



Communication Strategy 2020

Ex post evaluation report

Prepared by the EUAA's Quality Management and Evaluation Sector

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Acronyms and definitions

Term	Definition
CPRU	Communications and Public Relations Unit
DG HOME	Directorate General for Migration and Home Affairs
EASO	European Asylum Support Office
EU	European Union
EU+ countries	EU Member States and the Schengen associated countries (Iceland, Liechtenstein, Norway, and Switzerland)
EUAA	European Union Agency for Asylum

Executive summary

This report presents the evaluation of the 2020 Communication Strategy ('Strategy') of the European Union Agency for Asylum (EUAA). The Strategy was implemented by the Agency's Communication and Public Relations Unit and aimed to enhance recognition of the Agency and its relevance in socio-policy discourse by enhancing its focus beyond specialised audiences to the general public and European Union (EU) policymakers. Key messages were adapted to be more accessible and policy-oriented, while communication efforts were structured around pillars such as press and media, social media, campaigns, and internal communication. The evaluation assessed the Strategy's performance within the evolving institutional and policy context applying the five standard evaluation criteria: relevance, effectiveness, efficiency, coherence, and EU added value.

In terms of relevance, the Strategy was well aligned with the Agency's evolving mandate and its goal of engaging broader audiences. However, limited stakeholder consultation and the technical nature of asylum-related content made it challenging to effectively reach non-specialist audiences. Communication remained highly relevant for internal stakeholders and national authorities.

The Strategy largely achieved its core objective of increasing the EUAA's recognition and relevance in public and policy discourse. This was evidenced by increased media outreach, audience engagement, and high content output, particularly during 2021-2023. Strategic rebranding, multimedia production, and targeted campaigns enhanced visibility, while the Agency adapted swiftly to challenges such as the COVID-19 pandemic. Messaging clarity occasionally faced challenges in balancing outreach with technical accuracy, and the absence of a structured results framework limited the ability to fully measure communication outcomes.

The communication team ensured a high level of productivity, as evidenced by the increasing number of deliverables. It swiftly transitioned to digital outputs and managed rising demands across diverse media channels. However, external factors, underuse of media monitoring and data management approaches, and fragmented website governance limited the Strategy's efficiency. Cost-effective practices such as in-house video production and use of AI tools were useful, but delays in procurement and insufficient resourcing, particularly staffing, hindered optimal implementation.

The Strategy fostered internal coherence through increased information sharing, newsletters, staff engagement events, and information and communications technology (ICT)-supported remote working. The Communication and Public Relations Unit coordinated these efforts and developed guidance and tools to support standardisation. However, internal communication remained fragmented, often relying on informal coordination and unclear governance structures, highlighting the need for clearer roles, stronger governance, and formalised information flows. Externally, the Strategy benefitted from strong collaboration with Member States through a communication multipliers network, as well as exchanges with the European Union Agencies Network and the Commission's Directorate General for Migration and Home Affairs.

In terms of EU added value, the Strategy contributed significantly to increasing the Agency's visibility and adapting communication to a rapidly changing context, including rebranding efforts and a shift to digital, accessible formats. While simplifying complex content for the general public was challenging,



the communication function supported the Agency's mandate and operations effectively. It also added value internally by developing support services and tools for harmonisation, which future strategies could further improve through more inclusive planning and better integration of stakeholder input.

Several key lessons were identified. Strengthening the use of media monitoring tools can further support change management and organisational coherence. Looking ahead, future internal communication strategies should consider the risk of information overload by tailoring messages and formats to audience behaviour and improving internal coordination. Furthermore, maintaining a careful balance between technical accuracy and accessibility, focusing on the real-world impact of the Agency's work, and adopting innovative formats will be essential to enhance external communication engagement and relevance.

This evaluation proposes the following recommendations to strengthen the EUAA's communication function and support the development of a future strategy:

1. Strengthen a lean communication planning and data management approach;
2. Ensure that future communication strategies and plans reflect the needs of relevant stakeholders and target audiences;
3. Develop and enforce stronger, centralised website governance;
4. Explore more agile coordination and working modalities.

1. Introduction: purpose and scope

This report presents the evaluation of the 2020 [Communication Strategy](#) ('Strategy') of the European Union Agency for Asylum (EUAA)¹. This Strategy defined the Agency's communication goals, target audiences, key messages, and delivery means. Building on good practices and lessons learnt, it represented a revision and update of the EUAA's first communication strategy, published in May 2014.

The primary purpose of this evaluation was to assess the results of the Strategy within the 2020-2024 reference period. The evaluation took place between February and June 2025 and was carried out by the Quality Management and Evaluation Sector of the Agency's Institutional and Horizontal Affairs Centre. The lead implementing actor of the Strategy was the Agency's Communication and Public Relations Unit (CPRU).

The evaluation aimed to facilitate internal learning, knowledge management, transparency, and accountability within the Agency. It assessed the five standard evaluation criteria – effectiveness, efficiency, relevance, coherence, and European Union (EU) added value – in a balanced manner. Special attention was paid to evolving needs and shifting priorities relevant to the design of a future communication strategy. More details on the methodology are included in Annexes 1 and 2.

The evaluation also considered new developments at corporate and policy levels that have shaped the Agency's work. Its scope was limited to the performance of the Agency as defined by the Strategy.

2. Intended results of the Communication Strategy

This chapter describes the intended results under the Strategy and the situation prior to its launch as a reference for comparison.

2.1 Description and intended results

The Strategy stated in its introduction that its **main goals** were to:

- (i) increase general recognition of the Agency, its value, what it does;
- (ii) make the perception of the Agency more relevant to socio-policy discourse amongst the European 'general population'² as well as policymakers.

In terms of **target audience**, the primary focus of the Agency's communication activities shifted away from asylum practitioners and specialised audiences to the broader general public, as well as EU and Member State political and policy stakeholders. Regarding **key messages**, the Strategy prioritised content which was of a more policy-oriented (and less-specialised) nature and would therefore appeal

¹ The Communication Strategy was developed for the European Asylum Support Office (EASO), with the first version published in May 2014 and an update in March 2020. The Strategy was revised in July 2024 (change in its Annex II, Crisis Communication Strategy).

² Defined here as the segment of the population which is likely to show an interest in international, policy, social, political, and socio-economic affairs.

to a wider audience. This included topics such as asylum trends and data, the Agency's operations, and linkages between socio-policy issues and asylum. At the same time, the Agency would continue to promote its specialised work. In terms of **delivery means**, communication activities were consolidated into pillars such as press and media, social media, and campaigns.

Annex 3 of this report provides further details on the projected results, activities, and inputs of the Strategy. It outlines a reconstructed intervention logic which identifies internal and external communication as the two main result outputs of the Strategy. The main activities included press and media relations, communication campaigns, social media and online communication, and internal communication initiatives. In addition, a broader communication support area covered publications, translations, crisis communication, and visual identity.

2.2. Points of comparison

This section describes the context before the 2020 Communication Strategy. It allows comparison with the data presented in Chapter 3.

Soon after its inception, the Agency adopted its first communication strategy in 2012. The strategy outlined the Agency's communication goals, target audiences, key messages, and communication channels. Communication activities varied depending on the message and target audience. These included participation in events, developing media relations, arranging interviews, organising seminars and visits to the Agency's premises, presentations and exhibitions, publications and translations, a monthly newsletter, press releases, and daily press extracts.

In 2013, communication deliverables included 14 press releases, nine newsletter editions, over 600 new newsletter subscribers, 15 press interviews, four press conferences, and daily press extracts and monitoring. That same year, the communication function organised five brown bag lunches or events, finalised and adopted the Agency's visual identity, and handled over 500 email requests through its info mailbox.

A SWOT³ analysis carried out by the Agency in 2013 identified key communication challenges, including limited content and activities due to the Agency's size, specialised content, the Agency's geographic location impeding outreach to the general public, reliance on external partners, and an inadequate postal distribution system. In addition, it observed that some non-governmental organisations (NGOs) perceived the Agency as not fully transparent, thereby questioning its independence as a centre of expertise. Further challenges included high expectations towards communication, the linguistic diversity amongst target audiences, difficulties in reaching remote audiences (particularly asylum officials), and limited human resources. Despite these constraints, the Agency also identified opportunities in the use of social media and the public consultations platform, the involvement of external partners, additional content on the website, and the potential of internal communication tools such as SharePoint.

³ SWOT stands for strengths, weaknesses, opportunities, and threats.

The 2015 independent external evaluation of the Agency's activities covering the period from February 2011 to June 2014⁴ indicated that key communication messages – such as 'support is our mission', putting solidarity into practice, and providing added value for the EU and the Member States – were understood. A communication survey showed 88 % satisfaction with the Agency's website and 85 % for the layout and content of the newsletter. However, EU Member States and the Schengen associated countries (EU+ countries) felt that there was insufficient information on the progress of operational activities. The external evaluation thus recommended improving the communication of activity results and impact.

The **2014 Communication Strategy**⁵ identified efficient and effective communication with the Agency's stakeholders as an objective. It highlighted the need for a long-term evolving communication strategy. The objectives included:

- ensuring that all asylum and reception officials in the Member States could access and were aware of the Agency's main products, including publications and press releases;
- engaging stakeholders, in particular the members of the Agency's Consultative Forum;
- strengthening the credibility of the Agency by communicating in a consistent, efficient, transparent, and accurate manner;
- responding swiftly to questions from the media;
- raising the profile of the Agency as a centre of excellence;
- managing expectations by explaining the Agency's role;
- keeping staff members informed so that they can act as Agency ambassadors.

The strategy was complemented by a crisis communication strategy and visual identity guidelines. It was implemented through annual communication plans, each outlining specific goals and planned activities in the fields of stakeholder relations, external communication, and press matters.

Stakeholder relations referred to the organisation and participation in meetings with key partners such as EU bodies, Member States, third countries, and international organisations. These included, for example, the organisation of Management Board and various thematic network meetings, preparation of lines to take, and handling requests for document access.

External communication efforts⁶ focused on timely engagement with the press (e.g. 24-hour target for a reply and organisation of four press conferences in 2017), disseminating external newsletters (e.g. nine editions for 600 subscribers in 2017), and printing and disseminating publications and leaflets (e.g. 193 products printed in 180 000 copies in 2017). With regard to online press audience potential readership⁷, the reach in 2017 was 2.1 billion. Special initiatives were also carried out such as the launch of a Journalist Network (2015) and the organisation of a Migration Media Award event in cooperation with the International Centre for Migration Policy Development (ICMPD) from 2017 to

⁴ Source: [External evaluation of EASO's activities covering the period from February 2011 to June 2014](#)

⁵ Source: <https://euaa.europa.eu/sites/default/files/easo-communication-strategy.pdf>

⁶ For more details see Annex 4.

⁷ Potential readership refers to the highest number of people that could access an article mentioning the Agency. It is calculated by aggregating the total readership of each media portal and does not imply that each individual reads the specific article.

2019. Website improvements attracted increasingly more visitors (from 711 002 in 2016 to 967 206 views in 2018) and social media presence expanded from Facebook to Twitter, LinkedIn, and Instagram. The communication function also organised information days and high-level meetings. In 2019, the Agency considered the relocation and Nigeria pilot social media campaigns as good practices to be further expanded through partnerships with Member States. It also ensured the Agency-wide management of translations (e.g. 130 and 243 in 2017 and 2018, respectively). In 2019, the Agency put a strong emphasis on corporate reputation management and increased public visibility, while also aiming to influence stakeholders in view of the Common European Asylum System (CEAS) reforms and strengthen the status of the Agency as the primary source of asylum data.

In the area of **internal communication**, the Agency organised numerous events, including approximately 150 staff events annually in 2017 and 2018. It also provided training courses for the staff and Member State experts on media relations and crisis communication and in 2019, held 20 thematic lunchtime seminars ('brown bag lunches') for staff and all-staff events at the headquarters. Various communication tools for the staff were also provided such as the regular 'The week ahead' and the monthly 'EASO Insider'. In 2019, the intranet portal was revamped and its dedicated social corner was enhanced.

3. Implementation of the Strategy: current state of play

This chapter describes the context and implementation of the Strategy and provides an overview of the main results achieved.

Context of implementation

Between 2020 and 2024, the EU experienced increased migratory pressures related to conflict-driven displacement and irregular migration surges. These were, among others, linked with the Taliban takeover of Afghanistan (August 2021), the Belarus border crisis (2021), the Russian invasion of Ukraine (February 2022), and continued instability in the Middle East and Sub-Saharan Africa. These events prompted evolving EU policy responses that impacted both the work and the communication function of the Agency.

The first two years of the Strategy's implementation were marked by the unprecedented outbreak of the **COVID-19⁸ pandemic**, which strongly impacted the way the Agency communicated with its multiple stakeholders. Many initiatives previously conducted in person were now delivered online, and the physical ones had to abide with public health precautionary measures. Also, printed publications were significantly reduced and replaced by digital alternatives.

In January 2022, the European Asylum Support Office (EASO) transitioned into the EUAA, following the entry into force of **Regulation (EU) 2021/2303⁹** ('EUAA Regulation'). This broadened the Agency's

⁸ Coronavirus 2019.

⁹ Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010, (OJ L 468, 30.12.2021, p. 1).

mandate in the area of asylum and reception and formalised its communication function (Article 2(2)). In particular, the Agency:

- communicates adopted operational standards, indicators, guidelines, and best practices to Member States and the Commission, and may, for transparency purposes, communicate **on its own initiative** on matters falling within the scope of its tasks;
- ensures that the public and any interested party are rapidly given objective, reliable and easily understandable information with regard to its work;
- carries out communication activities in accordance with the relevant dedicated communication and dissemination plans adopted by the Management Board;
- introduces new mechanisms for communication, including Agency liaison officers, in addition to the existing national contact points, to facilitate communication with Member States.

The adoption of the EUAA Regulation preceded the remainder of the legislative acts within the **EU Pact on Migration and Asylum** which entered into force in June 2024 and will apply as of June/July 2026¹⁰. The Pact introduces different tasks for the Agency relating to capacity building, information provision, and external communication¹¹.

During the period under review, the Agency grew significantly, with the overall budget increasing from EUR 145 million in 2020 to EUR 181 million in 2024. Communication and stakeholder engagement were initially within a single unit, but were separated in 2021, both reporting directly to the Executive Director; later, they were placed under a single centre, the Institutional and Horizontal Affairs Centre. While this change aimed to streamline functions, it also reduced direct access to senior management, including for urgent matters.

Implementation of the Strategy

The Strategy was accompanied by annual action plans, which were developed in most years with the exception of 2021¹². These reported on achievements of the previous year and set annual targets for the year ahead. In 2020, the Agency prepared an internal communication plan which focused on engaging staff during the COVID-19 pandemic. In 2021, it launched several social media campaigns such as 'We are what we do' and 'Did you know?' as well as a video series 'From EASO to the EUAA - What will change'. In 2022, audio-visual campaigns highlighted the EUAA's new mandate and introduced its new digitally rebranded website and publications. The Agency also developed a video series featuring staff behind EUAA operations and ran the #StandwithUkraine campaign. In 2023, communication efforts centred on the Agency's presidency of the Justice and Home Affairs Network and on increasing visibility of country information and guidance products, practical guides, and

¹⁰ Regulation (EU) 2024/1350 of the European Parliament and of the Council of 14 May 2024 establishing a Union Resettlement and Humanitarian Admission Framework, and amending Regulation (EU) 2021/1147, (OJ L, 22.5.2024, p. 1), entered into force and applied as of June 2024. Regulation (EU) 2024/1351 of the European Parliament and of the Council of 14 May 2024 on asylum and migration management, amending Regulations (EU) 2021/1147 and (EU) 2021/1060 and repealing Regulation (EU) No 604/2013, (OJ L, 22.5.2024, p. 1), partially applied since June 2024 with the remaining provisions to apply as of July 2026.

¹¹ Source: <https://euaa.europa.eu/asylum-report-2025/21-new-era-europes-migration-and-asylum-management>

¹² The annual action plans for 2020 and 2022 concerned only internal communication.



operational and training support. The Agency also contributed to communication on the Temporary Protection Directive (TPD) and launched several campaigns, such as #GetItRight and #GoGreen. As of 2024, the Agency has focused on enhancing visibility in its operations through the design, procurement, and distribution of new visibility items – both clothing and signage – and their deployment. Close coordination with the European Commission has also been identified as a priority.

The Agency's **external communication** figures from 2020 to 2024 highlighted periods of growth alongside some fluctuations, e.g., a slight decrease in 2024 compared to 2023.

The Strategy committed the Agency to developing and maintaining a core network of journalists across Europe. Press coverage was monitored on a daily basis and media mentions were recorded. The Strategy also required monitoring of key performance indicators such as the number of articles, their reach, the relevance of media mentioning the Agency, and the number of press inquiries. Many of these indicators were monitored, albeit at times retroactively. The number of press releases, which the Agency publishes selectively, fluctuated, with 21 issued in 2020, 9 in 2021, then rising again to 20 in 2022, followed by 8 in 2023, and 9 in 2024. There was a significant increase in potential reach from 16.5 billion in 2020 to approximately 18.4 billion in 2021, representing an 11.5 % rise compared to the previous year. This figure continued to grow, peaking at 23.1 billion in 2023, before dropping to 13.08 billion in 2024. A comparable trend was observed in the number of online articles referencing the Agency, which rose from 6 770 in 2020 to 7 840 in 2021, followed by a steady rise to 10 800 in 2022 and 15 200 in 2023, before falling to 11 200 in 2024.

The Strategy also foresaw a press monitoring report to be issued at the beginning of each year and included within the annual communication plan. Engagement with external audiences also evolved over the implementation period. The number of journalist inquiries increased from 73 in 2022 to 126 in 2023, before declining slightly to 117 in 2024. Similarly, the number of press questions rose from 150 in 2021 to 235 in 2022, peaked at 396 in 2023, and then dropped to 320 in 2024.

The number of page views on the **EUAA website** increased from an estimated 932 400 in 2020 to 1.26 million in 2021 – a 26 % rise. However, no further data were collected as of 2022, in view of a forthcoming website cookie tracking policy. The number of news items published on the website, excluding press releases and items included in external newsletters, was first recorded in 2022 at 37, remained relatively stable at 36 in 2023, and then decreased to 23 in 2024.

Production of **in-house videos and animations** saw a sharp rise in 2023 and 2024 with over 140 and 80, respectively. Finally, the volume of publications, factsheets, and reports designed, printed, or disseminated with support from the CPRU remained high throughout, with 279 recorded in 2022 (of which 185 were limited and 94 public), and over 250 produced in 2023, reflecting sustained content creation efforts over time.

Between 2020 and 2024, the Agency experienced substantial and consistent growth in its **social media presence** across all major platforms, namely Facebook, Twitter/X, LinkedIn, Instagram, YouTube, and Telegram. The total number of followers increased from approximately 92 500 in 2020 to 222 134 in 2024 – a 129 % increase. This growth outpaced several of the annual percentage change targets, indicating effective outreach and audience engagement strategies. The Agency's channels performed the strongest on platforms such as LinkedIn and Twitter/X, with LinkedIn growing from 32 627

followers in 2021 to 64 565 in 2024, and Twitter/X from 47 788 to 92 000 in the same period. Instagram also showed steady progress, more than doubling its followers from 3 804 in 2021 to 9 421 in 2024.

External newsletters were issued consistently in line with their annual targets, i.e. one per quarter, except in 2020, where three out of four planned newsletters were issued.

In 2020, the Agency developed a specific plan for its **internal communication**, aiming to enhance the transparency of information flow within the Agency under the lead of the CPRU. It mapped out the different social events for staff such as biannual all-staff events, monthly lunchtime seminars, bimonthly core business briefings and info sessions, and quarterly Management Board briefings. The Strategy required monitoring of internal communication activities via both quantitative and qualitative data. However, in practice, activities were not consistently recorded or monitored; annual internal communication plans were only prepared in 2020, 2023, and 2024.

Internal newsletters such as ‘EUAA Week Ahead’ and ‘EASO/EUAA Insider’ showed a clear upward trend in the number of issues published annually – from 6 in 2019 to 45 in 2024. The trend reflected growing efforts in regular internal updates, although no targets were set to measure their effectiveness. Management Board debriefing sessions began in 2023, with four consistently delivered annually since. All-staff events peaked at 97 in 2023 but declined to 45 in 2024. For most indicators, no performance targets were defined, thus limiting structured assessment of progress.

4. Evaluation findings

Building on the above, this chapter analyses the evaluation questions. It triangulates evidence from different data sources such as desk research, interviews, and focus group discussions.

4.1 To what extent was the action successful and why?

Overview

The Strategy aimed to increase general recognition of the Agency and make the perception of the Agency more relevant to socio-policy discourse amongst the European ‘general population’ as well as policymakers. All interviewees confirmed that this **goal** has been largely achieved, and aligned with the increased outreach data presented in Chapter 3. These figures indicated strong media engagement and communication output during the post-2020 period, and particularly in 2021-2023. The peak in press audience reach and number of articles in 2023 was possibly driven by the Agency’s expanded mandate and operational outreach. The Agency grew not only in financial and human resources but also gained new roles under the New Pact on Migration and Asylum, supporting general recognition. Growing public interest and scrutiny required more robust communication handling, as illustrated by the steady increase in press interviews and complex media inquiries. The Agency increased the production of videos with a shift towards more dynamic and accessible content formats. Likewise, the consistently high number of publications and factsheets indicated sustained institutional output and demand for detailed information.

In terms of **target audience**, the implementation of the Strategy started with campaigns to inform the general public about **key messages** regarding the Agency's new mandate and general knowledge on asylum matters (e.g. 'Did you know?', #StandwithUkraine, #GetItRight, and #LetsSpeakAsylum). In practice, however, most communication messages covered technical and corporate content, which resonated more with specialised audiences. Simplifying this content for the general public, while still preserving its accuracy and integrity, required additional effort. In view of sensitivities related to asylum-related content, the Agency needed to carefully craft its messages in an objective manner. This required negotiation with the Agency's subject matter experts, who favoured detailed explanations to avoid misinterpretation and to reach simultaneously specialised audiences. This dynamic at times hindered the production of concise, accessible communication for a broader audience, ultimately reducing the overall clarity and impact of messaging.

In terms of **delivery means**, a highlight was the rebranding effort accompanying the transition from EASO to the EUAA, prepared with internal resources. This strengthened the Agency's visual and organisational identity and was recognised as good practice by both Member States and other EU agencies.

Effectiveness and efficiency

Assessing the effectiveness and efficiency of the **Strategy** proved challenging due to the absence of a clearly defined results framework, including specific planned outcomes, performance indicators, and measurable targets. Nevertheless, the communication function demonstrated a results-driven culture and a commitment to resource optimisation, with results suggesting a high level of effectiveness and efficiency.

Annual plans prepared in 2020, 2022, 2023, and 2024 provided some activity targets. While progress was reported in these plans and in the Agency's Annual Activity Report, these were not backed by a dynamic monitoring mechanism that would enable timely corrective actions or facilitate meaningful comparison of results. Also, there was no consistent use of progress indicators and some (e.g. detailed indicators on internal events) were not instrumental for communication performance measurement.

The Agency invested in Meltwater, a media intelligence and analytics platform designed to track media presence and extract insights from online content. So far, the Agency has not fully leveraged the potential of this platform. To date, it has primarily used it to measure media visibility through the 'potential readership' metric. While useful, the more recent indicator 'estimated views' could offer a complementary and potentially more accurate measure of actual media reach. Meltwater also offers automatically-generated periodic media monitoring reports that could be of interest to the Agency's management.

The Strategy was coordinated by 14 staff members in the CPRU, who focused on maximising productivity, often at the expense of broader reflection, due to a growing need to address urgent priorities. The possibility of deploying a CPRU press officer in the Greece operations, although foreseen by the Strategy, did not take place. During the COVID-19 pandemic, the team adapted swiftly from in-person and print deliverables to online and digital communication deliverables. With the expanded mandate of the Agency, the number of external and internal requests for support continued to

increase. Despite this increased workload, the statutory staff count remained static. The majority of interviewed stakeholders believed that the allocated resources were insufficient to implement the Strategy effectively. Efficiency challenges were mainly related to procurement difficulties and occasional delays.

External communication: achievements and challenges

The **press and media** function delivered on many of the planned activities and was highly versatile amid geopolitical and policy changes that impacted the Agency. A major strength was responsiveness to press inquiries; the communication team prioritised these and, in most cases, provided responses within 24 hours. This promptness supported effective media relations and facilitated timely information dissemination. Exceptions were only instances requiring additional approvals or data verification. Over time, however, timely responses reportedly became more challenging.

Despite annual planning, activities such as issuing press releases, conducting media follow-ups, and organising press conferences were infrequent. Translations of material into other languages were conducted only on an exceptional basis, primarily for Greek-language press releases, rather than as a standard practice. Also, the 'high-return' activities described in the Strategy did not take place as planned. There were press interviews and communication campaigns, and audio-visual products for social media; however, there were few op-ed initiatives, TV appearances, or press briefings in Brussels or in operational settings.

The Strategy positioned **social media** as a complementary tool to support press releases and news updates. It foresaw the establishment of benchmarks to ensure the implementation of its social media activities, such as number of subscribers, views, likes, shares, and user reach. In practice, however, such benchmarks were not set. Despite this, the Agency maintained an active presence on social media platforms, including Facebook, Twitter/X, and LinkedIn, with daily postings. The consistently positive growth rates, ranging from 18 % to 30 % annually, underscored the effectiveness of these efforts. The high outreach of the Agency on LinkedIn contributed positively to the growing recruitment needs and engagement of experts for operational deployment. For more generic social media platforms, the Agency had to put much effort in moderating discussion amid disinformation and divisive audiences. While direct messaging channels allowed for two-way dialogue, the Agency, in line with EU institutional practice, limited public interaction and active encouragement of discussion, with the exception of administrative issues. Telegram's and YouTube's audiences declined, prompting a review of efforts to revitalise these channels. However, these efforts faced challenges in balancing return on investment against costs and audience engagement.

The transition from EASO to the EUAA necessitated a new **website**, including a domain change and a new visual identity, which initially caused a decrease in visitor numbers. Although these numbers have since likely recovered and exceeded previous levels, a strict interpretation of personal data compliance requirements limited the Agency's ability to track user data comprehensively. Discussions on balancing user privacy with analytics needs were ongoing at the time of the evaluation.

In line with the Strategy, the Agency made efforts to provide multilingual content, particularly in the publications section where titles were translated into multiple languages such as Arabic, Russian, and Ukrainian. However, full translations of all content were not consistently available. An accessibility tool

was introduced to support users with impairments and also, automatic translation into a wide range of languages beyond the core EU languages, enhancing inclusivity. A compounding issue was the fragmentation of digital web platforms across multiple subdomains managed by different business units of the Agency. While these sites served specific needs, they created a confusing user experience, weakened the main website's visibility in search engines, and increased operational costs for development and support. This approach resulted in no clear governance or strategic direction for platform management and user tracking, in turn posing security, reputational, and data protection risks.

The Agency ran several types of **campaigns** contributing to its overall outreach. Some were linked to specific deliverables (e.g. reports and press releases), while others focused on raising awareness on thematic matters. At times, campaigns were set up to communicate the Agency's mandate, whereas others focused on legal instruments such as temporary protection. This approach helps explain the difference in visibility of some campaigns compared to others. The Strategy anticipated that certain outputs, such as longer-term campaigns, would be supported by a dedicated plan and reviewed upon completion. In practice, while some communication plans included performance metrics, feedback was not systematically collected, particularly for older or crisis-driven campaigns such as those related to Ukraine.

The Agency produced many audio-visual videos with internal resources, which was highly cost-effective compared to outsourcing. However, beyond visual content and adapting formats (e.g. videos and social media), interviewees pointed out that these outputs could benefit from bolder and clearer messages, enhancing their overall effectiveness. Moreover, the ongoing, progressive integration of artificial intelligence into communication materials should allow additional efficiency gains. In fact, the Agency has already used AI tools to produce voice-overs and develop characters for videos, thereby improving the quality, creativity, and efficiency of content production.

Internal communication

Internal communication emerged as a notable area of progress for the Agency. Since the Strategy's inception, there has been a visible increase in newsletters, staff events, and engagement campaigns such as the 'Go Green' initiative, reflecting a growing organisational emphasis on fostering cohesion. This surge in activity likely contributed to the core objectives of ensuring a corporate culture of sharing information and helping staff understand how their individual work aligns with the broader goals of the Agency. These activities also likely had indirect positive effects on staff efficiency, motivation, and engagement. In addition, in a context of mixed staff sentiment, the extensive information efforts contributed to transparency within the Agency and strengthened its overall reputation. However, it remained difficult to fully assess the performance of internal communication. While it was the subject of a dedicated annual plan in 2020 and 2022 and a component of the annual communication plans of 2023 and 2024, it was underpinned by limited monitoring efforts. Where targets existed – such as those related to Management Board debriefings and external newsletters – performance was inconsistent, possibly due to shifting priorities or resource constraints.

Internal communication was highly instrumental during the **COVID-19 pandemic**. It was essential during the protracted state of business continuity maintaining clear and timely communication with staff across the headquarters and field operations. Communication messages initially focused on

health measures, vaccine access, and staff safety. The swift shift from in-person to remote work was facilitated by robust information and communications technology (ICT) infrastructure and clear guidance on digital tools such as Microsoft Teams, the electronic documents and records management system (ERDMS), and Cisco Webex. This transition ensured continuity and laid the foundation for improved organisational communication efficiency.

The CPRU adopted a selective approach to sharing information with staff, ensuring it was relevant and manageable. The content of **messages** was chosen proactively and reactively and shared through various channels such as emails and meetings. While effective, this approach relied on individual judgement, which may have introduced some inconsistencies in prioritising content.

Despite these achievements, internal communication remained fragmented in some respects and needed to carefully manage communication fatigue. While the CPRU coordinated internal communication, its scope was at times unclear. Coordination with focal points across sectors and centres relied on many occasions on informal networks, ad hoc updates, and occasional structured meetings. While some focal points were actively engaged, the overall approach was perceived as improvised and disorganised. In practice, this led to staff receiving similar, overlapping messages from different centres within the Agency, while focal point meetings with intranet managers and centre representatives offered limited structure and varied in frequency and effectiveness.

Despite these efforts, there remains scope to formalise communication pathways, implement standardised reporting, and set clear expectations for information flow and feedback. To ensure the Strategy's effectiveness, the CPRU's role and responsibilities should be clearly defined, including what falls within and outside its scope of work. A survey aimed to gather feedback on the Agency's internal communication was distributed after the completion of this evaluation, and therefore its findings were not incorporated.

Coherence

The Strategy defined a centralised approach to communication. **Within the Agency**, the communication function was **coordinated** by the CPRU, which was supported by a network of communication focal points from each centre. Also, specialised networks were set up for the intranet, publications, and translations, each with their own focal points. These collaborative mechanisms contributed to internal harmonisation of work, coordination, and overall internal coherence. The communication function also developed, in collaboration with relevant units, a writing guide (2022), internal guidance on publishing and translating (2023), and provided many tools, glossaries, libraries, templates, and visual media through the intranet. The Agency also organised various staff training activities to enhance communication skills. However, as outlined in the previous chapter, there remained scope to enhance synergies, for example through stricter website governance, complementary internal messages, more agile internal communication, and collaborative planning and monitoring.

The Strategy described various **horizontal services**, coordinated by the communication function. It underlined that this function would coordinate all Agency publications and translations and ensure that Agency publications are prepared on time and are of the highest quality. To this end, a dedicated workflow was set up in 2023. The CPRU also provided internal support for layout, editing, photography,

and video production in preparation for publication. Discussions took place on how to make specialised proof-reading and editing functions more accessible to all Agency actors, as centralising this function could enhance economies of scale. However, this would require additional considerations and discussions at management level if it were to be implemented sustainably. Overall, these horizontal internal services demanded significant internal resources but also created significant added value. Therefore, future communication strategies should value this component more, giving it greater weight.

Externally, the Agency coordinated a communication multipliers network composed of Member State focal points to enable the exchange of ideas and experiences, and the dissemination of best practices. The Agency also engaged with other communication colleagues through the European Union Agencies Network (EUAN) for communication officers and was in regular contact with the communication unit of the European Commission's Directorate General for Migration and Home Affairs (DG HOME). Feedback on these initiatives was highly positive, and there is scope to engage these stakeholders even more in future planning and implementation to achieve more synergies.

4.2 How did the Agency make a difference through the action?

The Agency implemented the Strategy in line with its intended goals, target groups, key messages, and core deliverables. The communication function played a pivotal role in ensuring that the work of the Agency was visible and used by various audiences. It adapted swiftly to major changes that affected the Agency externally and internally. The change of visual identity and shift towards more digital and audio-visual media are examples of its versatility. By focusing on a wider public, its added value was at times compounded by the need to simplify its technical messages in a context of polarised views on asylum matters.

The importance of the communication function within the Agency is more strongly embedded in the EUAA Regulation and the 2024-2028 strategic plan. There remain, however, many opportunities to optimise communication outcomes by addressing a number of limitations that hamper its outreach, efficiency, and coherence. More inclusive planning, implementation, and monitoring, along with building on the strengths of internal and external stakeholders, would allow the Agency to support its mandate through activities with accessible, compelling communication.

The Strategy paved the way for the development of multiple internal communication initiatives, allowing staff to exchange and learn about new initiatives. Specific horizontal support services such as translation, layout, and publication supported multiple initiatives in reaching the intended audiences. Efforts were also made to improve internal harmonisation and standardisation through the development of internal guidance, workflows and templates.

4.3 Is the action relevant?

The Strategy had as its main **goal** to increase general recognition and relevance of the Agency, in particular in terms of socio-policy discourse amongst the European general population as well as policymakers. This was justified as the Agency was keen to evolve into the EUAA and be consulted on EU policy reforms falling within its mandate. The Strategy was developed with limited stakeholder

consultation, which at times resulted in continued debates about its purpose and focus. The Agency adjusted its **target audience** to reflect changing priorities. Between 2014 and 2019, the focus was on engaging practitioners and experts from Member States. In preparation of the new mandate, the 2020-2024 strategy diverted the focus towards engaging with EU policymakers and reprofiling the Agency to a wider public. In practice, however, the technical nature of the Agency's asylum-related **messages** was difficult to resonate with an already polarised public opinion. Special efforts were therefore required to promote a more balanced understanding of asylum and refugee support. While some campaigns (e.g., #StandwithUkraine; #GetItRight) and specific reports addressed a broader audience, the focus remained predominantly on national authorities, internal stakeholders, the Management Board, and networks despite the initial objective.

The EUAA Regulation underlined that the Agency should communicate its adopted operational standards, indicators, guidelines, and best practices. It also stated that it should ensure that the public and any interested party are rapidly given objective, reliable and easily understandable information with regard to its work. Therefore, there was a need to return to more segmented and specific audiences, similar to the 2014 communication strategy, as this could align better with the needs of those actors directly engaging with the Agency.

In terms of **means of delivery**, the Agency remained flexible and responsive to emerging trends, including to new communication channels and social media platforms. It also adapted swiftly to external unpredictable global events such as the Ukraine crisis.

5. Conclusions and recommendations

5.1 Conclusions

The Strategy was implemented during a period of multiple changes and unforeseen events. Between 2020 and 2024, the Agency needed to adapt to external geopolitical events such as the COVID-19 pandemic, new conflicts at the EU border, a continued shift from traditional towards online media and a stronger polarisation of EU public opinion. In addition, the Agency transformed from EASO to the EUAA and assumed an expanded mandate under the Pact on Migration and Asylum. In this regard, the Agency's communication function adapted swiftly, incorporating innovative digital and online communication into its delivery means.

In terms of **effectiveness**, the Strategy achieved its goals, as evidenced by strong media engagement, adoption of audio-visual formats, and increased outreach statistics, particularly between 2021 and 2023, driven by the Agency's expanded mandate. A key highlight was the development of a new visual identity. The Agency also delivered many internal communication initiatives, which proved especially valuable during the COVID-19 pandemic and the transition towards its new mandate. The Strategy was implemented by means of annual communication plans laying out priorities for the upcoming year. Despite these efforts, for most years under review it remained difficult to assess the effectiveness of the Strategy due to changing performance indicators and limitations in measurement tools (e.g. website and media monitoring).

The Agency implemented the Strategy with its limited human resources and achieved cost-**efficiency** gains by developing internal capacity to provide communication deliverables such as audio-visual media, printing, and layout design. Procurement difficulties and internal processes occasionally slowed down the agility of the communication function, particularly when timely delivery was critical. A more structured and inclusive planning process could further enhance synergies and drive additional efficiency gains.

The Strategy has also made progress towards internal and external **coherence**. Internally, collaborative networks of focal points, internal guidance initiatives, and staff training efforts have supported communication among staff, although opportunities for further streamlining remain. A more coordinated approach could ensure that all Agency actors can access quality-adding horizontal services such as editing, proofreading, translation, and associated publication processes. Externally, coordination with Member States, DG HOME, and EU agencies has helped present a more consistent message. While there is still room for improvement, these efforts have contributed to a more harmonised and effective communication approach, allowing the Agency to better achieve its goals and engage with stakeholders.

The Strategy aimed to increase recognition among the general population and policymakers, and this was justified given the Agency's upcoming transition in view of EU policy reforms. The CPRU's actions and planning focused on delivering clear and simple messaging to reach these audiences. Over time, however, corporate or political developments meant that technical and governance-related content competed with this messaging. This made the original approach less **relevant** in the face of increasingly polarised views on migration matters, thus sometimes weakening the intended message. More targeted communication with specific audiences, similar to the approach proposed by the 2014 strategy, was at times instrumental to align with the needs of key stakeholders. The Agency also adapted to emerging trends and global events, such as the Ukraine crisis, and leveraged new communication channels and social media platforms to deliver its messages. Internally, communication efforts were essential in view of the many changes the Agency underwent, including a global pandemic, a new mandate, and internal restructuring.

Overall, the Strategy made a positive contribution by helping to communicate the Agency's work and make it more accessible to a wider audience. By adapting to external and internal changes and applying novel approaches, the communication function has helped the Agency broaden public outreach and simplify complex technical content. Internal communication efforts ensured a higher level of transparency and knowledge exchanges among EUAA staff, with the Agency's new regulation and strategic plan underlining the importance of adequate intra-Agency communication. The new visual identity, the different horizontal services, and efforts towards harmonisation contributed to a more professional and coherent presentation of the Agency's messages. There remain opportunities to enhance the **added value** of communication, and these can be taken up in a future strategy.

Table 2. Evaluation criteria by result¹³

	External communication	Internal communication
Effectiveness	Very good	Very good
Efficiency	Good	Good
Coherence	Fair/Good	Fair/Good
Relevance	Fair/Good	Very good
EU added value	Very good	Very good

5.2 Good practices and lessons learnt

The implementation of the Strategy had several strengths and areas of good practice. Key strengths included the effective use of a multidisciplinary communication team, leveraging public interest in migration and asylum, and the in-house development of a strong new visual identity. Good practices included website accessibility, data sharing, and internal communication, particularly during the COVID-19 pandemic. Additionally, the Agency's ability to produce high-quality media products, implement meaningful information campaigns, and adapt to change was notable.

This evaluation also identified lessons learnt which can inform future communication interventions.

Scope of the Strategy

- The scope of a future communication strategy requires clearer definition, including a shared understanding of what constitutes 'communication' within the Agency;
- The CPRU's dual role as both a support service and central communication function led to unclear expectations and occasionally misaligned communication outputs;
- New tasks mandated by the EUAA Regulation and the Pact on Migration and Asylum require evolving communication needs, for example, in training and guidance, monitoring, and the production of information tools;
- Communication outputs did not always fully cover all the core activities of the Agency, highlighting the need for more balanced coverage.

External communication

- Balancing technical accuracy with public-friendly messaging remains a challenge; communicators must navigate the tension between simplification and the integrity of expert input;
- The potential of Meltwater and website user monitoring needs to be further leveraged;
- Focusing on the impact of the Agency's actions improves the relevance of communication; emphasising how Agency activities affect people or systems resonates more with audiences than technical or statistical aspects alone;

¹³ The five evaluation criteria were rated using a four-point scale (insufficient, fair, good, very good). These ratings are judgements based on the triangulation of different information sources, such as interviews and internal data.

- Internal processes need to ensure preparedness for timely responses to sensitive media inquiries;
- Tailoring messages and delivery formats to audience behaviour is essential for maintaining engagement and maximising impact.

Internal communication

- Internal communication plays a key role in supporting change management efforts and should be further enhanced;
- The risk of information fatigue and shorter attention spans should be accounted for;
- More structured coordination within the different internal stakeholder networks would enhance consistency and relevance.

5.3 Recommendations

This evaluation proposes the following recommendations to strengthen the EUAA's communication function and support the development of a future strategy:

1. **Strengthen a lean communications planning and data management approach.** Examples include:
 - Build on good practices to further consolidate a flexible intervention logic for communication that allows multiannual tracking and measurement of progress;
 - Integrate the 2022 European Commission communication result indicators¹⁴ into this approach, adapting them as needed;
 - Ensure systematic data management and document storage to allow progress monitoring and preserve institutional memory;
 - Map out the periodicity, audience, and contents of internal communication initiatives and explore complementarities and synergies.
2. **Ensure that future communication strategies and plans reflect the needs of relevant stakeholders and target audiences.** This would enable a balanced approach that combines top-down strategic management priorities with bottom-up practical considerations. This requires regular consultations with existing internal and external communication networks.
3. **Develop and enforce stronger, centralised website governance.** Examples include:
 - Consolidate all current portals and content under the Agency's main website to provide a unified, user-friendly access point, and improve search engine optimisation;
 - Prioritise and implement a website user-tracking approach that complies with EU data privacy regulations while enabling the collection of anonymised and meaningful usage data.

¹⁴ See [2022 EC communication indicators](#)



4. **Explore more agile coordination and working modalities.** Examples include:

- Enhance access to quality communication functions (e.g. editorial and publishing expertise) across all Agency centres;
- Review and optimise internal collaboration practices, considering centre-specific dynamics and needs, under the guidance of the CPRU;
- Expand the use of agile working solutions, especially in time-sensitive or high-priority situations.

Annex 1: Methodology and analytical models used

The aim of this exercise was to answer the following evaluation questions, covering the European Commission's Better Regulation standard criteria.

Criteria	Questions
Relevance	To what extent did the Strategy respond to the Agency's needs? <i>This question should consider that the overall goal of the Strategy was to increase the Agency's relevance and its visibility in the public sphere, i.e., public profile. It should also look forward and explore evolving needs and shifting priorities relevant for a future communication strategy.</i>
Effectiveness	Did the Strategy achieve what was planned? Were there other (unexpected) factors that influenced the results?
Efficiency	To what extent were the resources (including budget and human resources) employed justified given the results? Were sufficient resources made available?
Coherence	To what extent were the various elements of the Strategy coherent with one another? How did the Strategy align with wider EU policies and external stakeholders?
EU added value	What was the added value of the Strategy to the Agency's mandate?

The evaluation considered good practices and lessons learnt. Looking forward, it also considered new developments at the European policy level that guide the Agency's work.

To answer the above questions, the evaluation team used a mixed-method approach, triangulating quantitative and qualitative data sources. These included desk review analysis, interviews, and group discussions with 20 individuals.

The evaluation was a limited exercise which aimed to gather inputs and feedback from key stakeholders rather than embark on an extensive consultation process. It was undertaken internally and was limited to the data that were available at the time. As there was no consistent planning, monitoring, and reporting, the evaluation could not fully measure progress, limiting assessments of effectiveness and efficiency. Finally, while the evaluation team prepared for and foresaw analysing findings from a CPRU staff survey on internal communication, this was not completed in time for inclusion in the evaluation.

Annex 2: Evaluation matrix

Questions	Descriptors	Judgement criteria	Sources of evidence
Relevance: To what extent did the Strategy respond to the Agency's needs?			
<i>This question should also look forward and explore shifting priorities for a future communication strategy.</i>	Priority needs and areas identified in the Strategy	Comparison of identified vs implemented priority areas, analysis if the needs identified still persist (forward-looking)	Strategy, reports, observations, interviews, SWOT analysis
Effectiveness: Did the Strategy achieve what was planned? Were there other (unexpected) factors that influenced the results?			
	Indicators used in planning documents, priority elements of the Strategy implemented or achieved	Planned vs actual comparison	Annual communication reports, Consolidated annual activity reports (CAAR), reports, observations, interviews, media and social media analysis, website and online platform analysis
Efficiency: To what extent were the resources (including budget, inputs, and human resources) employed justified given the results? Were sufficient resources made available?			
	Input and output indicator values, nature of underlying processes needed to achieve planned results, interviews	Relationship between achieved outputs vs inputs, qualitative challenges (processes and related indicators)	Annual communication reports, financial records, SWOT analysis, surveys, interviews, focus groups
Coherence: To what extent were the various elements of the Strategy coherent with one another? How did the Strategy align with wider EU policies and external stakeholders?			
	Complementarity of activities, coordination processes	Level of coordination and synergies with other media/internal Agency actors	Reports, mapping, interviews, focus groups, SWOT analysis



Questions	Descriptors	Judgement criteria	Sources of evidence
EU added value: What was the added value of the Strategy to the Agency's mandate?			
	Summary of elements of EUAA's added value	Number and substance of added value elements, summary of findings from other evaluation criteria	Reports, planning documents, interviews, SWOT analysis

Annex 3: Intervention logic





Coordinate internal communication.

Result outputs

- 1.1. Press and media relations (major networks, news wires, and major national publications);
- 1.2. Communication campaigns;
- 1.3. Social media and online communications;
- 1.4. Communication support (publication, translation, crisis communication, and visual identity);
- 2.1. Internal communication initiatives.

Activities

Various activities as per the annual communication plans. High-return activities include:

- Regular press conferences and/or briefings in Brussels;
- Press briefings (both on- and off-the-record) in the Agency's primary operational areas;
- Press visits to the Agency's operations;
- Organising appearances of the Executive Director on major TV news outlets;
- Custom made audio-visual products;
- Op-eds;
- Press interviews;
- Communication campaigns.

Inputs

- 14 staff positions;
- Financial resources;
- Material resources.

External factors

External policies; geopolitical contextual changes; availability of financial and human resources; media landscape; changes in audiences; changes in communication technology.



Annex 4: Quantitative achievements table

Indicator	Target 2019	Baseline 2019	Target 2020	2020	Target 2021	2021	Target 2022	2022	Target 2023	2023	Target 2024	2024
Potential online press audience reach	N/A	8.04 billion	N/A	16.2 billion	6 billion	18.1 billion	13 billion	16.6 billion	N/A	23.1 billion	N/A	13.08 billion
Online articles referring to the Agency	N/A	4 629 ¹⁵	N/A	6 770 ¹⁶ 5 891 ¹⁵	4 000	7 840 ¹⁶ 7 173 ¹⁵	N/A	10 800 ¹⁶ 4 451 ¹⁵	N/A	15 200 ¹⁶ 9 279 ¹⁵	N/A	11 200 ¹⁶ 5 628 ¹⁵
Estimated views	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5.06 million ¹⁵	N/A	10.5 million ¹⁵
EUAA website pageviews	N/A	1 236 500	N/A	932 400	N/A	1.26 million						
Press releases	25	21	20	21	N/A	9	N/A	20	N/A	8	N/A	9
News items on the website (beyond press releases)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	37	N/A	36	N/A	23
Press inquiries	N/A	N/A	N/A	N/A	N/A	N/A	N/A	73	N/A	126	N/A	117
Press questions	N/A	N/A	N/A	N/A	150	168	N/A	235	N/A	396	N/A	320

¹⁵ Source: Meltwater, accessed on 25 July 2025.

¹⁶ Figures are drawn from the Consolidated Annual Activity Report of the respective year.



Indicator	Target 2019	Baseline 2019	Target 2020	2020	Target 2021	2021	Target 2022	2022	Target 2023	2023	Target 2024	2024
Videos and animations produced in-house	N/A	N/A	N/A	N/A	N/A	40	N/A	N/A	N/A	140	N/A	80
Publications, factsheets, and reports supported by the CPRU (layout, design, printing, publishing, and/or dissemination)	N/A	N/A	N/A	N/A	N/A	279	N/A	N/A	N/A	250	N/A	N/A
Twitter/X followers	N/A	N/A	N/A	N/A	N/A	47 788	55 000	60 636	66 000	71 600	80 000	92 000
Facebook followers	N/A	N/A	N/A	N/A	N/A	34 289	42 000	43 039	48 000	48 600	53 000	54 007
LinkedIn followers	N/A	N/A	N/A	N/A	N/A	32 627	40 000	44 500	52 000	52 500	60 000	64 565
Instagram followers	N/A	N/A	N/A	N/A	N/A	3 804	5 000	5 455	6 500	7 260	9 000	9 421
YouTube subscribers	N/A	N/A	N/A	N/A	N/A	876	N/A	1 125	N/A	1 405	1 500	1 672



Indicator	Target 2019	Baseline 2019	Target 2020	2020	Target 2021	2021	Target 2022	2022	Target 2023	2023	Target 2024	2024
Telegram followers	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 300	N/A	469
Total social media followers	N/A	74 700	N/A	97 977	N/A	121 155	142 000	154 755	172 500	182 665	203 500	222 134
Percentage of change in total followers	50 %	48 %	25 %	23 %	20 %	24 %	N/A	28 %	N/A	18 %	N/A	22 %
Reach of EUAA content on its social media channels	N/A	1 739 400	N/A	N/A	N/A	22 638 650	N/A	50 601 560	N/A	70 831 900	N/A	106 410 599
External newsletters	11	4	4	4	4	3	4	4	4	4	4	4
Internal newsletters	N/A	6	N/A	7	N/A	9	N/A	10	N/A	25	N/A	45
Management Board debriefing sessions	4	1	4	0	N/A	0	N/A	0	4	4	4	4



Indicator	Target 2019	Baseline 2019	Target 2020	2020	Target 2021	2021	Target 2022	2022	Target 2023	2023	Target 2024	2024
Staff-facing (internal) events, including core business briefings (CBB), brown bag lunches, and information sessions.	N/A	N/A	14	11	N/A	N/A	N/A	44	N/A	97	N/A	45
CBB updates	N/A	1	6	3	N/A	6	N/A	4				
Thematic lunchtime seminars ('brown bag lunch' events)	20	3	12	3	N/A	7	N/A	2	N/A	2		
Thematic staff info sessions	N/A	0	6	3	N/A	5	N/A	8	N/A	27	N/A	26
All-staff meetings chaired by the ED	N/A	1	2	2	N/A	2	N/A	4	N/A	2	N/A	1

Annex 5: Available data on the Agency's communication deliverables prior to the Strategy

Indicator	2013	2015	2016	2017	2018
Potential online press audience reach				2.1 billion ¹⁷ 1.95 billion ¹⁸	4 billion ¹⁸
Online articles referring to the Agency				3 484 ¹⁸	6 614 ¹⁸
Press releases	14	20		10	12
Press conferences	4			9	
Press inquiries	500	1 800			
Press interviews and complex or sensitive media inquiries	15	100			
Newsletters	9	10		11	
Newsletter subscribers	600	36 % increase			
Videos and animations produced in-house		5			
Publications, factsheets, and reports supported by the CPRU (layout, design, printing, publishing and/or dissemination); public and limited reports produced		50		193	200
Translations				116	243
Weekly website visits		30 % increase		8 500	10 000
EUAA website pageviews		30 % increase	711 002	833 798	967 206
Website users			159 109	187 082	
Twitter/X followers			3,707	14,272	19 270
Facebook Likes			4 862	10 000	22 420
LinkedIn followers				1 672	5 250
Instagram followers				443	1 450

¹⁷ Source: [Consolidated Annual Activity Report 2017](#)

¹⁸ Source: Meltwater, accessed on 25 July 2025.



Indicator	2013	2015	2016	2017	2018
Internal events				150	150
Brown bag lunches	5				