



# EASO communication strategy and implementing rules

May 2014





European Asylum Support Office

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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 on-going 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.

#### Strengths

- 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);
- 88 % of surveyed respondents expressed that they were either satisfied or very satisfied with our website;
- 85 % of the surveyed persons were either satisfied or very satisfied with the layout and content of the newsletter.

#### Weaknesses

- Limited provision of content;
- Specialised content and location makes it difficult to reach out to the general public;
- EASO deals with many external partners;
- No established postal distribution system;
- Limited number of activities to communicate due to EASO's size;
- Perception among some NGOs that EASO is not fully transparent and that EASO is not an independent centre of expertise.

#### Opportunities

- Use of social media;
- Strengthen public consultations platform;
- More involvement of external partners;
- Provide more content on the website
- Usage of internal communication tools such as SharePoint.

#### Threats

- High expectations;
- Linguistic diversity amongst target audiences;
- Difficulties to reach audience (in particular asylum officials) in remote places;
- Limited human resources.

### 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,<sup>1</sup>
- 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,

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<sup>1</sup> 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](mailto: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

Target Group	EU institutions, agencies, and other relevant bodies, in particular the JHA agencies
Possible issue(s)	<ul style="list-style-type: none"> <li>• Lack of information on EASO's role, values and activities.</li> <li>• Expectations-delivery gap.</li> <li>• Lack of credibility of the agency and its work.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</li> <li>• Manage expectations.</li> <li>• Ensure that the agency's role, values and work are well known.</li> <li>• Supporting EASO's operational activities.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• Participation in and organisation of events, trainings, meetings and conferences;</li> <li>• Hard-copy publications;</li> <li>• Functional mailboxes (e.g. Training mailbox).</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics;</li> <li>• Expert meetings</li> </ul>

Target Group	Asylum and reception officials
Possible issue(s)	<ul style="list-style-type: none"> <li>• Lack of information on EASO's role, values and activities.</li> <li>• Lack of knowledge on how to make use of the tools offered by EASO.</li> <li>• Lack of credibility of the agency and its work.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</li> <li>• Supporting EASO's operational activities.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• On-line platforms (e.g. COI Portal);</li> <li>• Participation in and organisation of events, trainings, meetings and conferences;</li> <li>• Hard-copy publications;</li> <li>• Social media</li> <li>• Expert meetings</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics;</li> <li>• Training materials.</li> </ul>

Target Group	Policymakers
Possible issue(s)	<ul style="list-style-type: none"> <li>• Expectations-delivery gap.</li> <li>• Lack of information on EASO's role, values and activities.</li> <li>• Agency may be perceived as an agency which lacks transparency.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Manage expectations.</li> <li>• Ensure that the agency's role, values and work are well known.</li> <li>• Establish and enhance the credibility and legitimacy of the agency.</li> <li>• Raise the profile of the agency as a centre of excellence on issues related</li> </ul>

	to asylum.
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• Participation in and organisation of political events, meetings and conferences;</li> <li>• Organisation of visits to EASO premises;</li> <li>• Presentations and press interviews;</li> <li>• Hard-copy publications;</li> <li>• Social media.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics.</li> </ul>

Target Group	General public
Possible issue(s)	<ul style="list-style-type: none"> <li>• Expectations-delivery gap.</li> <li>• Lack of information on EASO's role, values and activities.</li> <li>• Agency may be perceived as an entity which lacks transparency.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Ensure that the agency's role, values and work are well known.</li> <li>• Manage expectations.</li> <li>• Establish and enhance the credibility and legitimacy of the agency.</li> <li>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</li> <li>• Ensuring unified visual communications.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• Participation in and organisation of conferences;</li> <li>• Organisation of visits and open days to EASO premises;</li> <li>• Presentations, interviews and webinars;</li> <li>• Leaflets;</li> <li>• Hard-copy publications;</li> <li>• Social media;</li> <li>• Surveys;</li> <li>• Functional mailbox (e.g. general info mailbox).</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics;</li> <li>• Documentation.</li> </ul>

Target Group	EASO staff members
Possible issue(s)	<ul style="list-style-type: none"> <li>• Lack of holistic view of EASO's role, values and activities.</li> <li>• Lack of knowledge of daily developments regarding asylum and immigration issues.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Ensure that the agency's role, values and work are well known.</li> <li>• Ensure that EASO staff members has access to news on daily developments regarding asylum and immigration.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• Participation in and organisation of events, meetings and conferences;</li> <li>• Presentations and interviews;</li> <li>• Hard-copy publications;</li> <li>• Social media.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Press releases;</li> </ul>

	<ul style="list-style-type: none"> <li>• Reports and statistics;</li> <li>• Week ahead;</li> <li>• Regular notifications;</li> <li>• Brown bag events;</li> <li>• Documentation;</li> <li>• Daily press extracts (for internal use).</li> </ul>
--	---

Target Group	Members of the Consultative Forum and other non-governmental organisations
Possible issue(s)	<ul style="list-style-type: none"> <li>• Agency may be perceived as an entity which lacks transparency.</li> <li>• Agency could be perceived as an entity which does not welcome contributions from civil society.</li> <li>• EASO might be seen as an agency which makes it more difficult for asylum seekers to get protection in the EU.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Ensure that the agency’s role, values and work are well known.</li> <li>• Establish and enhance the credibility and legitimacy of the agency.</li> <li>• Ensuring, when possible, widespread consultations with civil society through easy access communication mediums.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• The Consultative Forum Contact Point (functional mailbox);</li> <li>• The annual plenary meeting</li> <li>• EASO’s official website;</li> <li>• On-line platforms;</li> <li>• Participation in and organisation of events, meetings and conferences;</li> <li>• Presentations, interviews and webinars;</li> <li>• Leaflets;</li> <li>• Hard-copy publications;</li> <li>• Social media;</li> <li>• Surveys.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO’s monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics;</li> <li>• Documentation.</li> </ul>

Target Group	Press
Possible issue(s)	<ul style="list-style-type: none"> <li>• Expectations-delivery gap.</li> <li>• Lack of information on EASO’s role, values and activities.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Ensure that the agency’s role, values and work are well known.</li> <li>• Establish and enhance the credibility and legitimacy of the agency.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO’s official website;</li> <li>• Organisation of press conferences;</li> <li>• Organisation of visits to EASO premises;</li> <li>• Presentations, interviews and webinars;</li> <li>• Leaflets;</li> <li>• Hard-copy publications;</li> <li>• Social media.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO’s monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics;</li> <li>• Documentation.</li> </ul>

Target Group	Judiciary
Possible issue(s)	<ul style="list-style-type: none"> <li>• Lack of information on EASO's role, values and activities.</li> <li>• Lack of knowledge on how to make use of the tools offered by EASO.</li> <li>• Lack of credibility of the agency and its work.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• On-line platforms;</li> <li>• Participation in and organisation of events, meetings and conferences;</li> <li>• Organisation of visits to EASO premises;</li> <li>• Presentations, interviews, trainings and webinars;</li> <li>• Hard-copy publications;</li> <li>• Social media.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Reports and statistics;</li> <li>• Documentation.</li> </ul>

Target Group	Researchers, students and academics
Possible issue(s)	<ul style="list-style-type: none"> <li>• Lack of information on EASO's role, values and activities.</li> <li>• Agency may be perceived as an entity which lacks transparency.</li> <li>• Quality and availability of EASO products.</li> </ul>
Main objective(s)	<ul style="list-style-type: none"> <li>• Ensure that the agency's role, values and work are well known.</li> <li>• Establish and enhance the credibility and legitimacy of the agency.</li> <li>• Raise the profile of the agency as a centre of excellence on issues related to asylum.</li> </ul>
Main communication tools	<ul style="list-style-type: none"> <li>• EASO's official website;</li> <li>• Participation in and organisation of events, meetings and conferences;</li> <li>• Organisation of visits to EASO premises;</li> <li>• Presentations, interviews and webinars;</li> <li>• Hard-copy publications;</li> <li>• Social media.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Publications;</li> <li>• EASO's monthly newsletter;</li> <li>• Press releases;</li> <li>• Reports and statistics;</li> <li>• Documentation.</li> </ul>

## 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:



The files for the 4 colours version are:

- easo\_4c.ai
- easo\_4c.jpg
- easo\_4c.png

These are the black and white versions:



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:

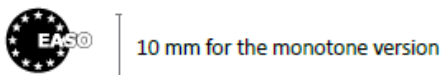
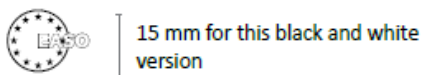
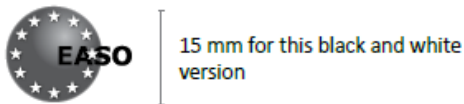
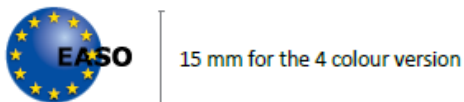


The files for the monotone version are:

- 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:



## 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:



CMYK	Pantone®	RGB	hexadecimal
100 % cyan 80% magenta	Reflex Blue	0/51/153	003399

### Supporting Brand Colours:

#### White:



#### Black:



#### Yellow:



CMYK	Pantone®	RGB	hexadecimal
100 % yellow	Process Yellow	255/204/0	FFCC00



## 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.

<b>1</b> C100 M80 Y0 K25 R1 G59 B130 # 013b82	<b>2</b> C100 M40 Y0 K0 R0 G125 B197 # 007dc5	<b>3</b> C100 M0 Y0 K0 R0 G174 B239 # 00aeef	<b>4</b> C50 M0 Y0 K0 R109 G207 B249 # 6dcff6	<b>5</b> C20 M0 Y0 K0 R199 G234 B251 # c7eafb
<b>6</b> C25 M25 Y0 K0 R187 G184 B220 # bbb8dc	<b>7</b> C50 M50 Y0 K0 R135 G129 B289 # 8761bd	<b>8</b> C75 M75 Y0 K0 R91 G87 B166 # 5b57a6	<b>9</b> C75 M100 Y0 K25 R81 G28 B116 # 511c74	<b>10</b> C50 M100 Y0 K0 R146 G39 B143 # 92278f
<b>11</b> C25 M100 Y0 K0 R189 G26 B141 # bd1a8d	<b>12</b> C0 M100 Y0 K0 R236 G0 B140 # ec000c	<b>13</b> C0 M50 Y0 K0 R244 G154 B193 # f49ac1	<b>14</b> C0 M20 Y0 K0 R250 G213 B229 # fad5e5	<b>15</b> C0 M25 Y25 K0 R251 G200 B189 # fbc8b4
<b>16</b> C0 M60 Y60 K0 R245 G132 B102 # f58466	<b>17</b> C0 M100 Y100 K0 R237 G28 B36 # ed1c24	<b>18</b> C0 M100 Y100 K30 R177 G17 B22 # b11116	<b>19</b> C0 M60 Y100 K0 R245 G130 B32 # f58220	<b>20</b> C0 M30 Y100 K0 R253 G185 B19 # fdb913
<b>21</b> C0 M30 Y100 K0 R253 G185 B19 # fdb913	<b>22</b> C0 M0 Y50 K0 R255 G247 B153 # ff799	<b>23</b> C0 M0 Y20 K0 R255 G252 B213 # ffcdd5	<b>24</b> C20 M0 Y20 K0 R204 G231 B211 # ccc7d3	<b>25</b> C20 M0 Y40 K0 R207 G229 B174 # cfe5ae
<b>26</b> C30 M0 Y60 K0 R185 G217 B137 # b9d989	<b>27</b> C30 M0 Y100 K0 R191 G215 B48 # bfd730	<b>28</b> C50 M0 Y100 K0 R141 G198 B63 # 8dc63f	<b>29</b> C70 M0 Y100 K0 R80 G184 B72 # 50b848	<b>30</b> C100 M0 Y100 K0 R0 G166 B81 # 00a651
<b>31</b> C100 M0 Y100 K25 R0 G134 B65 # 008641	<b>32</b> C100 M0 Y60 K0 R0 G168 B142 # 00a88e	<b>33</b> C100 M0 Y30 K0 R0 G171 B189 # 00abbd	<b>34</b> C100 M0 Y30 K0 R91 G196 B191 # 5bc4bf	<b>35</b> C30 M0 Y0 K15 R149 G196 B218 # 95c4da
<b>36</b> C30 M0 Y0 K30 R128 G169 B189 # 80a9bd	<b>37</b> C50 M0 Y0 K50 R62 G124 B148 # 3e7c94	<b>38</b> C50 M0 Y0 K75 R34 G82 B100 # 225264	<b>39</b> C0 M0 Y0 K75 R99 G100 B102 # 636466	<b>40</b> C0 M0 Y0 K50 R147 G149 B152 # 939598
<b>41</b> C0 M0 Y0 K30 R188 G190 B192 # bcbec0	<b>42</b> C0 M0 Y0 K15 R220 G221 B222 # dcdde	<b>43</b> C0 M15 Y0 K15 R217 G194 B206 # d9c2ce	<b>44</b> C0 M15 Y0 K15 R184 G145 B164 # b891a4	<b>45</b> C0 M60 Y0 K30 R217 G194 B206 # b5648a
<b>46</b> C0 M100 Y0 K50 R140 G0 B80 # 88004b	<b>47</b> C0 M0 Y100 50 R150 G141 B0 # 968d00	<b>48</b> C0 M0 Y60 K30 R192 G183 B101 # d0b765	<b>49</b> C0 M0 Y100 K20 R216 G200 B0 # d8c800	<b>50</b> C0 M0 Y25 K25 R202 G198 B163 # cac6a3

## 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 ,;:~\_+''\*ç%&/()=?`!£\$€  
*abcdefghijklmnopqrstuvwxyz*  
*ABCDEFGHIJKLMNOPQRSTUVWXYZ*  
*0123456789 ,;:~\_+''\*ç%&/()=?`!£\$€*  
**abcdefghijklmnopqrstuvwxyz**  
**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**0123456789 ,;:~\_+''\*ç%&/()=?`!£\$€**  
*abcdefghijklmnopqrstuvwxyz*  
*ABCDEFGHIJKLMNOPQRSTUVWXYZ*  
**0123456789 ,;:~\_+''\*ç%&/()=?`!£\$€**

Calibri can be used for all documents, text and titles, Power Point 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 ,;:~\_+''\*ç%&/()=?`!£\$€  
*abcdefghijklmnopqrstuvwxyz*  
*ABCDEFGHIJKLMNOPQRSTUVWXYZ*  
*0123456789 ,;:~\_+''\*ç%&/()=?`!£\$€*  
**abcdefghijklmnopqrstuvwxyz**  
**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**0123456789**  
**,;:~\_+''\*ç%&/()=?`!£\$€**  
*abcdefghijklmnopqrstuvwxyz*  
*ABCDEFGHIJKLMNOPQRSTUVWXYZ*  
**0123456789 ,;:~\_+''\*ç%&/()=?`!£\$€**

-----  
 The chosen typeface includes characters from Latin, Latin extended, Greek, Cyrillic and Thai scripts

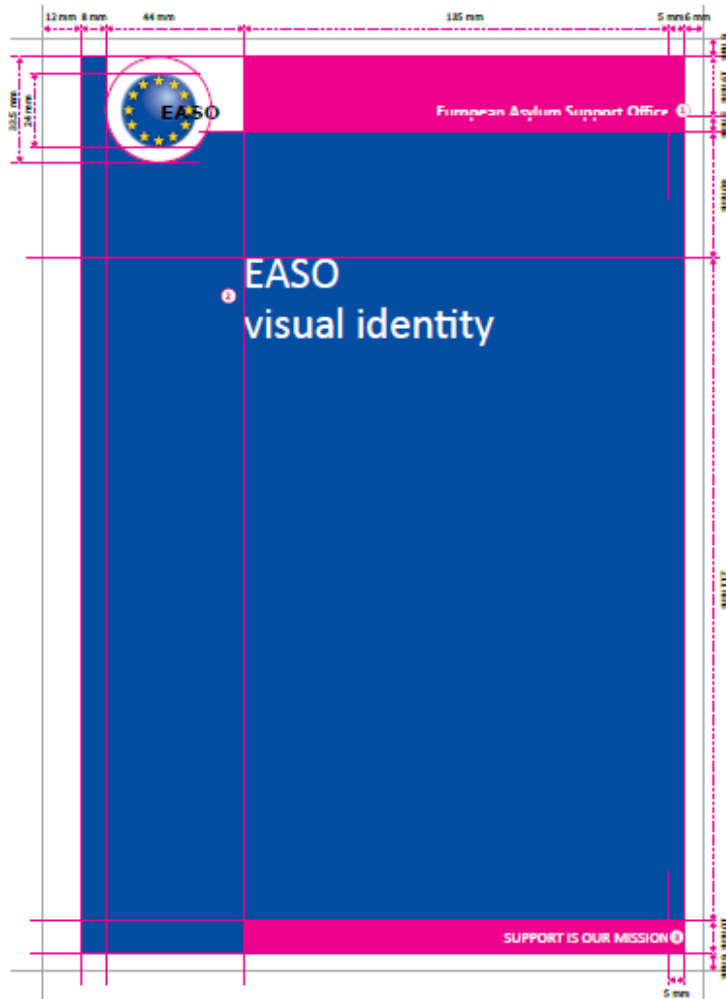
## 3. Products

### 3.1. Covers

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

#### Covers without images

A4 format (21 x 29.7 cm)

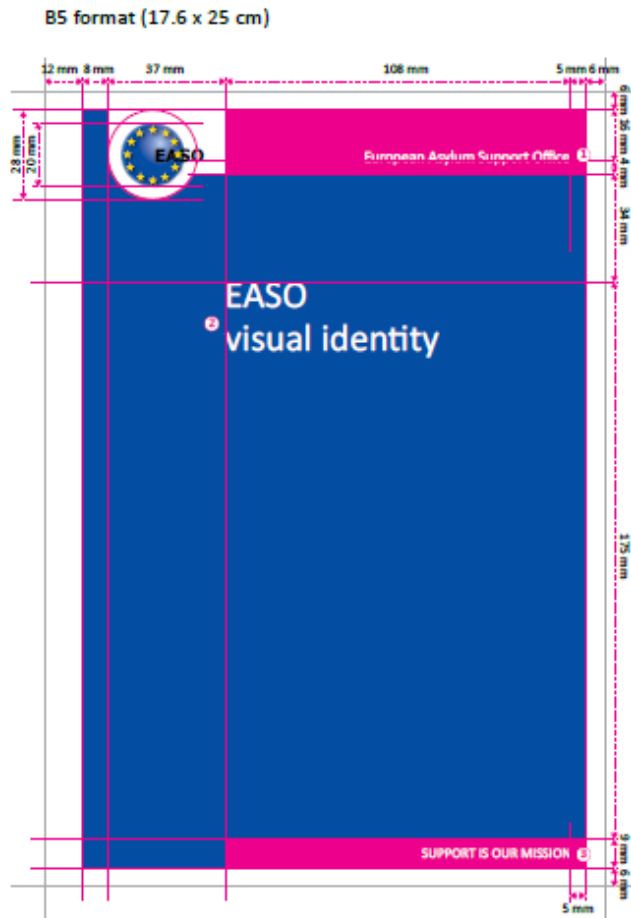


The files for the cover A4 without image:

- cover1A4.ai
- cover1A4.doc
- cover1A4.indd

Font size:

- ① Calibri Regular, 16 pt
- ② Calibri Regular, 40/44 pt
- ③ Calibri Regular, 14 pt, CAPS



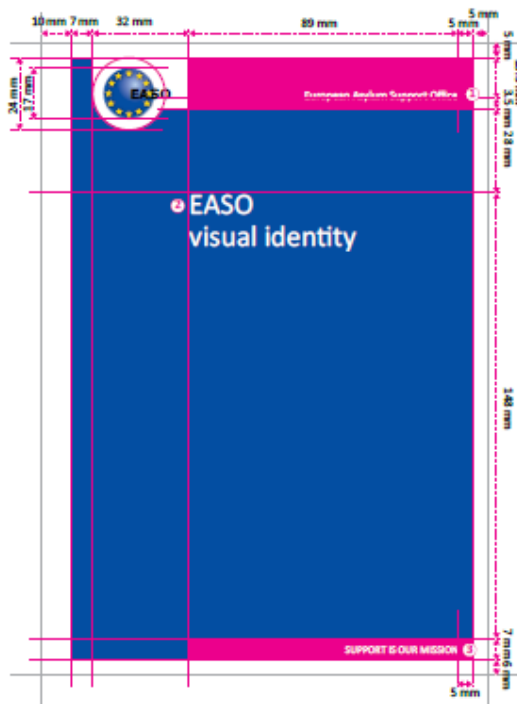
The files for the cover B5 without image:

- cover1B5.ai
- cover1B5.doc
- cover1B5.indd

Font size:

- ❶ Calibri Regular, 14 pt
- ❷ Calibri Regular, 34/38 pt
- ❸ Calibri Regular, 12.5 pt, CAPS

A5 format (14.8 x 21 cm)



The files for the cover A5 without image:

- cover1A5.ai
- cover1A5.doc
- cover1A5.indd

Font size:

- 1 Calibri Regular, 11 pt
- 2 Calibri Regular, 28/31 pt
- 3 Calibri Regular, 10 pt, CAPS

Some samples



## Covers with images

A4 format (21 x 29.7 cm)



The files for the cover A4 without image:

- cover2A4.ai
- cover2A4.doc
- cover2A4.indd

Font size:

- ❶ Calibri Regular, 16 pt
- ❷ Calibri Regular, 40/44 pt
- ❸ Calibri Regular, 14 pt, CAPS

### \* 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



The files for the cover B5 without image:

- cover2B5.ai
- cover2B5.doc
- cover2B5.indd

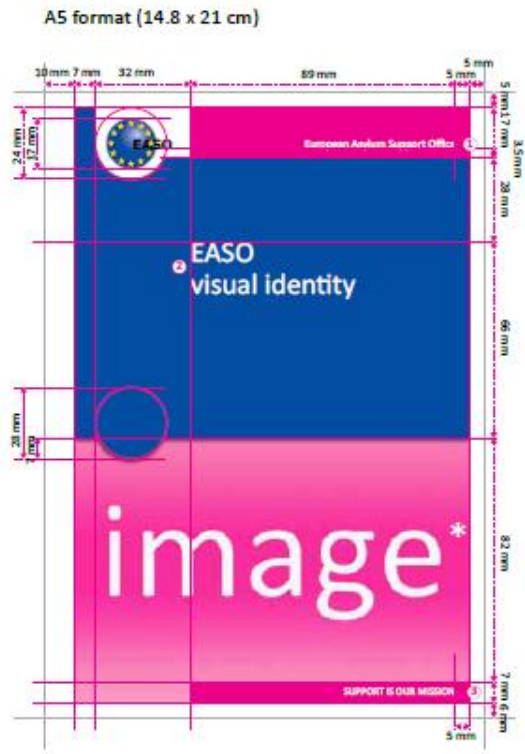
Font size:

- ❶ Calibri Regular, 14 pt
- ❷ Calibri Regular, 34/38 pt
- ❸ Calibri Regular, 12.5 pt, CAPS

\* 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



The files for the cover A5 without image:

- cover2A5.ai
- cover2A5.doc
- cover2A5.indd

\* Please see pages 13 and 14

Font size:

- ① Calibri Regular, 11 pt
- ② Calibri Regular, 28/31 pt
- ③ Calibri Regular, 10 pt, CAPS

### 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.





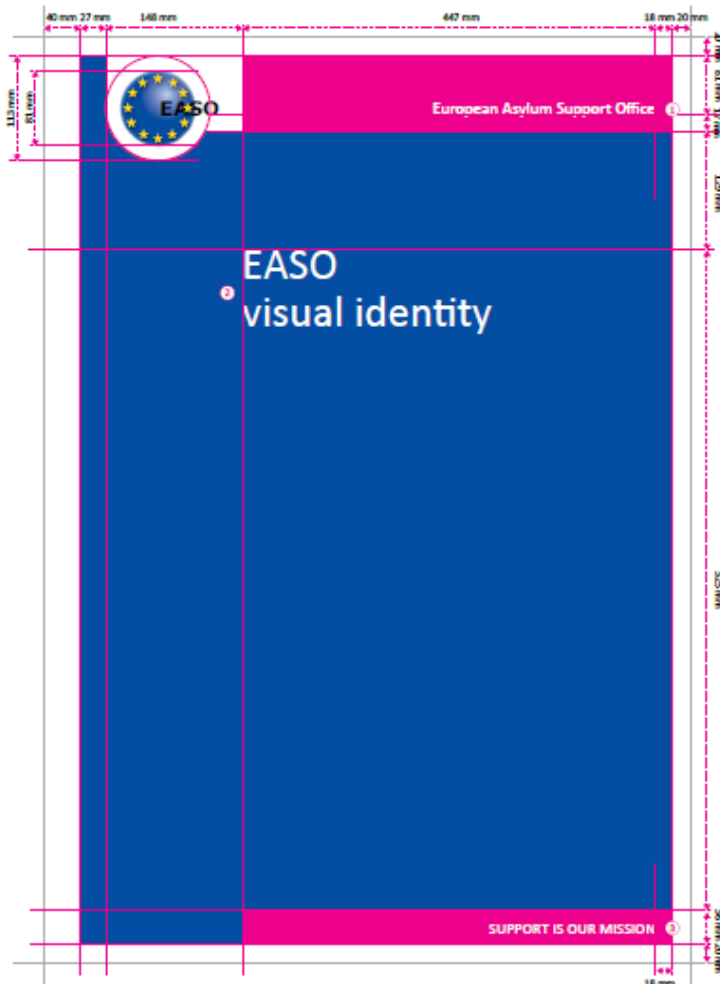


### 3.2. Posters

Posters are composed generally by a textual and graphic elements which communicates the message you will give, which any professional can prepare for you. The posters are build in the same grid as covers. Hereby you can find the instructions the 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:

- ❶ Calibri Regular, 52 pt
- ❷ Calibri Regular, 136/148 pt
- ❸ Calibri Regular, 48 pt, CAPS



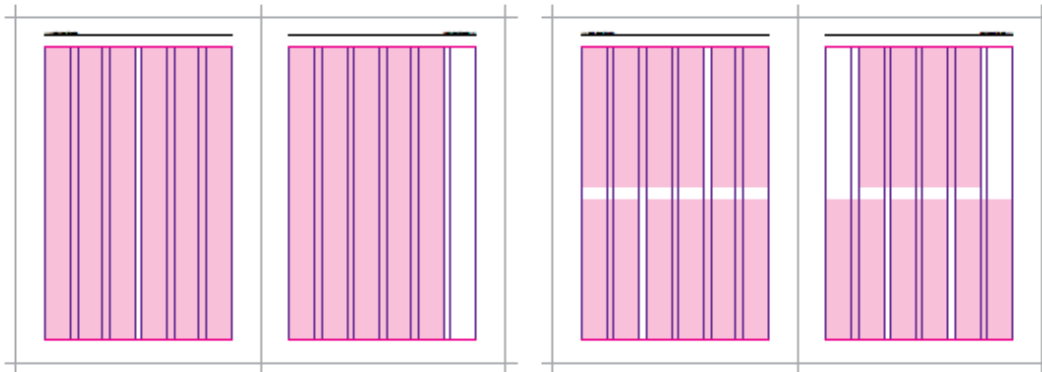




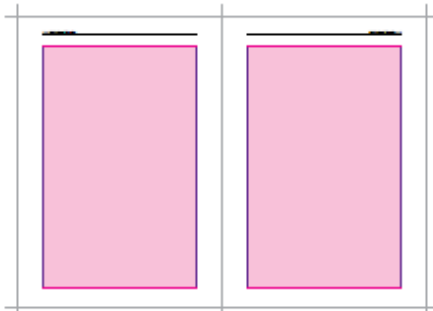
### 3.4. Margins for inside pages

Format	Top	Bottom	Inside	Outside	Folio + running title	Gutter
A4	25 mm	20 mm	25 mm	25 mm	15 mm	6 mm
B5	25 mm	18 mm	22 mm	22 mm	15 mm	-
A5	25 mm	15 mm	18 mm	18 mm	15 mm	

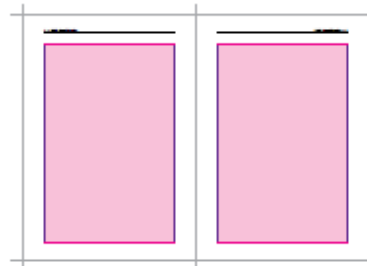
#### Format A4



#### Format B5



#### Format A5

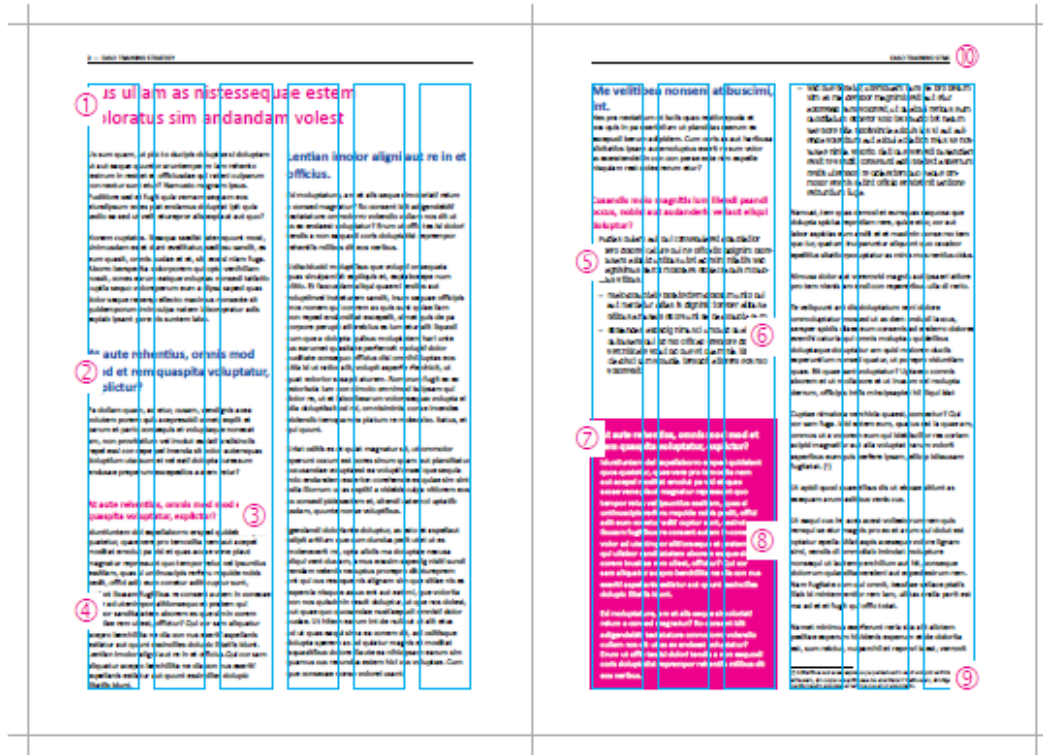


#### \* Some indications for texts

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:

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

The files for the inside pages:


- insidepp\_A4.indd
- insidepp\_A4.doc
- insidepp\_B5.indd
- insidepp\_B5.doc
- insidepp\_A5.indd
- insidepp\_A5.doc





### 3.6. Newsletter sample

A4 format (21 x 29.7 cm)



European Asylum Support Office

**Newsletter — July / August 2012**

**EDITORIAL**

Welcome to the July/August edition of the European Asylum Support Office (EASO) newsletter. In July EASO published three important reports namely a Country of Origin Information (COI) report on Afghanistan, the COI report methodology, and the 2011 Annual Report on the situation of asylum in the EU and the activities of EASO. In addition we will look into what EASO is doing in one of the publicly working situation in Syria. As in March 2012, this report is also introducing the third module within the EAC Working Party, namely the module on inclusion, which provides training on the interpretation and use of the 1951 Geneva Convention relating to the Status of Refugees and to the EU Qualification Directive.

Jean-Pierre Schuster  
Executive Director EASO Headquarters

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Editorial — page 1

In the News — page 1

Perspectives on Syria — page 2

EASO Training — page 4

EASO in pictures — page 8

**IN THE NEWS**

2012 report on the state of asylum in the EU and on the activities of EASO

EASO published its 2011 Annual Report on the situation of Asylum in the European Union and on the activities of the European Asylum Support Office. The report provides a comprehensive description of the situation of asylum in the EU in 2011, with a focus on the EU Member States which EASO was involved in during 2011. The report covers the first year of EASO operation and includes information on the various international developments, as well as on the various EASO tasks and important developments related to the Common European Asylum System (CEAS) and EASO's network of institutional partners and stakeholders.

It also includes a number of annexes including relevant statistics and the EASO framework report for 2011.

More information can be obtained by clicking on: <http://ec.europa.eu/easos/news/annual-report-2011>

**IN THE NEWS**

On 30 May 2012, EASO published its first Country of Origin Information (COI) Report on Afghanistan. The report provides information on the situation in Afghanistan from which asylum seekers originate. The availability of and the quality of COI is one of the most important factors for the asylum process and as such an essential precondition for the assessment of the need for international protection. The report is available in the field of COI on the EASO website <http://ec.europa.eu/easos/news/afghanistan-coi-report>. The report is also available in the field of COI on the EASO website <http://ec.europa.eu/easos/news/afghanistan-coi-report>.

Other important findings concern the recruitment of combatants and the use of violence by fighters, leaders or members of the Taliban.

More information can be obtained by clicking on: <http://ec.europa.eu/easos/news/afghanistan-coi-report>

**IN THE NEWS**

2011 report on the state of asylum in the EU and on the activities of EASO

EASO published its 2011 Annual Report on the situation of Asylum in the European Union and on the activities of the European Asylum Support Office. The report provides a comprehensive description of the situation of asylum in the EU in 2011, with a focus on the EU Member States which EASO was involved in during 2011. The report covers the first year of EASO operation and includes information on the various international developments, as well as on the various EASO tasks and important developments related to the Common European Asylum System (CEAS) and EASO's network of institutional partners and stakeholders.

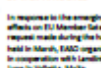
It also includes a number of annexes including relevant statistics and the EASO framework report for 2011.

More information can be obtained by clicking on: <http://ec.europa.eu/easos/news/annual-report-2011>

**SUPPORT IS OUR MISSION**

**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 245/130/32)
- 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



European Asylum Support Office

**EASO Vacancies**


EASO has recently published the following vacancies:

- \* Administrative Assistant (Temporary Agent, APT) — (Closing Date 13 August)
- \* Administrative Assistant (Contract Agent, PSC) — (Closing Date 13 August)
- \* Human Resources Assistant (Contract Agent, PSC) — (Closing Date 13 August)

More information can be obtained by clicking on: <http://ec.europa.eu/easos/news/annual-report-2011>

EASO newsletter  
Subscribe by sending an e-mail to [jean-pierre.schuster@ec.europa.eu](mailto:jean-pierre.schuster@ec.europa.eu)

**Support is our mission**



European Asylum Support Office

**Perspectives on Syria – EASO Practical Cooperation Workshop, 28 & 29 June 2012**

In response to the emerging situation in Syria and its effects on EU Member States, and following a general request made during the last year EASO, jointly held in March, EASO organized a workshop on Syria, in cooperation with Lundbeck (Norway), on 28/29 June in Helsinki, Finland.

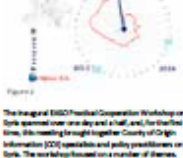


The workshop was held in Helsinki, Finland, on 28 and 29 June 2012.

This article attempts to better inform the reader about the situation in Syria by bringing together key elements discussed at the workshop together with data from EASO's early warning and preparedness system. The humanitarian situation in Syria is severely deteriorating and no longer confined to the existing violence in the north. Important increases in flows towards the EU could be expected, in particular, if large influx of refugees in Turkey are no longer contained. The security situation shows a general breakdown of the security situation due to an escalation of repression, militarisation, army defections, organisation of the armed opposition, bombing and massacres. All elements considered seem to indicate that the security situation has reached a threshold of humanitarian violence and "normal armed conflict".

UNHCR states that 10,000 Syrian refugees are registered with them. Humanitarian needs are on the increase. Borders of neighbouring countries (Turkey, Lebanon, Jordan, Iraq) remain open. The Turkish side responded to Syrian arrivals by adopting a temporary protection regime, declaring an open border policy, admitting of arrivals into Turkish territory, providing physical and legal protection and providing guarantees against non-refoulement.

Figure 1: Syrian asylum seekers in the EU (normalised EU) as at September 2011 (Figure 1) shows the total of asylum applications in May 2012 was 1021 (Figure 2). The overall negative decision rate in the EU (Figure 3) in 2012 was 98% compared to 96% in 2011 and 98% in 2010. In all EU Member States, there were 8,140 pending cases as at December 2011. It is worth noting that while the influx increased in September 2011, the negative decision rate decreased.





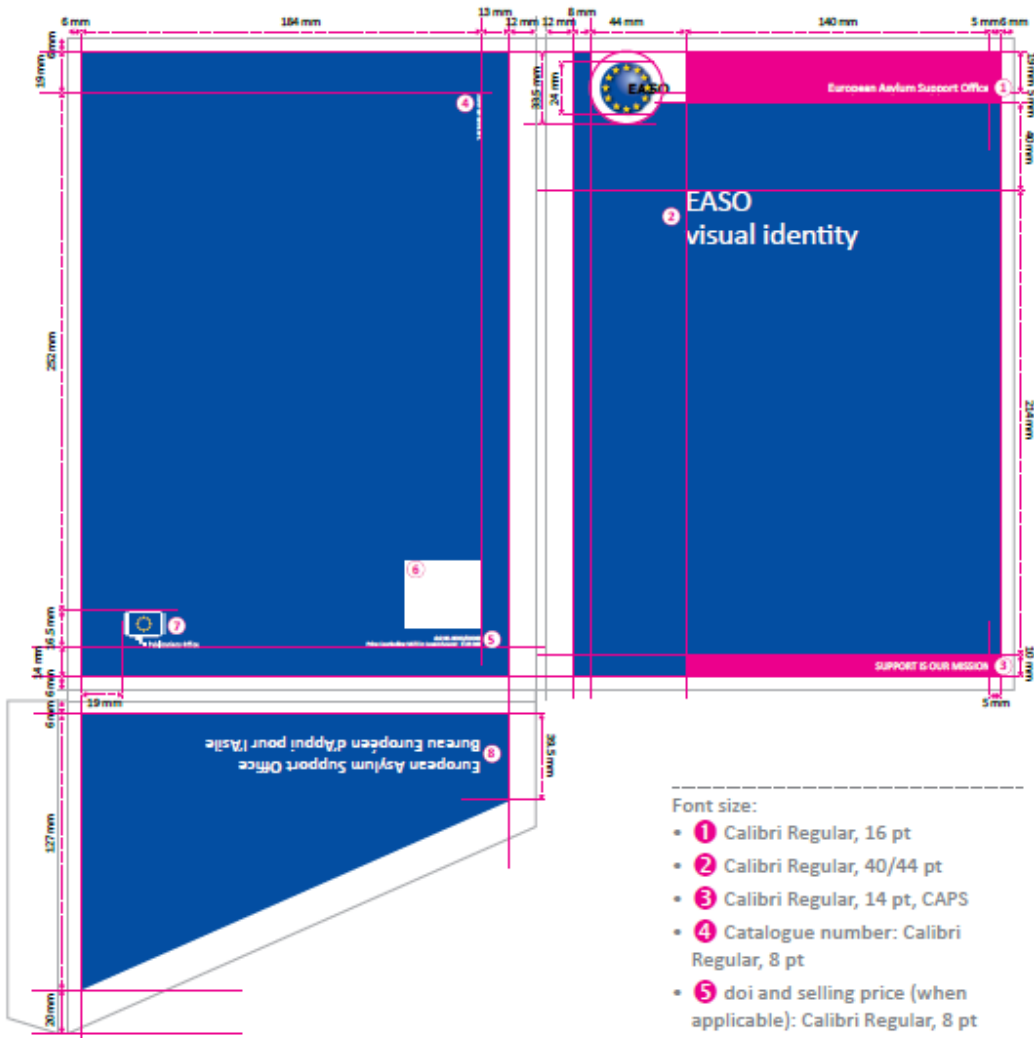
The files for the inside pages:  
 • EASO newsletter.doc

The name of the agency, one next to the logo and the main title, in addition to the mission in the cover down, remain fixed so they do not need to be formatted.

### 3.7. Folders

#### Folder without images

Format (215 x 300 cm)



Font size:

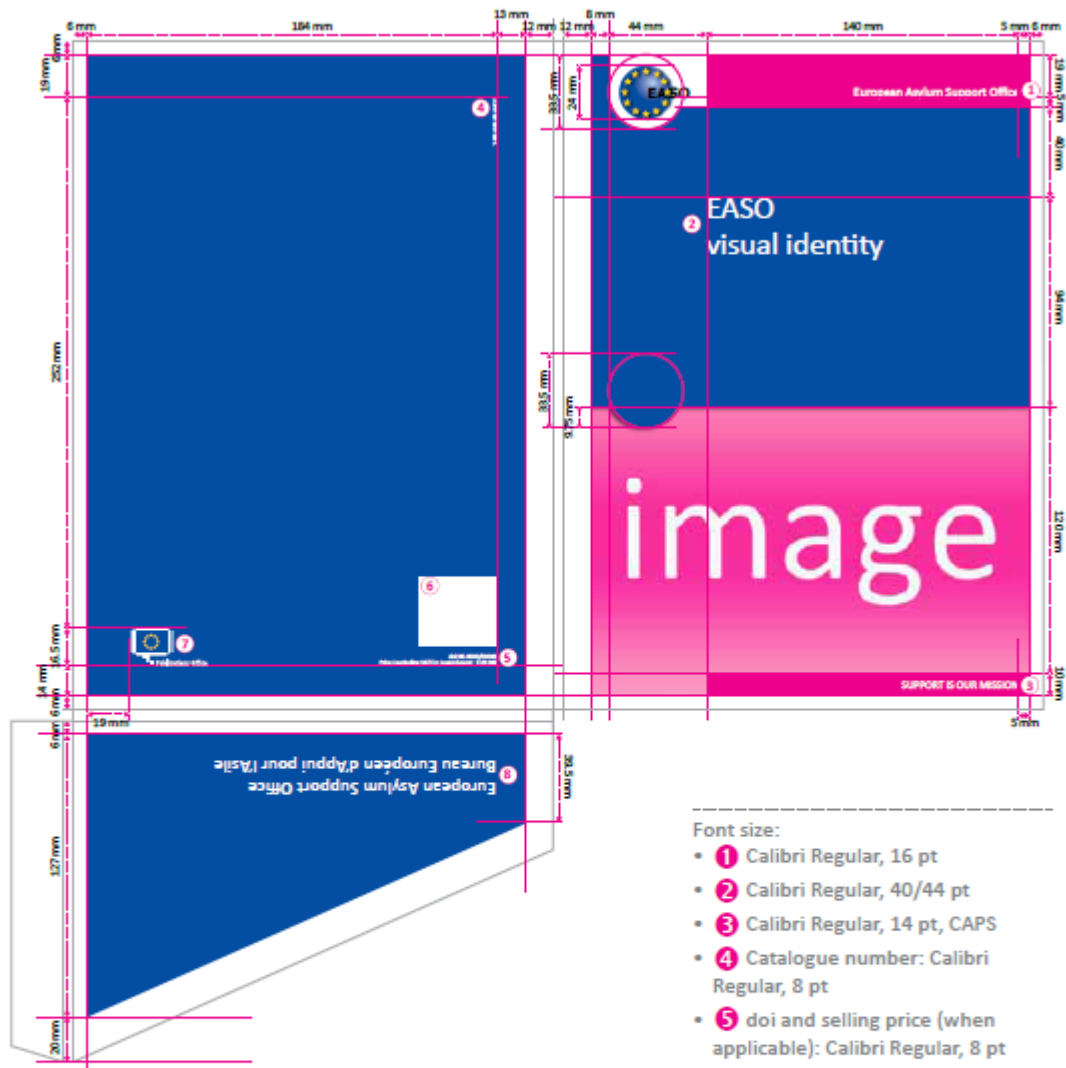
- 1 Calibri Regular, 16 pt
- 2 Calibri Regular, 40/44 pt
- 3 Calibri Regular, 14 pt, CAPS
- 4 Catalogue number: Calibri Regular, 8 pt
- 5 doi and selling price (when applicable): Calibri Regular, 8 pt
- 6 ISBN (when applicable)
- 7 Publications Office logo (for the files see *OP negative logo in publications office logos folder*)
- 8 Calibri Regular, 24 pt

The files for the folder without image:

- EASO folder1-215x300.ai
- EASO folder1-215x300.indd

## Folder with images

Format (215 x 300 cm)



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.

The files for the PowerPoint presentations:

- EASO\_PP\_white\_EN\_16-10.pptx
- EASO\_PP\_blue\_EN\_16-10.pptx
- EASO\_PP\_blue.pptx
- EASO\_PP\_white.pptx

### Some samples

The image displays four sample PowerPoint slides arranged in a 2x2 grid. The top-left slide has a blue background with the EASO logo and 'European Asylum Support Office SUPPORT IS OUR MISSION' in the top right. It contains the text 'Presentation title' and 'Speaker'. The top-right slide has a white background with the same header and contains a list of text styles: 'Click to edit Master title styles', 'Click to edit Master text styles', 'Second level', 'Third level', 'Fourth level', and 'Fifth level'. The bottom-left slide has a white background with the same header and contains the text 'Presentation title' and 'Speaker'. The bottom-right slide has a white background with the same header and contains the same list of text styles as the top-right slide.

## 6. Stationery

For the letterheads 2 different versions are 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\_BW.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

<b>EASO Staff Responsible for Crisis Communications</b>				
<b>Name</b>	<b>Position</b>	<b>Tel</b>	<b>Mobile</b>	<b>E-mail</b>
Dr Robert K Visser	EASO Executive Director	003562248750 1	00356 99922330	Robert.visser@easo.europa.eu
Mr Jean-Pierre Schembri	Spokesperson	003562248750 5	00356 99922328	Jean-pierre.schembri@easo.europa.eu

<b>Emergency Contacts in Malta</b>	
<b>Emergency</b>	112
<b>Ambulance</b>	196
<b>Police</b>	(+356) 2122 4001-7; (+356) 2122 1111
<b>Traffic Accident</b>	(+356) 2132 0202
<b>A.F.M. Helicopter Rescue</b>	(+356) 2124 4371; (+356)2182 4212
<b>A.F.M. Patrol Boat Rescue</b>	(+356) 2123 8797; (+356) 2122 5040
<b>Fire Brigade</b>	112
<b>Hospital – Gozo</b>	(+356) 2156 1600
<b>Hospital – Malta Mater Dei</b>	(+356) 2545 0000
<b>St. James Hospital Malta</b>	(+356) 2133 5235
<b>St. James Hospital Gozo</b>	(+356) 2156 4781
<b>Overseas Operator</b>	1152
<b>Passport Office – Gozo</b>	(+356) 2156 0770
<b>Passport Office – Malta</b>	(+356) 2122 2286

## 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](http://www.easo.europa.eu), including the specialised webpages which are accessed through [www.easo.europa.eu](http://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

Procedure to follow to update the website	Check
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)	
Approval of ED or spokesperson when new content is uploaded (ED approves all major new uploads while spokesperson can only approve minor changes)	
Update of the website by spokesperson/assistant (having access)	
Quality check by spokesperson if update by assistant (having access)	
Regular quality checks are performed by the communication staff members on the staff who's content is relevant to their work.	

## 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)

#### Strengths

- 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);
- 88 % of surveyed respondents expressed that they were either satisfied or very satisfied with our website;
- 85 % of the surveyed persons were either satisfied or very satisfied with the layout and content of the newsletter.

#### Weaknesses

- Limited provision of content;
- Specialised content and location makes it difficult to reach out to the general public;
- EASO deals with many external partners;
- No established postal distribution system
- Limited number of activities to communicate due to EASO's size;
- Perception among some NGOs that EASO is not fully transparent and that EASO is not an independent centre of expertise.

#### Opportunities

- Use of social media;
- Strengthen public consultations platform;
- More involvement of external partners;
- Provide more content on the website.

#### Threats

- High expectations;
- Linguistic diversity amongst target audiences;
- Difficulties to reach audience (in particular asylum officials) in remote places;
- Limited human resources.

### 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:

<b>Budget</b>	2309 Administrative translations and interpretation costs: 220,000 2310 Administrative publications: 85,000 2311 Communications: 63,000
<b>Human resources</b>	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

General Communications activities			
Event/Activity	When	Target Audience	Indicators
Review EASO Communication Strategy	Q1-Q2	General Public	1 reviewed communications strategy
Adopt an EASO Crisis Communications Strategy	Q1	EASO staff and Management Board Members	1 adopted EASO Crisis Communications Strategy

External Communications Activities for 2014			
Even/Activity	When	Target Audience	Indicators
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
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>holding of 1 EASO info day in all Member States by providing merchandise and EASO publications.</p> <p>- EASO staff to deliver talks in Member States</p>
EASO publications	Q1-Q4	General public, EASO staff, civil society, Member States and EU asylum experts	<p>- High quality EASO publications produced</p> <p>Support EASO staff with publications requests.</p>
EASO translations	Q1-Q4	General public, EASO staff, civil society, Member States and EU asylum experts	- Support EASO staff with translations requests.
Press interviews	Q1-Q4	Press members, general public, EASO staff, civil society, Member States and EU asylum experts	- Hold at least 6 high-level interviews with the press.
EASO website management and enhancement	Q1-Q4	Press members, general public, EASO staff, civil society, Member States and EU asylum experts	<p>- Timely updating of EASO website.</p> <p>- 20% increase in website visitors.</p> <p>- Issuance and allocation of a framework contract for website hosting, maintenance and upgrading.</p>
Social media	Q1-Q4	Press members, general public, EASO staff, civil society, Member States and EU asylum experts	<p>- Creation and management of a Facebook page.</p> <p>- Open YouTube account</p>
Press conferences	Q1-Q4	Press members	- Holding press

			conferences when relevant.
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Internal Communications Activities for 2014			
Event	When	Target Audience	Indicators
Internal press extracts and press monitoring	Q1-Q4	EASO staff	Daily press extracts made and distributed. Daily press monitoring
Brown bag lunches	Q1-Q4	EASO staff	Organising 10 brown bag lunches
Implementation and management of SharePoint	Q1-Q4	EASO staff	Assistance in the design, and management of the communication and information function of share point
Notifications to staff	Q1-Q4	EASO staff	At least 24 notification emails to EASO staff
Visual identity implementation	Q1-Q4	EASO staff	One internal seminar/talk on the use of EASO's visual identity. Inform all newcomers on EASO communication rules and tools.

## 9. Planned publications and translations in 2014

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





Publications Office