ANNUAL REPORT - ACCELERATING DIGITAL WORK COMMUNITIES AT UNICEF (2017)

Report Goal. This report provides leadership with quantitative and qualitative data from 12 months of work specific to online communities and social collaboration that has been in-progress since January 2017. The 2016 progress [report](#) is enclosed as an appendix.

Context. Inside organizations, consumer-like technology has proven highly effective in improving peer-to-peer communication, staff productivity, information exchange, and the connection of experts to each other. While personal tools like Facebook, WhatsApp, and Twitter are shaping how we communicate to friends and family, enterprise-grade tools like Microsoft Yammer are bringing this paradigm inside organizations for secure staff communication and collaboration. The benefits have proven unprecedented: [McKinsey reports](#) that digital social technology can grow productivity by 20-25% and reduce time spent searching for information by 35%. At UNICEF, the Learning and Knowledge Exchange team has begun to invest systematically in evangelizing these benefits to staff at HQ, in Country Offices, in the field, and with our external partners. By harnessing everyone's experience and expertise in an online community of knowledge-sharing, UNICEF has the power to create better, faster results for children.

Investing in Community Management. We call our work **"Community Management,"** which is the facilitation of online networks focused first on people and knowledge, and second on the technology used to enable the exchange of information. Strong online communities have emerged through a global investment in human-centered community management across UNICEF. However, it took time for the idea to gain traction; the inflection point for growth and value came in January 2016, when the LKE team began a focused effort to formally facilitate key communities inside UNICEF. The LKE Community Management team developed communication and learning materials including monthly interactive webinars, and three face-to face workshops in New York bringing in external expertise (Ernst & Young, World Bank, UNDP and others). After primary and secondary research with external companies and internal staff, the LKE team then embarked on a journey to create a more simple, globally-understood lexicon for our work to help staff better understand the benefits and outcomes possible. Digital collaboration was re-branded as [BUILD,](#) a simple model for UNICEF staff to understand how to perform communication and collaboration online in a meaningful way for their particular job function. The LKE team has since made tremendous impact with growing stronger, active and productive networks on Yammer; data shows that after our strategic interventions and formalizing our program, digital communities have become a critical area of interest:

Community Growth: A Five-Fold Increase in Engagement. Monthly online engagement in Yammer has more than quintupled from 1,000 staff per month in January 2016 to over 5000 staff per month by end of November 2017. Nearly 12,000 staff now have an account, and more than 100 new members join every month.

A process of **revitalization** has clarified community purpose and value. It has provided evidence to demonstrate their continued, far-reaching potential, and developed a simplified and visionary model, BUILD, for helping communities realize their promise.
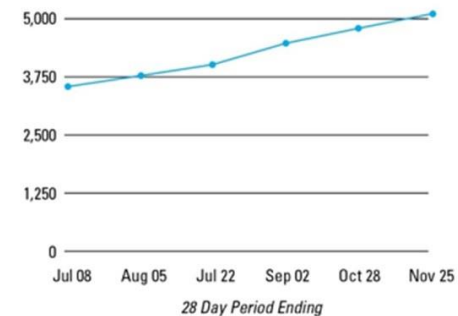
Members

5,068

Members were engaged.

278 New Members
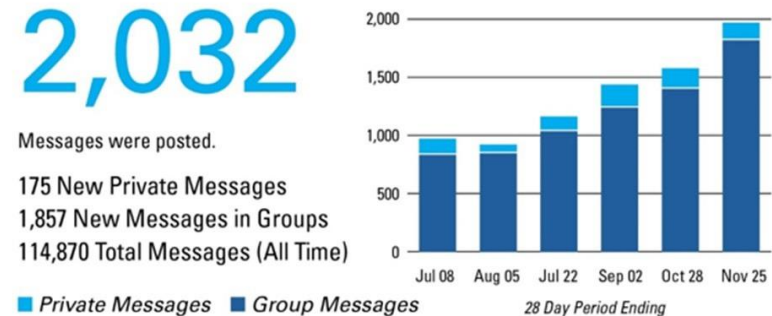11,821 Total Members (All Time)

MEMBER ENGAGEMENT

5,000
3,750
2,500
1,250
0

Jul 08   Aug 05   Jul 22   Sep 02   Oct 28   Nov 25

28 Day Period Ending

Messages

2,032

Messages were posted.

175 New Private Messages
1,857 New Messages in Groups
114,870 Total Messages (All Time)

■ *Private Messages* ■ *Group Messages*

MESSAGES POSTED

2,000
1,500
1,000
500
0

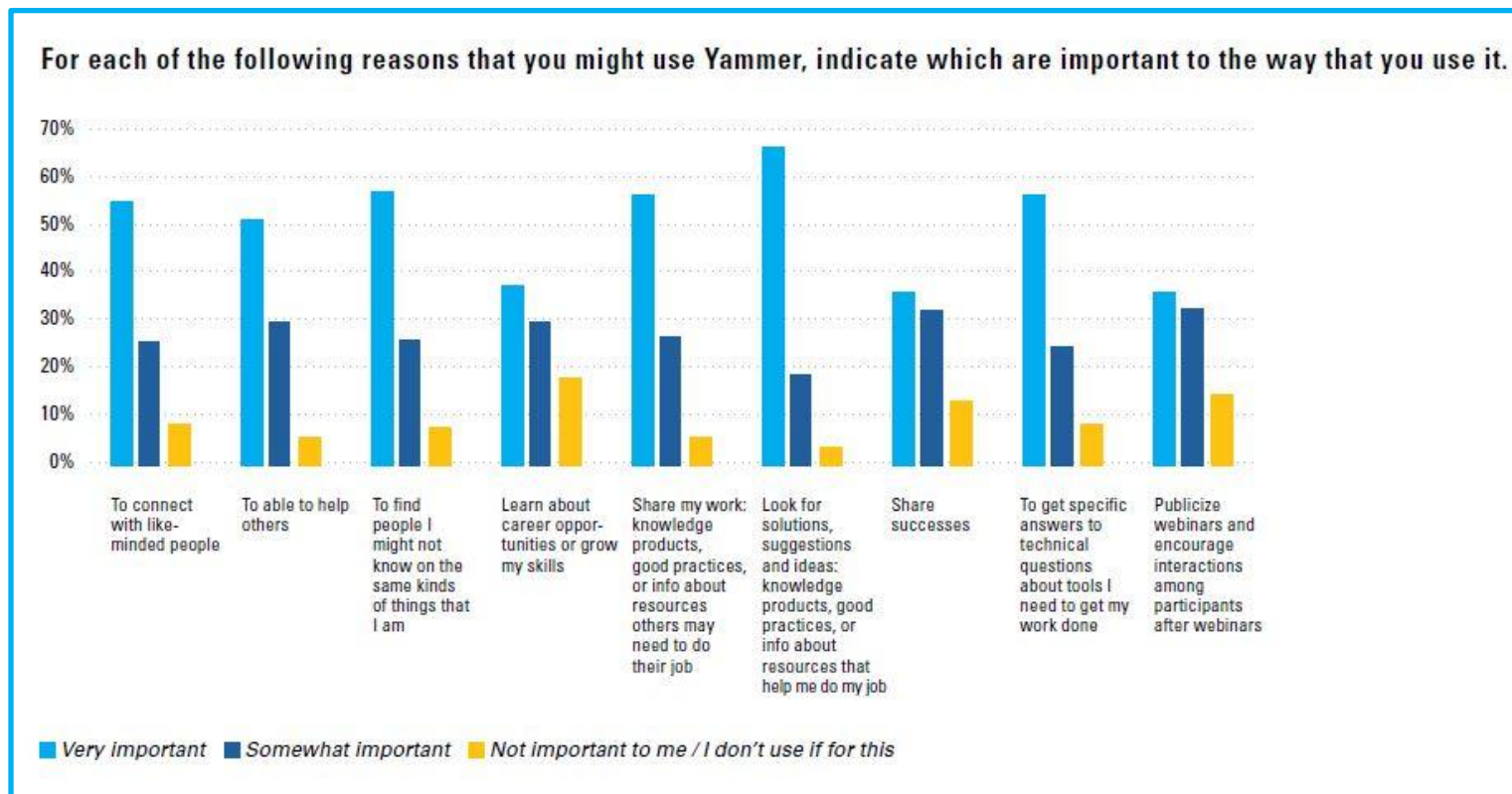Jul 08   Aug 05   Jul 22   Sep 02   Oct 28   Nov 25

28 Day Period Ending

Data from the community survey: What has happened as a direct result of using Yammer.

Respondents to UNICEF's Communities Survey affirmed the many benefits of communities. Overall, half of 733 respondents (6.5 % of all staff) said they used Yammer. They noted benefits such as saving time and getting information or work products from other countries/regions.

- **44%** who used Yammer frequently also cited the importance of developing connections with colleagues that they would not otherwise have met.
- **20%** say they have gotten visibility outside of their country/region for work that they do
- **15%** have collaborated with someone outside their region or organization.

Strategic Interventions, Education Activities, and Consultations.

1. **Personalized educational support and consultations with key teams.** In 2017, the team provided personalized consultations to a total of **15 new and existing groups** to support community strategy and management for these networks. Thanks to this support new communities have emerged. The team worked closely with the Digital Labs team in Communication to design and implement a workshop to help evolve their Yammer group into a global hub where critical information lives that is unavailable elsewhere.

2. **UNICEF Communities Survey 2017.** In December, we designed and launched our second annual global survey of communities in UNICEF. Through this survey, we hope to identify changes in Yammer use, attitudes, and benefits since our first survey was conducted in October 2016. We'll be sharing the results at the end of January 2018. See results of last year's Survey.

3. **How communities bring programmes and operations to new heights.** Interviews with more than 100 community members at UNICEF informed a series of case studies of individual communities. Four best practices were distilled, demonstrating ways to create the greatest impacts, including in terms of sharing knowledge, creating a connected organization, preventing duplication and fostering innovation. A final overview and cases studies will be released in January 2018.

4. **"BUILD" model: A centrepiece of the community revitalization strategy.** The model, associated web site and community building materials were developed, branded and marketed, with an emphasis on the promise of people first and technology second. In January 2017, without being officially publicized, the BUILD website received **5,195 hits** and was visited by **3,708 unique users**, indicating interest and rapid, organic adoption.

5. **Community Scorecard.** The team developed a new self-assessment tool community managers can rate their communities along a number of benchmarked dimensions. This Community Scorecard was field tested with community managers and refined based on their feedback. It is aligned with a new step-by-step web-based playbook outlining actions that any staff member can take to improve performance in the realm of collaboration. Much of this work will bear fruit in the New Year.

6. **Community Playbook.** We're developing a Community Playbook Website as an online guide to help UNICEF staff make their on line communities a success. The Playbook will help staff learn how to build active communities that attract members and keep them engaged toward a common purpose. The interactive Community scorecard will be deployed as a self-assessment tool.

7. **Communities mapping and prioritization project.** We conducted a review of all UNICEF online communities to determine the strongest candidates for personalized consultation and enablement. Selection of communities will be based on division priorities, the extent to which the community embraces external collaboration, and the influence/impact that the community can have on UNICEF's strategic priorities.

8. **Strengthen the sense of community**. In order to share more success stories and good practices, we developed a concept and editorial calendar for a newsletter, "BUILD Insights," and published four issues of the newsletter.

Collaborative Data.

- We developed a rationale for embracing a community analytics tool -SWOOP Analytics - to provide quantitative measures and behavioural insights into how communities are operating. It will enable to uncover data, patterns and insights from Yammer; this data is necessary to take community-building to the next level and align our work more broadly with UNICEF strategies and priorities.

Innovation.

- We have been reviewing modern tools not currently in use at UNICEF that embody simplicity, visual appeal, individual and group messaging and call/video/streaming capabilities. This includes Workplace by Facebook, the online communication platform for business created by Facebook that has been embraced by many non-profit organizations worldwide and nearly fourteen thousand private sector companies. Workplace is designed for remote, mobile workers without desktop access as well as those who have access to a computer. A pilot of Workplace by Facebook was developed in response to staff needs for real-time mobile-device¬ based communication, simplicity in coordinating work and connecting to others. A pilot group was created with a focus

on addressing issues of gender, diversity and inclusion in the workplace. See group:
https://unicef.facebook.com/groups/869694409803392/

Working with field.

- **Support to KM in WCARO**. Subsequent to a survey, we performed detailed KM mapping activities from September to December 2016, including a field mission to the regional office. A report was produced in 2017 which outlines how we can help to steer WCARO KM efforts in the future. Trends and key findings are highlighted. A series of initial recommendations rounds off the report.
- **Support to KM in Uzbekistan.** We developed a proposal for a Knowledge Management Needs Assessment in Uzbekistan, including the design of a KM Assessment interview questionnaire and of an online survey.

Thought Leadership.

- In June 2017 the team presented at the 7th Annual and Digital Workplace Summit in San Francisco. The theme was: How UNICEF successfully managed a 'living knowledge' strategy inside of their social enterprise helping to increase engagement and foster collaboration. Read the presentation.
- On October 25, we presented our work on revitalizing UNICEF Communities to The Community Roundtable, the leading online community research consortium. Here is our deck.
- In October 30, at a meeting of KM practitioners from across UN agencies, the summary of our progress was well received and re-tweeted.

Challenges.

- To guide quality outcomes from a community, we **need enhanced measurement tools**. Recent analysis found that UNICEF's online communities, overall, are at a maturity level consistent with industry benchmarks. But they **lag significantly behind in analytics and measurement**. Few statistical tools are available on Yammer to track membership, engagement, participation and results from communities.

- Accountability: UNICEF managers should expect a return on investment from staff performing community management roles, but they must also support that investment by ensuring that staff can do the work well, supporting training in this critical skillset and allocating time and other resources.
- Senior management support is critical to the success of online communities. Managers ideally help ensure that people get training to use available tools, and appoint qualified, committed staff as community managers. They also need to publicly articulate that they expect staff to participate in communities, and participate themselves occasionally, modelling desired behaviour. If they mostly post formal announcements, for instance, staff will see the community as a means to broadcast information from the top down, rather than as a forum for vertical and horizontal exchange and communication.

Looking ahead.

- Embracing behavioural analytics. With the introduction of SWOOP Analytics, UNICEF staff will have access to real time data about their individual and team collaboration habits. The data on collaboration will be new to UNICEF staff, and LKE will take on the task of analysing data and working on behavioural change.
- To sustain the growth seen in 2017, community management "at scale" must be achieved. The LKE team will continue to build a strategy for engaging members, empower community managers and leaders with the appropriate skillset, monitor and measure the success and progress every step of the way.
- This work will continue to emphasize community value and alignment with strategic business goals. It will seek to further elevate the quality of conversation and of content shared, as well as to bolster collaboration and engagement across the UNICEF network.

Paola Storchi and Community Management team

Learning and Knowledge Exchange

New York, 28nd December 2017