliverables

<table>
<thead>
<tr>
<th>General Communications activities</th>
<th>Event/Activity</th>
<th>When</th>
<th>Target Audience</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Review EASO Communication Strategy</td>
<td>Q1-Q2</td>
<td>General Public</td>
<td>1 reviewed communications strategy</td>
</tr>
<tr>
<td></td>
<td>Adopt an EASO Crisis Communications Strategy</td>
<td>Q1</td>
<td>EASO staff and Management Board Members</td>
<td>1 adopted EASO Crisis Communications Strategy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Communications Activities for 2014</th>
<th>Event/Activity</th>
<th>When</th>
<th>Target Audience</th>
<th>Indicators</th>
</tr>
</thead>
</table>
|                                              | EASO newsletters                              | Q1-Q4    | General public, EASO staff, civil society, asylum experts | - 10 editions of the EASO newsletter issued.  
- 20% increase in subscribers |
|                                              | Press releases                                | Q1-Q4    | Press members                          | - Issue around 14 press releases  
- 20% increase in subscribers                                                |
<p>|                                              | Participation in events, seminars and conferences | Q1-Q4    | General public and asylum experts      | - Participation in at least 8 events.                                          |
|                                              | Pilot meeting for JHA communication officers  | Q1       | Member States and EU asylum experts    | - 1 information and networking meeting for communication multipliers and/or press officers in charge of home affairs issues |
|                                              | EASO info day (pilot project)                 | Q2       | Member States and EU asylum experts    | - Assist with the                                                             |</p>
<table>
<thead>
<tr>
<th></th>
<th>Q1-Q4</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>EASO publications</strong></td>
<td></td>
<td>General public, EASO staff, civil society, Member States and EU asylum experts</td>
<td>- High quality EASO publications produced</td>
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<td></td>
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<td></td>
<td>- Support EASO staff with translations requests.</td>
</tr>
<tr>
<td><strong>EASO translations</strong></td>
<td></td>
<td>General public, EASO staff, civil society, Member States and EU asylum experts</td>
<td>- Support EASO staff with translations requests.</td>
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<tr>
<td><strong>Press interviews</strong></td>
<td></td>
<td>Press members, general public, EASO staff, civil society, Member States and EU asylum experts</td>
<td>- Hold at least 6 high-level interviews with the press.</td>
</tr>
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<tr>
<td><strong>EASO website management and enhancement</strong></td>
<td></td>
<td>Press members, general public, EASO staff, civil society, Member States and EU asylum experts</td>
<td>- Timely updating of EASO website.</td>
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<tr>
<td></td>
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<td>- 20% increase in website visitors.</td>
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<tr>
<td></td>
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<td></td>
<td>- Issuance and allocation of a framework contract for website hosting, maintenance and upgrading.</td>
</tr>
<tr>
<td><strong>Social media</strong></td>
<td></td>
<td>Press members, general public, EASO staff, civil society, Member States and EU asylum experts</td>
<td>- Creation and management of a Facebook page.</td>
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<td></td>
<td></td>
<td></td>
<td>- Open YouTube account</td>
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<tr>
<td><strong>Press conferences</strong></td>
<td></td>
<td>Press members</td>
<td>- Holding press</td>
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</tbody>
</table>
Internal Communications Activities for 2014

<table>
<thead>
<tr>
<th>Event</th>
<th>When</th>
<th>Target Audience</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal press extracts and press monitoring</td>
<td>Q1-Q4</td>
<td>EASO staff</td>
<td>- Daily press extracts made and distributed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Daily press monitoring</td>
</tr>
<tr>
<td>Brown bag lunches</td>
<td>Q1-Q4</td>
<td>EASO staff</td>
<td>- Organising 10 brown bag lunches</td>
</tr>
<tr>
<td>Implementation and management of SharePoint</td>
<td>Q1-Q4</td>
<td>EASO staff</td>
<td>- Assistance in the design, and management of the communication and information function of SharePoint</td>
</tr>
<tr>
<td>Notifications to staff</td>
<td>Q1-Q4</td>
<td>EASO staff</td>
<td>- At least 24 notification emails to EASO staff</td>
</tr>
<tr>
<td>Visual identity implementation</td>
<td>Q1-Q4</td>
<td>EASO staff</td>
<td>- One internal seminar/talk on the use of EASO’s visual identity.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Inform all newcomers on EASO communication rules and tools.</td>
</tr>
</tbody>
</table>

9. Planned publications and translations in 2014
<table>
<thead>
<tr>
<th>Publication</th>
<th>Number of languages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  EASO Work Programme 2015.</td>
<td>24</td>
</tr>
<tr>
<td>2  EASO Annual Activity Report.</td>
<td>24</td>
</tr>
<tr>
<td>3  EASO Budget.</td>
<td>24</td>
</tr>
<tr>
<td>4  Annual Report on the Situation of Asylum in the EU.</td>
<td>5</td>
</tr>
<tr>
<td>5  2 COI Reports or products.</td>
<td>5</td>
</tr>
<tr>
<td>6  2 EASO Professional Development tools for members of the Courts and Tribunals.</td>
<td>5</td>
</tr>
<tr>
<td>7  2 EASO Quality Processes tools.</td>
<td>5</td>
</tr>
<tr>
<td>8  Age Assessment Publication.</td>
<td>5</td>
</tr>
<tr>
<td>9  Family tracing document.</td>
<td>5</td>
</tr>
<tr>
<td>10 4 EASO Training Modules.</td>
<td>1</td>
</tr>
<tr>
<td>11 4 EASO Training Module Updates.</td>
<td>1</td>
</tr>
<tr>
<td>12 EASO Training Brochure.</td>
<td>1</td>
</tr>
<tr>
<td>13 2 EASO training Handbooks.</td>
<td>1</td>
</tr>
</tbody>
</table>