

AN ANALYSIS OF THE USE OF FACEBOOK BY THE UNITED NATIONS
REGIONAL OFFICES IN ASIA-PACIFIC FOR RELATIONSHIP CULTIVATION
WITH CONSTITUENCIES



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WITH CONSTITUENCIES

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By

Diego De La Rosa

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Author : Diego De La Rosa

Thesis Committee:

Chairman (External Representative)

(Asst. Prof. Dr. Duangkamol Chartprasert)

Thesis Advisor

(Assoc. Prof. Dr. Ratanasuda Punnahitanond)

Thesis Co-advisor

(Dr. Arpat Intratrat)

Graduate School Representative

(Asst. Prof. Dr. Suwanee Luckanvanich)

(Asst. Prof. Dr. Siriwan Rujibhong)

Dean of the Graduate School

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Bangkok University.

An Analysis of the Use of Facebook by the United Nations Regional Offices in Asia-Pacific for Relationship Cultivation with Constituencies (107 pp.)

Advisor of thesis: Assoc. Prof. Ratanasuda Punnahitanond, Ph.D.

ABSTRACT

This study adopted a conceptual framework from a previous study by Waters & Lo (2012), updated some of the relationship cultivation sub-categories and added a new variable related to the Sustainable Development Goals (SDGs) to examine the common strategies featured in the U.N. social media posts. The study quantitatively analyzed 177 Facebook posts published by UNDP, UNICEF and WHO during May, June and July 2019. Descriptive statistics supported the first hypothesis (these agencies used predominantly the “involvement” and “information dissemination” strategies to cultivate relationships with their audiences). Based on the Chi-Square Analysis results, the second hypothesis (the similarity on the use of Involvement strategy among three agencies) was supported, but the third hypothesis (the main difference in the use of Facebook for relationship cultivation among the U.N. agencies relates to the types of information they disseminate) was not supported. The main SDG featured across the posts of the three agencies is SDG3 on Good Health and Wellbeing, as hypothesized in the fourth hypothesis. By implementing the findings of the study, U.N. agencies and other non-profit and international organizations will be

better equipped to plan their social media interventions for more effective relationship cultivation with their key constituencies.



Approved:

A solid black rectangular box redacting the signature of the advisor.

Signature of Advisor

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CHAPTER 1

INTRODUCTION

This chapter describes background information regarding the use of the social network Facebook for relationship development by the United Nations (U.N.) Regional Offices in Asia-Pacific. It also explains the research problem being examined, research objectives, theoretical framework, and research questions. In addition, significance of the study and definitions of terms are provided.

1.1 Background

As many other organizations, the United Nations and its different entities have put in place several social media efforts to communicate with their audiences, to increase visibility and to get support for different causes (“Social media at the United Nations”, 2012)

Different divisions of the U.N. have developed social media guidelines in which they highlight how the use of this new communication channel can enhance their work. For example, the United Nations Department of Public Information (2011) states “Social media creates dynamic new opportunities for United Nations communicators, enabling direct and real-time interactivity with U.N. audiences.” Since the use of social media became a mainstream practice, different U.N. agencies and organizations have capitalized on this tool to amplify their messages and connect with their audiences.

1.1.1 Social Media

Social Media have changed, and keeps changing, the way people communicate and interact in modern society. Kaplan and Haenlein (2010, p. 61) define social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.” In this new phase of the internet, content generation was democratized allowing users around the world to become active producers and disseminators of all kinds of materials.

In the beginnings of the Internet (Web 1.0) the static structure of websites was unsuccessful to engage constituencies. With the arrival of the more dynamic, interactive and accessible social media sites, all kinds of organizations, including non-profits, have been able to create and develop solid networks of friends and supporters (Lovejoy & Saxton, 2012).

The advent of social media and its implications in modern organizational communication have been studied vastly in recent years. The move from Web 1.0, namely static websites, to Web 2.0, social media and interactive applications, has been widely documented (Westerman, Spence, & Van Der Heide, 2014).

With a rapid growth and expansion, individuals and communities are getting connected through social media channels all over the world. More and more organizations are using this tool to communicate and build rapport with their constituencies (Kuikka & Äkkinen, 2011).

Social media’s ubiquity and popularity in recent years has generated the need for all types of organizations to understand this new tool in order to be able to connect with their different constituencies (Kuikka & Äkkinen, 2011).

More and more organizations are benefitting from using social media to build their image and disseminate information to their key audiences, such as donors, clients and the media. In times when many individuals turn to the Internet, and specifically to social media, for information, many organizations are working to have dynamic and interactive social media channels to keep in touch with their stakeholders (Waters & Lo, 2012).

However, Macnamara and Zerfass (2012, p. 303) state that the “use of social media for organizational communication is shown to be mostly experimental and ad hoc, rather than strategically planned in organizations across a number of countries.” Given its novelty, and the fact that it was a newly discovered tool for public relations, social media was initially used in an experimental manner within organizations. At the time, its potential for advancing organizational communication was not fully understood, therefore its use was episodic and unstructured.

The United Nations is also using this channel to communicate, share information and engage with audiences on their different agendas and programmes (United Nations Department of Public Information, 2011).

1.1.2 The United Nations in Asia and the Pacific

The United Nations is an international development organization created in 1945 with the aim to maintaining international peace and security, developing friendly relations among nations and promoting social progress, better living standards and human rights. Through its specialized agencies, funds and programs, the United Nations works on a number of development issues including environment, refugees’ protection, disaster relief, disarmament, to promoting democracy, human rights, gender equality, governance, economic and social development and

international health, clearing landmines, expanding food production and others (United Nations, 2015b).






Based on the United Nations (2015), the primary hub of the U.N. in Asia and the Pacific is Bangkok, Thailand which houses the main bureau of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) as well as a number of regional and country offices of different U.N. agencies, funds and organizations. Those offices include the United Nations Development Programme (UNDP), the UN Capital Development Fund (UNCDF), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the UN Refugee Agency (UNHCR), the World Health Organization (WHO), the Joint UN Programme on HIV/AIDS (UNAIDS), the International Labour Organization (ILO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Industrial Development Organization (UNIDO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Office of the High Commissioner for Human Rights (OHCHR), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the UN Office on Drugs and Crime (UNODC), the United Nations Office for Project Services (UNOPS), the Food and Agricultural Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the International Atomic Energy Agency (IAEA), the United Nations Volunteer Programme (UNV), the World Bank (WB), the International Monetary Fund (IMF), the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO), the International Telecommunications Union (ITU), the World Intellectual Property Organization (WIPO), and the United Nations Human Settlements Programme (UN-Habitat).

The majority of the Asian and Pacific United Nations regional offices are putting in place social media strategies or plans in one way or another. For instance, the United Nations Educational, Scientific and Cultural Organization (UNESCO) Facebook fan page has 44,441 followers (UNESCO Bangkok, n.d.) and the UN Population Fund (UNFPA) Asia Pacific Regional Office has 11,977 followers on its Twitter account (UNFPA Asia Pacific, n.d.). However, the use of social media for relationship cultivation with key constituencies by the United Nations has not been studied comprehensively. Accordingly, the following topic describes two objectives of this study.

1.1.3 The Sustainable Development Goals



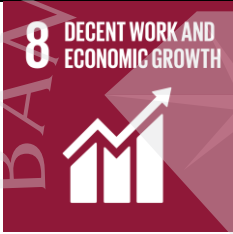


The Sustainable Development Goals, also known as the SDGs, are a set of seventeen development objectives established and adopted by the Member States of the United Nations General Assembly in September 2015, with the aim of addressing global issues, including poverty, hunger, health, education and environmental matters. Since their adoption, the SDGs have been used by different U.N. agencies, governments, civil society organizations, private sector companies and other entities to measure progress in the implementation of solutions to address key development issues around the world (United Nations Department of Economic and Social Affairs, n.d.).

Table 1.1: Sustainable Development Goals

 <p>1 NO POVERTY</p> <p>Icon showing a family of four (two adults and two children) in white on a red background.</p>	<p>Goal 1. End poverty in all its forms everywhere</p>
 <p>2 ZERO HUNGER</p> <p>Icon showing a white bowl with steam rising from it on a gold background.</p>	<p>Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Icon showing a white heartbeat line and a heart on a green background.</p>	<p>Goal 3. Ensure healthy lives and promote well-being for all at all ages</p>
 <p>4 QUALITY EDUCATION</p> <p>Icon showing an open book and a pencil on a red background.</p>	<p>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>
 <p>5 GENDER EQUALITY</p> <p>Icon showing a white female symbol with an equals sign inside on a red background.</p>	<p>Goal 5. Achieve gender equality and empower all women and girls</p>






(Continued)

Table 1.1 (Continued): Sustainable Development Goals

 <p>6 CLEAN WATER AND SANITATION</p>	<p>Goal 6. Ensure availability and sustainable management of water and sanitation for all</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>Goal 10. Reduce inequality within and among countries</p>

(Continued)

Table 1.1 (Continued): Sustainable Development Goals

 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Goal 12. Ensure sustainable consumption and production patterns</p>
 <p>13 CLIMATE ACTION</p>	<p>Goal 13. Take urgent action to combat climate change and its impacts</p>
 <p>14 LIFE BELOW WATER</p>	<p>Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>
 <p>15 LIFE ON LAND</p>	<p>Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>

(Continued)

Table 1.1 (Continued): Sustainable Development Goals

	<p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>
	<p>Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p>

Source: United Nations Department of Economic and Social Affairs. (n.d.).

Sustainable development: The 17 goals. Retrieved August 10, 2019, from <https://sustainabledevelopment.un.org/sdgs>.

Expected to be achieved by 2030, the seventeen SDGs comprise of 169 targets and 230 indicators developed to guide countries' efforts to tackle social, economic and environmental issues (United Nations Department of Economic and Social Affairs, n.d.).

The SDGs build on the Millennium Development Goals (MDGs), a similar set of objectives established from 2000 to 2015 for developing countries to eradicate extreme poverty and hunger, achieve universal primary education, promote gender equality and empower women, reduce child mortality, improve maternal health,

combat HIV/AIDS, malaria, and other diseases, ensure environmental sustainability and develop a global partnership for development (United Nations, 2019).

1.2 Rationale and Problem Statement

Social media are widely used for advocacy and communication purposes within the United Nations and the non-profit sectors. Based on the investigator's observation, 13 out of 25 U.N. regional offices in Asia and the Pacific have at least one active social media account (see Table 1.1).

Table 1.2: Main Social Media Platforms Managed by U.N. Regional Offices in Asia-Pacific

No	Regional Offices in Bangkok, Thailand	Social Media Platform	Facebook Fan Pages Links
1	Food and Agriculture Organization (FAO)	Twitter	
2	International Atomic Energy Agency (IAEA)	N/A	
3	International Civil Aviation Organization (ICAO)	Facebook	https://www.facebook.com/icaopac/

(Continued)

Table 1.2 (Continued): Main Social Media Platforms Managed by U.N. Regional
Offices in Asia-Pacific

No	Regional Offices in Bangkok, Thailand	Social Media Platform	Facebook Fan Pages Links
4	International Fund for Agricultural Development (IFAD)	N/A	
5	International Labour Organization (ILO)	Twitter	
6	International Monetary Fund (IMF)	Facebook	https://www.facebook.com/IMF Asia/
7	International Maritime Organization (IMO)	N/A	
8	International Telecommunication Union (ITU)	N/A	
9	Office for the Coordination of Humanitarian Affairs (OCHA)	Twitter	

(Continued)

Table 1.2 (Continued): Main Social Media Platforms Managed by U.N. Regional
Offices in Asia-Pacific

No	Regional Offices in Bangkok, Thailand	Social Media Platform	Facebook Fan Pages Links
10	Office of the United Nations High Commissioner for Human Rights (OHCHR)	Facebook Twitter	https://www.facebook.com/OHCHRAsia/
11	Joint United Nations Programme on HIV/AIDS (UNAIDS)	Facebook Twitter	https://www.facebook.com/unaid.s.asiapacific/
12	United Nations Capital Development Fund (UNCDF)	N/A	
13	United Nations Development Programme (UNDP)	Facebook Twitter	https://www.facebook.com/undpasiapac/
14	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	Facebook Twitter	https://www.facebook.com/UNESCAP/

(Continued)

Table 1.2 (Continued): Main Social Media Platforms Managed by U.N. Regional
Offices in Asia-Pacific

No	Regional Offices in Bangkok, Thailand	Social Media Platform	Facebook Fan Pages Links
15	United Nations Educational, Scientific and Cultural Organization (UNESCO)	Facebook Twitter	https://www.facebook.com/UNESCOAsiaPacific/
16	United Nations Population Fund (UNFPA)	Facebook Twitter	https://www.facebook.com/UNFPAAsiaPacific/
17	United Nations Human Settlement Programme (UN-Habitat)	N/A	
18	The Office of the United Nations High Commissioner for Refugees (UNHCR)	N/A	
19	United Nations Children's Fund (UNICEF)	Facebook Twitter	https://www.facebook.com/unicefap/

(Continued)

Table 1.2 (Continued): Main Social Media Platforms Managed by U.N. Regional Offices in Asia-Pacific

No	Regional Offices in Bangkok, Thailand	Social Media Platform	Facebook Fan Pages Links
20	United Nations Industrial Development Organization (UNIDO)	Facebook	https://www.facebook.com/UNIDOREgionalOfficeThailand/
21	United Nations Volunteers (UN Volunteers)	Facebook Twitter	https://www.facebook.com/UNVAsiaPacific/
22	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	Facebook Twitter	https://www.facebook.com/unwomenasia/
23	World Bank (WB)	Twitter	
24	World Health Organization (WHO)	Facebook Twitter	https://www.facebook.com/WHOSEARO/
25	World Intellectual Property Organization (WIPO)	N/A	

Despite extensive research on the use of social media by private sector organizations, little is known about how the United Nations use social media to build relationships with their constituencies, particularly in the Asia and the Pacific region.

While the impact of social media in modern communications is almost universally acknowledged and there is an extensive wealth of research of its influence in marketing, sales and private sector corporate communications, the use of this powerful tool by international and non-profit organizations has received less attention from researchers and academics.

Non-profits and for-profit organizations present structural differences not only in their mission and operation, but most importantly in their core corporate objectives. While a private company ultimate goal is to sell products or services, a non-profit or international development agency aims to promote ideals, disseminate knowledge and influence policies for social change. This fundamental difference makes their use of social media, and overall public relations and communication approaches, distinct from each other. Furthermore, based on these differential factors, non-profit organizations tend to adopt different strategies, language and tone in their social media executions.

In addition, the rapid evolution of social media trends and the specificity of public relations practices put in place by U.N. agencies present an opportunity to study the subject.

1.3 Objectives of Study

This study aims to achieve the following research objectives:

1.3.1 To investigate how the U.N. regional offices use Facebook for relationship cultivation with key constituencies.

1.3.2 To identify similarities among U.N. regional offices in the use of Facebook for relationship cultivation with key constituencies.

1.3.3 To identify differences among U.N. regional offices in the use of Facebook for relationship cultivation with key constituencies.

1.3.4 To examine how the U.N. regional offices use the Sustainable Development Goals as themes for relationship cultivation.

1.4 Scope of Study

Although there are many classifications and types of social media channels, this study focuses on a popular social networking site, Facebook, which according to the Digital in 2018 report (Kemp, 2018, p. 59), is the social media platform with more active user accounts globally with 2.17 billion active users in 2018. In addition, based on the researcher's observation, 13 out of 25 U.N. regional offices in Asia and the Pacific have their own Facebook account.

The present study intends to map and analyze the use of Facebook by different U.N. agencies with key constituencies using the relationship cultivation strategies (disclosure, information dissemination and involvement) described by Waters, Burnett, Lamm, & Lucas (2009, p. 104). In addition to this classification, the study reviewed the common themes featured by the U.N. Regional offices in their Facebook posts using the Sustainable Development Goals as a reference.

The study also aims to identify similarities and differences in the use of Facebook pages by U.N. regional offices for relationship cultivation. The analysis covered only posts published in the Facebook accounts of three U.N. regional offices for three months. The three agencies to be studied were selected based on their number of followers and their thematic areas, in line with the priorities established by the Sustainable Development Goals.

1.5 Research Questions

This study intends to analyze how the selected U.N. regional offices use Facebook to cultivate relationships with their constituencies. The following four research questions are proposed accordingly.

RQ#1: How do selected U.N. regional offices use Facebook to cultivate relationships with their constituencies?

RQ#2: What are the similarities among selected U.N. regional offices in the use of Facebook for relationship cultivation with key constituencies?

RQ#3: What are the differences among selected U.N. regional offices in the use of Facebook for relationship cultivation with key constituencies?

RQ#4: What are the main themes featured in Facebook posts of selected U.N. regional offices?

1.6 Theoretical Framework

The present study utilized the public relations models' theory (Grunig & Hunt, 1984) to frame the analysis of the relationship cultivation strategies employed by the U.N. regional offices in their Facebook profiles. The four models of public relations proposed by Grunig and Hunt (1984, p. 13), namely press agency, public information, two-way asymmetrical and two-way symmetrical, aimed at capturing how organizations practiced public relations.

While the press agency and the public information models focused on one-way communication, in which the organization disseminates information unilaterally to the public, the two-way models described a more interactive process in which

audiences are able to respond or react to the organization's messages (Grunig & Hunt, 1984).

As part of their public relations efforts on social media, non-profit organizations are using relationship cultivation strategies, namely disclosure, information dissemination, and involvement to communicate with their audiences (Waters, et al., 2009).

1.7 Significance of the Study

The findings of the study are expected to contribute to gaining a better understanding of how the U.N. regional offices use Facebook for relationship cultivation with their key constituencies. In addition, the comparison of similarities and differences in the use of social media by the U.N. Agencies for relationship cultivation can provide some guidance on how different strategies can be adopted to enhance the public relations work of these organizations.

The study is also expected to provide some background on the main development topics covered by selected U.N. agencies Facebook fan pages using the Sustainable Development Goals as a reference.

Non-governmental and multilateral organizations are also expected to benefit from the study as they carry out similar social media strategies to engage with their target audiences. The study can also be useful for scholars and researchers studying digital communication for international and non-profit organizations.

1.8 Definition of Terms

The conceptual definition of all the relevant variables being examined this study is provided as follows.

1.8.1 Social Media

Social media are online-based applications used by individuals and organizations to create and share information, opinions and different types of content, as well as to interact with the general public or among designated audiences.

Although there are many different types of social media channels and sites, with different purposes and features, there are common denominators to social media, namely: social media is interactive, its users can generate and share content and users must create a profile in order to be part of the networks. Social networking sites and the evolution of social media technology have contributed to establish a new world order in which individuals and organizations, are able to create, disseminate and interact with content at their own will and relatively in their own terms.

1.8.2 Use of Social Media

The use of social media refers to how individuals, organizations or governments utilize the Internet-based social networking sites and applications to communicate, interact, entertain, trade and/or influence other individuals and entities. In practical terms, a social media user today has the capacity to produce and share content that has the potential to be viewed, commented and, in turn, disseminated by thousands of other users around the world.

1.8.3 Facebook

Facebook is an online site established in 1994 by Harvard University students, as a digital platform to connect with friends and share personal life updates.

Since its creation, Facebook has grown to become the main social media site globally (Safko & Brake, 2012). Organizations are also allowed to join Facebook through institutional profiles which offer similar features to the ones available for personal accounts, such as sharing messages, photos, videos and links (Waters & Lo, 2012). In the last decade, the platform has become an ubiquitous channel used all over the world by individuals, groups, communities and all kinds of organizations for social interaction, marketing, the spread of religious and political ideologies and social advocacy. With an almost global presence, a steady growth across different markets, a rapidly evolving and user-friendly interface, Facebook is considered today one of the leading social media channels globally.

1.8.4 United Nations Regional Offices

The United Nations is a global organization made up of 193 Member States. It works on issues including peace, human rights, sustainable development, climate change, humanitarian and health emergencies, protection of refugees, gender equality, governance, food production, and more (United Nations, n.d.). The U.N., through its different affiliated entities, strives to achieve a safer, cleaner, healthier, fairer and more sustainable and peaceful world for all. In this endeavor, the organization has been working for over 75 years with member states and a wide range of stakeholders, including non-governmental organizations, civil society groups, activists, young people, media, academia and private sector to collectively tackle social, political and economic issues and challenges.

The U.N. system, comprises the U.N. itself and other agencies, funds and programs. As international development organizations, most of these agencies have representation at national, regional and global levels. The U.N. regional offices are

located in cities across the world in order to oversee and provide support to the work of country offices, as well as to report to headquarters offices.

1.8.5 Sustainable Development Goals

Adopted by world leaders in 2015, the Sustainable Development Goals, also referred to as the SDGs or Global Goals, are 17 global policy objectives established as a roadmap to eradicate poverty, safeguard the environment and guarantee peace and prosperity for people around the world by 2030. The SDGs include specific strategies and indicators for all nations to implement based on their national priorities. This global agenda for sustainable development aims at ensuring that together, governments, civil society organizations, international development and humanitarian agencies, young people and individuals can systematically address today's world challenges-in a measurable and inclusive manner-in order to achieve a better future for humanity.

1.8.6 Asia-Pacific

This term refers to one of the geographical regions in which the United Nations' Offices are located. The United Nations has divided its 193 Member States into five geopolitical regional groups, namely: African Group, Asia-Pacific Group, Eastern European Group, Latin American and Caribbean Group, and Western European and Others Group. The Asia-Pacific group has 53 Member States including: Afghanistan, Bahrain, Bangladesh, Bhutan, Brunei Darussalam, Cambodia, China, Cyprus, Democratic People's Republic of Korea, Fiji, India, Indonesia, Iran (Islamic Republic of), Iraq, Japan, Jordan, Kazakhstan, Kiribati, Kuwait, Kyrgyzstan, Lao People's Democratic Republic, Lebanon, Malaysia, Maldives, Marshall Islands, Micronesia (Federated States of), Mongolia, Myanmar, Nauru, Nepal, Oman,

Pakistan, Palau, Papua New Guinea, Philippines, Qatar, Republic of Korea, Samoa, Saudi Arabia, Singapore, Solomon Islands, Sri Lanka, Syrian Arab Republic, Tajikistan, Thailand, Timor-Leste, Tonga, Turkey, Turkmenistan, Tuvalu, United Arab Emirates, Uzbekistan, Vanuatu, Vietnam and Yemen.

1.8.7 Relationship Cultivation

In public relations, the term relationship cultivation refers to the process that any given organization assumes to establish, manage and sustain interaction and engagement with its audiences. When organizations invest adequate time and exert consistent efforts in cultivating relationships with its key publics, they manage to develop durable, high-quality and effective interaction and connections with these audiences. In turn, these efforts translate in positive outcomes that align with -and contribute to- the achievement of their corporate goals, as determined by their public relations approaches and strategies.

1.8.8 Constituencies

This term makes reference to the strategic audiences or publics an organization interacts with as part of its communication or public relations efforts. Constituencies are usually the different target audiences the organization establishes communication with. These target audiences are represented in key stakeholder groups, such as customers, policymakers, neighboring communities, media professionals, and in some cases the general public that are relevant to the organization's work. Constituencies are determined by the public relations or communication goals established by the organization.

CHAPTER 2

LITERATURE REVIEW

The present chapter reviews literature regarding social media, various uses of social media in organizational communication and public relations, the use of Facebook by organizations, the United Nations and their social media outreach activities, as well as relationship cultivation strategies through web and social media. This review will provide solid foundation for developing appropriate research questions and hypotheses.

2.1 Related Literature and Previous Studies

2.1.1 Social Media

According to Kaplan and Haenlein (2010, p. 61), social media is “a group of the Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.” Social media comprises social networking sites (SNS) or social media sites, which can be also sub-classified, based on their use. In general, social media sites are those where individuals and organizations can create profiles to share, exchange, comment and endorse information in different formats including text, pictures, video, audio or links to other sites (Kaplan & Haenlein, 2010).

In the beginnings of the Internet (Web 1.0), the static structure of websites was unsuccessful to engage constituencies. With the arrival of the more dynamic, interactive and accessible social media sites, all kinds of organizations, including non-

profits, have been able to create and develop solid networks of friends and supporters (Lovejoy & Saxton, 2012).

The Web 2.0 is a term coined in 2004 to refer to new approaches on the use of the Internet, a platform where users create, publish and modify contents in a participatory and collaborative manner. As its name states, User Generated Content describes all contents created by end-users that are available for public use (Kaplan & Haenlein, 2010). Technology has drastically modified how people and organizations communicate nowadays. Data are accessible worldwide and regardless of location or time, interacting and exchanging ideas with others on real-time is possible. This ability to easily connect with others, nevertheless, came only with the second wave of the Internet (Web 2.0) when the platforms changed from static and unidirectional websites, controlled by organizations, to the more open and participatory social media sites (Waters & Lo, 2012).

With the arrival and subsequent embrace of social media in modern society, communication in its multiple dimensions (interpersonal, social, organizational, marketing, etc.) was impacted forever. Under this new paradigm, every individual, organization or entity with access to internet gained the capacity to produce content and share it with the world without intermediaries.

2.1.2 Social Media and Nonprofits

According to a study conducted among Canadian advocacy groups, organizations agree that communication technologies contribute to enhance audience outreach. Practitioners state that social media allows them to reach more people and talk to a younger audience through a very easy-to-use tool. Participants also acknowledged that social media is helping them to amplify and disseminate their

messages with a minimum investment. Lastly, organizations also affirmed that social media permits rapid feedback and interaction, which helps to build rapport with the public (Obar, 2014).

The adoption of social media has enhanced the capacity of nonprofits to establish direct communication and institute significant and effective relationships with their different constituencies. This has led consequently to advance the organizations' strategic goals and the improvement of organizational performance (Lovejoy & Saxton, 2012).

A study conducted to understand how nonprofits adopt and utilize social media, identified four phases that these organizations follow in order to establish their social media presence. In the first place, based on their strategic goals, nonprofits choose a concrete communication channel with the aim of achieving their mission, whether this is fundraising, lobbying or market-based program delivery (Nah & Saxton, 2012).

Secondly, nonprofits ponder their existing resources, including human, financial and technical, as well as the available capacity to adopt social media. Elements such as size of the organization, existing online presence and its reach are also weighed in the decision to adopt social media (Nah & Saxton, 2012).

In connection to this, a third element that influences the adoption of social media is the organization's governance structures, whether it is a membership-based nonprofit or not. The management style at the board level will also have an impact in the decision of adopting social media (Nah & Saxton, 2012).

Lastly, Nah and Saxton (2012) also identify the external environment as a critical issue for nonprofits in their decision to adopt social media. "This factor

encompasses the pressures to adopt new technologies generated by external constituents and social and institutional forces.”

However, the use of social media in public relations continues to be in many instances a somehow unplanned activity within nonprofit organizations. It was and, in some cases, continues to be implemented without a strategic approach, without setting clear objectives or proper monitoring and evaluation (Macnamara & Zerfass, 2012).

By adopting social media, non-profit organizations not only gained access to wider audiences in real time and at a very low cost, but more importantly they were able to establish an open and interactive relationship with them which, in turn, has proved to facilitate the advancement of their strategic organizational goals.

2.1.3 Use of Social Media within the United Nations

As many other organizations, the United Nations and its different entities have put in place several social media efforts to communicate with their audiences, to increase visibility and to get support for different causes (“Social media at the United Nations”, 2012). Different divisions of the U.N. have developed social media guidelines in which they highlight how the use of this new communication channel can enhance their work. For example, the United Nations Department of Public Information (2011) states “Social media creates dynamic new opportunities for United Nations communicators, enabling direct and real-time interactivity with UN audiences”.

In 2010, the Division for Social Policy and Development and the Civil Society and Outreach Unit of the United Nations Department of Economic and Social Affairs organized the workshop “How NGOs can use social media” in New York (USA). In the introductory note the organizers stated, that social networks enable

NGOs to establish communication with their audiences, promote their initiatives and advance their agendas, while allowing audiences to participate and connect with their work in a more effective and measurable way. (United Nations, 2010).

As one of the better-known U.N. agencies around the world, UNICEF has placed social media at the core of its communication efforts emphasizing how this tool empowers real time interaction with the general public and target audiences, while it helps to position itself as the leading development agency on children's rights (UNICEF East Asia & Pacific, 2020).

The United Nations Population Fund (UNFPA) on the other hand, highlights how social media has enhanced their fundraising, advocacy work and knowledge dissemination efforts (UNFPA Asia and the Pacific, n.d.).

The United Nations Entity for Gender Equality and the Empowerment of Women, also known as UN Women, emphasizes how social media has helped them to establish a two-way participatory conversation with their online audiences (UN Women Asia and the Pacific, 2019).

Even the highest authority of the U.N., former Secretary General, Mr. Ban Ki-moon, stressed how the use of social media by the organization has generated "impressive results in terms of reaching new audiences around the world" (Deen, 2013).

In summary as other nonprofit organizations the adoption of social media by U.N. agencies has enabled them to establish a direct channel of communication with their key target audiences, while enhancing their visibility and supporting the achievement of their development agenda, including for raising awareness about the

issues they address, mobilizing support from key groups, advocating for change or just for sharing information and knowledge.

2.1.4 Facebook as the Most Prominent Social Media Platform

Facebook, which according to the Digital in 2018 report (Kemp, 2018, p. 59), is the social media platform with more active user accounts globally with 2.17 Billion of active users in 2018. The Digital in 2018 report (Kemp, 2018, p. 59), states that Facebook is the social media platform with more active user accounts globally with 2.17 Billion of active users in 2018. Created in 1994 by a group of young students from Harvard University in the United States as a social platform to share and connect with friends, Facebook has evolved to become the largest social media platform in the world offering a wide range of services and functions. In a nutshell, after signing up for a Facebook account, users are able to “add” friends and start sharing different kinds of content with them and interacting in turn with the content published by others (Safko & Brake, 2012).

Facebook also offers organizations the opportunity to interact with their different audiences in an environment that stimulates engagement and dialogue. By creating institutional profiles, organizations and personalities can communicate with their “followers” using the “status update” function. These statuses appear on the “wall” and followers are able to like, comment and share the statuses. The site allows organizations and their fans to publish text, image, audio, video and/or links to other websites. (Waters & Lo, 2012).

Different types of content can be shared on Facebook both for free (organically) and as paid advertisement. With the latter modality, organizations can reach out to people based on their geographic location, gender, age group and

interests (Facebook for Business, n.d.). As Young (2014, p.12) explained “in a world where consumers are becoming more cynical and dismissive of corporate-controlled brand messaging, Facebook represents the media of the everyday person.”

Through the years, Facebook has modified its configuration and terms of service adding new features, altering privacy settings, and changing the way content is shared and displayed. (King, 2015). One of the most significant changes with regards to Facebook fan pages occurred in 2014 when the company introduced the ‘EdgeRank,’ “an algorithm that determined which and how often friends’ updates would appear on your personal newsfeed” explains Young (2014).

Under this model, Facebook uses a very sophisticated -and undisclosed- formula to determine which content appears on each user’s timeline. Previously, all posts shared by any given page would automatically appear in its follower’s timelines in chronological order regardless of its format or quality. With the new algorithm, only sponsored or very high-quality organic- posts are displayed on the followers’ pages. This feature changed the way organizations and brands use the social network, pressing them to either pay for advertisement or generate more compelling content in order to get it widely disseminated (Dijck, 2013).

Despite a continuous and evolving shift in social media use trends, Facebook remains as one of the most used social networking sites worldwide. While the corporation has modified considerably its terms of use for commercial purposes and has evolved into a more regulated advertisement platform, organizations around the world, including U.N. agencies, continue to rely on the platform to communicate with their key constituencies.

As one of the most prominent and widespread used social media platforms and the one with the highest number of monthly active users around the world, Facebook has been for years one of the main social networking sites used by U.N. entities globally. Only in Asia and the Pacific, at least 13 out of 25 UN Regional Offices have a Facebook account. In addition, Asia is the region with the largest amount of Facebook users globally (Tankovska, 2021). Moreover, the diverse functionalities and features offered by this platform make it an interesting subject matter for the present study.

2.1.5 Public Relations

Public relations are practiced in modern organizations to identify strategic audiences in line with corporate objectives and to implement communication actions to create and sustain a wide range of relationships between the organization and different audiences in order to achieve strategic corporate goals (Hon & Grunig, 1999). Said relationships with key audiences, established and nurtured through public relations, can represent financial savings for organizations as they can help to minimize or even eliminate costs of judicial processes and bad publicity. Furthermore, public relations can be useful for organizations to generate revenue by advancing relationships with strategic audiences such as potential investors, donors, individuals, decision-makers and even organization members who can support in different ways the goals of the organization (Hon & Grunig, 1999).

2.1.6 Social Media and Organizational Communication

The advent of social media and its implications in modern organizational communication have been studied vastly in recent years. The move from Web 1.0, namely static websites, to Web 2.0, social media and interactive applications, has

been widely documented (Westerman, et al., 2014). Consequently, the use of social media by organizations brings new communication possibilities that go beyond those offered by offline communication channels and traditional means of communication mediated by computers (Obar, 2014).

This new communication context is characterized by its openness, interactivity, and the possibility of collaboration and collective construction of ideas and knowledge. In this regard, it abandons the traditional approach of top-down scripted information dissemination and instead calls for genuineness and spontaneity in communication (Macnamara & Zerfass, 2012).

From the start, social media has been praised as an “emergent, bottom-up process” that came to light without the restrictions or regulations faced by traditional media. This particular characteristic in conjunction with the development of new and more accessible technologies for content-generation has enabled many different types of communities to collaborate and advocate together around common goals. Certain groups, particularly the smaller ones, would have never had a chance to communicate in such an effective manner, if it was not for social media (Das, 2012).

As mentioned before, one of the main differences brought by social media to organizational communications is the fact that it created an open and collaborative environment, where virtually every member with access to the Internet and a social media account is able to participate in creation and sharing of content as well as interacting with it. Social media created a new communication platform where users, individuals or organizations, are simultaneously sending, receiving and providing feedback about the messages received (Özdemir, 2012).

The rapid growth and popularity of social media in recent years has generated the need for all types of organizations to understand this new tool in order to be able to connect with its different constituencies (Kuikka & Äkkinen, 2011).

The power of social media in corporate communications and public relations is widely acknowledged by numerous organizations that are integrating social media components into their communication strategies. The enormous potential of social media to create and maintain closer and more meaningful relations with different audiences is a result of the social, communal and collaborative character of this communication channel (Men & Tsai, 2013).

More and more, private, public and non-governmental organizations are benefitting from this new order by using social media to build their image and disseminate information to their key audiences, such as donors, clients and traditional media. In times when many individuals turn to the Internet, and specifically to social media, for information, many organizations are working to have dynamic and interactive social media channels to stay in touch with their stakeholders (Waters & Lo, 2012).

Other reason accounted for the use of social media by organizations, is the fact that it offers access to wider audiences without intermediaries as occurs in the case of traditional media corporations; it allows organizations to convey their messages to large, established and already interconnected audiences and offers users the perceived possibility of “taking action” by simply clicking a link (Madianou, 2013).

The organization’s audiences on social media not only expect interaction but also content that ignites their curiosity. Therefore, digital practitioners are expected to

tell the story of the organization employing creative and dynamic approaches including high quality and engaging images and video (Hristache, Paicu, & Ismail, 2014).

In general, social media within the organization demands a balanced practice, which keeps equilibrium between the participation of the audience and the effectiveness to reflect the organizational image and achievement of its goals. This balance is considered also one of the key priorities for public relations (Macnamara & Zerfass, 2012).

However, the openness and relatively uncontrolled nature of social media presents also a challenge for communicators, as individual users develop into content generators with the capacity to create, endorse and disseminate content related to the organization. This has a direct impact on the overall public image of the organization (Men & Tsai, 2013).

Reitz (2012, p. 44) posits, “Organizations that engage in social media have the potential to transfer into an open system public relations model because both the organization and its public become content creators and consumers of online content.”

Undeniably, social media has changed the way organizations communicate with their audiences. The public relations model has shifted from a top-down to a bottoms-up approach where two-way communication can be established, with minimum investment and in a relatively unregulated manner. Enabled by social media, this openness has also pressed organizations to revisit their public relations approaches and explore more participatory and interactive practices that take into consideration the collaborative and accessible nature of social media.

In the context of strategic communications, social media play a fundamental role in aiding modern organizations to achieve their objectives. Nowadays, digital and social media interventions are inherently embedded in communication strategies to support the realization of a wide range of goals that go from brand building, recognition and loyalty, awareness-raising, generation of product demand and sales, social mobilization, policy advocacy and even behavior change. Moreover, in a heavily interconnected world, digital media have rapidly established themselves as an often-indispensable enabler for organizational communication strategies, regardless of the nature of the organization.

2.1.7 Relationship Cultivation in Public Relations

Originally described as ‘relationship management’ in public relations, this concept makes reference to how organizations build and sustain relations with its different constituencies. This idea implies a shift from the traditional approach of assessing the effectiveness of public relations by quantifying the number of interventions, to a more analytical approach that evaluates the quality of relationships between the organization and its different publics (Ledingham, 2006).

In order to develop strategies for relationship cultivation, researchers have applied concepts used to analyze interpersonal relationships, including access, positivity, openness, assurances, networking and sharing of tasks (Grunig & Huang, 2000).

Access refers to how the organization allows for the audience(s) to establish contact with them and vice versa (Grunig & Huang, 2000). Under this concept, both parties have the ability and willingness to communicate with each other. With its

multiple features, Facebook enables this interaction between organizations and their publics via comments in the wall and direct messages (Facebook for Business, n.d.).

‘Positivity’ indicates all the actions taken by an organization or a public to make the relationship enjoyable for both parties (Grunig & Huang, 2000). According to this concept, organizations provide users with a positive experience via their online channels (Williams & Brunner, 2010). For instance, by posting beautiful images and captions on Facebook, organizations offer their followers a positive experience.

‘Openness’ occurs when both parties -the organization and the public- are willing to share their points of views and positions as well as to disclose information. In these cases, the relationship established is considered transparent (Grunig & Huang, 2000). When an organization uses its online channels to share internal information, such as budgets, expenditures and work plans, it is exercising openness (Williams & Brunner, 2010).

‘Assurances’ are the efforts made by organizations and publics to demonstrate their legitimacy and honesty to their counterparts (Grunig & Huang, 2000). Organizations that invest time in responding to publics enquiries, questions and comments made by individuals demonstrate their publics that they have a genuine interest in the relationship (Williams & Brunner, 2010).

‘Networking’ is a common strategy in relationship cultivation. Under this concept, organizations connect and build rapport with groups or movements that are connected to their publics (Grunig & Huang, 2000). For instance, the organization establishes networks with environmental activists or communities (Hon & Grunig, 1999).

Lastly, ‘the sharing of tasks’ makes reference to the cases when the organizations and the publics work together to solve or address specific issues (Grunig & Huang, 2000). An example of task-sharing is when organizations request the public support for certain campaigns or initiatives through specific actions such as signing an online petition, changing the profile picture, using hashtags, etc. (Waters, et al., 2009).

2.1.8 Use of Social Media for Relationship Cultivation in Public Relations

Since social networking sites allowed organizations to create their own profiles, thousands of them started to include social media components into their existing communication strategies and plans. Although the relations established between the organization and its different audiences has been highlighted as a central factor for strategic management and organizational development and social media is acknowledged as a catalyst to enable such interactions, there is limited evidence to corroborate this idea (Men & Tsai, 2013).

In this regard, Lovejoy & Saxton (2012, p. 339) add “overall, social media appears to have created opportunities for interpersonal engagement, interactivity, and dialogue that are qualitatively different from those offered by traditional websites. It would thus be reasonable to infer that social media would similarly carry considerable potential as an organizational communication and stakeholder relations tool.”

Practical evidence demonstrates that social media sites offer a great platform for relationship cultivation and enhancement. According to a study conducted in 2013, the respondents who were more actively engaged and connected with corporate social media sites were more receptive to and proactively engaged with the company’s messages (Men & Tsai, 2013).

Using social media as a component of strategic communication in organizations proves to yield several benefits such as building and consolidating corporate image, instituting effective, dynamic and transparent communication with the audience (Hristache, et al., 2014), enabling two-way and more symmetrical interaction between organizations and their publics (Macnamara & Zerfass, 2012), as well as allowing them to communicate directly with their stakeholder groups without being dependent on journalists. (Preusse & Schulze, 2012).

Marketers have studied in recent years how social media can be an effective vehicle to engage consumers and strengthen their relationship with them. It is recognized that when consumers interact with companies via social media channels, both parties engage in a personal level and this notion can be easily extrapolated to the arena of public relations in the non-profit sector where social media also contributes to establishing positive engagement with the audiences (Men & Tsai, 2013).

Due to the broadly considered advantages it offers, all kinds of organizations are employing social media more and more in their communication and public relations interventions (Macnamara & Zerfass, 2012). In an era where popularity is highly profitable, social media has enabled companies and brands to grab attention from audiences and build communities of followers around the world. This value presents organizations with a novel path for brand building, image marketing and ultimately increased profit (Dijck, 2013). The empirical space provided by social media allows brands not only to interact with the audience, but also to be part of their daily lives, conversations and lifestyle, transforming them into endorsers and ambassadors of their products and services (Solis & Breakenridge, 2009).

Although there has been extensive research on the use of social media for commercial marketing purposes, much less has been done on the use of social media by non-profit organizations. However, a good example is a study conducted with 275 non-profit organizations Facebook profiles, which described how these organizations are using social media to develop closer relationships with their stakeholders (Waters & Lo, 2012).

Based on the study by Waters & Lo (2012), the most often used methods of sharing information about the nonprofits' programs and services are posting links to news media stories (57.3%), followed by posting pictures of their events (55.4%), videos (22.2%) and campaign summaries (17.8%). On the contrary, organizational press releases (3.6%) and audio files (1.3%) were hardly used.

In addition, social media sites are viewed as “networked mediated social structures-with the individual being the focal point of the community network(s), as opposed to groups being the relevant building blocks of society” (Das, 2012, p. 13).

Furthermore, numerous studies have encountered that organizations are utilizing social media predominantly to share information and to establish a dialogue with their stakeholders. However, little attention has been dedicated to *how* these organizations use social media (Lovejoy & Saxton, 2012). According to Macnamara and Zerfass (2012), studies demonstrate that not many organizations have a social media strategy or guidelines, which suggests that the strategic application of social media by public relations and communication practitioners in non-profit organizations, especially international organizations such as the U.N., remains low and/or lacks sufficient investigation.

2.1.9 Relationship Cultivation Strategies

As part of their public relations efforts on social media, non-profit organizations are using relationship cultivation strategies, namely disclosure, information dissemination and involvement to communicate with their audiences (Waters, et al., 2009). Table 2.1 presents how each of the three relationship cultivation strategies are executed.

Table 2.1: Relationship Cultivation Strategies

Relationship Cultivation Strategies	Executions
1. Disclosure	Description
	History
	Mission statement
	URL
	Logo
	Administration listed
2. Information Dissemination	News links
	Photo posted
	Video files
	Audio files
	Posted items
	Discussion wall

(Continued)

Table 2.1 (Continued): Relationship Cultivation Strategies

Relationship Cultivation Strategies	Executions
2. Information Dissemination	Press releases
	Campaign summaries
3. Involvement	E-mail to organization
	Phone number
	Message board used
	Calendar of events
	Volunteer opportunities
	Donate
	E-commerce store

Source: Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102-106.

As for the first strategy, “disclosure” refers to how social media prompts organizations to provide their audiences with access to all the relevant information about the organization. In their classification Waters, et al. (2009, p. 104) include description, history, mission statement, URL, logo and administrators.

As for the second strategy, “information dissemination” in this context makes reference to how organizations use social media to distribute information that will be deemed useful by key constituencies, including news links, photos, videos, audio

files, posted items, discussion walls, press releases and campaign summaries (Waters, et al., 2009).

Lastly, given the nature of social media, “involvement” is also highlighted as a key strategy to cultivate relationships with the audience because it allows for interaction and engagement. Waters, et al. (2009, p. 104) list e-mail to organization, phone number, message board used, calendar of events, volunteering opportunities, donate and store as executions of this strategy.

The involvement strategy has been also highlighted because of its substantial impact in relationship building between organizations and their publics. Interactivity in online platforms has proved to be often more effective than traditional static formats to attract attention and persuade customers in advertising. Furthermore, studies on computer-mediated communications indicate that interactive and multimedia features can heighten engagement, interdependence and common understanding between audiences and their audiences contributing to fostering positive relationships between them. By using these features in digital platforms, organizations enable the establishment of more reciprocal communication (Jo & Kim, 2003).

Understanding that this classification was introduced in 2009 and that social media has dramatically evolved ever since, it was necessary to revise these strategies to ensure they can be applied to today’s practices. For the sake of this research and utilizing the relationship cultivation strategies classification by Waters, et al. (2009) as a basis, the researcher reinterpreted the concepts in accordance with current social media features, practices and trends (See details in Table 2.2).

Table 2.2: Relationship Cultivation Strategies by Waters and Colleagues and Adapted Version

Relationship Cultivation Strategies	Waters and Colleagues' Executions 2009	Adaptation to 2019
1. Disclosure	Description History Mission statement URL Logo Administration listed	Mission History of the organization
2. Information Dissemination	News links Photo posted Video files Audio files Posted items	Storytelling Key messages Testimonials Facts and figures Press releases
Information Dissemination	Discussion wall Press releases Campaign summaries	Statements Reports External articles

(Continued)

Table 2.2 (Continued): Relationship Cultivation Strategies by Waters and Colleagues
and Adapted Version

Relationship Cultivation Strategies	Waters and Colleagues' Executions 2009	Adaptation to 2019
3. Involvement	E-mail to organization Phone number Message board used Calendar of events Volunteer opportunities Donate E-commerce store	"Read more" link/Hashtags/Tags Question/Call for the audience Call for jobs Volunteer opportunities Internships, prizes, scholarships Invitation to events or campaigns Invitation to donate

Source: Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102-106.

In addition, and in order to collect information on the main topics covered by the U.N. regional office Facebook pages, the researcher will add a fourth category to the table making reference to the Sustainable Development Goals, a set of seventeen

global objectives established by the U.N. and adopted by countries around the world to address global development issues (United Nations, 2019).

Time-bound to 2030, the Sustainable Development Goals are:

SDG 1. End Poverty: aims to half the proportion of individuals living in poverty around the world.

SDG 2. Zero Hunger: aims to end hunger and malnutrition while ensuring that the most vulnerable people have access to safe, nutritious and sufficient food.

SDG 3. Good Health and Well-being: focuses on improving the health of people around the world, by reducing child and maternal mortality, while combatting communicable diseases.

SDG 4. Quality Education: seeks to guarantee that all girls and boys, women and men have equal access to free and quality education.

SDG 5. Gender Equality: strives to end all forms of discrimination and violence against all women and girls everywhere, while ensuring they have access to leadership positions, economic opportunities and technology.

SDG 6. Clean Water and Sanitation: aims at achieving universal access to safe drinking water, as well as sanitation and hygiene.

SDG 7. Affordable and Clean Energy: focuses on ensuring universal access to affordable, reliable and modern energy as well as increasing the proportion of renewable energy in the global energy mix.

SDG 8. Decent Work and Economic Growth: seeks to increase and sustain economic growth by improving employment and its conditions for all.

SDG 9. Industry, Innovation and Infrastructure: works towards developing infrastructure that supports economic development and human well-being.

SDG 10. Reducing Inequality: aims to promote social, economic and political inclusion of all individuals, regardless of age, sex, disability, race, ethnicity, origin, religion or economic or other status, as well as to reduce inequalities between nations.

SDG 11. Sustainable Cities and Communities: focuses on ensuring affordable and accessible housing, services and transportation for all.

SDG 12. Responsible Consumption and Production: has the objective to guarantee the sustainable management and efficient use of natural resources and reduce by half the global food waste.

SDG 13. Climate Action: seeks to strengthen resilience and capacity to adapt to climate-related hazards and natural disasters and integrate climate measures into national policies, strategies and planning.

SDG 14. Life below Water: aims at preventing and reducing marine contamination and managing coastal ecosystems in a sustainable manner.

SDG 15. Life on Land: works towards ensuring the conservation and sustainable use of terrestrial ecosystems.

SDG 16. Peace, Justice and Strong Institutions: focuses on reducing all forms of violence and related death rates everywhere while promoting the rule of law at the national and international levels and ensuring equal access to justice for all.

SDG 17. Partnerships for the Goals: aims to strengthen finance, technology, capacity building, trade, policy and monitoring aspects of global partnerships for the achievement of the SDGs (United Nations Department of Economic and Social Affairs, n.d.).

It must be noted that SDG 3 on Health and Well-being plays a crucial role in the overall agenda of the SDGs. Health-related targets are present in almost all SDGs

and are directly linked to different aspects of sustainable development including poverty, hunger, education, clean water, climate action and others (World Health Organization, 2018).

In this regard, the present study proposes to utilize an adapted version of the previously mentioned relationship cultivation strategies with the additional component of the Sustainable Development Goals (See details in Table 2.3).

Table 2.3: Relationship Cultivation Strategies Adapted to the 2019 Social Media

Context

Relationship Cultivation Strategies	Executions with the Use of Social Media
1. Disclosure	1.1 Mission 1.2 History of the institution
2. Information dissemination	2.1 Storytelling 2.2 Key messages 2.3 Testimonials 2.4 Facts and figures
Information dissemination	2.5 Press releases 2.6 Statements 2.7 Reports 2.8 External article

(Continued)

Table 2.3 (Continued): Relationship Cultivation Strategies Adapted to the 2019 Social Media Context

Relationship Cultivation Strategies	Executions with the Use of Social Media
3. Involvement	3.1 “Read more” link/tags/hashtags 3.2 Question for the audience 3.3 Jobs 3.4 Volunteer opportunities 3.5 Calls for internships 3.6 Calls for contests 3.7 Calls for scholarships 3.8 Invitation to participate in events or campaigns 3.9 Invitation to donate
4. Sustainable Development Goals (SDGs)	4.1 No Poverty 4.2 Zero Hunger 4.3 Good Health and Well-being 4.4 Quality Education 4.5 Gender Equality 4.6 Clean Water and Sanitation 4.7 Affordable and Clean Energy 4.8 Decent Work and Economic Growth

(Continued)

Table 2.3 (Continued): Relationship Cultivation Strategies Adapted to the 2019 Social Media Context

Relationship Cultivation Strategies	Executions with the Use of Social Media
(Sustainable Development Goals (SDGs))	4.9 Industry, Innovation, and Infrastructure 4.10 Reducing Inequality 4.11 Sustainable Cities and Communities 4.12 Responsible Consumption and Production 4.13 Climate Action 4.14 Life below Water 4.15 Life on Land 4.16 Peace, Justice, and Strong Institutions 4.17 Partnerships for the Goals

The modalities proposed, using the Waters and Lo (2012)'s relationship cultivation strategies, are aligned to the current features offered by Facebook and the current practices in social media use by the United Nations agencies.

Furthermore, the addition of the SDGs allowed the researcher to study the most common themes featured on the Facebook posts by the U.N. agencies in the region.

2.2 Related Theories

2.2.1 Relationship Management Theory

The public-organization relation refers to the existing interaction between an organization and its audience. According to this definition, the actions taken by either of the parties will have an impact on the other. In the context of public relations, relationship management involves the establishment, maintenance, advancement and cultivation of relations among organizations and their constituencies (Jo & Kim, 2003)

Referencing concepts from interpersonal relationships, Grunig and Huang (2000) identified four features that can be used to measure the success of organization-public relationships, as follows:

1) “Control mutuality” refers to the extent to which organization and publics have the capacity to influence each other. While this concept acknowledges the usually unbalanced distribution of power in public-organization relationships, it also recognizes that in order to establish steady and healthy relations, both audiences and organizations must be able to establish certain levels of control over one another (Grunig & Huang, 2000).

2) “Trust” makes reference to the confidence and disposition of publics and organizations can develop in order to open themselves to each other. This complex notion has multiple layers including integrity, which is the conviction that the organization is fair and just; dependability, which is the understanding that an organization will act in accordance to their discourse; and competence, which is the belief that the organization is able to do what it commits to (Grunig & Huang, 2000).

3) “Satisfaction” relates to the degree to which each party in the relationship perceives the other in a positive way. Under this notion, the benefits of a relationship overshadow its costs (Grunig & Huang, 2000).

4) “Commitment” indicates to what extent publics and organizations are convinced that it is worth to sustain and cultivate a relationship with each other.

Besides these features, Grunig and Huang (2000) identified additional elements to measure successful public-organization relationships, namely exchange relationships, and communal relationships.

An “exchange relationship” occurs when parties to the relation provide benefits to the other, in return for benefits. In other words, relationship parties are expected to return or pay back for the benefits received. Although this concept aligns to marketing principles, in public relations, audiences expect organizations to take actions that will not be necessarily paid back for (Grunig & Huang, 2000).

The “communal relationship” takes place when both publics and organizations provide benefits to each other based solely on their interest in the wellbeing of the other, regardless if they get benefits in return or not. By establishing and sustaining “communal relationships” with key constituencies, organizations build their brand and reputation, which in the long run, can translate into greater support or less resistance from these groups (Grunig & Huang, 2000).

2.3 Theoretical Framework

Grunig and Hunt (1984) introduced four public relations models which can be used to frame the discussion on how organizations are using social media to

cultivate relationships with their key constituencies: press agency/publicity, public information, two-way asymmetrical and two-way symmetrical.

While the press agency/publicity model is considered as a propaganda strategy as it disseminates the messages and agenda of a certain organization offering partial or manipulated information, the public information model aims mainly at spreading information about the organization, not always with the intention to persuade the audience. In these two models, the communication is established in a unidirectional manner, going from the source to the receiver, with no possibility for feedback.

On one hand, the two-way asymmetric model, organizations utilize research and scientific methods to craft their messages with the purpose of persuading the audience to identify with the organization's ideals or to take specific actions in line with the organization's interests. In this category, audiences are able to interact and respond to the messages, but the process is partially controlled by the organization (Grunig & Hunt, 1984).

On the other hand, the two-way symmetric model, often considered the ideal public relations model proposed by Grunig, Grunig, Sriramesh, Huang, & Lyra (1995), aims at establishing a common understanding and identification between the organization and its audiences. Under this model, constituencies are also able to interact and provide feedback to the organization.

However, in practice, organizations continue to prefer the two-way asymmetrical model, which allows them to craft and curate their messaging to generate desired reactions in the public (Grunig, et al., 1995)

In addition, the rapid and continuous evolution of social media is enabling organizations to use audience data drawn from online platforms to shape their communication and messages to achieve specific responses in their target publics (Brown & Waddington, 2013).

Although it has been discussed that the original aim of social media was keeping audiences entertained, particularly young people, in recent years this medium has become one of the most influential public relations platforms with an enormous impact in almost every aspect of society (Mergel, 2013).

In this regard, Brown and Waddington (2013, p. 7) assert that “public relations practitioners are uniquely placed to take advantage of a world where conversation and dialogue have largely supplanted top-down, one-way messaging”

2.4 Research Hypothesis

In accordance with the aforementioned, it is clear that many U.N. agencies are using social media to maximize their public relations, advocacy and awareness-raising, as well as to build relationships with their key constituencies. Taking into consideration the widespread use of social media by different U.N. agencies, it is relevant to analyze the strategies that these organizations are using to build relationships with their audiences on social media. Likewise, it is pertinent to investigate the similarities and differences in the use of social media for relationship cultivation among different U.N. agencies.

Using social media as a component of strategic communication in organizations proves to yield several benefits such as building and consolidating corporate image, instituting effective, dynamic and transparent communication with

the audience (Hristache, et al., 2014), enabling two-way and more symmetrical interaction between organizations and their publics (Macnamara & Zerfass, 2012), as well as allowing them to communicate directly with their stakeholder groups without being dependent on journalists. (Preusse & Schulze, 2012). Accordingly, the Hypothesis # 1 the U.N. agencies use predominantly “information dissemination” and “involvement” strategies to cultivate relationships with their constituencies on Facebook was proposed.

In this regard, Lovejoy & Saxton (2012, p. 339) added “Overall, social media appears to have created opportunities for interpersonal engagement, interactivity, and dialogue that are qualitatively different from those offered by traditional websites. It would thus be reasonable to infer that social media would similarly carry considerable potential as an organizational communication and stakeholder relations tool,” which leads to the development of the Hypothesis # 2 The main similarity in the use of Facebook for relationship cultivation among the U.N. agencies is the use of the “involvement” strategy.

Although there has been extensive research on the use of social media for commercial marketing purposes, much less has been done on the use of social media by non-profit organizations. However, a good example is a study conducted with 275 non-profit organizations Facebook profiles, which described how these organizations used social media to develop closer relationships with their stakeholders (Waters & Lo, 2012). This study reveals various methods of sharing information used by nonprofits’ programs and services which include posting links to news media stories (57.3%), posting pictures of their events (55.4%), videos (22.2%), campaign summaries (17.8%), organizational press releases (3.6%), and audio files (1.3%).

Based on the findings of this study, the Hypothesis # 3 The main difference in the use of Facebook for relationship cultivation among the U.N. agencies relates to the types of information they disseminate was proposed.

All U.N. offices' mission involves the Sustainable Development Goals (SDGs), a set of seventeen development objectives established and adopted by the Member States of the United Nations General Assembly in September 2015 (see details in Table 1.2), with the aim of addressing global issues, including poverty, hunger, health, education and environmental matters (Sustainable Development, 2019). As a result, it is interesting to examine how their regional offices use the SDGs as themes for relationship cultivation. SDG 3 on Health and Well-being plays a crucial role in the overall agenda of the SDGs. Health-related targets are present in almost all SDGs and are directly linked to different aspects of sustainable development including poverty, hunger, education, clean water, climate action and others (World Health Organization, 2018). Accordingly, this study proposed the Hypothesis # 4. The main theme featured in Facebook posts of selected regional U.N. agencies is health.

In sum, four research hypotheses are proposed as follows:

Hypothesis # 1: The U.N. agencies use predominantly “information dissemination” and “involvement” strategies to cultivate relationships with their constituencies on Facebook.

Hypothesis # 2: The main similarity in the use of Facebook for relationship cultivation among the U.N. agencies is the use of the “involvement” strategy.

Hypothesis # 3: The main difference in the use of Facebook for relationship cultivation among the U.N. agencies relates to the types of information they disseminate.

Hypothesis # 4: The main theme featured in Facebook posts of selected regional U.N. agencies is health.



CHAPTER 3

METHODOLOGY

This chapter describes research design, population and sample selection, research instrument, instrument pretest, data collection procedure, and data analysis. The chapter also presents the validity and reliability of the study.

3.1 Research Design

This study used a quantitative approach. Quantitative content analysis was used to study all the posts published on the Facebook pages of three purposively selected U.N. agencies from Asia and the Pacific for three months.

Content analysis is a research technique which focuses on the examination of documented human communications including newspapers, television, books, radio shows, correspondence, social media updates etc. This method has proven to be useful in research in order to analyze and identify perspectives, significances, purposes and meanings in different types of messages (Das & Bhaskaran, 2008).

The study proposed an adapted version of the coding scheme used in a previous study by Waters, et al. (2009, p. 104) to analyze relationship cultivation on social media. While the study utilized the same strategies identified by Waters, et al. (2009), the modalities of these strategies have been adapted to the current features offered by Facebook and the current trends in the use of social media by U.N. agencies. In addition, the researcher included an additional set of elements to analyze in the coding scheme. Using the Sustainable Development Goals as a reference, the

study determined which are the common themes featured on the Facebook posts analyzed. In this regard, the study focused on the following strategies:

1) Disclosure: Involves the provision of information specifically about the organization. It includes mission and/or history of the agency.

2) Information dissemination: Refers to the dissemination of content related to the work of the agency, including success stories, key messages, testimonials, facts and figures, press releases, statements, reports and external articles.

3) Involvement: Makes reference to any material requesting the users to take a concrete action. This can include: “Read More” links, questions for the audience to reply on the comments section, calls for jobs, volunteer opportunities, internships, prizes, scholarships, invitations to events or campaigns, and donation requests.

The fourth element refers to 17 Sustainable Development Goals, including:

1) no poverty, 2) zero hunger, 3) good health and well-being, 4) quality education, 5) gender equality, 6) clean water and sanitation, 7) affordable and clean energy, 8) decent work and economic growth, 9) industry, innovation, and infrastructure, 10) reducing inequality, 11) sustainable cities and communities, 12) responsible consumption and production, 13) climate action, 14) life below water, 15) life on land, 16) peace, justice, and strong institutions, and 17) partnerships for the goals.

Using the categories presented above, the study developed a coding scheme to analyze each post according to the relationship cultivation strategy -or strategies- used by the different sampled U.N. agencies.

3.2 Population and Sample Selection

The target population of this study is the Facebook fan pages of the U.N. regional offices in Asia Pacific. Population was chosen through purposive sampling. Purposive sample is a subjective kind of non-probability sample, usually chosen to ensure that the sample is representative of the total population (Etikan, 2016).

In order to determine the population for the study, the researcher has prepared a list of all the U.N. Regional offices that have an active Facebook fan page including their respective number of followers. The list has been obtained through observation and online validation.

Table 3.1: List of U.N. Regional Offices with an Active Facebook Fan Page in the Asia Pacific Region

No	U.N. Regional Offices	Number of Followers (as of July 6, 2019)
1	International Civil Aviation Organization (ICAO)	1,892
2	International Monetary Fund (IMF)	75,723
3	Office of the United Nations High Commissioner for Human Rights (OHCHR)	34,291
4	Joint United Nations Programme on HIV/AIDS (UNAIDS)	10,628
5	United Nations Development Programme (UNDP)	128,168

(Continued)

Table 3.1 (Continued): List of U.N. Regional Offices with an Active Facebook Fan

Page in the Asia Pacific Region

No	U.N. Regional Offices	Number of Followers (as of July 6, 2019)
6	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	31,667
7	United Nations Educational, Scientific and Cultural Organization (UNESCO)	54,369
8	United Nations Population Fund (UNFPA)	38,871
9	United Nations Children's Fund (UNICEF)	39,885
10	United Nations Industrial Development Organization (UNIDO)	4,311
11	United Nations Volunteers (UN Volunteers)	31,197
12	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	57,863
13	World Health Organization (WHO)	263,071

There is a total of thirteen U.N. Facebook fan pages in the region. Out of the thirteen, three fan pages were chosen to be analyzed for the study, which represents about 23% of the total population. The two criteria used to select the Facebook fan pages are number of followers and thematic focus:

1) Number of followers: the fanpages with the highest number of followers were considered for selection. It is expected that fanpages with larger

audiences will provide a more insightful perspective and a better understanding of the strategies used to build relationships with the audiences in the region. According to the list, as of July 2019, the three U.N. regional fanpages with the highest number of followers are:

- World Health Organization South-East Asia Region - WHO SEARO:
<https://www.facebook.com/WHOSEARO/> - 263,071 followers

- United Nations Development Program (UNDP) in Asia and the Pacific: <https://www.facebook.com/undpasiapac/> - 128,168 followers

- International Monetary Fund Asia and Pacific:
<https://www.facebook.com/IMFAsia/> - 75,723 followers

2) Thematic focus: In accordance with the priorities set by the Sustainable Development Goals, agencies working on SDG 1: End Poverty, SDG 2: Zero Hunger and SDG 3: Good Health and Well-being will be considered for selection.

The U.N. Inter-agency and Expert Group on SDG Indicators (IAEG-SDGs) has assigned different agencies to serve as “Custodians” of SDG Indicators according to their field of work and expertise. The Agencies are mandated to compile and consolidate guidelines to measure and report on the SDG Indicators, to support countries on their implementation “Inter-agency and Expert Group on SDG Indicators” (United Nations, 2019).

Table 3.2: List of “Custodian” U.N. Agencies for SDG 1, SDG 2 and SDG 3

SDGs	Custodian Agencies	Regional Facebook Fan Page
SDG 1	World Bank	N/A
	UNISDR	N/A
SDG 2	FAO	N/A
	UNICEF	https://www.facebook.com/unicefap/
SDG 3	WHO	https://www.facebook.com/WHOSEAR O/
	UNICEF	https://www.facebook.com/unicefap/

Based on these criteria, the Facebook pages selected are the ones corresponding to the United Nations Children Fund (UNICEF) Regional Office for East Asia and the Pacific (<https://www.facebook.com/unicefap/>), which covers 27 countries; the United Nations Development Programme (UNDP) Regional Office for Asia and the Pacific (<https://www.facebook.com/undpasiapac>), covering 36 countries; and the World Health Organization (WHO) Regional Office for South East Asia (<https://www.facebook.com/WHOSEARO>), which covers 11 countries. The three selected pages were analyzed over a period of three months (May-June-July 2019).

The researcher proceeded to analyze all posts by each selected Facebook fan pages over the selected period of time. If during the selected period, the three regional fan pages do not have a representative number of posts, the researcher extended the period of analysis for one or two additional months to ensure that the sample is representative.

3.3 Research Instrument

As the research utilized quantitative content analysis as the main research method, a coding scheme was developed to identify the relationship cultivation strategies implemented by the selected fan pages in each of their posts during the period of the study. Once the samples are selected, the researcher gave an ID number for each sample, and then proceeded to examine the content of the posts as part of the study.

The coding scheme includes the date of the post and four major categories that are divided into sub-categories as follows: the first category is ‘disclosure,’ and this includes mission and history of the institution. The second category is ‘information dissemination’ and covers information about the work of the organization (success story, key messages, testimonials, facts and figures), institutional communication products (press releases, statements, reports) and external articles. The third category is ‘involvement,’ which includes “Read more” links, questions for the audience to reply on the comments section, calls (jobs, volunteer opportunities, internships, prizes, scholarships), invitations to participate in events or campaigns and invitations to donate.

A fourth category related to the SDGs has been included to analyze the common themes featured in the U.N. Facebook pages using as a reference for 17 Sustainable Development Goals: 1) No Poverty, 2) Zero Hunger, 3) Good Health and Well-being, 4) Quality Education, 5) Gender Equality, 6) Clean Water and Sanitation, 7) Affordable and Clean Energy, 8) Decent Work and Economic Growth, 9) Industry, Innovation, and Infrastructure, 10) Reducing Inequality, 11) Sustainable Cities and Communities, 12) Responsible Consumption and Production, 13) Climate Action, 14)

Life Below Water, 15) Life On Land, 16) Peace, Justice, and Strong Institutions, and 17) Partnerships for the Goals.

The researcher used a deductive observation approach to assess each post and identify the strategies used. The research instrument of this study is shown in Table 3.1.

Table 3.3: Coding Scheme Used for Analyzing Relationship Cultivation Strategies

Relationship Cultivation Strategies	Post	Post	Post	Post	Post	Post	Post
	Date	Date	Date	Date	Date	Date	Date
	Data	Data	Data	Data	Data	Data	Data
	#1	#2	#3	#4	#5	#6	#7
1 Disclosure							
1.1 Mission organization							
1.2 History organization							
2 Information Dissemination							
2.1 Success story							
2.2 Key messages							
2.3 Testimonials							
2.4 Facts and figures							
2.5 Press releases							
2.6 Statements							
2.7 Reports							

(Continued)

Table 3.3 (Continued): Coding Scheme Used for Analyzing Relationship Cultivation

Strategies

Relationship Cultivation Strategies	Post	Post	Post	Post	Post	Post	Post
	Date	Date	Date	Date	Date	Date	Date
	Data	Data	Data	Data	Data	Data	Data
	#1	#2	#3	#4	#5	#6	#7
2.8 External article/ materials							
3 Involvement							
3.1 Read more link							
3.2 Question for audience							
3.3 Jobs							
3.4 Volunteer opportunities							
3.5 Calls for internships							
3.6 Calls for contests							
3.7 Calls for scholarships							
3.8 Invitation to events /campaigns							
3.9) Invitation to donate							
4. Sustainable Development Goals (SDGs)							
4.1 No Poverty							
4.2 Zero Hunger							

(Continued)

Table 3.3 (Continued): Coding Scheme Used for Analyzing Relationship Cultivation

Strategies

Relationship Cultivation Strategies	Post	Post	Post	Post	Post	Post	Post
	Date	Date	Date	Date	Date	Date	Date
	Data	Data	Data	Data	Data	Data	Data
	#1	#2	#3	#4	#5	#6	#7
4.3 Good Health and Well-being							
4.5 Gender Equality							
4.6 Clean Water and Sanitation							
4.7 Affordable and Clean Energy							
4.8 Decent Work and Economic Growth							
4.9 Industry, Innovation, and Infrastructure							
4.10 Reducing Inequality							
4.11 Sustainable Cities and Communities							
4.12 Responsible Consumption and Production							
4.13 Climate Action							

(Continued)

Table 3.3 (Continued): Coding Scheme Used for Analyzing Relationship Cultivation

Strategies

Relationship Cultivation Strategies	Post	Post	Post	Post	Post	Post	Post
	Date	Date	Date	Date	Date	Date	Date
	Data	Data	Data	Data	Data	Data	Data
	#1	#2	#3	#4	#5	#6	#7
4.14 Life below Water							
4.15 Life on Land							
4.16 Peace, Justice, and Strong Institutions							
4.17 Partnerships for the Goals							

3.4 Instrument Pretest

For the pretesting of the research instrument, 30 posts from the Facebook fan pages were purposively selected to be coded by the researcher. Problems will be identified. If there are problems, the coding scheme may be adjusted to reflect the actual content of the posts.



Figure 3.1: Sample Post from the Facebook Fan Page of the UNFPA Regional Office for Asia and the Pacific

Source: UNFPA Asia and the Pacific. (2019). *Humans Of ICPD*. Retrieved October 13, 2019, <https://www.instagram.com/humansoficpd/>.

3.5 Data Collection Procedure

Having selected the fan pages and the time frame for the study, the researcher proceeded to collect the data for each post published on each page during the period of the study in a chronological order.

Using the relationship cultivation strategies coding scheme adapted for the study, the researcher identified which relationship cultivation strategies are used by the agencies in each post. A deductive observation approach was used to assess each post and identify the strategies used.

The final step was the analysis of the data collected in relation to the different relationship cultivation strategies identified for each post, in order to answer the research questions and to test the proposed research hypotheses. The raw data were entered into the SPSS program. After data were processed, they were statistically analyzed.

3.6 Data Analysis

Each relationship cultivation strategies or SDG identified in the sampled posts was counted as 'frequency,' and then the frequency was transformed to percentage. The Chi-Square analysis was used to test the proposed research hypotheses regarding similarity and difference of relationship cultivation strategies used by the U.N. regional offices and the most used SDGs.

3.7 Validity and Reliability

This research intends to ensure reliability by using purposive sampling to select the U.N. Facebook fan pages to be studied. In addition, a second coder was recruited and trained to help the researcher to code 30 percent of the sampled data. After the coding by the second coder is completed, the inter-coder reliability was calculated to reveal the reliability of the research instrument.

In order to ensure the validity of the study, the coding scheme was developed using a model developed by a previous research. This model was adapted to the current practices and trends in the use of social media, identified by the researcher through observation and literature review.

3.8 Limitations

Given the lack of previous studies on the specific topic of the research, and the fact that the methodology chosen is based on a similar study with a different scope, the researcher acknowledges that the results of the present study might be limited. However, it is important to highlight that the findings are expected to be useful and valuable to better understand the relationship cultivation strategies used by the United Nations in the Asia-Pacific region. The very specific nature of the topic and the systematic approach used for the study is expected to shed light and hopefully spark interest for future research.

CHAPTER 4

FINDINGS

This chapter aims to present the findings of the quantitative content analysis of 177 Facebook posts from the three official institutional accounts of U.N. Regional Offices in Asia by using relationship cultivation on social media and the Sustainable Development Goals as a conceptual framework. The findings are presented in line with the proposed research questions.

4.1 General Information of Sample

A total of 177 Facebook posts were reviewed as a sample for this study. Table 4.1 presents the numbers of Facebook posts published on the official accounts of UNDP Asia Pacific Regional Office, UNICEF East Asia and Pacific Regional Office and WHO South East Asia Regional Office published in May, June and July 2019 that were sampled and analyzed.

Table 4.1: Number of Facebook posts published on selected U.N. Regional Offices

Official Accounts

Agencies	May	June	July	Total
UNDP	5	5	17	26
UNICEF	20	24	15	59

(Continued)

Table 4.1 (Continued): Number of Facebook posts published on selected U.N.

Regional Offices Official Accounts

Agencies	May	June	July	Total
WHO	22	33	37	92
Total	47	62	69	177

As per the proposed methodology, the researcher adapted a coding scheme developed by Waters, et al. (2009, p. 104) to analyze the posts including the following relationship cultivation strategies: a) disclosure, b) information dissemination and c) involvement. An additional category referring to the Sustainable Development Goals was integrated to analyze common themes of the sampled posts.

4.2 Descriptive Statistics on Examined Variables

The review and analysis of the sample identified that the main Relationship Cultivation Strategy across the three U.N. agencies is Involvement with 55.30%, followed by Information Dissemination with 43.71%, and Disclosure with only 0.99%.

Table 4.2: Frequency and percentage of sampled posts using different Relationship Cultivation Strategies

Relationship Cultivation Strategies	Frequency	Percentage
Disclosure	3	0.99%
Information Dissemination	132	43.71%
Involvement	167	55.30%
Total	302	100.00%

Remarks: Multiple counts resulted from posts with more than one strategy.

Based on the analysis of the sampled posts, it was identified that the use of the Disclosure strategy for Relationship Cultivation by selected U.N. regional offices in their Facebook posts is limited with only 1.1% of UNICEF's posts and 0.6% of WHO's posts using the Mission Organization modality. None of the posts reviewed used the History Organization modality and UNDP's posts didn't use the Disclosure strategy at all.

Table 4.3: Use of Disclosure Strategy for Relationship Cultivation by Selected U.N.

Regional Offices

Disclosure	UNDP	UNICEF	WHO
Mission organization	0 0.0%	2 1.1%	1 0.6%
History organization	0 0.0%	0 0.0%	0 0.0%

With regards to the Information Dissemination strategy, the Chi-Square analysis identified that the most used modality in the sampled posts was ‘Storytelling’ with 79.7% by UNICEF, 76.9% by UNDP, and 32.6% by WHO. The second most used modality was ‘Facts and Figures’ with 70.7% used by WHO, 38.5% used by UNDP, and 20.3% used by UNICEF.

Table 4.4: Ranking of “Information Dissemination” Sub-Strategies by Three Offices

Rank	Information Dissemination / Sub-Strategies		
	UNDP	UNICEF	WHO
# 1	Storytelling 76.9%	Storytelling 79.7%	Facts/Figures 70.7%
# 2	Reports, articles, blogs 50%	Reports, articles, blogs 45.8%	Storytelling 32.6%

(Continued)

Table 4.4 (Continued): Ranking of “Information Dissemination” Sub-Strategies by
Three Offices

	Information Dissemination / Sub-Strategies		
Rank	UNDP	UNICEF	WHO
# 3	Facts/Figures 38.5%	Facts/Figures 20.3%	Testimonials 3.3%
# 4	External articles/ materials 30.8%	Testimonials 11.9%	Reports, articles, blogs N/A
# 5	Testimonials 15.4%	External articles/ materials 3.4%	External articles/ materials N/A

In relation to the use of the “involvement strategy” for relationship cultivation, the Chi-Square analysis of the sampled posts found that the most used modality by the three selected agencies was ‘Read more link/Tags/Hashtags’: UNDP (84.6%), UNICEF (83.1%) and WHO (16.3%). Followed by ‘Question/call for audience’: WHO (47.3%), UNICEF (33.9%) and UNDP (15.4%). Other five modalities within this strategy namely, ‘Volunteer Opportunities’, ‘Calls for Contests’, ‘Calls for Scholarships’, ‘Invitation to Events/Campaigns,’ and ‘Invitation to donate’ were not used at all by any of the agencies in the sampled posts.

Table 4.5: Ranking of “Involvement” Sub-Strategies Used by Three Offices (Agency Sample)

	Involvement / Sub-Strategies		
Rank	UNDP	UNICEF	WHO
# 1	Read more links/ tags/ hashtags 84.6%	Read more links/ tags/ hashtags 83.1%	Questions/ Call for audience 47.3%
# 2	Questions/ Call for audience 15.4%	Questions/ Call for audience 33.9%	Read more links/ tags/ hashtags 16.3%

Concerning the use of the Sustainable Development Goals as themes for Relationship Cultivation, the Chi Square analysis reveals that the most used SDG was SDG3 on Good Health and Well-being. It was found on 100% of the sampled posts by WHO, 45.8% of posts by UNICEF and 7.7% of posts by UNDP. The second most used SDG was SDG 13 on Climate Action found on 26.9% of posts by UNDP, 6.8% of posts by UNICEF, and 2.2% of posts by WHO.

Table 4.6: Ranking of the Themes Based on the SDGs by Selected U.N. Regional Offices

Rank	Sustainable Development Goals		
	UNDP	UNICEF	WHO
# 1	SDG 8 30.8%	SDG 3 45.8%	SDG 3 100%
# 2	SDG 13 26.9%	SDG 4 16.9%	SDG 13 2.2%
3#	SDG 10 15.4%	SDG 13 6.8%	SDG 8 1.1%
4#	SDG 17 15.4%	SDG 16 5.1%	SDG 15 1.1%
5#	SDG 4 11.5%	SDG 8 1.7%	N/A
6#	SDG 16 11.5%	SDG 10 1.7%	N/A
7#	SDG 3 7.7%	N/A	N/A
8#	SDG 14 7.7%	N/A	N/A
9#	SDG 15 7.7%	N/A	N/A

4.3 Hypothesis Testing Results

4.3.1 Findings on Hypothesis # 1: The U.N. agencies use predominantly “information dissemination’ and “involvement” strategies to cultivate relationships with their constituencies on Facebook.

The data analysis reveals that the main relationship cultivation strategies used across the Facebook posts is “involvement,” (55.30%); followed by “information dissemination,” (43.71%) and “disclosure” (0.99%). Therefore, the first hypothesis is supported (See Table 4.2).

4.3.2 Findings on Hypothesis # 2: The main similarity in the use of Facebook for Relationship Cultivation among the U.N. agencies is the use of the involvement strategy.

In relation to the use of the “involvement” strategy for relationship cultivation, the Chi Square Analysis of the sampled posts found that the three agencies present a similar practice in the use of the involvement strategy. The most used sub-strategy by the three selected agencies was ‘read more link/ tags/ hashtags’ as follows: UNDP with 84.6%, UNICEF with 83.1% and WHO with 16.3%. The second most used modality was ‘question/ call for audience’ with 47.3% use by WHO, 33.9% use by UNICEF and 15.4% use by UNDP. Other five sub-strategies within this strategy namely, ‘volunteer opportunities’, ‘calls for contests’, ‘calls for scholarships’, ‘invitation to events/ campaigns’ and ‘invitation to donate’ were not used at all by any of the agencies in the sampled posts. Based on the Chi-Square Analysis result, the relation between UN Agency and Involvement was significant, $X^2(6, N = 177) = 34.821, p < .001$. Therefore, this hypothesis is supported (See Table 4.7).

4.3.3 Findings on Hypothesis # 3: The main difference in the use of Facebook for relationship cultivation among the U.N. agencies relates to the types of information they disseminate.

The Chi-Square Analysis of the sampled posts indicate that the three selected U.N. agencies similarly used the top five “information dissemination” sub-strategies for relation cultivation. The analysis identified that the most used sub-strategies in the sampled posts was ‘storytelling’ with 79.7% by UNICEF, 76.9% by UNDP and 32.6% by WHO. The second most used sub-strategy was ‘facts and figures’ with 70.7% use by WHO, 38.5% use by UNDP and 20.3% by UNICEF. Based on the Chi-Square Analysis result, the relation between UN Agency and Information Dissemination was significant, $X^2 (8, N = 177) = 35.211, p < .001$. Therefore, this hypothesis is not supported (See Table 4.7).

4.3.4 Findings on Hypotheses # 4: The main theme featured in Facebook posts of selected regional U.N. agencies is health.

As hypothesized in Hypothesis # 4, the main theme featured in Facebook posts is health, the most featured SDG is SDG3 on Good Health and Well-being, encountered in 100% of posts by WHO, 45.8% of posts by UNICEF, and 7.7% of posts by UNDP. The second most used SDG was SDG 13 on Climate Action found on 26.9% of posts by UNDP, 6.8% of posts by UNICEF, and 2.2% of posts by WHO (See Table 4.6). Based on the Chi-Square Analysis result, the relation between UN Agency and Sustainable Development Goals was significant, $X^2 (12, N = 177) = 35.641, p < .001$. Therefore, this hypothesis is supported.

Table 4.7: Summary of Hypothesis Testing Results

Research Hypotheses	Result
Hypothesis # 1: The U.N. agencies use predominantly “information dissemination’ and “involvement” strategies to cultivate relationships with their constituencies on Facebook.	Supported
Hypothesis # 2: The main similarity in the use of Facebook for Relationship Cultivation among the U.N. agencies is the use of the involvement strategy	Supported
Hypothesis # 3: The main difference in the use of Facebook for relationship cultivation among the U.N. agencies relates to the types of information they disseminate.	Not Supported
Hypothesis # 4: The main theme featured in Facebook posts of selected regional U.N. agencies is health.	Supported

CHAPTER 5

DISCUSSION

This study examines how selected regional offices of the U.N. in Asia and the Pacific use Facebook for relationship cultivation with key constituencies. It identifies similarities and differences among these agencies in their use of Facebook for relationship cultivation, and reveals common themes featured by them in their Facebook posts using the Sustainable Development Goals as a reference.

5.1 Results Summary

The researcher has gained a better understanding of how selected regional U.N. agencies use social media for relationship cultivation by analyzing all Facebook posts published by UNDP Asia and the Pacific, UNICEF East Asia and the Pacific and WHO South East Asia regional offices accounts in May, June and July 2019. A total of 177 posts were sampled and analyzed.

Key findings of the analysis include:

- 1) UNDP, UNICEF and WHO use predominantly the Involvement and Information Dissemination strategies to cultivate relationships with their audiences.
- 2) On the Information Dissemination strategy, the main modalities utilized are Storytelling, Key messages and Facts and Figures.
- 3) On the Involvement strategy, the main modalities utilized are Read more link/tags/hashtags and Question/Call for the audience.
- 4) The disclosure strategy is rarely used, or not used at all, in the sample analyzed.

5) The main Sustainable Development Goals (SDGs) featured in the posts analyzed are SDG3 on Good Health and Well-being and SDG13 on Climate Action.

5.2 Discussions

5.2.1 Discussion Regarding Relevant Theories

The analysis of the sampled posts confirms that the selected U.N. agencies are consistently using social media to build relationships with their constituencies. By using Facebook to regularly communicate with their audiences, these organizations are able to create and maintain closer and more meaningful relations with them (Men & Tsai, 2013).

The extensive use of the involvement strategy also indicates that the selected U.N. agencies are increasingly tapping into the potential of a novel open public relations model which enables interaction between the organization and its audiences while allowing for the generation and dissemination of content and messages by both parties. (Reitz, 2012).

The fact that the second most used strategy by these agencies is information dissemination also suggests that social media, in this case Facebook, is used as a public relations tool to communicate in real time with different audiences at a time when individuals turn primarily to the internet in search for information (Waters & Lo, 2012).

With regards to the information dissemination modalities, the extensive use of storytelling by the three agencies confirms that in the digital era, organizations are using social media to build their image and tell their stories (Hristache, et al., 2014).

Furthermore, the copious use of information dissemination seems to indicate this is a convenient and effective channel to convey messages to large audiences without resorting to traditional mass media, which usually involves associated costs and intermediaries. The use of the Involvement strategy in the sampled posts also suggests that social media is providing organizations with a tool that enables building rapport and interacting with key constituencies in real time (Madianou, 2013).

5.2.2 Discussion Regarding Previous Studies

In a similar study, conducted by Water and Lo in 2009, which analyzed 275 non-profit organizations Facebook profiles, and whose coding scheme was adapted for the present study, the results obtained were different.

According to that study, the sampled Facebook profiles used different categories of the Disclosure strategy, with 43% of pages providing the mission of the organization, and 22% of pages providing the history of the organization (Water & Lo 2009). This result clearly differs from the present study findings which identified that the use of the Disclosure strategy by U.N. agencies on their Facebook posts is uncommon, with only 3.4% of UNICEF's posts and 1.1% of WHO's posts using the Mission Organization modality, none of the posts using the History of the Organization modality and UNDP's posts not using any of the Disclosure modalities at all.

With regards to the use of information dissemination, the two studies also present differences. The study by Waters and Lo (2012) found that the organizations did not use their Facebook pages to disseminate corporate news, while 54% of them used links to external news stories. In contrast, the present study identified that the most used modality within the Information Dissemination strategy was Storytelling,

used in 79.7% of posts by UNICEF, 76.9% of posts by UNDP and 32.6% of posts by WHO. The External articles or materials modality was used in 30.8% of posts by UNDP and not used at all by UNICEF and WHO.

In relation to Involvement, the Waters and Lo (2129) found that the organizations pages analyzed did not use this relationship cultivation strategy extensively, with only 13% of pages including donation links and 13% of them advertising volunteer opportunities. Whereas the present study indicates that neither Volunteer Opportunities nor Invitation to Donate were used in the sampled posts. In addition, the analysis of the sampled posts identified that 84.6% of UNDP's posts use the Read more link/Tags/Hashtags modality, followed by 83.1% of UNICEF's posts, and 16.3% of WHO's posts.

The discrepancy in the results of the two studies could be attributed to the fact that in the last decade, since the Waters and Lo study (2012) was conducted, organizations have moved from using a unidirectional straightforward way of disseminating concepts or ideas (mandate/history of the organization), to a more subtle approach which appeals to emotions (storytelling) to convey messages about their mandate and work (See details in Table 5.1).

Table 5.1: Comparing Use of Relationship Cultivation Strategies (2009 vs. 2019)

Relationship Cultivation Strategies	2009 Study	Present Study (2019)
Disclosure	Mission organization - 43%	UNICEF - 3.4% WHO - 1.1% UNDP – N/A
	History Organization - 22%	UNICEF - N/A UNDP - N/A WHO - N/A
Information dissemination	News Organization - NA	UNICEF 79.7% UNDP 76.9% WHO 32.6%
	External articles - 54%	UNDP 30.8% UNICEF - N/A WHO - N/A
Involvement	Donation link - 13%	3 agencies - N/A
	Volunteer opportunities – 13%	3 agencies - N/A

5.2.3 Discussion Regarding Researcher's Expectations

Most of the findings of this study are consistent with the researcher's expectations. Furthermore, the analysis of the sampled posts confirms that the selected U.N. agencies are consistently using social media to build relationships with their constituencies and suggests that these agencies are following a U.N. strategic approach which highlights how social networks enable organizations to establish direct communication with their audiences, promote their initiatives and advance their agendas, while allowing audiences to participate and connect with their work in a more effective and measurable way (United Nations, 2010).

Given the rapid development in the social media landscape and how technology enables more and more engagement and interactivity with the audience, the researcher expected that the use of the involvement strategy (two-way interactive communication) would be higher than the information dissemination strategy (one-way communication). The wide use of the Involvement strategy by U.N. agencies indicates that these organizations are taking advantage of the interactive features currently available on social networking sites. By enabling and encouraging their constituencies to take different kinds of actions within their social media, U.N. agencies are allowing the users to engage, promote and advocate for their own mandates. For instance, when a member of the audience clicks on a "Read more" link, usually this takes them to the website of the organization, where they will find not only the story or information offered on social media, but also many other ways to engage and interact with the U.N. agency, such as signing up for email updates, reading about the work of the organization, applying for a job, volunteering, donating to the cause or sharing organizational content in their own social media platforms.

This finding also suggests that these entities are favoring a two-way symmetric model in which both the organization and the different audiences are able to share information, interact and provide feedback to each other. However, it should be noted that U.N. agencies retain a certain degree of control over the exchange process, as they utilize social media intelligence and analytics to influence the overall outcome.

The extensive use of Storytelling across the three agencies, in addition to the researcher's observation of current social media practices, indicate that this sub-category represents a creative way to circulate organizational information among key constituencies, using an engaging format that is not often perceived as corporate content. Instead, this type of materials, tend to appeal to emotions to engage the audience and communicate a more human side of the organization, over its brand or institutional image.

The findings related to the common themes featured by the three sampled U.N. agencies in connection to the Sustainable Development Goals, are consistent as well with the researcher's expected results. As hypothesized, the most featured SDG is SDG3 on Good Health and Well-being, encountered in 100% of posts by WHO, 45.8% of posts by UNICEF, and 7.7% of posts by UNDP. The fact that the health-related SDG was the most featured across the three U.N. agencies suggests that health remains a strategic developmental priority for the international organization, regardless of the specific mandates of its different agencies. While it is evident that WHO focuses entirely on health and well-being, this is not the case for UNDP and UNICEF. However, these agencies promote health-related messages and advocate for overall well-being in alignment with SDG 3. With regards to SDG 13 on Climate

Action, one of the main purposes of the Sustainable Development Goals is actually establishing a global partnership to advance development priorities, particularly tackling climate change, hence the name Sustainable Development Goals. While the three selected agencies do not work entirely on climate change, they all contribute in different levels to promote SDG 13.

In the analysis and review of the sampled posts, the researcher identified a common pattern in the use of Facebook for relationship cultivation between the three selected agencies. While UNDP and UNICEF present relatively similar practices with a mix of advocacy messages, storytelling and news, the WHO sampled posts indicate a more targeted and systematic approach in messaging, format and communication style. As the U.N. agency dedicated to health, almost all publications by their page focus on public health messages aimed at raising awareness about health issues and promoting a diverse array of health behaviors.

During the analysis of the sampled posts by the three selected U.N. agencies, the researcher also identified a remarkable use of compelling images and captions by the UNICEF account, as well as high and steady levels of engagement by the audience through likes, comments and shares. This account showcases what the researcher considers the most professional content management and audience engagement among the three agencies. The consistent use of high-quality visuals and accompanying text in the social media posts pose an interesting angle for future examination and research on the actual social media practices implemented by different U.N. agencies and their effect on audience engagement.

5.3 Limitations

This study, a first to analyze the use of social media for relationship cultivation by U.N. regional offices in Asia and the Pacific, presents some limitations. In the first place, the absence of previous studies on the exact subject matter poses a challenge in the construction of the theoretical framework as well as to identify, analyze and compare results.

Second, the rapid evolution of the social media landscape and practices also presented a limitation, as the trends change swiftly and impact how different platforms are used by organizations and their publics.

In the third place, the timing of the study may have impacted the sample size. The researcher noticed that two of the agencies were not actively posting on a daily basis during the period analyzed, which may have been related to the summer holiday season. As a result, the sample collected for WHO is larger than that of UNDP and UNICEF combined.

Lastly, the fact that the selected Facebook accounts cover a range of countries with different languages in Asia and the Pacific but use predominantly the English language may confound how the relationship cultivation strategies are used.

5.4 Recommendations

5.4.1 Recommendations for Further Application

It is expected that the current study will be useful for U.N. agencies -and other non-profit and international organizations- when analyzing their social media practices and how these have an impact in their outreach and public relations model. By examining the findings of the study, these organizations will be better equipped to

plan their social media interventions for more effective relationship cultivation with key constituencies. For instance, when defining their social media strategies, these organizations can establish guidelines to ensure storytelling is used for the dissemination of organizational content and that involvement options, such as tags, hashtags, links or questions, are consistently included in the materials shared. These measures will not only enable the audience to interact with the posts, but also create a conducive environment to cultivate positive and long-lasting relationships with key constituencies.

The study will also be beneficial for researchers and scholars analyzing relationship cultivation through the use of social media, specifically in the context of public relation studies.

Marketing, public relations and communications specialists could also refer to the study as a reference to develop strategies for audience engagement on social media.

Lastly, individual social media users interested in humanitarian and international development issues may also find this study helpful to better understand how the organizations they follow use their online channels to build relationships with them.

5.4.2 Recommendations for Future Research

Future researchers and scholars could increase the size of the sample by studying additional U.N. agencies' Facebook posts. A wider sample can offer a more comprehensive insight onto the nature of the strategies used by the agencies to build relationships with their key audiences. In addition, academics could expand the period of time in order to have a larger number of sampled posts and therefore a more

holistic understanding of how the relationship cultivation strategies are implemented. In further studies, researchers may also consider revising the present methodology to make it more relevant to future social media trends and practices. Future research on the topic could also benefit from expanding the number of agencies examined and adding a focus group with communication or social media strategists from the different agencies to confirm or expand the results.

Given the prevalence of health-related posts across the three U.N. agencies analyzed, it would be interesting for future researchers to study the types of diseases or health matters featured on social media and how each agency approaches the issues based on their mandate and mission. In addition, and in the context of the COVID-19 pandemic, where there has been plenty of fake news and false information spread through social media, it could be interesting to study how the U.N. tackles the issue and what specific strategies are implemented to counter misinformation related to health.

Lastly, prospective researchers could further study specific modalities of certain relationship cultivation strategies to understand better how they function individually, and how they can better support public relations objectives in the organization.

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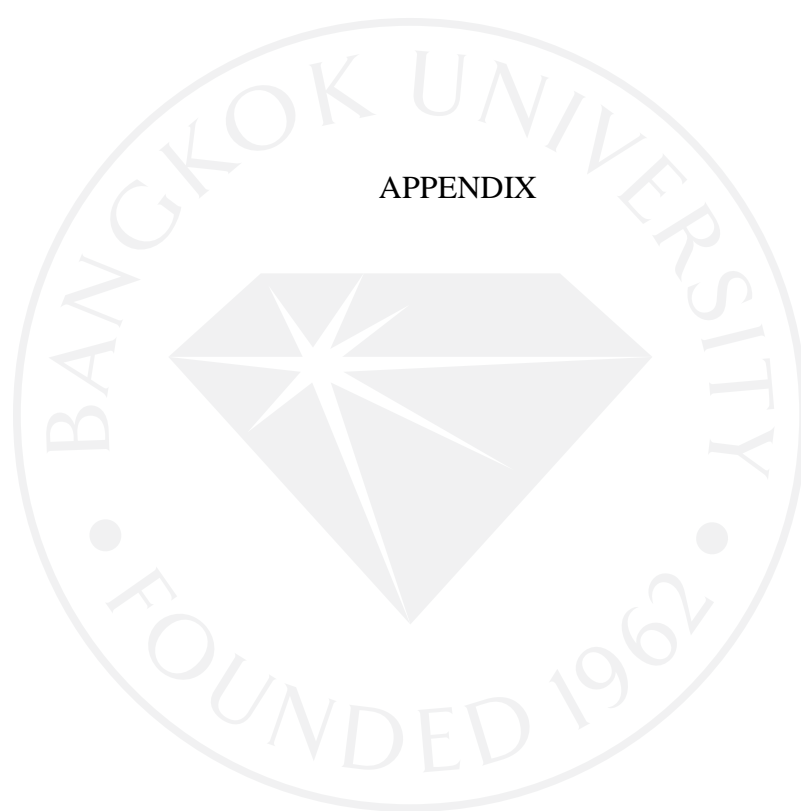
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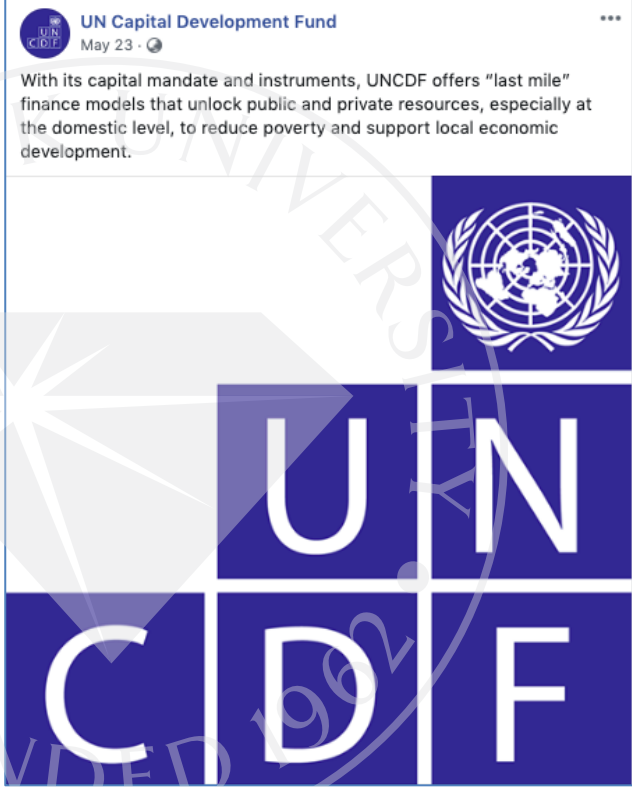
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Sample Posts from the Facebook Fan Page of the UN Regional Offices


Relationship Cultivation Strategies	Samples
1. Disclosure	
1.1 Mission organization	 <p data-bbox="687 1489 1380 1747">Figure A1: Sample of “Mission organization” post from the Facebook fan page of UN Capital Development Fund. (UN Capital Development Fund, 2019)</p>

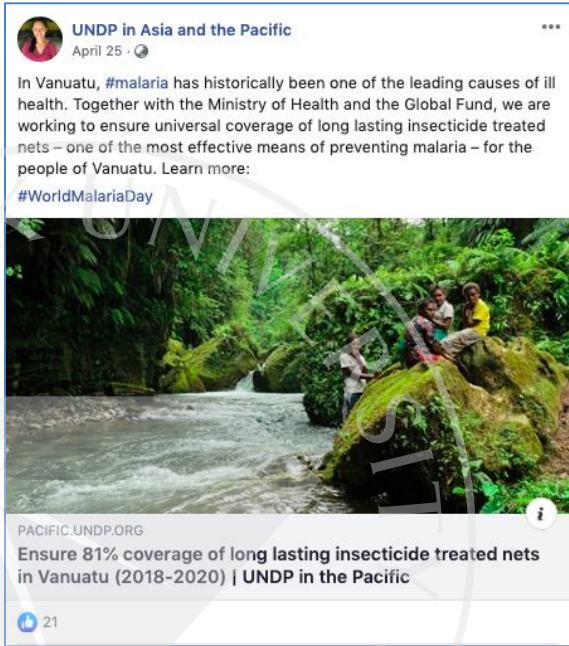
Relationship Cultivation Strategies	Samples
1.2 History organization	<div data-bbox="630 443 1150 1048">  <p>United Nations March 7 · 🌐</p> <p>#ThrowbackThursday to 1947, as Belva Bernes, the only female architect on the United Nations Headquarters Planning Office staff, draws one of the architectural concepts of what would become the UN Headquarters in New York.</p> <p>Ahead of #WomensDay, join us in smashing the stereotypes that continue to hold women back today!</p> </div> <p data-bbox="630 1086 1348 1265">Figure A2: Sample of “History organization” post from the Facebook fan page of the United Nations (United Nations, 2019)</p>


Relationship Cultivation Strategies	Samples
2. Information Dissemination	
2.1 Information organization (stories, messages, testimonials, facts, figures)	 <p data-bbox="630 1211 1401 1397">Figure A3: Sample ‘story post’ from the Facebook fan page of UN Women Asia and the Pacific. (UN Women Asia and the Pacific, 2019)</p>


Relationship	Samples
Cultivation Strategies 2.2 Organization communication products (press release, report, etc)	 <p>The image shows a screenshot of a Facebook post from the official page of United Nations ESCAP. The post is dated 19 hours ago and features a group photograph of delegates from various countries standing on a stage in front of the United Nations emblem and numerous national flags. The text of the post reads: "It's a wrap! #CS75 closes with 9 resolutions adopted. They include #Innovation & use of new #technologies for #sustdev and building community resilience among others. http://bit.ly/2Mkxo5V". Below the photo, it shows 5 likes and 2 shares.</p>


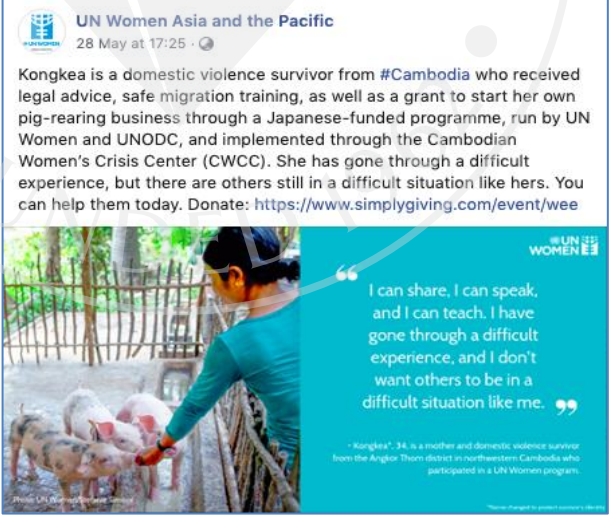
Figure A4: Sample ‘Press release’ post from the Facebook fan page of UNESCAP. (UNESCAP, 2019)

Relationship Cultivation Strategies	Samples
2.3 External article/ materials	 <p>Figure A5: Sample ‘External article’ post from the Facebook fan page of UNAIDS Asia Pacific. (UNAIDS Asia Pacific, 2019)</p>

Relationship Cultivation Strategies	Samples
3. Involvement	
3.1 Read more link	 <p data-bbox="624 1263 1310 1451">Figure A6: Sample of “Read more” post from the Facebook fan page of UNDP in Asia and the Pacific. (UNDP in Asia and the Pacific, 2019)</p>

Relationship Cultivation Strategies	Samples
3.2 Question for audience	 <p data-bbox="625 1099 1342 1285">Figure A7: Sample of “Question for the audience” post from the Facebook fan page of UNICEF East Asia & Pacific. (UNICEF East Asia & Pacific, 2019)</p>

Relationship Cultivation Strategies	Samples
3.3 Calls (Jobs, Volunteer, Internships, Contests)	 <p>Figure A8: Sample of “Jobs, internship, volunteer opportunity” post from the Facebook fan page of UNV Regional Office: Asia and the Pacific. (UN Volunteers Asia Pacific, 2019)</p>

Relationship Cultivation Strategies	Samples
3.4 Invitation (Campaigns Events)	 <p>Figure A9: Sample of “Invitation to participate in Events or campaigns” post from the Facebook fan page of ICAO Asia and Pacific Regional Office. (ICAO Asia Pacific, 2019)</p>
3.5) Invitation to donate	 <p>Figure A10: Sample of “Invitation to Donate” post from the Facebook fan page of UN Women Asia and the Pacific. (UN Women Asia and the Pacific, 2019)</p>

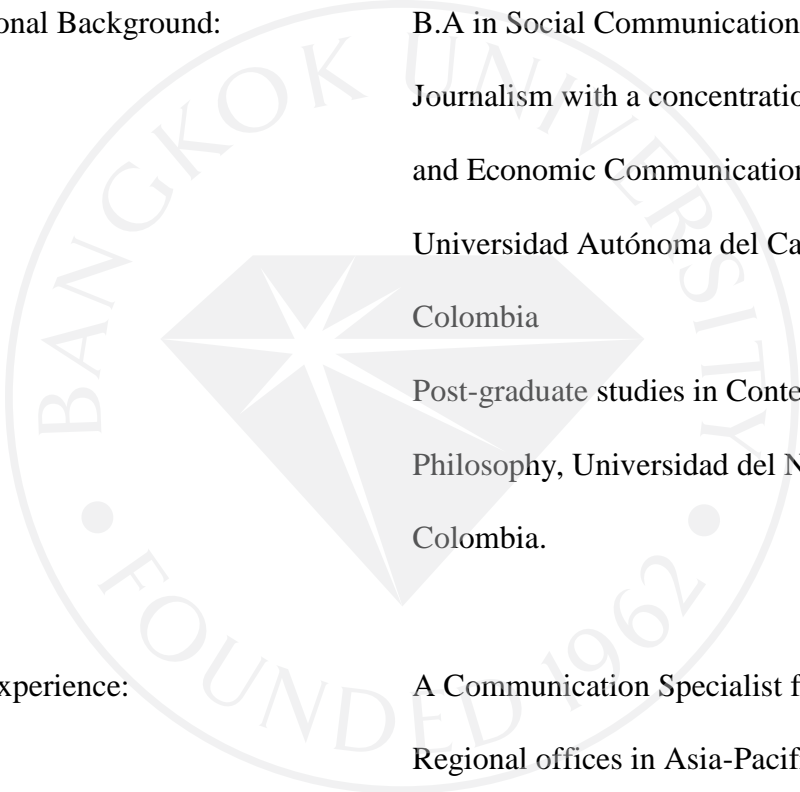
BIODATA

Name - Surname: Diego De La Rosa

Email: Delarosa.diego@gmail.com

Educational Background: B.A in Social Communications and Journalism with a concentration in Political and Economic Communications
Universidad Autónoma del Caribe,
Colombia
Post-graduate studies in Contemporary Philosophy, Universidad del Norte,
Colombia.

Work Experience: A Communication Specialist for UN Women
Regional offices in Asia-Pacific, Europe and
Central Asia and the Arab States since 2014



Bangkok University

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Mr./Mrs./ Ms. Diego Samuel De La Rosa Pereira now living at The Royal Place 2
Soi Mahadlek soi 2 Street Ratchadamri Road

Sub-district Lumpini District Pathumwan

Province Bangkok Postal Code 10330 being a Bangkok

University student, student ID 7620301643

Degree level ... Bachelor ... Master ... Doctorate

Program Global Communications Department Communication Arts School Bangkok University

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