



Policies governing www.unep.org

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http://www.unep.org/policy/UNEP_web_governance_24September2011.pdf

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1. INTRODUCTION

The public website of the United Nations Environment Programme (UNEP) is the window to the world, and the first place people go for information about UNEP's work. The UNEP website is the result of organization-wide collaboration. The Division of Communications and Public Information (DCPI), more specifically the Internet Unit, is responsible for UNEP's corporate web services, including the corporate design, information / data management, and website support.

In recognition of the importance of providing timely and well organized information about all aspects of UNEP's work, UNEP has undertaken a restructure and redesign of the corporate website. The project is aimed at empowering colleagues who provide content, whilst also providing Internet users easy to access, clear, current and consistent information on the environment. This process is ongoing as UNEP attempts to streamline and consolidate its 350 plus subsites. Input by the divisional, regional, and outposted offices is done through a focal point appointed by them. In several cases, the subsite is managed by a web developer based within DCPI premises.

This document describes the roles to be played by various actors involved in the creation, function, maintenance and update of www.unep.org. It also sets out the responsibilities that each holds and the policies that regulate the website.

Mission statement: To create and develop an information hub that has a consistent layout, uses standard technology and provides timely and relevant information to users everywhere with a view to showcase the work done by UNEP globally and in the regions.

2. PURPOSE

The purpose of this document is to provide a framework for the creation and maintenance of UNEP websites. To ensure a high degree of usability, performance, consistency, and design, website developers as well as web editors are required to follow the guidelines, taking into account all aspects of design, content, infrastructure, and maintenance. In order to ensure UNEP's corporate identity is consistently projected, no website shall be launched without prior approval by the Internet Unit, to confirm it adheres and conforms to the governing policies, and has adequate UNEP branding.

The governing policies will be updated periodically to reflect the evolution and growth of UNEP websites, the underlying technology, and the Internet itself.

The World Wide Web Consortium W3C (www.w3.org) is considered the international body for setting web standards. W3C develops interoperable technologies (specifications, guidelines, software, and tools) to lead the web to its full potential. All UNEP websites should adhere to the W3C recommendations.

3. GOALS AND TARGET AUDIENCES

UNEP websites aim to:

- distribute and disseminate substantive environmental information, including a focus on UNEP's six priority areas (climate change, disasters and conflicts, ecosystem management, environmental governance, harmful substances and hazardous waste, resource efficiency), the green economy and the MDGs (with focus on poverty alleviation);
- offer a global perspective on the environment;
- raise awareness and educate users on organizational information such as UNEP objectives, structure, environmental issues, activities, and efforts;
- provide the medium to maintain and enhance the organization's visibility and promote its ideals.

In December 2008 and again in April 2010 online surveys were conducted for www.unep.org users to identify user needs and prepare a plan of action that will allow UNEP to push its corporate website to the top of the web charts. The December 2008 survey was conducted in all six official languages, over a period of three weeks, and received 2322 complete responses. The largest number of respondents, 35%, completed the survey in English, followed by 15% in Spanish and 14% in French. The 2010 survey was conducted in four UN official languages, over a period of 29 days, and received 1847 complete responses. The largest number of respondents 60.5% completed the survey in English, followed by 20% in French, 11.7% in Spanish and 7.8% in Chinese.

The findings were that in the future UNEP must provide up-to-date, dynamic, and scientifically backed information, and that UNEP's six priority areas need to be available from the homepage. In addition UNEP's website, complete with the new look and feel, the six priority areas, and other resources should be available in all six official UN languages. The News Centre must continue to provide short web content, linked to Multimedia, Publications, and Experts, with increased number of Further Resources. All News Centre postings, and all database uploads must be tagged to allow for automated distribution by key word.

Furthermore, it was identified that UNEP must pay close attention to global issues and identify those that would be of most interest to its target audience. Users from North America, Europe, and Asia and Pacific will continue to visit www.unep.org if they are served up-to-date, authoritative and relevant content. UNEP must also continue delivering information targeted to South America and

Africa, but must improve on its quality and distribution. Particular care must be taken to cater for limited bandwidth in developing countries and those with economies in transition. Further consideration should be given to web development for mobile phones.

According to the survey, UNEP's three largest user groups are:

1. young (50% between 25 and 44) academics, students and professionals (52.5%) from around the world, speaking mainly English, French and Spanish;
2. scientists;
3. major groups and stakeholders.

The www.unep.org website has a global audience, which includes, but is not limited to:

- Government officials, policymakers and lawyers, and intergovernmental agencies;
- Scientists, academics, experts, educators, and students;
- Non-governmental organizations
- Major groups and stakeholders;
- Private sector institutions and business persons;
- Journalists and media;
- Children and youth;
- Sports;
- Art and music.

The divisional, regional and outposted offices have specialized primary audience(s), which must be taken into account to accommodate their specific needs.

4. ROLES AND RESPONSIBILITIES

4.1 Board of www.unep.org

The Board of www.unep.org, comprised of UNEP managers (directors and subprogramme coordinators) and chaired by the DCPI Director / Head of the Internet Unit will represent the needs of the content providers and meet on an ad hoc basis when necessary. Members of the Board will promote and encourage their staff to maintain and update the content relevant to their area of work that appears on www.unep.org.

4.2 UNEP's Internet Unit

The Internet Unit owns the content posted on www.unep.org. The Internet Unit is responsible for all the website pages, however staff providing content relevant to their areas of work are responsible for the day-to-day management of those pages, and for making editorial decisions concerning them. The

Internet Unit will write content in special circumstances; however content generation is the primary responsibility of focal points around the organization. The Internet Unit will be responsible for all content editing prior to publishing.

The Internet Unit will ensure the website remains consistent and that the corporate image and content guidelines are respected. Before information is published it should be reviewed by the Internet Unit Information Officer for corrections and changes. The Head of the Internet Unit together with the Information Officer will approve the development and launch of any www.unep.org subsites to ensure adherence to the web governing policies.

The Internet Unit is responsible for establishing a website-specific information management plan, planning the design, look and feel, layout and organization of content, structuring the main menu, planning technical matters and adding new features to the website.

Only the Internet Unit can post information on the homepage, with the exception of “UNEP News” which is the responsibility of the News and Media Unit.

The Internet Unit will support users of the website by providing or arranging for training as needed, maintaining an up-to-date user guide for content management, and answering any website-related queries.

The Internet Unit will coordinate with divisional, regional and outposted offices for the migration of their current websites and applications to the www.unep.org platform as required.

4.3 All-areas editors

All-areas editors are Internet Unit staff who have access to all pages on the www.unep.org website, the authority to delete any content that does not conform to, and the authority to change any design or structure that do not adhere to, the website governing policies. All-area editors can edit and publish all content.

4.4 Area-specific editors / focal points

Area-specific editors also have full editing rights (i.e. the authority and responsibility to add, edit, delete and maintain content), but only within their designated work areas. All content posted by these editors must adhere to website governing policies as described in the present document. Editors act as focal points in their work units for website-related matters (the role of focal point may or may not be formalized). Editors should be proficient in the www.unep.org content management system. Ideally, two persons from each thematic or content area should be trained as editors in order to minimize

difficulties caused by the absence of a focal point when content needs to be posted urgently.

Responsibilities of area-specific editors:

(a) *Providing and maintaining content.* Editors are responsible for ensuring that website pages, reference material, event announcements and other types of content are updated and posted in a timely manner; this also includes updating the UNEP e-calendar with relevant events and meetings, submitting publications to the publications database, and suggesting people to feature as expert of the day on the www.unep.org homepage;

(b) *Informing all-areas editors of changes.* When making changes to their pages, editors must be careful when deleting pages linked to other parts of www.unep.org or to external websites, in order to avoid breaking links. Area-specific editors must inform all-areas editors of the changes made to their page structure (until this feature is automated with a workflow);

(c) *Training other editors.* Once trained, editors are expected to train colleagues in their unit so that they too can edit the website. The Internet Unit will arrange for basic content management system training as needed;

(d) *Soliciting and posting content.* All-areas editors are responsible for soliciting content from colleagues and for posting it on the website, so that all aspects of the work done by their unit or section are represented;

(e) *Answering page content questions submitted from the website.* If someone browsing the www.unep.org website wants to ask a question about the content of a particular work area, that question should be forwarded to a generic e-mail address (e.g. unepweb@unep.org) rather than the staff member's work e-mail. Focal points of the specific area will have access to the mailbox. The only staff member e-mail addresses that may appear on the website are those given at the bottom of press releases and on the "Media Contacts" webpage.

5. POLICIES

5.1 Registration of the website domain

Any request for a new website domain must be approved by the Internet Unit. The direct registration of such website domain is prohibited. All UNEP websites are supposed to be moving towards www.unep.org, therefore, additional domains should not be required. Exceptions may be made on a case-by-case basis for partnership websites. All UNEP domains are registered and maintained by UNON ICTS. See Annex 6.12.

5.2 Homepage

The content on the homepage, www.unep.org, will focus on UNEP's six priority areas: climate change, environmental governance, resource efficiency, disasters and conflicts, ecosystem management, and harmful substances and hazardous waste. Secondary focus areas on the homepage will be, but not limited to: news, projects and campaigns, activities in the regions, etc.

Those who want their stories, reports or other content featured on the homepage should submit their content to the Internet Unit Information Officer. Focal points will upload content and request the Internet Unit to publish the information on the homepage. All-areas editors may remove content deemed unsuitable, inappropriate or contrary to stated web governing policies, from the homepage at any time.

The layout and structure of the homepage will be fixed and must not be altered without the approval of the Director, Division of Communications and Public Information.

5.3 Copyright

Non-UNEP content (e.g. pictures, documents or text) should not be posted on www.unep.org unless permission has been received from the owner of the material and proper copyright obtained.

UNEP content should not be reproduced on non-United Nations websites if UNEP is not credited as the source. If other organizations would like to feature UNEP content on their websites, they are welcome to create links from their website to www.unep.org, subscribe to RSS feeds or use Web Services.

UNEP content providers are encouraged to include a link to copyright notice and/or disclaimers, available at

<http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=289&ArticleID=3446>.

It is advised to include the following disclaimer for external links on the website:

“This site may contain links and references to third-party websites. The linked sites are not under the control of the United Nations Environment Programme, and the United Nations Environment Programme is not responsible for the content of any linked site or any link contained in a linked site. The United Nations Environment Programme provides these links only as a convenience, and the inclusion of a link or reference does not imply the endorsement of the linked site by the United Nations Environment Programme.”

All UNEP websites and subsites should have the following general copyright statement applied in the footer of all top level pages:

© Copyright 2011, United Nations Environmental Programme

The entire website is covered by this statement, and therefore the statement does not need to be included on every web page. However, if an author feels that his or her pages will be widely used by those outside the United Nations community, it is recommended that this or a similar copyright statement be attached.

5.4 Search

The location for search, if provided, should be on the right hand side of the UNEP Banner.

Web service providers should provide search at the website. Searches should not yield any protected documents or content hidden for authorized users. Upon client request, web service providers must be able to provide search statistics for the pages, keywords, etc., so that clients can fine tune search engine optimization.

5.5 Languages

Although almost all the information posted on www.unep.org is in English, the Internet Unit aims to continue providing up-to-date content in languages other than English. During the survey a large percentage of www.unep.org readers commented on the lack of information in languages. They suggested that information be available at least in the main UN official languages, as well as in German, Italian and Portuguese. Further, governments are continuously lobbying through the UNEP Governing Council and the Committee of Permanent Representatives to have more UNEP content in language versions. Due to limited resources UNEP continues to face the challenge of satisfying the readers' demands for pertinent information in languages.

Content providers to www.unep.org are encouraged to make all their content available in languages, and if possible, all six official languages.

Each of the language versions of the UNEP website must be maintained in a dedicated corresponding directory e.g. www.unep.org/french, www.unep.org/spanish, www.unep.org/chinese, etc., using the Unicode (UTF-8) Language Codes.

5.6 Internal websites

Any web layout design for a new website must be approved by the Internet Unit before web development commences. Agreed upon templates should remain in place for a minimum of two years before redesign is considered.

Archived websites (websites older than five years) should not go through the redesign phase. However, if the website is in the Content Management System, the new template should be applied to the existing website.

All existing websites must use the global tools banner and footer. This will ensure websites remain consistent with the corporate branding.

The A-Z footer menu and the UNEP Social media links are optional. The website focal point could choose to hide it or display it in the CSS file.

5.7 External websites

UNEP projects should be on UNEP websites, and few external links should be posted. UNEP should aim to draw in users, and keep users on www.unep.org, rather than send users to external websites.

5.8 Links

Content not owned by divisional, regional and outposted offices contributing to www.unep.org should not be copied in the website; links should be created instead.

The websites of partner organizations, institutes, donors or other relevant entities should be linked to www.unep.org sparingly, as links hinder readability and take visitors away from the UNEP website.

Links to external websites, not under www.unep.org, should open in a new window. Internal links within www.unep.org should open in the same window.

5.9 Documents

All documents must be posted in Portable Document Format (PDF). Word, Power Point, Excel or other formats should not appear on the website, unless specifically required for editing.

Audio files must be in MP3. Video files must be posted in Flash Video (FLV) format. Size of downloadable files must balance between quality and file size. Executable files are prohibited. See Annex 6.1.

The UNEP website and all of its content must be appropriate for the public. Only finished products should be posted on the website.

5.10 Multimedia

The new UNEP multimedia database - <http://www.unep.org/newscentre/multimedia> is an integral part of the website and staff members are encouraged to upload and use material from the database on their websites. All staff members of UNEP will be able to access the database. All multimedia uploads must be tagged with appropriate metatags for automatic distribution to relevant subsites.

Audio files must be in MP3. Video files must be posted in Flash Video (FLV) format. Size of downloadable files must balance between quality and file size. Executable files are prohibited. See Annex 6.1.

If videos are hosted on third party sites such as You Tube, the authenticity of the videos must be validated prior to providing views on UNEP websites. Related videos or multi-media content must be thoroughly checked for relevance before linking from UNEP web pages.

5.11 Images / photography

The use of images should not be gratuitous. Good use of images may be the inclusion of a diagram, or other visual object, to aid in the explanation of a concept. Images may be placed within set spacing in the web content area depending on the subsite template.

Compliance will be subjectively measured by checking that:

- Photographs presented comply with the requirements of the web governing policies,
- Copyright for use of any purchased stock art has been obtained and registered.

HTML image references must include the following arguments, "height", "width" and "alt". Where the image is used as a hyperlink, the border attribute should be specified as border="0".

With regards to "alt" text:

- All images with the exception of bullet, spacer, and panel corner curve graphics must include meaningful content in the "alt" tag argument. (bullet, spacer and panel corner curves must have empty alt tags alt="").
- All image maps (if they must be used) must provide alt text for hot spot regions.
- Alt tags arguments should use lower case except for real names or brand names e.g. United Nation Environmental Programme.

5.12 Social networking

UNEP has a social networking audience in excess of 500,000. Engagement with social networking should take place through the existing centralized channels as opposed to setting up alternative profiles. Outreach through social networking should be designed in a way to attract audiences back to UNEP websites for further information. Web content aimed at major groups and stakeholders or public audiences should include the ability to share information through social networking platforms. The use of share buttons should remain consistent across all UNEP websites. Content in PDF format is not suited to social networking. Where relevant, content should be provided as a webpage with a link to the full PDF document. RSS feeds should also be considered for social networking audiences. Interaction and engagement with social networking is governed by UNGC guidelines. See Annex 6.14.

5.13 Events and meetings

All UNEP events and meetings should be included in UNEP's e-Calendar. The URL is: <http://www.unep.org/ecalendar/>. Access to the e-calendar is granted through e-mail by the website administrator (unepweb@unep.org).

5.14 Publications

All UNEP publications should be in the Publications database, and on the Publications website: <http://www.unep.org/publications/>. All publications (and other information in databases including press releases, multimedia, etc.) must be tagged with metatags. All publications will be distributed to relevant websites through web services distribution by metatags. Access to tagging is granted through e-mail by the website administrator (unepweb@unep.org).

5.15 Divisional, regional, and outposted offices

In order to present a unified and clear communications strategy, divisional, regional, and outposted offices should adopt the same governance as the main UNEP website. This will ensure that target audiences trust UNEP websites and the messages they contain.

There was a need to review access to regional offices websites from the main homepage. This review has already commenced and all divisional and most of the regional offices websites have successfully migrated under www.unep.org, adopting the UNEP corporate look, navigation and structure but maintaining distinct content. UNEP regional websites are available through an interactive map from the www.unep.org homepage.

The migration of websites from the old website to the new will take place with great care for the individual needs of the particular offices. Adaptation of the look and feel will be performed by the Internet Unit, only after a clear information audit and content process plan is established. The remainder of the regional and outposted office websites will be incorporated in www.unep.org when the UNEP-wide Website Content Management System is in place.

All domain names as well as web activities external to the UNEP system, must be brought under UNEP's technical and strategic umbrella. This means that domain names not managed by UNEP should be transferred as soon as possible.

Each divisional, regional, outposted office should have at least two designated persons to manage the content of the website.

5.16 Technical standards and security

All websites under www.unep.org must be compatible with the current server environment:

- Internet Information Services server (IIS 6) serving HTML, ASP, ASP.NET, XML and XSLT technologies
- Databases must use MS SQL Server 2008
- Website Content Management System Dot Net Nuke 5.40

Due to the technical infrastructure where UNEP's pre-production servers are in Nairobi and production servers are in Europe, all applications must be easily portable and replicable (databases should replicate, configuration files must be clearly identified, etc.).

For security and consistency reasons, web developers must use the Global Tools functions maintained by the Internet Unit, and must also adhere to security guidelines provided by UNON in Nairobi and UNICC in Geneva.

A UNEP wide content management system with built in optimized search function should be used.

All scripts, code and databases objects must be discussed in early stages and approved before launch by the Internet Unit in consultation with UNON in Nairobi and UNICC in Geneva.

The Internet Unit server administrator can remove without notice any application that is putting the whole system at risk.

All pages should be compatible with XHTML 1.0 Transitional standards and using UTF-8. They should also conform to standards set by the World Wide Web Consortium (W3C).

6. ANNEXES

Annex 6.1 General Web Page Elements

Layout

- (a) Page presentation should be uncomplicated, with judicious use of graphics, yet attractive.
- (b) The navigation should be clear and used in a consistent manner. The information on the website should be structured in such a way that users find what they are looking for in the most efficient way, and with the least amount of mouse clicks.
- (c) All pages should be consistent in style. Uniformity in page shape, background, type, font and size is required. This is achieved by creating templates and style sheets (CSS).
- (d) Foreground and background color combinations should provide sufficient contrast when viewed by someone with difficulty distinguishing between colors or when viewed on a black and white screen. Plain-color backgrounds should be used.
- (e) All pages should have alternate text only versions for low-bandwidth access.
- (f) Information about the structure of a website should be provided (e.g. a site map or table of contents).
- (g) Horizontal scrolling and frames are not recommended. All pages should appear centered on the screen.
- (h) All pages must adhere to standards related to people with disabilities. Refer to standards set by the World Wide Web Consortium (W3C).

Consistency and Uniformity

- (i) Simplicity is favored over complex elements that may not work (or take long to load) on slower connections and older browsers. Elaborate presentations should offer an easily accessible text only version to users with slow Internet connections and older browsers. Large navigational images on top level pages are discouraged, as users who cannot load the image will not be able to access the site. Each web page should have a text only option.
- (j) Fonts must be consistent with the standards of UNEP as detailed in Annex 6.3.
- (k) It is recommended that UNEP web pages should be less than 300KB in size (100KB is preferred) including graphics (web pages should load in 2 to 3 seconds on average on slow connections).
- (l) Links from United Nations Environment Programme websites to external websites should open in a new window.
- (m) Links to internal UNEP websites should open in the same window.

- (n) Style sheets (CSS 2) must be used. All style sheets should be external.

Accessibility

- (o) Documents should be organized so they may be read without style sheets. For example, when an HTML document is rendered without associated style sheets, it must still be possible to read the document.
- (p) All information conveyed with color should also be available without color.

Images

- (q) All images should have an image title for browsers that display text only or have images turned off (img tag attribute "alt").
- (r) Maps, graphics, and drawings should be in .gif formats with highly restricted color ranges, .jpg or .png formats with extensive color ranges. These should all have appropriate alternative texts. They should include the following elements:
 - a) Copyright
 - b) Scale bar
 - c) North arrow
 - d) Country boundary disclaimer
 - e) Legend
- (s) In addition maps should be checked for color contrast with reference to the common forms of color blindness.
- (t) Reproduction quality maps should be provided as a link with an indication of document size and file size, for example A2 - 3.4 MB.
- (u) Static maps on websites should be provided as thumbnails, maximum 150 x 150 pixel size. Linked to these can be higher resolution versions up to 2000 x 1500 pixels.
- (v) Interactive maps should be a maximum of 800 x 600 pixels to fit within the maximum UNEP page width of 1000 pixels with appropriate padding and/ or borders.
- (w) To allow overlays, maps should have transparent backgrounds. When using transparent backgrounds care should be taken to ensure compatibility and functionality across all browsers.

Documents and Files

- (x) All file names should be descriptive of the content, must not contain spaces or special characters, and be less than 31 characters (ISO 9660).

- (y) All UNEP publications sent for printing should be sent to the Internet Unit for web publishing at the same time, in acceptable .pdf format (lower resolution), as per the “UNEP Publishing Policy and Guidelines”.
- (z) Links to .pdf files should have notations of file sizes. Size of .pdf file should not exceed 8 MB. Files larger than 8 MB should be split by chapter or topic into smaller manageable files.
- (aa) E-books should be in xml format.

Usability

- (bb) A search engine should be accessible from all web pages (Google). The search box should be incorporated into the UNEP banner with the exact specifications (position, size, margins) as per the UNEP homepage.
- (cc) Usability testing is highly recommended. The designs and navigation pages should be “user-tested” using various focus groups (at least three), to get comments and feedback about a website design, its style, its functionality, and management before its launching. Testing should be conducted on all commonly-used browser platforms.
- (dd) Pages should still be usable when scripts, applets, or other programmatic objects are turned off or not supported. If this is not possible, equivalent information should be provided on an alternative accessible page.
- (ee) Scripts must be developed to ensure that equivalents for dynamic content are updated when the dynamic content changes.
- (ff) Metadata to add semantic information to pages and sites should be provided. Sites should be registered with various search engines. This requires the metadata to be included for indexing and searching. Information should be tagged with controlled vocabulary metadata to enable powerful searching and browsing.

Annex 6.2 Essential Web Page Elements

(a) The banner at the top of each page is made up of two elements.

- The top part of the banner will consist of a grey coloured bar divided into two segments: left and right hand side.
 1. The left hand side will include the most essential links on the UNEP website: About, Calendar, Multimedia, News, Outreach and Publications.
 2. The right hand side will provide links to the language versions of www.unep.org, if they exist.
- The bottom part of the banner will consist of a blue horizontal bar also split into two sides:
 1. The left hand side will contain the United Nations Environment Programme logo, in the allowed colours (black, white, cyan) and in good resolution. The logo will be followed by the text “United Nations Environment Programme”. The current motto “Environment for Development” will be below it. The official logo must be downloaded from: www.unep.org/webresources/logo. The logo must be clickable and lead to www.unep.org, as all subsites should incorporate a link back to the UNEP homepage.
 2. The right hand side will contain the logos and definitions of the six priority areas and be linked directly to those subsites. Above the priority area links will be the search bar.
- For websites using UNEP’s content management system, banner content is included within the homepage and inner page templates specified for all www.unep.org websites.
- For websites not using the UNEP content management system, the banner must be generated through the Global Tools functions. For details contact the DCPI technical team.

(b) The text in the banner will be as follows:

- Arial (bold) #ffffff, 15 pixels for the title “United Nations Environment Programme”;
- Arial (normal) #ffffff 10.5 pt for the tagline “environment for development”;
- Arial (bold) #ffffff 11 pixels for the priority area icons.

(c) To facilitate navigation there should be a breadcrumb immediately below the banner, on the left side, on all pages except the homepage or landing page. The breadcrumb trail shows the user’s location on the website relative to its hierarchical structure. The breadcrumb is an optional feature.

(d) Every page should have a short and clear introduction.

(e) The right hand side of the initial page for the website may include a space for any important event, feature, publication, or activity to be brought into focus or highlighted by the divisional, regional, or outposted office. These should be included under one of the headings:

- In Focus
- Highlights

Content could be text, icons, or images that link to other pages.

(f) Each site will have a left aligned vertical menu that will include as the first items:

- Home – a link back to the initial page of the site for all pages but the homepage or landing page
- About

The menu should then incorporate all navigational buttons for the particular website and end with (as necessary):

- Publications
- Related Links
- Contact Us

(g) The footer at the bottom of the homepage is mandatory and includes a small UNEP logo, the Copyright, Privacy Policy, Terms and Conditions, (copyright and link to the main disclaimer page at: <http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=289&ArticleID=3447#disclaimerr>), Contacts, Site Locator, Support to UNEP and a link to the UNEP Intranet. See Annex 6.3.

(h) UNEP staff members e-mail addresses will not be shown. Instead a feedback form should be used that does not disclose the underlying e-mail address, preventing undesired spam.

(i) Key information, including icons for alternate language versions, should be immediately visible without scrolling down.

(j) All text pages should have a printable version, regardless of all superfluous design elements including tables, colors, fonts, sizes, style sheets, etc.

(k) Hypertext should be used to split up large amounts of information.

(l) Almost all text should be left aligned (left justified).

(m) All CAPS should be avoided for text.

(n) Underlining must be reserved for hyperlinked text only.

(o) Fonts large enough to read should be used. To ensure consistency in font size, colors, and types throughout the site, style sheets should be used.

(p) Websites should strive to be multilingual. Icons for alternate language versions of web pages should be visible immediately when the page loads, without

scrolling down, and should be arranged in English alphabetical order, i.e. Arabic, Chinese, English, French, Russian and Spanish, using the appropriate language for each.

Annex 6.3 Wireframe and Corporate Style Sheet

The default page width is 1000 pixels but is likely to change, in order to adapt to the majority of screen sizes.

Default font styling is as follows

- Body text = Tahoma, 13px, #000000
- Content titles = Tahoma, 20px bold (colour as per theme)
- Hyperlinks = Tahoma, 13px bold (colour as per theme, underline on hover)

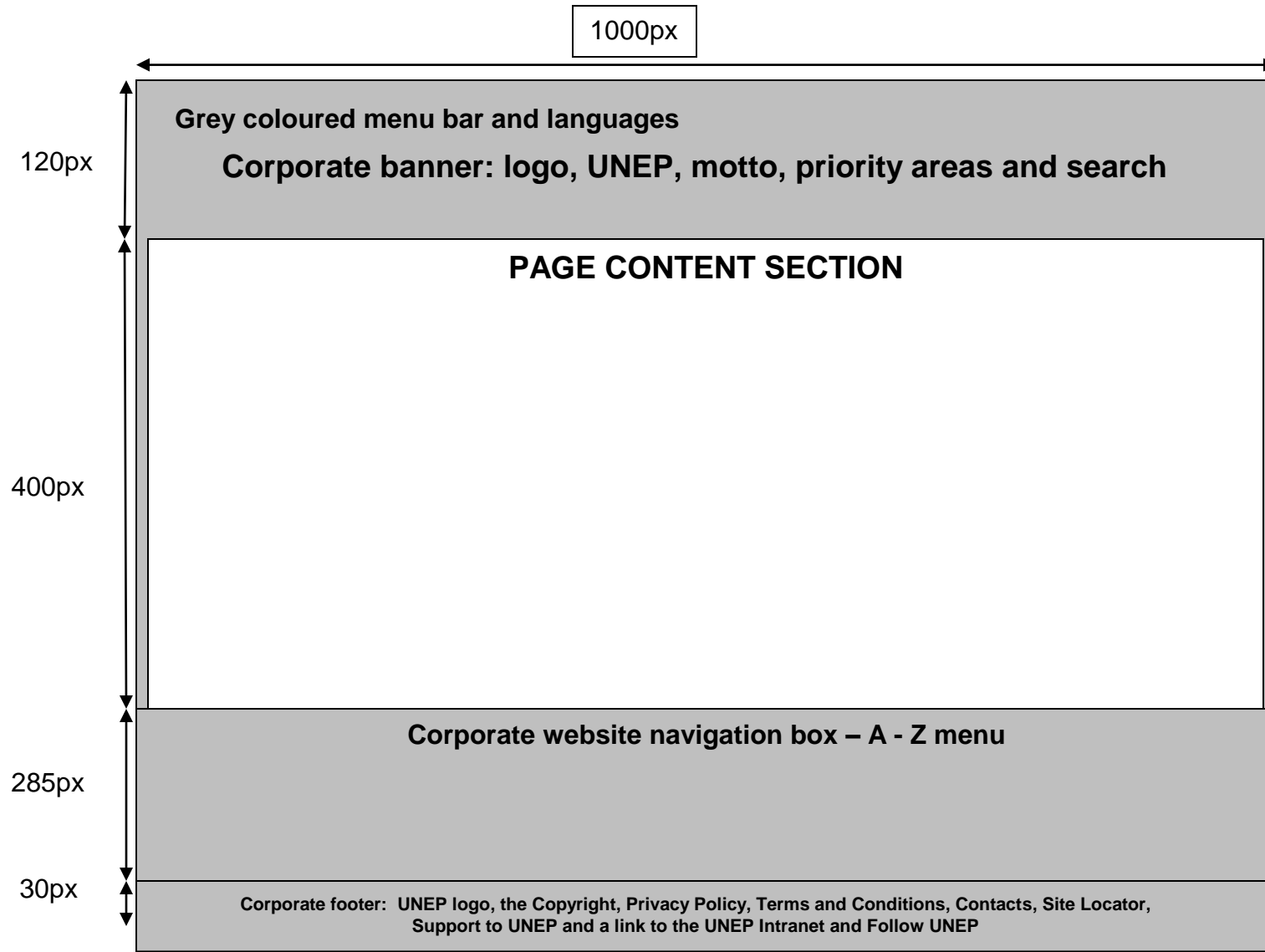
A. Corporate page structure

All www.unep.org web pages must use the same structure as described below. In order to allow subsites some specific identity, while maintaining the UNEP brand and standard, some elements may be changed to match the subsite theme (see details below).

Composition (from top to bottom):

1. **Top menu bar in grey colour** - content and colours are common to all subsites and cannot be changed, with links to About, Calendar, Multimedia, News, Outreach and Publications. If language versions are available they should be linked from the right hand side of the bar.
2. **Corporate banner** - content and colours are common to all subsites and cannot be changed. This section is composed by UNEP clickable logo followed by “United Nations Environment Programme” with the following motto below: “environment for development”. The six priority area icons should be spaced exactly as per the right hand side of the banner. The search box is always on the top right, spaced exactly as per the UNEP homepage.
3. **Page Content** - content and colours can be changed to match the subsite theme by modifying the relevant style sheet. Only hyperlink colours, title colours, and title background colours should be modified.
4. **A – Z website menu box** - content and colours are common to all subsites and cannot be changed. The menu is optional. The website focal point could choose to hide or display in the CSS file.
5. **Corporate footer** - content and colours are common to all subsites and cannot be changed. This section is divided into two segments. The left side segment is composed of a small UNEP logo and provides links to the Copyright, Privacy Policy, Terms and Conditions, Contacts, Site Locator, Support to UNEP and a link to the UNEP Intranet. The right side segment contains a list of social media links (Follow UNEP - Facebook, Twitter, and YouTube).

Areas in grey cannot be changed, nor can width and height, except for content height.



Corporate banner structure details:



- All style details are included in Global Tools and the UNEP content management system core templates.

A-Z navigation details:



- Style is background-color:# #909193; height:285px. The inner list links are enclosed in a round cornered cell (background-color: #F7F7F7; height: 245px; margin: 5px 12px 0;),
- The list links style is font-family: Arial; font-size: 11px; line-height: 15px; color: #7A7A7A.

Composition

1. Useful UNEP links,
2. Regional Offices link to all UNEP Regional Offices.

Corporate footer details



- All style details and links are included in Global Tools and the UNEP content management system core templates,
- Links to social networking platforms on the far right of the corporate are optional.

Composition

1. Small UNEP with clickable logo
2. Copyright © with link

3. United Nations Environment Programme with link
4. [Privacy]
5. [Terms and Conditions]

B. Page content section structure for thematic subsite landing page (level 1)

All level 1 subsite landing pages on www.unep.org should have the same structure in order to strengthen UNEP's e-identity. While element positioning and content type should be the same, content and colours can vary on subsites.

Examples of Level 1 landing pages are Climate Change, Resource Efficiency, Disasters and Conflicts, Harmful Substances and Hazardous Waste, Ecosystem Management, Environmental Governance, etc.

Composition

1. **Main highlight and navigation box** - located on the top left. Contains the subsite name; corporate links common to all websites pointing to specific pages on the subsite; an image or flash below highlighting a topic; links to main sub-sections of the subsite. UNEP logo should shade on the background. Ideally, background colour should be in the same tone as the thin line on top of the banner.
2. **News box** - located in the middle of the top section. Contains latest news relevant to the subsite topic. Ideally, background colour should be in the same tone as the thin line on top of the banner but lighter than Main highlight box. A "View all news" link will be provided.
3. **Publications and multimedia box** - located on the right of the top section. Contains the latest publications and videos relevant to the subsite topic. Same background colour as the News section. "View all publications" and "View all multimedia" links will be provided.
4. **Introduction box** - located in the middle left section. Contains introductory text, a map, or any other text that needs to be highlighted. Ideally, no background colour. A "more" link will be provided.
5. **Activities box** - located in the middle centre section. Contains featured projects / activities related to the subsite topic. Use of sprites to display related activities for each main category as listed in the top left box. A link to "View all activities" will be provided.
6. **Logo's box** - located on the bottom left section of the page. Contains links to campaign logos or specific activities. If necessary a "View all partners" or "View all campaigns" link will be provided.
7. **Success stories box** - located on the bottom centre section. Contains a featured success story.
8. **Further resources box** – located on the bottom right section. Contains links to Priority Area subsites as well as the other Thematic Area drop down. Below that, if relevant, there is a featured Tool and Expert boxes. If necessary a "View all" link will be provided.

C. Page content section structure for thematic subsite main page (level 2)

Similar to the one described in section B. Above.

The same colour theme as the parent website must be used. For instance, if the Mitigation website is a child of the Climate Change one, it must use the same colour and style as the Climate Change subsite. Similarly, the subsite name must repeat the name of the parent website.

In the top left box, the top links can either link to the parent website pages, or the equivalent pages on the subsite. The bottom links will be specific to main sections (i.e. Area of work) of the level 2 subsite.

Since level 2 subsites may not need a News section with frequent updates, the top middle section can be used to highlight a specific document, meeting, activity etc.

Logo's and Success Stories boxes may not be updated frequently (due to lack of content), and can either be used for other purposes or hidden.

D. Page content section structure for inner pages (2 column template)

This template is used for inner pages (level 2 or 3 pages and below).

Composition

1. **Vertical navigation bar (menu)** - located on the left is composed by the clickable subsite name followed by a navigation menu using roll over effects. On a level 1 subsite, the first link on the menu should point to the subsite landing page. On a level 2 subsite the first link should point to the parent website landing page,
2. **Subsite breadcrumb** - located on the top left after the navigation bar. Breadcrumb starts from www.unep.org > Subsite Name > Pages,
3. **Page title** - located below the breadcrumb,
4. **Content.**

E. Page content section structure for inner pages (3 column template)

This template is used for inner pages (level 2 or 3 pages and below).

Composition

1. **Vertical navigation bar** - located on the left. The navigation bar is composed of the clickable subsite name followed by a navigation menu using roll over effects. A background picture

should be used. On a level 1 subsite, the first link on the menu should point either to the subsite landing page. On a level 2 subsite the first link should point to the parent subsite landing page,

2. **Subsite breadcrumb** - located on the top left after the navigation bar. Breadcrumb starts from www.unep.org > Subsite Name > Pages,
3. **Page title** - located below the breadcrumb,
4. **Content**,
5. **Further Resources column** - located on the right. Can be used to link to related subsites or pages, related documents or related teasers to latest relevant publications, news, meetings, activities, etc.

F. Available skins and containers for UNEP Content Management System websites

Three skins that follow the above described template are available for all subsites using the UNEP Content Management System:

1. Home - for landing (home) pages
2. InnerPage-2columns - for pages without the further resources column on the right
3. InnerPage-3columns - for pages with the further resources column on the right.

Three types of containers are available to format the content. Each type has 2 sub categories: one with a Page Title (to be used for the main content) and another one with a Module Title (smaller than the page title that can be used in the Further Resources column or below the main content of a given page). The three containers groups are:

1. Empty-PageTitle and Empty-ModuleTitle - no specific formatting
2. Type1-PageTitle and Type1-ModuleTitle - specific formatting can be defined for each subsite (i.e. a box with a background colour for the titles and a border)
3. Type2-PageTitle and Type2-ModuleTitle - specific formatting can be defined for each subsite (i.e. a box with a different background colour for the titles and a border than Type1).

G. Available CSS elements to customize UNEP Content Management System websites

The default elements (positioning, font, font size, text colour etc.) are defined at the skin level, so no need to repeat them here in order to maintain consistency and to optimize the size of the CSS files. The default settings will be inherited.

If required, you can define more classes here for your page content. Try to use default tags like `.container_empty_body` in order to facilitate web editors' tasks when using the Text Editor.

The following classes are available on `portal.css` (Site Settings > Style sheet editor) to define a subsite theme. Example below.

G1. Banner custom elements:

```
/* colour of the thin line above the banner */
div.banner_top_color_line {background-color:#367325;}

/* use visibility:hidden if no language links to keep search box in
place */
div.banner_language_cont {visibility:hidden;}

/* background an links style for the corporate links on the banner
*/
div.banner_cont_links {background-image:
url('images/bg_banner_links.jpg'); background-repeat:repeat-x;}
a.banner_link_item:link, a.banner_link_item:visited,
a.banner_link_item:hover {color:#FFFFFF;}
```

G2. Navigation custom elements:

```
div.navigation_container {background-color:#93D557; background-
image: url('images/gei_nav_bg.jpg'); background-repeat:no-repeat;}

h2.WebsiteName {color:#367325; font-size:36px;}

div.navigation_bar {border-bottom:solid 1px #FFFFFF;}

.MainMenu_MenuIcon {display:none;}

.MainMenu_SubMenu {background-color:#93D557;}

.MainMenu_MenuArrow {display:none;}

.MainMenu_MenuItem {
color:#333333;
font-weight:bold;
vertical-align:middle;
height:30px;
border-top-width:0px;
border-left-width:0px;
```

```

        border-right-width:0px;
        border-bottom:solid 1px #FFFFFF;
    }
    .MainMenu_MenuItemSel {
        color:#FFFFFF;
        background-color:#367325;
        font-weight:bold;
        vertical-align:middle;
        height:30px;
        border-bottom:solid 1px #FFFFFF;
    }
    .MainMenu_SubMenuItemActive {
        color:#FFFFFF;
        background-color:#367325;
        font-weight:bold;
        vertical-align:middle;
        height:30px;
        border-bottom:solid 1px #FFFFFF;
    }
    /* Custom menu classes */
    .MainMenu_RootMenuItem td
    {
        color:#FFFFFF;
        font-weight:bold;
        font-size:13px;
        vertical-align:middle;
        height:30px;
        border-top-width:0px;
        border-left-width:0px;
        border-right-width:0px;
        border-bottom:solid 1px #FFFFFF;
        padding-left:8px;
    }

    .MainMenu_RootMenuItemSelected td
    {
        color:#3366CC;
        font-weight:bold;
        font-size:13px;
        vertical-align:middle;
        height:30px;
        border-top-width:0px;
        border-left-width:0px;
        border-right-width:0px;
        border-bottom:solid 1px #FFFFFF;
        padding-left:8px;
        background-color:#D9EAFB;
    }

```

```
.MainMenu_RootMenuItemActive td
{

    color:#000000;
    font-weight:bold;
    font-size:13px;
    vertical-align:middle;
    height:30px;
    border-top-width:0px;
    border-left-width:0px;
    border-right-width:0px;
    border-bottom:solid 1px #FFFFFF;
    padding-left:8px;
}
```

G3. Landing (home) page custom elements:

```
/* background and font colour for home page elements */
div.home_cont_tl {min-height:430px; background-color:#367325;
color:#FFFFFF;}
div.home_cont_tm {min-height:430px; background-color:#97BE12;}
div.home_cont_tr {min-height:430px; background-color:#97BE12;}
div.home_cont_ml {min-height:290px;}
div.home_cont_mr {min-height:290px; background-color:#97BE12;}
div.home_cont_bl {min-height:210px; background-color:#97BE12;}
div.home_cont_br {min-height:210px;}
div.home_cont_resources {background-color:#C0C0C0;}
```

G4. Inner page custom elements:

```
/* breadcrumb line */
div.breadcrumb_line {border-top-color:#367325;}
div.inner_cont_body {}
/* bg color of the further resource column */
div.FurtherResources_container {background-color:#C0C0C0;}
/* define the default outline for content images */
.inner_cont_body img {border-color:#D5E0CC; outline-color:#367325;}
```

Annex 6.4 Content Guidelines

All UNEP divisional, regional, and outposted offices are responsible for developing and editing content for their homepages and sub pages in conformity with organizational mandates, secretariat policies, and departmental strategies in compliance with the guidelines.

Divisional offices

- a) The divisional landing page should include a short write up about the division's activities.
- b) The divisional landing page must contain the UNEP logo and a link to the UNEP homepage www.unep.org.
- c) The divisional landing page could include a map with geographic locations of the offices.

Regional offices

- a) The regional office landing page should include a short write up about the regional activities.
- b) The regional office landing page must contain the UNEP logo and a link to the UNEP homepage www.unep.org.
- c) The regional office landing page should include a map of the region. This map should be obtained from UNEP headquarters.
- d) The regional office website should contain country profiles for countries served by the region.

Outposted offices

- a) The outposted and liaison offices homepage should include a short write up about their activities.
- b) The outposted and liaison offices homepage should contain the UNEP logo and a link to the UNEP homepage www.unep.org.
- c) The outposted and liaison offices homepage could include a map illustrating the geographic location of outposted and liaison offices.

The overall process for content development and management for UNEP websites should comprise of the following steps:

1. Analysis and research

- Needs Analysis:
 - Identify the purpose for which the client needs to develop a website (dissemination of information / archiving / reference / interaction).
 - Identify the target audience, user profiles, and needs.
- Content Analysis:
 - Review and evaluate the information and resources already available either on line or submitted for web use.
 - Identify information gaps, the means of filling these gaps according to the identified needs and, later, according to the agreed structure.
- Research:
 - Identify areas of information that need to be supplemented with further research, to fill information gaps.
 - Identify whether research should be undertaken by the client or the content developer.

2. Development of site architecture (structure and navigation)

- Based on the analysis and research, develop the site architecture, comprising the main structure and navigation.
- Identify the structural levels at which the information will be presented; each level may expand into logical and cohesive sub-levels.
- Navigation should draw on cohesive relationships between units of information in an intuitive and logical manner.
- Collapsible context-sensitive menus should be used as the main navigational tool.
- Throughout the process of content development, the question of: “What is UNEP doing in this specific area?” should remain in focus.

3. Assembly, editing, writing, presentation of material

- The above processes should be carried out with a view to allow for user-friendly and web-oriented presentation of information through: scanability, consistency, timeliness, cohesion, coherence, and conciseness.
- Clear and simple language appropriate for the site's content should be used.

- Content intended for media other than the web, should be edited or rewritten for web publishing. The unabridged versions of data should be made available for download in separate files, in .pdf format.
- Metadata information should be included with the document. Documents should be tagged to allow for better internal and external searchability.
- For the purpose of scanability, the use of short paragraphs, subheadings, and bulleted lists should be considered.
- The “UNEP Publishing Policy and Guidelines” should be followed when preparing text for publishing, hard copy or electronic.

4. Maintenance

- Through an agreement with the Internet Unit, it is the responsibility of the divisional, regional, and outposted office focal points to keep the site updated.
- Content should be monitored and updated by divisional, regional, and outposted offices focal points on a regular basis.
- The Internet Unit reserves the right to remove any outdated or obsolete content and websites from www.unep.org.

Annex 6.5 Institutional Guidelines Concerning UNEP Websites

UNEP divisional, regional, and outposted offices should inform and consult the Internet Unit as follows:

- (a) at the planning stage, before a new website is created;
- (b) before a current website is substantially re-designed;
- (c) before major enhancements are introduced to an existing website;
- (d) prior to the deployment of a website, at both headquarters and away.

The Internet Unit requests prior consultation for the following reasons:

- (a) to be able to plan and make available appropriate server and network resources that may include, but are not limited to, firewall protocol amendments, DNS configuration changes, and server-side programming environment modifications;
- (b) to assess the impact of new website technologies and / or the impact of significant website size increases on the UNEP website infrastructure, including possible adverse effects on users;
- (c) to ensure the coordination of websites, the continuity of presentation, the consistency of content, and the conformity with UNEP standards;
- (d) to update the Internet Unit established United Nations Environment Programme website common pages for major UNEP issues, publications, experts, events and official observances. The purpose of these pages is to centralize, consolidate, and streamline access to related UNEP resources that originate from a number of UNEP offices, programmes, funds, and / or agencies. All content creating offices should inform the Internet Unit of any material made available to be included in these pages.

No website will be published online prior to the review and approval of the Internet Unit.

Annex 6.6 Technical Implementation Guidelines

To facilitate optimum UNEP website management, web focal points are encouraged to be in close contact with the Internet Unit to assure organization-wide website consistency. The following standard practices will help to assure coherent website wide posting of information:

- (a) Focal points and webmasters should prepare and submit their site maps to the Internet Unit along with the names and contact information of focal points for each branch of the site.
- (b) Adequate web usage statistics are vital for site management. Examples of usage statistics are elements such as the number of visits, the number of hits, number of page views, and the countries where access requests originated.
- (c) Testing new pages should be done on a staging server.
- (d) Web pages under construction will not be included on the site.
- (e) Web pages that are updated on a regular basis; that feature links to recurring events, or links to recurring major UNEP reports, should be maintained under a fixed URL with links, if desired, to archived earlier versions.
- (f) Focal points and webmasters should monitor and update websites / webpages on a regular basis.

Annex 6.7 Website Maintenance

- (a) Current materials should be regularly safeguarded with frequent scheduled offline back-ups. The index pages should especially have one backup in each directory in case of accidental overwrites. Clear and consistent naming conventions should be used. All uploaded pages should be carefully checked immediately following upload. The production web server must not be used for backups. If additional backups are required, these should be done to other storage media.
- (b) Links should be monitored on a weekly basis. Broken links must be removed from the site or amended. Link verification tools should be used on a weekly basis.
- (c) Superseded items must be removed from the server immediately. If desired, they can be archived offline. Note: search engines will access and provide access to superseded items that remain on the server. Site maps facilitate cleaning of files posted on the server, by ensuring there is no duplication of files.

Annex 6.8 Guidelines for Web Statistics

UNEP's website is evaluated on a regular basis, and indicators used to complete this task are the number of visits, page views, and hits.

The Internet Unit prepares monthly and annual statistics for dissemination to all of UNEP. However, the Internet Unit only has access to statistics pertaining to the websites hosted on its servers. Therefore, all divisional, regional, and outposted offices, that manage websites hosted on other servers, are required to send statistics to the Internet Unit for compilation and dissemination. The statistics should be sent on a monthly basis for consistency in reporting.

Statistics should include visits, page views, and hits, as these are the preferred traffic measures. The report should be in Excel spreadsheet format. Traffic reports should include traffic from all sources except internally generated spider activities. Traffic from UNEP staff will be counted, as will traffic from search engine spiders.

In most analysis software a count of "visits" refers to a user accessing any number of pages in a website during a session that does not exceed a 20 minute period of inactivity. "Hits" commonly refers to a count of all files that are viewed including all embedded image files that may make up a page. "Page views" usually refers to a count of accesses to a page as a whole without including image files in the count. Reports citing usage statistics must indicate whether "hits" or "page views" are being reported.

Other metrics such as "page views per visit", "time spent per visit", "bandwidth" and "geographic" reports should be used for internal evaluation.

The "page views per visit" report shows the average number of pages viewed by people per website visit, during the selected report period. This report helps to spot changes in the overall level of interest in the website. For example, this report can be used on a weekly or monthly basis to observe whether changes to the website's navigational structure or content are translating into different average amounts of pages viewed during visits. An increase in the average indicates that people are venturing deeper into the website. Whether this is desirable, or not, depends on the purpose of the website.

The "time spent per visit" report shows the average amount of time each website user spent during a visit in the selected report period. This report helps to gauge the level of interest in the website content. For example, a decline in the average duration of a visit to a content site, such as a news site, may indicate that its content is not useful or compelling. The site may need to be updated more often, or with better material, in order to retain users' interest.

The "bandwidth" report shows the total number of bytes sent to users visiting the

website during the selected report period. The web server responds to requests by sending files - such as images, scripts, pages, and CGIs - to the user's IP address. Bandwidth is calculated by adding the total size of all files transferred by the web server during the selected report period. This report can help assess present and future bandwidth needs.

"Geographic" reports show the geographic distribution of users accessing the website.

NOTE: Website statistics are collected, analyzed and report generated by various software applications. Each one of the software packages has its own methodology to compute web statistics. Therefore, web statistics may vary from one software to another. UNEP, after careful analysis and comparison, has chosen a reputable software called WebTrends. It is important that all statistics collected are analyzed and all reports are prepared using the same software and the same methodology. This ensures that trends are measured and compared consistently to accurately assess website performance.

Frequently Asked Questions about the collection and analysis of statistics from www.unep.org and related websites:

1. Why WebTrends Analytics?

Up to November 2008 UNEP was using DeepMetrix LiveStats to gather statistics from www.unep.org and related websites. As of December 2008 we ceased using DeepMetrix and switched to WebTrends for the following reasons:

- DeepMetrix was limited to gathering statistics for up to 10 selected sites only.
- The most recently released version of DeepMetrix (version 7) did not allow gathering of statistics for selected sites.
- DeepMetrix was acquired by Microsoft and product development and support ceased.
- A number of web statistics analysis tools were tested, and among them, only WebTrends Analytics matched, and in many ways surpassed, the functions offered by DeepMetrix. As WebTrends was already being used by other UNEP entities, such as DTIE (www.unep.fr) and related outposted websites, such as UNEP-WCMC, it was selected for implementation. WebTrends is a reputable and well recognized statistical solution used by major organizations such as the New York Times, Coca Cola, HSBC, Ernst & Young, etc.

2. Why chose WebTrends Analytics over Google Analytics?

- WebTrends uses the logfile analysis method – the server Internet Information Services (IIS) logs are the data source for the logfile analysis. Google Analytics uses the page tagging method - JavaScript is embedded on every page that needs to be analysed. The logfile analysis method is slightly more accurate as the web server records all its transactions. Further, it would be an

unwieldy, if not impossible, task to ensure the Google Analytics script was present on all www.unep.org web pages (more than 500,000) using diverse technologies (HTML, ASP, ASP.NET, CMS, etc.).

- Google Analytics is unable to compute historical statistics - it begins to produce statistics for a given page from the time the JavaScript is embedded.
- UNEP owns the data when using WebTrends. When using Google Analytics the data are owned by Google.
- Comparison between the two shows that WebTrends counts more visits and page views than Google Analytics. This is because different algorithms are used to calculate website statistics. Despite the fact that the numbers are different due to the use of different methodologies the trends remain consistent.

3. Are statistics absolutely accurate?

- No, statistical analysis is not an exact science but rather an indicator.
- The information provided from statistical analysis generally shows trends and probabilities. Despite the differences in numbers, trends depicted by WebTrends and Google Analytics are very similar.

4. What are visits and web spider visits?

- By definition, a visit is defined as a series of page requests from the same uniquely identified client with a time of no more than 30 minutes between each page request. A session is defined as a series of page requests from the same uniquely identified client with a time of no more than 30 minutes and no requests for pages from other domains intervening between page requests. In other words, a session ends when someone goes to another site, or when 30 minutes (or the default timeout period set at the server) elapse between page requests, whichever comes first.
- Web spiders are applications developed by search engines that crawl through websites to search for information so as to update their records on each particular website. This helps to keep a website up to date in regard to its position within each search engine platform.
- Visits by these web spiders are included in the total statistics, and WebTrends identifies these visits and provides the percentage of the total visits that are related to web spiders.
- The information gathered by web spiders is important in the development of websites and the implementation of search engine optimization, as it identifies the keywords (meta-data, phrases, etc.) that users use to arrive at their target website from different search engines.

5. What are downloads?

A download occurs when a visitor requests a file that cannot be parsed or viewed by a browser. PDF files act a little differently to most files, and because of this behaviour, these file types appear to be downloaded with greater frequency and

with a minimal number of visits. Download statistics can be determined in the following ways:

- When a visitor requests a PDF file and doesn't have Adobe Acrobat installed, he/she is prompted to save the file on the computer or device he/she is using. This is counted as one download.
- When a visitor using Netscape 4.x, or compatible browser, requests a PDF file and has Adobe Acrobat installed, the file is automatically downloaded to the default temporary directory of the computer, and the PDF file is opened from that location. This is counted as one download.
- When a visitor using Internet Explorer (IE), with Adobe Acrobat installed, requests a PDF file, the file will launch Adobe Acrobat from within IE and only download as much of the file it needs to display the first page, the table of contents, etc. Because of this behaviour, it appears that a single file has been downloaded multiple times, since each portion initially loaded is counted as a successful request for the file. Further, if the user scrolls down to the next page, this next page will be downloaded, and this next page will be counted as an additional request.
- The technical team has concluded lengthy research to identify repeat requests for downloads of the same file and will provide statistics for both the repeat and the unique PDF downloads.

For more information on web analytics please see:
http://en.wikipedia.org/wiki/Web_analytics

Annex 6.9 Responsibilities and Services of the Internet Unit

The Division of Communications and Public Information (DCPI) of UNEP, through the Internet Unit, serves as the focal point for Internet content management of the UNEP corporate websites.

The Internet Unit provides the following services:

- (a) Designs and administers UNEP websites, and ensures quality control.
- (b) Promotes a consistent UNEP identity through the creation of appropriate templates, style sheets, and navigation elements.
- (c) Provides guidance on new subsites, or subsite proposals, with consultation on design, layout, content, and software to ensure their conformity with United Nations Environment Programme standards and web page suitability for adaptation to other languages.
- (d) Provides guidance to UNEP divisional, regional, and outposted offices on their responsibilities for website multilingualism and multilingual adaptations. On a case-by-case basis, designs and develops multilingual compliant websites for authoring departments, based on cost reimbursable arrangements.
- (h) Promotes the efficient use of United Nations Environment Programme server resources; monitors site maintenance; ensures the deletion of obsolete or redundant files; removes faulty or extraneous code.
- (i) Provides guidance on website content and management issues, including advisory services on these issues, such as updating of obsolete information and tracking down broken links.
- (j) Advises on using website statistics for website analysis and management.
- (k) Conducts annual online surveys to get feedback on www.unep.org from users.
- (l) Advises on the suitability and the capabilities of computer programs and applications for website content generation and management.
- (m) Compiles and maintains a list of United Nations Environment Programme Internet focal points and informs them about new United Nations Environment Programme website developments, policies, and procedures.
- (n) Reserves the right to take websites offline if they do not adhere to the governance document for www.unep.org.

Annex 6.10 Technical Infrastructure

The Division of Communications and Public Information (DCPI) of UNEP Internet Unit manages the Internet infrastructure for the local and mirror servers of the United Nations Environment Programme and in collaboration with UNON / ITS which provides Internet access to the United Nations Environment Programme website for offices at headquarters and abroad.

The Internet Unit provides the following services:

- (a) Serves as focal point for the technical aspects of Internet website operations at United Nations Environmental Programme headquarters.
- (b) Advises on the technologies used in the infrastructure of the United Nations Environment Programme website.
- (c) Operates all the web servers at UNEP headquarters, and is responsible for the installation, configuration, administration, and maintenance of the website hosting environment; operating system and application software; and additions or removals of services as appropriate.
- (d) Maintains helpdesk technical support services, such as, providing information on web computer applications and offers in-house solutions for programming needs; setup of new web services as appropriate; troubleshoots programming and web authoring bugs; and performs other website development activities.
- (e) Monitors web servers at The Hague.

Website Infrastructure Technology at United Nations Environment Programme Headquarters as of 24 September 2011

- Windows 2000 and 2003 servers
- IIS 6.0
- Site Server 3.0 Commerce Edition (in the process of being upgraded)
- Language support deployed: - ASP 3.0; ASP.Net; Net Framework; ActiveState Perl; Macromedia
- SQL server 2008 database
- Dot Net Nuke 5.4.4

Notes: A variety of secure methods have been and continue to be implemented for uploading and maintaining information / content.

The infrastructure above is currently being updated at UNEP HQ.

Annex 6.11 Website Planning and Organization

Website development and deployment involves a step-by-step process to ensure output goals are met and resources are handled well. Below is a planning framework strategy that serves as an outline of all the phases involved in the website construction life cycle.

The website design phases are:

- **Phase 1: Defining the Project**
Defining the requirements, gathering information, defining target groups, identifying back-end programming needs, determining overall goals, setting the budget, selecting and assigning the project team, assembling project plan.
- **Phase 2: Developing Website Structure**
Developing the website structure, drawing the site map, addressing content, editing existing content, outlining content, creating content delivery plan, addressing navigation, naming and labeling.
- **Phase 3: Visual Conceptual Design and Testing**
Developing concepts, presenting design, gathering feedback, creating graphic templates, style sheets, and a design guide.
- **Phase 4: Production and Quality Assurance**
Building of the website, checking the quality, prioritizing and fixing bugs, final check.
- **Phase 5: Launch and Maintenance**
Delivering and handing over the final product, launching, assessing maintenance team, developing maintenance plan.

Annex 6.12 Domain Names

General Guidelines

Users should be able to identify all websites as part of the UNEP family. Content should be presented under a United Nations Environment Programme umbrella, striving to minimize divisional and regional boundaries.

All subsites will use the format of www.unep.org/sitename.

Subsites will not use subdomains, for example www.mydomain.unep.org.

Divisional and regional offices will therefore have the following URLs:

	Current	New
DCPI	http://www.unep.org/dcpi	same
DELCD	http://www.unep.org/delcd	same
DEPI	http://www.unep.org/depi	same
DEWA	http://www.unep.org/dewa	same
DGEF	http://www.unep.org/dgef	same
DRC	http://www.unep.org/drc	same
DTIE	http://www.unep.fr/dtie	http://www.unep.org/dtie
ROA	http://www.unep.org/roa	same
ROAP	http://www.unep.th/roap	http://www.unep.org/roap
ROE	http://www.unep.ch/roe	http://www.unep.org/roe
ROLAC	http://www.pnuma.mx/rolac	http://www.unep.org/rolac
RONA	http://www.unep.na/rona	http://www.unep.org/rona
ROWA	http://www.unep.bh/rowa	http://www.unep.org/rowa

Specific Guidelines URL Naming Convention

Website addresses, or URLs, should meet the following standards:

- They should be as logical and understandable as possible, and clearly identify the website as part of the UNEP family, even to users who are not familiar with UNEP, (for example chemicals not chem).
- They should be as short as possible, not exceeding 16 characters, letters and / or numbers (for example DTIE not divisionstechnologyindustryeconomics).
- They should not repeat UNEP (since UNEP should already be in the first part of the URL).
- They should only contain letters, numbers, the underscore, and the dash characters (no illegal characters should be allowed).
- Exceptions should be made only if the requested name is unwieldy or nonsensical.

URL Creation and Conflicts

All requests for new domains or URLs will go through the Internet Unit for approval, coordination and creation. Technical issues will be resolved by the Internet Unit. The Internet Unit will work with the Director of DCPI to resolve any issues, gray areas, or other non-technical conflicts. If two different groups or offices request the same name, the issue will be resolved by the Director of DCPI.

Policy on Custom Aliases

A custom alias is a virtual URL address that points to a page on the real website, and takes the format of "www.unep.org/customaliases". Custom aliases help users reach the content more easily and in fewer steps. Because they are shorter and clearer than the true URL, they can also be used to market the websites.

All custom aliases will be redirect aliases - they will automatically redirect the user to the real site. URL rewriting will be used for websites that are not hosted on the www.unep.org server. This technique should only be used in special circumstances, since it is resource and time consuming for both administrators and developers. Custom aliases have performance implications, and should only be used when there is need to facilitate or promote access to the website. The need to create a custom alias will be determined by the Internet Unit.

Subdirectories

URLs should reflect the logical thematic website organization, not UNEP's organizational structure.

If a particular subsite is perceived by the users as a separate entity, or if it is regularly accessed directly, the subsite should have its own virtual directory; it should not be a subdirectory to its parent site. For example, even though the OzoneAction and Chemicals are both part of DTIE, they should have their own virtual directories www.unep.org/ozoneaction and www.unep.org/chemicals - they should not be subdirectories of DTIE www.unep.org/dtie/ozoneaction and www.unep.org/dtie/chemicals.

Annex 6.13 Creation and Removal of Websites

Creation of website

- (a) UNEP divisional, regional and outposted offices should inform and consult the Internet Unit before:
 - a new website is created
 - a major upgrade is undertaken
 - a major redesign is undertaken
 - two or more websites are merged
 - one website is separated into two or more
 - a website is removed or deleted.
- (b) No website will be published online prior to the review and approval of the Internet Unit.
- (c) A short (1 to 3 pages) concept paper must be submitted and reviewed by DCPI. Concept paper should clarify why a new website is needed, as opposed to adding new pages / functions to existing websites, and should also mention the staff member responsible for the website, the target audience and the intended frequency of updates.
- (d) Websites less than 10 pages are not appropriate; they should be absorbed into existing relevant website(s).
- (e) As all websites and databases will be on one UNEP-wide platform and hosted centrally, the websites and databases must be developed in the agreed upon UNEP-wide platforms. Website infrastructure technology at UNEP HQ:
 - Windows 2003 servers
 - IIS 6.0
 - Language support deployed: ASP, ASP.Net, HTML, XML, XSLT, JavaScript, SQL Server 2008 database
 - Website Content Management System Dot Net Nuke 5.4.4
- (f) New websites must adhere to UNEP Web Governance Policies, including security guidelines.
- (g) New websites must not have any broken links or HTML / script errors.
- (h) New websites must not have any pages / links under construction.
- (i) Development on new websites must be completed, and the website or database must be tested and proven stable, before launch.
- (j) New websites must coexist (run) with all other websites, applications, and databases.
- (k) Websites in development must be on a staging server.
- (l) Website must be easily identified as a UNEP website - they must have the UNEP corporate profile (look and feel) - and use the corporate banner and footer.
- (m) All requests for new domains or URLs must go through the Internet Unit for approval, coordination and creation.

Removal of websites

- (a) If a project has ended, and information is obsolete, the Internet Unit reserves the right to remove the website.
- (b) If a project moves from one division (region, branch, etc.) to another it should be updated / incorporated into a new website or removed.
- (c) If the website does not adhere to UNEP web publishing guidelines and web development best practices (*i.e.*, Global Tools for ASP websites), the Internet Unit reserves the right to remove the website.
- (d) If the website has broken links not regularly corrected, the Internet Unit reserves the right to remove the website.
- (e) If the website is under construction, the Internet Unit reserves the right to remove the website.
- (f) If the website "crashes" or causes other applications to misbehave and / or "crash," the Internet Unit reserves the right to remove the website.
- (g) If the website is not secure, the Internet Unit reserves the right to remove the website. (Note: although the Server Administrator will try to give the website owner 24 hours notice, this decision can be taken at any time by the Head, Internet Unit.)
- (h) If there is no one to actively update the website and ensure it is current, after 6 months the website will be evaluated by the Internet Unit and the substantive office, to determine if it should continue to be maintained online or archived offline.

Notes:

- Any website that is removed from the web server will be archived offline. Any information from obsolete websites that is still valid will be absorbed in other relevant and existing websites.
- This document is a work in progress and will be revised as UNEP migrates to the content management system.
- These guidelines also apply to outposted offices.



UNCG/2010/8

Ninth annual meeting, 17 – 18 June 2010/Background paper

Using Social Media in the United Nations context¹

Rapidly evolving information and communications technology, including social and new media, creates dynamic new opportunities for United Nations communicators to engage with the global public while also increasing the need for responsive and transparent communication.

In the United Nations context, social media activities should be approached strategically and carefully in order to maintain control of messages and brands, receive adequate return on investments in time and human resources, and find ways to appropriately manage the interactive nature of these new global dialogues.

The following is an overview of items to consider when using social media in the United Nations context. A flexible approach is necessary, as each UN system body has a different set of objectives and capabilities while social media as a whole is in a state of rapid evolution and its uses and forums are as diverse and dynamic as the individuals using it.

Mentions of particular platforms/networks are used as examples and do not imply support for any given platform. Such references are not intended to be exhaustive in any way.

Objectives

This document aims to:

- Set out an overarching set of ideas to consider when employing new media for communications and outreach
- Identify examples of social media in use in the UN context, and

¹ Prepared by DPI/UN

- Outline additional opportunities to make use of social media.

Background

The United Nations Department of Public Information convened a New Media Task Force in the summer of 2009 with participation from staff at all levels using social media in their communications activities. The purpose of the Task Force was to exchange information on existing campaigns, share lessons learned and ensure that efforts were synergistic rather than duplicative.

In an informal manner, the Task Force attracted participation of staff working across the UN system, as a venue to exchange information and ideas and to pool efforts to navigate the challenges and opportunities afforded by social media. In the coming months, the Task Force members plan to develop an online tool, most likely in a wiki format, for exchanging information, and a detailed “living” document to serve as a resource tool, containing “how to” information, glossaries and mutually agreed best practices. The members have expressed an interest in continuing to meet on an informal basis.

Social Media Snapshot

Social media outlets are designed for dissemination of content through social interaction, using highly accessible and scalable publishing techniques.

Social media uses web- and mobile-based technologies to transform broadcast media monologues (one-to-many) into social media dialogues (many-to-many). Social media has the potential of supporting the democratization of knowledge and information, transforming people from content consumers into content producers and allowing them to:



Social media is commonly used for raising awareness, advocacy, communications, sharing knowledge and fundraising. Millions of people around the world are using social media to communicate with both individuals and organizations on global and local levels.

For the purposes of this paper, social media includes text, images, audio and video. Some popular forms include:

- Blogs such as WordPress and Blogger
- Micro-blogs such as Twitter, Sina micro-blog, or standard SMS text broadcasting

- Social networks, such as Facebook, Renren, Bebo and Orkut
- Wikis, such as Wikipedia
- Professional networks, such as LinkedIn and Xing
- Community Q&A: Yahoo! Answers, WikiAnswers, Askville and Google Answers
- Video and sharing, such as YouTube and vlogs (video weblogs) and podcasts
- Photo sharing, such as Flickr and Photobucket
- Presentation sharing, such as SlideShare and SlideSix
- Social bookmarking, such as Delicious or StumbleUpon
- Social news, such as Digg or Reddit

Every social media tool is not appropriate for all audience segments, and the question of which specific tools should be used depends on the nature of the given campaign. For example, images on Facebook and Flickr from the Food and Agriculture Organization can show the impact of food price hikes in Africa; alerts can be sent over Twitter to delegates and journalists; or videos on YouTube from the Office of the United Nations High Commissioner for Refugees can put a human face on complex issues.

Case Study

The **Say NO – UNiTE to End Violence against Women campaign** is built on a custom-made platform that unites various interactive features, such as profile pages, action pages, and action feeds to serve as a global call for action. UNIFEM Goodwill Ambassador Nicole Kidman is the Spokesperson of Say NO.

Since its launch in 2009, Say NO's social media strategy has been focused on influential bloggers, as well as the Facebook, Twitter, and YouTube community. Within the first three months after the launch, 113 bloggers posted about Say NO, and to date, Say NO – UNiTE has more than 1,800 followers on Twitter and 12,000 fans on Facebook, where each post gets an average of 20,000 impressions. A Say NO YouTube channel was created, which has to date generated almost 13,000 views.

In the two weeks leading up to International Women's Day in March 2010, thousands of supporters joined the "I Say NO" testimonial drive via interactive discussions on Facebook and Twitter, and by sharing and watching videos on the issue on YouTube. Partner organizations, such as Yves Saint Laurent, CARE and The Pixel Project, participated in the Say NO – UNiTE social media campaign, and reached thousands of additional users through their own social media platforms.

Lessons learned:

- Many supporters made use of a special Say NO – UNiTE ribbon on their

Facebook profile pictures

- Creating a simple hashtag, #ISayNO, resulted in 1,354 Twitter followers voicing their thoughts forming a collective stream of support reaching out to survivors as well as governments worldwide to stress that ending violence against women and girls must become a reality.

Project Planning

Undertaking social media activities requires sustained, active engagement. Since social media is meant to be a dialogue, merely maintaining a passive presence may actually be counterproductive and harmful. Social media requires interaction and a significant investment of time, not only in the creation of the content to be communicated but in the monitoring of and responding to user communications and evaluating the effectiveness of the tool.

Plans for a social media campaign or activity may include (in no particular order):

- Determining clear and focused objectives.
- Identifying primary and secondary target audiences.
- Determining which platforms are most used and most effective for target audiences and their access to different connection services (Internet, cellular connectivity), cultural and language or physical restrictions.
- Considering the benefits of joining ongoing established campaigns organized by partners or related organization with the benefits of creating your own campaign.
- Defining how the social media initiative supports and will be integrated into ongoing and future communications and strategies.
- Identifying short- and long- term resources (personnel and financial) needed to support and sustain the social media activity.
- Eliciting senior management support which may include official support, establishment of budgeted resources, senior-level social media training and departmental coordination.
- Improving staff expertise through training, education and/or the defining of new staff positions dedicated to social media and online communications.
- Establishing capacity requirements for project and long-term maintenance.
- Identifying success indicators and follow-up activities.
- Evaluating risks and drafting mitigation strategies, including internal cultural challenges.

It may take some time to establish an effective social media presence and see a return on that engagement. Care should be taken to select platforms carefully and determine which initiatives will take more time and resources than are available.

Case Study

The **“WeMustDisarm”** campaign used social networking sites (Facebook, Twitter and MySpace) from June through September 2009 leading to the International Day of Peace. The campaign consisted of 100 short messages about nuclear disarmament and non-proliferation to stimulate interest and mobilize action on these important issues.

Lessons learned:

- The use of Twitter enabled the WMD campaign to reach an estimated 1.2 million people through tweets and first-level retweets. A celebrity partnership (the US actor Rainn Wilson) was critical in reaching the vast majority of this audience.
- The Twitter site attained 1,811 “followers,” but approximately 300 of them abandoned the service during the campaign. This abandonment rate of 17 percent can serve as a baseline performance measure against which future campaigns can be measured. Possible reasons for abandonment include a loss of interest in the campaign, or dissatisfaction with the volume or frequency of tweets received.
- The Facebook account reached 7,700 members between June and October. The MySpace page attained just 57 members and appears to be a moribund platform.
- The use of Twitter and Facebook helped to increase traffic to the UN Peace Day website.

Types of Content

Generating useful and valuable content to be used on social networking platforms includes:

- The development of independent content which is designed to be distributed and shared.
- Initiating or entering into a dialogue with stakeholders and target audiences on issues related to the Organization and its campaigns.
- Responding to stakeholders and target audiences either on online platforms, or on wider public platforms that are discussing issues directly or indirectly pertaining to a campaign or the work of the Organization.

Depending on the campaign, the resources available, and the size of the UN office it may be necessary to consider devoting one to three part-time staff or up to two to four full-time employees to the activity.

Content posted on social media platforms should:

- Be accurate, objective and impartial.

- Reflect the views and opinions of the Organization.
- Use appropriate language and tone. Offensive and/or politically-sensitive references to individuals, peoples, countries and groups are prohibited at all times.
- Adhere to relevant and related language, ethics, harassment, discrimination and copyright guidelines, and be grammatically correct.
- Avoid discussions related to internal issues such as sourcing, reporting of unpublished stories, personnel matters, and untoward personal or professional matters involving colleagues.
- Refrain from criticizing others or those who take issue with official United Nations positions.
- Avoid endorsing external sites, even when they are related, or inadvertently conveying endorsement.
- Abide by the policies of the particular website they are using in conjunction with other applicable policies.

Whenever possible, attempt to line up as much rich and varied content in advance of the campaign launch. If social media campaigns, activities and initiatives are not updated appropriately and frequently, it may reflect poorly on the Organization or a campaign's online and offline credibility. At the same time, care should be taken to avoid overly frequent or frivolous updates, which not only may lead to a cluttered page, but also could overwhelm or irritate current and potential stakeholders. Although when and how often to update may be dependent upon the specific tool being used, a good general rule is no more than a few major updates daily.

As always, all media requests on official matters should be directed to the appropriate UN office in accordance with established guidelines. Unless explicitly authorized, social networking tools should not be used to respond to media inquiries, to participate in interviews, to provide background material or internal guidance, or otherwise engage in media-relations activities.

NOTE: Content may or may not be the property of the United Nations "page owner" as per the specific usage agreements for each channel (for example, Facebook Terms of Use).

Case Study

The **World Food Programme's Billion for a Billion** campaign is an online social movement launched in June 2009 calling on the more than a billion people active online to use the tools freely available (like Facebook, Twitter and YouTube) to raise awareness and funds for the 1.02 billion people chronically hungry. The movement has grown by allowing the public, aid workers, educators and others to take an active part in the campaign by sharing the message with their own followers.

Lessons learned:

- Altogether, since the launch of the movement last year, the online billion

has raised sufficient money to feed over 19 million children.

- On YouTube, the Billion for a Billion video received over half-a-million views in one weekend when a link to it was featured on the YouTube home page. This was the weekend coinciding with World Food Day, 16 October.
- On Twitter, over 35,000 tweets have been posted to raise awareness for the hungry billion - the number continues to grow organically without any push from WFP.
- Over 400 bloggers have signed up as Bloggers Against Hunger.
- Billion for a Billion contributed to the strong following World Food Programme now has on Twitter (25,000 followers), main WFP Facebook page (45,000) and YouTube channel (over 3,000 subscribers).
- It helped emphasize the need to engage audiences and allow for healthy, open dialogue for a positive and viral reception on social media.

Branding and Visual Identity

A strong understanding of online and traditional branding, visual identity and key messages is critical to the success of online campaigns. A social brand requires a cultural shift that embraces listening, participation and engagement. Elements of a strong social media brand may include:

- Attractive, easy-to-understand logos and visual identifiers that are easily adaptable to the size requirements of various platforms.
- Straightforward URL, domains names and social media registrations.
- Appropriate colour schemes.
- Engaging photography and graphical elements.
- Clear, inviting and often conversational writing and presentation styles.

NOTE: Authorization is required to reproduce or use the United Nations logo. No changes or adjustments for web design purposes or any other reason are allowed, unless special permission is granted.

Case Study

In December 2009 UNICEF launched a “photo of the day”-style campaign as a case study for the effectiveness of photos on social networking sites. UNICEF’s goal was to increase awareness of its work with children and increase its engagement with fans on Facebook. Photos offer several advantages over video, chiefly that they are more accessible (lower bandwidth and no media player requirement) and demand less time investment per interaction from the user.

Although Facebook is not specifically a photo-sharing social network, it works well with photos and competes successfully with photo sharing sites (trumping most). According to Facebook, as of January 2010, 2.5 billion photos were being uploaded to Facebook every month.

UNICEF posted one UNICEF photo and story each week day in December 2009. Each photo was posted with a question or call to action, along with UNICEF's standard credits and caption requirements. Facebook's excellent metrics and statistics make it both easy and informative to use Facebook for social media case studies. UNICEF was able to record a measurable increase in fan interactions during December, including "likes," comments and sharing. A tremendous increase in photo views during December coincided with a positive bump in monthly visitor comments posted on the UNICEF Facebook wall. Over six percent of December comments were stimulated by the photo campaign.

Lessons learned:

- Close-up photos of children that emphasized emotion or personality generated more "likes" than images that did not.
- Fans left comments and asked questions about the child in the image more often than responding to the question or call to action in the description.
- Fans were more likely to respond to a question when it related to a real-time conference or event (e.g. a photo and question about Copenhagen posted during the climate change conference).

Partnerships

Cooperation among Secretariat entities, Funds, Programmes and Agencies on social media campaigns should be considered and encouraged. By partnering with other entities that have social media strategies built around similar issues, a campaign can potentially increase and diversify its audience as well as maximize resources that are already in place.

Engaging high profile individuals (such as actors, ambassadors of peace, etc.) should be considered who may also act as message "disseminators" and bring attention to specific topics and events. Many of these individuals already use social media successfully. Utilizing well-known and respected public figures and entities may amplify messages to help reach a wider audience.

Care should be taken to avoid engaging or interacting with sites, organizations or individuals that promote propaganda, hatred, intolerance or in any way counter the values specified in the United Nations Charter.

It must be clearly stated that the United Nations is not responsible for content published by its partners and third-party organizations, individuals, Member States, etc. In some cases, legal action may be required in cases of breach of agreement or if contents are misused or abused by third parties or handled in a malicious way.

Case Study

The United Nations Citizen Ambassadors campaign seeks to engage a new generation of world citizens in the importance of international diplomacy. In 2009, YouTube users were invited to create videos in response to the challenge: “Tell world leaders what you think needs to be done to make this world a better and safer place.” “Call-for-entries” videos featuring the Secretary-General, Messenger of Peace George Clooney, Nobel Peace Prize winner and Messenger of Peace Wangari Maathai and UNDP Goodwill Ambassador and football player Ronaldo, were viewed over 136,000 times.

The winning videos, picked from 400 entries, were selected by a panel of UN officials. The five newly-designated Citizen Ambassadors were invited to UN Headquarters to take part in UN Day activities and asked to continue their online support of the UN for a period of two years.

Lessons learned:

- For the 2010 campaign focusing on the Millennium Development Goals, organizers are increasing the number of high-level personalities filming “call-for-entries” videos which were highly popular in 2009.
- Organizers have also elicited support of external partners in the hope of attracting more entries from Africa, Asia and Europe since the 2009 winners were all from the Americas.
- Promotion of the campaign has been expanded from YouTube and traditional websites to Facebook and Twitter, as well as broadcast advertisements on TV5Monde in the French-speaking world.

Blogs

A blog is usually maintained by an individual, with regular entries in reverse-chronological order of commentary, descriptions of events, or other material, such as graphics or video. Microblogging (e.g. Twitter) is another type of blogging, featuring very short posts.

A successful official blog may have a personal tone but will be clearly identified with the Organization’s position. An example is Under-Secretary-General for Communications and Public Information Kiyoo Akasaka’s blog on Huffington Post.

The ability for readers to leave comments in an interactive format is an important feature of many blogs.

Items to consider:

- Blog should not be authored under a false name or identity. If a staff member of the United Nations chooses to identify him or herself as such on a personal blog, they should be aware that readers may view the staff as a de facto spokesperson for the Organization.
- A legal disclaimer may be pertinent, e.g. “The views expressed on this blog are my own and do not necessarily reflect the views, strategies or opinions of my employer.”
- Links help make blogs more relevant and appealing to readers.
- Blog posts should respect confidentiality and privacy of colleagues and senior officials and refrain from discussing internal, work-related issues.
- Many blog posts take a conversational tone.

Personal use

Many staff around the world are using social media in their personal capacity which presents an opportunity for information to be conveyed in a non-institutional manner and such grassroots ambassadors may be amongst the most effective communicators on the work of the United Nations. Without intending to be restrictive, it is important to remember certain cautions and rules of the Organization.

It should be clear to users whether they are viewing a site that is run by the Organization or by an individual. The UN logo and brand is only to be used for official sites.

Staff members are required to seek authorization before starting blogs or other social media activities that may be indirectly or directly linked to their official positions with the United Nations. If staff are not identified as a UN employee, there is generally less need for caution, but it should be mentioned here that the code of conduct and related UN rules and regulations on the basic rights and duties of staff, as well as administrative instructions on publishing and speaking to the media, are in place at all times.

Staff should always remember that confidential information is confidential information regardless of the communication platform. The spontaneous nature of social media should not lead to disclosure of sensitive information, be it details on logistics, names, programming, or internal policies. When in doubt, staff are encouraged to consult with supervisors, legal officers or the Ethics Office.

As is the case when working offline, United Nations staff involved with new media and social media production should be mindful of possible conflicts of interest with their official role and consult a supervisor, legal officers or the Ethics Office for advise on disclosing any possible personal interests, intellectual production and social media activities which can affect their work with the United Nations or impact the Organization’s image.

Organizations may reserve the right to ask a staff member to terminate a personal blog or social media posts of any nature. Violations of rules governing the conduct of staff members may result in disciplinary or other measures. (See Annex I for selected provisions.)

Mobile Phones

Wireless connectivity and mobile device are now within the reach of developing economies and it is projected that mobile users will surpass desktop Internet users in the coming years.

While it is possible to develop device-specific mobile applications, these may require a considerably bigger investment in time and resources than mobile Internet. Therefore, it is recommended to develop mobile versions of websites that can serve the widest possible variety of mobile devices and to make use of platforms that are already available for mobile use.

When publishing content on mobile social media channels:

- Keep site architecture simple. It doesn't take long for users to become frustrated with lengthy sequences of retrievals.
- Nest content into well-labeled categories.
- Prioritize links by activity or popularity.
- Avoid: multiple columns, frames, complex scripts, drop-down menus, heavy use of Adobe Flash or other multimedia products that may not be usable on all devices.

Persons with Disabilities

United Nations Member States have mandated web developers to strive to ensure that as much content as possible is inclusive of and accessible to persons with disabilities. However, some third-party social media platforms and websites may not be accessible to all users, including some individuals with disabilities. Whenever feasible, efforts should be taken to ensure that all content distributed through social media is accessible to persons with disabilities in line with the United Nations guidelines on web development. When the restrictions of external platforms inhibit this goal, the content should be made available elsewhere.

Multilingualism

While equal representation of all six official languages of the United Nations as well as local languages applicable to certain campaigns or initiatives is ideal, and in some cases a requirement, this may not always be feasible for social media initiatives. To the furthest extent possible, initiatives should pursue maximum potential for outreach by respecting the importance of multilingualism.

When it is possible for material to be provided consistently in multiple languages, it is preferable to maintain separate accounts for each language, rather than provide a multilingual mix of material within one content stream. When undertaking a multimedia campaign, it is important to ensure that resources are allocated for additional multilingual staff and/or translation costs.

Security and Privacy

All social media initiatives should be presumed to potentially be publicly available to anyone, even if security controls have been put in place. It is possible to use privacy controls to limit access to sensitive information, but such controls are not foolproof and often change which requires constant vigilance on the part of campaign administrators.

Security concerns may include:

- Applications and tools for posting data that require the creation of “profiles” that might include personal information, such as e-mail addresses, physical addresses, gender and date of birth.
- Applications and tools that allow comments, discussions, blogging and calendar entries.
- Applications that offer convenient means to ensure inappropriate user-generated content does not appear. Platforms should be selected that include simple tools that allow administrators to remove accounts completely, as well as allowing users to edit their own posts. Some applications offer automated filters using keywords and phrases that review and block third party contributions. NOTE: Even when content has been deleted, it may still be accessible and/or retrievable.
- Personal details of local staff members may be very sensitive in many operational areas and offline security issues still apply. For example, never post information about routes or times of convoys. Having a security focal point to call on for urgent guidance may be necessary for some campaigns.

Also important is a good awareness of current techniques addressing identity theft and spam. Developing or implementing a commercially-available anti-spam system may help eliminate spam comments and traffic.

Monitoring User-Generated Content

Two-way conversations are essential to the success of social and new-media campaigns. In order to make these conversations meaningful, content should be drafted that will invite participation and monitor and respond to comments regularly.

It is important to:

- Monitor content added by others, if necessary by appointing a moderator and equipping him/her with the facts necessary to respond where appropriate.
- Respond to constructive criticism from users with facts while leaving opinion and excessive emotion out.
- Allow user-generated content that may not stick to the topic but is not offensive.
- If the user-generated content is accurate and within the context of the conversation, approve the content, regardless of whether it is favourable or unfavourable.
- Where possible, remove inappropriate material posted by others. Content should be deleted if it:
 - Uses expletives and unacceptable language. The person making the comment should also be reported (with a copy of the material) to the site administrator when using a third-party platform.
 - Degrades, defames or otherwise denigrates any individual, group or country. Report the person, making the comment available to the site administrator when using a third-party platform.
- Avoid responding to, or if possible remove, direct attacks and blatant slander.
- Refrain from commenting on or perpetuating rumours that cannot be clearly affirmed or denied.
- Refrain from making unsubstantiated claims.
- Refrain from publishing anything that could be construed as objectionable.
- Correct misinformation or report information to colleagues or an interested party that may be in a better position to respond.

Proper and timely upkeep and response to user-generated comments and questions is crucial. A profile or group left to stagnate for too long and become outdated may give the impression of apathy or lack of professionalism. Accounts no longer receiving regular attention should be deactivated to avoid confusion.

Case Study

The **UN Wikipedia project** was started in 2008 by staff in the Department of Public Information, with the objective to increase visibility and ensure the presence of all UN senior officials on Wikipedia. The Wikipedia team within has since reviewed and updated the biographical information of more than 160 past and present Under-Secretaries-General and Assistant Secretaries-General. Team members keep track of the latest appointments of USGs and ASGs from official sources, including the Protocol and Liaison Service, and research and update relevant factual information on Wikipedia accordingly. They also conduct periodic review of those officials already present on Wikipedia to make sure their information is accurate and up to date.

Lessons learned:

- Copying text directly from official sources (UN biographies, press releases, etc.) resulted in entries being rejected as copyright violations. To get around this, editors are careful to rewrite content specifically for use on Wikipedia which is time consuming.
- The project has since resulted in these Wikipedia entries being displayed as the top results in search engines like Google.

Evaluation

Social media campaigns and activities may require different time management and resource allocation strategies. Allocating time to listen to conversations on the social media scene will enable campaign managers to formulate communications strategies that effectively target the intended audience. Depending on the scope of the campaign and resources available, this may range from devoting one team member who spends up to 15 hours per week on the task to dedicating full-time employees.

Overall monitoring activities:

- How target audiences (supporters and potential supporters) perceive a campaign or the Organization. Is overall perception positive or negative?
- What is being said?
- What is liked or disliked about the programme or service?
- How are preferences changing?
- How are technologies and social trends impacting target audiences?
- What ideas might supporters/stakeholders offer for new services or marketing/fundraising campaigns?
- How is the conversation around the Organization, topic in question, or programme changing?
- Who are the influential voices in the social media space covering the issue area or topical domain?

Possible search terms that may be useful when evaluating campaigns:

- Names of people or entities connected to the Organization, campaign or activity.
- Organization, programme, activity or event names.
- Taglines or other key phrases.
- URL for key online properties (main website, blog, social media pages).
- Related issues and topics.
- Common misspellings.

Tracking and measuring results are a fundamental part of any serious social media initiative. While there are a wide range of metrics and tools to help understand a social media initiative, these metrics often do not distinguish negative exposure from positive exposure, and may be thought of as measuring popularity in only a neutral sense. This

limitation means that success in a more meaningful sense remains to some extent unquantifiable through these measurements alone.

Tracking who and why is following or participating in a campaign and what target audiences think of content requires moving beyond raw numbers with personal interaction. Key performance indicators and metrics should be identified and analyzed to monitor effectiveness as well as or unearth trends and spot opportunities or problems.

Possible performance indicators:

- Time Spent (section, microsite, community)
The amount of elapsed time from the initiation of a visit to the last user activity associated with that visit. Time spent should represent the activity of a single browser or user for a single access session to the website application or other property.
- Relevant actions taken and cost per relevant action. Examples include:
 - Petition or content entries
 - Videos viewed or installed, embedded or posted by a user on to their page
 - Uploads (e.g. images, videos)
 - Poll votes
 - Messages sent (e.g. bulletins, updates, e-mails, alerts)
 - Invites sent
 - Newsfeed items posted
 - Comments posted
 - Friends reached
 - Topics/forums created
 - Number of group members or fans
 - Reposts (“shares”)
 - Games played

Conclusion

For the United Nations to make best strategic use of the opportunities presented by new media platforms, there is a clear need to plan and coordinate social media activities. This includes allocating sufficient resources; securing cooperation and support from senior managers and other entities; preparing a common look and feel for the campaign in line with other communications activities.

It is important to nurture the target audience participating in the campaign from the outset of and for duration of any campaign. This means dedicating the time and resources to attending and responding to that audience. Feedback on the content, direction and effectiveness of the campaign should be continuously sought in order to make adjustments/improvements to demonstrate to the audience that they are being heard and

that they can have an impact by engaging in the campaign. Social media campaigns thrive or fail on the level of engagement developed between audiences and organizations.

The proposal in moving forward is to create a United Nations Communications Group (UNCG) Task Force on Social Media, which would continue meeting on an ad hoc basis to discuss challenges and opportunities for cooperation, and to develop strategic recommendations for making best use of social media platforms to convey the work and priorities of the United Nations system. Staff working on social media projects should be invited to participate in an online forum where they will be able to share lessons learned and best practices and store analytical information. It will also include instructions and tips for managing social media campaigns specific to various platforms.

At the Secretariat level, it may be necessary to enlist the Office of Legal Affairs and the Office of Human Resources Management in the Department of Management to examine existing rules and amend as necessary.

Relevant rules, regulations and administrative instructions

From the *Status, basic rights and duties of United Nations staff members* (ST/SGB/2002/13)

Regulation 1.2 (e)

By accepting appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the Organization only in view.

Regulation 1.2 (f)

While staff members' personal views and convictions, including their political and religious convictions, remain inviolable, staff members shall ensure that those views and convictions do not adversely affect their official duties or the interests of the United Nations. They shall conduct themselves at all times in a manner befitting their status as international civil servants and shall not engage in any activity that is incompatible with the proper discharge of their duties with the United Nations. They shall avoid any action and, in particular, any kind of public pronouncement that may adversely reflect on their status, or on the integrity, independence and impartiality that are required by that status.

Regulation 1.2 (h)

Staff members may exercise the right to vote but shall ensure that their participation in any political activity is consistent with, and does not reflect adversely upon, the independence and impartiality required by their status as international civil servants.

Regulation 1.2 (i)

Staff members shall exercise the utmost discretion with regard to all matters of official business. They shall not communicate to any Government, entity, person or any other source any information known to them by reason of their official position that they know or ought to have known has not been made public, except as appropriate in the normal course of their duties or by authorization of the Secretary-General. These obligations do not cease upon separation from service.

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