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DEC 2 0 2017

Case No. F-2015-04681
Segment: R

Mr. John Greenewald

█████████████████████
██████████████

Dear Mr. Greenewald:

In response to your request dated February 27, 2015, under the Freedom of Information Act (Title 5 USC Section 552), we initiated a search of the Department of State record system in the Office of the Under Secretary for Public Diplomacy and Public Affairs.

The search of the records of R has been completed and has resulted in the retrieval of 26 documents responsive to your request. After reviewing these documents, we have determined that 23 may be released in full and three may be released with excisions. All released material is enclosed.

The material in the excised portions of the three documents released in part is of such a nature that its release would constitute a clearly unwarranted invasion of personal privacy. As such, it is exempt from release under subsection (b)(6) of the Freedom of Information Act. These excisions are either private landline or cellphone numbers. All non-exempt material that is reasonably segregable from the exempt material has been released.

You have the right to appeal our determination by writing, within 60 days, to the Chairman, Appeals Review Panel, c/o Appeals Officer, A/GIS/IPS/PP/LA, U.S. Department of State, SA-2, Room 8100, Washington, D.C. 20522-8100. The appeal letter should refer to the case number shown above, clearly identify the decision being appealed, and provide supporting arguments when possible. For further information, see the Code of Federal Regulations, 22 CFR 171.13.

We have now completed the processing of your case. If you have any questions, you may write to the Office of Information Programs and Services, SA-2, Department of State, Washington, DC 20522-8100, or telephone us at (202) 261-8484. Please be sure to refer to the case number shown above in all correspondence about this case.

Sincerely,

Eric F. Stein
Co-Director, Acting
Office of Information Programs and Services

Enclosures:
  As stated.

The Freedom of Information Act (5 USC 552)

FOIA Exemptions

(b)(1) Withholding specifically authorized under an Executive Order in the interest of national defense or foreign policy, and properly classified.

Executive Order 12958, as amended, classification categories:

1.4(a) Military plans, systems or operations

1.4(b) Foreign government information

1.4(c) Intelligence activities, sources or methods, or cryptology

1.4(d) Foreign relations or foreign activities of the US including confidential sources

1.4(e) Scientific, technological or economic matters relating to national security, including defense against transnational terrorism

1.4(f) USG programs for safeguarding nuclear materials or facilities

1.4(g) Vulnerabilities or capabilities of systems, installations, infrastructures, projects, plans or protection services relating to US national security, including defense against transnational terrorism

1.4(h) Information on weapons of mass destruction

(b)(2) Related solely to the internal personnel rules and practices of an agency.

(b)(3) Specifically exempted from disclosure by statute (other than section 552b of Title 5), e.g.:

INA The Immigration and Nationality Act, Title 8 USC Section 1202(f)

CIA The Central Intelligence Agency Act of 1949, Title 50 USC Section 403(g)

ARMEX The Arms Export Control Act, Title 22 USC 2778(e)

EXPORT The Export Administration Act of 1979, 50 App. USC 2411(c)(1)

(b)(4) Privileged/confidential trade secrets, commercial or financial information from a person.

(b)(5) Interagency or intra-agency communications forming part of the deliberative process, attorney-client privilege, or attorney work product.

(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy.

(b)(7) Information compiled for law enforcement purposes that would:

(A) Interfere with enforcement proceedings

(B) Deprive a person of a fair trial

(C) Constitute an unwarranted invasion of personal privacy

(D) Disclose confidential sources

(E) Disclose investigation techniques

(F) Endanger life or physical safety of any individual

Other Grounds for Withholding

NR Material not responsive to your FOIA request, excised in accordance with our agreement.

United States Department of State

RELEASE IN FULL

Washington, D.C. 20520

~~SENSITIVE BUT UNCLASSIFIED~~　　　　November 23, 2012

(UNCLASSIFIED when separated from attachments)

INFORMATION MEMO FOR UNDER SECRETARY SONENSHINE AND SENIOR ADVISOR ALEC ROSS

FROM:　　R/PPR/P – Marianne Scott, Acting

SUBJECT:　Social Media Working Group Report

Attached is the report of the Social Media Working Group that you launched last month. Working group members deliberated for three days (Oct 1-3, 2012) on a wide range of issues related to the State Department's use of social media for external communications. As the secretariat of the working group, following the transmission of this report to you, R/PPR will queue up appropriate ALDACs, decision memos, and other messages and meetings as necessary to advance the priorities, meet the challenges, and resolve the conflicts the working group identified. 　REVIEW AUTHORITY:　Frank Tumminia, Senior Reviewer

R/PPR is grateful to the more than 60 key stakeholders from across the Department's public diplomacy and public affairs elements as well as technical and security experts who dedicated significant time and energy to the working group process. Representatives from posts abroad (Foreign Service Officers and locally employed staff), the R-family of bureaus, regional bureaus, and functional bureaus provided robust, serious, and positive input summarized in the attached report.

The working group reviewed current practices, examined ongoing challenges, imagined future opportunities, and identified policy and resource needs, focusing primarily on increasing the efficiency and effectiveness of social media use at missions overseas. There was widespread agreement that certain challenges all stakeholders face need to be addressed holistically as an organization; the Department has gone as far as it can with piecemeal responses to common problems. As such, this report contains three broad categories of results: generally agreed-upon recommended solutions to top challenges (some of which are already in the works); key issues still unresolved that will require Department leadership's deliberation and decision, and a catalog of existing uses of social media for external communications.

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(UNCLASSIFIED when separated from attachments)

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Top Recommendations from the Social Media Working Group (SMWG)

1. Acquire and/or develop **enterprise-wide tools for social media content management**.

2. Improve **technology, legal, and procurement support**.

3. Establish a coordinated, comprehensive **social media training continuum**.

4. Formalize positions and roles of **social media coordinators**.

5. **Provide additional policy guidance** for the appropriate and effective use of social media to advance strategic goals, including:

   a. Strategy development templates for use by missions and bureaus

   b. Streamlined clearance procedures for content and engagement

   c. Effective use of advertising and other forms of paid placement

   d. Framework for performance linked to mission goals

   e. Contest template for expediting required review

   f. The role of social media in crisis communications

Key Unresolved Issues

The working group identified these issues as priority needs but could not develop clear recommendations and/or paths forward over the course of the working group meetings.

1. **"Who's in charge?"** Who has the lead for social media communications strategy and the prioritization and coordination of outreach resources across the Department?? Do there need to be multiple leads?

2. **Conducting robust and effective audience research.** Audience research is required to ensure social media resources have the impact desired but some uses by the Department of publicly available social media data have become controversial within the organization due to concerns regarding the Privacy Act, data privacy policies vis-à-vis Europe and Eurasia, Paperwork Reduction Act,and Internet Freedom policy.

3. **Coordination with interagency partners**. USAID and other agencies at post regularly engage domestic and international audiences via social media. How should we work with these agencies to bolster our own efforts and

continue to lead in this space to improve the government's overall use of digital media for external communications?

4. **Branding policy for social media**. The recent Department-wide marking policy known as "Visibly American" explicitly exempted digital media from requirements. Questions have arisen as to whether a formal branding policy for social media would ensure social media presences convey appropriate identification with the Department and the United States.

5. **Developing a post-PC mobile strategy**. As people increasingly use mobile devices and developing countries leapfrog traditional computing and adopting smartphones, there is still no strategy for how the Department will engagevia these platforms.

Attachment: 2012 Social Media Working Group Report

Approved: Marianne Scott

Drafted: R/PPR – Graham Lampa
R/PPR – Christina Tribble
IRM/BMP/eDIP – Donna Molinari

Cleared: R/PPR/R – Bruce Armstrong   ok
S/SAIT – Katie Dowd   ok
R – JB Leedy   ok
PA – Victoria Esser   ok
IIP – Courtney Austrian   ok
ECA – Suzanne Philion & Hilary Brandt   ok
CA – Corinna DuBois   ok
DRL – Matthew Miller   ok
R/CSCC – Carolyn Glassman   ok
AF/PDPA – Tula Orum   ok
EAP/PD – Jane Carpenter-Rock   ok
EUR/PD – Christina Tomlinson   ok
IO/PAO – Mark Schlachter   ok
NEA/PPD – Andrew Halus & Mario Crifo   ok
SCA/PPD – Joe Witters   ok
WHA/PDA – Kay Mayfield   ok
J – Brooke Spellman   ok
E – Seth Pfeifer   ok
T – Margo Squire   ok
FSI – Ruth Whiteside   ok
IRM – Gene Tien   ok
INR – Julianne Paunescu   ok
DS – Mary Stone Holland & Brian Rodgers   ok
L – Ona Hahs & Alice Kottmyer   ok
S/P – Ian Klaus   ok

U.S. Department of State

Report of the   RELEASE IN FULL

Social Media Working Group

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

October 1-3, 2012

George P. Shultz National
Foreign Affairs Training Center
Arlington, Virginia

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    Authorization Memo
    Roster of Participants
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Report compiled by the SMWG Secretariat:
Graham Lampa & Christina Tribble, R/PPR
Donna Molinari, IRM/BMP/eDIP
November 23, 2012

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Introduction

Encouraged and inspired by Secretary Clinton's emphasis on harnessing new technologies to advance our diplomatic mission and mandated in the Quadrennial Diplomacy and Development Review to reach out to wider audiences, communicators at the Department of State have rapidly adopted social media and related technologies as new tools to engage audiences overseas and domestically. In just a few short years of concerted effort in this area, the Department has established itself as a leader among U.S. government agencies and foreign ministries, with more than 200 full-time equivalent positions devoted to social media engagement across the Department and more than 20 million direct connections established with individuals around the world.

The scale of the Department's current social media operations rivals and in some ways surpasses that of well-known multinational corporations and global brands. Nearly every overseas mission around the world is using social media for external communications, and more than150 social media accounts in the names of Department elements are managed out of Washington. All told, the Department manages approximately 1,000 social media accounts globally. Most of these accounts are institutional, representing our embassies, consulates, bureaus, offices, and programs. Others are "persona" accounts representing principal officers such as under secretaries, assistant secretaries, ambassadors, and special advisors. All accounts employ a mix of communication modes—broadcasting, aggregating, engaging, and convening—in ways that suit the goals of the organizational units that manage them.

Despite this significant effort and progress, the Department has lacked a comprehensive strategy for the use and integration of these technologies and practices. To begin addressing this need, the Under Secretary for Public Diplomacy and Public Affairs (R) and the Senior Advisor for Innovation (S/SAIT) convened a limited-term Social Media Working Group of Department social media practitioners from October 1-3, 2012. This working group was charged with evaluating the current state of social media use for public engagement at the Department; considering issues of strategy, operations, and governance related to the ongoing integration of social media as a core function of public diplomacy and public affairs, and making recommendations for improvements.

Comprising more than 60 representatives of stakeholders from across the Department's public diplomacy and public affairs elements as well as technical and security experts, including posts abroad (Foreign Service Officers and locally

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employed staff), the R-family of bureaus, regional bureaus, and functional bureaus, working group members reviewed current practices, examined ongoing challenges, imagined future opportunities, and identified policy and resource needs, focusing on increasing the efficiency and effectiveness of social media at missions overseas.

Across various discussions during the working group meeting, members acknowledged the decentralized nature of social media and recognized that the entrepreneurial spirit practitioners at the Department employ has been key to our success. Yet for all its benefits, social media can also be a disruptive technology, blurring once clear lines among bureaus in the Department, between Washington and the field, and among State and other U.S. government agencies. The working group discussion often grappled with striking the right balance between enough decentralization to provide space for innovation and enough centralization to build an overall capability that is greater than the sum of its parts.

The working group overwhelmingly agreed that the Department needs to protect, maintain, and bolster Chief of Mission and bureau operational authority to allow for creativity, speed, and applicability to local contexts. On the other hand, the working group identified specific needs that would best be met through strong Washington leadership on initiatives that would improve the Department's worldwide operations.

Top Recommendations

1. Enterprise-Wide Tools for Social Media Management of Content and Accounts

The members of the working group identified the most pressing challenge to improving social media operations at the Department of State as a lack of consistency, coordination, and prioritization in content development and content promotion. Posts and bureaus are bombarded with messages from bureaus and offices in Washington suggesting content to be shared, "retweeted," or otherwise made available through posts' social media platforms. These offerings go via email directly from Washington offices or various intranet websites, creating confusion. This relatively low-tech approach based on copying and pasting does not allow for the measurement of content performance across geographic and thematic lines. Knowing which content front-line practitioners use most and results in the most engagement and amplification from fans and followers would provide essential feedback to both determine whether the Department of State is achieving its social media goals,

and to continuously improve our efforts. Such a system would house, distribute, and provide metrics on a full range of content, from direct or "hard" policy articulation to indirect or "soft" engagement on policy-linked themes.

Proposed solution:

The working group resoundingly called for an internal resource to improve operational aspects of social media engagement involving the creation, curation, clearing, sharing, and repurposing of content for social media platforms. The working group overwhelmingly recommends a "one stop-shop" where social media content produced by Department employees around the world can be accessed by personnel at other posts and in other bureaus and re-used in support of their social media strategies, mission communications plans, and/or Integrated Country Strategies (ICS). Working group members frequently referred to this concept as "the cloud."

2. Centralized Technology, Legal, and Procurement Support

The role of IRM in serving PD-specific technologies has been in flux since USIA consolidated with the Department in 1999. Whatever the original plan, an understanding developed that PD would fund and maintain its own particular technology needs that exceeded what was available to the rest of the Department. PD focused its efforts on external applications for outreach and engagement; IRM focused on infrastructure and business improvements that increased our internal capacity and workforce productivity overall. Information Management Officers (IMOs) and public diplomacy sections at posts work out, often on a case-by-case basis, who is responsible for external communication technologies. This split, while it allowed PD to innovate rapidly, has resulted in a wide variation in technology infrastructure and services with many inefficiencies and significant duplication, particularly in procurement and acquisition. The proliferation of advanced communications technologies has also introduced a complex landscape of novel legal and policy concerns. The recent, rapid adoption of social media engagement for external communications uses has brought us to a critical juncture. The Working group members also requested greater coordination of translations of social media content to avoid duplication and avoid inconsistencies.

Proposed solutions:

Technology support: The working group recommended that the Office of the Under Secretary for Public Diplomacy and Public Affairs (R), IRM, DS, PA,

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and IIP and other key stakeholders develop and work from a coordinated strategy, each bringing its own strengths to the process to meet the technology needs of missions and bureaus that use social media for external communications. As a first step, public diplomacy should survey field technology needs and work with IRM to develop a holistic analysis of technology requirements.

Legal support: Working group members noted that the expanding set of bureaus, offices, and missions engaging in social media means an exponential growth in the demand for legal services specializing in privacy, free speech, intellectual property rights, and regulatory compliance. The working group recommended that the Department review the capacity of the Office of the Legal Advisor to address the many emerging, intersecting, and multiplying legal issues in the Department's social media use.

Procurement support: Working group members noted inefficiencies and inexperience in much of the Department's procurement of social media tools and services by myriad of offices, bureaus, and missions. The working group recommended the Department evaluate ways in which procurement processes for social media tools and services can be streamlined, centralized, or otherwise improved while still allowing the flexibility necessary to keep up with cutting-edge capabilities required to continually improve social media engagement.

3. A Coordinated, Comprehensive Social Media Training Continuum

Because the social media landscape continues to rapidly evolve, we need a full range of instructional support for practitioners: from foundational tradecraft training, to mentoring, technical skills building and strategy development. Currently, various stakeholder bureaus conduct social media "training" in the broadest sense of the term: formal in-class instruction (FSI); specialized field trainings and consultations (IIP, PA, and regional bureaus); and staff familiarization programs (ECA, regional and functional bureaus). These trainings are largely uncoordinated. There is no agreed-upon set of policies, practices, and core competencies and no way to know an employee has the most appropriate social media training for his or her job.

Proposed solution:

The working group recognized the value of the broad reach FSI training as well as the utility of the focused, post-centric training provided IIP, PA and Regional bureaus. It recommended that the Foreign Service Institute's Public Diplomacy

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Training Division (FSI/SPAS/PD) be empowered to work with all stakeholders to create a comprehensive continuum for social media training and skills building. As part of this responsibility, the group recommended that FSI maintain a calendar of all training-like activities across the Department and work to improve collaboration among training providers.

4. Formalize Positions and Roles of Social Media Coordinators.

Currently, most bureaus and missions have de facto social media coordinators, but position descriptions vary greatly by bureau and mission and there is no generally defined or understood role of these positions within the organization. In regional bureaus, oversight and support for field-based social media is considered a paramount job responsibility for the coordinator, whether he or she operates from Washington or the field. This position may also carry out additional responsibilities, such as assisting mission strategy development, curating content for field use, and coordinating training opportunities with FSI. Functional bureau social media coordinators ideally focus on working with policy experts within their bureaus to produce and disseminate content and information campaigns in support of the bureau's specific policy mandate. For overseas missions, the social media coordinator role should serve as the primary "air traffic controller" for all social media activities across agencies in the mission. The working groups advocated establishing Regional Social Media Coordinators based in the field, to provide lower-cost training on site and social media advice to posts expanding their outreach; this could be an ideal job for a Professional Associate or Eligible Family Member.

Proposed solutions:

Standardized Position Descriptions: The working group recommended that the positions and roles of social media coordinators in bureaus and missions be formalized. The working group recommended developing standard position description templates and codification of work responsibilities that bureaus and posts can customize.

5. Additional Policy Guidelines on the Appropriate and Effective Use of Social Media to Advance Department Strategic Goals.

a. Strategy development template for use by missions and bureaus

Many missions and bureaus have committed significant personnel and program resources to social media engagement without proper strategies to

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guide their operations. Posts and bureaus expressed confusion as to leadership's expectations for their investment in social media engagement.

Proposed solution: The working group developed draft guidelines laying out the basic components of a social media strategy and a process for developing mission and bureau-based strategies. Following review by R family leadership, the working group recommends that R and S/SAIT issue an ALDAC based on these guidelines.

b. Streamlined clearance procedures for content and engagement

Existing provisions of the Foreign Affairs Manual (FAM) covering the clearance of social media content do not match actual practices; the regulations are too out-dated to represent useful guidelines for mission or bureau operations in the current fast-paced media environment. Clearance procedures must be updated to address current realities.

Proposed solution: The Bureau of Public Affairs (PA) has proposed changes to the FAM that will allow Washington and field personnel the flexibility to take control of their social media engagements in furtherance of the Department's mission and increase accountability to ensure that their social media engagement conforms to established policy. The proposed changes are entering the e-FAM process this week. PA is now developing a rollout plan for the changes once approved and is incorporating the working group's recommendations that a guidance ALDAC be issued explaining the changes, their impact on field and domestic operations, and any new processes established in support of the new FAM provisions.

c. Appropriate use of advertising and other forms of paid placement

Social media is a force multiplier in establishing direct connections with broad, diverse publics to promote American foreign policy priorities and American culture and values. Advertising our social media accounts to users on key platforms can be an efficient, targeted way to reach diverse audiences on a low-cost basis. However, it was recognized that it can become a crutch for offices and posts to boost numbers in the absence of compelling presences and content. It may also prompt questions from Capitol Hill or journalists that would require robust explanations.

Proposed solution: The working group endorses judicious and targeted use of paid advertising for social media and developed a draft set of guidelines. Following review by R family leadership, the group recommends an

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ALDAC be issued that provides guidelines and support for successful, cost-effective paid advertising campaigns.

d. Framework for performance metrics linked to mission goals
The Department has no standard framework for judging the effectiveness of social media efforts across the organization. Each mission or bureau establishes its own criteria for success, and social media performance of missions or bureaus generally is not judged against their own strategic goals and cannot be judged in relation to one another. Without such standards, there is no way for bureaus to determine that social media sites are underperforming and thus no way for bureaus or missions to decide when to close moribund accounts. In many cases, the very terms that describe social media performance are ill-defined and not commonly understood across the Department.

Proposed solution: The working group recommends a standard, practical, performance metrics framework be developed that is linked to mission and bureau goals, is based on existing best practices, and includes a glossary of social media evaluation terms.

e. Contest template for expediting required review
Contests and challenges, particularly those that involve prizes or other giveaways pose particular legal and policy challenges for the Department, yet they also are powerful ways to increase engagement. Missions and bureaus deploying contests are instructed to submit their plans for review and approval, a process that can be time-consuming for all involved. This causes posts and bureaus to avoid using contests and challenges or, worse yet, to deploy such a promotion without proper review.

Proposed solution: The Department's Internet Steering Committee (ISC) has worked with the Office of the Legal Advisor to develop a "contests package" that contains everything a mission or bureau needs to plan a promotion that conforms to applicable regulations. The working group recommended that once completed, this resource be announced and summarized via ALDAC and made accessible via the Department intranet to allow for regular updating as required. The FAM or Foreign Affairs Handbook (FAH) may require updating to reflect the new guidelines.

f. The role of social media in crisis communications

Social media can spread a message quickly to a wide audience with minimal effort. Because social media offer such powerful tools for information

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disemmination, effective use of of social media should be integrated into the DNA of our crisis response. To promote clarity and reduce confusion in a time of crisis, the working group found that advance planning for the use of social media in crisis situations needs to be coordinated both internally within the Department and externally with interagency and NGO partners.

Proposed solution: The working group recommends standard operating procedures for the use of social media in crises be integrated into existing crisis playbooks. PA is already in the process of updating 12 FAH, which forms the basis for the Emergency Action Plan. These proposed changes include the listing of accounts and names of those who hold passwords and procedures for sharing account passwords with Washington. The working group recommended the following aspects be considered:

i. A set of actions specific to social media for when communication channels go down.

ii. Clarity on what social media support Washington will provide.

iii. Transparent "tripwires" that determine if, when, and how Washington would assume control of social media accounts ordinarily managed by post.

iv. Crisis training modules specific to social media so that staff know what to do and are able to put the plan into practice quickly and effectively.

v. A library of best bractices for social media use from existing examples such as crises in Haiti, Japan, Mumbai, Thailand, and Mexico.

vi. Sample Emergency Action Plans including social media components.

Key Unresolved Issues

The working group identified certain issues as priority needs but could not develop clear recommendations and/or paths forward over the course of the working group meetings. These issues will require additional consideration and recommendations by leadership.

1. "Who's in charge?" Who has the lead for social media in the Department? Leadership, Accountability, and Decision Making

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Although decentralization and individual experimentation have been key to much of the Department's initial growth and success in social media, the Department has entered a stage of social media maturity that requires us to go beyond repeatedly re-inventing the wheel. Each post and bureau has been developing its own solution to overcome technology and bureaucratic challenges, allocating social media resources without higher-level well-defined strategic direction, and navigating multiple and often competing Washington perspectives on the role of social media for external communications. Although the working group clearly expressed a desire to support ongoin innovation across the organization, unless there is clear leadership to prioritize resources and to deconflict strategies and operations among bureaus and missions, we will likely see significant duplication of efforts and a lack of accountability.

Pressing questions in this area are:

- Do we need to examine our internal business practices and reconsider the way we share information and task resources? Who speaks for Washington to the field?

- Do we need one office or individual responsible for social media policy and strategy? If there is no single responsible office, should we "deputize" various offices or bureaus as coordinators and make them responsible for providing leadership for everyone in specific areas?

- Does the Department or R need an overall, integrated social media strategy, or should the strategies remain at the mission, bureau, or office level? How should we link bureau and mission social media strategies to the Department's strategic planning processes?

- How do we prioritize resources and deconflict among bureau and mission strategies? Bureaus and missions have duplicated and will continue to duplicate efforts that use similar technologies, evoke similar themes, address similar audiences, or operate within the same geographic area. By what decision-making process do we decide which efforts are funded and which are not?

- How do we ensure appropriate protection of local editorial control within policy parameters set by Washington?

- How can we encourage bureaus and missions to review and responsibly close accounts that are not achieving Departmental goals?

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- How should thematic or event-based information campaigns be led or coordinated across the Department, so that all stakeholders contribute and benefit most appropriately?

2. Conducting Robust and Effective Audience Research and Evaluation

There was universal agreement in the working group that without some capabilities to research audiences and measure the effectiveness of our social media engagement, our efforts will be significantly hampered and we will be unable to demonstrate effectiveness. At the same time, working group members expressed confusion as to what constitutes evaluation and measurement for online engagement and also expressed frustration with roadblocks that seem to prevent further advancements in the Department's social media audience research capabilities.

Significant questions remain regarding the 21st century application of the standard public diplomacy practice of identifying influential people in various political, cultural, and economic arenas and interacting with them on issues of shared interest. Today, private sector social media practitioners are able to use free or commercial off-the-shelf tools to algorithmically determine the most influential online voices in geographic or topical conversation spaces. Within the Department it is by no means clear how such research can or should be conducted in light of the Privacy Act, Paperwork Reduction Act and other applicable federal laws. The working group did not address this issue specifically, but members were briefed on other ongoing internal and interagency discussions related to this issue. The group wanted to note it as an area of extreme importance and concern that should be resolved as quickly as possible to ensure practitioners in Washington and the field have the tools they need.

The pressing questions in this area are:

- What guidance and support can Washington offer the field on measurement and evaluation?

- Will Washington develop an enterprise-wide solution to automate and simplify basic measurement and evaluation, and the measurement of content performance, specifically?

- Can we respect and protect privacy, while still identifying and engaging individual influential online voices? How?

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- Various units within the organization have need of direct use of audience research tools, including International Information Programs, through its Office of Audience Research and Evaluation (IIP/ARE), the Bureau of Intelligence and Research's Office of Opinion Research (INR/OPN), the Bureau of Public Affairs' Office of Digital Engagement (PA/ODE) and individual posts. Can the Department clearly delineate the respective roles for social media research and evaluation and set audience research standards?

3. Coordination with Interagency Partners

By design, the working group primarily focused on social media issues internal to the Department of State in Washington and between Washington and the field. Several field representatives noted the importance of coordination with interagency partners at post. Whether it is simply understanding social media conversations on a particular issue or using social media to seek allies and gain support for U.S. government priorities, the number of outlets and range of issues on social media continue to multiply exponentially across our overseas missions. As more sections and agencies turn to social media as a way to advance their mission strategic goals, Public Affairs sections overseas will be challenged to maintain a consistent online representation for the mission as a whole that supports the overall communications and country strategies. Public diplomacy field staff at the working group expressed confusion as to their role in coordinating social media for the entire mission, and expressed a desire for clarification of their role as "air traffic controller" for the mission's online presence as well as an assessment of the resources required to fulfill these duties.

The pressing questions in this area are:

- Should public affairs sections at post have an elevated role in leading, managing, or supporting cross-section and interagency social media use for external communications?

- If so, what resources or guidance would posts need?

- Is it the responsibility of the Public Affairs Section at an overseas mission to provide social media training for the trade representative or other sections or agencies at post? If not, whose role is it? If so, is this an ICASS service? What role does the Information Management Officer play?

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- What role should Public Affairs Sections play when other sections or agencies want to open their own publicly-oriented, official social media accounts or otherwise engage online audiences?

4. Branding Policy for Social Media

To avoid restraining innovation on social media platforms and the internet generally, the Department's marking policy (12 STATE 28558) explicitly exempted digital media. A number of working group members noted the confusing array of flags, seals, and images used on Department social media accounts. Working group members debated whether common standards for branding official social media sites are needed to ensure that social media products convey appropriate identification with the Department and the United States.

The pressing questions in this area are:

- How does an end user of an official social media account know that the account is legitimate? How could branding, marking, or style guidelines assist in establishing trust and with local and global audiences?

- Is it possible to allow for innovation in design that appeals to local audiences while still conforming to regional or global branding standards?

- Would such standards be voluntary or compulsory? Would local exceptions to a compulsory standard be made for strategic reasons, similar to the Department's overall marking policy?

- How would such standards further benefit Public Affairs sections that are increasingly coordinating the social media engagement of other sections and agencies at post?

5. Developing a Post-PC Mobile Strategy

Mobile technology represents a fundamental shift in the way people consume, produce, and share information. Individuals now participate in global conversations and access vital information wherever they are—no longer just at their desks, in classrooms, or at public events. The working group unanimously agreed that given the rapid increases in the use of mobile technology worldwide, a strategy for its use by the Department for external communications will be essential, but the group did not have time to discuss what that strategy might entail.

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Pressing questions in this area are:

- Are we producing content and experiences tailored for mobile environments? If so, how do we direct them toward key audiences? If not, how do we adapt our editorial processes to do so?

- What are the current best practices or rules of the road for field use of mobile technology for external communications and service provision?

- What additional technology, training, and strategy guidelines do posts need to produce and distribute content and generally engage in the mobile environment? And how do we ensure that practitioners have access to it?

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Social Media Working Group   Monday, October 1 - Wednesday, October 3

October Workshop Schedule

Monday, October 1

Location: *Loy Henderson Auditorium, Harry S Truman Building*

8:30 am   **"Social Media and 21st Century Statecraft"**

                 Welcome by Master of Ceremonies, Marianne Sco   (R/PPR) and
                 Online Discussion Moderator John Johnson (FSI/SPAS/PD)

                 Remarks by Senior Advisor Alec Ross (S/SAIT)
                 Remarks by Under Secretary Tara Sonenshine (R)
                 Q&A with Under Secretary Sonenshine and Senior Advisor Ross

                 Case Study Presenta on: Social Media Strategic Planning w/ Mission India
                 PD DAS Michael Pelle er, Greg Aurit

                 Social Media Working Group overview

10:30 am   **Break for transit to FSI** (shu le from HST to FSI)

TRANSIT   Shu les from HST to FSI depart: 10:50, 11:10, 11:20 am

Location: *K Building - Room 1108, Foreign Service Institute*

11:45 am   Welcome by Director Ruth Whiteside (FSI) and group introduc ons

12:30 pm   **Break for lunch at FSI cafeteria with working groups**

1:15 pm   Goals and expecta ons for workshop

1:30 pm   Social media tensions and challenges: when to protect and when to
                 overcome

2:00 pm   Sub-groups meet to discuss their issue outlines and develop ini al reports

                 Where are we? Where do want to go? How do we get there?
                 What else do we need to consider?

3:30 pm   Sub-groups present ini al reports on issue outlines to entire group

5:00 pm   Close for day

UNCLASSIFIED   2

TRANSIT   FSI to HST: 5:10, 5:15 pm (extra service just for SMWG members)
                 FSI to Rosslyn: 5:20, 5:30 pm

Location: **Lobby, Marriott Renaissance Hotel, 1143 New Hampshire Ave, NW**

6:00 pm   Informal no-host happy hour

Tuesday, October 2

TRANSIT   HST to FSI: 7:55, 8:30 am
                 Rosslyn to FSI: Shu les every 5-10 minutes

Location: **K Building - Room 1108, Foreign Service Institute**

9:00 am   Isola on and descrip on of signi cant areas of sub-group overlap,
                 agreement, or those issues requiring addi onal considera on

10:30 am   Break

10:45 am   Sub-groups esh-out overlapping areas or issues for considera on

12:30 pm   Lunch

1:15 pm   Sub-groups report to en re SMWG, including discussion (consensus
                 recommenda ons, issues for decision, and areas for future inves ga on)

3:00 pm   Break

3:15 pm   Final Prepara on for Inventory Presenta ons: What is your bureau or
                 o ce doing with social media? How? And Why? (Based on inventory
                 survey and guiding ques ons)

3:45 pm   Inventory Presenta ons: Regional Bureaus Panel (25 minute group
                 presenta on with 30 minutes of ques ons and discussion)

5:00 pm   Close for day

TRANSIT   FSI to HST: 5:10, 5:15 pm (extra service just for SMWG members)
                 FSI to Rosslyn: 5:20, 5:30 pm

Wednesday, October 3

TRANSIT   HST to FSI: 7:55, 8:30 am
                 Rosslyn to FSI: Shu les every 5-10 minutes

Location: *K Building - Room 1108, Foreign Service Institute*

9:00 am   Inventory Presenta ons: Func onal bureau panel
             (5 minutes per bureau, with 30 minutes of common discussion following)

10:00 am   Break

10:15 am   Inventory Presenta ons: R-family
             (10-15 minutes per bureau, with 10-15 minutes of discussion per bureau,
             followed by 30 minutes of common discussion)

12:15 pm   Lunch

1:00 pm   The big picture: What do we share? What are we missing? What could we
             be doing be er?

2:30 pm   Break

2:45 pm   Unresolved: Needs more work, Requires a decision, Future dreams

4:30 pm   Conclusion and next steps

TRANSIT FSI to HST: 5:10, 5:15 pm (extra service just for SMWG members)
             FSI to Rosslyn: 5:20, 5:30 pm

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RELEASE IN FULL

U.S. Department of State

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Report of the

Social Media Working Group

October 1-3, 2012

George P. Shultz National
Foreign Affairs Training Center
Arlington, Virginia

Annexes:

Inventory of Washington-based social media accounts
Roster of Working Group Participants
Working Group Meeting Schedule
Working Group Authorization Memo

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Table of Contents

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(SBU) R-family of bureaus

(U) R - Office of the Under Secretary for Public Diplomacy and Public Affairs

Twitter

@TSonenshine

Language: English

Target audience: Academics, policy makers, the Hill, and other audiences with high interest in and knowledge of American foreign policy and public diplomacy in particular.

Strategic purpose: Provides a personal and official voice advocating for the importance of public diplomacy as a core function of U.S. foreign policy.

Primary subject matter: Everything public diplomacy. U/S travel, meetings with program participants, highlights of public diplomacy programs.

(U) PA - Bureau of Public Affairs

Blog

DipNote Blog

Language: English

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

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Facebook

U.S. Department of State

Language: English

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

Flickr

U.S. Department of State

Language: English

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

Tumblr

U.S. Department of State

Language: English

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not

only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

Twitter

@StateDept

Language: English

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about. Some PA foreign language Twitter feeds are closely coordinated with the regional bureaus on policy content and translation.

Primary subject matter: U.S. foreign policy priorities.

@USAbilAraby

Language: Arabic

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USA_Zhongwen

Language: Chinese

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities

@USAdarFarsi

Language: Farsi

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USAenFrancais

Language: French

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USAHindiMein

Language: Hindi

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

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Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USApoRusski

Language: Russian

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USAemPortugues

Language: Portugues

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USAenEspanol

Language: Spanish

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Social Media Inventory   - 7 -   R-family of bureaus

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@ABDTurk

Language: Turkish

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

@USAUrdu

Language: Urdu

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

YouTube

U.S. Department of State

Language: English

Target audience: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

SENSITIVE BUT UNCLASSIFIED

Strategic purpose: Deepen and broaden engagement in digital environments, reaching both domestic and foreign audiences (in-language), in an effort to not only communicate about U.S. foreign policy priorities/objectives/goals but also to directly engage with people on the platforms they utilize on topics they care about.

Primary subject matter: U.S. foreign policy priorities.

Google+

U.S. Department of State

Language: English

Target audience: Google+

Strategic purpose: U.S. foreign policy priorities.

Primary subject matter: Global media, policy-makers, and online influencers. People with significant online followings are essentially broadcasters today.

(U) IIP - Bureau of International Information Programs

Facebook

Democracy Challenge

Language: English

Target audience: International youth

Strategic purpose: Provide a platform and opportunity for international publics to share their thoughts and opinions as well as learn about USG's diplomatic efforts. Support posts by providing social Media content, resources and tools.

Primary subject matter: Democracy, human rights, religious tolerance, education, civil society, women's empowerment, and youth issues.

Innovation Generation

Language: English

Social Media Inventory   - 9 -   R-family of bureaus

Target audience: International youth interested in creating their own economic opportunities

Strategic purpose: To provide a forum for discussions on innovative thinking and practical advice for starting a business. One of IIP's strategic goals is to reach out to youth on topics such as entrepreneurship. Support posts by providing social Media content, resources and tools.

Primary subject matter: Innovation and Entrepreneurship

eJournal USA

Language: English

Target audience: International youth interested in American culture, history society, education and life in America in general. Current audience is 63 percent male, 37 percent female with 82 percent under 25 years of age and 44 percent under 18. Top five countries are: India, Indonesia, Pakistan, Egypt and Philippines.

Strategic purpose: To promote American values while engaging with a key demographic for USG. Support posts by providing social Media content, resources and tools.

Primary subject matter: American culture, history, education

Our Planet

Language: English

Target audience: Global youth interested in environmental issues.

Strategic purpose: Advance the administration's environmental policies and goals on social media platforms by creating a resource hub on environmental issues. The platforms allow people to find information on a wide range of environmental issues, connecting them with experts, and providing a space for sustained conversations. Support posts by providing social media content, resources and tools.

Primary subject matter: Conservation, preservation, climate, environment

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Iniciativa Emprende

Language: Spanish

Target audience: Spanish-speaking youth in Latin America

Strategic purpose: Strategic purpose is aligned with WHA Bureau's strategic priorities. Core purpose is the promotion of social and economic opportunities (particularly for women and youth), sustainable development, and green technologies and support posts by providing social media content, resources and tools.

Primary subject matter: Entrepreneurship and innovation

Génération Innovation

Language: French

Target audience: Génération Innovation engages with worldwide francophone audiences. Largest audiences in West Africa, North Africa and the Caribbean, with some in Europe as well. These fans are in their late teens to mid 20s; mostly students and budding entrepreneurs, with some NGOs and groups.

Strategic purpose: To raise awareness and action on youth empowerment, on entrepreneurship and innovation, and to support posts by providing social media content, resources and tools.

Primary subject matter: Hosts a global conversation on entrepreneurship and innovation by providing images to inspire discussion and ideas, thought-provoking questions, educational resources, links to publications and sites about starting a business, studying in America, featuring innovative fans and their initiatives.

Vision of America

Language: Persian

Target audience: Persian-speaking audiences interested in the US, technology, science, entrepreneurship and civil society

Strategic purpose: To bring better understanding of United States values to Persian speaking audience across the world and to improve in the exchange of

ideas, culture and values. To support posts by providing social media content, resources and tools.

Primary subject matter: Innovation, entrepreneurship and civil society

American Diary

Language: Russian

Target audience: Educated Russian-speaking youth with an interest in the US and in global empowerment issues

Strategic purpose: Support youth development in the Russian-speaking regions of Eurasia by sharing success stories about young innovators and entrepreneurs, scientists, artists and politicians. Provide a space for Russian-speaking youth that is inclusive, informative, and empowering. Offer useful information on women's leadership and the ever-growing role of women in the global society. Support posts by providing social media content, resources and tools.

Primary subject matter: A forum for the free discussion of U.S.-Russian and U.S.-regional issues. Covers life in America, education, entrepreneurship, innovation, the Russian diaspora, the U.S.-Russia "Reset" and the environment, primarily for educated youth living in Russia and other countries of the former Soviet Union.

Amreekani

Language: Arabic

Target audience: Arabic-speaking young people interested in the US, technology and entrepreneurship

Strategic purpose: To advance the department's Public Diplomacy mission by connecting with Arabic speaking youth on shared interests. To support posts by providing social media content, resources and tools.

Primary subject matter: American value system, civil society, democracy, and science and technology

AlAmreekania

Language: Arabic

Target audience: Arab-speaking women in the Middle East

Strategic purpose: Connect with and provide a forum for Arab women in the Middle East and diaspora on issues of women's rights, human rights and entrepreneurship. Support posts by providing social media content, resources and tools.

Primary subject matter: Women's rights and empowerment

Blogs

American Diary

Language: Russian

Target audience: Russian speaking academia and educated audiences in the former Soviet Union countries

Strategic purpose: To create a positive image of the US, to promote US interests in the Russian-speaking world and to support posts by providing social media content, resources and tools.

Primary subject matter: Life in the US and US policy

Our Planet

Language: English.

Target audience: Global youth interested in environmental issues.

Strategic purpose: Advance the administration's environmental policies and goals on social media platforms by creating a resource hub on environmental issues. The platforms allow people to find information on a wide range of environmental issues, connecting them with experts, and providing a space for sustained conversations. Support posts by providing social media content, resources and tools.

Primary subject matter: Conservation, preservation, climate, environment

Vision of America

Language: Persian

Target audience: Persian-Speaking audiences with an interest in the US and world affairs

Strategic purpose: Provides a forum to bring better understanding of United States values to Persian speaking audience across the world and improve in exchange of ideas, culture and values. Supports posts by providing social media content, resources and tools.

Primary subject matter: Civil society, "All about America", democracy

Wild Geese

Language: Chinese

Target audience: Chinese readers interested in US life and culture

Strategic purpose: Reach out to Chinese audiences in order to extend the reach of State Department message and mission. Create an environment receptive to US national interests and American values. Support posts' efforts to engage with Chinese audiences in tandem with IIP pages and on China-specific pages.

Primary subject matter: Life in America, current affairs, American history

Twitter

@IIPState

Language: English

Target audience: State Department and Washington DC influentials, including: senior Department and other Administration officials, Congress (specifically those involved in Department funding), think tanks, academia (specifically those departments, professors and students in public diplomacy), and media covering public diplomacy

Strategic purpose: Provide the Bureau with an additional avenue to increase its recognition and mission understanding among internal and external audiences.

Primary subject matter: The feed has various focus points, including IIP news and accomplishments, PA/PD initiatives, and re-tweeting news and informational PD postings by Department and external people.

@democracyis

Language: English

Target audience: International youth

Strategic purpose: Provides a platform and opportunity for international people to share their thoughts and opinions as well as learn about our thematic issues. Support posts by providing social media content, resources and tools.

Primary subject matter: Democracy, human rights, religious tolerance, education, civil society, women's empowerment, and youth issues.

@innovgen

Language: English

Target audience: International youth interested in creating their own economic opportunities

Strategic purpose: To provide a forum for discussions about innovative thinking and practical advice for starting a business. One of IIP's strategic goals is to reach out to youth on topics such as entrepreneurship. Support posts by providing social Media content, resources and tools.

Primary subject matter: Innovation and entrepreneurship

@ejournal_usa

Language: English

Target audience: Global youth interested in global ideals reflected in American life and culture.

Strategic purpose: eJournal_USA is strategically designed to showcase American lifestyle, culture, and education to encourage travel to the U.S. eJournal_USA also supports posts by providing social Media content, resources and tools.

Primary subject matter: A window into American life, news, and culture that encourages travel to the U.S.

@our1planet

Language: English

Target audience: Global youth interested in environmental issues.

Strategic purpose: Advance the administration's environmental policies and goals on social media platforms by creating a resource hub on environmental issues. The platforms allow people to find information on a wide range of environmental issues, connecting them with experts, and providing a space for sustained conversations. Support posts by providing social media content, resources and tools.

Primary subject matter: Conservation, preservation, climate, environment

@americagovesp

Language: Spanish

Target audience: Spanish-speaking youth in Latin America

Strategic purpose: To engage with Spanish-speaking publics to engage and sustain dialogue about US society, culture, and values to help create an environment receptive to U.S. national interests. To support posts by providing social media content, resources and tools.

Primary subject matter: U.S. life and culture

@americagovfr

Language: French

Target audience: Francophone audiences all over the world. Over a third of the followers reside in France. Others are in Europe, West Africa, North Africa and the Caribbean, with some French speakers following from South America as well (namely Brazil). These followers are in their late 20s to upper 30s and 40s; a mix of individual students, bloggers, professionals and gov. orgs and NGOs.

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Strategic purpose: Helps raise awareness on key issues, encourage involvement of publics interested in the United States, teach about American values and ideas while also gleaning impressions and ideas from followers. Supports posts by providing social media content, resources and tools.

Primary subject matter: Hosts a global conversation on a variety of subjects, including innovation, civil society, the planet and American culture.

@amdiary

Language: Russian

Target audience: Russian-speaking educated youth, journalists, opinion makers

Strategic purpose: Engages with Russian-speaking opinion-makers and journalists to promote US life, culture, and values in order to help create an environment receptive to US national interests. Supports posts by providing social media content, resources and tools.

Primary subject matter: Informs Russian-speaking audiences through 4-5 daily tweets about US policy, US.-Russian relations, and news from EUR and SCA missions.

@visionofamerica

Language: Persian

Target audience: Persian speaking audiences interested in the US

Strategic purpose: Provides a forum to bring better understanding of United States values to Persian speaking audiences across the world and improve in exchange of ideas, culture and values. Supports posts by providing social media content, resources and tools.

Primary subject matter: Innovation, entrepreneurship and civil society

@Amreekani

Language: Arabic

Target audience: International youth with a secular outlook, who are interested in improving their communities.

Strategic purpose: To engage with Arabic-speaking youth to further US foreign policy objectives. To support posts by providing social media content, resources and tools.

Primary subject matter: Content that inspires innovation in the areas of science, technology, culture and entrepreneurship.

@MeiGuoCanKao

Language: Chinese

Target audience: Chinese audiences with an interest in the US

Strategic purpose: Reach out to Chinese audiences in order to extend the reach of State Department message and mission. Create an environment receptive to US national interests and American values. Support posts' efforts to engage with Chinese audiences in tandem with IIP pages and on China-specific pages.

Primary subject matter: Life in America, current affairs, American history

YouTube

YouTube IIP@State

Language: English and subtitled content

Target audience: global, international audience of all ages

Strategic purpose: Uses video to convey USG and DOS policy and public diplomacy goals to global international audiences via internet and as repurposed by posts around the world. Supports posts by providing social media content, resources and tools.

Primary subject matter: Public diplomacy videos produced by the State Department Bureau of International Information Programs (IIP)

Google+

Innovation Generation

Language: English

Target audience: International youth interested in creating their own economic opportunities

Strategic purpose: To provide a forum for discussions about innovative thinking and practical advice for starting a business. One of IIP's strategic goals is to reach out to youth on topics such as entrepreneurship. Support posts by providing social Media content, resources and tools.

Primary subject matter: Innovation and Entrepreneurship

AlAmreekania

Language: Arabic

Target audience: Arab-speaking women in the Middle East

Strategic purpose: Connect with and provide a forum for Arab women in the Middle East and diaspora on issues of women's rights, human rights and entrepreneurship. Support posts by providing social media content, resources and tools.

Primary subject matter: Women's rights and empowerment

(U) ECA - Bureau of Educational & Cultural Affairs

Facebook

The Fulbright Program

Language: English

Target audience: Current Fulbright Students and Scholars; Fulbrighters; Fulbright alumni ages 18-50; Global audience, predominantly United States; English-speakers

Strategic purpose: Increase awareness of the Fulbright Program's grants and opportunities; reach out to youth, women, minorities and other underserved communities that may not have contact with Fulbright campus representatives or other Fulbright informational opportunities; promote opportunities for Americans to help them gain skills, including foreign language competencies and cultural

awareness, to compete in a global economy; strengthen communication, engagement and outreach to critical audiences.

Primary subject matter: Official Facebook source for Fulbright information; promote news and highlights about the Fulbright Program and its participants and alumni; curate and respond to general questions about the Fulbright Program, applications, etc.

Professional Fellows

Language: English

Target audience: Program participants; alumni; prospective participants

Strategic purpose: This account was created in 2011 leading up to a Professional Fellows Program exchange. There was no clear strategy developed for its use other than to connect our participants. Currently there's very little activity on the page and we have not promoted its existence to the past two groups of Professional Fellows.

Primary subject matter: There is very little content on our Facebook page, but the thematic focus and subject matter in the future could be: Participant stories; Alumni engagement; promoting opportunities for alumni to get funding for follow-on projects

Study of the U.S.

Language: English

Target audience: Our target audience is Study of the U.S. participants, alumni, and administrators most of whom are already using Facebook as their primary means for sharing photos and information before, during, and after the Study of the U.S. Institutes. The Facebook page also allows us to have a formal presence in Facebook groups created by host institutions and alumni groups.

Strategic purpose: To capture an already vibrant, if diffuse, Facebook community of SUSI participants, alumni, and hosts in one place for easy information-sharing and photos. We also use Facebook as a tool to monitor the host institutions' communications with participants. (For example, making sure that PII information is not shared through social media sites).

The Facebook page has gained momentum lately (summer 2012). We currently have over 170 likes, with about ten new likes each day.

Primary subject matter: The Facebook page is used to share photos and Department of State information with Study of the U.S. participants, alumni, and host institutions both during and after Study of the U.S. Institutes. Occasionally we will also post content from our Twitter feed to our Facebook page. We aim to post on Facebook approximately one time per week whereas with Twitter we aim to post every couple of days.

TechGirls

Language: English

Target audience: 25 TechGirls exchange participants 2012; TechGirls organizers 2012; US Embassies who nominated TechGirls; Organizations / individuals who provided training / interacted with TechGirls Future TechGirls exchange participants (Assuming project continuation for FY13)

Strategic purpose: Platform serves to keep TechGirls from eight different MENA countries connected with one another, as well as their mentors in the US and elsewhere, and follow on educational opportunities.

Primary subject matter: TechGirls, organizers and trainers stay in touch with one another via this platform in both a social manner, as well as a professional & educational manner (offering ongoing training opportunities, raising awareness about related STEM events, etc.).

Youth TechCamp

Language: English

Target audience: Youth TechCamp participants; Youth TechCamp trainers; Youth TechCamp organizers; US Embassies organizing Youth TechCamps

Strategic purpose: Engage youth exchanges and alumni around 21st century skills development; Expose youth exchanges and alumni to US tech innovation through interactive events

Primary subject matter: Empowering youth by providing them with exposure and training on basic technology skills (both developing & applications);

Encouraging participants to share how they use what they learn when they return home; Creating an ongoing learning experience through Facebook where participants and trainers can continue to interact

ExchangesConnect

Language: English

Target audience: ExchangesConnect (Ning) members, potential exchange participants, youth

Strategic purpose: By being a leader in the international exchange/education field on Facebook, we hope to fulfill the Bureau goals of: "recognized US government leader in the effective management of international educational and cultural programs", "maintain our reputation", enhance "Americans' understanding of the world" (essentially, build mutual understanding.)

Primary subject matter: Share participant stories, successes, articles, photos in an upbeat way.

State Alumni

Language: English

Target audience: Exchange alumni

Strategic purpose: Foster a fun, dynamic space for the global alumni network; Refer followers to State Alumni website and other relevant department resources.

Primary subject matter: Showcase work of alumni around the globe; Facilitate online engagement among alumni; Promote new program, fellowship, grant, etc opportunities that might interest the alumni community; Promote State Department strategic initiatives of interest to alumni.

Edward R. Murrow Program for Journalists

Language: English

Target audience: PRIMARY: International Visitors, especially Alumni of the program. SECONDARY: Councils for International Visitors and their members; Resources (presenters/community members who meet with International Visitors,

especially U.S. university partners); U.S. Embassies and other State employees; Foreigners interested in Murrow (secondary because they can't apply)

Strategic purpose: ECA advances U.S. foreign policy priorities through international educational and cultural programs that build mutual understanding: Murrow amplifies these priorities and encourages Visitors, all emerging journalists, to share their information with a broader audience; American global competitiveness and Americans' understanding of the world are enhanced through international educational and cultural exchange: connecting and maintaining relationships with the NCIV Network and U.S. universities leads to direct U.S. understanding

Primary subject matter: Post items of interest or updates on Murrow groups, especially explanatory information about the program and Alumni impacts; Note: Page is very busy during the month of the program, then gradually loses posts until the new group is announced

State IVLP - Facebook

Language: English

Target audience: PRIMARY: International Visitors, especially Alumni; Councils for International Visitors and their members; Resources (presenters/community members who meet with International Visitors); SECONDARY: U.S. Embassies and other State employees; Americans interested in IVLP; Foreigners interested in IVLP (secondary because they can't apply).

Strategic purpose: ECA advances U.S. foreign policy priorities through international educational and cultural programs that build mutual understanding: StateIVLP amplifies these priorities and encourages Visitors to share their information with a broader audience. American global competitiveness and Americans' understanding of the world are enhanced through international educational and cultural exchange: Connecting and maintaining relationships with the NCIV Network leads to direct U.S. understanding. Additionally, we build goodwill and understanding so Americans and foreigners better understand the impact and need for the IVLP program.

Primary subject matter: Provide a means for IVLP Alumni to "like" IVLP and add it to their page for others to see; post items of interest or updates on IVLP

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groups, especially explanatory information about the program; interact with Visitors who promote the program; Acknowledge resources/presenters/organizers; connect with the NCIV Network Assist ECA with promotion of Department/bureau-level initiatives.

Cultural Crossroads

Language: English

Target audience: Target audience includes: potential U.S. and international Cultural Program participants (especially youth, women, minorities and underserved communities); program alumni; U.S. Embassies and Consulates abroad; U.S. and international arts organizations/communities, performance venues, and the general public.

Strategic purpose: The overall strategic purpose of the account is to increase public awareness about opportunities to participate in CPD programs. This is in line with ECA Strategic Goals 1, 2 and 3

Primary subject matter: The thematic focus is for the FB page to act as a platform for public outreach. The page is designed to do this by raising awareness among various arts communities internationally about the programs administered by the Cultural Programs Division. It also acts as a vehicle for announcements of opportunities for artists to participate in these programs. Posts and arts organizations are also targeted so as to keep them updated with CPD programs.

International Education Week

Language: English

Target audience: General public: domestic and international including K-12 schools, colleges and universities, non-profits, NGOs, governmental organizations, foreign embassies, posts, businesses, and civic organizations.

Strategic purpose: To engage audiences in international educational exchange activities and encourage recognition of IEW each year.

Primary subject matter: International Education Week is a joint initiative of the U.S. Departments of Education and State to highlight the benefits of international exchanges. International Education Week is always the third week of November.

English Access Microscholarship Program - Headquarters

Language: English

Target audience: Current and former Access participants, Access teachers, Access Program partners and coordinators

Strategic purpose: The account extends the Access Program through virtual exchange. It deepens mutual understanding via a cross-cultural experience featuring daily interaction between U.S. administrators and participants from across the globe. It broadens the conversation between participants, teachers, friends, and family. The page targets the program's demographic of underserved communities including youth, girls, and minority populations. Participants further their English skills development and are connected to learning resources from a wide range of USG and third-party sources. And to prepare and raise participants' awareness for future exchange opportunities, the page consistently features State Alumni, ExchangesConnect, Education USA, and other ECA Programs.

Primary subject matter: The Access Program experience, including: sharing Access highlights of English language learning and stories of volunteerism, extending English learning to social media, broadening the participants' introduction to U.S. culture and values, making relevant announcements and connections to future opportunities for learning and exchange, and answering participant questions.

A New Beginning Exchange

Language: English

Target audience: PRIMARY: International Visitors, especially Alumni of the program; Entrepreneurs Organization members (private sector partner); SECONDARY: Councils for International Visitors and their members; Resources (presenters/community members who meet with International Visitors); U.S. Embassies and other State employees; Foreigners interested in ANB (secondary because they can't apply)

Strategic purpose: ECA advances U.S. foreign policy priorities through international educational and cultural programs that build mutual understanding: ANB amplifies these priorities and encourages Visitors to share their information

with a broader audience; American global competitiveness and Americans' understanding of the world are enhanced through international educational and cultural exchange: Connecting and maintaining relationships with the EO Network leads to direct U.S. understanding; Additionally, we build goodwill and understanding so Americans and foreigners better understand the impact and need for the IVLP/ANB program

Primary subject matter: Post items of interest or updates on IVLP groups, especially explanatory information about the program and Alumni impacts; Provide a means forANB Alumni to "like" IVLP and add it to their page for others to see; Note: Page is very busy during the month of the program, then gradually loses posts until the new group is announced

African Women's Entrepreneurship Program

Language: English

Target audience: PRIMARY: International Visitors, especially Alumni of the program; AWEP network of women (formed when women return to their countries and start chapters); SECONDARY: Councils for International Visitors and their members; Resources (especially leading designers and businesses); U.S. Embassies and other State employees; Foreigners interested in AWEP (secondary because they can't apply)

Strategic purpose: ECA advances U.S. foreign policy priorities through international educational and cultural programs that build mutual understanding: AWEP amplifies these priorities and encourages Visitors to share their information with a broader audience. American global competitiveness and Americans' understanding of the world are enhanced through international educational and cultural exchange: Connecting and maintaining relationships with leading U.S. designers and businesses leads to direct U.S. understanding. Additionally, we build goodwill and understanding so Americans and foreigners better understand the impact of AWEP.

Primary subject matter: Post items of interest or updates on AWEP groups, especially explanatory information about the program and Alumni impacts; Provide a means for AWEP Alumni to "like" IVLP and add it to their page for

others to see; Note: Page is very busy during the month of the program, then gradually loses posts until the new group is announced

English Teaching Forum

Language: English

Target audience: Teachers of English as a foreign or second language; current readers of English Teaching Forum

Strategic purpose: Developing English teaching worldwide and fostering mutual understanding (public diplomacy goals)

Primary subject matter: Information relevant to teaching English as a foreign/second language; information about U.S. culture that is of interest to English teachers worldwide

SportsUnited - U.S. Department of State

Language: English

Target audience: SportsUnited's Facebook site is geared toward a wide and varied pool of people. Anyone is welcome to support SportsUnited's page. However, as for our targeted individuals/entities: Youth (ages 15 to 25, domestic and international, diverse); Alumni from sports exchange programs (youth and coach exchanges, non-elite visitors); Partners (U.S. non-profit grantees, U.S. sports federations, U.S. sports leagues); Embassies (particularly those involved in envoy or visitor programs); Local contributors/involved organizations (host coaches, trainers, teams in the U.S.); Sports diplomacy enthusiasts (within the USG-PeaceCorps, USAID, DoD and outside of the USG-academia, corporate sector)

Strategic purpose: The Facebook site's main purposes are to remain connected with old supporters/program participants as well as reach out to new individuals that are interested in USG sports diplomacy initiatives. Our goal is to provide timely programmatic updates. More generally, the Facebook account contributes positively to several of ECA's strategic goals: Strengthened communication and outreach to critical audiences (e.g. non-elite youth); Strategic alignment of resources (free service and source); Increased awareness of ECA programs

(popular media outlet); Leverage of alumni (alumni connection); Broadened network (expand the message to those that have no direct affiliation with the USG)

Primary subject matter: Established almost two years ago, the Facebook page has become a fairly solid web-based convener for alumni as well as anyone else interested (~2050 "likes). Our Facebook wall continues to serve as a platform to highlight SportsUnited's past, current, and future programs. The main subject matter for Facebook, though, is that of current programs. Updates and photo album posts on the wall may best describe our Facebook "theme," with a rough breakdown: ~65% timely updates and photos on current envoy, visitor, and grant programs; ~20% other (anything of relevance to sports diplomacy or other USG sports initiatives); ~15% envoy or visitor "in the news" connections (anything related to past programs).

While SportsUnited's Facebook "fanbase" is small compared to social media powerhouses, SportsUnited is gaining support from the online community. Daily or bi-daily posts are becoming standard practice and we aim for a more systematic process.

Additionally, the SU social media team has more recently adapted "tagging" techniques to link to affiliated organizations/U.S. Embassies/grantees/envoys/federations in messages thereby increasing visibility and "supporting" partners. The site experiences positive feedback to stories. And Facebook subgroups from programs have proven to keep alumni groups in touch despite their spanning the globe (e.g. Women's World Cup group, Final Four basketball group, recently created U.S. Department of State and Global Sports Mentoring Program group).

studyoftheus

Language: English

Target audience: Study of the U.S. Institute participants, alumni, and host representatives

Strategic purpose: Sharing photos, staying connected, outreach.

Primary subject matter: We have uploaded photos from DoS events to this site so that we could easily share them with participants and host institutions.

ExchangesPhotos

Language: English

Target audience: Internal State Department employees

Strategic purpose: These photographs are uploaded to Flickr so that they can be presented on the official ECA website. The use of photographs in our web content makes it so that we can beter promote our work, reputation, and ideas on international education and cutlural exchanges to the U.S. and abroad.

Primary subject matter: Photographs from ECA program events intended for the exchanges.state.gov website.

The Fulbright Program

Language: English

Target audience: Early-technology adapters; Students and young professionals; Higher-education institutions

Strategic purpose: Strengthen communication, engagement and outreach to student and young professionals audiences: Strengthen communication, engagement and outreach to those in the science and technology fields; serve as the official voice of the Fulbright Program on the Google+ platform; engage with U.S. Embassies, Fulbright Commissions and higher educational institutions

Primary subject matter: News and highlights regarding the Fulbright Program, specifically: Application deadlines; Fulbright news relating specifically to the arts, technology and science.

The Fulbright Program - LinkedIn

Language: English

Target audience: Current Fulbright Scholars; Fulbright alumni; Professionals; Age range 25-50; Specific focus on Fulbright Scholar Program

Strategic purpose: Allow current, former and prospective Fulbright participants to connect, share and collaborate on a professional level. Through academic discipline-specific subgroups, create dialogue and partnerships with Fulbrighters in

similar fields. Leverage alumni and other ECA networks to strengthen U.S. relationships with current and emerging leaders.

Primary subject matter: Connect Fulbright participants and Fulbright alumni with each other for the purposes of professional development and project collaboration.

ExchangesConnect

Language: English

Target audience: Prospective and former participants of ECA exchange programs.

Strategic purpose: ExchangesConnect is managed by ECA, giving us a leadership role in the conversation about our programs and empowering people to help one another with program questions.

Primary subject matter: Exchange program and application stories and tips as well as cross-cultural sharing.

Twitter

@StateIVLP

Language: English

Target audience: PRIMARY: International Visitors; councils for International Visitors and their members; resources (presenters/community members who meet with International Visitors); SECONDARY: U.S. Embassies and other State employees; Americans interested in IVLP; Foreigners interested in IVLP (secondary because they can't apply)

Strategic purpose: ECA advances U.S. foreign policy priorities through international educational and cultural programs that build mutual understanding: StateIVLP amplifies these priorities and encourages Visitors to share their information with a broader audience; American global competitiveness and Americans' understanding of the world are enhanced through international educational and cultural exchange: Connecting and maintaining relationships with the NCIV Network leads to direct U.S. understanding. Additionally, we build

Social Media Inventory   - 30 -   R-family of bureaus

SENSITIVE BUT UNCLASSIFIED

goodwill and understanding so Americans and foreigners better understand the impact and need for the IVLP program

Primary subject matter: Post items of interest or updates on IVLP groups; Interact with Visitors who promote the program; Acknowledge resources/presenters/organizers; Connect with the NCIV Network; Assist ECA with promotion of Department/bureau-level initiatives

@StudyoftheUS

Language: English

Target audience: Participants and alumni of our programs and implementing partners. Of our current 168 followers, most are past participants or host university representatives. In addition, some followers are people who are interested in applying for Study of the U.S. cooperative agreements in the future. The Twitter feed gives them insight into what goes on in a typical institute.

Strategic purpose: @StudyoftheUS allows the Study of the U.S. Branch to maintain informal contact with participants and host institutions. Once Institutes wrap up, we are able to share stories that remind our participants of their experiences (through Alumni updates/institute videos/etc). We also use the feed to further our participants' knowledge about the U.S. and the subjects that our programs cover. Study of the U.S. Branch also uses Twitter to follow our host universities' feeds during the programs and this gives us an informal mechanism for program monitoring (supplementing more formal avenues).

Primary subject matter: We view Twitter as a continuation of our Institutes focusing on providing more information and resources about the United States, U.S. Studies, and institute subject areas (women's leadership, new media, etc.) to our participants. We have a Twitter general schedule, although we do not adhere strictly it: *Mondays*: SUSI Alumni News; *Tuesdays*: U.S. History Fun Fact; *Wednesdays*: Current DoS news; *Thursdays*: Classes/events accessible online; *Fridays*: Program-related or Study of the U.S. Institutes theme-related info; *Weekends*: Cultural fun

@FulbrightBoard

Language: English

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Target audience: Fulbright grantees; prospective grantees; program administrators; academic advisors; Fulbright alumni

Strategic purpose: To highlight program highlights and heritage, presenting a more engaging and interactive face. To highlight and promote Board outreach and engagement with Fulbrighters, emphasizing the Board's role in supporting the program and Bureau's goals of promoting mutual understanding and international dialogue.

Primary subject matter: Fulbright Board outreach; Fulbright program history; program events and anniversaries; application deadlines and advice; supporting Fulbright programs & commissions

@aereli

Language: English

Target audience: Professionals in the diplomacy community

Strategic purpose: Be a personal face for the Bureau, providing insight to public DAS activity, and ECA programs.

Primary subject matter: ECA programs, accomplishments; Exchange 2.0; Education & technology

@AnnAtState

Language: English

Target audience: Professionals in the diplomacy community; people interested in the arts, education

Strategic purpose: To give a personal face to the Bureau, be the voice of the Assistant Secretary. To be a lead voice in the public diplomacy and arts communities.

Primary subject matter: Insight on Ann Stock's work as Assistant Secretary, updates from ECA and State Department, program promotion and highlights.

@ConnectStateGov

Language: English

Target audience: State Department affiliates; professionals in: cultural diplomacy, international education, public diplomacy; prospective Study Abroad students (youth)

Strategic purpose: By being a leader in the public diplomacy and international exchange/education field on Twitter, we hope to fulfill the Bureau goals of: "recognized US government leader in the effective management of international educational and cultural programs", "maintain our reputation", enhance "Americans' understanding of the world" (essentially, build mutual understanding.)

Primary subject matter: To be a thought leader on all things diplomacy, international education, and State Dept. exchange programs-related.

@SportsDiplomacy

Language: English

Target audience: Any individual or organization is welcome to support SportsUnited's handle. Our desired audience loosely parallels our target group for Facebook. Due to the nature of Twitter, though, we realize that our Tweets may appeal to a somewhat different clientele. Instead of an emphasis on youth, we aim to receive valued support from different professional entities (e.g. an envoy, a federation, a local sports organization, a CAO overseas). SportsUnited works to tap into those people that are fans of sports, those people that are fans of public diplomacy, and those people that support the synergy of sports and public diplomacy: Partners (U.S. non-profit grantees, sports federations, sports leagues); Embassies and officers (particularly those involved in envoy or visitor programs); Local contributors/involved organizations (host coaches, trainers, teams); Empowering Women and Girls through Sports Initiative supporters (Council members, mentors, emerging leaders, alumni coaches); Any sports diplomacy enthusiasts (within the USG-PeaceCorps, USAID, DoD and outside of the USG-academia, corporate sector); Alumni from sports exchange programs (youth and coach exchanges, non-elite visitors)

Strategic purpose: Our Twitter account's main goal is to provide instantaneous updates on programs with the aim of spreading our message in a concise manner. More generally, the Twitter account contributes to several of ECA's strategic

goals: Strengthened communication and outreach to critical audiences (e.g. partners and celebrity Council members or envoys); Strategic alignment of resources (free service and source); Increased awareness of ECA programs (popular media outlet); Broadened network (expand the public diplomacy message to those that have no direct affiliation with the USG)

Primary subject matter: Our Twitter account primarily serves as a way to highlight current or upcoming sports exchange programs. Tweets generally link to a photo album, press release, or media article: ~70% timely updates and photos on envoy, visitor, and grant programs; ~15% envoy, Council member, or visitor "in the news" connections; ~15% other (anything of relevance to sports diplomacy at large or a certain global event, e.g. Olympics and Paralympics)

YouTube

ExchangesVideo

Language: English

Target audience: Potential exchange program participants, past participants, State Department affiliates.

Strategic purpose: Demonstrating the robust participation on ECA bureau programs, the variety of programs we have in the fields of international education and cultural exchange programs. Promoting mutual understanding, and presenting positive experience for potential participants.

Primary subject matter: Capturing highlights of Bureau programs, and participants' point of view.

(SBU) R/CSCC – Center for Strategic Counterterrorism Communications

Unlink most bureaus engaging in social media, CSCC's Digital Outreach Team engages in "expeditionary engagement" on social media platforms with the objective of undermining extremist propaganda, focusing primarily on al-Qa'ida and associated groups. While the team maintains its own social media accounts, their efforts are focused on engaging in spaces they do not control.

Medium: The team, ▮▮▮▮▮▮▮▮▮▮▮▮ working in Arabic, Urdu and Somali, employs a mixture of text, graphics and video in its engagements.

- **Text**: Most DOT engagements are text, whether in the form of a posting to a forum, Facebook, or some other platform that supports text.

- **Graphics**: The team makes active use of banners, including spoofs of al-Qa'ida banners that the team posts in attributed engagements alongside the originals to call attention to hypocrisy in the terrorist group's messages.

- **Video**: DOT creates mash-ups highlighting al-Qa'ida's brutality and hypocrisy. These are mainly posted to YouTube, although the team uses some regional video-hosting services (like Ikbis) and optimizes some clips for mobile-phone downloads.

Platform: The team maintains a permanent presence on platforms like YouTube and Facebook, while it uses forums more opportunistically, pursuing discussion threads as relevant themes arise there. Because DOT is mission-driven and focused on specific target audiences, it often moves from platform to platform. For example, a recent campaign against al-Qa'ida in the Arabian Peninsula (AQAP) has involved numerous engagements on Yemeni tribal forums.

- **YouTube, Facebook and Twitter**: DOT maintains Arabic-, Urdu- and Somali-language YouTube channels and Facebook pages, and Twitter feeds in Arabic and Urdu.

- **Forums**: DOT engages on a wide variety of Arabic- and Urdu-language forums. The team maintains a constant presence on larger forums where AQ-related topics are frequent, and it tracks and joins AQ-related discussions as they occur on smaller forums.

Volume: The team is active on a daily basis across all platforms in all media genres (text, graphics and video).

- **Text**: The team posts ▮▮▮▮▮▮▮▮▮▮ engagements a day. These range in length from a few lines to a few paragraphs.

- **Graphics**: Banners are generally produced for specific campaigns and occasion, approximately

- **Video**: The team creates and posts video clips in Arabic and Urdu ████████
  ████████ Somali clips   View counts for the
  clips range from several hundred to more than 100,000 (for a small number
  of clips).

Measures of performance and effectiveness: The team keeps a Sharepoint
database of all engagements, recording basic information (date, URL, focus
country, etc.) and retaining full English translations of all texts the team posts.
Measures of effectiveness are mainly anecdotal, although several ongoing and
upcoming projects are intended to make this more robust.

- **Jihadists**: Several jihadist media units have taken note of DOT activities in
  their public statements, warning their followers about DOT's presence,
  attempting to organize a campaign against DOT's Arabic-language YouTube
  channel, and discussing the formation of a jihadist counterpart to the team.

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- **Metrics Position**: CSCC is hiring a full-time metrics specialist, who is
  expected to work closely with DOT on developing more robust measures of
  effectiveness.

(U) Regional Bureaus

Among the regional bureaus, EAP and EUR have decided to not employ

AF - Bureau of African Affairs

Facebook

Bureau of African Affairs

Language: English

Target audience: Embassies in the field; domestic audiences; anyone interested in U.S. policy towards Africa

Strategic purpose: To provide additional content for posts in the field; to inform domestic/international audiences on U.S. Africa policy

Primary subject matter: Content the field can use: speeches, travel, local activities, major testimony, major events, major speeches by others on Africa, interesting posts from the field

Flickr

Bureau of African Affairs Flickr

Language: English

Target audience: Embassies in the field

Domestic Audiences

Anyone interested in U.S. policy towards Africa

Strategic purpose: To provide additional content for posts in the field

To inform domestic/international audiences on U.S. Africa policy

Primary subject matter: Content the field can use: speeches, travel, local activities, major testimony, major events, major speeches by others on Africa, interesting posts from the field

Twitter

@AFAsstSecy

Language: English

Target audience: Embassies in the field; domestic audiences; anyone interested in U.S. policy towards Africa

Strategic purpose: To provide additional content for posts in the field; to inform domestic/international audiences on U.S. Africa policy

Primary subject matter: Content the field can use: speeches, travel, local activities, major testimony, major events, major speeches by others on Africa, interesting posts from the field

YouTube

DOS African Affairs Channel

Language: English

Target audience: Embassies in the field; domestic audiences; anyone interested in U.S. policy towards Africa

Strategic purpose: To provide additional content for posts in the field; to inform domestic/international audiences on U.S. Africa policy

Primary subject matter: Content the field can use: speeches, travel, local activities, major testimony, major events, major speeches by others on Africa, interesting posts from the field

IO - Bureau of International Organization Affairs

Tumblr

US Engagement with International Organizations

Language: English

Target audience: Global audiences

Strategic purpose: Blog to highlight—in one place—content from IO Bureau and its missions related to US engagement at the UN and with International orgs.

Primary subject matter: US engagement at the UN and International Organizations

Twitter

@State_IO

Language: English

Target audience: Professionals, young professionals, academics and others who are interested in learning more about and following developments regarding US engagement at the UN and with International Organizations. Americans who are interested in employment opportunities at the UN and International Orgs.

Strategic purpose: To raise awareness about the role and relevance of multilateral engagement in U.S. foreign policy/national security; how it benefits Americans; job Opportunities at the UN and international organizations.

Primary subject matter: US multilateral engagement; information about career opportunities in IOs

NEA - Bureau of Near Eastern Affairs

Facebook

Embassy Damascus

Language: English and Arabic

Target audience: Syrians, particularly "fence-sitters" in the current conflict

Strategic purpose: Providing information to the Syrian people to assist with their transition to democracy

Primary subject matter: Counter disinformation put out by the SARG; messaging about USG assistance; offering pathways to national reconciliation

Twitter

@USAdarFarsi

Language: Persian

Target audience: Iranian inside of Iran

Strategic purpose: Engage with the Iranian people to counter disinformation fro the IRGC.

Primary subject matter: Policy pieces, polls/Surveys; original Qs and As with Persian Language Spokesman

SCA - Bureau of South and Central Asian Affairs

Facebook

SCA Facebook

Language: English

Target audience: Domestic and International in nature. We have targeted SCA countries to share a regional perspective rather than what is offered by each post (more localized content). Our Facebook page audience is a mixture of SCA countries, under the age of 30, and majority males.

Strategic purpose: The purpose of this account is to amplify the good news in the region and to correct the narrative. This is in line with our stated PD goals for the SCA bureau.

Primary subject matter: Thematic focus for SCA Facebook page starts with the Assistant Secretary. His travel, remarks, interviews. We also choose content from our posts that we think will be interesting from a regional perspective.

Flickr

U.S. Department of State: South and Central Asia

Language: English

Target audience: N/A - we use this as a repository for our photos that we then use for our social media audiences or to share with our posts without having to send huge files.

Strategic purpose: Content for our social media platforms.

Primary subject matter: SCA Bureau related photos.

Twitter

@State_SCA

Language: English

Target audience: Domestic and international journalists, think tanks, bloggers, and diaspora from the SCA region.

Strategic purpose: Having an SCA Twitter account allows a platform from which we can share A/S Blake's messages as well as highlight the good work being done by our posts.

Primary subject matter: Primary subject matter is the Assistant Secretary. Including speeches, travel, and interviews. We also use this account to share interesting stories/content from our posts.

Storify

@State_SCA Storify

Language: English

Target audience: Same as our Twitter account. Mixture of domestic and international audience.

Strategic purpose: Storify is a great resource for pulling together and summarizing a chat with the A/S.

Primary subject matter: Only used for summarizing Twitter chats with A/S Blake.

YouTube

South and Central Asia Bureau

Language: English

Target audience: Depends on the video, but by and large we use these videos for content for our social media platforms and to share with post.

Strategic purpose: Video content enhances our outreach through social media by providing visual stories.

Primary subject matter: A/S Blake interviewing different people from SCA region.

WHA - Bureau of Western Hemisphere Affairs

Facebook

WHA Facebook

Language: English

Target audience: WHA posts, WHA bureau personnel, students and domestic audiences interested in our foreign policy in the Western Hemisphere

Strategic purpose: This platform serves primarily to highlight work done by the field, to highlight outreach of the WHA front office, and to raise awareness among post community managers of D.C. policy priorities and outreach events.

Primary subject matter: material from WHA overseas platforms, WHA front office outreach, R family content related to WHA, i.e. exchanges

Flickr

State in the Americas' photostream

Language: English

Target audience: Largely internal, serves as central repository of WHA front office photosphotos

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Strategic purpose: Platform to share photos with the field. For example, we shoot a group of Guatemalan IVLPs meeting with the WHA A/S and post wants to use those photos on social media properties…

Primary subject matter: WHA front office outreach, visitorsvisitors, exchanges, post activities

Twitter

@WHASpeaks

Language: English

Target audience: Students, think tanks, journalists interested in WHA issuesissues

Strategic purpose: There are activities (a twitter Q and A for example) and content (some 3rd party content for example) that are not appropriate for the voice of the A/S but we still want to use the twitter platform to promulgate.

Primary subject matter: WHA programs, initiatives, and exchanges #100kstrong!

@WHAAsstSecty

Language: English

Target audience: Academics, wonks, journalists interested in WHA affairs and the A/S

Strategic purpose: Top line messaging on WHA policy priorities and shining a spotlight on post platforms/programs.

Primary subject matter: Travel, meetings, voice of A/S Jacobson

YouTube

State in the Americas

Language: English

Target audience: WHA missions, WHA populace interested in USG policy in the region

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Strategic purpose: The primary function of this platform is to warehouse our video content production. Most recently, we housed 5 #100kstrong outreach videos that we produced in collaboration with posts here.

Primary subject matter: Video content in support of WHA policy priorities

(U) Functional Bureaus – E-family

EB - Bureau of Economic and Business Affairs

Twitter

@EconEngage

Language: English

Target audience: Overseas and domestic

Strategic purpose: To inform audiences of U.S. economic policy.

Primary subject matter: Range of economic policy issues, including investment, trade, internet freedom, intellectual property rights, economic statecraft, agriculture and biotechnology

Facebook

EconEngage

Language: English

Target audience: Overseas, very broad audience of people interested in business, investment, entrepreneurship, trade, intellectual property rights, agriculture and biotechnology, internet freedom

Strategic purpose: To inform overseas audiences, primarily youth, of U.S. economic poilcy

Primary subject matter: Economic policy on the range of issues listed above.

OES - Bureau of Oceans and International Environmental and Scientific Affairs

Facebook

U.S. Department of State - Bureau of Oceans, Environment and Science

Language: English

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Target audience: Facebook users interested in issues related to oceans, environment and science.

Strategic purpose: The account is intended to highlight OES issues, policies and activities. It also provides information about OES issues and the bureau's role in advancing U.S. foreign policy goals as they relate to oceans, environment or science.

Primary subject matter: Our platform focuses on issues related to oceans, environment and science.

Twitter

@StateDeptOES

Language: English

Target audience: Domestic and International

Strategic purpose: The account is intended to highlight OES issues, policies and activities. It also provides information about OES issues and the bureau's role in advancing U.S. foreign policy goals as they relate to oceans, environment or science.

Primary subject matter: The platform focuses on issues relating to oceans, environment and science.

(U) Functional Bureaus – J-family

J - Office of the Under Secretary for Civilian Security, Democracy, and Human Rights

Twitter

@usmariaotero

Language: English and Spanish

Target audience: Governments, representatives of civil society, business and other actors involved in strengthening more democratic, secure, stable and just societies,

as well as those not aware of the range of cvilian security tools and programs implemented by the USG.

Strategic purpose: To raise awarness and engage in a dialogue with target audience about State Department's contribution to strengthening civilian security in key regions of the world.

Primary subject matter: Civilian security issues - or the nexus between individual protection, human rights and the rule of law - and related State Department program areas.

J/GCJ – Office of Global Criminal Justice

Facebook

Stephen Rapp, Ambassador at Large for Global Criminal Justice

Language: English

Target Audience: Civil society actors and legal activists focused on advancing accountability for violations of international law through prevention and reform, including via international and domestic legal frameworks.

Strategic purpose: This page seeks to demonstrate U.S. leadership and engagement on accountability, atrocities prevention and civilian security within conflict and transition, particularly in the context of international conversations about the role and future of global justice.

Primary subject matter: The page focuses on the work of our office and, in particular, the Ambassador at Large for Global Criminal Justice in advancing accountability for atrocities, promoting prevention and advocating for a range of transitional justice processes with a view toward reinforcing rule of law in post-conflict or post-authoritarian contexts.

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J/GYI - Office of Global Youth Issues

Facebook

Global Youth @State

Language: English

Target audience: Youth and those who work on youth issues around the world

Strategic purpose: We seek to connect young people to each other using this platform so that they can see the work their peers are doing to improve their communities using youth-sourced ideas.

Primary subject matter: The page focuses on the work of our office, the Department, and other organizations in promoting the concerns of young people and solutions to our shared challenges.

J/TIP - Office to Monitor and Combat Trafficking in Persons

Facebook

U.S. Department of State Trafficking in Persons Office

Language: English

Target audience: General public and advocacy community

Strategic purpose: J/TIP would like to be seen as the 'go-to' source in the USG on the global phenomenon of trafficking in persons (TIP). The purpose of this Facebook page is to engage the public on the issue, broaden the advocacy community, and create momentum and excitement for the annual release of the Trafficking in Persons Report.

Primary subject matter: Trafficking in Persons

Twitter

@JTIP_State

Language: English

Target audience: General public and advocacy community

Strategic purpose: J/TIP would like to be seen as the 'go-to' source in the USG on the global phenomenon of trafficking in persons (TIP). The purpose of this Twitter account is to engage the public on the issue, broaden the advoacy community, and create momentum and excitement for the annual release of the Trafficking in Persons Report.

Primary subject matter: Trafficking in Persons

CSO - Bureau of Conflict Stabilization Operations

Facebook

U.S. Department of State - Conflict and Stabilization Operations

Language: English

Target audience: Foreign Policy community, academics, Think Tanks, NGOs, USG, bilateral and mulitlateral partners

Strategic purpose: To engage with key stakeholders and build a community of people/organizations interested in conflict and stabilization issues

Primary subject matter: Conflict and stabilization issues, U.S. foreign policy

Civilian Response Corps

Language: English

Target audience: Foreign Policy community, academics, Think Tanks, NGOs, USG, bilateral and mulitlateral partners

Strategic purpose: To engage with key stakeholders and build a community of people/organizations interested in conflict and stabilization issues

Primary subject matter: Conflict and stabilization issues, U.S. foreign policy

Twitter

@StateCSO

Language: English

Social Media Inventory   - 49 -   Functional bureaus

Target audience: Foreign Policy community, academics, Think Tanks, NGOs, USG, bilateral and mulitlateral partners

Strategic purpose: To engage with key stakeholders and build a community of people/organizations interested in conflict and stabilization issues

Primary subject matter: Conflict and stabilization issues, U.S. foreign policy

@CivResponse

Language: English

Target audience: Foreign Policy community, academics, Think Tanks, NGOs, USG, bilateral and mulitlateral partners

Strategic purpose: To engage with key stakeholders and build a community of people/organizations interested in conflict and stabilization issues

Primary subject matter: Conflict and stabilization issues, U.S. foreign policy

YouTube

Civilian Response Corps

Language: English

Target audience: Foreign Policy community, academics, Think Tanks, NGOs, USG, bilateral and mulitlateral partners

Strategic purpose: To engage with key stakeholders and build a community of people/organizations interested in conflict and stabilization issues

Primary subject matter: Conflict and stabilization issues, U.S. foreign policy

DRL - Bureau of Democracy, Human Rights, and Labor

Facebook

Department of State - Bureau of Democracy, Human Rights and Labor

Language: English

Social Media Inventory   - 50 -   Functional bureaus

Target audience: Youth (35 and under) interested in human rights and democracy issues.

There is a notable MENA following, especially in Egypt (23%), Iran (3%), Pakistan (2%), Tunisia (2%), India (2%) and Jordan (2%).

Strategic purpose: DRL maintains a sizable civil society following internationally, as well as within the United States. The DRL Facebook Page is one of many digital tools used by the Bureau to amplify and share strategic messaging in the venues where our audience gathers.

Primary subject matter: This page is used to share and amplify all releases, remarks, photos, etc., by DRL.

HumanRights.gov

Language: English

Target audience: The HumanRights.gov Facebook Page targets individuals focused on U.S. human rights foreign policy. The largest demographics following the account are the 18-24 and 25-34 demographics. There is a sizeable MENA and SCA following on the site. The majority of content released targets these audiences.

Strategic purpose: The HumanRights.gov page is used to amplify human rights policy from across the U.S. government, versus just the State Department or the Bureau of Democracy, Human Rights and Labor. The page is also used in coordination with campaigns on the site.

Primary subject matter: U.S. human rights foreign policy, which includes, democracy, the rule of law, civil society, etc. The site exclusively shares U.S. publically released official content.

Hannah Rosenthal, Special Envoy to Monitor and Combat Anti-Semitism

Language: English

Target audience: The Facebook page is used to help fulfill the monitor role of the Special Envoy who reports on global anti-Semitism trends via social media. As result, she her target audience is older than the average DRL audience as she is

targeting policy-focused individuals. The audience also specifically includes domestic followers per the mandate of the office.

Strategic purpose: Provide anti-Semitism content in an engaging format and fulfill the Congressional mandate of monitoring anti-Semitism trends.

Primary subject matter: U.S. anti-Semitism policy and news. The page is also used to host the "What We Are Hearing" news summaries and the "SEAS Monitor," two products produced by the Office of the Special Envoy.

Judith Heumann, Special Advisor for International Disability Rights

Language: English

Target audience: The Facebook Page is used to target the International Disability community and serves as a community space for disability conversations.

Followers largely align with countries visited by the Special Advisor.

Strategic purpose: The page serves as a space for the Special Advisor to engage the International Disability community and share best practices from the around the world. The Special Advisor also uses the page as a tool for engagement about her work at the Department.

Primary subject matter: The page almost exclusively shares disability rights information. The page also amplifies general Department human rights information.

Suzan Johnson Cook, Ambassador At Large for International Religious Freedom

Language: English

Target audience: The Ambassador-at-Large has a large domestic and international religious freedom following. The page targets those interested in religious freedom.

Strategic purpose: The page enables the Ambassador-at-Large for Religious Freedom to maintain contact with her diverse religious freedom followers. It also serves as a platform to advance USG religious freedom policy.

Primary subject matter: U.S. religious freedom policy, human rights policy, and travel updates by the Ambassador-at-Large.

Barbara Shailor, Special Representative for International Labor Affairs

Language: English

Target audience: The target audience are young voices in the labor movement, ages 18-34. The page is largely used to amplify the Special Representatives statements on labor rights.

Strategic purpose: Create a space in which international labor rights can be discussed and the U.S. government can amplify its policy advancing labor rights.

Primary subject matter: International labor rights policy.

Twitter

@State_DRL

Language: English, some PA/IIP Translations

Target audience: The DRL Twitter account predominately targets human rights activists, organizations and media personalities. There is also a large Bahrain and Internet Freedom following of the account.

Strategic purpose: The account helps drive traffic to HumanRights.gov, serves as a space for DRL principals to address current affairs, is a platform for live-tweeting key events/speeches, and share the work of other posts.

Primary subject matter: The account predominately shares information about U.S. human rights and democracy policy.

@HumanRightsgov

Language: English, some PA/IIP Translations

Target audience: The target audience is human rights activists and organizations.

Strategic purpose: The account is largely used to highlight the campaigns and releases amplified on HumanRights.gov. Social media drives a significant

percentage of traffic to the site. Aligned with the mission of the site, the Twitter account readily amplifies @State_DRL and other USG voices on Twitter.

Primary subject matter: The account exclusively shares U.S. government human rights policy statements and releases.

@HannahAtState

Language: English

Target audience: The target audience is the global Jewish community and those interested on tolerance and interfaith dialogue.

Strategic purpose: Much like the Facebook Page for the Special Envoy, this account enables to Special Envoy to monitor and report on global trends in anti-Semitism and serves as another mechanism for amplifying her strategic messaging.

Primary subject matter: The account primarily shares personal updates from Special Envoy Rosenthal, particularly during trips, as well as key statements on the themes such anti-Semitism, tolerance, and interfaith dialogue.

@IRFAmbassador

Language: English

Target audience: The target audience is the international religious freedom community, and the sizeable domestic following of the Ambassador-at-Large for International Religious Freedom.

Strategic purpose: Amplify the religious freedom policy of the United States and communicate religious freedom policy in the space in which many constituents reside.

Primary subject matter: Religious freedom policy, human rights, and interfaith dialogue

YouTube

DRL Video

Language: English

Target audience: Video Storage

Social Media Inventory·   - 54 -   Functional bureaus

Strategic purpose: Close caption videos produced by the Department for sharing on HumanRights.gov and social media

Primary subject matter: Democracy, Human Rights and Labor Videos

INL - Bureau of International Narcotics and Law Enforcement Affairs

Facebook

StateINL

Language: English mainly; occasional Spanish

Target audience: Law Enforcement, Judicial and Correctional professionals worldwide; NGOs, Academics and Think Tanks in counter narcotics, civil security and rule of law issues. Domestic and international concerned audiences, especially in the 70+ countries in which INL programs operate.

Strategic purpose: Increase awareness of INL's diverse programs and how INL promotes overall U.S. foreign policy; publicize FO travel and amplify messages; and give greater attention to projects of key partners like USAID, UNODC, DEA, DOJ, DOT, overseas posts, WHA, SCA, TIP, and DRL.

Primary subject matter: Counternarcotics, rule of law, professional training and exchanges, anti-corruption, gender and minority access to justice, civilian security, anti-gang and violence prevention, and alternative development.

Twitter

@inlbureau

Language: English mainly; occasional Spanish

Target audience: Law Enforcement, Judicial and Correctional professionals worldwide. NGOs, Media, Academics and Think Tanks in counter narcotics, civil security and rule of law issues. Domestic and international concerned audiences, especially in the 70+ countries in which INL programs operate.

Strategic purpose: Increase awareness of INL's diverse programs and how INL relates to overall US foreign policy; promote FO travel and amplify messages; and give greater attention to projects of key partners like USAID, UNODC, DEA,

DOJ, DOT, overseas posts, WHA, SCA, TIP, and DRL. Also monitoring topics of interest and providing information to shape dialogue.

Primary subject matter: Counternarcotics, rule of law, professional training and exchanges, anti-corruption, gender and minority access to justice, civilian security, anti-gang and violence prevention, and alternative development.

YouTube

inlvideo

Language: English

Target audience: Law Enforcement, Judicial and Correctional professionals worldwide. NGOs, Media, Academics and Think Tanks in counter narcotics, civil security and rule of law issues. Domestic and international concerned audiences, especially in the 70+ countries in which INL programs operate.

Strategic purpose: For storing and editing speeches or presentations by the INL Front Office and publicizing derived soundbites. Sharing INL related videos from Embassies, the UN, and other sources. Primary subject matter: Counternarcotics, rule of law, professional training and exchanges, anti-corruption, gender and minority access to justice, civilian security, anti-gang and violence prevention, and alternative development. Repository of speeches, public service announcements, event footage, and news clips of interest.

PRM - Populations, Refugees, and Migration

Facebook

PRM Facebook

Language: English

Target audience: Those interested in PRM-specific issues, as well as our implementing partners

Strategic purpose: A less formal platform to tell the story of PRM policies and priorities. Discusion on travel by principals.

Primary subject matter: Refugee issues, population policy

Social Media Inventory   - 56 -   Functional bureaus

Flickr

PRM Flickr

Language: English

Target audience: Those following PRM issues

Strategic purpose: Better publicize the work PRM does

Primary subject matter: Photos from PRM events, trips, etc.

Twitter

@StatePRM

Language: English

Target audience: Those interested in humanitarian assistance, refugee issues and population policy.

Strategic purpose: Better telling the story of the PRM bureau, the work we do and highlighting bureau priorities.

Primary subject matter: Please see above.

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(U) Functional Bureaus – M-family

CA - Bureau of Consular Affairs

Facebook

TravelGov

Language: English

Target audience: US Citizens traveling overseas; domestic outreach for Passport Agencies; those seeking travel to the US with visa programs

Strategic purpose: A place to put our good news stories, area to promote Consular services (that is not well received via twitter)

Primary subject matter: Travel safety, Visa Announcements, Bureau-wide feel good stories, US as a destination (partners with other USG)

Foursquare

TravelGov

Language: English

Target audience: US Citizens - domestic

Strategic purpose: Once we have more staffing, we can also use Foursquare for airport checkins during crisis events.

Primary subject matter: Passport Agency happenings, promotions

Twitter

@ChildrensIssues

Language: English

Target audience: Stakeholders involved with ICA/IPCA: potential adoptive parents, NGO's, left behind parents, adoption service providers, legal providers

Strategic purpose: Engage and inform the communities/stakeholders involved with ICA and IPCA

Primary subject matter: Intercountry adoption (ICA) and international parental child abduction (IPCA)

YouTube

TravelGov - Youtube

Language: English

Target audience: INTERNAL scratch pad space

Strategic purpose: preparing for digitial media cultivation

Primary subject matter: CA videos for editing, sharing, scratch pad

Twitter

TravelGov

Language: English only

Target audience: US Citizens traveling abroad + news / industry that support them.

Strategic purpose: Travel Warnings, Alerts, Emergency Messages, Consular Events that affect the public

Primary subject matter: Travel Safety - Consular Advice

HR - Bureau of Human Resources

LinkedIn

Careers in Diplomacy

Language: English

Target audience: U.S. citizens between the ages of 18-55 from diverse educational, cultural and geographic backgrounds who may or may not be familiar with the U.S. Department of State and its career opportunities and who are college-

educated or pursuing college degrees. For marketing purposes, we segment the audiences into three categories: Primary - includes mid-career professionals, alumni and graduate students from key universities, including HBCUs, HSIs, Tribal Colleges and APIs; Secondary - undergraduate and high school students; and Tertiary - influencers such as professors/teachers, campus career counselors, and community/opinion leaders.

Strategic purpose: This presence is part of REE's integrated marketing communications and advertising strategy to identify, attract, and recruit diverse, interested, and potentially qualified candidates to careers with the Department.

Primary subject matter: Education and awareness about the U.S. Department of State and its wide variety of career opportunities throughout the world.

Facebook

U.S. Department of State - Careers

Language: English

Target audience: U.S. citizens between the ages of 18-55 from diverse educational, cultural and geographic backgrounds who may or may not be familiar with the U.S. Department of State and its career opportunities and who are college-educated or pursuing college degrees. For marketing purposes, we segment the audiences into three categories: Primary - includes mid-career professionals, alumni and graduate students from key universities, including HBCUs, HSIs, Tribal Colleges and APIs; Secondary - undergraduate and high school students; and Tertiary - influencers such as professors/teachers, campus career counselors, and community/opinion leaders.

Strategic purpose: This presence is part of REE's integrated marketing communications and advertising strategy to identify, attract, and recruit diverse, interested, and potentially qualified candidates to careers with the Department.

Primary subject matter: Education and awareness about the U.S. Department of State and its wide variety of career opportunities throughout the world.

Careers in Foreign Affairs

Language: English

Social Media Inventory   - 60 -   Functional bureaus

Target audience: Same as U.S. Department of State - Careers Page

Strategic purpose: Based on survey of group and page members, maintain separate group that serves as a more informal platform for exchanges about careers and recruitment in the Department.

Primary subject matter: Same as U.S. Department of State - Careers Page, although a more informal venue (or audience-perceived) than the "official" careers page.

DOS Diplomat in Residence – Regional

The Bureau of Human Resources maintains 16 separate Facebook accounts for regional recruiting representatives. These sites are used by diplomats in residence to connect with potential recruits in the following U.S. regions: Central; Central Texas; DC Metro; Southern Mid-Atlantic; Midwest; New England; New York Metro; Northwest; North Central; Rocky Mountains Southwest; South; South Florida; Southeast; Southeast Texas-Louisiana; Southern California; Southwest.

Language: English

Target audience: Same as U.S. Department of State - Careers

Strategic purpose: Same as U.S. Department of State - Careers, with the additional focus on promoting the fact that a Diplomat in Residence resides in the community and the region to provide education, guidance and advice to those seeking a career with the U.S. Department of State

Primary subject matter: Same as U.S. Department of State - Careers

Twitter

@doscareers

Language: English

Target audience: U.S. citizens between the ages of 18-55 from diverse educational, cultural and geographic backgrounds who may or may not be familiar with the U.S. Department of State and its career opportunities and who are college-educated or pursuing college degrees. For marketing purposes, we segment the audiences into three categories: Primary - includes mid-career professionals,

alumni and graduate students from key universities, including HBCUs, HSIs, Tribal Colleges and APIs; Secondary - undergraduate and high school students; and Tertiary - influencers such as professors/teachers, campus career counselors, and community/opinion leaders.

Strategic purpose: This presence is part of REE's integrated marketing communications and advertising strategy to identify, attract, and recruit diverse, interested, and potentially qualified candidates to careers with the Department.

Primary subject matter: Education and awareness about the U.S. Department of State and its wide variety of career opportunities throughout the world.

IRM - Bureau of Information Resource Management

Blog

Tech@State.Gov

Language: english

Target audience: technologists, civil society organizations, non-profits, and others who are interested in technology at the State Department

Strategic purpose: provides outreach to those who are interested in technology and it's use in the State Department

Primary subject matter: how technology is impacting development and diplomacy

Facebook

Facebook.com/techatstate

Language: english

Target audience: technologists, civil society organizations, non-profits, and others who are interested in technology at the State Department

Strategic purpose: provides outreach to those who are interested in technology and it's use in the State Department

Primary subject matter: how technology is impacting development and diplomacy

Virtual Stduent Foreign Service

Language: English

Target audience: students

Strategic purpose: Relay information about the VSFS program and engage in discussion.

Primary subject matter: internships, social media, crowdsourcing, foreign affairs

TechCampGlobal Groups: Kyiv, Dakar, Tel Aviv, Ramallah, Almaty, etc.

Language: English or Local Language

Target audience: TechCamp Participants

Strategic purpose: To help participants from TechCamps stay in touch and share ideas.

Primary subject matter: Announcements and Follow Up activities surrounding TechCamp.

eDiplomacy At State

Language: English

Target audience: eDiplomacy, social media practitioners, other USG and foreign goverment agencies, civil society and technologists, academics and students interested in (mainly internal) use of social media for conduct of foreign affairs.

Strategic purpose: The strategic purpose of the account is to interact with other social media and digital diplomacy practitioners, especially those working on internal social media, and this purpose relates to Dept. IT Strategic Plan for FY2011-2012 Goal 1 "Digital Diplomacy - enables enhanced collaboration and information sharing among our internal and external stakeholders...."

Primary subject matter: Activities and programs of Office of eDiplomacy, including Tech@State, Tech Camps and VSFS, State Dept use of social media,

21st Century Statecraft, open govt, digital diplomacy, use of tech for diplomacy, enterprise use of social media, new tech advancements that would serve Gov 2.0.

Flickr

TechCampGlobal Flickr

Language: English

Target audience: Participants of TechCamp, General Public Interested in TechCamp

Strategic purpose: Depict results and look and feel of TechCamps.

Primary subject matter: Photos of Events.

Twitter

@techatstate

Language: english

Target audience: technologists, civil society organizations, non-profits, and others who are interested in technology at the State Department

Strategic purpose: provides outreach to those who are interested in technology and it's use in the State Department

Primary subject matter: how technology is impacting development and diplomacy

@vsfsAtState

Language: English

Target audience: Students

Strategic purpose: Relay information about the VSFS program and engage in discussion.

Primary subject matter: internships, social media, crowdsourcing, foreign affairs

@TechCampGlobal

Language: English

Target audience: TechCamp Participants, Trainers, and general public interested in our programs.

Strategic purpose: Relay information surrounding TechCamps around the world. . For use during the event to engage participants.

Primary subject matter: Content provided by technologists, speakers, tech trainers. Information and updates concerning TechCamps. General information about new technologies.

@eDipAtState

Language: English

Target audience: eDiplomacy, social media practitioners, other USG and foreign goverment agencies, civil society and technologists

Strategic purpose: The strategic purpose of the account is to interact with other social media and digital diplomacy practitioners, especially those working on internal social media, and this purpose relates to Dept. IT Strategic Plan for FY2011-2012 Goal 1 "Digital Diplomacy - enables enhanced collaboration and information sharing among our internal and external stakeholders...."

Primary subject matter: Activities and programs of Office of eDiplomacy, State Dept use of social media, open govt, digital diplomacy, use of tech for diplomacy, enterprise use of social media, new tech advancements that would serve Gov 2.0.

YouTube

TechCampGlobal Youtube

Language: English or Local Language

Target audience: Participants, planners, general public interested in TechCamp.

Strategic purpose: To visualize the TechCamp model and show results of the camps.

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Primary subject matter: Videos describing the results and success stories of TechCamp. Video Demos of TechCamp.

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(U) Functional Bureaus – T-family

T - Office of the Under Secretary for Arms Control and International Security

Twitter

@Gottemoeller

Language: English

Target audience: Domestic and foreign public, arms control non-governmental organizations, press, governments.

Strategic purpose: Our use of social media is to explore new and innovative ways to meet the missions of the State Department and promote the the administration's arms control, nonproliferation, and international security policies. The expanding use of social media offers an opportunity for us to expand its connectivity with U.S. citizens as well as citizens of other countries. The use of various social media (e.g., Facebook, Twitter) provides those in the areas of policy development, public affairs, and public diplomacy the ability to reach out to the public with information on various arms control, nonproliferation, and international security related issues as well as the opportunity to collect comments from the public on public policy initiatives currently under development.

Primary subject matter: arms control, nonproliferation, missile defense, and international security

AVC - Bureau of Arms Control, Verification, and Compliance

Pinterest

U.S. Department of State - Bureau of Arms Control, Verification and Compliance

Language: English

Target audience: Students, young adults

Social Media Inventory   - 67 -   Functional bureaus

Strategic purpose: To familiarize younger generations with the history of arms control.

Primary subject matter: Nuclear pictures, films, oddities, major historical events.

Facebook

State Department- Bureau of Arms Control, Verification and Compliance

Language: English

Target audience: General public, young people

Strategic purpose: Further promoting AVC products

Primary subject matter: AVC events, speeches, fact sheets

ISN - Bureau of International Security and Nonproliferation

Facebook

ISN Facebook

Language: English

Target audience: Followers and experts on international security matters

Strategic purpose: Public diplomacy and domestic outreach are increasingly important in support of ISN's policy goals, especially as a means of sustaining and expanding international consensus about the threats of proliferation and ways to address those threats. Facebook helps facilitate this communication to these contingents. Expanded use of social media also helps us cultivate the younger generation and foster future nonproliferation experts and constituencies.

Primary subject matter: Nonproliferation of weapons of mass destruction, delivery vehicles and advanced conventional weapons; promoting the peaceful use of nuclear technology and other technologies that could be used for weapons purposes; nuclear and pathogen security; addressing the nexus of proliferation and terrorism.

RELEASE IN FULL

Social Media Working Group Plan

Overview

The Under Secretary of State for Public Diplomacy and Public Affairs (R) and the Senior Advisor for Innovation (S/SAIT) are convening a limited term Social Media Working Group composed of personnel at all levels of seniority across the Department to consider issues of strategy, operations, and governance related to the ongoing integration of social media as a core function of public diplomacy and public affairs. The working group will, among other activities, evaluate the current state of social media use for public engagement at the Department and develop actionable recommendations for implementation.

The activities for the working group will take place over the next four months and include the following:

1. Bureaus prepare and submit to R an inventory of their current social media activity outlining basic information about their social media properties including strategic goals, targeted audiences, and measures of performance and indicators of success.
2. Cross-bureau sub-groups will examine existing processes and prepare supporting materials on specific social media strategy, operations, and governance issues.
3. R will facilitate a three-day working group meeting October 1-3, 2012 to review the bureau inventories, discuss subgroup findings and make recommendations for further action.

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Working Group and Sub-group Preparation Team Participants

The Working Group will be chaired by R and S/SAIT and will comprise representatives of stakeholder bureaus across the Department. Working group participants will be nominated by their respective bureaus. R will assemble team rosters that maximize both subject matter expertise and diversity across regional and functional lines.

The working group will then be divided into preparation sub-groups co-led by office directors or more senior personnel from at least two different bureaus/posts. The teams will work on their respective issues for deliberation and present their findings and specific, concrete recommendations to the broader group at the October meeting.

Preparation sub-groups are expected to meet regularly with R/PPR in a spirit of collaboration and inclusiveness; each team is required to hold at least one open meeting prior to September 3. The direct engagement of field personnel in these teams is imperative; it is the responsibility of team co-leaders to ensure their appropriate inclusion.

The Working Group will be composed of representatives from:
- The Office of the Under Secretary of State for Public Diplomacy and Public Affairs (R) and the Office of Policy, Planning, and Resources (R/PPR) – 2 participants
- Center for Strategic Counterterrorism Communications (R/CSCC) – 1 participant
- The Office of the Senior Advisor for Innovation (S/SAIT) – 2 participants
- The Bureau of Public Affairs (PA) – 6 participants
- The Bureau of International Information Programs (IIP) – 6 participants
- The Bureau of Educational and Cultural Affairs (ECA) – 3 participants
- The United States Agency for International Development (USAID) – 3 participants
- The Bureau of Consular Affairs (CA) – 1-2 participants
- The Bureau of Information Resources Management (IRM) – 3 participants
- The Bureau of Intelligence and Research, Office of Opinion Research (INR/OPN) – 1 participant
- The Foreign Service Institute (FSI) – 1-2 participants
- The Bureau of Diplomatic Security (DS) – 1-2 participants
- The Bureau of Legal Affairs (L) – 1-2 participants
- Overseas posts – 12 participants
- Regional bureaus – 6 participants
- Functional bureaus – 3 participants

Participant numbers are subject to change. Leadership participation (Deputy Assistant Secretary level and above) will not be considered to count towards the participants figures listed above.

Issues for Deliberation by Preparation Teams

Preparation teams will form around three broad areas for consideration: strategy, operations, and governance.

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Strategy Team
- Review of current accounts and efforts: Where is there duplication? Where are there opportunities for collaboration? Where is further support needed?
- Establish framework guidelines for strategy development at mission and bureau levels
- Listening function: Primary/secondary market research, network analyses, influence maps
- Return on Engagement: Demonstrating value and impact through metrics and evaluation
- Explore potential strategies for the post-PC era, with a particular focus on mobile and smartphone apps

Operations Team
- Content curation, generation, sharing, repurposing (including translation)
- Clearances: How to balance adherence to established policy guidance while simultaneously catering to niche audiences and enabling real-time, dynamic engagement?
- Advertising: Under what circumstances can and should paid promotional placement be appropriately and effectively applied for strategic ends?
- Training needs for advanced practitioners, beginning practitioners, and non-practitioners across a variety of business uses
- Coordination and communication among R-family bureaus, functionals, and regionals, and between Washington and the field

Governance Team
- Address all remaining governance issues arising from Office of the Inspector General report ISP-I-11-10 "Review of the Use of Social Media by the Department of State (2011)"
- Define criteria and processes for establishing, registering, sustaining, and closing social media accounts and communities (i.e. product lifecycle planning)
- Examine technology infrastructure needs and processes for best fulfilling those needs, including hardware, software, and technical support
- Procurement and contracting for services and tools, including for pilot programs

Working Group Product

The overarching goal of the working group is to increase coordination, efficiency and effectiveness in the use of social media for public engagement. The first step is to more fully understand the scope and breadth of our current social media activities. The basic framework for

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- 3 -

the working group product will be to establish an inventory of our current activities and resources, followed by recommendations for increased cooperation, efficiency and effectiveness.

Timeline

July
- R/PPR drafts template for social media inventory for later working group input
- Bureaus begin to develop lists of their participant rosters, specifically noting for each nominee their first and second choices for preparation team assignment and whether they should be considered as a potential co-leader. Regional PD Office Directors will nominate field participants (travel and accommodation to be funded by R, see Tab 2).
- Bureaus finalize and submit their participant rosters to R
- R formally tasks participating bureaus with completing social media inventories
- R/PPR forms preparation team rosters and identifies co-leaders and participants for each team

Week of August 4
- R/PPR convenes first meeting among co-leaders to provide additional guidance and goals
- Preparation teams begin their work:
    - Identify additional subject matter experts for consultation
    - Investigate, understand, and articulate current status of assigned issues
    - Start gap analysis of where we are and where we need to be, including recommendations of how to move the organization to get there

Week of August 20
- Bureaus submit social media inventories to R

Week of September 3
- Preparation teams submit draft findings and recommendations to R

Month of September
- R/PPR prepares materials and finishes preparation for October meeting
- R/PPR ensures all travel and accommodation for field participants is set

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October 1-3
- Three-day working group meeting to review State Department Social Media landscape, present and discuss results from preparation teams, and consolidate findings and recommendations for R and S/SAIT

Weeks of October 15/22
- Public Diplomacy and public affairs bureau leadership meet to discuss working group findings and address any unresolved issues

Week of October 29
- Working group recommendations and findings presented to R and S/SAIT

Notional plan for October Working Group meeting

Day 1 - October 1	Day 2 - October 2	Day 3 - October 3
"Forming, Storming, and Norming"	*Presentations and Discussions*	*Preparing report out*
• Assemble and introduce all participants • Discuss goals and schedule • Set ground rules • Social media inventories presented, discussed, mapped	• Preparation teams brief larger group on their findings and recommendations • Facilitated discussion	• Address any remaining unresolved issues • Define and scope areas of disagreement • Prioritize findings and recommendations

Cost estimates for Social Media Working Group

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REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Item	Amount		Participants	Days	Notes
Overseas participants					
Flights	$	2,500		12	
Lodging	$	226		12	4.0 (Sept 30-Oct 4)
M&IE	$	71		12	5.5 (including travel days)
General working group support					
Materials & printing	$	2,000			
Fundable conference					
sustenance	$	1,000			
Total	**$**	**48,534**			

Notes:

Travel costs represent liberal estimates for flights to and from Washington from various posts

Robust field participation is crucial for the successful execution of this working group, which will involve 50+ Department personnel

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REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Technology and New Media:

*Using twenty-first century tools to power twenty-first century global engagement*

Working Group Report

April 2010

Office of the Under Secretary for Public Diplomacy and Public Affairs   4/30/2010   1

Engaging online is not an option—it is a critical activity for advancing national interests and ensuring national security

- More **people** are now **able to influence** decision-making; however, **we cannot engage** these influential citizens **through traditional means alone**

- **An ongoing communications revolution** means more of the world is getting its information through online and mobile platforms, but new modes of communication also mean that **information and misinformation can spread rapidly**—if we don't represent America in these conversations, others will

- U.S.'s **adversaries are extremely adept** at using these tools, facilitating **recruitment for extremist groups** and **perpetuating a broader narrative** based on misinformation about the U.S.

- Activity in the online world is already having **quick and tangible impacts on foreign policy priorities** (e.g. Iran, Colombia)
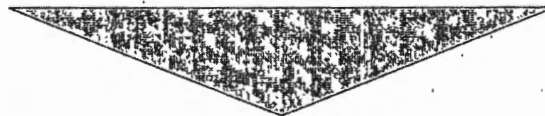
A coordinated, strategic approach to U.S. use of social media is critical to advance our national interests and make progress on our top foreign policy objectives

Current impediments

1. Most digital **conversations are occurring** without **U.S. representation**, leaving others to define the debate

2. Existing Public Diplomacy **activities do not fully leverage** the power of technology to broaden their impact

3. **Centralized approaches** to our key tools **limit their local relevance** and credibility—and ultimately, reach

4. **U.S.G. online presence is** generally seen as **inauthentic and opaque**

5. The Department is **institutionally ill-prepared to support and encourage** the effective use of these tools

Proposed solutions

1. Create a **comprehensive presence online**, by leveraging preexisting conversation spaces and networks, and creating new spaces for dialogue

2. Build **stronger connections** between **physical and virtual exchanges**

3. Maximize resonance of outreach by **taking a more local approach** to content generation

4. **Seek opportunities** to signal that we are **listening and accessible**

5. Strengthen **institutional mechanisms** to facilitate use of technology and social media platforms

Strategic imperatives for effective use of technology and new media

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Move out of the lecture hall into the bazaar: Join conversations where they are taking place and counter misinformation rapidly

Expand Digital Outreach Team (DOT) model to provide broader and deeper participation in online conversation spaces

- DOT actively **engages with Arabic, Persian and Urdu** language sites, including on **blogs, news sites and discussion forums** in order to **explain** U.S. foreign policy and to **counter misinformation**

- Add new **staff**, broaden **languages** and **themes** covered

- **Bolster rapid response capabilities** (S/CRS model) to take on timely issues

Encourage voices at post to actively engage local social media communities

- DOT is not enough to effectively combat misinformation in local forums

- FSOs and LES should be encouraged to use local expertise and language skill to enter online discussion spaces

Actively combat myths about America

Myth Busters Challenge

Ask U.S. film schools to **develop creative short videos** to **counter common misconceptions** about the U.S. (e.g. The CIA planned 9/11; the U.S. spread AIDS in Africa)

"Thought you knew America?"

Create a **central website to debunk falsehoods** about the USG to serve **as public destination** and source of **cleared language for posts**

MYTHS DEBUNKED!

Encourage and amplify like-minded non-USG voices

- **Facilitate connections** between budding online influencers and broader outlets. For example: connecting talented bloggers with bigger media outlets.

- **Direct web traffic** to sites and social media communities that mirror our foreign policy goals.

- **Provide bloggers** and other online influencers greater access to prominent officials and DoS partners.

- **Support bloggers** with background information and data.

Case Study
A like-minded blogger writing about Sudan was not receiving widespread attention, despite her well written and engaging content. State connected this individual with a prominent online news site, which then gave her a column. Through this new channel the blogger has substantially increased her readership and a like-minded voice is helping promote USG policy.

Create spaces and platforms for discussion

Expand and enhance USG spaces and platforms for discussions on critical topics

- **Expand online discussion programs on important topics for American foreign policy** (Co.Nx)

  - Host discussions on internet freedom for bloggers, local solutions to climate change for scientists

Build relationships between institutions

- **Expand ECA's Global Connection and Exchange**, to **connect classrooms** or **civil society groups** to create **long-term linkages and collaboration**

- **Sample initiative: Launch Sister Mosque program**
  Facilitate web-based discussions between U.S. and foreign mosques (comparison of local customs, discussion of traditions, current events, etc)

Facilitate people-to-people connections

- **Example: Connect mentees and mentors** on a variety of topics (using the Entrepreneurial Summit's e-Mentor corps as a model)

  - E.g. Businessman with budding entrepreneur, scientist with budding middle school scientist

USG can't do it alone: Tap the breadth and talent of America to engage the world

Enlist the American people as citizen diplomats

- **Harness the creativity of American public:** Issue regular challenges on important topics in PD for crowd-sourced solutions. (e.g. develop mobile tools for English-language learning)

- **Establish Junior Diplomats of America chapters** at U.S. schools to encourage students in America to foster relationships online through regular interaction and collaboration with schools in foreign countries

- **Tap American Diaspora populations** to connect with communities in their country of origin

- **Use existing content**, e.g. NPR, to broadcast **real, authentic voices** of life in America (e.g. "This I believe...")

Partner with the private sector to broaden our reach

- **Establish an official Advisory Committee on Digital Diplomacy:** advisors from the private sector to highlight ongoing opportunities for partnership

- **Work with universities** and community colleges to **promote American distance learning**

- **Seek company sponsorship for online classrooms on critical topics** (e.g. Exxon sponsors energy science global classroom)

- **Partner with U.S. museums and facilitate linkages with foreign museums** to create digital exhibitions and collection-sharing

- **Continue technology delegations**, with greater **emphasis on public engagement** with PD deliverables

- **Partner with technology company** to develop English language learning browser

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Add virtual elements to enrich current physical programs and broaden reach

Sample initiatives

Academic exchanges
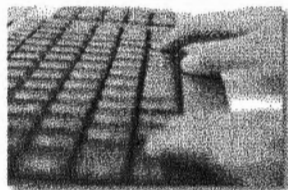
- **Encourage and provide tools for exchange participants to blog** or vlog while on exchanges --in native languages, without USG supervision
- **Create short documentaries** on experiences for placement on local TV stations, clips for YouTube and Embassy website (e.g. Indonesia's "Amerikaku")
- Create **pilot program of micro-scholarships for online education**

Speaker programs

- Use Embassy social networks to **conduct polls on choosing speakers**
- **Develop online archive** of speakers, with TED-style clips for public domain

Cultural and sports exchanges
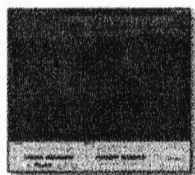
- **Virtual coaching**—e.g. U.S. sports coaches critique video of tennis swing
- **Deeper artistic collaboration**
  - Use Co.NX and other tools for live performances and artistic exchange
  - Create audio and video sharing sites for exchange alumni to share new artwork, music tracks, or choreography

English teaching , Educational Advising, Information Resource Centers (IRCs)

- Offer **full English language course modules online**; "Dial-a lesson" by **mobile**
- **Distribute mobile educational advising kits** (USB drives, mobile app, with info on U.S. schools)
- **"Text America"**—mobile program for students to contact IRCs to ask questions about America

Flip the paradigm, using physical events to complement virtual activity

Physical events can help to validate and solidify virtual communities, provide valuable information for posts, and demonstrate that we are listening
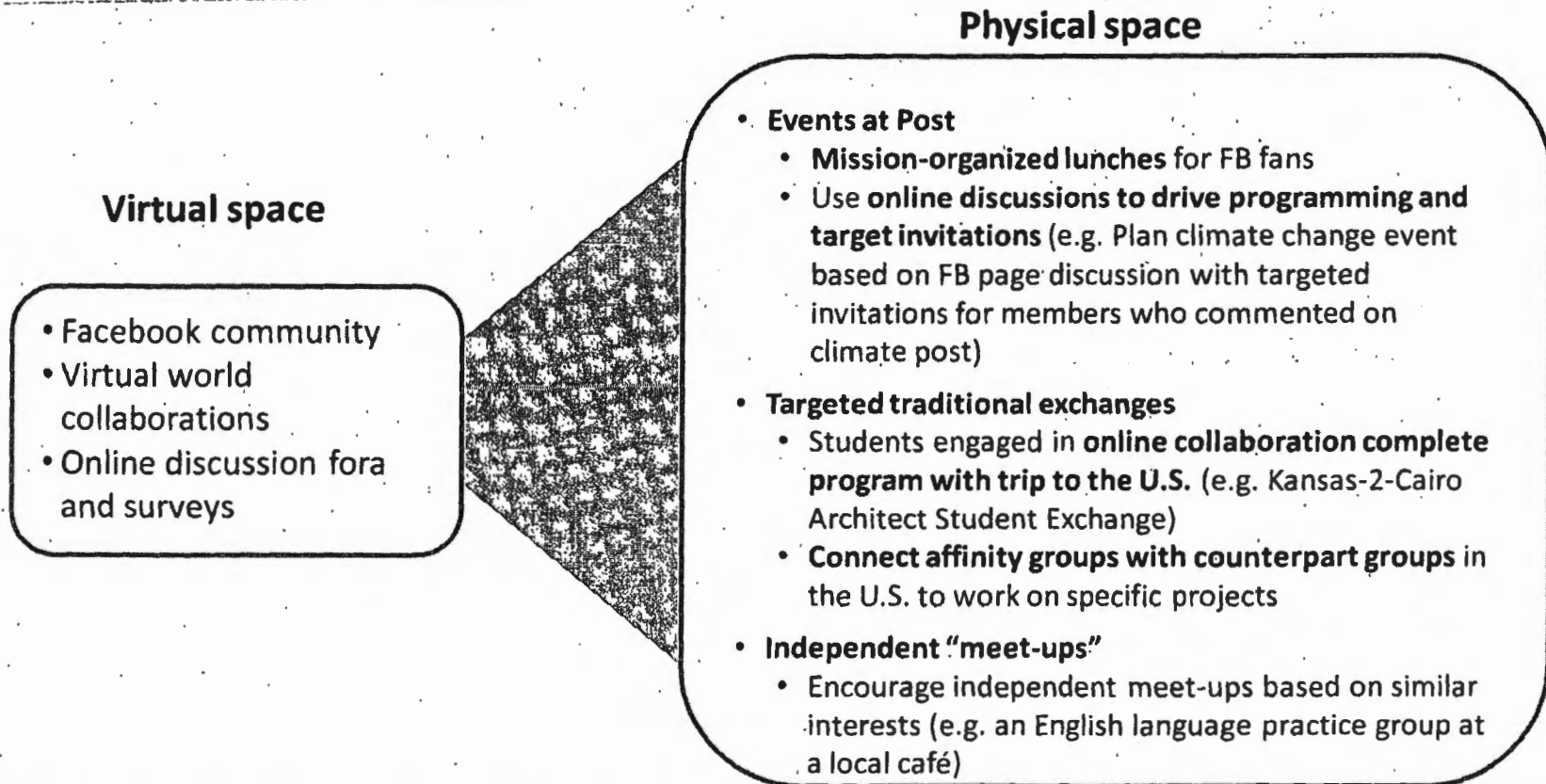
Physical space

Virtual space

- Facebook community
- Virtual world collaborations
- Online discussion fora and surveys

- **Events at Post**
  - **Mission-organized lunches** for FB fans
  - Use **online discussions to drive programming and target invitations** (e.g. Plan climate change event based on FB page discussion with targeted invitations for members who commented on climate post)

- **Targeted traditional exchanges**
  - Students engaged in **online collaboration complete program with trip to the U.S.** (e.g. Kansas-2-Cairo Architect Student Exchange)
  - **Connect affinity groups with counterpart groups** in the U.S. to work on specific projects

- **Independent "meet-ups"**
  - Encourage independent meet-ups based on similar interests (e.g. an English language practice group at a local café)

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Understand local markets through research *before* deciding on appropriate approach

- Ensure social media research is at the core of new IIP market research office
  - Focus on demographics, tools, and platforms
  - Conduct regular monitoring of trends and on-request analysis (e.g., prior to VIP visit)
- Integrate Inter-agency research
  - Create more accessible USG platform
  - Better utilize existing research
  - Influence the type/topics of research done
- Provide targeted funding for Posts to contract with local market research firms
  - Posts are often better situated to know the local landscape and source research

WORLD MAP OF SOCIAL NETWORKS

Color-coded map of popular social networks around the world

*A one size fits all approach **will not work**: we need data to tailor our approaches*

Ensure local resonance for materials by creating responsive customizable information toolkits

Create multi-platform content packages around key issues

For example: "Presidential Summit on Entrepreneurship"

Intro Blurb facebook	**Photo**	**Video** (+transcript) You Tube
Article (600 words)	**Audio** (Radio Podcast)	**140 Char** (SMS, Tweet)
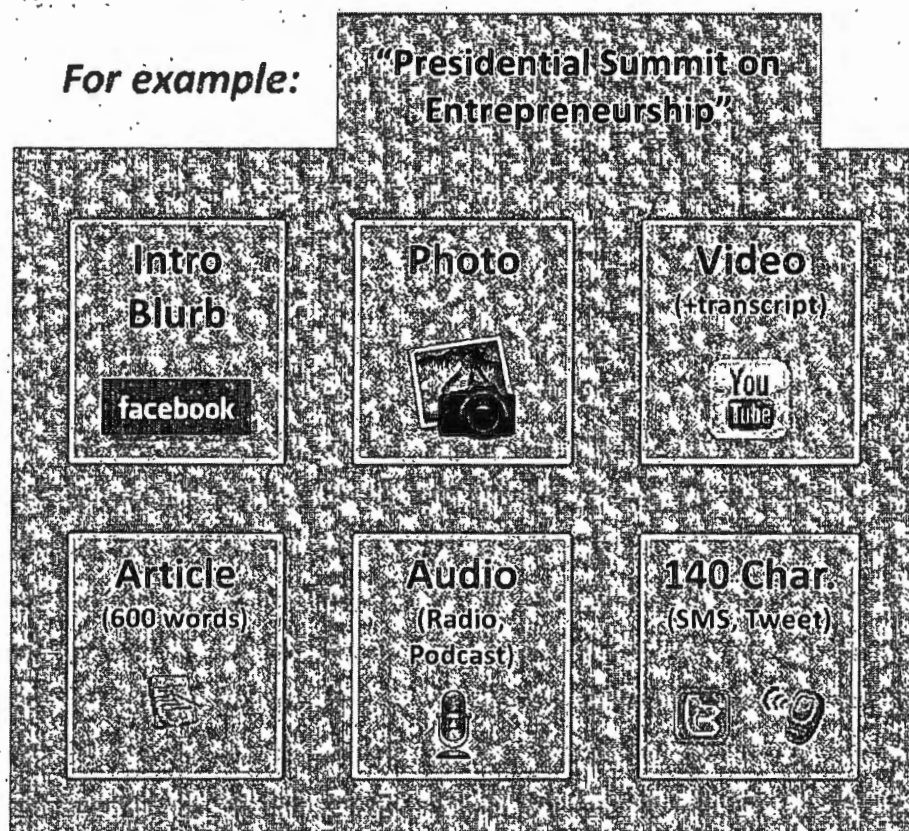
- Create input mechanism for posts to shape content
  - System for posts to request custom content (help desk, transparent, online, easy to use)
- Support posts' efforts to localize Washington-produced content for local audiences
  - Ensure content is easily edited
  - Build in lead-time for necessary translation

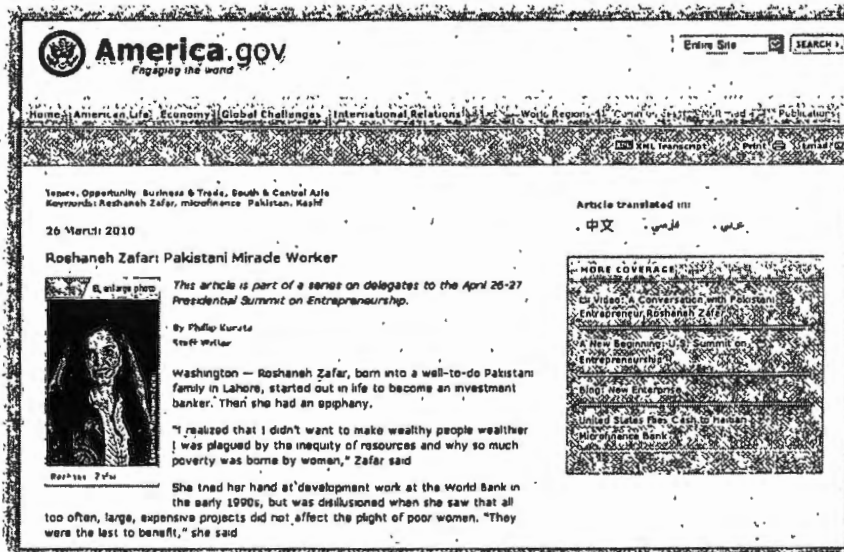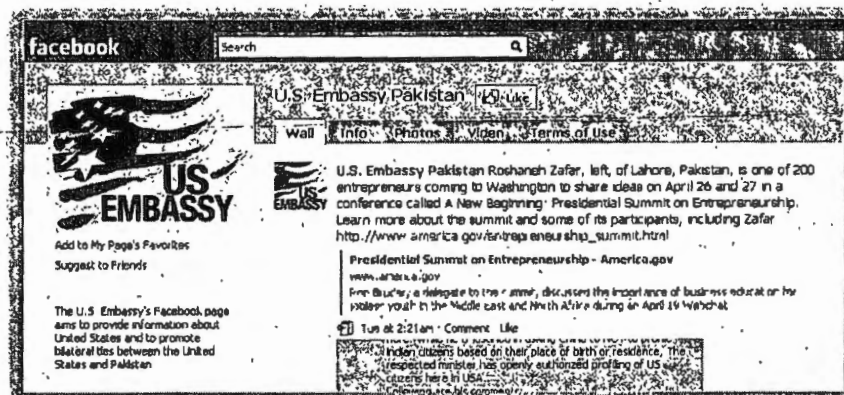# Successful example of central support for localized content

Case Study:
Entrepreneurship Summit

1. IIP staff member reached out to posts prior to summit

2. Posts replied with specific content requests

3. IIP helped create the content

4. Content was posted on America.gov and local platforms

America.gov does not sufficiently support efforts to be locally relevant

- **Confused mission**: neither encyclopedic about America nor a good source of content for posts
- **Content is overly generalized** and therefore of limited relevance to local audiences
- Posts have significant **trouble finding content** on the site
- **Existing content** from America.gov is **not easily adapted** for local use

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Short term improvements

- Content generation should be **more responsive to post** requests
- Content producers should produce content **suitable for multiple platforms**
- Make **content easily findable**: via search, categories, type of content (video/photos), etc

Service for posts
- Customizable **notification system**: subscribe based on content, theme, language, etc
- Stripped down, simple, fast **index of content** (YellowPages of content)
- **Calendar** that shows upcoming content
- **Easy to customize content**, especially photos, graphics, and video

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Going Forward: An outside audit to evaluate the cost/benefit of the current model and develop a solution. *Every option* should be on the table.

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We may never be cool, but we can be more relevant...

Demonstrate that we are listening

- **Senior officials answer questions**: "Text the Secretary" program in critical languages
- **Invite members of posts' social media communities to provide actionable input** (e.g. where should the Ambassador visit next, what webchat topic would be most interesting, etc.)
- **Encourage virtual follow-up after physical visits** by senior USG officials (e.g. Webchat with the Secretary after selected visits).
- **Report back to State leadership on the content and results** of social media interactions, and inform the communities that their voices are being heard.

"Not just PJ"...Empower a broader group to speak

- **Highlight unofficial State voices** through official channels, such as featuring selected posts from personal FSO blogs (e.g. "Wingtips on the Ground" blog from PRT member featured by Emb Baghdad and America.gov)
- **Mobilize posts' most credible and authentic voices**
  - Including FSOs and LES
  - Choose appropriate voices based on topic. (e.g. Q&A on student visas with a young consular officer, instead of consular chief).

29 year-old FSO Ana Escrogima on Arab TV

Leave the lecture hall

- **Encourage DoS representatives to participate in non-USG communities.**
  - Saves resources by not having to maintain a separate platform.
  - But, requires a willingness to relinquish control.

Case Study
An FSO occasionally corrected errors on a non-USG forum focused on US visas and policy. The site owners and community members liked the content and invited the FSO to become a regular participant and blogger on the site.

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Strategically deploy and train staff to use tools effectively

Staffing

- **Digital Action Teams:** Create regional teams that will assist posts with new media projects
  - Focused on big events: VIP visits, crisis situations
  - Potentially located at media hubs, and deployed to support local projects and monitor overall regional trends
- Establish **new media officer** position in each regional bureau and G-family bureaus

Education and Awareness

- **Externships:** At tech firms and innovative organizations
- **Required Training:** For *all* employees on effective use of new media tools
- **Expand cyber security awareness module**: include benefits as well as risks of social networking and new FAM chapter

Change risk-averse clearance culture to facilitate use of new media tools

- **Ensure senior leadership,** at headquarters and embassies, **understands importance** of new media in public diplomacy:
    - *Include new media presentations* in Chief of Mission and DCM conferences and training
    - *Tailor the clearance process* to be appropriate for the communications channel and message in order to improve response time
    - Ensure leadership understands the *need for experimentation and necessity of occasional failure* when using the latest technologies
- **Publish and make employees familiar with forthcoming FAM** policy on social media (5 FAM 790)

Ensure the Department has the right technology and equipment for the 21st Century

Access

- **OpenNet does not meet requirements for the modern web**
  - Ensure browser is compatible with required sites
  - Fix speed issues, particularly at post
- Create a **State-wide network enclave** for PD work (Skype, design/development tools)
- Enable employees to work remotely using mobile devices and better remote network access

> YouTube and Co.Nx webchats , both important for online PD, *often do not work on OpenNet*
>
> ---
>
> Junior officers *risk missing critical updates* while outside the office since many lack BlackBerrys

Tools

- **Establish a fund** for posts to purchase media tools
- **Ensure posts and PD staff have similar tools** to those used by their target audience(s)
  - **Purchase mobile devices** that are popular in the local environment
  - **Test all online PD programs** with similar tools to those used by the intended audience

Encourage and share best practices in innovation

Encourage Innovation

- **Innovation Fund:** Scale up and publicize R's fund to drive technology and new media ideas.

- **Social Media Hub:** Promote as a place to share and learn about best practices

socialmedia.state.gov

Establish Incentives

Establish Department-wide *Webby*-like awards with monetary prizes for digital technologies and social media campaigns

- Establish incentive pay program for relevant media skills, modeled after existing program for IT skills.

- Incorporate use of technology for outreach and engagement in promotion precepts and annual employee evaluations

United States Department of State

Washington, D.C. 20520

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May 2, 2014

ACTION MEMO FOR UNDER SECRETARY STENGEL

FROM: R/PPR – Bruce Armstrong and Marianne Scott
           IIP – Macon Phillips

SUBJECT: Next Steps for Worldwide Social Media Management

Recommendations   REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

That you approve the commitment of up to three additional Full-time
Equivalent positions to create dedicated digital media coordinator positions in the
public diplomacy offices of the Bureaus of African Affairs (AF), East Asian and
Pacific Affairs (EAP), and Near East and Middle Eastern Affairs (NEA).

Approve_____✓_____ Disapprove _____

MAY 2 7 2014

That you approve the procurement of the "HootSuite Enterprise" social
media content management tool for worldwide use by the Department's posts and
domestic bureaus via a shared funding model to which R would contribute
$466,860 of FY 2014 funding (to include $353,910 for Department-wide core
license renewal costs for FY2015). Budget permitting, R would continue
thereafter to cover the annual renewal of these core licenses (approximately
$354,000 a year). IIP would manage this tool.

Approve_____✓_____ Disapprove _____

Background   MAY ? : 2014

In order to increase message coherence and better prepare and respond to
crisis situations, the Department requires both a centralized messaging hub and a
well-managed network of communicators worldwide. While discussions continue
regarding the nature, makeup, and bureaucratic location of a digital
communications hub to set topline messages and lead response for the U.S.
government during crises, certain vital pieces of organizational and technological
infrastructure are required to ensure any such hub is well connected with Public

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Affairs Officers, Information Officers, and social media practitioners working at posts around the world.

R/PPR first recommends that R commit up to three full-time equivalent (FTE) positions – one each in AF, EAP, and NEA – and require that all such digital media coordinator positions within the regional bureaus are at an equivalent mid-level grade (GS-13/14 or FS-02) and staffed with excellent candidates. The other regional bureaus (WHA, EUR, and SCA) and the Bureau of International Organizations (IO) have already committed at least one GS or FS officer serving in a full-time capacity overseeing digital media for their regions. If approved, R/PPR will work with AF, EAP, and NEA to find and repurpose existing FTE for these positions and develop and approve region-specific position descriptions, while the regional bureaus will consult with R/PPR on candidate selection to ensure that regional priorities are appropriately balanced with Department-wide priorities.

These positions would be located in the respective regional PD offices to advise leadership on trending conversations occurring within the region, interface between Washington and social media practitioners in the field, and prioritize Washington initiatives, content, and campaigns for posts' digital media efforts.

To aid in the overall management of digital media among Washington bureaus and field posts, R/PPR further recommends the procurement of the HootSuite Enterprise product for worldwide use. The product has been piloted for the past six months by R/PPR and IIP and has been found to meet most needs for securely controlling access to official accounts; drafting, approving, and sharing content; managing teams; measuring performance; and providing the ability to "backstop" posts experiencing crises. This product will be managed by IIP and funded via a shared-cost model under which R would pay annually for Department-wide core access to the tool, providing all bureaus and posts up to two individual user licenses; bureaus and posts would have the option of spending their own funds (including D&CP .7 funds received from R) to purchase additional user licenses.

If both recommendations are approved, the regional digital media coordinators would use HootSuite to increase message coherence and better prepare for and respond to crises within their regions, serving as the primary interface between content-producing bureaus in Washington (e.g. PA, IIP, Consular, and policy-focused functional bureaus) and overseas posts.

Drafted: R/PPR – Graham Lampa, ext. 2-6432

Approved: R/PPR – Bruce Armstrong   ok
             IIP – Macon Philips   ok
             IIP – Jean Manes   ok

Cleared: R/PPR – Marianne Scott   ok
           R/PPR – Janice Fedak   ok
           IIP/PM/OIE – Hilary Brandt ok
           ECA – Ayaan Carter   ok
           DRL/PPD – JR Littlejohn   ok
           CA/P – Corina DuBois   ok
           PA – Moira Whelan   ok
           AF – Todd Haskell   ok
           EAP – AR Kenyatta   ok
           EUR – Matt Goshko   ok
           IO – Ashli Savoy   ok
           NEA – Emilia Puma   ok
           SCA – Kathy Schalow   ok
           WHA – Saul Hernandez ok

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Digital Media Advisor – Regional Bureau
FS-02 or GS-13/14
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Continuing responsibilities

1. Serve as Bureau lead on Department of State policies and resources for digital technology use and emerging technologies for communicating with publics abroad. Oversee the Bureau's digital media platforms and the Bureau production of digital products for users in Washington offices and in the field, as appropriate.

2. Advise Missions on assessing their local digital environments and their outreach to the public using digital media. Develop and publicize training opportunities, best practices, and advise Missions on resources for planning, implementing, integrating, and assessing digital outreach, to include social media such as Facebook, Twitter, YouTube, and other platforms.

3. Design outreach strategies for the Bureau and for the region that support Department, Bureau, and Mission objectives. Advise the Office Director, Bureau DAS for Public Diplomacy, and other Department leaders, as requested, on successes, challenges, and resource needs for outreach strategies.

4. Collaborate and innovate with counterparts in other regional and functional Department bureaus and other government agencies.

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Specific objectives

1. Serve as the Bureau's representative for regular meetings convened by the Office of the Under Secretary for Public Affairs and Public Diplomacy, and/or the Bureau of International Information Programs and/or the Bureau of Public Affairs and/or the Foreign Service Institute defining policies, best practices, and training courses for the Department's use of digital media.

2. Lead the rollout of a bureau-wide social media management platform. Coordinate user registration, training, and assessment of the pilot at all Posts within the region. Coordinate the creation of content with other Department bureaus participating in the pilot, including Public Affairs, Consular Affairs, and the Bureau of International Information Programs.

3. Manage digital media outreach for the Assistant Secretary and other Bureau principals, as appropriate. Manage the Bureau principals' social media account(s) and develop a strategy and best practices for the use of such account(s). Organize digital outreach opportunities such as Internet webcasts, interactive webchats, and other digital media events to promote Department and Bureau policy objectives.

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HootSuite Enterprise

As presented to you on March 4, the HootSuite Enterprise social media content management tool has been in pilot since late October, 2013. The pilot has encompassed 255 users—all public affairs sections at WHA posts, as well as specific users in IIP, PA, ECA, R/PPR, the Bureau of Democracy, Human Rights and Labor (DRL), and Consular Affairs (CA).

Social media managers have found HootSuite Enterprise to be extremely useful for managing their own content across multiple social media accounts and platforms and for sharing content among bureaus and posts. Use of HootSuite Enterprise has resulted in greater efficiency, more unified and consistent messaging, and uniform social media performance metrics. The users have tested HootSuite Enterprise to prepare, carry out, and measure social media information campaigns worldwide, including the release of the annual Human Rights Report, the #YALIchat event, and the #UnitedforUkraine campaign. In addition, this pilot has demonstrated that HootSuite Enterprise is quite successful in helping ensure that employees using social media for official purposes use official email addresses (.gov) to register their social media accounts, giving the Department additional controls on these official accounts. Prior to this pilot, the free and "pro" versions of HootSuite were already widely used across the Department. According to data provided by the vendor, just 51% of Department users connect to HootSuite via official state.gov email accounts. Among users in the pilot of the Enterprise version, the figure is close to 100%.

In conjunction with this pilot, R/PPR has spearheaded the creation of a governance council comprised of members of the bureaus participating in the pilot. This group would continue to operate (and expand) as a decision-making body to regulate the use of HootSuite Enterprise across the Department, including establishing rules for participation and standard operating procedures.

Setting Up a Social Media Management Tool for the Department

Based on this successful pilot, R/PPR proposes HootSuite Enterprise be made available to the entire Department via a shared funding approach that spreads the cost of licenses affordably and equitably across all participating bureaus and posts. The launch of this tool worldwide would deliver on the number one request made by the participants in R's 2012 Social Media Working Group to "acquire and/or develop enterprise-wide tools for social media content management."

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

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We recommend that R centrally fund two licenses per post and bureau (one license at posts without a PD section) and a small reserve pool of accounts. Paying for basic access to the tool for all bureaus and posts would ensure universal access to the tool, which in turn enables emergency management of all Department social media accounts and the gathering of social media performance metrics across the entire organization.

Bureaus and posts can order additional HootSuite Enterprise licenses for more staff members at the Department's lower bulk rate. We estimate that the recurring costs of core licensing would be approximately $303,150 annually beginning in FY 2015. Contingent on contract performance and budget availability, we recommend R continue to fund these core licenses in subsequent years. In order to implement this approach, we would undertake the following:

You would authorize FY 2014 funding totaling $429,210 for the following throughout FY2014 and FY2015:

- One license per overseas post (approx. 293 embassies and consulates);
- One additional license per post funded by R for use by a second social media user, e.g., a backup, a consular officer, or the Chief of Mission (approx. 293 total);
- One license for each domestic bureau and special offices (27); and
- A pool of 34 licenses to handle special events (e.g. #Yalichat, #UnitedforUkraine) that require surge capacity and/or employees shifting positions as normally occurs throughout the year.

R/PPR and IIP would work jointly to accomplish the following:

- R/PPR would initiate with AQM a sole-source contract for HootSuite Enterprise to expand the pilot into a social media management tool for the entire Department.
- IIP, as managers of the product and the contract, would ensure that any and all cybersecurity requirements for enterprise deployment are met.
- R/PPR and IIP would consult with the Office of the Legal Adviser to ensure the Department's use of HootSuite Enterprise complies with applicable laws such as the Privacy Act, the Paperwork Reduction Act, and others.

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- IIP would manage the process of bringing all posts and bureaus online with HootSuite Enterprise; ensure all official Department social media on supported social networks are authorized within HootSuite Enterprise; manage the addition, transfer, or removal of user licenses in the Department's "organization" within the tool; and serve as the Department's primary interface between users and the vendor.
- R/PPR and IIP would jointly convene the governance council.

Additional licenses may be purchased by posts and bureaus from the same acquisition schedule, on a pro-rated basis, at a cost of $502 per year. The cost breakdown is as follows:

- Additional block of licenses for of the remainder of FY2014, to cover all remaining posts and bureaus, plus additional for special-purpose events and task forces (450 licenses at $502/ea for 4 months = $75,300).
- Licensing renewal of all accounts into FY2015, to be purchased by end of FY2014 ($353,910/year for a total of 705 licenses).

Presently all WHA users are funded by the pilot. In FY2015, WHA posts would be provided the same access as all other posts and would have the option to supplement their basic licenses.

From:	SMART Archive	
Sent:	4/26/2013 7:11:32 AM	REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer
To:	SMART Core	

Subject: Social Media Guidance Cable #3: Social Media Training Continuum

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MRN:	13 STATE 65086
Date/DTG:	Apr 26, 2013 / 261114Z APR 13
From:	SECSTATE WASHDC
Action:	ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*ROUTINE*
E.O.:	13526
TAGS:	OIIP, OEXC, SCUL, AADP, KPAO, CA
Reference:	EL: 13 STATE 12621
Pass Line:	For Chiefs of Mission DCMs PAOs and IMOs from Under Secretary Sonenshine and FSI Director McEldowney
Correction Reason:	CORRECTED COPY 2: 2nd Corrected Copy - Change ? to dash sign.
Subject:	Social Media Guidance Cable #3: Social Media Training Continuum

1. This is the third in a series of cables providing posts and Washington bureaus policy guidance on the use of social media for external communications. This cable describes the continuum of social media training and professional development opportunities for Department of State employees.

2. This series of policy guidance cables stems from recommendations of the "Social Media Working Group" (SMWG) that Under Secretary Tara Sonenshine and the former Senior Advisor for Innovation convened in October 2012 to identify ways to advance the Department's strategic use of social media for 21st century statecraft. The working group's report is available at the R Sharepoint site on OpenNet (http://r.state.sbu/) or at this direct link: http://snip.state.gov/412.

3. Social media is a core function of public diplomacy, public affairs, and consular information services. Social media is no longer an innovation being piloted for the future, but an important set of tools employed to advance the Department's strategic goals, tools that require careful planning and allocation of resources. Competency with social media is increasingly necessary for American and local staff in all Embassy sections--even those not directly responsible for communicating via social media--for purposes such as understanding local political and economic developments and participating in official USG social media activities. Over

1,000 Department personnel worldwide engage in official social media work to some degree or another, necessitating comprehensive training to ensure effective and timely use of these tools for engaging with critical audiences while complying with statutory requirements, and U.S. Government and Department policies and guidelines.

4. R and the Foreign Service Institute (FSI), acting on the recommendation of the Social Media Working Group, have designated FSI's PD Training Division (FSI/SPAS/PD) as the Department's lead coordinator for tracking and publicizing all Departmental training opportunities, including both formal classroom instruction and informal professional development offerings. See para 6 for information on a comprehensive calendar of training offerings across the Department and para 10 for contact information.

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TRAINING CONTINUUM
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5. The Department offers a number of social media training opportunities.

a. FORMAL CLASSROOM TRAINING - FSI offers formal classroom training for direct-hire employees focused on the application of social media and related technologies to the conduct of diplomacy. PAOs are strongly encouraged to arrange for their American officers and Locally Employed Staff to complete relevant social media training courses, either at FSI or at regional centers. See paras 7 and 8 for course listings.

b. DISTANCE LEARNING - FSI will launch a distance learning course option for PY360 "Getting Started with Social Media" this summer. When available, the course will be listed with other PD distance learning courses at:
http://snip.state.gov/4wf
Additionally, FSI offers access to FasTrac, a government-wide distance learning program. A limited number of social media-related courses are available on the Internet via the FSI LearnCenter for all State direct-hire employees, and FSI will be exploring options for adding more social media courses in the future. Personnel can find out more information on FasTrac classes and eligibility for enrollment at http://snip.state.gov/4ut.

c. EXTERNAL TRAINING - FSI's External Training Program offers the ability for direct-hire employees assigned domestically to apply for job-related training opportunities not offered through FSI. Information on this program, including applications are available at http://snip.state.gov/4ur.

d. TARGETED CONSULTATIONS - The Bureau of International Information Programs (IIP) offers targeted consultations for field posts as part of regular programs such as the "20/100 Social Media Challenge" (reftel) where IIP works with 20 posts to grow their social media communities by 100 percent. Customized ad hoc consultations can be requested on topics such as developing strategies, writing for social media, conducting campaigns, and using advertising effectively. PAOs and IOs should also consult with the Bureau of Public Affairs (PA) concerning the use of social media as part of post's broader media engagement strategy and working with the

Department on coordinated social media outreach during high-level visits and conferences. The Bureau of Consular Affairs (CA) offers consultation to Consular sections at Post on using social media for American Citizen Services and non-immigrant visa issues as well as integration with Public Diplomacy efforts. Posts seeking social media consultations should see para 10 for contact information.

e. PROFESSIONAL DEVELOPMENT - Many bureaus provide informal professional development opportunities, including regular "brown bags," the "Ask the Experts" series, and specialized training sessions. Information on professional development opportunities offered by bureaus is included in the comprehensive listings as described in para 6.

f. GUIDES AND BEST PRACTICES - IIP's Office of Innovative Engagement provides online self-help training and informational resources in the form of field guides and best practices via the Social Media Hub at http://socialmedia.state.gov.

6. FSI works with IIP to host training materials on the Social Media Hub (see link above). The site includes a comprehensive listing of all such training opportunities listed above as well as general advice to help personnel decide which training is most appropriate for their needs based on their level of experience, previous courses taken, and organizational objectives. The training materials can be accessed directly via this link: http://snip.state.gov/4tx. The site will also contain contact information for training providers.

7. FSI provides three levels of formal classroom-based social media training:

a. Getting started with Social Media (PY360 - http://snip.state.gov/48b) is a two-day course designed for employees with little experience using social media. Students build their understanding of the tools and techniques used in social media at State by exploring the most popular social media platforms. An online course alternative to PY360 will be available in Summer 2013. See link in para 5.b. for more info.

b. Social Media Practitioners Workshop (PY363 - http://snip.state.gov/48c) is a three-day course for users who are actively involved with using social media. Students update their knowledge of social media practices and strategies at the Department and in the private sector, learn how social media factors into the strategic planning process, explore methods of audience analysis, and participate in practical exercises aimed at designing effective social media campaigns. Note: Students taking Public Diplomacy Tradecraft for Information Officers (PY138) will not need to take PY363 as the material in the three-day social media course is covered in its entirety during this training.

c. Social Media Strategy Practicum (PY364 - http://snip.state.gov/48d) is a three-day course designed for graduates of Social Media Practitioners Workshop (PY363). Students develop their ability to plan and execute social media campaigns to achieve foreign policy and public diplomacy objectives. The course examines best practices and

experiences of U.S. Missions using social media, explores
advanced methods of aggregate audience analysis, and
investigates tactics and tools to measure the effectiveness of
campaigns. The course includes practical exercises in
designing social media campaigns and gives students the
opportunity to work on their posts' social media strategies.

d. Tradecraft specific social media modules are included in a
number of other FSI courses including PY100 - Foundations of
Public Diplomacy; PY138 - Public Diplomacy Tradecraft for
Information Officers; PY140 - Public Diplomacy Tradecraft for
Cultural Affairs Officers; and PY142 - Advocacy Through the
Media. However, only the module in PY138 can substitute
entirely for the Social Media Practitioners Workshop (PY363).

8. FSI provides three courses focused on multimedia content
production:

a. Visual Diplomacy: Photo and Video (PY362 -
http://snip.state.gov/4un) is a hands-on seminar designed to
provide participants with an overview of how to effectively
stage, shoot, edit and post engaging and relevant images and
videos that can be used to broaden the reach of Public
Diplomacy programs.

b. Basic Principles of Video Technical and Visual Diplomacy
Seminar (PY366 - http://snip.state.gov/4up) provides a
foundation in using video technology and new media through the
use of theoretical lessons and hands-on training.
Participants will explore a wide range of issues including:
choice and use of equipment; professional requirements for
video production; tailoring of content to targeted audiences;
choice of appropriate media format(s) to deliver and
communicate the message; production of content for different
delivery media, including broadcast video, streaming video,
CD-ROM, and DVC.

c. Creating Digital Media for Public Diplomacy Outreach
(PY368 - http://snip.state.gov/4uq) teaches students digital
media editing techniques using linear and non-linear editing
systems. Participants will learn to communicate Public
Diplomacy objectives through social media platforms.

CORE COMPETENCIES

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9. Across all such course offerings, FSI has developed a set
of core competencies for social media practitioners:

a. ACHIEVING STRATEGIC OBJECTIVES - Social media is just one
tool in the Department's communications toolbox.
Practitioners need to know how to effectively manage financial
and personnel resources to make social media work across
sections and in conjunction with more traditional press,
cultural, consular, and other program tools to serve the
Department's overall strategic goals.

b. PRINCIPLES AND TRENDS - Users need to know the principles
and trends of digital media. Although most social media tools
are free public resources, they are regularly updated and
redesigned in ways that prompt shifting strategies.

Practitioners must also evaluate emerging tools and platforms that may offer strategic advantages to post's evolving social media presence.

c. HANDS-ON EXPERIENCE - Practitioners need experience navigating, evaluating, and creating compelling content (including visual and multimedia content) for social networking sites before they are required to do so as part of their official duties. This experience will ensure familiarity, responsiveness, and appropriate messaging within accepted parameters.

d. TACTICAL COMMUNICATION - Interactions in social media constitute an open public forum. Skills in strategic messaging, marketing, crisis communication, and engagement with hostile audiences are necessary. Smart social media management effectively deploys official messaging and open discussion in combination to achieve strategic goals.

e. DIGITAL IDENTITY - Digital-based media has a culture and voice that is distinct from other forms of media. Understanding and giving voice to a digital identity, including the ability to manage online reputation, are important in maintaining credibility and attracting key influencers that magnify the impact of the Department's social media efforts.

f. EVALUATION - The ability to measure and evaluate the success or failure of social media efforts in achieving online and offline policy results is crucial to the planning process for successful campaigns. Experience and evaluation will strengthen the impact and reach of social media.

g. GOVERNANCE - The ways government uses social media can differ from private sector or individual practices. Employees working with social media must be familiar with applicable portions of the Foreign Affairs Manual and other government regulations regarding the use of social media for official purposes.

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CONTACTS FOR FURTHER GUIDANCE
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10. Questions and suggestions regarding social media training can be directed to Jeff Fairbanks in FSI/SPAS/PD (FairbanksJS@state.gov or 703-302-6867). Posts seeking general, ad hoc social media consultations should submit requests to the Office of Innovative Engagement at OIESupport@state.gov. Posts seeking consultations relating to the promotion of S-level events, including policy speeches and travel, the State Department's flagship social media properties, and the Department's official blog should contact PA's Office of Digital Engagement (ODE) at PAODE-Staff@state.gov. Posts interested in Consular-specific social media guidance or consultations are encouraged to reach out to TravelGov@state.gov. On all such requests for consultation, posts should copy the social media coordinator in their relevant regional public diplomacy office.

Signature: Kerry

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Cleared By:	R:JBLEEDY
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	IIP:CAUSTRIAN
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	EAP/EX:KSTANTON
	EUR-IO:CHERBOLICH
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Approved By: R.TSONENSHINE, FSI
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Dissemination Rule: Archive Copy

UNCLASSIFIED

From: SMART Archive
Sent: 6/4/2013 1:42:23 PM
To: SMART Core
Subject: SOCIAL MEDIA GUIDANCE CABLE #4 CREATION, TRANSFER, AND RETENTION OF OFFICIAL "PERSONA" ACCOUNTS

|RELEASE IN FULL|

UNCLASSIFIED

|REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer|

MRN:	. 13 STATE 84060
Date/DTG:	Jun 04, 2013 / 041805Z JUN 13
From:	SECSTATE WASHDC
Action:	AMEMBASSY TRIPOLI*IMMEDIATE*; ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*IMMEDIATE*
E.O.:	13526
TAGS:	· KPAO, OIIP, OEXC, SCUL
Pass Line:	FROM UNDER SECRETARY SONENSHINE TO CHIEFS OF MISSION AND PAOS
Subject:	SOCIAL MEDIA GUIDANCE CABLE #4: CREATION, TRANSFER, AND RETENTION OF OFFICIAL "PERSONA" ACCOUNTS

1. This is the fourth in a series of cables providing posts and Washington bureaus with policy guidance on the use of social media for external communications. This cable provides guidelines on the creation, retention, and transfer of official "persona" social media accounts that represent a particular Department principal or individual official spokesperson.

2. This series of policy guidance cables stems from recommendations of the "Social Media Working Group" that R and the former Senior Advisor for Innovation convened in October 2012 to identify ways to advance the Department's strategic use of social media for 21st century statecraft. The working group's report is available at the R Sharepoint site on OpenNet (http://r.state.sbu/) or at this direct link: http://snip.state.gov/412.

3. Given the reality of frequent personnel changes within the Department, missions and bureaus should carefully consider and plan for the appropriate disposition of accounts when principals or official spokespersons arrive in and depart their positions. The outcomes should, above all, serve strategic considerations concerning the accounts' audiences, purposes, and overall value to the Department's mission. Generally, any position-based "persona" account should be passed from incumbent to incumbent, with a change in username during each transition, as needed (if personal name elements were included) but still referencing the same title/position information. Principals transferring between Department postings should initiate a planning process including their former and future missions or bureaus to arrive at a mutually beneficial arrangement for the retention or transfer of existing accounts. Principal officers-designate

should wait to launch a new "persona" account for the position
until after the incumbent has departed post, regardless of
whether the incumbent has been active on social media.

4. Social media accounts created for communicating officially
are to be considered official outlets and must remain in the
control of the associated mission, bureau, or other Department
of State organizational unit when principals or official
spokespersons leave the Department. When naming new accounts,
missions and bureaus should be aware that some platforms, such
as Facebook, restrict the ability to change account or page
names, so transitions between future incumbents may be
complicated. For this reason, missions and bureaus may prefer
to use Facebook and other platforms as the voice of the
institution but establish "persona" accounts on Twitter, which
is less resource- and time-intensive for principals and also
allows changes to account names, display names, and biographic
information at any time. For futher guidance, see para 7.

5. Personnel should be aware that repurposing an existing
personal social media account as an official account may subject
the account to official clearance procedures and ethics controls
(such as restrictions on political or commercial content),
and/or could result in the individual's loss of the account upon
his/her departure, as the Department may retain such repurposed
personal accounts as official accounts. Principals and official
spokespersons should be aware that followers and the public at
large may regard their public communications on personal social
media accounts regarding matters of official concern as official
communications and should handle content as such as per 3 FAM
4170.

6. Any principals or official spokespersons leaving the
Department who wish to take with them a personal social media
account that has been used for official communication must seek
case-by-case review (see para 7). If the Department does make
an exception to allow a social media account to leave Department
control, the username, page title, display name, or associated
biographical information must indicate that the official has no
ongoing official capacity at the Department.

7. Principals, official spokespersons, or other staff seeking
additional guidance on this policy or wishing to initiate a
case-by-case review should contact the Office of Innovative
Engagement (OIE) in the Bureau of International Information
Programs at OIESupport@state.gov. OIE will consult with bureaus
and offices including but not limited to the Office of the Legal
Adviser, the Bureau of Public Affairs, and affected regional or
functional bureaus.

8. Minimize considered.

Signature: Kerry

Drafted By:	R/PPR·GLAMPA
Cleared By:	R:JLEEDY
	R/PPR·MSCOTT
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CLASSIFICATION: UNCLASSIFIED
Page 3 of 3

CA/P.CDUBOIS
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Released By: WASHDC:Dorsey, Victor R

Dissemination Rule: Archive Copy

UNCLASSIFIED

From: SMART Archive
Sent: 10/18/2013 1:42:53 PM
To: svcSMARTBTSPOP8
Subject: SOCIAL MEDIA GUIDANCE CABLE #5: SOCIAL MEDIA STRATEGY FRAMEWORK FOR OVERSEAS MISSIONS

UNCLASSIFIED   RELEASE IN FULL

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

MRN:	13 STATE 144456
Date/DTG:	Oct 18, 2013 / 181751Z OCT 13
From:	SECSTATE WASHDC
Action:	ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*ROUTINE*
E.O.:	13526
TAGS:	OIIP, OEXC, KPAO
Reference:	A) 13 STATE 138296
	B) 13 STATE 084060
	C) 13 STATE 011212
	D) 13 STATE 065086
Pass Line:	FROM R TO PAOS AND ALL SOCIAL MEDIA PRACTITIONERS
Subject:	SOCIAL MEDIA GUIDANCE CABLE #5: SOCIAL MEDIA STRATEGY FRAMEWORK FOR OVERSEAS MISSIONS

SUMMARY: This cable offers a guide for overseas missions to use when developing, implementing, and evaluating a mission-wide social media strategy. This cable includes sections on articulating goals and defining success, identifying the elements of a strategy, and establishing management and oversight structures for social media. This guidance is compiled from the best practices of pioneering posts around the world that have built social media strategies tied to mission goals and objectives.

1. This is the fifth in a series of cables providing posts and Washington bureaus policy guidance on the use of social media for external communications. This series of policy guidance cables stems from recommendations of the "Social Media Working Group" convened by R and the former Senior Advisor for Innovation in October 2012 to identify ways to advance the Department's strategic use of social media for 21st century statecraft. For more information about the working group, including links to all cables in this series, see http://snip.state.gov/6fq on Diplopedia. The working group's report can be found at http://snip.state.gov/412.

CREATING A MISSION-WIDE STRATEGY
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2. Social media is appealing because it is interactive and is considered

to be "cost free." However, in the rush to "do social media," we must also take care to do it well and to demonstrate its impact in advancing foreign policy goals and the overall interests of the United States. Using social media strategically requires regular planning, significant investment of human resources, and continual evaluation. Many organizations use social media primarily as a broadcast mechanism to distribute traditional content via new channels. When used in this limited way, social media can be "low impact" for an organization's resources, but will also likely be low impact when it comes to advancing an organization's goals. Organizations that predominantly use social media to move traditional content online end up forgoing the benefits that accrue to those that take full advantage of the two-way nature of the medium.

3. An overarching strategic plan for social media engagement is essential to ensure that a mission's commitment of personnel and program resources delivers a measurable return on investment. When deciding to build a social media strategy, missions should set goals, determine the objectives that will advance those goals, define a mechanism for creating a common narrative and voice, establish measurements of success, and ensure proper management and oversight structures are in place. The mission's Public Affairs Section (PAS) provides primary leadership in using social media for official external communications. The PAS should coordinate amongst and include contributions from all sections and agencies to ensure the mission effectively uses its social media accounts to communicate its diplomatic and development work as well as issues of U.S. national interest. To create the strategy document itself, some PA sections have had success in hosting a full-day, hands-on, interactive workshop with representation from all mission stakeholders.

4. Missions will submit a short summary of planned social media activities to advance mission goals to R/PPR and the appropriate regional bureau public diplomacy (PD) office as part of the new Public Diplomacy Implementation Plan (PDIP) that R is implementing in fall 2013 (reftel A). Missions that decide to develop a detailed social media strategy are strongly encouraged to follow the strategy framework in this cable and submit the social media strategy, approved by the mission's front office, to the appropriate regional bureau PD office. Regional PD offices in Washington may use these strategies to prioritize resource allocations and to help shape Washington-driven content creation and distribution to better support policy pricrities in the field. Examples of existing social media strategies are available from your regional PD office.

5. Working across sections and agencies is essential to success. While PAS leads social media outreach, issues under the purview of other sections may overtake conversations with the public occurring via official social media accounts. For instance, many posts have experienced overwhelming inquiries about visa policies and procedures via social media. Missions have at times found it difficult to focus audiences' attention on other policy priorities because of the great interest in consular topics. Similarly, when an acute crisis occurs, emergency messaging takes precedence. In both cases, PAS' close collaboration with consular and other sections will contribute to the mission's ability to effectively use

social media to communicate with audiences who want or need to be in touch with the mission. (Septel on the use of social media for crisis communications is forthcoming.)

6. Missions should consider their regional PD offices--and these offices' designated social media coordinators--to be their primary points of contact in Washington when developing mission-wide strategies. The Bureau of International Information Programs' (IIP) Office of Innovative Engagement (OIE)--accessible via email at OIESupport@state.gov--is also a resource for consultation on strategies, tactics, and technical program implementation. OIE's Social Media Hub (http://socialmedia.state.gov) contains specific resources for strategy development that staff continually update at this direct link: http://snip.state.gov/6h1.

---ARTICULATING GOALS AND DEFINING SUCCESS
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7. Social media should be used to reach specific audience segments to achieve specific **outcomes** in addition to outputs. In other words, a strategy should define the role social media will play in accomplishing the mission's overall outreach goals. Ask yourself, what does success look like for you and for your leadership? For instance, do you want to attain a certain level of online engagement or drive greater in-person attendance at official events? Do you want to garner additional press coverage of mission initiatives, or spur online conversations that are more favorable to U.S. foreign policy priorities? How can your social media campaign contribute to generating a quantifiable outcome?

8. Note that success can take many forms and it may be difficult to demonstrate direct causal impact of social media on policy. It is relatively easy to measure outputs (e.g. number of tweets, re-tweets, "likes," etc.), but it is not so easy to measure outcomes (i.e. concrete evidence of achieving specific policy goals). Take some time to consider what indicators you can use to demonstrate the outcomes of your social media efforts, both online and offline.

9. You should plan for recording and reporting on your efforts in the following ways:

a. Mission Activity Tracker (MAT) reporting - Posts are encouraged to report social media efforts and results to Washington via MAT (http://pdmat.state.gov/). Posts should not/not report individual social media postings as stand-alone entries, unless such a posting constitutes substantial effort (e.g. creating an original YouTube video). Instead, social media support for "real-world" events should be reported as part of the main MAT entry submitted for each event. An online campaign with no offline component should be reported as a stand-alone entry.

b. Additional reporting - Missions are encouraged to send front channel cables to Washington (attention regional bureau, R, and other relevant bureaus) reporting on significant developments in their country's digital

. media landscape or their own social media work. Missions are also
encouraged to regularly send notes to their region's social media
coordinator reporting on successes and failures and sharing "lessons
learned" that can be applied by other missions. PAS is also encouraged to
regularly report internally within the mission to other sections and
agencies on social media developments related to their specific issue areas.

---IDENTIFYING
ELEMENTS OF A SOCIAL MEDIA STRATEGY
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10. After consulting with all sections and agencies, and once there is a
clear understanding of how social media can support and advance specific
mission objectives, PAS can begin to develop a "macro" strategy, or a
general strategic plan for the mission's overall use of social media. This
process should include development of a common overall narrative and voice
for the mission. While sections and agencies may highlight their work,
such content should always link to the macro message for the mission. Such
a narrative can be conveyed through the regular use of a slogan or key
words (e.g. innovation, partnership, investing). Along with the macro
strategy, which may remain in place for a year or longer, PAS should also
continually develop "micro" strategies as needed to advance specific
mission goals or to support public diplomacy campaigns carried out over
discrete time periods.

11. Both macro and micro strategies can be generated by considering the
following "ABCDEF" elements: Audiences, Behaviors, Content, Delivery,
Engagement, and Follow-up / Evaluation.

a. Audiences - Which target audience segments must you reach in order to
accomplish your goals? Conduct audience research to identify, list, and
define specific audience segments that are accessible via social media.
Consider that for some audiences, social media may not yet be a trusted,
effective, or appropriate means of communication. Your analysis needs to
go beyond broad categories, especially for micro strategies. "Youth" is
not a sufficiently finely-grained audience segment when planning a
campaign, but "young women in rural areas" would be. Agencies or sections
engaging with specific target audience segments or about niche content may
establish and maintain separate social media properties on various
platforms. All such properties and efforts should be accounted for within
the overall mission-wide social media strategy. A majority of missions
operate within a multi-property construct, most notably with distinct
ambassadorial, consular, USAID, and constituent post properties serving
specific in-country audiences while also supporting the mission's overall
interests. The use of ambassadorial accounts is governed by previously
issued policy guidance (reftel B).

b. Behaviors - What actions or attitudes do you want each segmented
audience to adopt as a result of your social media outreach? What messages
do you want to impart to your audiences in order to prompt the behavior you
are seeking? How can you best increase awareness among key target
audiences of the host country's partnership with the United States,

particularly around foreign aid and economic development? How can social media enable you to inform, inspire, and ultimately persuade audience members to engage in actions that align with U.S. interests?

c.   Content - Consider how you will curate and use official content produced by Department sources or non-official content from public sources in order to impart messages to audiences and to set up opportunities for two-way engagement with them. For content needs that can't be curated from other sources (i.e. identified, selected for applicability to your goals, and linked to or re-published), how will the mission create compelling original content? Does your content need to be in local languages or does English suffice? How is PAS enlisting the help of--or helping--other sections and agencies at Post or bureaus and offices in Washington to develop content? How can you inspire your online communities to generate their own unique content that can be repurposed by the mission to reflect local support for U.S. priorities?

d.   Delivery - How will you deliver content to the identified audience segments? What kinds of platforms--and which platforms specifically--do the identified audience segments use to communicate with one another and to exchange information? If well-known American platforms like Facebook and Twitter are not predominant (either being less popular or blocked), what other platforms do specific audience segments use (reftel C)? What voice will you establish for the mission? How will you balance between the official nature of government communications and the personal nature of social media? How will you use various social media platforms in distinct yet mutually reinforcing ways to buttress your overall efforts? For more detailed guides on using various social media platforms, visit the Social Media Hub (see para 6).

e.   Engagement - How will you deliver content in a way that sparks conversations with and amongst your audiences? How can you use social media to strengthen relationships and outreach with important organizations, individuals, and networks of individuals? How will you make it more likely that the U.S. government (USG) plays an appropriate role in important conversations occurring online, whether they occur within USG-managed spaces or those operated by third-parties (e.g. the websites of local or national news outlets)? As noted in para 2, interactive engagement can be time consuming yet rewarding. How will you plan to staff your social media efforts to ensure regular and timely engagement?

f.   Follow-up / Evaluation - Establish a plan to gauge progress and adjust strategies and tactics over time. How will your measurement plans help structure and guide your efforts? How will you know when you need to change course? For specific guidance on effective reporting on social media successes, see para 9.

-- ESTABLISHING
MANAGEMENT AND OVERSIGHT STRUCTURES
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12. Effective management and oversight structures are vital to

successfully using social media to advance a mission's goals. Merging the networked, quick-response world of social media with the top-down world of government can be challenging, but many missions have found effective ways to combine the strengths of both while mitigating the weaknesses of each.

13. Not everyone has the technical and communications skills--or the appetite--to engage effectively with audiences via social media. However, nearly all mission staff members have the ability to contribute productively to implementing a social media strategy, whether they work for PAS or not. While not everyone in the mission should **do** social media, everyone should **think** social media. For instance, most staff members should keep up with online information sources related to their portfolios, including discussions happening via social media. All staff can identify, suggest, or offer to produce content for use on the mission's social media properties. PAS should welcome such contributions, create organizational mechanisms to solicit them, and channel them to productive ends. To ensure mission staff are ready to participate in social media activities, training opportunities are available at all levels of experience (reftel D).

14. To facilitate collaboration within PAS and amongst other sections and agencies, the Public Affairs Officer is encouraged to designate a social media "lead" within PAS (at many missions, this individual is an entry-level/mid-level officer) and to clearly lay out the internal distribution of roles and responsibilities. Sections and agencies active in social media should also designate their own coordinators to work with PAS' social media lead.

15. General suggested roles are as follows below.

a. Senior Mission Officials - With their broad experience, senior officials best engage with social media at the macro or "big picture" level. Senior Public Affairs officials should ensure that social media efforts advance mission goals and are integrated into broader communications campaigns. Senior staff lead by setting expectations; managing staff resources; authorizing strategies, campaigns, and major expenditures; and ensuring their subordinates receive necessary training. Senior staff need not be directly involved in day-to-day social media operations and should not clear social media content on a regular basis, except during acute crises. They should, however, intimately understand how social media is used in the mission and generally be aware of online outreach activities happening under their watch.

b. Entry-level and Mid-level Mission Officials - Entry-level and mid-level officers often have been the engines driving mission adoption of new technologies. A mission's designated social media "lead" is therefore usually an entry-level or mid-level Foreign Service Officer in PAS, although this is not always the case. Senior management should empower these officers to lead at the micro level by developing new initiatives, leading specific information campaigns, and directly overseeing the work of Locally Employed staff.

c. Locally Employed (LE) staff - Worldwide, these staff make up over two

thirds of the Department's social media community managers and form the backbone of our social media engagement overseas. LE staff are most often directly responsible for selecting, creating, and posting content to mission social media accounts and responding dynamically to audiences in ongoing online conversations, especially in local languages. LE staff should be trained and trusted to engage directly with audiences--working from cleared guidance. LE staff have deep personal and professional knowledge of the cultures, media environments, and information networks in which we work. FSOs should seek their input at the strategic, planning, and implementation levels.

16. Clearances - Embassies are empowered under Chief of Mission authority to establish their own internal clearance procedures within parameters found in 3 FAM 4170. Missions should establish chains of accountability, set expectations and redlines, and train and trust their staff to faithfully advance the mission's best interests. All sections and agencies should be aware, however, that not all content is appropriately scoped or packaged for the mission's social media communities. To avoid creating unsuitable content that will not resonate with audiences, sections and agencies seeking to contribute social media content should consult with PAS social media staff early. A small group of qualified staff should act as gatekeepers for the mission's social media properties and only use content that advances the overall strategy and that befits the voice the mission seeks to establish for itself online. Some missions have found it helpful to either include discussion of social media initiatives on the agenda for standing intersectional meetings or to conduct regular social media coordination meetings.

CONCLUSION
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17. "Doing social media" is easy. Doing it well requires significant planning and resources and continual evaluation. Ensuring that our overseas outreach via social media is a mission-wide endeavor tied to policy goals is paramount. The Department must effectively engage in this crucial--and increasingly central--segment of the global information environment to listen to overseas publics, inform and engage audiences, participate in ongoing conversations, and advance U.S. foreign policy interests. Missions should use this cable as a guide in establishing social media strategies to move the Department confidently forward in realizing the promise of 21st Century Statecraft.

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AF/EX: MTABLER-STONE
EAP/EX: SMARAFINO
EUR-IO: SASHRUF
NEA-SCA/EX: JKOWALSKI
WHA/EX: KRODRIGUEZ
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Dissemination Rule: Archive Copy

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From: SMART Archive
Sent: 10/30/2013 12:28:20 PM
To: svcSMARTBTSPOP3
Subject: SOCIAL MEDIA GUIDANCE CABLE #6: USE OF SOCIAL MEDIA FOR CRISIS COMMUNICATIONS

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer
UNCLASSIFIED

RELEASE IN FULL

MRN:	13 STATE 149088
Date/DTG:	Oct 30, 2013 / 301629Z OCT 13
From:	SECSTATE WASHDC
Action:	TRIPOLI, AMEMBASSY*ROUTINE* ; MINSK, AMEMBASSY*ROUTINE* ; ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*ROUTINE*
E.O.:	13526
TAGS:	AEMR, CASC, CMGT, ECPS, KPAO, OIIP, OEXC, SCUL
Subject:	SOCIAL MEDIA GUIDANCE CABLE #6. USE OF SOCIAL MEDIA FOR CRISIS COMMUNICATIONS

INTRODUCTION

1. This is the sixth in a series of cables providing policy guidance on the use of social media for external communications. This is a joint cable from CA and R for overseas missions on the use of social media for crisis communications. Missions seeking additional assistance should refer to the resources in paragraph 12 below.

2. This series of policy guidance cables stems from recommendations of the "Social Media Working Group" convened by R and the former Senior Advisor for Innovation in October 2012 to identify ways to advance the Department's strategic use of social media for 21st century statecraft. For more information about the working group, including links to all cables in this series, see http://snip.state.gov/6fq on Diplopedia. The working group's report can be found at http://snip.state.gov/412.

3. Missions should establish procedures to ensure that they are able to communicate accurate, timely, and official information via social media should an emergency cccur. Internet users now spend more time on social media platforms than any other kind of website. When the Department of State issued a Worldwide Travel Alert on August 2, 2013, the Bureau of Consular Affairs' official social media sites were inundated with requests for the full text of the travel alert within 30 minutes of it being made publicly available. Not only does the public want to receive information via social media, they may use social media to attempt to contact mission authorities to ask questions, seek assistance, or provide firsthand accounts and other valuable information. For example, during the Fukushima nuclear power plant crisis, an individual sent a tweet addressed to the Ambassador about 60 patients trapped in a nearby hospital. Embassy Tokyo passed this information to the government of Japan, which sent help within an hour to evacuate the patients.

4. Missions that engage with the public—both local U.S. and host-country citizens—via social media in the regular course of business should recognize that these same audiences will expect to continue receiving information via social media during a crisis. People around the world will clamor for information, including international press, domestic U.S. audiences, members of Congress, host country officials, and others. When deciding how best to use social media during a crisis, missions should honestly assess available personnel, resources, and capacity, as well as local infrastructure.

USING SOCIAL MEDIA TO COMMUNICATE DURING CRISES

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5. When developing a plan for sending, receiving, and responding to information via social media during a crisis, Public Affairs and Consular Affairs sections must work together with other key stakeholders such as the Regional Security Office. Plans will vary by mission and depend on factors such as prevalence of social media use in-country, mission staffing levels, the mission's regular social media audience demographics (e.g., U.S. or local citizens or both), and whether the Public Affairs and Consular Affairs sections use shared or separate social media accounts.

6. In most cases, the following best practices will apply for the use of social media in a crisis:

a. Factor social media into all crisis messaging plans. Because not all messages work on all platforms, the mission should clearly articulate how it will use social media for different types of messaging including consular, U.S. policy issues, Ambassador or embassy statements, etc. Whoever has the lead on crafting the message must also be prepared to guide staff on the appropriate use of social media to amplify the message.

b. Make contingency plans. Several staff members should know the login and password information for each online platform the mission uses and be cross-trained in their use, as necessary. In the event that a post has drawn down, staff remaining must have this information and expertise. Ensure that employees who manage post's social media platforms know what to do if they cannot reach the embassy or their supervisor. Staff should consider what they would do if internet service, cellular connectivity, or electricity is interrupted by the crisis or where staff could work remotely if they cannot access the regular office space.

c. Suspend all routine social media activities. At the onset of a crisis, immediately cease normal operating procedures for social media and disable any pre-scheduled or automated content. During a crisis, social media content is scrutinized both in host countries and in the United States; and the media will consider anything released online as an official, on-the-record comment by the U.S. Government. This is true of both official accounts and unofficial accounts of mission personnel. Mission personnel should be advised that while they may continue to post on their personal accounts, personal content may be scrutinized by the public or media during a crisis.

d. Immediately post an acknowledgement of the situation. Post "holding language" on social media as soon as possible following the onset of an acute crisis and reference a forthcoming emergency message, security message, or other planned official statement. For example, within minutes of being attacked on February 2, 2013, and before it sent out an Emergency Message, Embassy Ankara posted via its official Twitter account the following message: "Confirm explosion at the U.S. Embassy. Appropriate measures were taken. Thanks to TNP [Turkish National Police] for quick action," and "Updates to follow when we have more information."

e. Alert the public to any disruption of normal business. Messages should convey information about the security situation at hand, instructions regarding the disruption of normal business (such as rescheduling visa appointments), and notices regarding the availability of emergency consular services.

f. Find the right balance. Plan for a realistic social media messaging and monitoring schedule that conveys necessary information but does not divert staff from other more critical tasks. Be careful to update social media content during a crisis only when information is new, timely, and relevant to the events at hand. Posting outdated or unrelated information can lead to confusion and compromise security. When in doubt, regularly posting that "no new information is available at this time" is an acceptable option. Suddenly ceasing information flows can cause public panic.

g. Link to official, detailed content. When possible, release short-form content on social media with a hyperlink that refers to more detailed content on an official U.S. government or post website. Postings should include essential information, rather than a generic title. "US citizens: avoid downtown. More info: {Link}" provides users who may not click on a link with important details they'd miss if it only said: "Embassy issues emergency message to American citizens." When it is not possible to fit into one message, and more detailed information must be shared as quickly as possible, use multiple postings to convey vital information. For instance, to tweet a message with more than 140 characters, simply break the message up into a numbered series of tweets, i.e. (1/3), (2/3), (3/3).

h. Request assistance from Washington before and during a crisis. Missions should reach back to Washington for support before and during a crisis. See paragraph 12 for Washington points of contact for further assistance. Washington's ability to assume.control of post social media accounts currently is not as seamless as it is for websites hosted on the Content Management System managed by the Bureau of International Information Programs (IIP). For this reason, and until a comprehensive Department-wide social media solution is in place, posts should consider giving their regional social media coordinator access to key social media sites prior to the onset of an acute crisis or when such a crisis is looming.

i. Correct, don't delete (or, "what to do if you goof"). Events, information, and public emotions move rapidly during a crisis. If the information you put out on social media is being misinterpreted or is inadvertently incorrect, do not delete it; correct it. Provide updated information and, when possible, visually strike through any incorrect information. People understand that errors are made on social media, but attempts to hide postings are generally viewed as suspect. Correct the posting as quickly as possible, move forward, and inform your regional bureau about the correction.

USING SOCIAL MEDIA TO LISTEN DURING CRISES

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7. In addition to using social media to broadcast emergency information and amplify messages, missions must monitor the internet, including social media sites, for relevant information. Because social media, particularly Twitter, can provide rapid and unfiltered information from eye witnesses, missions can use it as an early warning network to identify emerging threats. However, this information should be corroborated before it can be considered valid. The Department's Operations Center monitors online information sources and appreciates tips, leads, and key accounts to follow from missions in specific crisis situations. The Operations Center can be reached at (202) 647-1512 or OperationsCenter@state.gov.

INTERACTING WITH THE PUBLIC ON SOCIAL MEDIA - SETTING EXPECTATIONS

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8. During a crisis, members of the public may attempt to contact U.S. government officials via the mission's social media accounts. Even if the mission's social media accounts are not intended for such use, the mere presence of the Embassy on social media implies a certain level of accessibility and interactivity that members of the public may turn to in distress. Don't ignore such attempts to reach

out to the Embassy or constituent posts via social media, especially if an individual seeking assistance identifies him/herself as a U.S. citizen or the mission has reason to believe the individual is a U.S. citizen.

9. In such cases, the mission's staff member(s) responsible for social media should immediately notify the Consular section and provide the U.S. citizen with official contact information so that s/he may establish direct, private communication with the Embassy offline. In circumstances when social media appears to be the only possible mode of communication with an individual in distress, community managers should attempt to communicate privately with the individual to assess the situation. Depending on the platform, such private communication may require the mission to temporarily "follow," for no longer than necessary, the individual's social media account to communicate via direct messages, as is the case on Twitter. However, the mission should not "retweet" any messages from any individual whose social media account it is following. Moreover, in all instances, the Department must abide by the Privacy Act's prohibition (see paragraph 11) against creating records about the individual's social media activity. Missions should only communicate via social media with an individual seeking assistance from the post in truly exigent circumstances and in consultation with the Department.

10. If a mission does not feel it has the capacity to monitor effectively and engage consistently via social media, Public Affairs and Consular personnel may (1) reach back to regional social media coordinators in Washington or Consular Affairs' Policy Coordination and Public Affairs Office (CA/P) for support; or (2) temporarily disable commenting functionality. When disabling comments or discontinuing engagement, transparency is key: mission personnel should post repeatedly via all social media platforms that they are unable to maintain consistent contact via social media and offer alternate means of contacting the mission. For example, following the drawdown of U.S. personnel from Embassy Cairo on July 3, 2013, local staff was unable to monitor and respond to comments on its Facebook page consistently. Embassy Cairo reached back to CA/P New Media in Washington for assistance with both monitoring its platforms and temporarily suspending certain commenting functions.

SOCIAL MEDIA AND THE PRIVACY ACT DURING CRISES

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11. The Department must ensure that it is using social media responsibly to leverage its message, while at the same time fulfilling its obligations under the Privacy Act. Increasing numbers of U.S. citizens publish personal information online and use electronic means to share information about themselves, their families, and friends on public websites, particularly during a crisis, although the true identity of a person posting information on these sites is often difficult to ascertain. The Privacy Act prohibits the Department from maintaining records of the social media activity of individual U.S. citizens or permanent residents without those individuals' consent. As in the case of an individual's disclosure to the press, a decision by a U.S. citizen to share information with others, whether directly to a journalist or by using a social media forum, does not create an exception to or exemption from the requirements of the Privacy Act, or act as a written authorization that would allow Department personnel to confirm or release details from Department records in the absence of a Privacy Act waiver. Questions about the Privacy Act, both generally and case specific, may be directed to ASK-OCS-L@state.gov.

CONTACTS FOR FURTHER ASSISTANCE

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12. The following offices can further assist Missions in planning for and using social media for crisis communications:

a. The Bureau of Public Affairs' Director of Crisis Response (PACrisisResponse@state.gov) can assist

missions in creating comprehensive plans for communicating during crisis situations, including appropriate social media components, as well as provide some surge capacity as needed and available.

b. The regional bureaus' social media coordinators, listed in the Global Address List (GAL) under "Social Media Regional Coordinators," can assist Public Affairs sections in developing standard operating procedures for social media use before a crisis, assist with community management and messaging during a crisis, or temporarily take over management and messaging during a crisis at a mission's request.

c. The CA/P New Media Unit (travelgov@state.gov) can similarly assist consular sections with planning, community management, and assuming control of accounts.

d. IIP's Office of Innovative Engagement (OIESupport@state.gov) can facilitate direct connections with representatives of U.S.-based platforms such as Facebook, Twitter, and YouTube as needed. If contact is urgently required with these representatives, missions should mark messages as "URGENT" when contacting OIE.

e. The Office of Audience Research and Measurement (IIP/ARM) can advise missions on the use of online tools for listening to the public during crises by searching, filtering, and rapidly reviewing publicly available social media content based on keywords, geography, and other factors.

f. IIP's Content Management System (IIP/CSS/CMS) maintains a 24/7 support desk that can be reached at Embassy-help@getusinfo.com for facilitating urgent updates to embassy websites hosted on the system. At this time, CMS does not support updates to or assuming control of social media accounts.

13. Minimize considered.

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	WHA/EX:MMEADOWS AF/PDPA·THASKELL EAP/PD.JWITTERS
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UNCLASSIFIED

From:	SMART Archive	REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer
Sent:	12/23/2013 5:25:40 PM	
To:	svcSMARTBTSPOF3	

Subject: SOCIAL MEDIA GUIDANCE CABLE #7. HOW TO HANDLE IMPERSONATIONS OF OFFICIAL SOCIAL MEDIA ACCOUNTS

UNCLASSIFIED

RELEASE IN FULL

MRN:	13 STATE 169500
Date/DTG:	Dec 23, 2013 / 232228Z DEC 13
From:	SECSTATE WASHDC
Action:	TRIPOLI, AMEMBASSY*IMMEDIATE*; MINSK, AMEMBASSY*IMMEDIATE*; JUBA, AMEMBASSY *IMMEDIATE*; ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*IMMEDIATE*
E.O.:	13526
TAGS:	OIIP, OEXC, SCUL, KPAO
Pass Line:	FROM R TO CHIEFS OF MISSION AND PAOS
Subject:	SOCIAL MEDIA GUIDANCE CABLE #7 HOW TO HANDLE IMPERSONATIONS OF OFFICIAL SOCIAL MEDIA ACCOUNTS

1. This is the seventh in a series of cables providing Missions and Washington bureaus with policy guidance on the use of social media for external communications. This cable explains procedures to deal with impostor accounts on social media platforms. Impostor accounts impersonate an embassy, State Department bureau or office, or a principal in such a way that the average user may easily mistake the impostor for a real, authoritative State Department account. Specific instructions for handling impersonation cccounts on Facebook and Twitter are contained in paragraph 7 below.

2. This series of policy guidance cables stems from recommendations of the "Social Media Working Group" convened by R and the former Senior Advisor for Innovation in October 2012 to identify ways to advance the Department's strategic use of social media for 21st century statecraft. For more information about the working group, including links to all cables in this series, see http://snip.state.gov/6fq on Diplopedia. The working group's report can be found at http://snip.state.gov/3so.

3. Impersonations on social media are a persistent concern for prominent individuals and institutions. Parties with malicious intent can easily establish a social media presence in the name of an embassy or senior official and begin broadcasting problematic content. Impersonators have even attempted to extort information or money from victims by invoking the authority of the Department and its principals. Such activities can undermine confidence in official Department communications conducted via social media.

4. The major U.S.-based social media platforms, including Facebook and Twitter, do not allow impersonators and will disable impersonator accounts when notified. The Bureau of International Information Programs (IIP) has worked with U.S. social media companies to develop effective mechanisms to address impostor accounts and other critical issues quickly. Thanks to IIP's work, these

social media companies now understand the gravity of impersonations of U.S. officials.

5. Impersonator accounts differ from parody accounts. Parody accounts generally will post disclaimers in their name, profile information, or in their content, for instance stating that they are "fake," "a parody," or will otherwise clarify that they do not actually represent the named individual or institution. Social media platforms generally do allow parody accounts under their Terms of Service and will not shut them down, even when such action is requested by the parodied individual or institution.

6. Searching for impostor accounts should not be a primary focus of a social media community manager's time. However, depending on the situation in-country, it may be necessary to occasionally search on Facebook or Twitter for impersonations. In some past cases, local media or embassy contacts have flagged fake accounts for a Mission. Missions can identify impersonators on social media by common tactics used to mislead people into believing such accounts are official. These tactics include clever capitalization, intentional misspellings, and numbers in place of letters to replicate the name of an embassy, bureau, or principal. For example, an impersonator on Twitter might use the handle @BUREAUWASHINGTON (note the capitalization of all letters except the L replacing the I). Impostors may employ certain phrasing, the Department seal, the American flag, or official photos to imply official content. Impostors sometimes repost content from legitimate official social media properties and/or embassy officials' personal accounts, or link to legitimate Mission websites or other social media properties.

7. If you determine that there is an impostor account on Facebook, file a ticket with Facebook (http://snip.state.gov/62z) and then email IIP's Office of Innovative Engagement (OIE) at OIESupport@state.gov with relevant details for documentation so that the ticket may be elevated with Facebook. Twitter impersonations can be reported using this form: http://snip.state.gov/6oz. Forward the autoreply email from Twitter (including the ticket number) to OIESupport@state.gov to expedite the removal process with Twitter. Twitter prioritizes support requests from verified accounts. To seek verification of an official Department Twitter account, contact OIE.

8. Staff seeking additional guidance or assistance in dealing with impersonations on U.S.-based platforms besides Facebook and Twitter should contact OIESupport@state.gov. OIE maintains regular, direct contact with major U.S.-based social media platforms necessary to assist Department personnel in matters of impersonations, including requests to shut down accounts impersonating Department entities.

9. For non-U.S. based platforms, Missions are encouraged to follow that platform's reporting guidelines. In all cases, Missions are discouraged from interacting with or acknowledging the impersonator to avoid encouraging further activity.

10. Minimize considered.

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REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

RELEASE IN FULL

MRN:	15 STATE 54720
Date/DTG:	May 11, 2015 / 112143Z MAY 15
From:	SECSTATE WASHDC
Action:	MINSK, AMEMBASSY *ROUTINE*; BANGUI, AMEMBASSY *ROUTINE*; ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE *ROUTINE*; MAZAR-E SHARIF, AMCONSUL *ROUTINE*
E.O.:	13526
TAGS:	OIIP, KPAO, OEXC, SCUL
Pass Line:	FROM R TO CHIEFS OF MISSION AND PAOS

Subject: SOCIAL MEDIA GUIDANCE CABLE #8: CONTESTS

1. SUMMARY: This is the eighth in a series of cables issued by R providing overseas posts and Washington bureaus with policy guidance on the use of social media for external communications. This cable covers the use of contests conducted via social media, and announces the immediate availability of Contest Orientation Guide, Rules Templates, and Supporting Documents. These newly available resources are designed to facilitate contest planning, as well as ensure posts and bureaus are aware of the variety of legal and policy issues that frequently arise. Working from this guidance and adhering to the rules templates, posts and bureaus may proceed in conducting promotional contests with foreign audiences via social media. END SUMMARY

2. This series of policy guidance cables stems from recommendations of the "Social Media Working Group" convened by R in October 2012 to identify ways to advance the Department's strategic use of social media for 21st century statecraft. For more information about the Working Group, including links to all cables in this series, see http://snip.state.gov/6fq on Diplopedia. The Working Group's report can be found at http://snip.state.gov/3so.

RUNNING A CONTEST
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3. Contests offer unique opportunities for members of the public to engage with the government in new and creative ways by tapping into competitive spirit. The Department has successfully used contests as a tactic to increase engagement with online and offline communities to further strategic goals. Posts and Washington bureaus have conducted contests asking members of the public to create and submit essays, photos, and videos or answer trivia questions. In some cases, the Department has provided prizes associated with its contests, including tours of

the embassy, books about the United States, invitations to an embassy event, personal electronic devices, and cameras (but see para 4 below).

4. Developing a Department-sponsored contest can be complicated and is often time-consuming. This cable, and the newly available guidance (see para 5.c.) is designed not only to ensure posts and bureaus are aware of the significant legal, privacy, intellectual property, and policy issues associated with contests, but also to provide materials to navigate those issues and facilitate planning. Contests must conform to U.S. law and respect host-country laws. For instance, social media platforms typically require agreement to abide by Terms of Service, which may not only include restrictions or other guidelines related to conducting contests on the platform, but also provisions that may be legally problematic for the Department. Additionally, there are limits on when appropriated funds may be used to provide prizes. The guidance therefore identifies the need to demonstrate, in writing (e.g., in a memo to the file), that such an expenditure is a "necessary expense" and explains why cash prizes are strongly discouraged. The guidance also notes additional steps that may need to be taken when a private sector entity provides prizes or other support to a contest. Contests may be supported via partnerships or gifts to the Department where authorized (see 2 FAM 970 and 2 FAM 960). As a final example, if U.S. citizens and/or lawful permanent residents are eligible for the contest, a Privacy Act Statement is required, and it must be approved by the Privacy Division (privacy@state.gov). Depending on the complexity of a proposed contest and the degree to which proposed rules differ from the rules templates (para 5.a.), the development and review process could take from a few weeks to several months.   Posts and bureaus are therefore encouraged to plan ahead, work from provided guidance, and seek advice and consultation early on in the process (see para 7).

POLICY GUIDANCE ON CONTESTS

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5. The policy guidance on contests consists of the following documents, all of which can be found on the Social Media Hub (http://wordpress.state.gov/socialmedia/contests).

a. Contest Rules Templates – Posts and bureaus are required to use the appropriate template for the proposed contest. Contests following these Templates exactly will not require review outside of the sponsoring post or bureau. Contest rules must be posted publicly on the post/bureau website prior to the launch of any contest. Contest Rules Templates translated into selected languages are forthcoming and will be posted as they become available.

b. Contest Registration Form Template – Posts and bureaus are strongly encouraged to follow this document. Use this template to create forms that collect the minimum required information from members of the public interested in participating in a contest. Some type of registration is required for all contests, whether or not this template is used. Please note that any collection of personal information raises privacy concerns. This form template minimizes such concerns.

c. Contest Orientation Guide – Posts and bureaus are advised to read and follow this in-depth guide. The guide addresses the major issues posts and bureaus should consider when developing a contest, and it is meant to be used when developing contest rules using the rules templates. The guide also provides a list of considerations when using a contest as part of a public outreach program. The guide covers issues of planning for a contest, managing a contest, judging a contest, related promotional activities, concluding a contest, and awarding prizes.

REVIEW PROCESS
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6. All contests must be approved by appropriate officials at post or within the bureau running the contest. Domestic bureaus sponsoring a contest must follow the normal clearance procedure for communications in accordance with 3 FAM 4170. Contests that do not follow the Contest Rules Template exactly must also be reviewed by the Office of the Legal Adviser (L) and other appropriate Washington offices. Posts or bureaus contemplating a contest that does not follow the template may contact IIP's Digital Support & Training team (IIPSMS@state.gov), which will initiate a review in consultation with subject matter experts and regional social media coordinators. The review is intended to help posts and bureaus catch any issues that they would likely encounter in the implementation of the contest as well as to ensure proposed contests conform to Department policies. Following this review, contests are submitted to L for legal review. Once any policy or legal issues are addressed, a proposed contest will be approved and the post or bureau may proceed with launching the contest.

CONTACTS FOR FURTHER GUIDANCE AND FEEDBACK
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7. Posts and Washington bureaus should contact their regional social media coordinators and the Digital Support & Training team at IIPSMS@state.gov for questions on developing a contest. Posts and bureaus are further encouraged to submit feedback on the contest policy guidance, especially recommendations for improvement.

8. Minimize considered.

Signature:	Kerry

Drafted By:	R/PPR:: GLAMPA
Cleared By:	AF/EX: MTABLER-STONE EAP/EX: SMARAFINO EUR-IO: SASHRUF
	NEA-SCA/EX: ALINNEE WHA/EX: JHARLAN AF/PDPA: NFELLOWS

EAP/PD: RDIALO EUR/PD: MJACOBS IO/PAO: PRECHKEMMER
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ECA/P/Collaboratory: Paul Kruchoski
ECA/PASC: Susan Pittman
ECA/P/Alumni: Karen Robblee
CA/P: Sara Stealy
L/PD: Julie Simpson
S/GP: James Thompson
M/PRI:– Ana Larkin
M: Melissa Bishop
P: Siobhan Sheils
A: Renee Bemish
AF/EX: Melinda Tabler-Stone
AF/PDPA : Naomi Fellows
EAP/EX : Sherrie Marafino
EAP/PD : Robin Diallo
EUR-IO/EX : Sumera Ashruf
EUR/PD : – Matthew Jacobs
IO/PAO: Penny Rechkemmer
NEA-SCA/EX: Anne Linnee
NEA/PPD: Robert Hilton
SCA/PPD: Attiatul Nassar
WHA/EX: Julia Harlan
WHA/PDA: Saul Hernandez
D: William Russo
D/MR: Deb Taylor

Approved By: R: SSTEVENSON
Released By: IRM_OPS_MSO:Billups, Kristie N
XMT: SANAA, AMEMBASSY

Dissemination Rule: Archive Copy

UNCLASSIFIED

Seen by the Under Secretary
for Management

201515459
United States Department of State

Washington, D.C. 20520

11-12-15 A08:33 OUT

UNCLASSIFIED

~~October 30, 2015~~

| REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer |

ACTION MEMO FOR UNDER SECRETARY KENNEDY (M)

FROM: R – Richard Stengel

SUBJECT: Authorization to Create a Digital Diplomacy Unit

| RELEASE IN FULL |

Recommendation

That you authorize the creation of a new Digital Diplomacy Unit under the Office of Policy, Planning, and Resources (R/PPR) to coordinate and enable the Department's use of digital communications technologies to engage public audiences, both foreign and domestic.

Approve _____   Disapprove _____

11/10/15

Background

Per the attached information memo (Tab 1), digital engagement is increasingly important for amplifying and shaping world events and represents both an enormous opportunity and challenge to conducting diplomacy in the 21st century. Few parts of the Department's social media apparatus operate under a formal management structure and no shared organization-wide strategy exists to effectively coordinate digital action. The National Security Council has directed State to deepen our efforts in coordinating USG public-facing social media activity worldwide and to extend these efforts to lead the interagency in digital communications overseas. With over one thousand Department personnel already using social media in an official capacity to communicate with foreign audiences worldwide, State is well-positioned to lead.

To do this, we must establish appropriate management controls, standard operating procedures, and organizational linkages to support all aspects of the Department's growing worldwide digital communications efforts. R is uniquely positioned to fulfill this vital leadership function for the Department. A Digital Diplomacy Unit would serve as the "network hub" for practitioners at all of our Missions and within domestic regional and functional bureaus. Among many ongoing efforts to institutionalize State's use of digital engagement as a tool of

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- 2 -

diplomacy, R is working with the regional PD offices to standardize positions to oversee field-based digital media activities.

R's new unit will seek to develop a comprehensive digital engagement strategy for the Department; to improve operations and practices in digital listening and messaging; to establish policies and procedures governing public engagement through the use of digital communication technologies; and to ensure PD practitioners are equipped with the technology needed to do their jobs. The unit will ensure public diplomacy is well-represented in strategic planning processes involving technology investment, liaising directly with IRM and DS to articulate and pursue public diplomacy's technology needs.

R/PPR has already shifted D&CP .7 resources internally to begin standing up the Unit , and the Unit will be regularized following established management procedures. R will continue to evaluate resources for recurring expenses but does not expect to require substantial funds in the future.

Attachments:
       Tab 1 – Information Memo
       Tab 2 – Overview of the Digital Diplomacy Unit
       Tab 3 – Notional Organization Chart for the Digital Diplomacy Unit
       Tab 4 – Checklist of Administrative Considerations
       Tab 5 – Draft FAM Language

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Approved: R – Susan Stevenson

Drafted: R/PPR – Graham Lampa, x. 2-6432

Cleared:

R/PPR – Roxanne Cabral	ok
R/PPR/P – Pat Kabra	ok
R/PPR/R – John McIntyre	ok
L/PD – Maegan Conklin	ok
H – Dan McCartney	ok
D-MR – Anne Healy	info by request
D – William Russo	info by request
P – C. Logan Wheeler	ok
S/P – Ian Klaus	ok
BP – Anthony Walker	ok
DGHR – Mary Ellen Countryman	ok
HR/RMA – Aida Sacks	ok
DS – Bill Miller	ok
IRM – Frontis Wiggins	ok
M/PRI – Ana Larkin	ok
PA – Valerie Fowler	ok
IIP – Jean Manes	ok
ECA – Susan Pittman	ok
R/CSCC – TJ Rodebaugh	ok
AF/PDPA – Melissa Clegg-Tripp	info
EAP/PD – Robin Diallo	info
EUR/PD – Adele Ruppe	info
IO/PD – Mark Schlachter	info
NEA/PD – Robert Hilton	info
SCA/PPD – Angela Aggeler	info
WHA/PD – David Hodge	info

201411936
United States Department of State

RELEASE IN FULL

Washington, D.C. 20520

UNCLASSIFIED   REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

INFORMATION MEMO FOR THE SECRETARY *10|23|14*

FROM: R – Richard Stengel

SUBJECT: Digital Diplomacy Support

This is an important priority. I would like to see a detailed plan as soon as possible. We should move on this! Make sure it has full R family input! Thanks.

    The Department communicates daily with millions of people worldwide to advance the foreign policy objectives of the United States through a network of official social media accounts run by our overseas missions and domestic bureaus. Social media allows us to engage more people than we ever have before. News stories come together in minutes, not hours or days. We have to be in that global conversation: it is a two-way street that allows us to talk, listen, and interact with audiences we seek to influence. For the 60 percent of the world's population who are under 35 years of age, social media is their primary means of communication.

    Few parts of our social media apparatus operate under a shared strategy that can direct unified digital actions. The NSC has directed the Department to deepen efforts to coordinate worldwide social media activity and lead the interagency in digital messaging overseas. With more than 1,000 Department personnel already using social media for official purposes, State is well-positioned to lead. To help coordinate our digital outreach in this fast-paced medium, the Department needs an internal entity charged with oversight and regulation in this area. R is therefore creating a Digital Diplomacy Unit under the Office of Policy, Planning, and Resources (R/PPR) to coordinate the Department's use of digital communications technologies to engage audiences both foreign and domestic. The unit will also promote consistent and clear communication through all our digital channels.

    As you saw during your recent visit with the staff of the Ukraine Communications Team, the ongoing crisis in Ukraine highlighted the fact that a new approach to digital communications is necessary in today's lightning-paced media world. The Ukraine Communications Team – which debunked Russian misinformation in real time, created positive story lines, and coordinated across the government – is a model for this new kind of communication. The team activated various public diplomacy and digital engagement capacities within R, pulled policy

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expertise and guidance from EUR, and developed interagency relationships – all while coordinating messaging on an hour-to-hour basis.

You asked me to deliver a plan for how the Department can maximize our ability to play in this new, highly-competitive information space. Our plan starts with the creation of the Digital Diplomacy Unit that will work to create the necessary conditions to launch, resource, and sustain such communications teams. It will also ensure digital communications technologies become a standardized, institutionalized tool of diplomacy. The unit itself will not create content; rather, it will coordinate and facilitate messaging across the Department and government.

With this new unit, R will lead the coordination of the Department's – and eventually the interagency's – capabilities to listen to and communicate with audiences worldwide using digital media. To create the unit, R will work closely with the Under Secretary for Management and reach out to Congress via H to inform key committees and legislators, including any required notifications.

R will use its current base resources to establish the unit in FY 2015 and will continue to evaluate resources for recurring expenses in FY 2016.

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Approved: R – Richard Stengel

Drafted: R/PPR – Graham Lampa, x 2-6432

Cleared: D-MR – Francisco Trigo   ok
            P – Siobhan Sheils   ok
            S/P – Robert Klaus   ok
            D – Joseph Truesdale   ok
            L/PD – Maegan Conklin   ok
            H – Brendan Burdette   ok
            BP – Anthony Walker   ok
            DGHR – Hans Klemm   ok
            M – Grace Levin   ok
            PA – Moira Whelan   ok
            IIP – Macon Phillips   ok
            ECA – Kelly Keiderling   info by request

Overview of the Digital Diplomacy Unit

Mission: To strengthen and extend the Department of State's use of industry-standard and emerging digital communications technologies for public diplomacy and public affairs to advance the United States' interests abroad.

Proposal Overview

The Digital Diplomacy Unit would strengthen public diplomacy and the Department's ability to effectively deploy digital technologies for communications and programmatic purposes. Rather than creating content or managing operations in one centralized location, the unit would instead coordinate and develop policies that support structures and services for State's worldwide network of digital diplomats. It will be a coordinating entity, not a content-creating entity.

The unit's primary goal would be to enable cross-organizational collaboration and standard operating procedures, facilitating the rapid and comprehensive development, deployment, and measurement of multimedia content via the Department's numerous social media channels worldwide.

In addition to supporting global messaging online, the unit would identify, aggregate, and articulate opportunities and challenges facing the Department's evolving use of digital media, including in the field. The unit would develop policies and processes to substantially improve communications and related programmatic and bureaucratic processes. In addition to supporting field posts via digital media coordinators in the regional bureaus, the unit's priority clients would include R-family bureaus and PD offices in domestic functional bureaus.

Goals

As proposed, the unit would comprise multiple new positions and pursue the following goals:

1. Develop Department-wide polices and processes that **break down bureaucratic obstacles** hampering effective digital engagement, while addressing applicable legal requirements (*Policy and Governance*).

2. Improve the Department's capability to **rapidly and comprehensively convey coherent policy messages by using multimedia digital content** worldwide and measuring the impact of this content (*Operations and Practice*).

3. Develop a **comprehensive digital engagement strategy for the Department** and advance the Department's position as a leader in digital diplomacy within the government and among public institutions domestically and abroad (*Strategy and Outreach*).

4. **Improve technology capabilities** available to all public diplomacy practitioners and provide rapid response to posts with public diplomacy related technology policy questions. (*Technology Planning and Support*).

REVIEW AUTHORITY: Charles Lahiguera, Senior Reviewer

-2-

Core capacities

Policy & Governance

Identify Challenges • Implement Solutions • Write the Rules of the Road

Responsibilities

- Work with the Office of the Legal Adviser (L) to develop and implement Department-wide policies and processes that enable the effective use of social media and other digital technologies while addressing applicable legal requirements. Such efforts would be directed at issues related to social media analytics, Terms of Service, accessibility, records management, and others.

- Work closely with partners in L, M, S/P, IRM, and FSI to continually update Department policy relating to the official use of social media via ALDAC and updates to the FAM/FAH.

- Represent R to Department-wide IT governance groups such as the eGov Advisory Board and the Digital Services Advisory Group.

- Where R has the lead, coordinate implementation of OMB circulars and other government-wide directives related to the use of digital engagement tools. Work closely with IRM and other bureaus when these entities have the lead with regard to OMB, GSA and other information technology and knowledge management directives.

- Represent State public diplomacy to interagency technology groups such as the Federal Web Managers Council, and others that relate to the governance of tools used for digital engagement. Serve as Department's primary point of contact with GSA's digital government office.

Concrete actions through FY2015-FY2016

- Incorporate, as appropriate, cables resulting from the 2012 Social Media Working Group regarding the use of social media and other digital communications technologies into the FAM and/or FAH, including those covering strategy, crisis communications, paid promotion, application of ethics regulations, and notorious markets.

- Issue new policy guidance, in coordination with L and M, on personal versus official capacity use of social media, contests, Terms of Use, and Terms of Service.

Operations & Practice

Coordinate • Structure • Measure

Responsibilities

- Help foster greater global message coherence online by proposing, testing, establishing, and evaluating processes and procedures to more effectively focus the Department's worldwide digital engagement efforts on U.S. foreign policy priorities.

- Strengthen the Department's "connective tissue" for digital public engagement by recruiting, orienting, convening, and coordinating social media practitioners and managers throughout the organization as well as among the interagency.

- Ensure that operational day-to-day use of Department-wide social media management and metrics platforms, such as Hootsuite Enterprise, facilitate greater collaboration and measurement of impact among message and content producers and community managers.

- Deepen organizational "muscle memory" for new processes through the development of SOPs and "Walk the Line"-style short-form orientations for digital practitioners, in collaboration with FSI, IIP, and PA. Work closely with PA Crisis Communications, Consular Affairs' New Media Unit, and Crisis Management Support in the Operations Center to ensure the Department's crisis planning & response efforts take full advantage of digital communications technologies.

- Coordinate and facilitate the establishment of evidence-based feedback mechanisms among content creators, curators, community managers, and data analysts to continually improve the formulation, circulation, and implementation of Washington-produced content.

- Coordinate reports of trending topics, metrics, and impact to leadership and stakeholders in Department-wide digital campaigns.

Concrete actions through FY2015-FY2016

- Oversee the deployment of HootSuite Enterprise worldwide, focusing on establishing policies and governance structures related to its use (to the extent consistent with applicable law), as the Department's standard social media management tool.

- Establish regular coordination meetings among regional and functional digital media coordinators around top priorities and by region and function.

- Coordinate and promulgate standard operating procedures for content creation, distribution, and measurement under both normal operations and crisis communications.

- Promote technology-powered process solutions that improve and formalize organizational workflows.

Strategy & Outreach

Lead • Advise • Advocate • Represent

Responsibilities

- Drive and extend R's leadership of digital public diplomacy within the Department.

- Advise public diplomacy leadership and staff on the impact of digital communications technologies on public diplomacy goals and objectives, both in terms of emerging applications and legacy programs and initiatives.

- Advocate for the inclusion of the use of digital technology in employee work requirements and in R-family and Department-wide strategic planning processes and documents such as the QDDR and bureau and mission strategies.

- Formulate, support, and/or coordinate Department-wide strategies for external digital engagement at macro and micro levels. Facilitate coordination with other USG agencies, friendly foreign MFAs, and the public sector domestically and abroad.

- Along with other bureaus and offices, externally represent public diplomacy and the Department on digital engagement and cultivate ongoing relationships and partnerships with counterparts in other U.S. government agencies, ministries of foreign affairs, international organizations, and other institutions both domestically and abroad.

- Explore and identify potential next-generation programmatic applications for digital diplomacy, particularly in cooperation with U.S. government partners, especially USAID, BBG, and Smithsonian. Example: using satellite imagery to enable crowd sourced mapping.

Concrete actions through FY2015-FY2016

- Oversee the creation of the unit, including creating positions, recruiting, and hiring.

- Facilitate the development of a comprehensive social media strategy for the Department's external outreach with PA, IIP, ECA, and other stakeholders.

- Lead development of Department-wide policies and processes with respect to social media analytics (including individualized analysis of online influencers), Terms of Service issues affecting the use of social media and other digital tools, and personal versus official capacity use of social media.

-5-

Technology Planning & Support

Respond Rapidly to Post • Invest in the Best for PD • Lead the Way for State

Responsibilities

- Provide rapid support for public diplomacy entities in the field and domestic bureaus to resolve technology challenges, particularly those involving competing bureaucratic interests (e.g. compliance with security standards, and enterprise support considerations) and/or for which no policy or procedures exist.

- Liaise with cybersecurity experts in IRM and DS to maintain vigilance with regards to avoiding vulnerabilities when introducing new digital tools, and to promote appropriate protection of the Department's controlled and sensitive information.

- Quicken public diplomacy's ability to make fullest possible use of industry-standard and emerging communications technologies, such as mobile devices or "the cloud."

- Liaise regularly with managers in IRM and DS to ensure guidance and directives to public diplomacy entities in the field are communicated through all appropriate chains of command.

- Along with digital media coordinators in regional PD offices, cultivate good working relationships with regional Information Management Officers.

- Promote Department-wide adoption of technologies that meet the needs of public diplomacy, including Wi-Fi and allowing visitors' personal mobile devices at overseas posts.

- Advocate for public diplomacy's technology needs through R-family and Department-wide IT strategic planning processes. Convene management from all R-family technology offices on a regular basis to identify opportunities and challenges for advancing technological capabilities and making best use of these capabilities across public diplomacy.

Concrete actions through FY2015-FY2016

- Establish regular coordination meetings among R-family technology offices, regional digital media coordinators, regional IMOs, and specific offices in IRM and DS.

- In alignment with the Department's IT Strategic plan create an IT strategic plan for public diplomacy incorporating requirements of the R-family bureaus, overseas posts, and PD functions in the regional and functional bureaus.

- Work with IRM and DS to maximize the impact for public diplomacy of enterprise Wi-Fi and Foreign Affairs Network (FAN) 3.0 planning and deployment.

Tab 2: Notional Organization Chart
Digital Diplomacy Unit (R/PPR/D)

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Digital Diplomacy Strategist (Strategy & Outreach) GS-14/15

White House, NSC, OMB, GSA, other USG, foreign MFAs, NGOs, think tanks

Foreign Service
Civil Service
Contractor
Key Interlocutors

Project Manager GS or contractor

Digital Diplomacy Specialist (Operations & Practice) FS-03/02

PA, IIP, regionals, functionals, posts, FSI, Ops

Senior Digital Diplomacy Specialist (Policy & Governance) GS-13/14

OMB, GSA, USAID, L, M, IRM, DS

Digital Diplomacy Specialist (Technology Planning & Support) FS-03/02

IRM, DS, PA/EX, ECA-IIP/EX/IT, IIP/Platforms

Data Analyst GS-12/13

IIP/ARM, PA/ODE, regionals, functionals, posts

Digital Diplomacy Specialist (Policy & Governance) GS-12/13 or Contractor

L, M, IRM, DS

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

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Tab 4: Checklist of Administrative Considerations

In the creation of the Digital Diplomacy Unit, R will consult with the following organizational entities to ensure implementation of the intended organizational changes consistent with the requirements of 1 FAM:

1. HR Service Provider (HR bureau and ECA-IIP/EX/HR) on position classification and organizational-design issues;

2. Office of Resource Management and Organization Analysis (HR/RMA) on resource and position-management issues;

3. The Chief Information Officer and the Bureau of Information Resource Management on "matters pertaining to developing, implementing, and as necessary, revising policies, plans, and programs to facilitate and strengthen the cost-effective, efficient, and timely application of information systems, knowledge management, and technology resources to comply with applicable requirement and achieve strategic Department missions." (1 FAM 271.2; CIO Responsibilities);

4. Office of Policy Coordination (HR/PC) on liaison and notification to affected unions;

5. Staff of the Under Secretary for Management (M) on general management policy and planning issues;

6. Bureau of the Comptroller and Global Financial Services (CGFS) and the Bureau of Budget and Planning (BP) on funding implications (including allocating organization codes);

7. Office of Directives Management (A/GIS/DIR) 1 FAM Volume Coordinator on office symbols and issuance; and

8. Executive service provider (ECA-IIP/EX) and IIP and ECA leadership to identify administrative needs including office space and human resource and technology support.

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U.S. Department of State Foreign Affairs Manual Volumes 1 & 10
FAM/FAH Template

1 FAM

REVIEW AUTHORITY: Frank Tumminia, Senior
Reviewer

1 FAM 040
THE UNDER SECRETARIES OF STATE

1 FAM 046 UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS (R)

1 FAM 046.4 Office of Policy, Planning and Resources

(R/PPR)

(CT:ORG-246; 06-07-2011)

The Office of Policy, Planning and Resources (R/PPR):

(1) Reports to the Under Secretary for Public Diplomacy and Public Affairs (R); and

(2) Is comprised of four staffs:

 (a) Policy and Strategic Planning (R/PPR/P), responsible for management of trans-regional policy issues, interagency liaison, and strategic planning efforts;

(b) Resources (R/PPR/R), tasked with strategic management of all human and program resources under the authority of the Under Secretary;

(c) The Evaluation and Measurement Unit (R/PPR/EMU), charged with design, implementation, and assessment of program evaluation and performance-measurement tools; and

(d) The Digital Diplomacy Unit (R/PPR/D), tasked with coordinating digital engagement policy, governance, strategy, cross-bureau collaboration, and related technology infrastructure.

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U.S. Department of State Foreign Affairs Manual Volumes 1 & 10
FAM/FAH Template

10 FAM

10 FAM 100
PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

10 FAM 120

UNDERSECRETARIAT OFFICES

(FAM CT Line Centered)

10 FAM 121 FRONT OFFICE

(FAM CT Line Flush)

10 FAM 122 POLICY, PLANNING AND RESOURCES

(FAM CT Line Flush)

Reporting directly to the Under Secretary for Public Affairs and Public Diplomacy (R), the Office of Policy, Planning and Resources (R/PPR) serves as the coordinating body for all Bureaus under R, including ECA, IIP, PA, CSCC and the Regional Bureau public diplomacy offices . R/PPR manages PD funding and HR issues, including assignments and training. The Director of R/PPR has the equivalent rank to an, Assistant Secretary and serves as the key advisor to R on public diplomacy.   R/PPR includes the Director of Policy and Planning and the Director of Resources and their staffs; the Digital Diplomacy Unit and the Research and Evaluation Unit.

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U.S. Department of State Foreign Affairs Manual Volumes 1 & 10
FAM/FAH Template

10 FAM 122.1 Office of Policy and Planning

(FAM CT Line Flush)

10 FAM 122.2 Office of Resources

(FAM CT Line Flush) .

10 FAM 122.3 Digital Diplomacy Unit

(FAM CT Line Flush)

R/PPR's Digital Diplomacy Unit is a coordinating entity within the R's Policy, Planning and Resources office that facilitates the Department's ability to effectively deploy digital technologies for communications and programmatic purposes. The Unit focuses its attention in four principal areas: Policy and Governance; Strategy and Outreach; Operations and Practice; and Technology Planning and Support. Through these four concentrations, the unit supports global messaging online; identifies opportunities and challenges presented in the course of the Department's use of digital media, especially regarding public diplomacy; creates standard operating procedures for the use of digital media; and facilitates organizational communication relating to these issues. The Digital Diplomacy Unit is led by the Special Advisor for Digital Diplomacy and reports directly R/PPR's Director.

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MRN:	16 STATE 5974
Date/DTG:	Jan 20, 2016 / 201949Z JAN 16
From:	SECSTATE WASHDC
Action:	ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE *ROUTINE*
E.O.:	13526
TAGS:	OIIP, OEXC, KPAO, SCUL, AMGT
Pass Line:	FROM R TO CHIEFS OF MISSION AND PAOS
Subject:	SOCIAL MEDIA GUIDANCE CABLE #9: PROTECTING GOVERNMENT SOCIAL MEDIA ACCOUNTS

ACTION REQUEST: Bureaus and posts are directed to authenticate all official Facebook, Twitter, and other social media accounts in the Department's standard social media management tool, Hootsuite Enterprise, and to observe these best practices in securing access to such accounts. See para 10 for guidance.

1. SUMMARY: This is the ninth in a series of cables providing posts and Washington bureaus with policy guidance on the use of social media for external communications. This cable outlines existing policies and best practices for securely managing social media platforms and presents security requirements for creating and maintaining official Department social media accounts. Further information can be found on the Social Media Hub hosted by the Bureau of International Information Programs (IIP) (http://socialmedia.state.gov/tag/security), which is continually updated with current security guidance and contains platform-specific tips and step-by-step instructions. In addition, this cable explains to posts and bureaus how to use the Hootsuite Enterprise social media management system as an access control tool that allows consolidation of numerous Mission social media accounts, providing access to multiple authorized staff members (each with their own password) while restricting access to those that are unauthorized. END SUMMARY

2. Our reach capabilities are growing every day, as new technological tools and platforms create new methods of person-to-person contact and change our outreach needs and strategy. While the rapidly changing technological environment creates many opportunities for the Department, it also brings many challenges in terms of securing both our current and evolving technology in the face of ongoing and ever-changing security threats.

ESSENTIAL SECURITY PRECAUTIONS FOR OFFICIAL SOCIAL MEDIA ACCOUNTS
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3. SECURE PASSWORDS: Choosing and maintaining a unique, complex password is essential to protecting official Department accounts as well as your own. Good passwords should be unique to the account (i.e., not a password used for access to other accounts, platforms or OpenNet), at least 12 characters long and include a mix of uppercase and lowercase letters, numbers, and symbols. Additionally, good passwords should not be based around words or phrases that are easy to guess, even if they meet technical requirements. For example, "4THofJuly1776!" is a poor password choice for a U.S. government account, even though it meets the technical requirements for length and complexity. In addition to choosing a secure and sufficiently complex password for each official Department social media account managed by your post or bureau, you should change the password regularly. The recommended period is every 60 days. Other times you should change your password include: 1. Any time you are notified by the platform about account changes that you did not make; 2. You are notified by the platform that an unknown entity has attempted to access your account from an alternate location; and
3. Any time you suspect that someone is trying to sign into your account or that your account may already have been compromised. When one of the above happens on an official Department account, you should notify Diplomatic Security's Cyber Incident Response Team (CIRT) via email at cirt@state.gov and your local Information Systems Security Officer (ISSO) as expeditiously as possible. Passwords should also be changed any time that a former account manager rotates positions or leaves the Department.

4. PHISHING: Under no circumstances should you provide passwords for official social media accounts to non-USG personnel, including those purporting to represent the platform. Social media platforms will **never** ask you for your password. Emails or other direct communications regarding official Department social media accounts asking for this information should be reported to the platform, CIRT, and your local ISSO.

5. CREDENTIAL HARVESTING: It is a common tactic for malicious actors to impersonate social media platforms in order to compromise usernames and passwords in a scheme known as "credential harvesting." You may receive a legitimate looking e-mail from an impersonated sender address, such as "security@facebooks.com." The e-mail may warn of suspicious activity to your account, and encourage you to log in and review your security settings. The link included in the email will direct you to a page that looks similar to the login page for the social media platform. However, once you enter your username and password, the malicious actor will be able to gain access to your account. It is important to protect against this by always verifying the legitimacy of the sender when an e-mail asks you to open a link or attachment. Additionally, if you receive notice of suspicious activity, manually navigate to the account settings on that social media platform instead of clicking the link provided in the e-mail. Lastly, whenever entering credentials online, verify that the URL of the web page is secure by displaying the prefix "https," not "http."

6. MULTI-FACTOR AUTHENTICATION: Multi-factor authentication, also known as two-

factor authentication, is a security best practice which requires a second level of authentication such as a code sent to a mobile device, in addition to username and password credentials in order to verify the user's identity. Typically, after entering your username and password, the platform will use an SMS text message or a token generation application (e.g., Google Authenticator) to issue one-time use security codes. Multi-factor authentication drastically reduces the incidence of online identity theft and other online fraud, as the user's credentials (username / password) alone are no longer sufficient to provide a malicious actor with access to an account. Multi-factor authentication is available on many social media platforms and must be used whenever practicable. On some social media platforms, enabling multi-factor authentication may make it difficult for multiple staff to manage a single official account. However, Hootsuite Enterprise provides the ability to use multi-factor authentication to protect both the Department's official accounts and the individual Hootsuite user accounts authorized to manage them. See paragraphs 11 and 12 for additional guidance.

7. EMAIL SECURITY: Since email accounts are often used as the primary communication point for recovering inaccessible or compromised social media accounts, security of email accounts is also essential. The same security precautions, including password requirements and two-factor authentication when possible, must be used for any email address used as a contact point for an official social media account, including personal non-official email accounts when necessary. Posts and bureaus must use a ".gov" email address as the primary email for managing an official Department social media account. However, some social media platforms may require using a personal account for authentication purposes. In line with Department guidance on the use of non-official email accounts for official purposes, "in those very limited circumstances when it becomes necessary to do so" (reftel) Department personnel may use personal accounts to authenticate users managing official social media accounts. This is an exception to the ".gov" email policy that only applies when no other means are practically available. For example, Facebook requires authentication with a user's personal account. Authenticating to official Department Facebook pages using personal Facebook and email accounts does not store official content or records on the individual's account and is merely a means for Facebook to securely identify authorized managers of official accounts. It is recommended that personal accounts used in this capacity employ the same security controls required of official accounts.

8. ENDPOINT SECURITY: A social media account should be assumed to be compromised when any device from which it is accessed has been compromised. Anti-virus software should be installed on any device you use to access Department accounts, and such devices should be properly patched, including the operating system and all applications and software. Whenever entering credentials online, always ensure connections to social media sites are secure by displaying the prefix "https," not "http." At the end of a session, ensure that the session is ended by logging out of the service platform and closing the browser, not just the browser tab.

CONTROLLING ACCESS TO OFFICIAL SOCIAL MEDIA ACCOUNTS

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9.   Posts and bureaus should limit the number of individuals with access to their official social media accounts. Grant access to as few Department personnel as feasible to manage the account effectively.

10.   Every official Department Twitter and Facebook account must be integrated into and accessible via the Hootsuite Enterprise social media management tool. R provides at least two Hootsuite Enterprise user licenses per post or bureau at no cost to ensure access to the tool across the Department. Hootsuite Enterprise licenses allow only those individuals with proper permissions to access official social media accounts. This tool allows for centralized control of accounts in the event of a crisis at post, providing posts backup support from Regional Digital Coordinators, Consular Affairs' New Media Unit, and other authorized offices and users in Washington. As Hootsuite capabilities expand, other platform accounts, including LinkedIn and Instagram, may also be appropriate to manage through the Hootsuite tool. For guidance on how to authenticate official social media accounts in Hootsuite Enterprise, visit IIP's Social Media Hub (http://wordpress.state.gov/socialmedia/connecting-social-networks-to-hootsuite/).

11.   Hootsuite Enterprise users are required to register their individual user accounts using their individual official .gov email address. Access will not be granted to group or shared Hootsuite or email accounts or non-.gov accounts; exceptions may be granted on a case-by-case basis by submitting a thorough explanation of the need for an exception to IIP's Digital Support & Training team at IIPSMS@state.gov.

12.   The benefits of Hootsuite Enterprise include access controls that allow teams to work together effectively and securely. Hootsuite Enterprise features a multi-factor authentication process through Google Authenticator to prevent unauthorized account access. The Google Authenticator mobile app, now approved for use on government furnished equipment (GFE) such as iPhones and iPads, provides a short numeric code on your mobile device to enter along with your username and password credentials upon sign-in. Each code is for one-time use, with new codes generated every 30 seconds. Unlike receiving codes via SMS text message, the Google Authenticator mobile app does not require a cellular or data connection to perform multi-factor authentication functionality. Hootsuite also features a Location Verification System, which prompts a notification email to the address associated with your Hootsuite account and re-authentication request when access to an account is attempted from a new location. Hootsuite's Google Authenticator feature must be used when accessing official government social media accounts if technically feasible.

13.   Google Authenticator can also be used to generate codes to sign into any Google platform, as well as other third party sites like Facebook. Where use of the Google Authenticator app is not feasible, Google product accounts can be alternatively authenticated by setting up the account to send an SMS text message with a numeric code to any pre-registered mobile phone, including Department-issued BlackBerry devices, or by printing a list of one-time codes. As backup codes are physical records and support authentication to an account, backup codes

must be safeguarded in the same manner as recorded passwords by securing account credentials in a secure location (e.g., on ClassNet or in a safe) that is accessible to only personnel who legitimately require the information. Facebook also offers its own multi-factor authentication process within the Facebook Android and iOS apps.

14. Questions regarding social media account security, using Hootsuite Enterprise, and other social media inquiries may be addressed to IIP's Digital Support & Training team at IIPSMS@state.gov. If you observe credential harvesting activity, as described in paragraph 5, contact the Cyber Incident Response Team at CIRT@state.gov, and your local ISSO with details of the incident as soon as possible. More information on securely managing social media can be found on IIP's Social Media Hub (http://wordpress.state.gov/socialmedia/tag/security/) and the Cybersecurity Awareness page (https://intranet.ds.state.sbu/DS/SI/CS/Awareness1/default.aspx), which contain the most current guidance and platform-specific tips.

Signature:	Kerry

Drafted By:	R/PPR: EMCGRAW
Cleared By:	R/PPR:PKABRA DS:BMILLER IRM:KCABRAL
	EUR-IO:JARBIN EUR/PD:LDEVALCOURTA IO/PAO:MMATTSON
	EAP/EX:KDEBLAUW EAP/PD:NALLEM SCA/PPD:ANASAR
	NEA-SCA/EX:NWINGERT WHA/EX:JKOCH AF/PDPA:LHIBBERT
	NEA/PPD:MWHITE WHA/PDA:SMATHEWS AF/EX:ESTROMAYER
	CA/P:KTURCK ECA:RFALZOLE IIP:JDAIGLE
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XMT:	SANAA, AMEMBASSY

Dissemination Rule:	Archive Copy

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United States Department of State

Washington, D.C. 20520

2012 JUL 23 AM 11: 30

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July 20, 2012

ACTION MEMO FOR UNDER SECRETARY SONENSHINE

FROM: R/PPR/P – Marianne Scott, Acting

SUBJECT: Authorization to Convene Social Media Working Group

RELEASE IN PART B6

Recommendation

That you authorize R/PPR to fund and convene, on your behalf, a limited term working group of social media stakeholders from across the Department and posts abroad to develop policy recommendations for the integration of social media as a core function of public diplomacy and public affairs.

Approve _____   Disapprove _____

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Background

Inspired and encouraged by the Secretary's emphasis on harnessing new technologies to advance our diplomatic mission, public diplomacy and public affairs practitioners have rapidly adopted social media and related technologies as new tools to engage audiences overseas and domestically. In just a few short years of concerted effort in this area, the Department has established itself as a leader among U.S. government agencies and foreign ministries. Since the release of the Quadrennial Diplomacy and Development Review (QDDR), we have worked in partnership with the Senior Advisor for Innovation to redouble our efforts. Despite this progress, the Department still lacks a comprehensive strategy for the use and integration of these technologies and practices.

Social media is, by its nature, decentralized. The entrepreneurial spirit employed by our practitioners is key to its success in achieving specific and various organizational purposes. Yet for all its benefits, social media also can be a disruptive technology, blurring once clear lines among bureaus in the Department, between Washington and the field, and among State and other U.S. government agencies.

The magnitude of resources now being devoted to the use of social media for public engagement by posts abroad and bureaus in Washington necessitates the

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establishment of a comprehensive vision for the use of social media and a coordinated approach to planning and implementation. With over 200 full-time equivalent positions devoted to social media engagement across the Department and over 15 million direct connections to individuals around the world via social media, continuing on our current course of largely uncoordinated action is no longer tenable. At the same time, we must balance centralized strategic direction with the flexibility needed by practitioners engaging with niche audiences in real-time. Washington's strategic role in social media must facilitate, not hamper, the innovative spirit unleashed and encouraged by the Secretary.

Under your and Alec Ross's leadership, we will convene a limited term Social Media Working Group comprised of approximately 50 leaders, managers, and practitioners in the use of social media from across the Department. Field personnel, including locally employed staff, represent 2/3 of our practitioners, and their direct participation is vital to understanding all aspects of the issues at hand. The working group will:

- Map and understand the Department's current use of social media;
- Establish a common vision for the use of social media for external communications;
- Propose policy recommendations and operational guidelines informed by the Office of Inspector General's February 2011 report on the use of social media at the Department; and
- Develop recommendations to better leverage existing programs, improve coordination, efficiency and effectiveness of social media operations for public diplomacy and public affairs, along with our partners from across the Department.

Preparation for this working group would launch this month, following a work plan (Tab 1) and budget (Tab 2) developed by R/PPR. Over the remainder of the summer, bureaus will produce inventories of their social media activities including strategic goals, targeted audiences, and currently deployed resources. Additionally, cross-bureau/post teams will work together to develop recommendations that address distinct issue areas for consideration by the broader working group.

The working group will meet collectively **October 1-3** with the goal of integrating individual bureau social media inventories and developing status reports and recommendations on social media strategy, operations and governance. The working group will identify, articulate, and set aside issues on which consensus cannot be reached. R family bureau leadership will review, discuss, and

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resolve such issues in mid October before the final document is prepared and presented to you in early November.

This document will build upon a previous working group report on "Technology and New Media" (Tab 3) produced as a follow-on to the 2010 Strategic Framework for Public Diplomacy. This earlier document represents Department thinking in this area at the time and provides many recommendations that have since been implemented. To give a sense of how rapidly our understanding of this space have evolved, the phrase "social media" appears nowhere in this two-year-old document.

R/PPR/P would serve as the secretariat for this working group, supported by a short-term detail of a public diplomacy officer and experienced social media facilitator.

This working group will serve as the first step in a longer process to establish a leading role for public diplomacy and public affairs in the shaping of policy related to the use of connection technologies in the advancement of the Department's diplomacy and development mission, as well as the United States' overall approach to harnessing digital technology to advance our global strategic goals.

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- 4 -

Attachments:
    Tab 1 – Proposed work plan
    Tab 2 – Proposed budget
    Tab 3 – "Technology and New Media" working group report (Spring 2010)

Approved: R/PPR/P – Marianne Scott

Drafted: R/PPR/P – Graham Lampa, ext. 2-6432
                 IIP/AS – Christina Tribble   B6

Cleared: R – Aviva Rosenthal   ok
                R/PPR/R – Bruce Armstrong
                S/SAIT – Ben Scott   ok
                PA – Victoria Esser   ok
                IIP – Nick Namba   ok
                ECA – Matt Lussenhop   ok
                R/CSCC – Dan Kimmage   ok
                M – Sandra Cimino   ok
                IRM – Janice Fedak   ok
                INR/OPN – Julianne Paunescu   ok
                DS – James Weston   ok
                CA – Robert Hannan   ok
                FSI/SPAS/PD – Amy Bliss   ok
                T – Jonathan Kaplan   ok
                E – Joel Wiegert   info
                OES – Susan Harris   ok
                J – Eric Richardson/Brooke Spelman ok
                DRL – Karen Zareski   ok
                F – Khushali Shah   info by request
                USAID/LPA – Ann Doyle   info
                USAID/LPA/PIPOS – Rudy Gharib   ok
                L/PD – Ona Hahs   ok
                P – Mordica Simpson   ok
                AF/PDPA – Joe Mellott   ok
                EAP– Jennifer Stout   ok
                EUR/PD – Christina Tomlinson   ok
                IO/PAO – Adair Hamilton   ok
                NEA/PPD – Mario Crifo   ok
                SCA/PPD – Jonathan Henick   ok
                WHA/PDA – Chase Beamer   ok
                D(N) – Stephanie Newman   ok
                D(B) – Andrew Herrup   ok

From:	OAC
Sent:	1/22/2013 8:13:53 PM
To:	SMART Core

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

Subject: SOCIAL MEDIA GUIDANCE CABLE #1: SOCIAL MEDIA ADVERTISING

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RELEASE IN PART B6

MRN:	13 STATE 6411
Date/DTG:	Jan 23, 2013 / 230055Z JAN 13
From:	SECSTATE WASHDC
Action:	AMEMBASSY TRIPOLI*IMMEDIATE* ; AMEMBASSY TUNIS*IMMEDIATE* ; AMEMBASSY KHARTOUM*IMMEDIATE* ; ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*IMMEDIATE*
TAGS:	KPAO, OIIP, OEXC, SCUL, AFIN
Subject:	SOCIAL MEDIA GUIDANCE CABLE #1. SOCIAL MEDIA ADVERTISING

FROM UNDER SECRETARY SONENSHINE TO PAOS

E.O. 13526: N/A
TAGS KPAO, OIIP, OEXC, SCUL, AFIN
SUBJECT· SOCIAL MEDIA GUIDANCE CABLE #1: SOCIAL MEDIA
ADVERTISING

REFTEL· A) 12 STATE 28558, B) 12 STATE 75830

1. This is the first in a series of cables providing posts and
Washington bureaus policy guidance on the use of social media for
external communications. This cable discusses the use of funded
advertising to promote official social media properties.

2. This series of policy guidance cables stems from recommendations
of the "Social Media Working Group" (SMWG) that Under Secretary Tara
Sonenshine and Senior Advisor Alec Ross convened in October 2012 to
identify ways to advance the Department's strategic use of social
media for 21st century statecraft. The working group's report is
available at the R Sharepoint site on OpenNet (http://r.state.sbu/)
or at this direct link http://snip.state.gov/412.

3. For many posts, a social media presence is now intrinsic to the
Mission's outreach strategy and to achieving Mission goals and
objectives. Building and expanding a strong social media audience,
particularly a youth audience, strengthens posts' ability to
communicate priority messages and to engage in meaningful dialogue
with key constituencies that may not be otherwise accessible. It is
in the U.S. national interest to build broad communities, using
social media as a force multiplier in reaching diverse audiences to
promote American foreign policy priorities and American culture and
values.

4. Selective use of social media advertising, for example to promote
special events or to highlight commemorative activities or high-level

visits, can be a useful tool as part of posts' overarching outreach strategy. The user base of social media is enormous and growing. A strategically planned, well-targeted social media advertising campaign (for example, paid advertising on Facebook or Twitter) can be an effective way to reach audiences at low cost.

5. Social media advertising can bring a post's social media presence to the attention of people who would otherwise be unlikely to encounter it. Social media advertising provides certain advantages for public diplomacy use over more traditional advertising via print or broadcast media. Traditional "display" advertising conveys a limited amount of information in a discrete package to an audience. Social media advertising, by contrast, makes it possible to establish ongoing connections through social media properties with specific target demographics segmented by age, gender, education level, and other factors. Such segmentation, even if not always entirely reliable, nevertheless allows posts to focus on reaching demographics key to specific policy priorities and to establish ongoing connections with these publics. Social media advertising allows posts to grow audience share on a given platform beyond those individuals who might naturally seek out posts' official presences of their own accord. Online communities generally grow by establishing connections with new members of the public via the social connections of the existing community, who can lead their contacts to our sites.

6. Social media advertising is a legitimate procurement item. Management officers/Financial Management officers should authorize such expenditures using a government credit card as requested by the Public Affairs section or other sections or agencies active in social media engagement. When obligating funds, FMOs should use object code 2528 (Contracted Advertising). For social media advertising using D&CP .7 public diplomacy funds, FMOs should additionally use the PD-RAM project code PDPR06 for Digital Outreach (formerly labeled "Social Media").

7. All federal and Department ethics rules and regulations continue to apply to social media advertising, including the prohibition on improper endorsements (5 CFR 2635.702), fundraising (5 CFR 950 and 5 CFR 2635.808) and the Hatch Act on prohibited political activities.

8. Such advertising should be used on a selective basis. Before beginning any advertising campaign, posts should carefully consider the following issues.

Guidance to posts considering using social media advertising
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9. Social media advertising is not effective without a well-crafted, effectively run social media property populated regularly with engaging content geared toward the interests of the target audience. Rich content is essential. The content available on post's social media presence should be good enough to compel an individual in one or more targeted demographics to become a "fan" or "follower" of the post's presence and to engage with post's content (e.g., "liking" or . commenting). Many posts have found success on Facebook by ensuring that every piece of text content is accompanied by a visual element like a photo or video. Such visual content can be either produced in-house or curated and shared from third-party sources unaffiliated with the Mission, provided that third party content is used transparently, attributed correctly, and posted only after ensuring that the posting conforms with intellectual property rules. IIP also provides such content in its daily social media feeds, or content can be re-purposed from its Facebook and Twitter properties

(https://infocentral.state.gov/outreach-tools/social-media-feed). For more information on successful curation tactics, please consult the resources detailed in para 19.

10. Advertising is only one tool in the toolbox and it won't work in isolation. Posts should use it in conjunction with other methods of getting out the word, both online and offline. Online promotion may include such tactics as encouraging community members to "retweet" or otherwise share your content to their personal social networks and including links to official social media presences in the email signatures of post personnel, and via the post's official .gov website (as recommended in OIG Report ISP I-11-10, accessible at http://snip.state.gov/3z2). Offline promotion may include printing post "business cards" featuring links to official social media presences for distribution at Embassy events and including such links on official signage (following "Visibly American" marking requirements as per reftel A and guidance available at http://r.state.sbu/visiblyamerican).

11. The goal of social media advertising generally should not be simply to attain an impressively large number of community members (e.g., "fans" or "followers"); rather, the goal should be to establish new opportunities for pursuing U.S. interests by engaging a broader community of individuals and their networks than would otherwise be possible. Well-crafted advertising—coupled with compelling content—should create an increase in community engagement (inbound activity such as "likes," "retweets," or comments), not just in the absolute size of the community. Ultimately, the goal of any social media advertising campaign should be to increase the quality and impact of post's interaction with select on-line audiences to prime them to take part in online discussions, offline Embassy programs, or independent or group actions that benefit U.S. interests.

12. Examples of goals for specific advertising campaigns could include: increasing engagement rates with your community, promoting an event or initiative, capturing the momentum of a popular topic, or increasing community size.

13. Many posts that have successful social media presences have found it necessary to grow social media communities to a minimum audience threshold before beginning any advertising campaign. This threshold will vary by local context, but should be large enough—in the hundreds, at least—to indicate to potential new followers that the social media presence is credible, well-liked, and worth subscribing to.

14. Start small. Dedicate a small daily budget to an initial ad campaign (about $10 per day), measure the resulting "conversions" (new community members), and then evaluate the "Return on Investment" by calculating the marginal cost of adding an additional audience member. Posts should repeatedly run and evaluate such small, experimental campaigns to build up institutional knowledge of potential audiences, to establish campaign goals, and to gauge the optimal use of funds. Over time, the cost per new member should decline as post's deployment of ads becomes more effective through daily incremental improvements and experimental trial and error.

15. Posts should note that social media advertising rates vary greatly by local context. Social media advertising may not be an affordable option for posts in more developed and active media environments where a greater number of advertisers are competing for attention online.

16. Posts should use knowledge gained from initial advertising

campaigns to set budget plans for specific social media advertising
campaigns. A campaign budget should set goals for engagement,
content visibility (the number of platform users who see post's
content), and overall audience size. Sections purchasing social
media advertising are advised to provide the management section
three-month spending plans for advertising, including total funds to
be spent and definitive start and end dates for the campaign. Such
spending plans should help ensure that discrete advertising campaigns
are properly accounted for. Sections are advised to end Facebook ad
campaigns three days prior to the planned end date to avoid charges
beyond the authorized period.

17. Regularly assessing and "tweaking" social media advertising
efforts is key to success. Any advertising campaign should include
pre-set goals and should be evaluated on a regular basis throughout
the life of the campaign.

Support for post advertising efforts
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18. Social media practitioners can find practical guidance in the
form of "Field Guides" and best practices on all aspects of social
media engagement at the Social Media Hub
(http://socialmedia.state.gov), maintained by the Bureau of
International Information Programs (IIP).

19. For detailed guidance on crafting successful content and
effective social media management, see "Managing Your Social Media"
at http://snip.state.gov/40k. For detailed guidance on social media
advertising via Facebook, see "Advertising on Facebook: A Mini-Guide
for missions, posts, and IRCs," accessible at
http://snip.state.gov/40l. To improve the Department's expertise in
the use of social media advertising, posts are encouraged to send
"lessons learned" reporting to R on advertising efforts as official
reporting cables and as postings to the Social Media Hub following
social media advertising campaigns.

20. IIP's social media teams have worked through the "20-100"
campaign series with 40 posts to provide hands-on guidance to
optimize their social media content and engagement and to use
advertising effectively to grow engagement and audience share (reftel
B). The next round of the series is scheduled to begin in February.
Posts or regions may request to be included in the "20-100" project
or to receive guidance from IIP advertising experts via customized ad
hoc webchats by contacting their regional bureau social media
coordinator and their IIP regional office.

21. Posts may submit additional questions regarding social media
advertising to IIP's Office of Innovative Engagement via email at
OIE_Support@state.gov.

22. Minimize considered.
CLINTON

Signature:	CLINTON

Drafted By:	IIP: DWINTON, R/PPR· GLAMPA – 01/22/2013
Approved By:	R: MLOGSDON
XMT:	AMEMBASSY BANGUI

B6

Dissemination Rule:	Archive Copy

UNCLASSIFIED

From: OAC
Sent: 2/5/2013 2:25:56 PM
To: SMART Core
Subject: SOCIAL MEDIA GUIDANCE CABLE #2 LOCAL

RELEASE IN PART B6

UNCLASSIFIED

REVIEW AUTHORITY: Frank Tumminia, Senior Reviewer

MRN:	13 STATE 11212
Date/DTG:	Feb 05, 2013 / 051822Z FEB 13
From:	SECSTATE WASHDC
Action:	AMEMBASSY TRIPOLI*IMMEDIATE*; AMEMBASSY TUNIS*IMMEDIATE*; AMEMBASSY KHARTOUM*IMMEDIATE*; ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE*IMMEDIATE*
TAGS:	EINT, KPAO, KIPR, OIIP, AFIN, OEXC, SCUL
Subject:	SOCIAL MEDIA GUIDANCE CABLE #2: LOCAL

E.O. 13526: N/A
TAGS: EINT, KPAO, KIPR, OIIP, AFIN, OEXC, SCUL
SUBJECT: SOCIAL MEDIA GUIDANCE CABLE #2: LOCAL
PLATFORMS, PROTECTION OF INTELLECTUAL PROPERTY RIGHTS,
AND THE NOTORIOUS MARKETS REPORT

FROM UNDER SECRETARY SONENSHINE AND UNDER SECRETARY
HORMATS TO COMS, PAOS, AND ECONOMIC OFFICERS

REFTEL· A) 13 STATE 004811, B) 13 STATE 006411

This is an action request. See paras 3-4.

1. This is the second in a series of cables providing
overseas missions and Washington bureaus policy guidance
on the use of social media for external communications.
This cable covers requirements related to the
furtherance of U.S. policies on intellectual property
rights (IPR) for missions maintaining official presences
on local or regional social media platforms owned and
operated by entities outside of the United States.

2. This series of policy guidance cables stems from
recommendations of the "Social Media Working Group"
(SMWG) that Under Secretary Tara Sonenshine and Senior
Advisor Alec Ross convened in October 2012 to identify
ways to advance the Department's strategic use of social
media for 21st century statecraft. The working group's
report is available at the R Sharepoint site on OpenNet
(http://r.state.sbu/) or at this direct link:
http://snip.state.gov/412 .

INSTRUCTIONS FOR ALL MISSIONS
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3. As per the Quadrennial Diplomacy and Development Review (QDDR), posts (under the leadership of their Chiefs of Mission) are responsible for the programs and resources in country, including posts' use of social media platforms. When determining whether to use or continue using a particular social media platform, missions should consider, among other factors, that platform's respect for IPR. An important resource in that determination is the Notorious Markets Report (NMR). The Office of the U.S. Trade Representative (USTR) solicits nominations from the private sector for the Notorious Markets Report (NMR), which is a list of virtual and physical markets that have been identified as egregious violators of intellectual property rights (IPR), such as through the sale of counterfeit goods or pirated copyrighted material. The Report prioritizes listing markets that, because of their scale and popularity, can cause economic harm to U.S. and other intellectual property rights holders, pose health and safety risks to consumers, or may not adequately respect consumers' privacy and security. Stakeholder nominations are submitted by Federal Register Notice (FRN) in the fall of each year. The compiled list of nominations is sent to each post from State's Office of Intellectual Property Enforcement (IPE) in the Bureau of Economic and Business Affairs (EB) in late October, and the final report is issued in December (see: http://snip.state.gov/3uw) . Missions should check the social media platforms they currently use or are considering using against both the list of markets nominated for inclusion in the NMR, and the list of markets in the most recently released NMR. Both lists are posted on the IPE intranet site under "Special 301-Notorious Markets Report" at http://snip.state.gov/46q .

4. Missions that are currently using or are considering using a platform listed in the NMR or nominated for inclusion in the NMR must conduct·an annual assessment of the outreach value of each listed or nominated platform used, including a review of that platform's IPR policies and conduct (see review instructions in paras 6-8). This review should begin when EB releases the list of nominated markets to posts, usually in late October, and be conducted by all relevant agencies/sections at post, normally post's Public Affairs and Economic sections. At posts where they are present, USG IP Attaches should also be included. Further, when missions are using platforms hosted in a third country, they should solicit comments from the U.S. Embassy in that country to ensure that the review is thorough and that any decision regarding the use of a platform reflects the best interests of the USG as a whole.

INSTRUCTIONS FOR POSTS CURRENTLY OR CONSIDERING USING A SOCIAL MEDIA PLATFORM LISTED IN THE NMR OR NOMINATED FOR INCLUSION IN THE NMR

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5. If a platform is currently listed in the NMR or nominated to be listed in the NMR, the Mission must assess the benefits and risks of its presence on the

platform to the Mission, the Department of State, and
the policies of the United States. Missions should
consult with E, EB/IPE, R, and their regional bureau
throughout the assessment process. State will also
assure that posts have any relevant background and
context on the site's placement on the NMR list from
USTR's Office of Intellectual Property and Innovation as
there may be background and context that is not publicly
available and that can usefully be provided by USTR.
(Note: the purpose of the NMR is to highlight the most
"notorious" markets; the NMR list is not exhaustive, nor
is the nomination list. Furthermore, should Embassies
have concerns about platforms not listed in or nominated
to be listed in the NMR, they should reach out to the
Department per para 12 for guidance. End Note.)

6. REPORT ON ASSESSMENT OF OFFICIAL PRESENCES ON
PLATFORMS ON THE NOTORIOUS MARKETS LIST: For each
platform listed in the NMR or nominated for inclusion in
the NMR, post must conduct an assessment to be submitted
as a written report for the Chief of Mission or designee
for final decision as to whether to discontinue or
continue use of the platform. The following questions
should be considered, in consultation with any other
affected missions (such as the Mission to the platform's
host country):

a. Has the platform or its parent entity made
improvements to the protection of IPR since it was most
recently listed on the Notorious Markets Report or
nominated for inclusion in the NMR?

b. What direct engagement with the host government, the
platform, or the platform's parent entity has been
conducted by aggrieved rights holders or by the USG
(including through USTR with respect to the Notorious
Market Report)? Could use of the platform undermine any
of this engagement? How so?

c. Will use of the platform expose the Mission or the
USG to negative press or attention from Congressional or
IPR stakeholders?

d. Has the Mission discussed use of the platform with
aggrieved American rights holders? In what ways has the
Mission addressed these concerns?

e. What publicly-oriented programming has the Mission
conducted or planned to conduct via the platform to
advance U.S. IPR interests? Which sections or agencies
have been involved in this programming and how
successful has it been in educating users or changing
public opinion about the platform, its parent entity, or
IPR issues? What would be the value to starting such a
campaign now?

f. Drawing on the answers to previous questions, in
what ways (and how significantly) would discontinuing or
maintaining the Mission's use of the listed platform
affect U.S. IPR policy?

g. How does the use of the listed (or nominated)
platform advance any relevant non-IPR strategies,
including advocacy for other priority USG policies in-

country, the Mission's social media strategy, overall
outreach strategy, and the Mission's Integrated Country
Strategy (ICS)? In what ways (and how significantly)
would discontinuing or maintaining the Mission's use of
the listed platform affect those strategies? Are
alternative social media platforms or approaches
available that post could use in order to mitigate
negative effects from the use of a listed platform?

h. Overall, does the Mission believe that the platform
should continue to be used, and if so, will any changes
be made to the Mission's current approach to using it?
(Please note the content requirements in paras 9-10
below for platforms that are maintained in the face of
an NMR listing or nomination, and the closure leveraging
plan required in para 8 if use will be discontinued.)

7. As resource material for making assessments outlined
above, posts may wish to refer to the following: a) A
report on the importance of intellectual property
protection and enforcement to the U.S. economy can be
accessed at http·//snip.state.gov/3vk . b) A report on
the cost of IP infringement by the Joint Economic
Committee of Congress can be accessed at
http·//snip.state.gov/3vj . Both reports are also posted
in the virtual library on the IPE Intranet website at
http.//eb.e.state.sbu/sites/tpp/IPE/ . c) Reftel A is a
request for post contributions to the Special 301
Report, an annual assessment of country policies and
practices in the area of IPR.

8. This report, including the Chief of Mission's or
his/her designee's final decision as to whether to
discontinue or continue use of the platform, must be
transmitted via cable to R and E no later than April 1
of the calendar year following issuance of the annual
Notorious Markets Report. If the Mission decides to
discontinue using the platform, the cable must also
explain how post will leverage this action via a public
information campaign to uphold the NMR's "name and
shame" purpose, further IPR policy, and/or engage with
the host government, the platform, or its parent entity.
These cables will be used to inform ongoing policy
discussions and future guidance in this area.

INSTRUCTIONS FOR POSTS DECIDING TO CONTINUE USE OF A
SITE LISTED OR NOMINATED FOR LISTING IN THE NMR
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9. DISCLAIM ENDORSEMENT OF THE PLATFORM AND PROVIDE
LINK TO NMR REPORT: Missions that choose to continue
using platforms that are listed or nominated for listing
in the NMR must ensure that their presences on the
platform, and any links thereto from official mission
web sites, explicitly disclaim any USG endorsement of
the platform, and must·link to the most recent annual
Notorious Markets Report. (Note: affected Missions
should contact the Content Management System CMS help
desk at embassy-help@getusinfo.com to create a custom
exit page disclaimer.) In all such cases, the Mission
should explicitly state on its official presence that
the platform has been identified or nominated as a
"Notorious Market" and link to the NMR.

10. ADVOCATE FOR U.S. IPR POLICY: Missions that choose
to continue using platforms that are currently listed in
the NMR or nominated for listing must devote a
reasonable portion of their overall engagement on those
platforms to the furtherance of U.S. IPR policy. Such
programming is mandatory for missions using listed
platforms, regardless of whether these missions have
identified IPR as a policy priority. IPR-focused
programming may include but is not limited to: posting
U.S. government-produced or third-party content
supporting respect for and legal protections of
intellectual property; engaging members of the public
via live chats or taped interviews with economic
officers on the impact on economic development of
protecting and enforcing IPR; and/or inviting local
artists and entrepreneurs to discuss with members of the
public the role of intellectual property protection and
enforcement in sustaining their livelihoods. Content,
engagement kits, and other resources are available at
INFOCENTRAL via this link·
https://infocentral.state.gov/ipr ;
on the IPE intranet website at
http://eb.e.state.sbu/sites/tpp/IPE/ ; and on the IPE
internet website at http://www.state.gov/e/eb/tpp/ipe/ .

11. AVOID PURCHASES FROM LISTED MARKETS. It is the
Department's policy that bureaus and posts should avoid
purchases from listed markets. If post, nonetheless,
after careful consideration of the risks and benefits,
determines in pursuit of its social media objectives, it
is in the USG interest to purchase advertising or other
paid promotion from a market listed in the NMR, posts
may only make that purchase after having completed a
"REPORT ON ASSESSMENT OF OFFICIAL PRESENCES ON PLATFORMS
ON THE NOTORIOUS MARKETS LIST" in accordance with
instructions in paras 6-8 and with explicit Chief of
Mission authorization. To help ensure compliance with
this policy, PAOs should also review the list of
notorious markets with procurement officers. Before
concluding that an expenditure on a listed platform is
justified, as instructed in para 6.g., missions should
explore other methods of publicizing official presences,
including advertising on unaffiliated sites not listed
in the Notorious Markets Report such as non-affiliated
search engines or other social media platforms. For
general guidance on the use of social media advertising,
see reftel B.

CONTACTS FOR FURTHER GUIDANCE
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12. For any and all questions related to this policy
guidance, posts are encouraged to contact Graham Lampa
in R/PPR at LampaGJ@state.gov and Jean Bonilla, Office
Director, EB/TPP/IPE at BonillaJA@state.gov.

13. Minimize considered.
KERRY

Signature: KERRY

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Drafted By: R/PPR. GLAMPA – 2/5/2013,
Approved By: R: MLOGSDON,
XMT: AMEMBASSY BANGUI

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