

BUSINESS AND HUMAN RIGHTS IN ASIA

DIGITAL DATA ASSESSMENT

DISCLAIMER

The views expressed in this publication are those of the author and do not necessarily represent those of the European Union, United Nations, including UNDP, or the UN Member States.

The Digital Data Assessment was conducted in line with [UNDP's Data Principles](#). Efforts were made to safeguard personal data, and uphold the highest ethical standards especially as they relate to data privacy.

ACKNOWLEDGMENTS

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BACKGROUND: EU/UNDP PARTNERSHIP ON BUSINESS AND HUMAN RIGHTS IN ASIA

'Business and Human Rights in Asia: Enabling Sustainable Economic Growth through the Protect, Respect and Remedy Framework' (B+HR Asia) is a project implemented by UNDP in partnership with the European Union (EU). The project operates in 7 countries: India, Indonesia, Malaysia, Mongolia, Myanmar, Sri Lanka and Thailand. Its overall aim is to promote and facilitate the implementation of the UN Guiding Principles on Business and Human Rights (UNGPs). In so doing, the project strengthens collaborative action on responsible business practices related to human rights, the environment and climate.

B+HR Asia was launched in December 2020 and has been implemented in part through virtual means. In line with [UNDP's Data Principles](#), this assessment provides a profile of the project's stakeholders and the size of the project's influence. It also explains how the project might further grow the number of people seized of the business and human rights (BHR) agenda, while defining new targets for future growth.

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OVERVIEW

The COVID-19 pandemic accelerated a move to the virtual world, as workers in different sectors migrated to virtual spaces and as shoppers turned to online vendors en masse. For the EU/UNDP Business and Human Rights in Asia project, the sudden move to the virtual space meant redefining our ways working and creating online communities. As the work pivoted to the online world, our project team also realized the joint EU/UNDP project was harvesting more data than ever before.

But what to do with this data? And what does the data tell us about the B+HR Asia project's reach and influence? How can the data be used to measure impact in the future and shape new responses going forward at both the regional and country levels? How can the team expand its audience and build political momentum behind the wider business and human rights (BHR) agenda?

In 2022, UNDP published its Digital Strategy 2022-2025 defining data as a strategic asset to the organization. In so doing, the UNDP committed to applying consistent, transparent standards for analysis and collection – empowering greater use of data to achieve sustainable development outcomes. Relatedly, the UNDP Digital Strategy under Pathway 2 aims to improve the quality, relevance and impact of its work and the efficiency of its internal systems and processes.

Seizing on the opening, our team developed basic capacities in data collection and analytics, and then hired a data analyst to consolidate findings, following the recommendation of a [mid-term review](#). The resulting, Digital Data Assessment describes how project objectives were translated to the online space and grew the size of its audience and influence.

The assessment asks several questions under two headings:

Stakeholder profile: Who attends our B+HR Asia web-based events, engages in our project's social media posts, downloads our knowledge products, and uses our online tools? Are stakeholders mostly Asian or international? What percentage are from business, civil society or government? If from business, what sectors? What else we assume about the audience based on their online engagements with our team?

Market intelligence: How can we drive more stakeholders to our web-based events, knowledge products and websites? What topics or platforms generate the highest stakeholder engagement? How can digital platforms or social media channels be used differently to produce greater levels of engagement? How do our engagement levels compare with like organizations or similar projects?

The assessment also helps to define the project's return on investment, and underscore best-practices that should be replicated. The assessment has made the following overall findings:

KEY FINDINGS

FINDING 1

Growth of online presence over time: The project has recorded an exponential increase in the use of online tools and web properties over the last three years of implementation. A review of the number of users of online products over time reveals that the initiative's presence grew nearly **ten-fold** from **2,737 users in 2020, to over 22,200 users in 2022**.

FINDING 2

Project Presence and Return on Investment: The project has reached a large audience beyond Asia, with website activity recorded in **177 countries**. Crucial to the theory of change for advocacy efforts, approximately **48% of users of the project's online products originate in Asia, 22% from Europe, 12% from North America, and 18% from Africa and other continents**.

In coming to these first two findings, it is evident that our use of data tools enabled responsive monitoring of campaigns, and course correction where necessary, resulting in greater outreach. For example, the New Proposals and Emerging Practices on Environmental and Human Rights Due Diligence Webinar co-hosted by the Project and the EU was initially attended by 300 participants. However, by leveraging available data trends on Google and YouTube, the project amplified the viewership of the webinar to nearly 97,000 views. A deliberate focus on data tools resulted in a high return on investment on the project's web-based initiatives.

FINDING 3

Audience and Platforms: The UNDP Business and Human Rights programme is made up of 3 projects (the JSB-funded global initiative, the SIDA-funded regional initiative, and the project in focus – the country-focused B+HR Asia initiative). For purposes of this report, our data impact assessment focuses mostly on the EU/UNDP joint action. However, the contribution to our numbers from the other UNDP projects should not be ignored. What is clear is that the B+HR Asia contributes substantially to the traffic seen on social media platforms, with project countries featuring prominently in our data review of geographies. However, geographic mapping revealed organic interest in the project from non-programming countries such as the Philippines which ranked in the top 5 countries utilizing B+HR products. This information is useful when mapping out a potential second phase of the initiative. Tailoring messages on different platforms to the intended audience further enhances potential impact of communications, and/or public diplomacy efforts.

The B+HR Asia's social media audience is comprised of the same stakeholders envisioned by the project, namely: government, private sector, civil society, academia, and multi-lateral organizations. However, the presence of

each group varies depending on the platform used to share messages, among other factors. For example, LinkedIn seems to host relatively more government officials, while Twitter registers high levels of private sector actors, and Facebook continues to host civil society and human rights defenders. Similar trends are seen in the geographic and stakeholder profiles the project attracts on different platforms. As above, Twitter has a more evenly spread geographic reach, the project's reach on Facebook is predominantly in Asia, and LinkedIn has attracted a concentrated audience in Europe and Asia.

FINDING 4

Content: B+HR Asia's investment in long-form content, including but not limited to curated platforms, increased participation of the intended audience. Platforms such as the [Human Rights Self-Assessment Tool](#) (released at the same time as the [Human Rights Facilitation Guide](#)) is an excellent example of how creating a web-based tool can magnify outreach. Instead of a knowledge product reaching a few hundred people most of whom are in one geographic location or region, the long-form platform attracted a global audience of thousands, increasing the potential impact and the shelf-life of project outputs. A review of audiovisual materials produced by the project also shows that content that webcasts had a longer relevance to the audience, when compared to time-bound products such as webinars.

FINDING 5

Partnerships: The internet by its very design encourages and indeed amplifies collaborations, prioritizing content based on the number and variety of web sources in which the content appears. **Over 60% of traffic on project websites stems from organic searches; meaning the users are apprised of the product and are searching for key terms to lead them directly to it.**

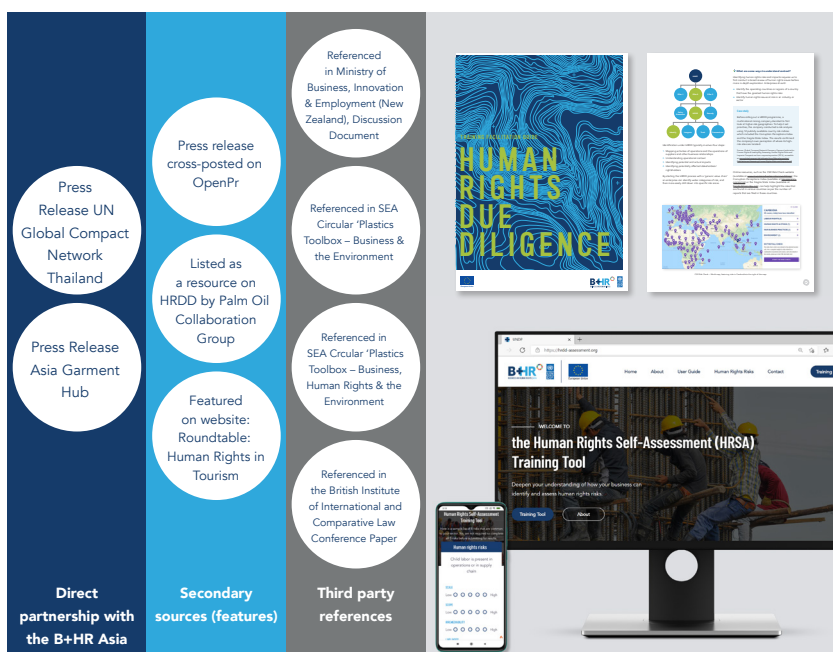


Diagram tracking online mentions of B+HR Asia Knowledge Product

One approach to increase long-term gains, and shelf-life of outputs is to invest in partnerships which will amplify reach, and act as a signal to search engines such as Google, that the product is timely and relevant to the searches it registers. The project could do more to maximize outreach through partnerships in online programming to greater effect and enhance visibility of project outputs and the UNDP and EU brands. It is not clear whether more partnerships were created due to the project's focus on digital data, as no baseline was set during a pre-COVID period.

FINDING 6

Conversion of Online Audience and to Stakeholders: "Conversion" is a term that refers to stakeholder buy-in. Conversion can be indicated in different ways, but it always involves the registering of behavior which indicates ownership among key stakeholders. A key difficulty for some UN projects is to convert a person from a general online audience, into a stakeholder of the initiative. The analysis shows that we could also do more to heighten the conversion rate of the B+HR Asia online audience by tailoring advocacy messages in line with audience interest, and emerging trends under the BHR banner.

FINDING 7

Strategic Communications and localization: In 2022, the project team enhanced its approach and looked more closely at the return on investment of its many communication products. This assessment has found that translation and publication of knowledge products alone does not guarantee wider reach. In fact, curating messages with a targeted audience in mind, and collaborating with country and sub-national media channels yielded a higher return.

OVERVIEW OF B+HR ASIA'S DATA LANDSCAPE: STRENGTHS AND LIMITATIONS OF DIGITAL DATA ASSESSMENT

Sources of Data: B+HR Asia leverages a variety of digital resources to harvest data

Sources of Data for the B+HR Asia Project

Data Source	Project Outputs	Type of Data Collected	Analysis
Google Analytics	<ul style="list-style-type: none"> Project Website Human Rights Self-Assessment Tool Clean Air and BHR Platform 	<ul style="list-style-type: none"> Geographic Reach Gender and Age of Users Audience Behaviour (returning, or new users) Conversion Rate (traffic source) 	End-Users: Data informs us how our content is utilized by our audience, including where and how they engage with BHR tools.
YouTube	<ul style="list-style-type: none"> Livestreamed content (for example webinars) Webcast series with a focus on Business, Human Rights and the Environment 	<ul style="list-style-type: none"> Views, Impressions, Reach Geographic Reach Gender and Age of Audience Audience Behaviour (subscriber, or new viewer) Conversion Rate (traffic source) 	
Knowledge Product Quick Analytics	35 Knowledge Products produced by B+HR Asia	<ul style="list-style-type: none"> Number of Downloads Geographic Reach Gender* 	
Social Media Platforms	Communications outreach under Output 2; on Twitter, Facebook, and occasionally LinkedIn	<ul style="list-style-type: none"> Geographic Reach Gender and Age of Audience Audience Behaviour (subscriber, or new viewer) Conversion Rate (traffic source) 	Outgoing Messages: Data tells us how effective the project is in getting key ideas across to its stakeholders.
Mailchimp	<ul style="list-style-type: none"> Quarterly Newsletter Monthly Newsmagazine Country Newsletters* Periodic Project Updates 	<ul style="list-style-type: none"> Audience: Sector, Gender, Thematic Area of Focus Conversion rate (Click-Through Rate) 	

*To be collected where available.

Given the wide variety of online communication tools used by the project, data fragmentation limited the depth of analysis of this assessment. Furthermore, the quality of data insights collected differed by source. For example, only audio-visual products over the 150 views threshold had quantitative data on the age and gender of potential viewers.

Another limitation was the presence of several outliers in the project's outputs, including for example, a webinar in February titled, New Proposals and Emerging Practices: A Dialogue between Europe and Asia on HRDD*. The analysis took steps to address these outliers, delving into an assessment of potential reasons for their success, but also ensuring that they did not skew data sets.

MAPPING OF VIRTUAL ECOSYSTEM

The B+HR Asia project consistently recorded high volumes of online traffic. Its web-platforms have cumulatively reached over **177 countries, and 22,205 users**, with similar impact stories seen through social media engagement.

B+HR Asia's use of the digital space has been multi-layered from creation of online tools, social media awareness raising, and publication of knowledge products. However, we need a closer examination of which platforms are better employed for different messages, in order to reach diverse stakeholders and leave no one behind. An initial mapping of B+HR Asia online presence revealed an interconnected web of communications channels each having a graduated impact on stakeholders. As illustrated on the diagram below, spheres of influence such as social media have proved essential to building communities and broadening reach, while spheres of engagement represent direct engagement with stakeholders already seized of the business and human rights agenda. These elements are interrelated and form an ecosystem for heightening awareness of the project and more broadly the UN Guiding Principles on BHR.

Spheres of Influence

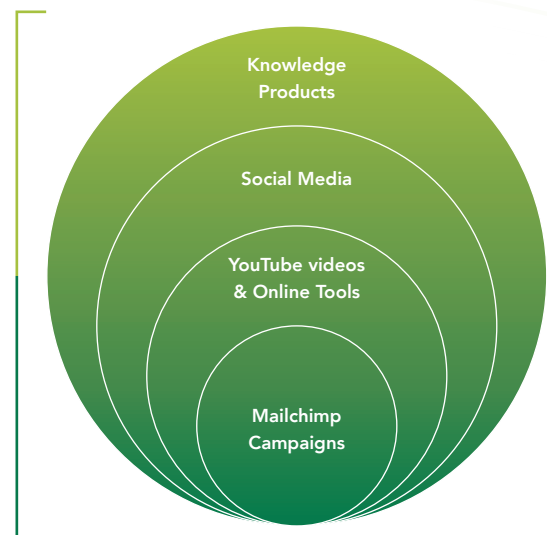
These consist of channels for sharing information and raising awareness among a set **audience**.

Examples: social media, project website, knowledge products, and press releases

Spheres of Engagement

These consist of channels active engagement and direct lines of communication with project **stakeholders**.

Examples: online tools, mailing campaigns, webcast series, and webinars



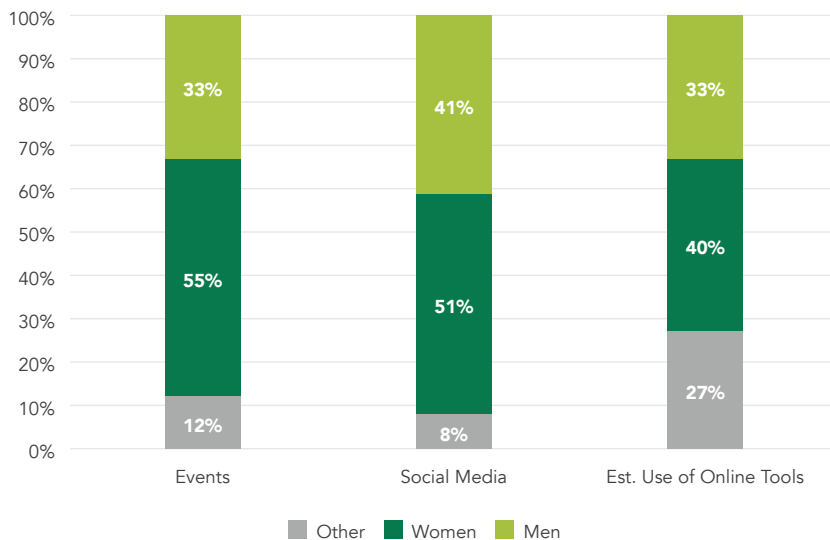
STAKEHOLDER PROFILES:

WHERE ARE THE STAKEHOLDERS, AND HOW TO KEEP THEM ENGAGED?

GENDER LENS: STAKEHOLDERS ENGAGED

One of the key findings of this assessment is that different groups of B+HR Asia stakeholders tend to be accessible through different channels. A common trend amongst these channels, however, is the majority presence of women across platforms as seen on the bar chart below. The gender trends mirror participation at in-person events, suggesting a close correlation between participants in project activities and their corresponding presence online. Put simply, project stakeholders form the primary audience for B+HR Asia's audience in the digital space.

B+HR Asia Stakeholders (2019-2022)
Disaggregated by Gender



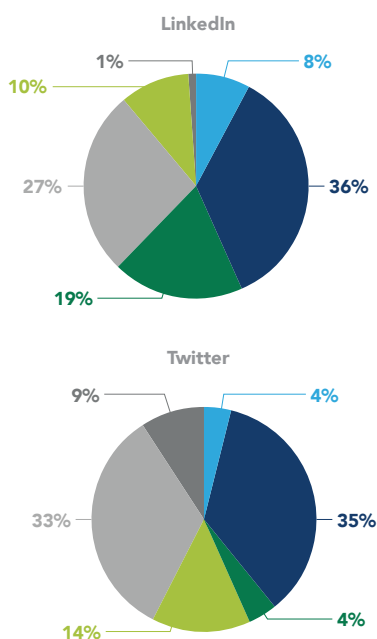
Bar chart: Showing gender-disaggregated presence on online platforms

Below, we explore the stakeholder profiles across the project's varied spheres of influence and platforms, with a focus on the relationship between online users and activity level participants, social media profile, and online platform reach.

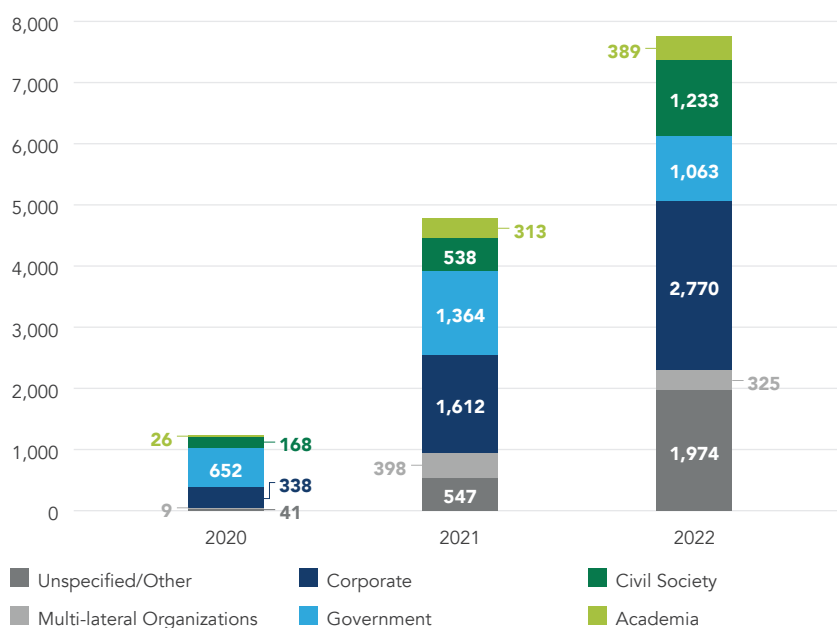
COMPARISON: ONLINE SPACES & IN-PERSON STAKEHOLDER ENGAGEMENT

As of the end of 2022, B+HR Asia has cumulatively reached approximately 14,000 stakeholders through trainings, peer-learning sessions, policy dialogues and awareness raising events. When we analyze the profiles of participants at events and on social media, we see that the project attracts a core audience made up of actors in government, private sector, civil society, and academia (see graph below). This is by-and-large by design as the stakeholders actively sought in programming, would naturally be exposed to the project's online platforms and have a stronger incentive to keep track of project developments. However, there is a level of variation in how different sectors interact with the project as follows:

- *Government*: The levels of government digital engagement is relatively low, when compared to in-person participation.
- *Private sector*: Exhibits an even distribution of participation across platforms, both at events, and on online spaces.
- *Civil society organizations (CSOs)*: Though they have a high presence during the project's events, a preliminary scan suggests that their virtual engagement is dependent on the platform. For example, on Twitter CSOs make up only 4% of followers, as compared to the 19% on the fledgling LinkedIn account.
- *Multi-lateral organizations*: Have higher engagement with the project on online spaces, as compared to direct programming. This may be due to the distinct relationship between multilaterals and the project, as they are seen as partners and not necessarily stakeholders or beneficiaries.



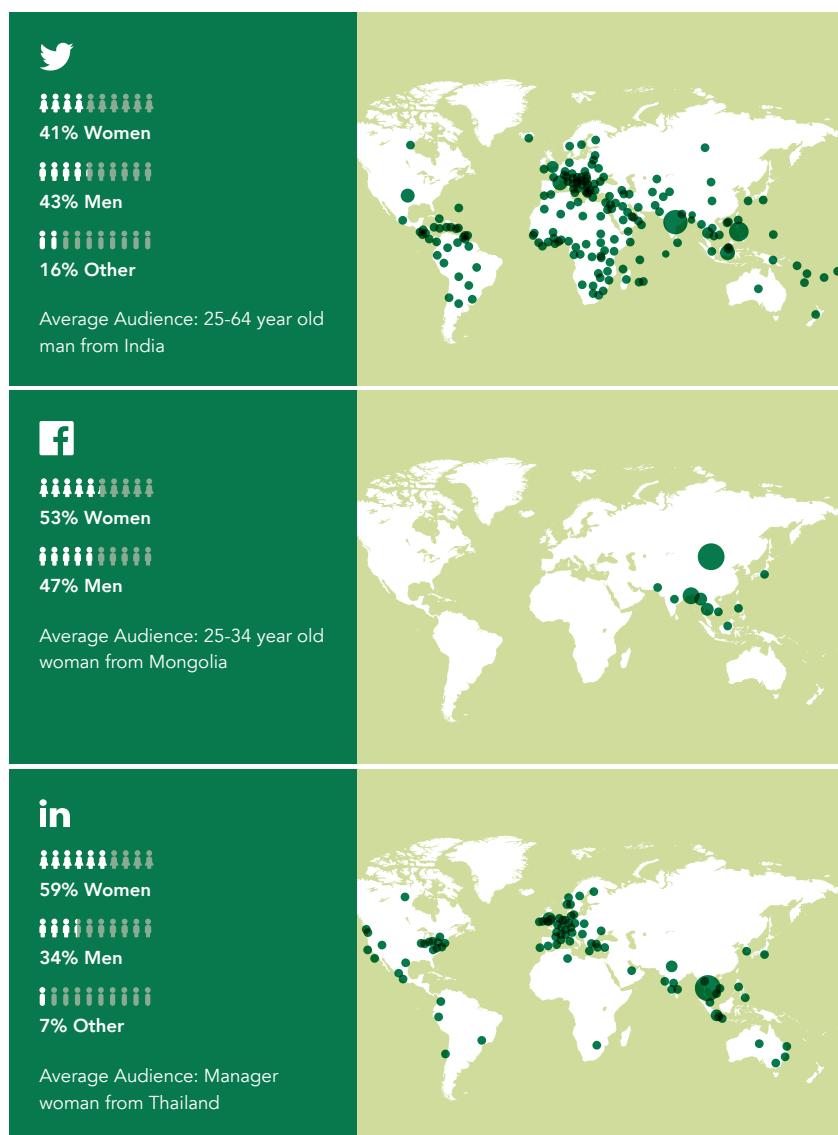
B+HR Asia Project
Growth in stakeholder participation over time



Graph comparing B+HR Asia's growth in stakeholder engagement through programming, and online reach (sector-disaggregated)

CONCEPTUALIZING PUBLIC DIPLOMACY LISTENING ON SOCIAL MEDIA

Embedded in B+HR Asia’s design is a strong focus on communications and outreach reflected under Outcome 2 of the initiative’s project document on communications and public diplomacy. To better understand the demographics of recipients of social media messages, the assessment reviewed the project’s social media profiles, namely on Twitter, Facebook and LinkedIn. It should be noted, nonetheless, that social media is considered a shared space of the entire *UNDP B+HR programme* made up of the global initiative (funded by JSB), the regional-focused project (funded by SIDA), and the country-focused initiative (implemented in partnership with the EU). The latter’s results cannot be taken in isolation without acknowledging the wider programmatic effort to build UNDP’s social media presence. Nevertheless, the results of this initial mapping may help inform B+HR Asia’s specific communications’ lens and approach going forward.



Overview of audience profile on B+HR Asia social media platforms

A review of the 3,300 followers on Twitter reveals a stakeholder makeup of:

- Business professionals tend to be overweighted on Twitter
- Wide geographic reach with concentrations of followers in India, United States, United Kingdom, and Thailand.
- A somewhat even distribution of gender, with men making a small majority of followers.

A review of the less-established Facebook platform of 204 followers revealed a different trend, of:

- Actors from civil society organizations and from government tend to be more present on Facebook
- Geographic reach focused in Asia, with the highest levels of engagement in Mongolia, Thailand, Myanmar, Bangladesh and Vietnam
- The gender breakdown skews towards women (54.5%)

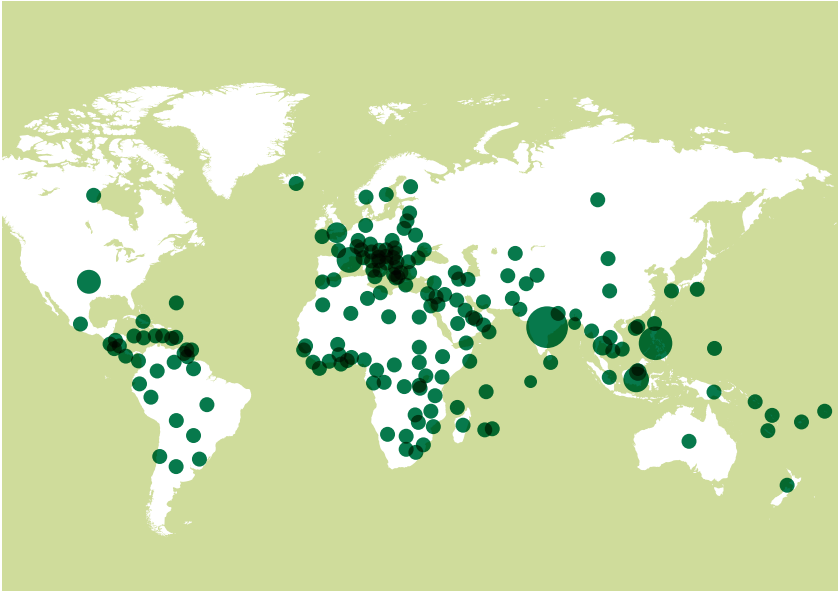
And finally, newly launched LinkedIn platform with 378 followers mirrors earlier hypotheses of the project, namely:

- Private sector continued to have a significant presence on the platform, with a slight increase government noted on LinkedIn (when compared to other platforms i.e. Twitter)
- Geographic reach which represents a dialogue between Europe and Asia as envisioned by the Project Document, with top countries being Thailand, Mexico, Vietnam, Netherlands, and Belgium.
- The gender disaggregation also mirrors the in-person participation with a majority being women at a rate of 59%.

In short, different communities use different platforms. To its credit, the project has continued to explore multiple platforms to share their messages, thus pushing the range and potential reach of project outputs, achievements, and announcements. Nevertheless, it is recommended that the project take a consistent approach to nurturing all relevant communities. In particular, a lack of regular posting or reposting on Facebook channels has resulted in relatively stunted growth and may unintentionally risk government and civil society actors who are particularly active on the platform are left behind.

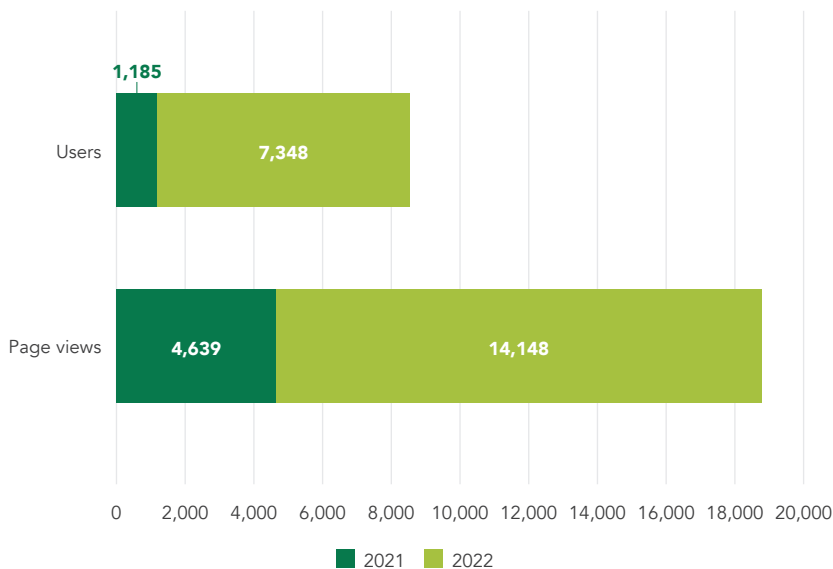
REACH OF ONLINE PRODUCTS

To date, the web-tools and platforms developed by our B+HR Asia project team enjoy an audience originating from 177 countries, and a cumulative 22,205 users across all the project's web-platforms. This is impressive considering the country-focus of the project, with programming focused on 7 countries: India, Indonesia, Malaysia, Mongolia, Myanmar, Sri Lanka and Thailand. Approximately **48% of users of the project's online products do so from Asia, 22% from Europe**, 12 % from North America, and 18 % from Africa and other continents. The clustering of audiences around Asia and Europe is a testament to the partnership with the EU.



Map highlighting geography of users of online platforms

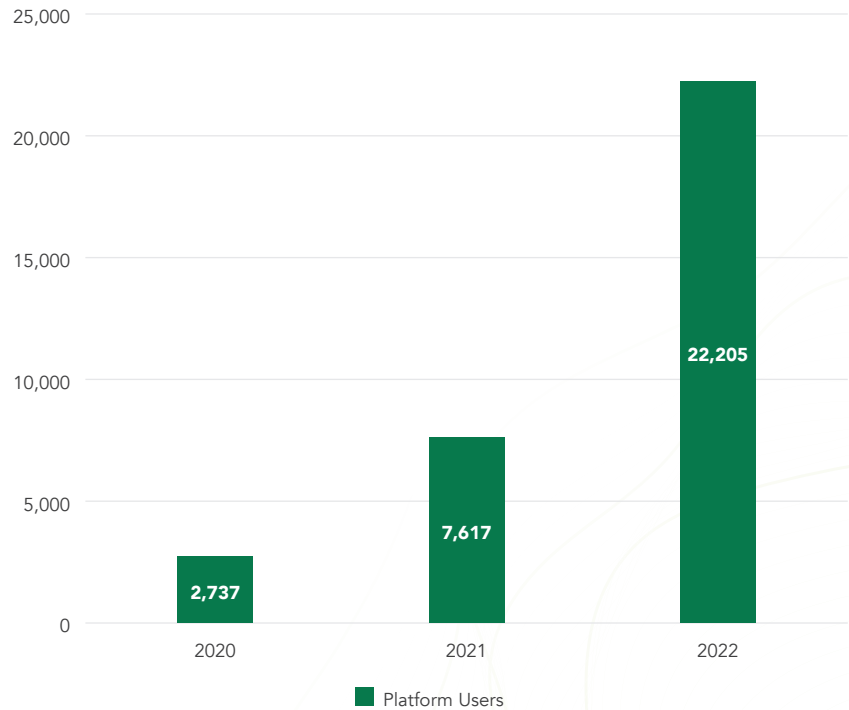
As might be expected, the project experienced a rise in the number of users of their online products over time. This is due in part to the release of different web-platforms consistently over the last two years increasing project visibility. For example, in 2021 the release of the [Human Rights Self-Assessment Training Tool](#) increased the number of project web-users by 1,185 in its first year. The tool eventually attracted 7,400 total users near the end of 2022 representing a 520% increase in the second year (as per bar chart below). This demonstrates a very high return on investment in software tools, if only measured by engagements.



Bar chart comparing users and page views of the HRSA Tool in 2021 and 2022

1 B+HR Web-platforms include: HRSA Tool, Project Website, as well as, output and knowledge product specific shorthand websites. An example of output-specific sites includes the [Clean Air and the Business and Human Rights Agenda](#) platform developed at the regional level. An example of knowledge-product specific micro-site is '[A Stitch in Time: Women Workers in Need of Better Safeguards in the Apparel Sector](#)' platform developed to promote corresponding research from Sri Lanka.

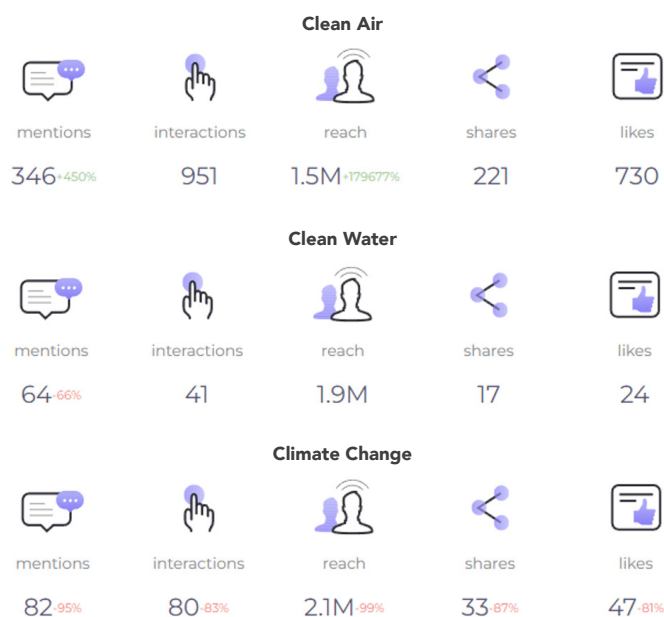
The growth of B+HR's market share in the digital space is not limited to the HRSA tool alone. Indeed, a review of the project's reach through web-based platforms¹ reveals the cumulative, exponential growth in web-based platform users over a three-year period, as illustrated by the bar graph below.



Bar chart illustrating growth in users of B+HR Asia's online platforms

TRIGGERS, OPPORTUNITIES AND CHALLENGES: WHAT IS THE PROJECT'S MARKET-SHARE, AND ARE THERE OPPORTUNITIES TO AMPLIFY IMPACT?

Online audiences provide continuous feedback on project deliverables. Feedback may be provided through prompts that include click-through rates, active engagement rates, numbers of views, and the average amount of time spent engaging with various products. The number of organic search results that lead to engagements with project products are especially important, as they demonstrate audience interest and project relevance. On a wider scale, engagement levels can be measured to monitor overall public sentiment of campaigns and interactions (as per diagram below). Deployed to monitor the impact of the 'Asia in Focus' webcast series the snapshot below shows wide reach of campaigns, however it should be noted that the majority of people engaged were part of B+HR Asia's online ecosystem (deduced from the high levels of direct traffic received on each webcast).



Brandmentions.com

Diagram illustrating online mentions of Asia in Focus webcast series

2 Lei Huang, Amelia Clarke et al, 'The communication role of social media in social marketing: A study of the community sustainability knowledge dissemination on LinkedIn and Twitter', 2019. Available from: https://www.researchgate.net/profile/Lei-Huang-70/publication/333090300_The_communication_role_of_social_media_in_social_marketing_a_study_of_the_community_sustainability_knowledge_dissemination_on_LinkedIn_and_Twitter/links/5d299a98299bf1547cb19306/The-communication-role-of-social-media-in-social-marketing-a-study-of-the-community-sustainability-knowledge-dissemination-on-LinkedIn-and-Twitter.pdf

Though the monitoring of campaigns in this fashion is a good practice, a deeper analysis is required to have a broad view of practical interventions to turn surface level feedback into deeper engagement. This assessment took a three-pronged approach to better understand B+HR Asia's opportunities:

- **Lessons learned building partnerships vs promotions:** Assessing popular methods of online engagement, what works and what does not
- **Mailchimp Audience:** Assessing the interests of the most engaged audience demographic
- **Types of Products:** Assessment of which products performed the best and why
- **Benchmarking:** Review of performance of similar products to gain a stronger understanding of opportunities for growth.

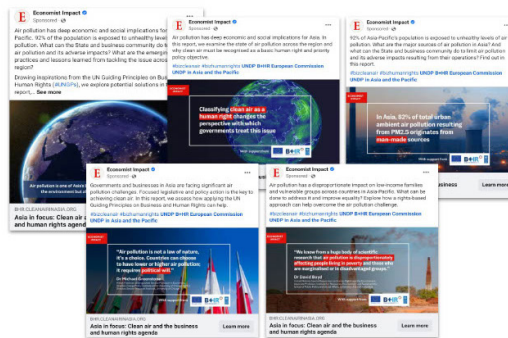
LESSONS LEARNED BUILDING PARTNERSHIPS VS PROMOTIONS

A popular strategy for attracting new audiences is through targeted communications, most commonly referred to as targeted ads and promotions, which allow projects to reach predefined audiences on social media networks. This approach to strategic communications has been employed largely for health and, more recently, social justice initiatives to enhance sustainability of programming.² Though paid promotions have high reach as exemplified by the diagram below, they are most useful in the short term for targeted campaigns, and do not constitute a long-term strategy. In the case of the Clean Air and the BHR Agenda research, B+HR Asia in collaboration with research partner Economist Impact successfully used this methodology to appeal to new audiences reaching nearly 4 million impressions over 2 months on social media channels.



Paid social performance

Campaign period: Aug 8 - Sep 30 2022 | Reporting period: Aug 8 - Sep 30 2022



Aug 8 - Sep 30 2022

Total Impressions
3,953,942
(282% of campaign target
1.4m imps)

CTR
0.57%
(TEG average: 0.21-0.73%)

Engagement rate
2.26%

Social video views
220,117

Social video completions
10,374
(4.7% completion rate)

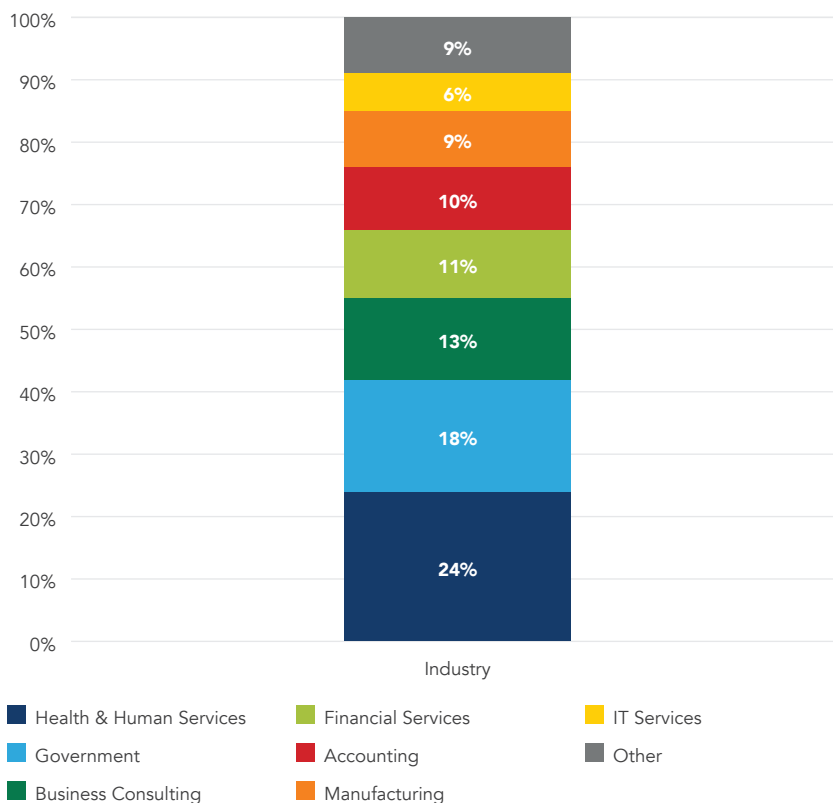


Overview of social media paid promotions test ran by B+HR Asia (August 8th – September 30th 2022)

The audiences reached were mostly outside of the project's reach, and may not be aware of one or more of the following:

- The human rights dimensions of air pollution in Asia
- The impact of business operations on air quality; or
- B+HR Asia's positioning and/or work on business, human rights and the environment.

3 Click-Through Rate, refers to the number of users who saw the content, and clicked to the knowledge product or link in the social media post.



Bar chart showing engagement by sector (Clean Air and BHR campaign)

In this instance as a secondary consideration the use of this approach allowed for the capturing of key data points which can be leveraged for future programming. For example, the test revealed top industries and seniority levels of potential audiences interested in the human rights dimensions of private sector impact on the environment. This could be leveraged for promotion of research on similar topics. However, *short term insights do not make for long term gains* as further examination of this test revealed that though a new audience was reached, their engagement levels were relatively lower than campaigns run organically (without targeted marketing). On average, the paid promotions campaign had a click through-rate³ of 0.57%, compared to the 5.16 % reached through organic posting. Overall, what had more impact on this campaign were not the paid promotions, but the cross-posting and sharing of key messages by project partners and known stakeholders. It is therefore recommended that the project take a strategic approach to targeted advocacy, focusing on the fostering organic partnerships and continued support of core audience (Mailchimp, social media channels and users of online tools).

MAILCHIMP AUDIENCE

As previously noted, the Mailchimp Audience represents the best performing segment of B+HR Asia’s audience with over 7,200 active subscribers. A review of subscribers based on their respective line of work revealed the following top interests:

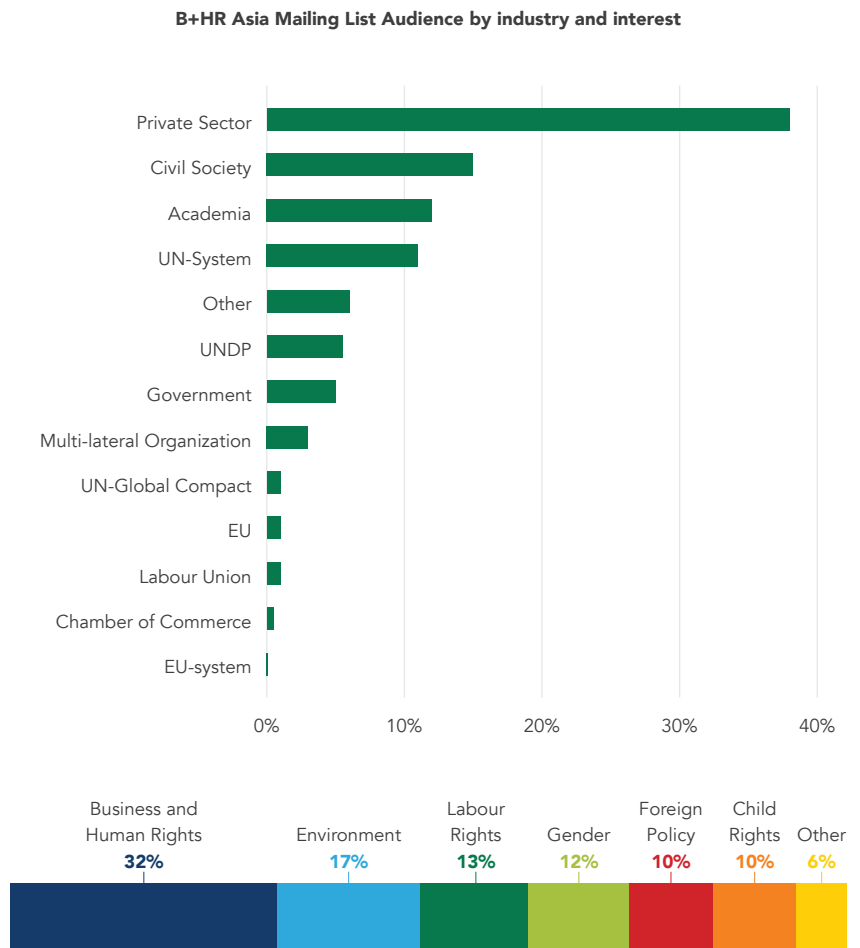


Figure: Merged graph showing B+HR Asia Mailing List disaggregated by sector and areas of interest

Understanding what field of work stakeholders are engaged in can help shape programming direction and tailor communications. The above chart reveals that the second most important stakeholder of the B+HR Asia project self-identify as environmental actors. Based on this information, the project can make evidence-based decision to invest more in products exploring the connections between business and human rights, and the environment. Examples of the return on investment of this approach are evident in the data already collected by the project. The bar-chart below illustrates the source of link for YouTube content produced by B+HR Asia. As seen below, 46% of the viewers of the project’s webcasts, animations, and documentaries find the contact through a “direct link” in this case Mailchimp campaigns. This suggests that the active members of the project’s mailing group are clicking through and watching content shared. Making connections such as these between platforms used, is integral to sustain and amplify online presence.

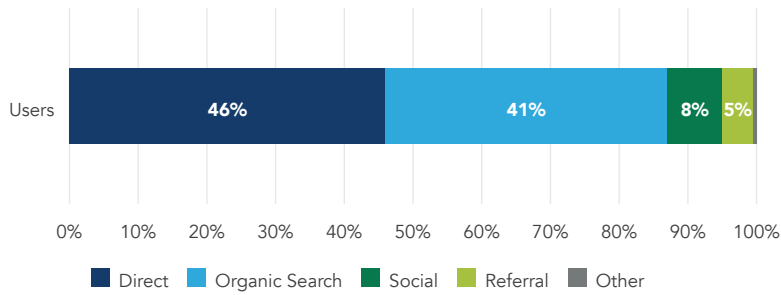
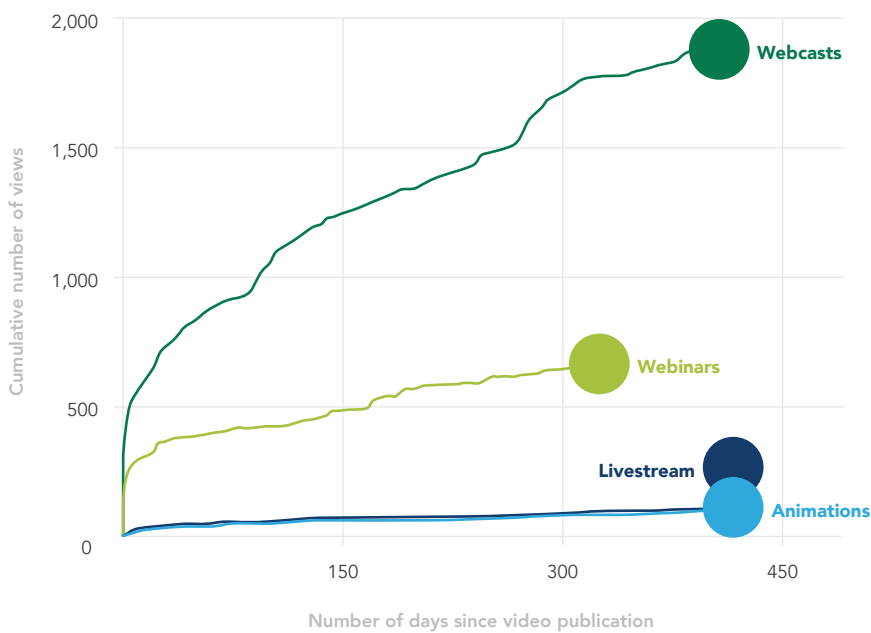


Figure: Audio-Visual Product Source Derived From B+HR Asia YouTube Analytics

It is recommended that the project team steer investments towards its core audience, and to understand audience interest better. This can be achieved by curating mailing campaigns by sector and/or theme and monitoring performance. This will enable deeper engagement with key audiences, and further identify active members in the mailing list.

AUDIO-VISUAL CONTENT (RETURN ON INVESTMENT)

B+HR Asia's focus on research, communications and awareness raising as expressed in 4 out of its 8 project indicators, necessitated a foray into new media during the COVID-19 period. Notably, the project has explored the production of animations at the country-level contextualizing the UNGPs, livestreaming of webinars on frontier BHR concerns, and recently webcasts which include country-specific documentaries on business, human rights and the environment. The return on these investments is highly dependent on the type of communication. For example, short animations are difficult to procure, produce and edit in post-production. The audience engagement rates for these products may not be worth further investments under current modalities. See chart below.



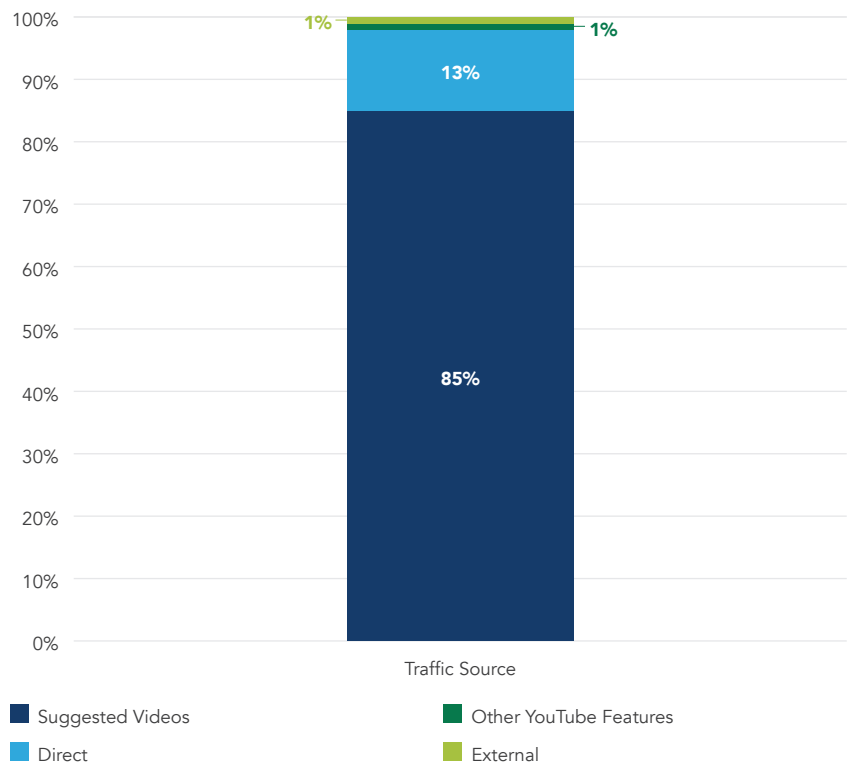
Time Lapse chart: Views of audiovisual products over time

An analysis of the performance of the above products over time revealed that relatively novel modes of communication including webcasts and documentaries, enjoyed a much wider audience but over a longer time period. This is due to the following factors:

- Increased cooperation between UNDP regional and country offices on specific topics, which brought together stakeholders in the development, filming and sharing of materials, creating a sense of ownership and/or collective buy-in in the success of the produced materials.
- Partners engage their own networks to share materials further for a longer period.

Partner engagement, and cross referencing on various platforms resulted in a positive signal to hosting platforms that the content is relevant for multiple users. This is a key metric as 41% of all viewers of B+HR Asia audio-visual content are derived from 'Playlisting' – a practice wherein the YouTube algorithm places content to more and more non-subscribed audiences as they may find the content of interest – a powerful tool in introducing novel subjects on sustainable development to a wider audience.

The time series above demonstrates that high-production webcasts do much better over time, when compared to other audio-visual project outputs such as webinars, livestreamed content, and animations. However, complicating this conclusion is the [New Proposals and Emerging Practices on Environmental and Human Rights Due Diligence](#) webinar which has seen a viewership of approximately 97,000. Investigation into the reason for this outlier performance revealed the culmination of two key factors:



Bar chart showing traffic sources for New Proposals Livestream

- Over 84% of viewers discovered the content through YouTube's 'Suggested Videos' feature which uses key word searches to prioritize content to non-subscribed viewers. Further to this, the webinar was launched at the same time YouTube was prioritizing livestream content on its platform. The launch of the video maximized on this trend.
- The launch of the EU's Proposed Corporate Due Diligence Directive was a source of interest on web searches and platforms in that very moment. The jointly hosted webinar (between UNDP and EU) featured collaborative promotions messages, and invariably, language that spoke to the much-awaited Directive. An analysis of Google Trends during the same time-period reveals a correlation between the global rise in interest around the Directive (key words), and the performance of this project output.

BENCHMARKS AND MARKET-SHARE

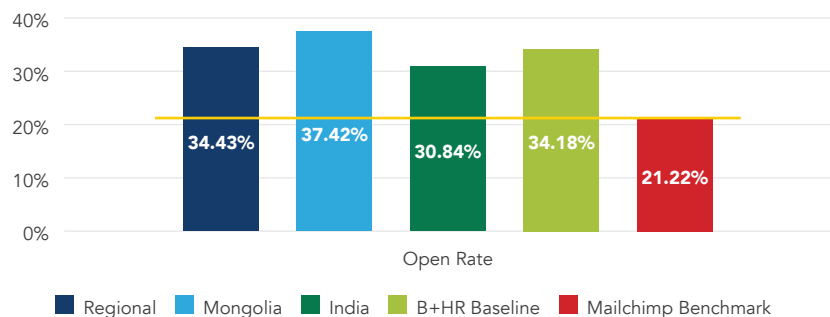
Development projects and initiatives have been slow in assessing and openly reporting their performance in the virtual space. Therefore, the benchmarking estimates provided below, are based on limited third-party information. Nevertheless, the information provides a cursory glance at B+HR Asia's market share in the marketplace of ideas (at least on the online space). Data from the project will be used to highlight return on investment, and best-practices that should be replicated, as well as bottlenecks to be overcome for sustainable impact.

MAILCHIMP

Based on metrics from Mailchimp campaigns run at the regional level, as well as custom ones curated by the Mongolia and India B+HR Asia teams, the assessment found that the project performed well against Mailchimp Benchmarks indicating an engaged audience. So much so, that approximately 42% of those that engage with audiovisual products, come directly from these mailing campaigns.

Messages perform especially well, when the UNDP country office leads, and regional office then amplifies the messages. An emerging best practice is the need to curate country-specific mailing lists which speak to localized thematic concerns such as relevant developments in policy, or the trajectory of business accountability for human rights violations across its supply chain. It is recommended that countries take up this approach for greater impact dividends.

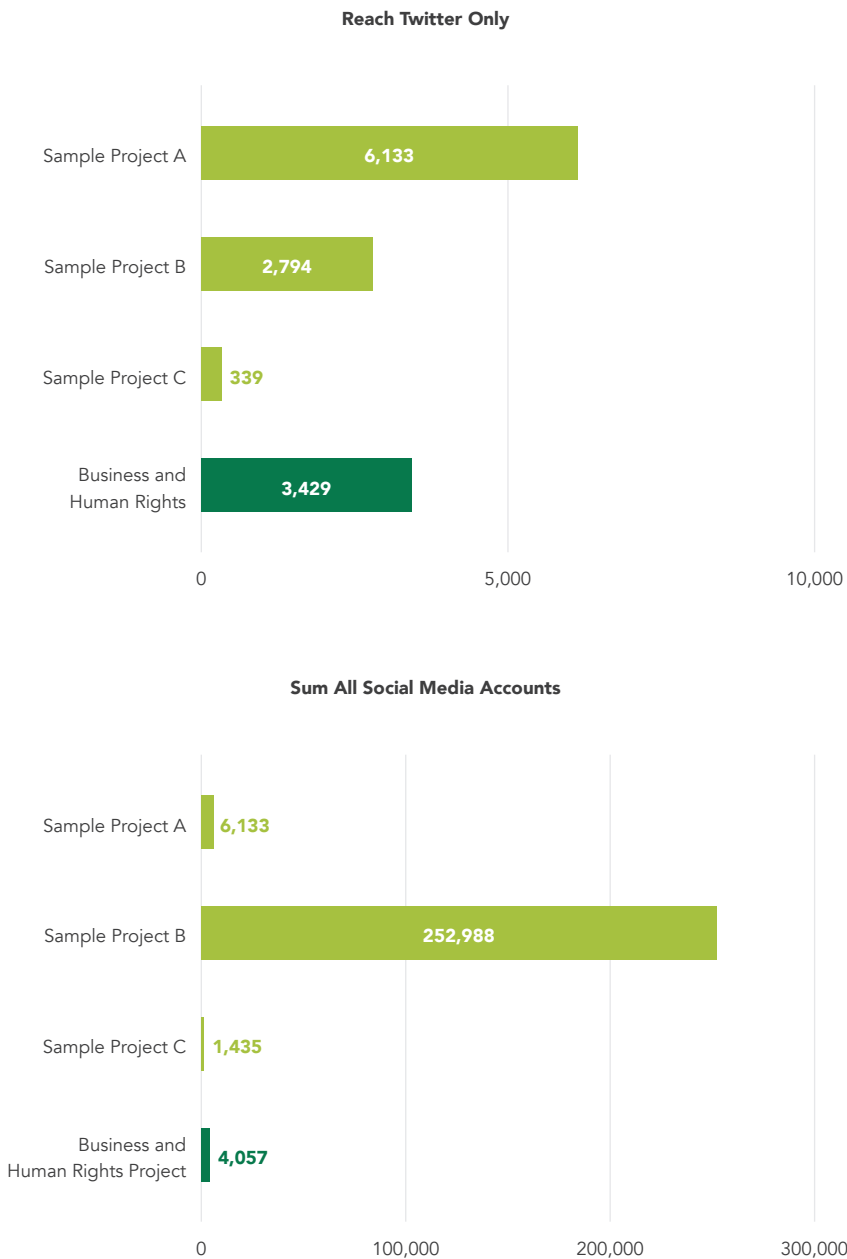
The chart below illustrates the project's performance against the publicly available Mailchimp benchmark, and the project's own benchmark.



Bar Chart: Mailchimp Campaign Performance

SOCIAL MEDIA PLATFORMS

B+HR Asia has a strong Twitter presence, ranking relatively high among UNDP's regional projects in the Asia-Pacific region. However, as seen on the comparative charts below, the project's relatively small presence on other platforms leads to a diminished presence. A review of all social media platforms reveals that the B+HR Asia is markedly less visible than otherwise would have been expected. This trend continues to present itself, when other commonly used social media platforms (Facebook and LinkedIn) are added to the metric (see comparison with similar regional projects below).



Bar Chart: Regional Project Against Number of Social Media Followers

Given its unique positioning, UNDP has the capacity to set the tone for online discourse. It is recommended that this opportunity is seized, by expanding the project’s reach beyond Twitter. This can be achieved by:

- Engaging project “influencers,” for example project staff, partners, and stakeholders with wide social media reach to encourage their networks to follow project pages in their naissance.
- Normalize social listening practices to assess potential partnerships that can widen the reach of initiatives. Social listening tools are widely available online and are often utilized in the private sector to review brand associations, scan for partnerships, and also make data-informed decisions on which strategy to employ.

RESEARCH AND KNOWLEDGE PRODUCTS

Twenty-five percent of the project’s outputs are focused on knowledge-sharing, and research (a significant investment). The project has produced 35 knowledge products. The highest performing knowledge-products were supported by a combination of social media campaigns, media mobilization at the country-level, and curation of platforms at the regional level. To better understand this model, an example is provided below –

Media Mobilization



aapiti institute | B+IR

Artificial Intelligence and Potential Impacts on Human Rights in India

Artificial Intelligence and Potential Impacts on Human Rights in India is the project country’s top performing knowledge-product by way of downloads. Further assessment to indirect beneficiaries and potential impact revealed the following:

- Timely launch of the publication at a time when the role of AI was in discussion helped boost visibility of the publication.
- Local media features with government platforms (India/AI, Ministry of Electronics and Information Technology), as well as private sector led platforms Economic Times and the Hindu Business Line to a **potential audience of 110,4 million readers**.
- Triangulation of efforts by convening business leaders and line ministries to unpack findings – a practice which could in future serve as the foundation for a new service offer under the project.



businessline.
Gurgaon | New Delhi | Patna | Lucknow | Bhubaneswar | Bhopal | Kolkata

How to curb AI-driven human rights risks
July 15, 2023 | Updated 08:30 pm IST

Business leaders must make AI and its actions more transparent, and ensure adequate human intervention and oversight



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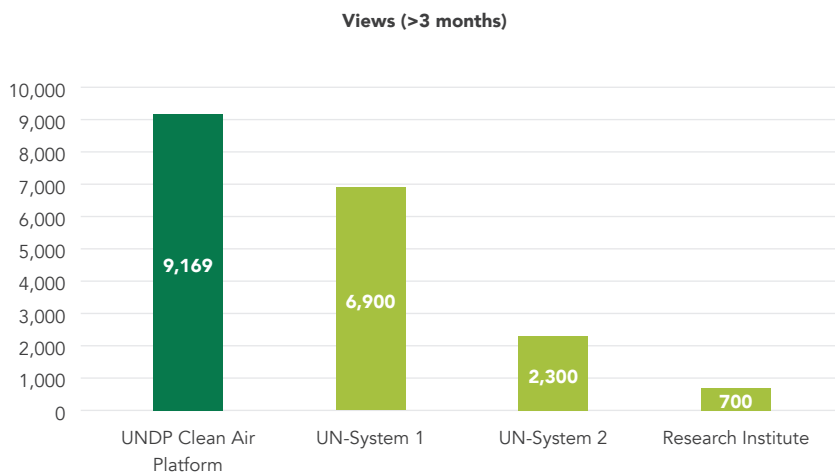
NCAAT allows Reliance Capital lenders to go for another round of bidding

Growing AI-fueled healthcare not free from risk of bias; women, rural patients at disadvantage: UNDP research

Similar trends of magnified impact were recorded with regional products taking a strong partnership approach (encouraging partners to share outputs widely). For example, a comparative assessment of the Google rankings of ‘Clean Air and the Business and Human Rights Agenda’ platform (developed in

partnership with Economist Impact) revealed that this product ranked 0 or 1 on a Google Search of key terms ‘air pollution, business, human rights and Asia’. The chart below reveals that the Clean Air Platform has received more web-traffic in the last 3 months than other similarly placed products, signaling to the search engine that this is a relevant result for the particular key-word search.

4 Source: Search Engine Optimization (SEO) Review, and Testing in Different Markets
 5 Google Search Central, ‘SEO Fundamentals’. Available from: https://developers.google.com/search/docs/fundamentals/how-search-works?visit_id=638111914234118068-326727863&rd=1



Bar chart comparing website views of Clean Air and the BHR Agenda platform with similar research websites in Asia⁴

In this instance, what worked well for the project, was the insistence on use of Search Engine Optimization; a practice of optimizing visibility of websites to search engines such as Google and their users.⁵ Further amplifying the results, was the joint communications campaign run by both B+HR Asia and research partner, Economist Impact. It is recommended that the project continues to engage in this level of attention to detail with all future releases of research platforms, using the data garnered from the experiences with the Clean Air research as a benchmark.

Research and Platform: A Regional Project Formula



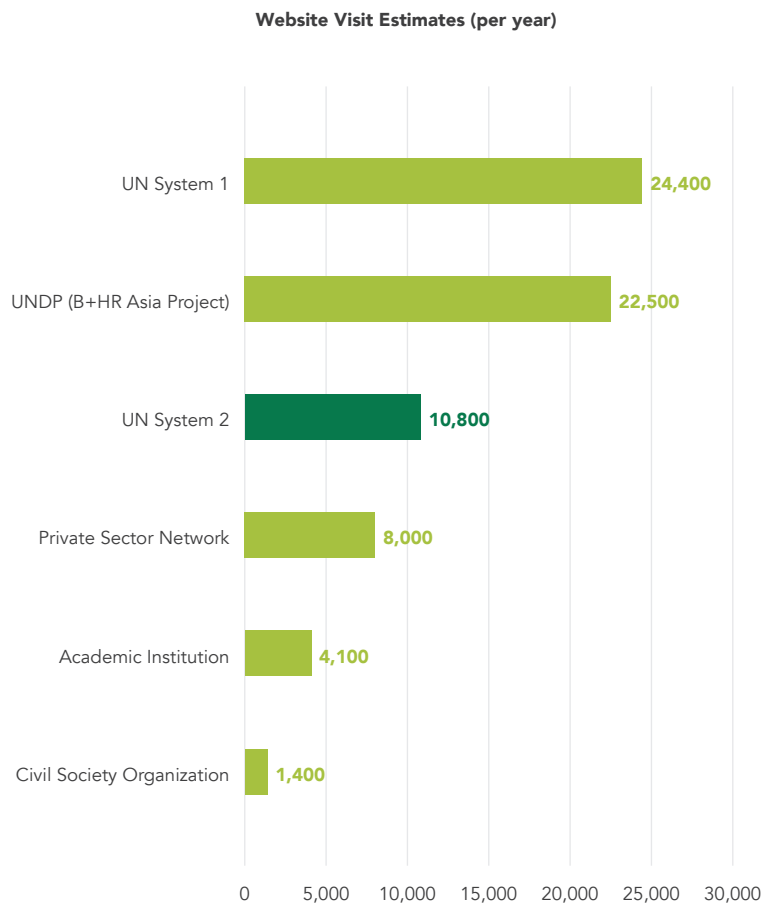

Learning from the top-performing research product from the project, [HRDD Facilitation Guide \(2021\)](#), B+HR Asia commissioned research and a corresponding platform for its 2022 Report ‘[Clean Air and BHR Agenda](#)’. This approach has the benefit of:

- Increasing visibility and market share at a relatively fast rate in emerging thematic areas.
- Where search engine optimization prioritized, this can have the added benefit of geolocating intended audiences to a high-level of accuracy by location, gender, age, and sector.
- Increased sustainability of thought-leadership interventions beyond the project life-cycle.

6 Source: Website estimates extracted from SimilarWeb and cross-referenced on Semrush

WEB-PLATFORMS

B+HR Asia uses web-content to amplify messages. In addition to the project site, the team also manages an Assessment Tool platform, knowledge-output microsites, and has research specific platforms on different topics under the heading Business, Human Rights and the Environment. The use of web-platforms in this manner is important as it allows the team to use Analytics Tools to enable data-driven decision-making (where there are lags in site participation the project can course correct and/or amplify content as required). The second benefit of having one centrally hosted (Project website), and multiple smaller research-orientated platforms is that it plays to Google's algorithm. Put simply, algorithms are set to prioritize content that appears from different sources. This with the caveat that sites are well-managed, well-coded, and optimized with back-end links which allow for Google and other search engines to crawl and check for relevance of content on the respective platform. By utilizing this model, our B+HR Asia project team increased the likelihood of the project landing on the first page of key word searches, thus enhancing its audience. The approach taken has reaped distinct dividends with the average annual audience of 24,400 users, and a respectable presence among similar projects within the UN-system, and among potential partners in private sector, academia and civil society spaces (see comparative bar chart below).



Bar chart comparing estimated website visits of similar initiatives in Asia, with the B+HR Asia Project cumulative online presence⁶

As previously noted, the data above provides an estimate from third-party sites, and may vary depending on the year, and further fluctuate as per the prevailing socio-political context of the day. In order to continue to enhance media-share in this space, it is recommended that B+HR Asia:

- **Regularly update, share, and cross-reference content:** A review of site performance and audience behaviour revealed a direct link between use of the site, social media promotions and events. Where there was a lull in project activities and therefore updates, analytics recorded a higher bounce rate (of approximately 72%), higher than the benchmark of 40-60%. This means that 72% the audience entered the site to check if they had missed information, and left without browsing further. This metric is particularly important for B+HR Asia, as it has an equally high number of return users engaging with its content on a regular basis. This implies a high level of engagement with stakeholders.
- **Inclusion of benchmarking analytics:** Further assessment of the project's analytics revealed the lack of benchmarking function, to readily review and assess performance in real-time. It is recommended that this function be added and monitored frequently.

CONCLUSIONS & RECOMMENDATIONS

Observations	Strengths & Limitations	Recommendations
<p>Context</p> <p>The COVID-19 pandemic had a lasting impact of migrating some events online, and further necessitating more robust programming in online spaces.</p>	<p>Strengths</p> <ul style="list-style-type: none"> Enabled project to engage with key stakeholders during a period of crisis. Creation of a vibrant and competitive ecosystem of online audience. Wide reach, and increased share of the digital space. <p>Limitations</p> <p>As the traditional programming space opens, the risk of alienating or abandoning the audience created in virtual spaces is heightened. This is also further exacerbated by the uncertainty of audience behaviour in the face of the 'new normal'.</p>	<p>Steps should be taken to better understand the online space, in particular the evolving behaviour of virtual audiences as these are likely to change during the COVID-19 Recovery Period.</p> <p>Where possible, the project should encourage the scale-up of mixed approaches at the country-level, such as engagement with media stakeholders to triangulate efforts to retain (and where possible amplify) online market-share.</p>
<p>Stakeholder Analysis</p> <p>As per this analysis, different stakeholders have diverse methods of communication, and points of engagement with the project.</p>	<p>Strengths</p> <p>Some Analytics tools enabled by B+HR Asia paint a picture of who the virtual audience comprises of, and how it interacts with the project.</p> <p>Limitations</p> <p>Efforts to expand and reach out to stakeholders on different platforms were noted, but there is a lack of consistency in this regard. Platforms like Facebook have not been fully explored, risking the lack of active participation of a potential audience (namely smaller CSOs and Human Rights Defenders). Further to this, uneven use of noted good practices such as mailing campaigns.</p>	<p>The project should ensure that stakeholder engagement approaches are conducted more evenly among country offices and between platforms:</p> <ul style="list-style-type: none"> The use of Mailing Campaigns has proved to be a successful tool for two of the seven countries implementing the project, as well as at the regional level. The project should consider rolling this out in most of its project countries. The project should further maximize potential for growth on all relevant platforms.
<p>Content Review</p> <p>Through trial and error, the project has fostered a niche market for bespoke products. Products such as the webcast series and research platforms provide an avenue for online audiences to have a unique experience of the project.</p>	<p>Strengths</p> <p>The project's model of curating tools and platforms at the regional level and implementing these at the country and sub-national levels has opened valuable service offers, and further gained attention from potential partners.</p> <p>The webcast series model has revealed country-level service offers which allow for business and human rights engagement with local environmental concerns such as work on Environmental and Human Rights Due Diligence to address water pollution concerns along the Citarum river in Indonesia.</p> <p>The suggested model also increases sustainability of the outputs beyond the project life-cycle, with added efforts to optimize visibility of outputs through Search Engine Optimization.</p> <p>Limitations</p> <p>The online space has elements which can be guided but not controlled. For example, though efforts are made to ensure that each product maximizes viewership potential, limitations such as algorithms or "prevailing trends" of the day will soften the impact.</p>	<p>Consistent promotion of content, through partnering with different actors in the subject area helps mitigate the risk of the content appearing irrelevant. In fact, multiple sources maximize the potential for search platforms to identify content as relevant and further amplify it.</p> <p>A trends analysis and key word integration prior to launching any high-value product are required to ensure the timeliness, and thereby relevance of outputs. The project should explore feasibility of wider use of these targeted amplification approaches.</p>
<p>Return on Investment Analysis</p> <p>Market-Share: In line with Pathway 1 – Programmatic Outcomes of UNDP's Digital Strategy (2022-2025), the B+HR Asia project has made quantifiable progress in two of the three performance indicators, i.e. thought-leadership in emerging areas such as HRDD, and Business, Human Rights, and the Environment, and trusted partner and convener as seen through the stakeholder analysis. The project has made significant gains in expanding market share in these areas.</p> <p>Partnerships: B+HR Asia has amassed a wide range of partners through its programming. This partnership model can be used to widen reach of products and deepen engagement with online audiences.</p>	<p>Strengths</p> <p>Through frequent testing, and exploration of new modes of engagement, the project has marked share and reach within the business and human rights ecosystem. Where other projects may have struggled to acclimatize to new realities presented by intersecting crises of the pandemic and subsequent global economic shocks, the B+HR Asia Project managed to create an infrastructure for alternative modes of engagement towards its key performance indicators.</p> <p>Limitations</p> <p>Terms of Reference for support do not require partners to provide data on the impact of their interventions. This has led to fragmented data points noted in some country offices, and at times at the regional level. Efforts should be made to streamline data collection efforts to avoid fragmentation and loss of key impact results.</p>	<p>Attribution vs. Contribution</p> <p>Though the project has made significant headway in curating an online pathway for engagement with key stakeholders the cumulative impact of all these interventions should be reassessed at the end of project (December 2023) to avoid attribution of impact results where the project contributed to the ecosystem. A keen example of this is the New Proposals and Emerging Practices Webinar, where the culmination of the release of the then EU Proposed Directive on Corporate Sustainability, the online environment, and the project's close partnership with the EU contributed to the success of this intervention</p>

