Social Media in Emergencies: UNICEF Guidelines for Communication and Public Advocacy

Division of Communication
Social & Civic Media Section
About these guidelines

Social media has fundamentally changed how people consume and interact with news. “If the news is important, it will find me”, sums up how many approach news today. Instead of actively turning to news programmes or websites, an increasing number of people expect news to find them.

As a communicator working for UNICEF you have to make sure that your message finds the intended audience. Social media can assist you in achieving this goal and is an important component in the overall communications mix that includes offline media as well as other digital tools such as your website or email newsletters.

The main goals for using social media in emergencies are to:

- Increase awareness for the situation of the disaster-affected population, particularly children and women.
- Advance awareness of and support for children’s rights and immediate needs.
- Share what UNICEF and UNICEF partners are doing in response to the needs of the affected population.
- Generate positive media coverage.
- Strengthen the UNICEF brand with donors and the general public.
- Raise funds.
- Mobilize people for relevant actions.
- Monitor what others are saying about UNICEF.

With its global network of communications professionals, UNICEF is in an ideal position to deliver on all these goals.

This document has been prepared by the Social & Civic Media Section in the Division of Communications with support from the relevant sections within UNICEF.

The guidelines are aimed at communications officers at headquarters, in regional and UNICEF country offices and in national committees and concentrate on the use of social media to communicate with the general public and the media. They do not cover use of social media for gathering data on evolving crises, ‘crisis mapping’ or needs assessment. Use of social media for those purposes is still experimental and requires intensive work in filtering, assessing and analyzing information. For more information on using social media for needs assessment, contact the Office of Emergency Programmes (EMOPS) at <OPSCEN@unicef.org>.

If you are interested in using a wider range of digital tools to engage audiences and to fundraise during emergencies, please refer to the Private Fundraising and Partnership’s (PFP) “Digital Toolkit for Fundraising in Emergencies”.

These guidelines are a living document. If you have feedback or comments on these guidelines, mail the Social & Civic Media Section at <socialandcivicmedia@unicef.org>. National committees should contact the PFP Communications Section: <askgeneva@unicef.org>.
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1. Emergency preparedness for social media practitioners

The key to any kind of emergency response is to be prepared. If you are not familiar with the necessary networks and tools or do not have systems and procedures already in place, then you won’t be able to use them in an emergency.

All of the networks and tools discussed in this guide should be used regularly prior to any emergency. Many of the techniques and ideas discussed in this document can also be employed in ordinary times.

This document does not address the importance of ‘communication for development’ (C4D) strategies in emergency preparedness and response 1.

1.1 Make social media part of the institutional response

By adding social media to the annual work plans and official set of strategies that are being used in an emergency, you will be able to reduce opposition, increase internal awareness and buy-in for your activities and be in a better position to argue for funding or extra staff, because the value of social media contributions would have already been established.

Arrange an hour and a half meeting with the representative/executive director of your country office or national committee to explain that you will be using social media to highlight the work of UNICEF as part of the next emergency response. Make sure that he/she understands what that means and provide concrete examples of how you will be using social media. Once disaster strikes, there will not be enough time for this discussion.

- Bring a copy of the priority tasks/deliverables listed in Section 4, ‘How to use social media in the different phases of an emergency’ to the meeting.
- Emphasize why it is important for UNICEF to use social media in more strategic ways during an emergency.

1.2 Make sure the basics are in place

- Prepare fact sheets

  Prepare fact sheets with statistics about the areas that experience recurring emergencies. Include how many children live there; basic information about the population living in the area; important socio-economical data; information about the public health situation; etc. Include also information related to social media platforms and channels.

1 C4D shares and discusses relevant, action-oriented information so that when disaster strikes, people in affected communities know what actions to take to protect the well-being of all their members, including those with disabilities. For C4D emergency response, please see ‘Behaviour Change Communication in Emergencies: A Toolkit’. See: <http://uni.cf/xVC0SN>
• **Be on the emergency contact list**
  If there is a list of phone numbers that new arrivals will receive when arriving in the country during an emergency, make sure that your number is included.

• **Prepare a budget**
  Even though most social media tools are free, advanced tools that can help you be more efficient are not. The same goes for services you might require, such as graphic design, or hardware such as digital cameras. In order to be fully operational in case of a disaster, make sure to include a small budget for communications through social media.

  Things you might need a budget for:
  
  - Video camera
  - Digital cameras (e.g. Nikon P7000, P7001 or Sony NEX7)
  - Websites that offer paid services (e.g., Flickr Pro, Hootsuite Pro)
  - Software, such as Skype recorders
  - Smartphones with camera, audio recorder, GPS/GSM, WiFi and 3G data networking.
  - Creation of info-graphics
  - Graphic design, for example for Twitter backgrounds or buttons
  - Training and conferences
  - Temporary staff.
1.3 Involve programmes

As part of your emergency preparation, meet with your emergency focal point and discuss what you are planning to do in an emergency. When a disaster strikes, nothing you do should come as a surprise to the people directly involved in response efforts.

Talk about your needs: Discuss with your emergency focal point, what kind of information you would like to get from programme staff during an emergency, such as photos from the assessment team members’ mobile phones. Make clear that this is in no way supposed to interfere with team members’ operational tasks and recognize that in a major emergency, operations people might be too busy to supply you with content.

Try to have meetings with the people who are most likely to be part of an assessment team and make sure that they have your phone number stored in their mobile and know how to send photos via SMS or email from their mobile phones.

1.4 Expand your network

One key to using social media effectively is not to try to do everything yourself. The success of your social media efforts depends to a large extent on how well you have built your network in the weeks, months and years prior to the emergency.

Make sure that you keep track of your social media contacts, either by using a contact-management software or something as simple as Word or Excel table.

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
<th>Employer</th>
<th>Location</th>
<th>Phone</th>
<th>Profiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Doe</td>
<td>Senior Child Protection Officer</td>
<td>UNICEF</td>
<td>Alphaville</td>
<td>+123-333-662</td>
<td><a href="http://plus.google/12344/">http://plus.google/12344/</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Skype: John_d</td>
</tr>
<tr>
<td>Janet Smith</td>
<td>Public Health in Emergencies Officer</td>
<td>UNICEF</td>
<td>Deltatown</td>
<td>+123-543-111</td>
<td>twitter.com/xxxxxxx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>xyz.wordpress.com</td>
</tr>
<tr>
<td>Eliza Star</td>
<td>Goodwill Ambassador</td>
<td>n/a</td>
<td>Big Lake</td>
<td>+123-112-542</td>
<td>twitter.com/xxxxxxx</td>
</tr>
<tr>
<td>Harry Hurried</td>
<td>Photo-journalist</td>
<td>Daily News</td>
<td>Alphaville</td>
<td>+123-333-886</td>
<td>twitter.com/xxxxxxx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>flickr.com/photos/xxxxx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>xxx.tumblr.com</td>
</tr>
</tbody>
</table>

Table 1: The table of contacts does not have to be complicated and can contain both internal and external contacts.

Some social media networks offer better ways to organize your contacts.

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While emergencies mostly occur in programme countries, the example of Japan has recently demonstrated that this is not always the case. This section, though, is particularly important for country offices and regional offices.
• On Twitter, add all staff members who are already using Twitter to a ‘Twitter list’\(^3\). If you are using Hootsuite, simply drag and drop users into lists. This can be particularly useful if at a later time you want to create a subset of the original list, for example a subset with only staff members who are currently in a disaster-affected area.

• On Google+, create one “circle” with all staff members who have already joined Google+, another for journalist, a third for other United Nations agencies etc.

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**Digital Community of Practice**

Make sure to join UNICEF’s digital community of practice. Many of your colleagues will be happy to answer questions and share information and best practices during ‘normal’ times. As with any digital community, make sure that you add value whenever possible. This will ensure that you’ll have a network of colleagues and friends in place who will be there for you when you need their help most. You can join the digital community of practice on ICON at [http://uni.cf/wAunt4](http://uni.cf/wAunt4) or [http://uni.cf/AcFnpo](http://uni.cf/AcFnpo) for National Committees.

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1.4.1 Connect with UNICEF colleagues in your country

Find out which colleagues in your country or region already are using social media. To get that information, write an email to all staff members in your area of responsibility. See the example below.

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\(^3\) Read more about Twitter lists at: [https://support.Twitter.com/articles/76460-how-to-use-Twitter-lists](https://support.Twitter.com/articles/76460-how-to-use-Twitter-lists).
Subject: Are you on Facebook, Twitter, etc.?

Dear colleagues,

Social media can be a powerful tool when trying to raise awareness during an emergency.

As part of our emergency preparedness plan, I would like to know which staff members are already using social-media sites such as Facebook, Twitter, Flickr, YouTube etc. and who has his/her own blog so that I can contact you in case of an emergency, either to share information with you or to ask you to share information with the wider UNICEF family.

In case you have any questions about sharing information related to your work on social media sites, please email me (<Your email address>) or refer to the ‘UNICEF Social Media Guidelines’, available at (<http://uni.cf/zUyQ88>).

I also invite you to follow the activities of the <country office / national committee> by connecting to our official social media channels.

Twitter: Twitter.com/xxxxx
Facebook: facebook.com/xxxxx
Flickr: flickr.com/xxxxx

Thank you very much,
Best regards,

<Your Name>

1.4.2 Connect with the rest of the UN family and implementing partners

Check whether other United Nations agencies and implementing partners with offices in your country have local social media profiles. Connect with them online and try to organize face to face meeting as well.

You should also follow the Global Disaster Alert and Coordination System (GDACS) (<http://twitter.com/gdacs>), ReliefWeb (<http://twitter.com/reliefweb>) and UNICEF Digital (<http://twitter.com/unicef_digital>).

1.4.3 Connect with journalists, bloggers and local/regional goodwill ambassadors

Almost all social media networks notify users whenever someone is starting to follow them. This is a great way to let people know about your social media account or page.

Make a list of all important journalists and bloggers who are either covering your country or are based in your country. Then, look for them on the social networks that you are using and follow them. There is a good chance that they will follow you back, which will make it much easier to connect during an emergency.

If you manage any local or regional UNICEF Ambassadors, make sure you connect to them directly the same way, or connect to the people within UNICEF who manage the relationship.
Make sure you are in touch with UNICEF’s Celebrity and Partnerships Section at Headquarters since they work directly with the international UNICEF Goodwill Ambassadors. Those Ambassadors can reach millions of people through their social media outlets and fan base. The Celebrity and Partnership section will also be able to use its network to reach out to other United Nations Goodwill Ambassadors, Messengers of Peace or celebrities who might be particularly well positioned to tweet on a particular emergency for advocacy and fundraising purposes. This practice was particularly helpful during the emergency response following the earthquake in Haiti in January 2010, and the Horn of Africa Emergency response in 2011.

1.4.4 Connect with the affected population, general public and diaspora

The tools mentioned in these guidelines can also be employed to improve the relationship between UNICEF and the affected population. Both the diaspora and people living in the affected country but not directly affected by the disaster can also be important amplifiers for your communication strategy.

Social media is particularly useful if you want to improve the image of UNICEF and to humanize the voice of the organization before disaster strikes. Engaging with your followers and key influencers shows that UNICEF is an organization that cares. Monitor the country’s most popular social media channels and influential blogs (see Section 5, ‘Social media monitoring and impact evaluation’) to see what people are thinking about UNICEF and the United Nations in general. Use these tools to correct misperceptions, to manage your reputation and to improve the image of the organization. The way you are perceived can have a very real impact on security, particularly during an emergency when rumours might spread quickly if not confronted early on. Social media can also be used to support colleagues in programme implementing actions required by the emergency situation.

Similarly, familiarize yourself with Facebook pages or online forums where the diaspora is exchanging information.

1.4.5 Social media and corporate social responsibility

Try to get a sense of the social media and online platforms of corporate partners or other influential companies in your country. Digital media companies in particular can give your message an important boost during a disaster, for example by linking to your social media profiles from their homepage or social media channels.

Make sure that you know who is managing these platforms and include him/her on your contact list so that you can contact him/her directly in case of an emergency. This is particularly valuable in the case of partners with whom UNICEF already has a working relationship, but should also include the channels of other big brands in your country.

In order to prevent international companies such as Google or Facebook from being overwhelmed by uncoordinated requests from country offices or national committees, relations between the global headquarters of these companies and UNICEF should be coordinated by the Social & Civic Media Section at Headquarters. Country offices and
national committees are encouraged to connect directly with these companies on a local level. The Division of Communications (DOC), however, would appreciate being informed of these initiatives. Successful examples should be shared through the digital community of practice or by email (<socialandcivicmedia@unicef.org>, or askgeneva@unicef.org for NatComs).

1.4.6  Get the word out

One of the most important things you can do before an emergency is making sure that everybody is aware which social media channels you are using. That way they know where to look once a disaster strikes. Some ideas:

**In your emails:**
Include links to your most important social media profiles in the email signatures of everybody working in your office. Send an email with an example to all staff members or discuss how to include the links with the IT department if they set the signatures for all staff. Those signatures can be easily changed during an emergency to include links to social media profiles or sites that deal with the current emergency.

**In your electronic newsletters:**
Make sure that buttons and links to your social-media profiles are included in all email newsletters, for example the newsletter that your fundraising department sends to donors on a regular basis.

**In printed materials and PDFs:**
Make sure that links to your profiles are included in all printed materials and PDFs produced by your office. The general rule is that anything containing the physical address of your country office or national committee should include at least one social-media profile.

**On your website:**
It is essential that you include prominent social-media links on all web stories and on your homepage. Ideally, you should include social-media links twice on content pages, once at the top of the story for people who like the topic but are not reading the complete article, and once at the bottom of the story for those who have read to the end. Alternatively you can have ‘floating’ social-media buttons that stay visible as the user scrolls through the text.
Table 2: Social media buttons are placed prominently at the top of each story of UNICEF Australia. UNICEF Belgium has implemented ‘floating’ social media buttons that always stay visible, even when the user scrolls down.

1.4.7 Show that you are listening

Be sure to interact with your followers and cultivate key influencers in your networks when you are not dealing with an emergency. These key influencers will be a vital resource for helping you spread your message during an emergency. Free tools such as <www.Crowdbooster.com>, <www.Klout.com> or the DOC’s Hootsuite license can help you determine who in your network has the most influence.

On Twitter: Follow some of your own followers and retweet their posts when appropriate. Thank followers for retweeting UNICEF posts.

Good posts to retweet can include links to articles in the media that deal with children’s or women’s right; success stories from implementing partners; or information released by other United Nations agencies that are related to UNICEF’s mandate. Be sure to read articles before you retweet a link, because retweeting might be seen as an endorsement of the content.

There is no concrete rule on whom to follow back and you definitely do not have to follow back everyone. Remember that the tweets of everyone you follow will show up in your Twitter feed, which will become very busy, very quickly. As a general rule, follow everyone who you think might have something interesting to say about topics related to UNICEF’s mandate, such as journalists, non-governmental organizations (NGOs) in your country, other United Nations agencies, UNICEF Goodwill Ambassadors, regional and national ambassadors, United Nations Messengers of Peace and other high-profile people with a track record of caring about issues that impact the lives of women and children or who might have a personal connection with the geographic area impacted by the emergency.

On Facebook, Flickr, YouTube and Google+, reply to comments and show that you appreciate your followers’ involvement by thanking them.

See also Section 5, ‘Social media monitoring and impact evaluation’.
2. Social media as part of UNICEF’s coherent messaging

Your communications on social media networks will overlap with what UNICEF is communicating and/or advocating in other forums, raising issues of coordination.

UNICEF’s narrative during an emergency is guided by the key messages developed by the DOC in line with UNICEF’s rights-based approach. This ensures consistency and coherence across all communications products.

Where UNICEF has defined advocacy priorities, these would include ways and means to deliver on them. In the case of Level 3 emergencies, advocacy priorities should be approved by the Global Emergency Coordinator (GEC) within the first week.

Your social media activities should support the communications and advocacy objectives, which does not mean that you have to limit yourself to them.

Please read also:

- ‘Reporting Guidelines to Protect At-Risk Children’ (<http://uni.cf/ySoGxu>).
3 Key Networks and tools for communicating in emergencies

Which tools and networks are most important in your context will depend a lot on your country. These guidelines are focusing on the tools that have the largest global reach, but feel free to substitute them for tools and networks that might be more appropriate for your market. These could include local social-media networks, such as Sonico in Argentina, Orkut in Brazil, Tuenti in Spain, QQ in China, etc.

This section deals with what you can do with the different tools during and prior to an emergency. The next section will focus on specific recommendations for how to use these tools at different points during the response.

As with all other communications efforts, your social-media activities should be guided by the interests of the disaster-affected communication and the ‘do no harm’ principle.

Networks:

<table>
<thead>
<tr>
<th>Name</th>
<th>Facebook</th>
<th>Twitter</th>
<th>YouTube</th>
</tr>
</thead>
<tbody>
<tr>
<td>URL</td>
<td><a href="http://www.facebook.com">www.facebook.com</a></td>
<td><a href="http://www.twitter.com">www.twitter.com</a></td>
<td><a href="http://www.youtube.com">www.youtube.com</a></td>
</tr>
<tr>
<td>Active users</td>
<td>800 million</td>
<td>100 million</td>
<td>490 million</td>
</tr>
<tr>
<td>Strength</td>
<td>Networking; content sharing; available in many countries and languages</td>
<td>Viral sharing of links and short facts; mobile phone usage</td>
<td>Video repository</td>
</tr>
<tr>
<td>Weakness</td>
<td>Closed network; most content can not be found through Google</td>
<td>Not widely used in many countries; limitation to 140 characters</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Flickr</th>
<th>Google+</th>
</tr>
</thead>
<tbody>
<tr>
<td>URL</td>
<td><a href="http://www.flickr.com">www.flickr.com</a></td>
<td><a href="http://plus.google.com">http://plus.google.com</a></td>
</tr>
<tr>
<td>Active users</td>
<td>50 million</td>
<td>90 million</td>
</tr>
<tr>
<td>Strength</td>
<td>Photo repository</td>
<td>Networking; integration with other Google properties</td>
</tr>
<tr>
<td>Weakness</td>
<td>Usage declined in 2011</td>
<td>Still comparatively new and not heavily used, but further growth expected in 2012</td>
</tr>
</tbody>
</table>
Tools:

<table>
<thead>
<tr>
<th></th>
<th>Hootsuite</th>
<th>Soundcloud</th>
</tr>
</thead>
<tbody>
<tr>
<td>URL</td>
<td><a href="http://www.hootsuite.com">www.hootsuite.com</a></td>
<td><a href="http://www.soundcloud.com">www.soundcloud.com</a></td>
</tr>
<tr>
<td>Active users</td>
<td>n/a</td>
<td>10 million</td>
</tr>
<tr>
<td>Strength</td>
<td>Managing and analyzing the impact of social media profiles</td>
<td>Repository for audio files; recordings via Smartphone possible</td>
</tr>
<tr>
<td>Weakness</td>
<td>Can be complex to use</td>
<td>Only the first 120 minutes of uploads and 100 downloads per track are free</td>
</tr>
</tbody>
</table>

Blogs are not covered in this document, since they should be part of a bigger web strategy and involve a significant investment in staff-time, which many country offices and national committees do not have. If you are interested in starting to blog, take a look at <www.tumblr.com>, which is ideal for organizations that want to test the waters.

3.1 Facebook

Almost three out of every four minutes spent on social media is spent on Facebook. In addition to its sheer size, there are two things that make Facebook special compared to many other social networks:

- Users only see updates in their news feed of friends or organisations/brands that they have previously chosen to connect with. This means that they are already predisposed to engage with the content they find when logging in.

- Facebook is not only a place where text or links are shared, but also a place where content can be saved. This is significant because photos or videos that have been uploaded directly to Facebook can be watched and shared more easily, which increases the chances of someone looking at your content. Every day, 250 million photos are being uploaded to Facebook.
3.1.1 Why boring content is deadly for your Facebook strategy

The central hub through which you communicate with your audience on Facebook is your Facebook page\(^4\). Users might see the links, videos and photos that you post on their own personalized homepage, the so called ‘news feed’, but that is not guaranteed.

To determine which content is shown in users’ news feeds, Facebook uses a system called ‘Edgerank’\(^5\). Edgerank determines which content gets prioritized, partially based on how interesting the content is, i.e. how many people have liked, shared or commented on the item. In other words, if you continuously post content that your followers find boring, your page will slowly become invisible.

\(^4\) For help on how to set up Facebook pages, see: <https://www.facebook.com/pages/create.php>.
\(^5\) For more information on Edgerank, see: <http://techcrunch.com/2010/04/22/facebook-edgerank/>. 
3.1.2 Facebook tips

- **Share existing web content:**
  Whether it is an article on UNICEF’s global website dealing with the disaster, a BBC story showing the resulting destruction or a photo gallery from an implementing partner, Facebook was built to share content with others. Take advantage of this and become a hub for content that interests your users and supports UNICEF’s advocacy goals, even if the content isn’t originated by UNICEF.

- **Ask questions:**
  Show your fans that you are interested in what they have to say. Increase engagement by asking them questions. Take a look at the global UNICEF page on Facebook for good examples of this practice: <www.facebook.com/unicef>.

- **Do not overshare:**
  Keep in mind that people are primarily on Facebook to share things with their friends, not to be blasted with information or appeals by organizations. As part of your non-emergency monitoring, you should test which update-frequency leads to an increase in people ‘unliking’ your page. Watch your Facebook Insights to see what your fans tolerate (see also Section 5, ‘Social media monitoring and impact evaluation’).

Once disasters strikes you can and should increase the frequency for a few days, but do not overdo it.

- **Read and reply to the comments:**
  The vast majority of comments will fall in the following categories:
  - Supportive comments: Say “thank you”.
  - Offers to help: Reply with the link to an FAQ on your website or a donations page.
  - Comments expressing condolences: These messages generally do not require a reply.
  - Requests for information: Reply with a link to the latest webstory or to the most recent ‘One UN weekly Sitrep’.
  - Critical comments: Try to answer the concern or refer to the FAQ. You can also use these comments to build your FAQ. If you cannot respond to the criticism, at least acknowledge it, for example by saying, “We are sorry that you see things this way. Our staff is working around the clock to reach as many people as possible.”
  - Abusive comments: Delete.

You can use Hootsuite to easily monitor and respond to comments or to assign comments to colleagues within your office or in the Social & Civic Media Section.

- **How to deal with comment floods:**

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6 For more information, see: <http://mashable.com/2012/01/26/facebook-comment-overload/>. 
In a disaster you can get easily overwhelmed with comments. Here is some advice, how to deal with comment floods:

- **Enable blocklists:**
  Page administrators can easily block profanity. Under ‘Edit page’, go to ‘Manage permissions’ and set the ‘Profanity blocklist’ to ‘medium’. You can also add words under ‘Moderation blocklist’. If someone posts or comments with blacklisted words, the content will be marked as spam and hidden from view.

- **Do not delete all critical comments:**
  There is a difference between criticism and inappropriate comments. If you are perceived as deleting all negative comments, the Facebook community can quickly turn against you. You simply have to accept the fact that some people do not like UNICEF’s work and respond to them instead.

- **Get help:**
  If the onslaught is unmanageable, ask the regional office, the Social & Civic Media Section or another country office or national committee for help, preferably in a different time zone so that they might be able to monitor your Facebook page while you are off duty.

  - **Upload photos and videos to your page:**
    People love to look at and share photos and videos on the Internet. In almost any emergency, UNICEF will have access to images with strong emotional content. Make use of this strength. For more information on photo and video formats and policies, see: <http://uni.cf/w13lj0> or <http://uni.cf/xXNxH2> for NatComs.
    - Create a new album for all photos related to the emergency. (Unfortunately, videos cannot be grouped into albums.)
    - Do not upload more than five images at a time, since any extra images will not be shown on your followers’ timeline.

  - **Create Facebook Covers:**
    With the 2011–2012 rollout of the timelines layout, Facebook is emphasizing photos more than before. The design change is also a great and easy way for people to publicly show their support for UNICEF.
    
    Note that Facebook states that cover images may *not* include URLs or calls to action such as “Donate now” or even “Like this page”.
    
    - Upload a selection of Facebook covers[^7] into an album on your Facebook page; also make the covers available through your website. Then promote them through a status update.

• **Do not create a new page for each disaster:**
  While it is tempting to create a new page for a specific disaster, this can be problematic in the long run because you will have to maintain the page and interact with people in an additional location. Secondly, in an emergency you probably want to inform all your supporters of UNICEF’s activities, not just a small group who ‘liked’ your new page. Last but not least, while it is easy to update the page in the beginning of the emergency, it gets harder and harder the more time passes, which leads to many abandoned pages. It is therefore better to stick to your already established page. Exceptions to this recommendation should come from the Social & Civic Media Section.

3.2 **Twitter**
Twitter has become the tool of choice to spread and monitor information in real time. The focus is on text and links, though third-party providers also make it easy to share photos and videos through the site. Nowadays, many organizations sent out breaking news on Twitter before issuing a press release.

Unlike Facebook, where status updates of individuals are by default private, Twitter updates are normally public and you do not need someone’s approval to follow his/her updates.

In addition, Twitter users have the largest affinity to mobile devices. Because of the high percentage of mobile users, Twitter is also an excellent fundraising tool. After the Haiti earthquake, for instance, the American Red Cross managed to collect US$31 million through a combination of donations via SMS and Twitter. The organization’s appeal to donate $5 or $10 by SMS was rapidly spread through Twitter. More information about mobile giving is available in the report ‘Real Time Charitable Giving’ (pdf) by Pew Internet Research, available at [http://bit.ly/yy6kss](http://bit.ly/yy6kss).

Image 2: Facebook covers like these are a great way for people to show their support.

Image 3: ICRC spokespeople share important news directly on Twitter, sometimes long before a press release is written.
People using social media like authenticity and do not expect you to know everything at the beginning of a developing situation. Until you have concrete information you should use Twitter to describe the situation as you see it. That also establishes you as an actor. The correct use of #tags early on in an emergency can put you among the voices that journalists and other actors follow.

### 3.2.1 How #tags work

The use of #tags (pronounced “hashtags”) has become the established method to follow what is said about a certain topic across the whole Twittersphere.

#tags are keywords used in a Tweet or added to the end of one that make it easy to find all messages that include this tag. By entering a #tag on [https://twitter.com/search](https://twitter.com/search) or setting up a search in tools like Tweetdeck.com or Hootsuite you can monitor everything that is being said about a given topic as long as people use exactly the same #tag. By using a popular #tag associated with a disaster, your tweets are therefore more likely to be found by journalists or bloggers covering the emergency. Common #tags are words such as #earthquake, #flood or #tsunami; the name of a place or country such as #Chile or #fukushima; or a combination of words, for example #HurricaneMitch.

In an emergency, all UNICEF account holders should use the same #tag. The Social & Civic Media Section, in cooperation with the office in the disaster-affected country, will define the #tag and share it via @UNICEF_Digital or a tailored email list.

### 3.2.2 Useful things to know about @replies

Since messages posted on Twitter can be seen by anyone who follows the author, some people are reluctant to use @replies to respond to queries because they fear that this might spam their followers' Twitter feeds.

- Fortunately, Twitter has thought of this.\(^8\) If you start a message with @name then only that person and anyone following both you and the recipient will see the tweet in their Twitter feed.
- When you mention @name in a different part of your message, the message will appear in all your followers twitter feeds. This even works when you start a message with a space, immediately followed by the @name. This can be a useful trick if you are writing a reply that might be interesting to all your followers.

In both cases, the tweet will be visible on your Twitter profile page.

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3.2.3 Twitter tips

- **Keep it short:**
  Twitter allows 140 characters per tweet. Tweets must be shareable, however, and a tweet of no more than 120 character allows people to retweet and add #tags and comments to the original tweet.

- **Stop your scheduled tweets:**
  If you are using a social-media dashboard such as Tweetdeck or Hootsuite, you are probably scheduling some tweets a couple of days in advance. Make sure to pause or stop these tweets as soon as a disaster strikes. Some scheduled tweets can seem very out of place during a major emergency.

- **Interacting with journalists on Twitter:**
  It is important to establish a connection with journalists seeking information about a disaster:
  - State your location so journalists know where you are and when to contact you.
  - Try helping them with information requests when they post a tweet, asking for material. Only respond if you really can help him/her, otherwise you run the risk he/she unfollows or blocks you.
  - Send a Direct Message (DM) to journalists who are following in order to introduce yourself – develop the relationship.
  - Do not send DMs to journalists with a ‘pitch’ Unless you already have a relationship with them.
  - Keep your tweets about your expertise.
  - Do not send a series of tweets. That can be undesirable for most, including journalists.
  - Do not contact a journalist multiple times on Twitter. If you haven’t heard from him/her for some time, follow up with an email or a phone call and mention that you first tried on Twitter.

3.3 Google+

Google+ is still a largely untested network. Google launched the service in late 2011 in response to Facebook’s dominance of the social-media market and made its success one of
its priorities. To that end, Google started to integrate more and more of its services with Google+.

Among other things, Google is now integrating data gathered within Google+ and other social networks to personalize search results. This might mean that your search engine ranking on Google might suffer if you are not active on Google+.⁹

While Google+ will likely not be a top priority during an emergency, you should at least be familiar with it and create a Google+ brand page as part of your emergency preparedness activities.

If you take advantage of Social & Civic Media Section’s Hootsuite enterprise license, you can update Google+ at the same time that you are updating your other social media channels.

Keep in touch with the Celebrity Relations and Partnership Section at Headquarters in case they have a UNICEF Goodwill Ambassador travelling to the region who could participate in a Google+ hangout.

3.3.1 Google+ tips

• **Networking on Google+:**

  On Facebook, users can follow pages but not vice versa. On Google+, brand pages can follow other brand pages or users who already follow them. While this might seem a minor detail, it has two big advantages for you when trying to build a network:

  - By connecting with another brand page, for example another United Nations agency, an NGO in your country or the union of journalists in your capital, you alert them to the existence of your page, which increases the likelihood that they will start following you. It is one way to develop your network.
  - By following users back, you can see easily what they talk and care about. This can help you to build a relationship with your supporters.

• **Using Google+ circles:**

  One of the selling points of Google+ is that it allows you to target precisely with whom you want to share information. You can add users to groups simply by dragging and dropping them on so called ‘circles’.

  If used consistently, circles can be used to write and share content for specific demographics. A technical Water, Sanitation and Hygiene (WASH) report, for example, is not interesting for the general public, so you might chose to only share it with your WASH circle. You could also use circles to inform journalists of multimedia content (video, audio, photos), scheduled media events or other resources that are intended primarily for the media.

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3.4 YouTube in emergencies

YouTube shares some of the traits of a social media network like Facebook with that of a media repository like Flickr: a lot of people subscribe to updates of YouTube channels they particularly enjoy, but many more YouTube videos are found through social sharing.

In addition, videos can be embedded into websites, blogs or even email newsletters.

YouTube videos do not necessarily have to be of high quality, particularly in the first 24 hours of a rapid-onset emergency. An amateur video taken with a mobile phone is still better than no video at all, particularly during the first phases of a disaster.

3.4.1 YouTube tips

- **Add an emergency banner or background to your channel:**
  As a non-profit organization, UNICEF country offices and national committees have a lot of freedom regarding the look and feel of its YouTube channels. You can for example add customized banners and backgrounds. In an emergency you should replace your existing banners/backgrounds with something related to the emergency. The banner should link to a landing page devoted to the emergency on your website or to a donations page.

- **Add tags and a description**
  Make sure to add a meaningful description that contains keywords related to UNICEF’s work and the emergency. This will make it more likely that people will find your video through search engines. Include relevant tags as well.

- **Share your videos:**
  Share your videos on Twitter, Google+ and other networks. If you think the video is good enough, send an email with a link to the video to influential bloggers inviting them to embed it in their blogs. If you think the video might be of interest to the media, talk to your media officer and discuss pitching a story to journalists. Embed the video in your email-newsletter if you have one.

‘YouTube for Good’

YouTube has recently published a 25 page playbook aimed at non-profit organizations that gives you valuable advice on how to best use YouTube. You can download it for free at <http://bit.ly/A5CBC>.
As for Facebook: it is generally better to upload a video than to share a YouTube video. If your Internet connection is slow, however, or you are in a hurry, do not hesitate to simply share the YouTube link. It is better to have a YouTube video on Facebook than no video at all.

- **Celebrities on video:**
  In the Haiti and Horn-of-Africa emergency responses, several UNICEF Goodwill Ambassadors recorded public service announcements (PSAs) to request urgently needed funding and to raise public awareness. These PSAs are powerful tools as they can quickly be shared through Facebook and Twitter.

- **Send your videos to the Internet, Broadcast and Image Section at Headquarters:**
  In addition to posting your videos on your YouTube channel, send them videos to the Internet, Broadcast and Image Section (IBIS) at Headquarters. Videos received by IBIS will be posted on the UNICEF.org website, the global UNICEF YouTube channel, WeShare and other global video distribution platforms.

- **Interview your colleagues:**
  If you have problems getting content from the field, you can interview one of your staff members. This can be either with a camera, through Skype or as part of a Google+ Hangout. You can then publish the video on YouTube and invite people to respond to the video or to ask questions.

  Note that immediately after a disaster, IBIS organizes video and audio interviews with field and HQ staff so you do not have to worry about this in the first hours of the emergency. IBIS might request your help, however, in identifying suitable interview partners.

- **How to deal with comment floods:**
  Unfortunately, you are even more likely to be flooded with vicious comments on YouTube than on Facebook. Most of the strategies described in the Facebook section (see Section 3.1, on Facebook) can also be employed on YouTube. In addition, consider two options:

  - Go to ‘Info and Settings’, click on ‘Comments’, change the default ‘Allow comments automatically’ to ‘Allow comments with approval only’. Although this prevents hateful comments from getting published, it has the disadvantage that approving comments manually can be time-consuming.
  - In the same menu, you can also decide to select ‘do not allow comments’. If you choose this option, add a sentence to the video caption explaining why you are not allowing comments, for example, “Unfortunately we have received a lot of inappropriate comments. Since we cannot monitor all comments, we have decided to temporarily disable the comment function for this video. We would like to thank everyone who is supporting UNICEF’s work. If you want to make a donation, please visit http://...”
Either option should only be employed if you are really overwhelmed, moderating comments prevents you from doing other work and if you have no realistic chance of catching up within a day or two. Listening to what users have to say is an essential part of using social media, which is why limiting user engagement should be avoided as much as possible. Keep in mind that the Social and Civic Media Section can also help you with moderating comments.

3.5 Flickr in emergencies

Flickr is much smaller than the other networks, but it is a great resource for finding and sharing photos.

Many people who are looking for images but do not have access to AP or Reuters photos use Flickr. This includes many blog-owners and social news websites. Traditional media companies sometimes use Flickr when they are not satisfied with the wire material.

While some organizations have had great success with using Flickr in emergencies, do not expect too many views during ordinary times. The strength of Flickr lies not in how many people see your photos on Flickr, but in how many share your Flickr material through their own channels, either via social media networks, blogs or on websites.

Always make sure to respect the dignity of the people you are portraying and ensure that children’s rights are protected. Please refer to <http://photos.unicef.org> for additional information, particularly the documents ‘Protect children at risk’ and ‘Questions to ask’.

If you decide to use Flickr, you should get a “Flickr Pro” account, which costs $25 per year. Not only does that give you more flexibility, it also removes text advertisements which would normally show up next to your images and which might include advertisements for competitors.

3.5.1 Flickr tips

- **Be fast:**
  Being among the first people/organizations to have images on Flickr is crucial if you want others to share or use your images.

- **Use captions and meta data:**
  Assign tags and make sure that your captions contain relevant keywords. That way they can be more easily found through Flickr’s own search engine or via Google. Please also refer to IBIS’ draft Flickr guidelines at <http://uni.cf/xnOzHu> or <http://uni.cf/xuGvgu> for NatComs.

- **Actively post your photos to relevant groups:**
  One of the most underutilized features on Flickr is ‘groups’, in which, Flickr users share images around specific topics, such as ‘Chile’, ‘Cats’, ‘Photo of the day’, ‘Black and white portraits’ or ‘Floods in Asia’. The people posting to these groups are frequently very engaged with the subject; many of them have blogs or are photo 10

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enthusiasts. Photos can be added to groups by drag and drop so it does not take much time, even if you add a photo to ten or more groups. Also, it is acceptable and can produce good results if you add photos to groups where people might not expect them, such as adding photos of Haiti after the earthquake to the ‘Caribbean’ group even though it primarily contains photos of beaches and the ocean – after all Haiti is in the Caribbean.

• **Send your photos to IBIS at Headquarters:**
  Send your photos to IBIS at Headquarters in addition to posting them on your Flickr account. All photos received by IBIS are also shared with PFP’s Panorama team (in emergencies, these are posted to their specific emergency page) and evaluated for inclusion on the UNICEF.org website, the global UNICEF Flickr account, the UNICEF iPhone app, the global photo database, WeShare and other global photo distribution platforms.

3.5.2 Copyright of UNICEF images

Images shot by staff or by consultants working for UNICEF are the property of UNICEF. When you buy or accept photos for free from someone who does not work for UNICEF, however, make sure that he/she gives explicit written permission to use the photos. The standard copyright required for UNICEF’s global use of images, including sharing with others is: “non-exclusive world rights in perpetuity”. The word ‘non-exclusive’ means that the original image owner also continues to hold the same global rights, thereby allowing her/him to reproduce/sell these rights again.12

While no copyright notice can ever prevent photos from being used without your permission, choosing a comparatively low resolution such as 1024 x 786 can at least prevent them from being reproduced in high quality publications. At the same time, always include links to your country or national committee web site and to other photography-related UNICEF resources, such as [http://www.unicef.org/photography](http://www.unicef.org/photography) and the UNICEF Photography iPhone app.

3.6 Useful tools

There are a number of other tools that can be useful in emergency and non-emergency situations.

3.6.1 SoundCloud

SoundCloud is a social network all by itself, but given the low number of users – around 10 million – it is mainly interesting as a tool to share audio recordings through other social networks, blogs and websites.

SoundCloud is particularly interesting if you do not have access to video cameras, do not have the resources to edit videos, are in a low-bandwidth environment or if you are already working with a community radio station. You can upload audio files either from a computer or directly from a smartphone and then easily share your recordings.

3.6.2 Hootsuite

Hootsuite is a ‘social media dashboard’ that allows you to manage your social media accounts through one website. The basic version of Hootsuite is free; additional options and features cost money. The Social & Civic Media Section has recently bought an enterprise license which enables UNICEF staff to use all features of Hootsuite. The license also includes Hootsuite training. Please contact <socialandcivicmedia@unicef.org> to take advantage of this. It has four main strengths:

• **One stop shop:**
  Instead of logging in and posting content separately for Facebook, Flickr, YouTube, Twitter and Google+, you can post messages and reply to comments in all networks from within Hootsuite. You should however be careful not to become too efficient: users turn to social media because of its personal touch and will resent it, if they get the feeling that you are mass-publishing to dozens of networks. To prevent this, make sure that your style is appropriate for the network you are publishing on. Facebook updates for example can be longer than 140 characters, while Twitter posts should include #tags.

• **Monitoring:**
  Hootsuite allows you to create very elaborate filters so that you can see what is being said on Twitter or other social media networks about specific topics. You can even define filters for geographic areas; a feature that can be very useful after a disaster if you want to find people using social media in the affected area.

• **Workflows:**
  The amount of messages you receive during an emergency can quickly become overwhelming for one person. Hootsuite allows you to assign individual messages to
other team members, so that the work is shared. You can also restrict the permissions of team members so that you have to authorize messages from certain team members before they are being published.

• **Analytics:**
Hootsuite comes with an extensive analytics package that connects with Google Analytics. That way, you can easily see what content has been successful on which network and how that has contributed to the goals you have set for your web presence. See also Section 5.1, ‘Evaluating impact’.
4 How to use social media in the different phases of an emergency

This part of the guidelines focuses on the different phases of the emergency response operation and how you can adapt your use of social media as time passes.

Since every emergency is different and resources vary greatly between different country offices and national committees, the suggested tasks and deliverables outlined in the following sections are primarily meant as a basis to formulate your communications response with the help of social media. In slow-onset emergencies, tasks might have to be performed at different times than in the structure suggested below.

Because of their sheer scale, Level 3\textsuperscript{13} emergencies capture the attention of the media more than Level 1 or Level 2 emergencies. In a Level 2 emergency, it is likely that more “heavy lifting” would be required of the communication and public advocacy function than in a Level 3 emergency; greater effort would be required for both external and internal communication since the world’s attention is not necessarily on the emergency and since not all internal resources would be mobilized. This has an impact on how you will use social media as well.

4.1 The first 24 hours: Impressions from the field

The first hours after a rapid-onset disaster are always chaotic. The scale of the disaster is unknown, numbers change by the hour and you get flooded with information requests.

Focus on impressions of what is happening. These impressions can be anything: text, photos, audio or video; tweets from the affected area, recordings of the sound of a storm, photos taken during a flood or tweets from a staff member about how he/she feels: If you think the content is appropriate and communicates how it feels to be in this situation, you should consider sharing it.

In the very first hours of the emergency with no solid information at your hands yet, you can also quote from the country’s fact sheet and share key data about the general situation of children in the affected country prior to the emergency.

No matter what content you share, always make sure to respect the dignity of the people you are portraying and ensure that children’s rights are protected. For additional information related to photos, visit: <http://photos.unicef.org/guidelines>.

\textsuperscript{13} Please refer to EMOPS on ICON for more information on the emergency levels: <http://uni.cf/xlB4E>, or http://uni.cf/wsBhef for NatComs.
### Priority tasks and deliverables for the first 24 hours

<table>
<thead>
<tr>
<th>Frequent Twitter updates</th>
<th>Suggested distribution of tasks</th>
<th>1 to 3 Facebook and Google+ updates</th>
<th>CO/NatCom in affected country</th>
<th>DOC</th>
<th>CO/NatCom in non-affected country</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO/NatCom in affected country</td>
<td>Produces</td>
<td>Produces and retweets</td>
<td>Produces and retweets</td>
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<tr>
<td>DOC</td>
<td>Produces and retweets</td>
<td>Produces and shares</td>
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<tr>
<td>CO/NatCom in non-affected country</td>
<td>Produces and shares</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Stop all scheduled automatic social media updates</th>
<th>Suggested distribution of tasks</th>
<th>CO/NatCom in affected country</th>
<th>DOC</th>
<th>CO/NatCom in non-affected country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stops updates on local channels</td>
<td>Stops updates on local channels</td>
<td>Stops updates on global channels</td>
<td>Stops updates on local channels</td>
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<tr>
<td>Emergency-specific social media monitoring</td>
<td>In local language</td>
<td>In UN languages</td>
<td>In local language</td>
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<tr>
<td>Responding to questions and comments</td>
<td>Responds to all queries on local channels; can delegate the task to DOC if no capacity</td>
<td>Responds to all queries on global channels; supports affected country if requested</td>
<td>Responds to all queries on local channels</td>
<td></td>
</tr>
<tr>
<td>Photos/videos for Facebook</td>
<td>Produces and uploads</td>
<td>Copies to own page or shares; includes in WeShare database</td>
<td>Copies to own page or shares</td>
<td></td>
</tr>
<tr>
<td>Photos for Flickr</td>
<td>Uploads photos to local Flickr channel</td>
<td>Uploads photos to global channel, translates captions and shares</td>
<td>Links to photos or uses photos on own channels</td>
<td></td>
</tr>
<tr>
<td>Public Twitter list with users in the affected area</td>
<td>Creates and shares</td>
<td>Retweets</td>
<td>Retweets</td>
<td></td>
</tr>
<tr>
<td>Audio/video interviews for YouTube and Facebook</td>
<td>Facilitates</td>
<td>Produces audio and video interviews; shares link; shares footage through WeShare.</td>
<td>Copies/shares to local channel/page</td>
<td></td>
</tr>
<tr>
<td>Share link to your Facebook page by email at the end of the day</td>
<td>Sends email to colleagues in the affected country</td>
<td>Sends email to email list with all UNICEF communications staff</td>
<td>Sends email to colleagues in own area or responsibility</td>
<td></td>
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</tbody>
</table>

#### 4.1.1 Twitter

Some ideas for how to use Twitter in the first 24 hours:

- Tweet basic facts about the situation of children in the disaster-affected country, prior to the emergency and link this to the current situation. The country fact sheets are a good resource for this kind of data. For example: “Even before hurricane #Xenia damaged many schools in #Alphaland, there was only 1 school for every 500 children. #UNICEF”. [<www.GDACS.org> can be a good source for quick facts.
- Check your prepared list of staff members to see who is based at the location of the disaster and can use Twitter.
- Decide which #tag to use across all UNICEF Twitter channels. This discussion should be led by the Social & Civic Media Section in consultation with the affected country and DOC.
- Tweet what you and/or staff members see. You can also tweet what someone told you on the phone. As with all communications activities, make sure that what you share is in the best interest of the disaster-affected population.
• Retweet relevant content from staff and implementing partners. Do not forget to add the #tag.
• Publish the Twitter handles of UNICEF staff and implementing partners who are in the affected area.
• Set up a Twitter search for the #tag and other related keywords.
• If the communications officer in the affected country is too busy producing content to monitor Twitter, the Social & Civic Media Section in coordination with the country office should respond to questions from Twitter users on behalf of the affected country. In that case, the Social & Civic Media Section must be given full access to the Twitter channel of the UNICEF office in the affected country to be able to support your work. Only questions that cannot be answered by Headquarters should be brought to the attention of the affected country, for example by assigning these tweets via Hootsuite to the affected countries communications officer. If the Social & Civic Media Section cannot support the country office, for example because of lack of relevant language skills, this support function should be taken on by another country office.
• Create a new Twitter list for the emergency and start adding relevant users.
• Send direct messages to your media contacts and share the Twitter accounts of your spokespeople.
• Share photos, videos, articles and other content from you or other UNICEF officers. Include the #tag. This can also be supported by the Social & Civic Media Section. National committees should contact the PFP Communication Section.
• Share photos, videos, articles and other content published by United Nations agencies and implementing partners related to the disaster. This can also be supported by the Social & Civic Media Section as well as by IBIS in DOC.
• If you use Hootsuite, use the geolocation feature to see who else is tweeting from the location of the emergency. Create a stream for this search.
• Tweet link to other relevant information, for example one on how to talk to children during an emergency.

4.1.2 Facebook
Some ideas for how to use Facebook in the first 24 hours:

• Update your status with some basic facts related to the emergency. For example: “7.0 earthquake in Alphaland, close to Alphaville. Many buildings destroyed. UNICEF is coordinating the response with other agencies. More info will follow.” Similarly to Twitter, use information from the country fact sheet or <www.GDACs.org>.
• Upload photos and/or videos to Facebook.
• Share links to content that you have published on your own online platforms. Share those links through your personal Facebook profile as well as on your UNICEF Facebook page.
• At the end of the day, send an email to your colleagues with a link to the Facebook page and encourage them to share the content with their own friends via Facebook.
• Share a link to your page and to fresh content on ‘Global Disaster Relief on Facebook’ (<www.facebook.com/DisasterRelief>). This is a page run by Facebook itself to collect and share information about emergency preparedness and response.
In a Level 3 disaster it is conceivable that Facebook will promote content that was shared through that page.

4.1.3 Photos

While it is always preferable to have high-quality photos, in the beginning of the emergency it is more important to have photos at all. Be sure your photographs include children.

Some ideas for how to use photos in the first 24 hours:

- Ask staff members to send you photos taken with their mobile phones. The first priority is photos of affected children: this is the issue, the need, the reason we are responding.
- Take photos of United Nations warehouses with relief items, preferably showing how these are being loaded or unloaded.
- If you can get images from the affected area, share them on Flickr, Facebook, email them to <photo@unicef.org> or upload them via FTP.
- Make sure that you have the necessary rights to distribute the photos. Consult <http://photos.unicef.org/guidelines-childrights-copyrights> for further information.
- Ensure that the rights of the child are protected. Refer to Section 3.5.2, 'Copyright of UNICEF images', and <http://photos.unicef.org> for further information.
- Coordinate the hiring of a professional photographer with IBIS (<photo@unicef.org>), which can help you manage timely transmission and sharing of images globally.
- Always share links to your new photos on Facebook and Twitter. Include the #tags #photo as well as #breaking if the photo qualifies as breaking news.
- If UNICEF staff is going to the affected area, give them a digital camera so that they can take photos of what they see. Alternatively ask them to bring the camera to a staff member in the disaster-affected area who has previously volunteered to take photos.

4.1.4 Google+

As mentioned above, Google+ is still largely untested and you should not spend too much time on it during the first hours of the emergency. It is likely, however, that Google will try to promote Google+ during the next big disaster, maybe by prominently linking to the Google+ pages of organizations that respond to the disaster. Some ideas of how to use Google+ in the first 24 hours:

14 For more guidance on imagery in the absence of professional photographers, see: <http://photos.unicef.org/guidelines-maxuse-emergencies-other>.
• Update Google+ at the same time that you update Twitter and Facebook. Preferably use a social media dashboards like Hootsuite so that you can update them at the same time.
• Use your Google+ circles to target information that might not be relevant for everyone.
• Upload photos, if you have time, in accord with UNICEF policies.
• If staff members are familiar with Google+, consider interviewing them through a Google+ Hangout.

4.1.5 Video/audio
In the first 24 hours after a disaster, video and audio is even more valuable than photos.

Some ideas for leveraging audio and video in the first 24 hours:

• If you are in the disaster-affected area, go for a quick walk or drive and record what you see on your phone or digital camera. If you cannot get video, try at least to record audio and describe what you see as you are walking/driving.
• Ask staff members to send you videos taken with their mobile phones
• The Social & Civic Media Section should upload video to CNN iReport.
• Include #video or #audio as well as #breaking if the recording qualifies as breaking news.
• If you have a small video camera and if UNICEF staff is going to the affected area, give them the camera so that they can film what they see. Alternatively ask them to bring the camera to a staff member in the disaster-affected area who has previously volunteered to make short videos.
• If you can get audio clips or video from the affected area, including interviews, share them with IBIS for evaluation and possible inclusion on UNICEF.org website, the global UNICEF YouTube channel, broadcast opportunities, WeShare and other global audio/video distribution channels.
• Coordinate the hiring of a professional videographer with IBIS (<photo@unicef.org>), which can help you manage timely transmission and sharing of videos globally.
• Be sure to familiarize yourself with the documents ‘Reporting guidelines to protect at-risk children’ and the “Electronic image and narrative guidelines” found on ICON: <http://uni.cf/xA8uCE>, or http://uni.cf/xXNxH2 for NatComs.
4.2 24 to 72 hours: Planned response, relief and fundraising

Day two and three of the emergency are good opportunities to show how the response gains momentum. This is also the timeframe when on-the-ground support should arrive, at least in Level 3 emergencies. In a lot of situations you will not be able to show impact yet.

Focus on videos, photos, Facebook updates and tweets showing what UNICEF and the United Nations family as a whole are doing to help the people affected by the disaster. This can include images of staff arriving or relief items being loaded in warehouses. Try to show images that show a sense of urgency and activity. At the same time, explain what UNICEF is planning to achieve and provide key data related to the emergency, such as number of children affected. Refer to the Immediate Needs Document (IND) for information, which is published within the first 72 hours and lists critical issues affecting children.

Start to share the stories of disaster-affected children.

Usually, it takes most organizations 24 to 72 hours after the onset of a major disaster to publish their appeals. This can draw additional attention to the emergency. Please see PFP’s ‘Digital Toolkit for Fundraising in Emergencies’ for additional information and contact PFP’s Communication Section via <askgeneva@unicef.org> if you have any questions.

<table>
<thead>
<tr>
<th>Priority tasks and deliverables for 24-72 hours</th>
<th>Suggested distribution of tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CO/NatCom in affected country</td>
</tr>
<tr>
<td>Regular Twitter updates</td>
<td>Produces and retweets</td>
</tr>
<tr>
<td>1 to 3 Facebook/Google+ updates per day</td>
<td>Produces</td>
</tr>
<tr>
<td>Respond to questions and comments</td>
<td>Responds to all queries on local channels; can delegate the task to DOC if no capacity</td>
</tr>
<tr>
<td>Photos and/or video of the disaster-affected area</td>
<td>Produced by communication staff or collected from staff in the field</td>
</tr>
<tr>
<td>Photos/videos on Facebook and Flickr; audio on SoundCloud if video is not an option</td>
<td>Produces</td>
</tr>
<tr>
<td>Reach out to corporate partners and celebrities</td>
<td>In local market; regionally through regional office</td>
</tr>
<tr>
<td>Emergency-specific social media monitoring</td>
<td>In local language</td>
</tr>
</tbody>
</table>
4.2.1 Twitter
Some ideas for how to use Twitter between 24 and 72 hours after the beginning of the emergency:

- Take facts from the Immediate Needs Document, UNICEF Situation Reports (Sitreps) and United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and tweet them. Emphasize information related to children. Include the #tag. If relevant and appropriate, link to a donations page or landing page (see ‘Digital Toolkit for Fundraising in Emergencies’).
- Go back to your list of staff members in the disaster-affected area and check whether any of them have tweeted since the start of the emergency. Some people who might have been too busy to go online in the first 24 hours, might have sent updates in the meantime.
- Tweet what you and/or staff members see. You can also tweet what someone has told on the phone.
- Retweet relevant content from staff and implementing partners. Do not forget to add the #tag.
- Share photos, videos, articles and other content published on UNICEF platforms. Include the #tag.
- Check <www.Reliefweb.int> for interesting content from other United Nations agencies or humanitarian actors. Share their content if it includes information related to children. Include the #tag.
- If UNICEF has published an emergency appeal or is part of a United Nations appeal, ask your followers directly for donations (see ‘Digital Toolkit for Fundraising in Emergencies’).

4.2.2 Facebook
Some idea for how to use Facebook between 24 and 72 hours after the beginning of the emergency:

- Share information from the Immediate Needs Document, OCHA and UNICEF Sitreps. Emphasize information related to children if possible. If relevant and appropriate, link to a donations page or landing page (see ‘Digital Toolkit for Fundraising in Emergencies’).
- If UNICEF has published an emergency appeal or is part of a United Nations appeal, ask your Facebook fans directly for donation (see ‘Digital Toolkit for Fundraising in Emergencies’).
- Upload photos and/or videos to Facebook.
- Share links to content that other UNICEF country offices or national committees have published and which might be interesting to your fans.
- Check whether somebody has created a Facebook page dedicated to the disaster and whether it has attracted a substantial number of followers. If that is the case, post a link to your Facebook page with a short blurb on what UNICEF is doing in response to the emergency.
- If you have very good new content, share a link to your Facebook page and to the content on ‘Global Disaster Relief on Facebook’: <www.facebook.com/DisasterRelief>
4.2.3 **Google+**
Continue to update Google+ at the same time that you update Twitter and Facebook.

4.2.4 **Photos/video and audio**
There is no need for major changes in your activities regarding photos, video and audio is in the 24- to 72 hours phase. Suggestion can be found in Section 4.1.5 Video/audio’.

- Even if you do not have access to the disaster-affected area, you should at least be able to get photos and video of UNICEF staff going to the area, relief items being loaded and unloaded etc.
- Talk to your logisticians – they love taking photos of trucks, planes and shipments. If they haven’t taken photos themselves yet, they can at least tell you when big deliveries arrive.

Image 7: Even if you do not have access to the disaster-affected area, you should always be able to get photos of UNICEF staff doing something to respond to the emergency. © UNICEF/ Asad Zaidi

4.2.5 **Other**
Other activities in the 24- and 72 hours time frame:

- In coordination with your fundraising staff, contact the social media managers of corporate partners or other influential social media properties in your country to discuss with them what you are planning to do and to ask them for their support. Tell them when UNICEF is likely to be able to supply them with content and inform them of the time frame in which an emergency appeal might be published.
- In coordination with the Celebrity Relations and Partnership Section, discuss what celebrities can do to support UNICEF through social media in the ongoing emergency.
4.3 72 hours to 2 weeks: Human touch, disaster response and fundraising

After the initial shock of a rapid-onset emergency, people want to see a quick response. During the 72 hours to two weeks time frame the first criticism is often voiced because the response is always slower than the media and the general public expect.

Rather than being defensive, you should anticipate critical questions and defuse them by being transparent about what UNICEF is doing and why UNICEF is doing things a certain way. Social media monitoring and establishing a real dialogue with your audience become more and more important during this phase.

In the case of Level 3 emergencies, the advocacy priorities are signed off during this phase; usually within the first week. These priorities should provide direction on what role UNICEF will play in public advocacy. Make sure that you are aware of the advocacy priorities to guide your messaging.

Find out whether influential blogs in your market are interested in receiving guest blogs from staff in the field. By humanizing the organization’s voice through stories of staff responding to the disaster, you can deflect some of the criticism. It will be difficult, however, to convince programme staff to set aside the time for blogging as it is less than two weeks since the beginning of the emergency.

In this phase of the disaster response, communications should start to have the resources in place to produce content of high quality. Your social media activities can piggy-back on these efforts so that you should have plenty of photos and videos to choose from.

One good possibility to keep the media interested in the emergency is by involving celebrities. UNICEF Goodwill Ambassadors are kept informed about emergencies and UNICEF’s response through the daily contact with them from the Celebrity Relations and Partnership Section. Get in touch with this section to further collaborate on using Goodwill Ambassadors, as they have millions of followers on Twitter and Facebook.

Depending on the size of the disaster and your resources, you might already be able to integrate some of the suggestions from the next section into this time frame.
### Priority tasks and deliverables for 72 hours-2 weeks

<table>
<thead>
<tr>
<th>Possible distribution of tasks</th>
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<tbody>
<tr>
<td><strong>CO/NatCom in affected country</strong></td>
</tr>
<tr>
<td><strong>Regular Twitter updates</strong></td>
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<tr>
<td><strong>Regular Facebook updates</strong></td>
</tr>
<tr>
<td><strong>Review social media monitoring keywords and #tags</strong></td>
</tr>
<tr>
<td><strong>Respond to questions of followers</strong></td>
</tr>
<tr>
<td><strong>Buttons, banners and widgets for blogs and websites</strong></td>
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<tr>
<td><strong>Facebook covers</strong></td>
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<tr>
<td><strong>Integrate advocacy priorities into social media activities</strong></td>
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<tr>
<td><strong>1 to 3 interviews with different programme managers explaining the response</strong></td>
</tr>
<tr>
<td><strong>Photos galleries from the disaster-affected area for Facebook, Flickr and Google+</strong></td>
</tr>
<tr>
<td><strong>Guest posts on influential blogs</strong></td>
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</tbody>
</table>

### 4.3.1 Twitter, Facebook and Google+
- Update all platforms regularly.
- Answer questions about how people can help and what UNICEF is doing.
- Collect the most frequently asked questions and answers and turn them into a Q&A webpage and document.
- Give your fans a chance to express their support for you with Facebook covers (see Section 3.1.1 on ‘3.1.2 Facebook tips’).
- Provide custom backgrounds on Twitter (see Section 3.2.3 on ‘Twitter tips’).

### 4.3.2 Photo, audio and video
- Audio/visual content remains important. Ensure that you are kept in the loop and have access to all photos and audio/video content produced in relation to the emergency.
- Aim to produce at least two photo galleries and one video from the disaster-affected area in the time frame between 72 hours and two weeks.
• Aim to conduct one to three interviews with programme managers who explain the situation on the ground in the time frame between 72 hours and two weeks.
• Select a ‘Photo of the day’ and share it through your social media channels. On Twitter, add #potd (stands for ‘photo of the day’) to the tweet.

4.3.3 Other
• Reach out to influential blogs and suggest guest blogs.
• Deliver social media assets that you promised to corporate partners or celebrities.
• Provide buttons or banners for websites and blogs in relevant languages; look into creating a real social media package for supporters who want to use their own social media channels to advocate for UNICEF.
• Review the keywords and #tags that you set up as part of your social media monitoring efforts. Can they be improved? Do you get too many or too few results? Did you hear of new topics that you should monitor?
• Create a collection of all social media assets, useful links, resources and valuable comments from supporters related to the emergency. <www.Storify.com> is a great service to help you with this. This is a task that can be easily taken on by the DOC and shared with national committees and country offices.
• Use <www.Paper.li> to create a daily social media newspaper for keywords related to the emergency. In combination with regular social media monitoring, this can help you keep track of new content and discussions. You can also share this automatically with your Twitter audience, as long as you are confident that the content will not reflect negatively on UNICEF.
4.4 2 weeks to 3 months: analysis and demonstrated impact

Unless you are dealing with a Level 3 emergency, it will get increasingly difficult to keep the media’s attention, even if you get buy-in from celebrities.

You need to share specific examples of how UNICEF is helping. Although WASH activities can usually be used, because they always have a quick impact, equally important but perhaps more complex issues such as children’s rights or protection should also be addressed with feature stories, photo essays, etc. Make sure to highlight any innovative UNICEF approaches in a web story or guest blog post and promote it through your social media channels.

<table>
<thead>
<tr>
<th>Priority tasks and deliverables for 2 weeks-3 months</th>
<th>Possible distribution of tasks</th>
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<tbody>
<tr>
<td></td>
<td>CO/NatCom in affected country</td>
</tr>
<tr>
<td>Regular Twitter updates</td>
<td>Produces and retweets</td>
</tr>
<tr>
<td>Regular Facebook updates</td>
<td>Produces and retweets</td>
</tr>
<tr>
<td>Accept questions from users through social media or video and answer by video</td>
<td>Produces</td>
</tr>
<tr>
<td>Photo galleries from the disaster-affected area on Facebook, Flickr and Google+</td>
<td>Produced by communications staff or collected from staff in the field</td>
</tr>
<tr>
<td>Videos for Facebook and YouTube</td>
<td>Produces in coordination with IBIS</td>
</tr>
<tr>
<td>Infographic</td>
<td>Supplies data to DOC, shares graphic after production</td>
</tr>
<tr>
<td>Emergency-specific social media monitoring</td>
<td>In local language</td>
</tr>
<tr>
<td>Weekly check advocacy priorities for changes</td>
<td>Checks</td>
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4.3.4 Twitter and Facebook

- Give your supporters the chance to ask questions to UNICEF staff through Twitter and Facebook. Ask staff members to answer these questions in a YouTube video that you can share through Facebook and Twitter.
- If you are planning to organize a Google+ Hangout (see below), invite your Facebook and Twitter followers to the event and later share the link in the YouTube recording.

4.3.5 Google+

- If you are based in a NatCom or an affected country with sufficient bandwidth, organize a Google+ Hangout. Google+ Hangouts are video conferences for up to 10 people which can be used to connect supporters with UNICEF experts or celebrities on the ground. Record and share this video on YouTube.
• Continue to update Google+ at the same time that you update Twitter and Facebook.

Image 7: UNICEF supporters from around the world talked with Mia Farrow during the actress’ visit to the Democratic Republic of the Congo in February 2012.

4.3.6 Photo, video and audio

• Create photo sets/albums on all platforms showing your best photos.
• Make short videos (max. five minutes) in which field-based staff answer questions from users, addressing them directly. At the end of the video, ask YouTube users to post video-replies with additional questions. That way, you can turn this into a recurring feature. You can start with one or two sessions with questions related to all programme areas. Later on you can produce one video per week focussing on one programme area at a time.
• Publish a short YouTube video in which you invite users to ask questions to people affected by the disaster through video-responses. Promote this through Facebook and Twitter and record the answers as another YouTube video. Later on, produce a video showing a collection of the best questions and answers.
• Ask Human Resources for a list of people rotating out. Contact them two days prior to their departure and ask them to make a copy of their photos and videos. Meet them in person when they come through your duty station, look at the photos/video together, have them tell you their story, copy their material. You can easily turn this into individual photo stories or combine pictures from multiple people into one story.
Try to get content generated by children in the disaster-affected country. A great example is *Molly’s World*\(^{15}\), where the World Food Programme (WFP) gave a flip camera to a 12-year-old girl who then recorded her life in a Kenyan slum. Similarly, UNICEF’s ‘EYE SEE’ programme worked with 27 children who had been affected by the earthquake and Tsunami in Japan in 2011 and asked them to take photos of their world.\(^{16}\) While such content is great, you should be aware that these type of projects take a lot of time, training and energy.\(^{17}\) If you are working with UN Radio or a community radio station, see whether you can repurpose content for SoundCloud.

**Image 10:** Left: WFP’s ‘Molly’s World’ shows the daily life of a 12-year-old girl living in a slum in Nairobi, as seen by the girl herself. Right: Children in Japan took part in a UNICEF photography workshop after the 2011 earthquake and tsunami. © UNICEF/NYHQ2011-2265/Pirozzi.

- Create audio/video with short impact stories in which affected people talk about how UNICEF has helped them.
- Create videos/audio in which children talk about their dreams and what they wish for their future.
- Create videos around special days, such as World Handwashing Day, International Day against the Use of Child Soldiers or any other date that might have relevance for children in your context.

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\(^{15}\) See: [http://www.youtube.com/user/MollyKenya](http://www.youtube.com/user/MollyKenya).


\(^{17}\) Make sure that you have signed releases from the children and their legal guardians before using any of the content. See also: [http://photos.UNICEF.org/guidelines-childrights-child-author-release-form](http://photos.UNICEF.org/guidelines-childrights-child-author-release-form).
4.3.7 Other

- Discuss comprehensive projects with DOC to illustrate the situation of the disaster-affected population for which you might need extra funds. You can for example create a mini-portal where different children share their stories. If they are refugees, show the route of their flight on a map (as long as you are not endangering them or their families by doing that). If they are members of different ethnicities that are in conflict, show their similarities. You can then promote these videos individually or collectively and ask people to share the content.

Image 11: BRAC used a mini-portal to tell the stories of women in rural Bangladesh.

- Produce an infographic, showing what UNICEF wants to achieve, what UNICEF has achieved or describing the situation of children and women in the disaster-affected country. Share this graphic widely and pitch it to journalists and bloggers.
- If you are based in the affected country, make sure that social media is part of the humanitarian advocacy plan of action.
- Try to be included into the briefings for people arriving in the country. Use these opportunities to get people excited and involved in social media activities. If necessary, show them how to take photos/videos on their phone and ask them to send material to you.
- After two-and-a-half months: Consider contacting celebrities/corporate partners once more to promote what UNICEF has achieved within the first three months of the disaster.
- Integrate videos, photos, maps and infographics into your newsletters.
5 Social media monitoring and impact evaluation

Social media monitoring and impact analysis has many different purposes, such as:

- **Reputation management:**
  How are UNICEF, the United Nations family and other humanitarian agencies perceived both locally and internationally? Is inaccurate information circulating? Keep in mind that many people and media do not distinguish between different parts of the United Nations or even between NGOs and the United Nations, so broadly survey the situation to get a good sense of the general perception.

- **Information gathering:**
  Are other organizations or individuals posting information that is interesting for your audience and could be shared through social media?

- **Finding ideas and content:**
  Are staff members posting content on their own social media profiles and blogs that could be repurposed for public communication?

- **Monitoring the competition:**
  What are other organizations saying about the emergency?

- **Impact analysis:**
  Have you been successful in sharing information about UNICEF activities and UNICEF advocacy messages?

### Monitoring for security

Even if there is no time to do anything else on social media, make sure to monitor what is being said about you. How you and other humanitarian actors are being perceived in an emergency might be relevant for your security. If you find information that could be relevant to programming or security, bring it immediately to the attention of the country office management.

5.3 Evaluating impact

The way you evaluate the impact of your communication activities during an emergency does not differ significantly from how you measure your impact in normal situations.

Some quantitative and qualitative indicators worth looking at are:

- Length of time it took before you updated each social network for the first time since the onset of the emergency.
- Number of new followers on Facebook and Twitter and the moments when these numbers spiked. For example: Did they spike after a specific post or after an external event such as a television interview?
- Number of people who stopped following you on Facebook and Twitter and the moments when these numbers spiked.
- Total reach of most shared tweets, i.e. the number of people who might have seen the content through retweets.
- Number of mentions on Twitter.
- Number of times that UNICEF was mentioned by celebrities.
• Number of website visitors that came through social media channels.
• Number of donors that came through social media channels and the average amount of money they donated.
• Number of blog posts that mentioned UNICEF.
• Number of requests for information by the media.
• Number of requests to reuse photos or videos.
• Number of times photos or videos have been used.
• Changes to your Klout score.
• Level of engagement, i.e. the content that received the most/least comments, shares, likes and retweets.
• Conversation rate, i.e. the number of comments/replies an item received, divided by the number of people who saw it.
• Quality of engagement: Randomly take one or more posts and look at the comments/replies you received. Were they on topic? Were they positive, negative or neutral? By comparing the quality of comments over time you can see whether the quality of your overall engagement with your fans and followers is improving or not. Some sophisticated tools can help you identify positive and negative mentions (see Section 5.2.). Track whether the ratio of positive/negative mentions changes over time.
• Share of Voice: A comparison of how often UNICEF is mentioned outside of UNICEF’s own channels compared to other stakeholders and how this changes over time and depending on your activities. Measuring Share of Voice can give some very interesting insights, but requires the use of sophisticated tools like Radian6.

During the first week, you should take a snapshot of some key indicators at least once every day. After that, it is usually sufficient to do this every week or even less frequently. How often you should take a snapshot largely depends on how sophisticated your analytical instruments are. Google Analytics, for example, allows you to go back to any date and review the data. Many other free tools, however, only store your data for a limited time, in which case you should make sure that you collect your data on time.

Since social media move very quickly, you should ideally be able to review the effects of your actions on an hour-by-hour basis, but that is often unrealistic in the middle of an emergency and only sophisticated tools such as Google Analytics or Facebook Insights offer this level of detail.

You should also look at a page dedicated to measurement tools on Panorama: <http://uni.cf/wbCc8S>, or <http://uni.cf/ysWAG8> for NatComs.

5.4 Tools to monitor social media and analyze your impact

For Twitter:

Tweetdeck and Hootsuite (<www.tweetdeck.com> and <www.hootsuite.com>) are social media dashboards that allow you to set up multiple feeds for different keywords, for example one feed for ‘refugees’ and ‘Alphaland’ and one for ‘UNICEF’ and ‘Alphaland’. If you are taking advantage of the Social & Civic Media Section’s
Hootsuite Enterprise license, visit ‘Hootsuite University’\(^{18}\) to learn more.

Tweetreach (<http://tweetreach.com/>) tracks retweets and helps you calculate how many people have potentially seen a tweet. Provide special attention to UNICEF Goodwill Ambassador retweets, which could mean reaching millions of their fans and followers.

Twitter Counter (<http://Twittercounter.com>), which is more sophisticated than Tweetreach, keeps track of a number of indicators over time. The basic version is free, but most of the more sophisticated tools require a premium account which starts at $15 per month.

For Facebook:

Facebook Insights\(^{19}\) (<http://www.facebook.com/help/search/?q=insights>) is a collection of free analytical tools that help you understand what content is of interest to your fans. Remember that boring Facebook pages vanish from their fan’s newsfeeds (see Section 3.1.1, ‘Why boring content is deadly for your Facebook strategy’).

![Facebook Insights](image)

Image 12: Facebook Insights lets you track both long-term trends and analyze each post to better understand what kind of content is of interest to your audience.

For multiple platforms:

Google Alerts (<http://www.google.com/alerts>) provides the most basic way to monitor what is being said about UNICEF. By setting up one or multiple Google Alerts you will get emails on a regular basis, informing you of new content that has appeared on the

\(^{18}\) See: <http://learn.hootsuite.com/>.

\(^{19}\) See: <http://mashable.com/2012/01/20/facebook-metrics-marketing/>.
web and which might be relevant to you. Google Alert looks at Twitter, blogs and websites.

Social Mention (<www.socialmention.com/>) is similar to Google Alerts, but focuses exclusively on social media sites. The daily reports include interesting data like keywords that are commonly associated with your search terms or the usernames of people who have shared your content on Twitter.

Crowdbooster (<http://crowdbooster.com/>) provides analytics for both Facebook and Twitter, including which messages have been shared most widely and your network growth over time.

Hootsuite Analytics (<http://hootsuite.com/>) is an analytics package provided by Hootsuite – a social media dashboard that helps you manage multiple accounts in parallel. The Social & Civic Media Section has a Hootsuite enterprise license from which you might be able to benefit. See Section 3.6.2. on “Hootsuite”.

Radian6 (<www.radian6.com/>) is a sophisticated and expensive service that can provide very detailed information about your followers, your critics and how you are performing in comparison to other organizations. The Social & Civic Media Section has a Radian6 expert who can help you, if you need support during an emergency. Contact <socialandcivicmedia@unicef.org> for more information.

Google Blog Search (<www.google.com/blogsearch>) can be very useful when you want to quantify the number of blogs that picked up UNICEF key messages or data during an emergency.

For your website:

Google Analytics (<http://www.google.com/analytics/>) is a free and very sophisticated analytics package for websites, which integrates with many other analytical tools such as Hootsuite or Radian6. This enables you to track users from the point where they were first exposed to your message until they leave your website. Google Analytics can also easily be integrated with RedDot.
6 Related UNICEF documents and links

- ‘UNICEF Use of Social Media during the Horn of Africa Crisis’, a case study,; <http://uni.cf/yGV8ev>, or <http://uni.cf/xIKod0> for NatComs.