

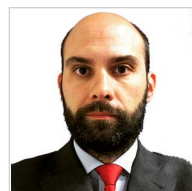
Digital communication of Spanish NGOs in support of Western Sahara

La comunicación digital de las ONG españolas de apoyo al Sáhara



Laura de Cos Carrera. Student in Audio-visual Communication and Advertising, a Bachelor's Degree in Advertising and Public Relations from Complutense University of Madrid, and is co-founder of the Association of Solidarity with the Sahrawi People Nuestra Jaima. Her lines of research are related to Communication in non-profit organizations.

Complutense University of Madrid, Spain
decos@ucm.es
ORCID: 0000-0002-3963-6685



Luis Mañas Viniegra. He holds a PhD in Audiovisual Communication and advertising. He is Associate Professor at Complutense University of Madrid and University Rey Juan Carlos, and a member of the Complutense Research Group for Brand Management and Communication Processes. His main lines of research are the management of intangibles in the corporate brand and the application of new technologies to educational innovation. His latest publication starts one of the topics on which his next research will focus: Mañas-Viniegra, L. (2017). "Digital storytelling in corporate communication: Comparison between IBEX 35 and Dow Jones". The professional of the information, v. 26, n. 6, pp. 1127-1138.

Complutense University of Madrid, Spain
lmanas@ucm.es
ORCID: 0000-0001-9129-5673

Received: 06/11/2017 - Accepted: 05/12/2017

Recibido: 06/11/2017 - Aceptado: 05/12/2017

Abstract:

This research analyses quantitatively and qualitatively the communicative actions carried out by Spanish NGOs in support of Western Sahara, as well as their level of professionalism. An exploratory study was conducted based on content analysis of the websites of members of CEAS (State Coordinating Committee of Solidarity with Western Sahara Associations), and then subsequently carrying out semi-structured interviews with their directors to delve deeper into the management of these NGOs' communications. In conclusion, it has been observed that the level of professionalism is low, and there is a need to incorporate communication specialists in social media.

Keywords:

Communication; social media; NGO; western Sahara; web 2.0.

Resumen:

Esta investigación analiza cuantitativa y cualitativamente las acciones de comunicación que realizan las ONG españolas de apoyo al Sáhara, así como su nivel de profesionalización. Se realizó un estudio exploratorio basado en un análisis de contenido de las webs de las entidades miembro de CEAS, realizando posteriormente entrevistas semiestructuradas a sus responsables para profundizar en la gestión de su comunicación. Como conclusión, se observa un escaso nivel de profesionalización y la necesidad de incorporar a profesionales de la comunicación en redes sociales.

Palabras clave:

Comunicación; redes sociales; ONG; Sáhara; web 2.0.

How to cite this article:

De Cos Carrera L. and Mañas Viniegra, L. (2018). Digital communication of Spanish NGOs in support of Western Sahara. *Doxa Comunicación*, 26, 13-34.

1. Introduction

Western Sahara was a Spanish territory from 1884 until 1976. Within the context of decolonization of the African continent, Spain made a commitment to hold a referendum to decide the future of Western Sahara in 1975 under the auspices of the UN (Martín Beristain and González Hidalgo, 2012: 49). This led to a conflict with the annexationist claims of Morocco that ended with the signing of the Madrid Agreements, giving the northern part of Western Sahara to Morocco and the southern part to Mauritania. On February 27, 1976, the Sahrawi people proclaimed the Sahrawi Arab Democratic Republic, which started an armed conflict, pitting three sides against each other for 12 years that resulted in the majority of Sahrawi civilians fleeing toward the Algerian desert where Tindouf refugee camps were constructed. In 1979, Mauritania decided to end the occupation of their part of Western Sahara, but that part was immediately invaded by Morocco who claimed they had a legitimate right to the land, defending the territory with the construction of eight defensive walls in the desert to avoid the return of Sahrawi refugees to the territory (The Observer, 2012: 40).

In 1988, a peace process was initiated that was led by the UN and the Organization for African Unity (OAU), and it was accepted by both parties. A treaty was signed in 1991 that included a ceasefire, the deployment of the UN Security Council in the area, and a transition period toward a referendum of self-determination of Western Sahara, the outcome of which would determine its independence or its integration into Morocco.

Despite the fact that the final date for the referendum was in 1992, discrepancies over the Sahrawi origin of some members of the census (Entrialgo, 2011: 16) led to a stalemate in negotiations. Currently, Western Sahara is a non-autonomous territory with decolonization pending (Um Draiga, 2013). Furthermore, the UN does not recognize the sovereignty exercised by Morocco (UN, 2006: 11), considering it to be an occupying country (Soroeta Liceras, 2005), and it is the last existing colony in Africa (from Currea Lugo, 2011).

Meanwhile, the Sahrawi population has lived in the area occupied by Morocco, where systematic violations of Human Rights has been reported (Amnesty International, 2016: 11), or they have lived in refugee camps, where almost 165,000 people (UNHCR, 2016) depend on international humanitarian aid and continue to wait for a resolution.

The media has great power in determining what issues have an informative interest (Shaw, 1979), and since there has been no significant progress for decades, the media's attention to the situation of the Sahrawi people has declined over the years. Consequently, we find ourselves in a context in which many people, especially young people, are unaware of the existence of the conflict in Western Sahara, despite the fact that in Spain there are numerous Non-Governmental Organizations (NGOs) that encourage the dissemination of this information. Therefore, this research analyses the communication management of Spanish NGOs that support the Western Sahara.

1.1. Digital communication of Spanish NGOs

NGOs come into existence with the aim of promoting cooperation for development based on the awareness of the public and/or the implementation of projects (Latorre Tapis, 2001: 103), without forgetting the importance of stimulating and promoting the processes of social change and citizen participation (Marí Sáez, 2016: 155). To achieve this objective, these organizations, which are included in the so-called third sector, must understand communication as a strategic function

(Arroyo Almaraz, 2012: 1, Balas Lara, 2008: 17), and must consider it to be a transversal element capable of raising awareness, generating trust, and creating on their part a reputation as agents of social change (Martín Nieto, 2007: 132, Balas Lara, 2008: 32).

“Communication is an essential part of these organizations because it is linked to their own reason for existence. Thus, as an example, while companies communicate to exist and sell more, non-profit entities exist to communicate for the purpose of creating a better society” (Vidal and Creixams, 2006: 1).

Indeed, NGOs find their reason for being in the transmission of certain values to society, which contribute to making it more democratic, liveable and humane, but “the challenge is to do it with greater professionalism, creativity and efficiency” (Vidal Climent, 2004: 322), despite the fact that communication management is still one of its main shortcomings (Herranz de la Casa, 2010: 108). This situation is particularly worrisome in NGOs with fewer resources and greater difficulties in making themselves known, appearing in the media, and standing out:

“We lack an adequate social communication strategy. We have little capacity to transmit very important problems to society. People don’t know us, or don’t know much about us. Many times, we don’t manage to capture their interest. [...] Social communication is a pending issue in most associations” (Fundación Esplai, 2002: 20).

Despite these social goals, the instrumental and media vision with regard to communication that many of these organizations have is paradoxical, being oriented toward the search for funding (Bernabé, 2001: 145; Balas Lara, 2011: 197). In this scenario, a greater use of new technologies would encourage a change in their communication toward the creation of better content and a greater awareness and participation by the public (Arroyo Almaraz and Martín Nieto, 2011: 46, Arroyo Almaraz, Baladrón Pazos and Martín Nieto, 2013: 85), by taking advantage of a greater diffusion based on direct communication in a flexible way and without high costs (Martín Nieto, 2007: 135, Herranz de la Casa, 2010: 204). Using digital tools would enable communication to be more effective, transparent, participatory, plural, inclusive, and horizontal (Montoliu y Riu, 2012: 11). Virtually all NGOs currently use a website to introduce themselves, publicize their work, and increase their visibility, but few take advantage of interactivity, immediacy and the new ways of participation offered by the Internet (Arroyo Almaraz and Martín Nieto, 2011: 250, Un Sol M6n Foundation, 2002: 22). In this sense, the use of social networks as an instrument of communication for NGOs responds to the needs of this type of organization to use “low-cost digital technologies (webs, social networks, blogs, etc.) that facilitate information tasks, participation or network organization” (Cárcar Benito, 2015: 136, Lema Blanco, Rodríguez Gómez and Barranquero Carretero, 2016: 92), with the aim of obtaining adequate dissemination (Couldry, 2010). In this way, groups as diverse as partners, patrons, volunteers and the media themselves find in the online communication of NGOs a space in which to inform themselves, interact and integrate a solidarity project in which they participate (Soria Ibáñez, 2011: 177).

However, these objectives are difficult to attain if the digital communication of NGOs lacks authentic interactivity (Soria Ibáñez, 2011: 184) to facilitate citizen participation and bi-directional information, essential characteristics of the web 2.0 (O’ Reilly, 2005).

To be precise, the maximum expression of this bi-directionality oriented toward social change can be reached by NGOs through social networks, as “they favour the ideas made freely by users, and with these, virality and personal engagement

are facilitated” (Arroyo Almaraz and Baños González, 2013: 333). The use of social networks is especially indicated due to the fact that “they allow for the transmission of values” (Baraybar Fernández, 2009: 42), and offer users active participation that goes beyond the information they receive (García Galera and del Hoyo Hurtado, 2013)

The late arrival of the professionalization of NGOs in the 1980s (González Luis, 2006: 32), as well as their communication departments from 1990-2000 (Sampedro, Jerez Novara and López Rey, 2002: 264, Soria Ibáñez, 2010: 289), and the scarce amount of people hired for the workforce (Lema Blanco, Rodríguez Gómez and Barranquero Carretero, 2016: 97), and even the lack of support from top management (Arroyo Almaraz, Baladrón Pazos and Martín Nieto, 2013: 85), have all limited the use of social networks in achieving social mobilization. For this reason, the messages disseminated are merely informative and have a “limited ability to capture the attention of the target audience” (Arroyo Almaraz and Baños González, 2013: 351). In any case, there is a polarization between the reactive use of the organizations that have scarce resources and the proactive use by large social organizations (Cammaerts, 2005), driven until 2008 by a cycle of economic growth and considerable public investment (Bahamonde Silva, García Mirón and Martínez Rolán, 2017: 439).

Communication management is a strategic function within the organizations, and is the reason why these organizations “no longer demand exclusively communication professionals, but instead demand professionals who by means of communication manage intangible assets” (Carrillo Durán, 2016: 273). In a context of constant digitalization, organizations must count on the community manager as a director of online communities in which this professional initiates and monitors conversations with audiences, involves them in the goals of the organization, and manages the online reputation (Marquina Arenas, 2012). The profile of community managers in Spanish advertising and public relations agencies is that of “a woman between 25 and 35 years old who has studied journalism, and who has 2 or 3 years of prior experience in digital media, though it is also considered essential to have specific training in communication” (Silva Robles, 2016: 243).

Among social action NGOs, the largest are present on Facebook (96%), Twitter (92%) and YouTube (80%), despite the fact that “the information provided to members, donors and collaborators, as well as the relationships with them, reveals a certain apathy” (Bahamonde Silva, García Mirón and Martínez Rolán, 2017: 444). However, the lack of professionalism and specialized staff in smaller NGOs implies a serious problem in the management of social networks to the extent to which immediacy, or in other words, a permanent update of messages on social networks, gives more credibility to the source among its public (Waterman, Spence and Van de Heide, 2013).

Investigations carried out have demonstrated the benefits that Facebook provides to NGOs in terms of the relationship and interaction with their public (Waters et al., 2009; Lim, 2012), who are invited through the social network to “mobilize and adhere to their demands” (Soria Ibáñez, 2010: 297), highlighting “a high percentage of young people who participate in social networks for solidarity or civic purposes” (García Galera, del Hoyo Hurtado and Fernández Muñoz, 2014: 41). In spite of this, the measurement of the effectiveness of messages on social networks is not a priority among NGOs (Arroyo Almaraz, Baladrón Pazos and Martín Nieto, 2013: 85), and they measure the impact of their web pages in a way that is neither systematic nor rigorous, if they do it at all (Fundación Un Sól Món, 2002: 40).

“Occasionally, it is a paradox to think that many people comment on, and also believe in, the importance of communication, and yet reality contrasts with the scarce resources that are invested to enhance it” (Herranz de la Casa, 2010: 109).

All of the shortcomings that have been pointed out affect directly the work carried out by NGOs in support of Western Sahara, and these organizations believe that among the some of the causes of silence in the Spanish media regarding the Sahrawi struggle is the fact that the conflict is very old and has lost interest when compared to others, in addition to the lack of sensitivity of some correspondents in highlighting the issue in their media, and the lack of interest on the part of citizens themselves about the topic (Diario de Mallorca, 2008). The associations themselves recognize that the program for welcoming children in summer has been declining over the years, and Spain has gone from hosting 10,000 children annually at the beginning of the 21st century to 4,500 in 2014, and 3,000 in 2017 (El Confidencial Saharaui, 2017). Therefore, it is essential to improve the management of communication in the sector, which must be consistent in every organization according to the resources they have, both economic and professional.

2. Methodology

This article investigates the communication management of NGOs who support Western Sahara in Spain and their degree of professionalism. The fact that the Sahrawi cause has been falling into oblivion over the years, together with the lack of professionalism in the information provided by the organizations, are the main reasons that justify the suitability of carrying out this study.

The general objective of this research is to analyse the communication actions carried out by solidarity NGOs with the Sahrawi people, as well as the level of professionalism of this communication.

The specific objectives are the following:

- Define the communications of the Sahrawi cause.
- Describe the communication objectives pursued by NGOs in disseminating information regarding the Sahrawi cause.
- Gain knowledge regarding NGOs that support Western Sahara in relation to their use of the web and social networks and the importance they give to online communication.
- Obtain knowledge with regard to the level of professionalism of the information provided by the organizations; identify possible causes; discover the possibilities they have for improving and maximizing the effectiveness of their messages.
- Obtain results regarding communications made by associations and make recommendations, where possible, on how to improve these communications.

The starting hypothesis states that NGOs supporting Western Sahara are untrained in the field of communication.

The methodology used, after conducting a bibliographic review of the state of the issue, was content analysis of web pages and social networks of the organizations that deal with the Sahrawi cause, which was carried out in February 2017. In order to do this, a census was previously conducted regarding the different organizations in our country that share solidarity with Western Sahara, and this was accomplished from the website of the State Coordinating Committee on Solidarity with Western Saharan Associations (CEAS Sahara), in which the 18 federated entities are shown. Of the 18 member associations, we have discarded the option of going deeper into ten of them for some of the following reasons:

- They do not have a web page.
- The contents of the page do not coincide with the association.
- The page provides little information about the organization and its objectives, the contents are limited to news or very specific activities of a regional nature, it does not have social networks, etc.

In any case, these associations do not meet the minimum requirements to allow their communication to be studied. Therefore, eight associations remained along with the Coordinator, or in other words, there was a total of nine organizations to analyse:

- CEAS Sahara - State Coordinator of Associations in Solidarity with Western Sahara
- FANDAS - Andalusian Federation of Associations in Solidarity with Western Sahara.
- Um Draiga - Friends of the Sahrawi People in Aragón.
- AAPSIB - Association of Friends of the Sahrawi People of the Balearic Islands.
- *Cantabria por el Sáhara* (Cantabria for Western Sahara)
- FEMAS - Federation of Friendship Associations with the Sahrawi People in the Autonomous Region of Madrid.
- SOGAPS – Galician Solidarity with the Sahrawi People.
- ANARASD - Navarra Association of Friends of the Sahrawi Arab Democratic Republic.
- Asociación de Amigos y Amigas de la RASD de Álava (*Association of Friends of the SADR of Álava*)

Subsequently, semi-structured interviews were conducted with the heads of each NGO in their capacity as experts in order to delve deeper into the management of their information. The focus of the interviews was to learn more about the communication of the organizations and their level of professionalism. The content of the interviews has been analysed from discursive axes that establish thematic lines within the discursive analysis (Benavides Delgado, 2005). Of the nine associations contacted, two did not send us a response: AAPSIB (Balearic Islands), and FANDAS (Andalusia).

3. Results

3.1. Content analysis of web pages

A figure of 100% of the entities offered information on their web pages related to who they are, their objectives, and a way they can be contacted. A figure of 66.67% have a section dedicated to collaboration, and 88.89% have a section related to their activities agenda, although the majority are not updated or are not being used. It is striking that two of the associations (22.22%), despite having social networks, do not include their access from the webpage. Although some of the others have access, it is difficult to see this, so finding it requires an exhaustive search.

Chart 1. NGO communication through their websites

NGO	Web page	Who we are	Objectives	How to collaborate with us	Contact us	Agenda	Press	Social Networks	Total (%)
CEAS Sáhara	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100.00
FANDAS	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	87.50
Um Draiga	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	87.50
AAPSIB	Yes	Yes	Yes	Yes	Yes	No	No	Yes	75.00
Cantabria por el Sáhara	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	87.50
FEMAS	Yes	Yes	Yes	No	Yes	Yes	Yes	No	75.00
FEDESAEX	Yes	Yes	No	No	Yes	Yes	No	No	50.00
SOGAPS	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100.00
ANARASD	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	87.50
Asociación Álava	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100.00
ACAPS (Catalunya)	Yes	Yes	Yes	No	Yes	No	No	No	50.00
Asociación Asturiana	Yes	Yes	No	No	Yes	No	No	No	37.50
ASOCSPS	No	No	No	No	No	No	No	No	0.00
ACAPS (Canarias)	Yes	No	No	No	Yes	No	No	No	25.00
Federación Valencia	Yes	No	No	No	No	No	No	No	12.50
Asociación Riojana	No	No	No	No	No	No	No	No	0.00
ANAS	Yes	Yes	Yes	No	Yes	No	No	No	50.00
UACYLSPS	No	No	No	No	No	No	No	No	0.00
Delegación Castilla-La Mancha	No	No	No	No	No	No	No	No	0.00
Total (%)	78.95	68.42	57.89	31.58	73.68	47.37	36.84	36.84	

Source: created by the authors

3.1.1. Objectives of the organizations

After examining the objectives established by the organizations in their respective web pages, we conclude that all of them work along the same lines and pursue the same goals:

- Recognition of the Sahrawi Arab Democratic Republic (SADR).
- They work so that the Sahrawi people can exercise their right to free self-determination and cultural, economic, political and social independence.
- They carry out development cooperation projects and humanitarian aid for refugee camps.
- Expose the situation in Western Sahara.

- Make known the Sahrawi cause among the population. Sensitize the people and raise awareness through discussion, debates, photographic exhibitions and other activities.

3.2. Content analysis of social networks

A figure of 77.78% of the associations have a Facebook page¹, 44.44% have a Twitter account, yet only 22.22% are on YouTube. Given this data, it is clear that Facebook accounts for the majority of the organizations' communications related to Western Sahara in social networks, being that most of the organizations are present on this site. In addition, it has been verified that the accounts are currently active. The associations that use them publish frequently in general and they all show a record of recent activity, so they do in fact use them.

Chart 2. Social networks used by the NGOs2

NGO	Facebook	Twitter	YouTube
CEAS Sáhara	Yes	Yes	No
FANDAS	Yes	No (in disuse)	No
Um Draiga	No (profile)	Yes	No
AAPSIB	Yes	No	Yes
Cantabria por el Sáhara	Yes	No	No
FEMAS	Yes	No	No
SOGAPS	Yes	Yes	No
ANARASD	No (profile)	No	No
Asociación Álava	Yes	Yes	Yes
Total (%)	77.78	44.44	22.22

Source: created by the authors

During the month of February 2017, we analysed all the publications on Facebook (257 in total) of the different associations that have a page on this social network, and we found that 74.71% of them consist of news related to Western Sahara or content created by others but shared on the same page. The figure of 14.01% of the publications are from the NGOs themselves –or external, but that provide something new– and only 11.28% of the publications refer to activities developed by the NGOs. Regarding the frequency of content publications, they are published every three days on average, and all of them are published a minimum of once a week.

¹ The criterion to determine if an association uses the social network Facebook is if it has a page. The profile does not count.

² The “yes” criterion applies when the organization has an account on the social network and uses it. The “No” criterion in parentheses specifies if the organization has an account, but it has not been used for a long time, or it is not oriented to the public (e.g., they have a profile, but not a page).

Chart 3. Analysis of Facebook publications that appeared in February 2017

NGO	Unaffiliated content shared	Activities	NGO self-created/ unaffiliated content with contribution	Total publications	Average frequency of publication
CEAS Sáhara	2	2	6	10	3.7 days
FANDAS	5	1	4	10	3.3 days
AAPSIB	15	2	5	22	1.7 days
Cantabria por el Sáhara	156	8	7	171	Every day
FEMAS	7	4	4	15	2.7 days
SOGAPS	7	8	10	25	2 days
Asociación Álava	-	4	-	4	7 days
Total (%)	74.71	11.28	14.01		

Source: created by the authors.

3.3. Communication activities of NGOs regarding Western Sahara

The initial data of each association demonstrate to us the differences among them with regard to the number of people hired, the partners and volunteers, the funding channels, and finally, in the communication budgets.

Chart 4. People, financial sources, and budget communication of the NGOs

NGO	Hired	Partners	Volunteers	Financial sources	Budget communication
CEAS Sáhara	3	No ³	No ³	Entity membership fees	0
Um Draiga	0	180	25	Public Administration: 90 %, Membership fees: 5%, Activities and sales: 5%	5.820
Cantabria por el Sáhara	1	191	15	Membership fees and activities	0
FEMAS	0	15	All	Membership fees	500
SOGAPS	4	136	70	Official institutions	Depends on the year
ANARASD	3	110	30	No response	Scarce
Asociación Álava	5	201	35	Public fund 95% and private found 5%	Minimal

Source: created by the authors.

³ There are no partners nor individual volunteers. They are the member entities.

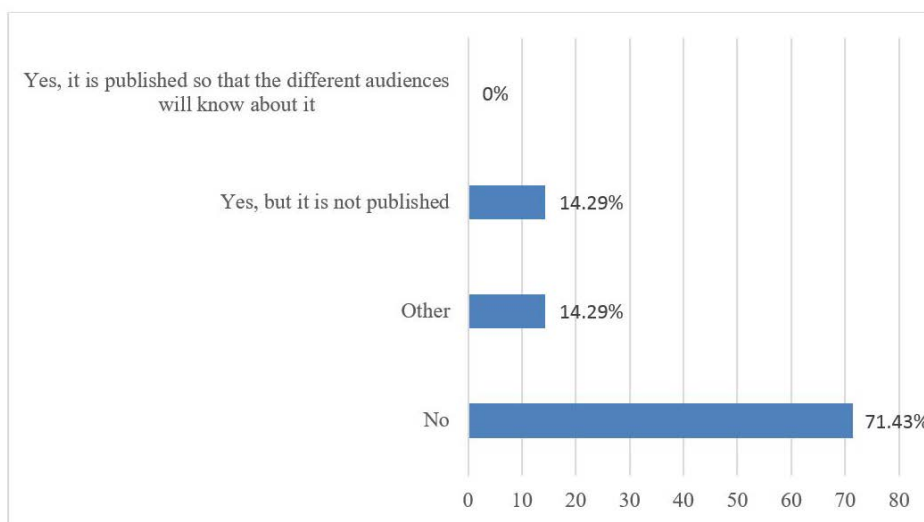
3.3.1. Communication

A figure of 28.57% of the organizations (Um Draiga and SOGAPS) claim to have a specific department for communications, while 42.86% deny having such a department, and the remaining 28.57% did not answer the question in the survey. It is necessary to take into account the professionalism of this department in the associations that have one, and the training of the people who work there.

A figure of 71.43% of the associations do not have a person hired to handle the communication. Only two of the seven associations that responded to the questionnaire have a person in charge of carrying out tasks in this area: one of these people (in Asociación Álava) is an information professional (Degree in Journalism), and the other person has no training in communication (in SOGAPS).

None of the associations has a communication plan published on its website to allow different sectors of the public to learn about it. The figure of 14.29% (one NGO) claims to have a communications plan, but it is not available to the public (SOGAPS), and 71.43% do not have an established communication plan. The remaining association (Álava) includes communication within a Strategic Plan of Education for Social Transformation.

Chart 5. Associations with an established Communication Plan

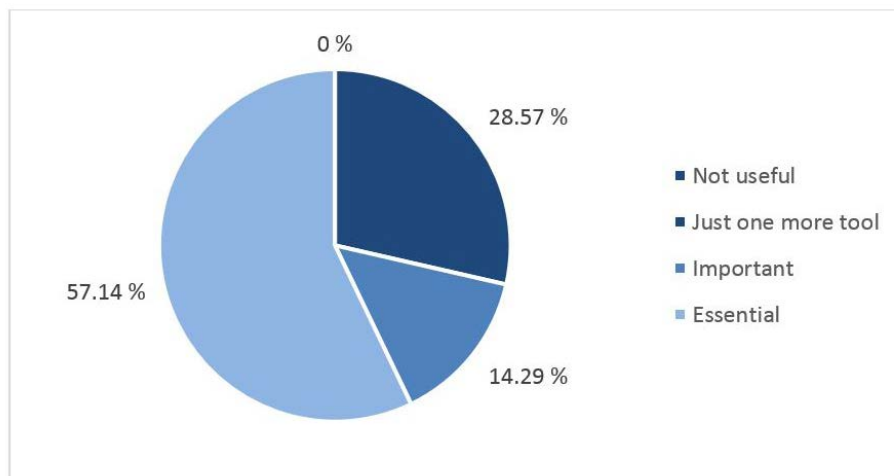


Source: created by the authors

A figure of 100% of associations claim to address society in general, 57.14% focus on internal audiences, and the same percentage (57.14%) address the media. The figure of 42.86% is directed at Administration, and 14.29% to other NGOs. It is clear that the main audience of these associations is civilian society, where they can find supporters, members, volunteers, etc. However, it is striking to see that more entities do not address Administration and the media, as they have a clear position regarding the Sahrawi conflict and they struggle to achieve a change in which these audiences can play a fundamental role. The figure of 71.43% claim to adjust their messages to different audiences to which they are directed, compared to the remaining 28.57%, which do not. It would be necessary to enquire into each of these audiences, as society includes a large number of different audiences.

In spite of the fact that 57.14% of the associations believe that Internet is an essential tool for developing and communicating their work, we assert that 28.57% believe the Internet is just another tool (FEMAS and ANARASD) without greater importance than any other. This is a very high number considering that 80.6% of the population today uses Internet (INE, 2016), and considering the opportunities that Internet implies for these types of entities. These data may be the result of a lack of personnel who are specialized in communication and have sufficient knowledge about the topic.

Chart 6. The role of Internet for the associations



Source: created by the authors

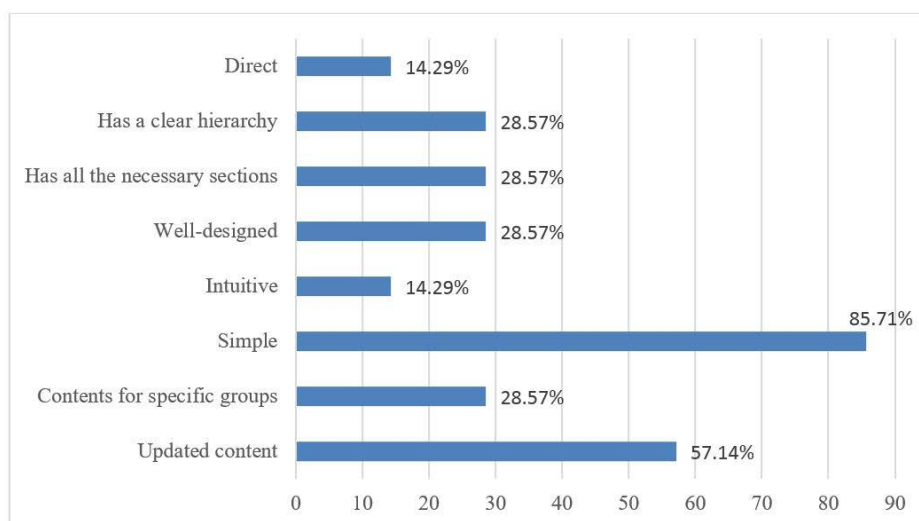
3.3.2. Web page

All of the NGOs (85.71%), except one that did not respond, claim to have taken into account elements of graphic design when preparing their websites. The figure of 42.86% of pages were designed by a professional graphic designer (14.29% were hired, 28.57% were volunteers).

Regarding the features of the web pages, the most outstanding was the simplicity of the sites, which was pointed out by 85.71% of the NGOs. It is worth mentioning that SOGAPS, the association from Galicia, marked all of the features, in contrast to ANARASD of Navarra, which did not mark any.

Although 85.71% of the associations claim to have taken into account graphic design criteria when creating the websites, only 28.57% indicated that the page was well designed (SOGAPS and the Asociación Álava). Likewise, only one association marked the 'intuitive' option to refer to its website, an important feature when it comes to facilitating user navigation and increasing visitation time.

Chart 7. Features of the websites according to the associations themselves



Source: created by the authors

A figure of 71.43% of the people in charge of maintaining the website are not specialists in this work; only one organization (Um Draiga, 14.29%) claims to have a professional for the site (volunteer). One of the associations said that currently there was no one to maintain the page. The majority (71.43%) do not analyse the traffic of their website or conduct studies on their users. Therefore, as there is no traffic control tool, it is difficult to know where the visits come from, which contents are most popular, the keywords with the best results, etc. Um Draiga and SOGAPS were the ones who indicated that they do, in fact, analyse the points mentioned.

3.3.3. Social networks

To identify the possibilities that associations attribute to social networks, as well as the barriers, fears or inconveniences that they find in their use, we established some open questions to become familiar with their point of view first hand. Discourse analysis provides examples of reiteration in certain answers:

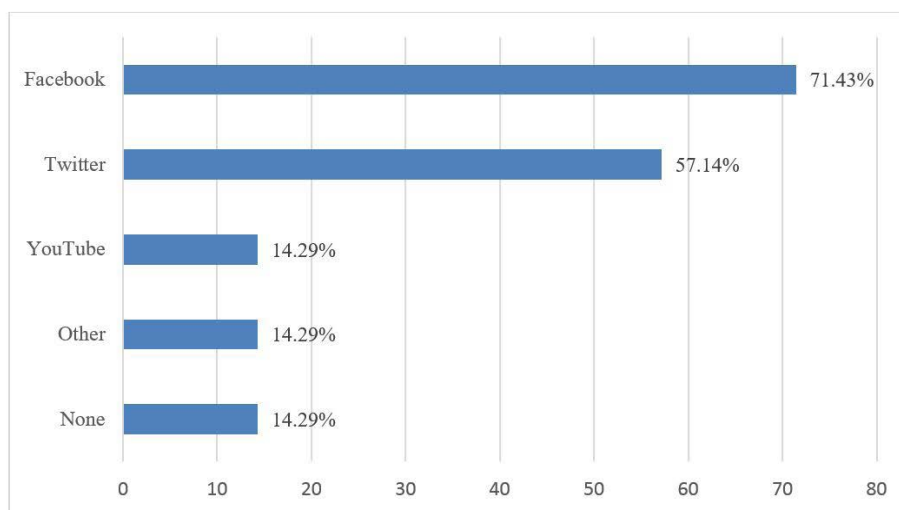
Possibilities:

- To reach a wider audience, directly, immediately (quickly), easily, and without costs.
- Allow interaction with different audiences and facilitate communication.
- Disseminate their work and the cause for which they work.
- Barriers, fears, inconveniences:
 - You have to react very quickly, and it requires a lot of time.
 - Other obstacles mentioned. Each is for only one association:
 - Imprudent comments, disrespectful.
 - Hacking risks, boycotts, etc.
 - Economic investment is increasingly necessary because social networks favour paid content and hide content of their own organization.
 - None, as long as they are used properly.

The most heavily used social network was Facebook (71.43%)³, followed by Twitter with 57.14%. Only one NGO has an account on YouTube, and one of the associations does not use any social network at all. These results confirm those obtained in the content data analysis, although the figures are not the same, since not all the NGOs answered the questionnaire.

³ A figure of 100% of the associations said they had Facebook. However, as can be seen in the content data analysis, two of them have a profile but not a page, so they will not appear as users of this social network.

Chart 8. Social networks of the associations



Source: created by the authors

All the NGOs that have an account on social networks, which are mainly Facebook and Twitter, as we have seen, use and update them frequently, as we mentioned in the content analysis: 33.33% daily, 33.33% every two or three days, and the remaining 33.33% at least once a week.

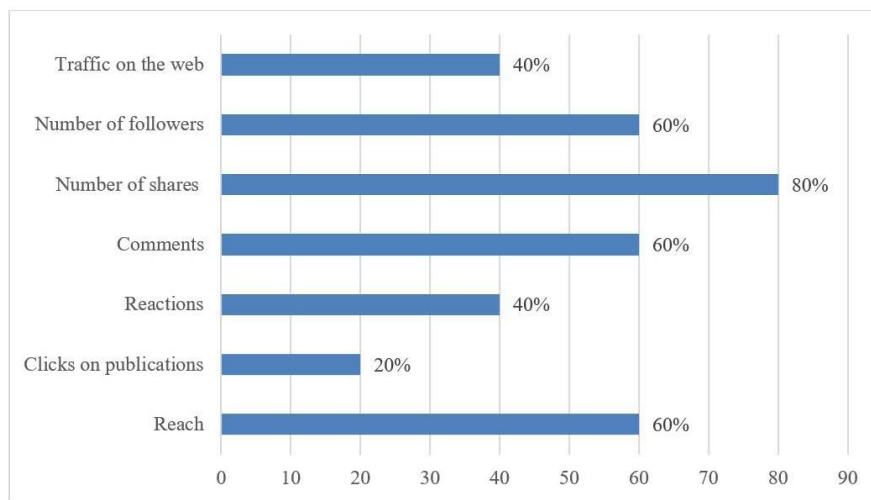
None of the associations has a community manager or a person trained for that position. In two of them (33.33%), those responsible for updating social networks were hired to be in charge of communication (SOGAPS and Álava), and in another (16.67%), this function is performed by a person hired, but not in charge of communication. In the remaining 50%, the volunteers of the organization are responsible for updating social networks.

All of the associations that have a Facebook page with the exception of one who did not respond, or in other words, 66.67% of all of them, measure the effectiveness of their messages on social networks. The main indicator for measuring this effectiveness is the number of times that the post is shared (80%), followed by the number of followers, the comments, and the scope of the publications (60%). In third place, we find reactions to the publications and the traffic on the web, with 40% of associations taking this into account, and the number of clicks on the publications (20%). Again, SOGAPS was the only one that marked all of the options.

It is worth noting that only two NGOs (40%) claim to use the reactions option of users (likes, etc.) to observe the effectiveness of their messages on social networks, since this is usually the first thing that is seen in the publications themselves. In addition, we can see how they seem to pay more attention to reach (60%) than to reactions, when the first indicates how

many people have received the post or have seen the publication, while the reactions or clicks on the publications (20%) infer some interest, so that more importance is placed on the number of people who are reached by the content than on the number of people who are interested in it, although it is true that the interactive sharing also reflects the attractiveness of the publications, and the more times they are shared, the greater the reach.

Chart 9. Indicators to measure the impact in social networks (of the associations that measure this factor)



Source: created by the authors

3.3.4. Advertising

With regard to advertising (press, television, radio, Internet, etc.), there is a clear shortage of activity, mainly due to the lack of budget. All of the associations except one (Asociación Álava), who stated that they have not considered the option of advertising because “it does not go with our philosophy”, consider that they do not have enough budget, so all of the advertising they do, if they do any at all, is in free spaces, regardless of the medium. We only found one small exception, SOGAPS, which stated that they also pay for advertising in the press.

3.3.5. Public relations

All of the associations carry out press conferences, perform interview management, send press releases, organize events, etc., in order to obtain notoriety or appear in the media. However, most of them (71.43%) do not measure the effectiveness of these actions. The two associations that do measure their effectiveness are Cantabria por el Sáhara (Cantabria for Western Sahara) and Asociación Álava (the Association of Álava).

More than half of the associations (57.14%) do not carry out sponsorship collaborations with other entities or companies to finance their activities, or at least a part of them.

3.4. *Self-perception of strengths and weaknesses*

The study finished with a diagnosis of the strengths and weaknesses detected in the communications based on self-perception by the associations themselves.

As for strengths, we find a wide variety of responses, from the associations' own qualities of communication (web page updated and well-designed, possibility of collaborating through the web, etc.), to an association that admits to having no strong points at all. There were also responses that attributed the communicative strength of the entity to external agents (people who collaborate in the dissemination process), or to the prestige of their professional activities. In addition, we see answers that in our opinion do not constitute a strong point, but rather something to be improved: Cantabria por el Sáhara (Cantabria for Western Sahara) considers that the communication on its Facebook page is very good because they update it daily. However, on average it has more than 100 publications per month, which implies saturation.

On the other hand, it seems that the weak points are clearer than the strengths, since the answers are more concise and direct. Some of the points to improve on, according to the associations, would be the following:

- Create their own content.
- Measure the effectiveness of the effort made.
- Staff trained specifically in communication.
- Update the web site.
- Communication aimed at young audiences.
- Create a strategy and a Communication Plan.
- Improve visibility in social networks.

Um Draiga highlights the need for coordination among organizations and their limited capacity to generate content at present:

- "There should be greater coordination among all the webs of Western Sahara so as not to repeat the same communication, and in this way each one of us could focus on a specific aspect of the conflict".
- "On the technical side, all of our webs are low level - most of us repeat what is already published".

4. Discussion

Broadly speaking, there is ample difference between what associations do and what they think should be done. We have seen that a minority of NGOs have a communication department (28.57%), have a person hired for these tasks (28.57%), have a communication plan (14.29%), or a web specialist in charge of such a communication plan (14.29%). None of them

has a community manager or a person trained for that particular position. Only around 14% of Facebook publications consist of content developed by the associations themselves, and only 11% of these show the activities they have developed. A figure of 28.57% of the associations analyse the traffic and users of their page, and that same percentage measures the results of the press releases, press conferences, interviews, etc., that are carried out.

On the other hand, for 57.14%, the Internet is an essential tool. A figure of 71.43% say that they adjust their messages for different audiences, 66.67% of the associations with a Facebook account measure the effectiveness of their messages, and 85.71% have taken into account elements of graphic design when developing their web page.

Although there are aspects in which the effort made by these organizations to carry out adequate communications is obvious, it is also true that a lack of professionalism has been detected, regardless of the causes.

Based on the data collected throughout this research, it has been possible to verify that a large part of the tasks in these organizations are carried out by volunteers, and there are even associations in which all of the people who work for them do so on a volunteer basis by combining it with their usual jobs. Therefore, we assert that the majority do what they can with the resources available to them and the knowledge of those involved.

Many of the insufficiencies found in the communication of NGOs are recognized by these organizations themselves: lack of developing their own content, absence of result measurement, lack of specialized personnel, scarce communication directed at young people, the inexistence of a strategy and communication plan, etc. Therefore, associations are aware, in most cases, of their shortcomings and the difficulties they face, but do not know how to improve in this area.

Despite the fact that new technologies, especially social networks, offer NGOs advantages such as free use or the higher number of people likely to be interested in their content, the associations do not take full advantage of this situation.

Although there are differences between the associations, given the fact that some take better care of their websites than others, some focus more on social networks, offline actions and activities, etc., and despite the fact that there is much room for improvement, based on a comprehensive assessment of all aspects raised in this research, SOGAPS and the Association of Friends of the SADR of Álava are the NGOs that exhibit the greatest determination in their communication efforts, especially those related to new technologies. These are the two associations that have a person hired to handle the communication (one is a professional on the subject, another is not), as well as a strategy for communication, whether it is included in a communication plan or in a strategic plan that encompasses this topic.

Higher performance and a greater number of visits is a consequence of hiring more people, allocating a larger budget to communication, and investing more time (Martín Nieto, 2007: 135). The fact that a person is hired specifically for these tasks necessarily implies a greater number of hours dedicated to such tasks, and consequently better results. In spite of this, a larger budget does not imply better performance, as it must be in line with professionalism. At the beginning of the analysis, it was observed that certain organizations did not allocate a budget for communication, while others did, and yet throughout the investigation it was found that there are associations that work better despite not having a budget, or having one that is lower.

If there were a communication professional within every organization, there would be no association that would not know the possibilities offered by the Internet, nor would they be reluctant to use it. It is also important to highlight that one of the main barriers that associations found in the management of social networks is that they require a lot of time and skill to react, something that the hiring of a community manager would solve, since it would include one more task within the management of communication.

In order to maximize the effectiveness of the messages, it is necessary to point out what we want to transmit and what is of interest to our public, thinking in advance about the question of whom we want to direct our message to, why, and through what channels. It is about adapting the message to our target audience to try to reach it in the most efficient way possible.

5. Conclusions

Throughout this investigation, the communication actions of the different Spanish NGOs supporting Western Sahara have been analysed, drawing the following conclusions:

1. Ten of the 18 member entities of CEAS Sahara do not meet the minimum requirements to be able to study their communication.
2. Only one association (14.29%) has a communication professional hired to perform such functions.
3. There is a low level of professionalism in the communication of solidarity associations with Western Sahara in Spain, and there is a need to incorporate professionals in the sector.
4. The Internet is an essential tool for 57.14% of the NGOs analysed.
5. Associations do not take advantage of the possibilities offered by new technologies. It is necessary that they take greater advantage of these tools, have a well-designed website, and use social networks in a better way in order to exploit their full potential.
6. It is essential that organizations define the objectives and strategies to follow in order to establish actions in line with their mission and vision.

Specifically, the following recommendations are offered to the NGOs analysed:

1. Join the communication efforts of the different NGOs by standardizing their endeavours through CEAS Sahara, thereby enabling each organization to specify its own messages. The possibility of creating a strategy and a common plan could be considered, in which case it would be necessary to invest more resources, both professional and financial. However, in the long term, better results would be obtained.
2. Even though the associations do not dedicate themselves only to raising the awareness of the population, but instead carry out many other types of tasks with regard to Western Sahara (humanitarian, political, etc.), a common strategy is necessary, even if it is implemented individually.
3. Carrying out a viral campaign through social networks among all the associations in Spain must be considered, from local to regional, with the collaboration of an agency and professionals in the sector, in order to have an impact in the media. This would allow the organizations to reach a wider audience and increase citizens' knowledge of the subject.

As a future line of research, which is already being worked on, these conclusions will be applied to a communication campaign created specifically for an NGO whose social purpose is to help the Sahrawi people. In this way, it will be possible to verify whether the conclusions obtained can be extrapolated to any of the NGOs that share the object of study.

6. Bibliographic references

- AAPSIB (s.f.): "Página web corporativa". Disponible en: <http://saharaillesbalears.org> [Consultado el 10/03/2017].
- ACAPS Canarias (s.f.): "Página web corporativa". Disponible en: <http://tenerifeconelsahara.blogspot.com.es/> [Consultado el 26/02/2017].
- ACAPS Cataluña (s.f.): "Página web corporativa". Disponible en: <http://www.acaps.cat/> [Consultado el 26/02/2017].
- ACNUR Comité Español (2016): "Refugiados saharauis: 40 años de vida en los campos". Disponible en: <http://bit.ly/2qpa-k6G> [Consultado el 15/02/2017].
- Amnistía Internacional (2016): "Informe 2015-2016. La situación de los Derechos Humanos en el mundo". Disponible en: <http://bit.ly/2s6vU05> [Consultado el 17/02/2017].
- ANARASD (s.f.): "Página web corporativa". Disponible en: <http://www.anarasd.org/> [Consultado el 10/03/2017].
- ANAS (s.f.): "Página web corporativa". Disponible en: <http://sahara-navarra-sahara.blogspot.com.es/> [Consultado el 26/02/2017].
- Arroyo Almaraz, I. y Baños González, M. (2013): "Tendencias de la comunicación del tercer sector en la web 2.0: Análisis retórico de los tropos". *Icono 14*, v. 11, n. 2, pp. 331-356. Disponible en: <https://doi.org/10.7195/ri14.v11i2.556> [Consultado el 05/12/2017].
- Arroyo Almaraz, I.; Baladrón Pazos, A. J. y Martín Nieto, R. (2013): "La comunicación en redes sociales: percepciones y usos de las Ong españolas". *Cuadernos.info*, n. 32, pp. 77-88. Disponible en: <http://bit.ly/2rriGPq> [Consultado el 27/02/2017].
- Arroyo Almaraz, I. (2012): "La comunicación social eficiente del Tercer Sector". *Telos*, n. 93, pp. 1-3. Disponible en: <http://bit.ly/2s6nExk> [Consultado el 03/03/2017].
- Arroyo Almaraz, I. y Martín Nieto, R. (2011): "La utilización de Internet en la comunicación expresiva de las ONG: Estudio exploratorio comparativo entre Argentina y España". *Zer. Revista de Estudios de Comunicación*, vol. 16, n. 31, pp. 243-263. Disponible en: <http://bit.ly/1LCfq4R> [Consultado el 25/02/2017].
- Asociación Asturiana (s.f.): "Página web corporativa". <http://aaasahara.blogspot.com.es/> [Consultado el 26/02/2017].
- Asociación de Amigos y Amigas de la RASD (s.f.): "Página web corporativa". Disponible en: <http://www.saharaelkartea.org/es/> [Consultado el 10/03/2017].
- Bahamonde Silva, X.; García Mirón, S. y Martínez Rolán, X. (2017): "Solidaridad y transparencia digital. Webs y redes sociales de las ONGs españolas de acción social". *El Profesional de la Información*, vol. 26, n. 3, pp. 438-446. Disponible en: <https://doi.org/10.3145/epi.2017.may.10> [Consultado el 05/12/2017].
- Balas Lara, M. (2011): *La gestión de la comunicación en el Tercer Sector*. Madrid: ESIC.

- (2008): "El reto de la comunicación del tercer sector". *Revista Española del Tercer Sector*, n. 8, pp. 17-37. Disponible en: <http://bit.ly/22kc2mS> [Consultado el 10/05/2017].

Baraybar Fernández, A. (2009): "Conectando valores: Las nuevas estrategias de la comunicación online en el Tercer Sector". *Icono 14*, n. 13, pp. 37-55. Disponible en: <https://doi.org/10.7195/ri14.v7i2.316> [Consultado el 05/12/2017].

Benavides Delgado, J. (2005): "Nuevas propuestas para el análisis del lenguaje en los medios". *Questiones publicitarias*, vol. 1, n. 10, pp. 13-33.

Bernabé, J. (2001): "Las áreas de comunicación de las ONGD y el trabajo periodístico". *Revista Española de Desarrollo y Cooperación*, n. 7, pp. 127-145.

Cammaerts, B. (2005): "ICT-usage among transnational social movements in the networked society: To organise, to mobilise and to debate", en Silverstone, R. (ed.): *Media, technology and everyday life in Europe: from information to communication*. Aldershot: Ashgate, pp. 73-92. Disponible en: <http://eprints.lse.ac.uk/3278/> [Consultado el 05/12/2017].

Cantabria por el Sáhara (s.f.): "Página web corporativa". Disponible en: <http://www.cantabriaporesahara.com/> [Consultado el 10/03/2017].

Cárcar Benito, J. E. (2015): "Las redes y los movimientos sociales ¿una acción colectiva o marketing viral?" *Icono 14*, vol. 13, n. 1, pp. 125-150. Disponible en: <https://doi.org/10.7195/ri14.v13i1.744> [Consultado el 05/12/2017].

Carrillo Durán, M. V. (2016): "Importancia del profesional de la información en la dirección de comunicación de las organizaciones". *El Profesional de la Información*, v. 25, n. 2, pp. 272-278. Disponible en: <https://doi.org/10.3145/epi.2016.mar.14> [Consultado el 05/12/2017].

CEAS Sáhara (s.f.): "Página web corporativa". Disponible en: <http://ceas-sahara.es/> [Consultado el 10/03/2017].

Couldry, N. (2010): *Why voice matters: Culture and politics after neoliberalism*. London: Sage.

De Currea Lugo, V. (2011): "Sahara Occidental: la última de las colonias de África". *Revista Análisis Internacional*, n. 3, pp. 107-117. Disponible en: <http://bit.ly/2qtHDEY> [Consultado el 13/05/2017].

Diario de Mallorca (2008, 15 de febrero): "Periodistas especializados en el Sáhara denuncian el silencio de los medios de comunicación". *Diario de Mallorca*. Disponible en: <http://bit.ly/2rr5Kcl> [Consultado el 14/05/2017].

El Confidencial Saharaui (2017, 11 de abril): "Vacaciones en Paz 2017 es el año con menor número de familias de acogida de la historia del proyecto". *El Confidencial Saharaui*. Disponible en: <http://bit.ly/2s0nZT5> [Consultado el 14/05/2017].

El Observador (2012): "El muro de la vergüenza marroquí". *El Observador*, n. 52, pp. 40-42. Disponible en: <http://bit.ly/1v-3i7av>. [Consultado el 14/02/2017].

Entrialgo, M. (2011): *El conflicto del Sáhara en menos de 3.000 palabras*. Oviedo: Coordinadora de ONGD del Principado de Asturias - Conseyu de la Mocedá del Principáu D'Asturies. Disponible en: <http://bit.ly/2s0xdyE> [Consultado el 10/02/2017].

FANDAS (s.f.): "Página web corporativa". Disponible en: <http://www.saharandalucia.org/> [Consultado el 10/03/2017].

Federación Valencia (s.f.): "Página web corporativa". Disponible en: <http://amicsaharapaisvalencia.blogspot.com.es/> [Consultado el 26/02/2017].

- FEDESAEX (s.f.): "Página web corporativa". Disponible en: <https://www.federacionsaharaextremadura.org/> [Consultado el 26/02/2017].
- FEMAS (s.f.): "Página web corporativa". Disponible en: <http://www.madridconelsahara.org/> [Consultado el 10/03/2017].
- Fundación Esplai (2002): *El Tercer Sector visto desde dentro. La renovación de las ONGs y los retos de la exclusión social*. Barcelona: Fundación Esplai.
- Fundación un Sól Món (2002): *¿Conectadas? Las ONG españolas en la Red*. Barcelona: Fundación un Sól Món. Disponible en: <http://bit.ly/2qpyfD2> [Consultado el 12/05/2017].
- García Galera, M. C.; del Hoyo Hurtado, M. y Fernández Muñoz, C. (2014): "Jóvenes comprometidos en la Red: El papel de las redes sociales en la participación social activa". *Comunicar*, vol. 22, n. 43, pp. 35-43. Disponible en: <https://doi.org/10.3916/C43-2014-03> [Consultado el 05/12/2017].
- García Galera, M. C. y del Hoyo Hurtado, M. (2013): "Redes sociales, un medio para la movilización juvenil". *Zer*, v. 18, n. 34, pp. 111-125. Disponible en: <http://www.ehu.es/zer/hemeroteca/pdfs/zer34-06-garcia.pdf> [Consultado el 05/12/2017].
- González Luis, H. (2006): *Estrategias de comunicación en las ONG de desarrollo. Departamentos, funciones e impacto en los medios*. Madrid: CIDEAL. Disponible en: <https://doi.org/10.13140/2.1.1694.6560> [Consultado el 05/12/2017].
- Herranz de la Casa, J. M. (2010): *La comunicación y la transparencia en las organizaciones no lucrativas*. Madrid: Universidad Complutense de Madrid. Disponible en: <http://bit.ly/2qm0LJH> [Consultado el 14/03/2017].
- Latorre Tapis, X. (2001): "El marketing aplicado a las ONGD: Coherencias e incoherencias en relación con la educación para el desarrollo". *Comunicar*, vol. 9, n. 16, pp. 103-114. Disponible en: <https://www.revistacomunicar.com/index.php?contenido=detalles&numero=16&articulo=16-2001-16> [Consultado el 05/12/2017].
- Lema Blanco, I.; Rodríguez Gómez, E. F. y Barranquero Carretero, A. (2016): "Jóvenes y tercer sector de medios en España: Formación en comunicación y cambios social". *Comunicar*, vol. 24, n. 48, pp. 91-99. Disponible en: <https://doi.org/10.3916/C48-2016-09> [Consultado el 05/12/2017].
- Lim, M. (2012): "Clicks, cabs and coffee houses: Social media and oppositional movements in Egypt, 2004-2011". *Journal of Communication*, n. 62, pp. 231-248. Disponible en: <https://doi.org/10.1111/j.1460-2466.2012.01628.x> [Consultado el 05/12/2017].
- Marí Sáez, V. M. (2016): *Comunicaciones interrumpidas*. Madrid: PPC.
- Marquina Arenas, J. (2012): *Plan social media y community manager*. Barcelona: UOC.
- Martín Beristain, C. y González Hidalgo, E. (2012): *El oasis de la memoria. Memoria histórica y violaciones de Derechos Humanos en el Sáhara Occidental (Tomo I)*. Bilbao: Hegoa.
- Martín Nieto, R. (2007): "La comunicación web de las ONGD". *Signo y pensamiento*, v. 26, n. 51, pp. 130-136. Disponible en: <http://bit.ly/1DX9q5C> [Consultado el 26/02/2017].
- Montoliu y Riu, L. (2012): "Las ONG en la Red. Análisis de la presencia, la interactividad y la participación en Internet de las entidades del tercer sector catalán". *AE-IC*. Disponible en: <http://bit.ly/2qYItgl> [Consultado el 13/05/2017].

ONU (2006): "Informe del Secretario General sobre la situación relativa al Sáhara Occidental, documento S/2006/249". Disponible en: <http://bit.ly/2qYOqdi> [Consultado el 16/02/2017].

O'Reilly, T. (2005, 30 de septiembre): "What is web 2.0". *oreilly.com*. Disponible en: <http://goo.gl/m4Xnqm> [Consultado el 06/12/2017].

Sampedro, V.; Jerez Novara, A. & López Rey, J. (2002): "Imagen pública y estrategias de comunicación", en Blanco Revilla, M. (ed.): *Las ONGs y la política*. Madrid: Istmo, pp. 251-281.

Shaw, E. (1979): "Agenda-setting and mass communication theory". *Gazette International Journal for Mass Communication Studies*, vol. 25, n. 2, pp. 96-105.

Silva Robles, C. (2016): "Perfil del *community manager* en las agencias de publicidad y relaciones públicas de España". *El Profesional de la Información*, vol. 25, n. 2, pp. 237-245. Disponible en: <https://doi.org/10.3145/epi.2016.mar.10> [Consultado el 05/12/2017].

SOGAPS (s.f.): "Página web corporativa". Disponible en: <https://sogaps.org/> [Consultado el 10/03/2017].

Soria Ibáñez, M. M. (2011): "La interacción de los públicos en las ONG 2.0: El estado actual de la comunicación social". *Revista Internacional de Relaciones Públicas*, vol. 1, n. 2, pp. 175-195. Disponible en: <https://doi.org/10.5783/RIRP-2-2011-10-175-195> [Consultado el 06/12/2017].

Soria Ibáñez, M. M. (2010): "El ciberactivismo, nuevo modelo de relaciones públicas en las ONGs. Análisis del caso español". *Icono 14*, n. A8, pp. 288-302. Disponible en: <https://doi.org/10.7195/ri14.v8i3.242> [Consultado el 05/12/2017].

Soroeta Liceras, J. (2005, 14 de noviembre): "El Sáhara treinta años después". *El País*. Disponible en: <http://bit.ly/2qtuprE> [Consultado el 23/02/2017].

Um Draiga (s.f.): "Página web corporativa". Disponible en: <http://www.umdraiga.com/> [Consultado el 10/03/2017].

– (2013, 4 de abril): "Ningún país reconoce la soberanía de Marruecos sobre el Sáhara". *Um Draiga*. Disponible en: <http://bit.ly/2s0LrQ6> [Consultado el 23/02/2017].

Vidal Climent, V. (2004): "La comunicación en las organizaciones no lucrativas", en Bel Mallén, J.I. (coord.): *Comunicar para crear valor*. Barañáin: EUNSA, pp. 307-322.

Vidal, P. y Creixams, C. (2006): "Existir para comunicar". *Observatorio del Tercer Sector*. Disponible en: <http://bit.ly/29nVV7y> [Consultado el 13/05/2017].

Waterman, D.; Spence, P. R. y Van der Heide, B. (2013): "Social media as information source: Recency of updates and credibility of information". *Journal of Computer-Mediated Communication*, vol. 19, n. 2, pp. 171-183. Disponible en: <https://doi.org/10.1111/jcc4.12041> [Consultado el 06/12/2017]

Waters, R. D. *et al.* (2009): "Engaging stakeholders through social networking: How nonprofit organizations are using Facebook". *Public Relations Review*, vol. 35, n. 2, pp. 102-106. Disponible en: <https://doi.org/10.1016/j.pubrev.2009.01.006> [Consultado el 06/12/2017].