



Harnessing Social Media Tools to Fight Corruption

London School of Economics and
Political Science

MSc Development Management

May 2011

© 2011. *Harnessing Social Media Tools to Fight Corruption*. All rights reserved.

This report was prepared by Dana Bekri, Brynne Dunn, Isik Oguzertem, Yan Su and Shivani Upreti as part of a final project for their degree from the Department of International Development at the London School of Economics and Political Science. All ideas unless otherwise noted are their own.

This report was prepared for Transparency International, an international non-governmental organisation fighting corruption around the world. The views represented herein are the authors' own and do not necessarily reflect the policy or position of Transparency International.

Copying any part of this document, in whole or in part, for non-commercial purposes is allowed provided that appropriate referencing is provided. Copying for commercial purposes is not allowed.

Recommended citation: Bekri, D., Dunn, B., Oguzertem, I., Su, Y., Upreti, S. *Harnessing Social Media Tools to Fight Corruption*. Final project for degree at LSE Department of International Development. London. 2011.

Table of Contents

Executive Summary	2
Introduction	3
Methodology	4
Literature Review	5
Civil Society Demanding Transparency	7
Access to Information.....	8
Checks on Government	9
Electoral Monitoring.....	10
Civic Engagement	11
Disaster Response	11
Human Rights Monitoring.....	12
The Use of Social Media by Businesses, Governments, and International NGOs.....	13
Mobilising Volunteers.....	15
Recommendations	16
Notes.....	19
Appendix 1: Terms of Reference	22
Appendix 2: Database	24
Appendix 3: Useful Tools.....	37
Appendix 4: Transparency International Social Media Interactive Map.....	40
Bibliography.....	41

Executive Summary

Transparency International's 2011-2015 strategy recognises that much more needs to be done to move beyond established policy circles and mobilise a broader range of citizens to take action against corruption. Social media tools will need to be harnessed by TI to reach and maintain meaningful engagement with these groups. However, the potential of social media also brings with it several challenges. This report elaborates on the analysis that led to the identification of ten distinct yet mutually reinforcing recommendations that can support TI's efforts to employ social media and establish new networks of anti-corruption volunteers.

Technologies should be chosen carefully. Technological initiatives should not be quickly rolled out at the expense of a campaign's ultimate reach and effectiveness. Sophisticated tools are not always ideal; some of the more impressive social media campaigns utilise one well-known platform and do it well.

Mobile technology should be used to address the digital divide. Internet-enabled mobile phones are a possible solution to the challenge of computer and Internet access in developing countries. Organisations should create low-bandwidth versions of their websites to make them accessible through a broader range of mobile devices.

Resources should be allocated to keep platforms updated and active. While social media is more cost-effective than other outreach efforts, proper maintenance will still require regular investment in human capital. Successful social media initiatives have dedicated staff assigned to monitor the online performance of their projects.

A sustainable frequency of new-content publication should be maintained from the start. Stronger social media initiatives produce a relatively small, slow, yet steady stream of updates. Starting with a sustainable frequency of new content will enable an organisation's online presence to grow gradually, without overwhelming users.

Technologies designed for information verification should be used to validate crowdsourced content. Emerging technologies and software can be used to grant legitimacy to campaigns using crowdsourced data. Platforms that triangulate and authenticate data minimise the risk of false reports, and should be used whenever possible.

Micro-volunteerism should be employed to address issues of time constraints among potential volunteers. Deskilling and outsourcing helps tap into the technically diverse skill-sets of people across geographical locations. Providing volunteers with a cost-free and user-friendly interface to do so can contribute to broader online anti-corruption initiatives and campaigns.

An emotional narrative should be adopted. Individuals who feel they can relate to an injustice committed against another are more likely to participate in collective action. An accessible emotional narrative of anti-corruption will help motivate and encourage participation.

Project visibility and resources should be used as indicators of impact. Support for an anti-corruption initiative can be garnered by emphasising its likelihood of success. A large number of volunteers, a substantial budget, and high-profile endorsements are just a few examples.

Offline opportunities should be provided to foster a sense of community among volunteers. The overlapping nature of online and offline interactions among social network users implies that virtual interpersonal connections will have impact on live activities, and vice versa. Live events can help build and consolidate emotional links central to the motivation of participants

Social media initiatives should be designed with a focus on changing attitudes towards corruption. Systemic corruption can be confronted by targeting social norms, and encouraging realistic alternatives and pathways to change. Successful initiatives should go beyond their stated aims by investing in the capacity of civic engagement, which will impact public acceptance of corruption.

Introduction

Print media—often referred to as the fourth estate—has served as a corruption watchdog for over two hundred years. Investigative journalism serves as a check on governments and engages the public in an assessment of its efficiency. At the end of the Cold War, it was assumed that a free press would fortify democratic ideals across the world, and development agencies began funding countless projects aimed at training investigative journalists.¹ However, these watchdog reporters were met by constraints, particularly government censorship and the demand for more marketable stories.²

As print media wanes in the face of globalisation, investigative journalism and international coverage are the two budgets most likely to be cut by media corporations.³ In his remarks before U.S. Congress about the death of investigative journalism, author David Simon concluded, “it is going to be one of the great times to be a corrupt politician.”⁴

But as one door closes, another opens. A 2010 report by Technology for Transparency suggests that the so-called fifth estate, or “networked citizen media platforms that rely on the volunteer contributions of citizens” can not only fill the role of watchdog, but also enhance the rate and scope of investigation once provided by professional journalists.⁵ These platforms, enabled by online networks, technologies and social media are engaging Internet and mobile phone users to demand transparency and making corrupt behaviour risky for public and private sector actors alike.

Social media will undoubtedly play a central role in combating corruption in the twenty-first century. Such technologies have enabled booms in the quantity, quality and speed of communication, as their widespread use has granted political voice to millions, motivating masses and reinvigorating efforts to fight corruption. The influence of well-known and emerging social media platforms is expanding. Political activists, campaigners and civil society organisations are in an unprecedented position to leverage their impact.

Nevertheless, social media is neither a black box nor a panacea that will lead to worldwide peace and democracy. A grounded analysis of social media must consider that repressive regimes are not only capable of blocking access to certain Internet outlets, but also becoming increasingly adept at manipulating them to their advantage. Thus, it is important to find the “proper balance between knee-jerk scepticism of technology’s promise and the techno-utopianism that too often plagues public discourse.”⁶

Research for this report was conducted with a context-specific framework in mind. The following sections seek to build the knowledge base on the availability of social media tools that are used to engage citizens in the fight against corruption. The lessons of this research will support Transparency International’s (TI) efforts to generate realistic yet innovative ideas to embrace emerging opportunities for a social media strategy.

This report is divided into six sections. First, the methodology used to compile this report is presented. This is followed by a literature review that discusses the motivations behind social movements, anti-corruption efforts and their potential links to social media. Third, the report explores innovative ways in which civil society is using social media to battle corruption in identified issue areas. Fourth, successes and failures from other sectors are analysed. Fifth, the report discusses the implications of the findings for mobilising and engaging with volunteer networks. The sixth and final section puts forth recommendations for a realistic and effective anti-corruption strategy.

Methodology

This report was prepared with the objective of researching and analysing how individuals, civil society organisations, businesses and governments around the world use social media technologies in their strategic planning and day-to-day operations. Lessons particularly valuable for TI's future volunteer engagement were sought.

Literature review

A wide range of literature was reviewed, including sources from the media, academia, private sector and public policy. First, existing theoretical work on the phenomenon of corruption was examined. Second, the salient theories behind the motivations for participating in social movements were investigated. Third, the literature review was focused to examine motivations in the context of anti-corruption activism. Finally, these findings were linked to the role of the Internet and social media in various efforts to fight corruption.

Database Compilation

The Internet offers a wealth of information on an exceptionally broad range of civil society initiatives that have successfully incorporated social media technologies into their work. An in-depth scan of relevant interventions was conducted in order to better understand the technologies, vernacular, past and present of the civil society-social media landscape. Reviews of existing initiatives have been qualitative, focusing on important elements of key projects rather than gauging value merely by the number of initiatives in a specific sector. Initiatives that were deemed valuable for originality, technology use, or geographical location were collated and input into a single spreadsheet (see Appendix 2).

Identification of Key Issue Areas

From the database six key categories of issue areas emerged that we found relevant to the overarching theme of anti-corruption:

1. **Access to Information:** *Increasing availability and transparency of information previously undisclosed to the public.*
2. **Checks on Government:** *Citizen efforts to hold governments accountable.*
3. **Electoral Monitoring:** *From observing individual elections to broader campaigns for electoral reform.*
4. **Civic Engagement:** *Mobilising citizens to challenge corruption.*
5. **Disaster Response:** *Coordinating emergency relief efforts.*
6. **Human Rights Violations:** *Monitoring violations and advocating for reform.*

The initiatives from each issue area were analysed separately in order to identify which social media tools and approaches were dominant and most effective in each context.

Interviews with Industry Leaders

The group identified and interviewed, either via Skype or in person, a number of leading practitioners and scholars working in the nexus between civil society and social media, including Patrick Meier who maintains the iRevolution blog and co-founded the CrisisMappers initiative, Laura Walker Hudson of FrontlineSMS, Ricarda Bauch of TI Germany and Dr. Lane DeNicola from the Department of Anthropology, University College London, who specialises in digital anthropology. Their insights proved invaluable in identifying existing challenges for those working in this field.

Other sectors

In order to ensure a comprehensive analysis, uses of social media by international NGOs, businesses and governments were also reviewed, extracting lessons and best practices.

Mobilising Volunteers

To support TI's future social media strategy, existing literature on mobilising volunteers and maximising their contributions was reviewed. Key lessons are presented.

Recommendations

Based on the reviews, analysis, interviews and database, ten essential recommendations for TI were formulated.

Literature Review

The following review explores several concepts and frameworks that relate to the design and implementation of anti-corruption movements today. A general review of corruption and considerations as to how and by whom it can be challenged is presented. This is followed by an assessment of the basic theories relating to collective action, which highlights important lessons that are then explored in a brief discussion of social movements and political will for anti-corruption efforts.

What is corruption?

Most typologies of corruption distinguish broadly between “incidental” corruption (petty graft, small-scale embezzlement, favouritism) at one extreme, and “systemic” corruption (large-scale embezzlement, misappropriation) at the other.⁷ Politicians are usually inappropriate allies in the fight against systemic corruption in that they are either involved themselves, or are constrained by short time-horizons that do not encourage commitment to the extensive task of combating ingrained corruption. This refers to what Brinkerhoff calls the “paradox of democracy,” or the problem of reduced attention span of political leaders due to regular elections.⁸ This paradox speaks to the necessity of civil society, the private sector⁹ and international NGOs like Transparency International¹⁰ for the fight against systemic corruption around the world.

What motivates social movements?

Research investigating the causes of social movements and the individual motivations for participation in activism provides valuable insights into understanding how civil society can challenge corruption.

Collective action is one of the fundamental mechanisms for social and political change and is traditionally defined as “any action that aims to improve the status, power or influence of an entire group.”¹¹ However, the term misleadingly emphasises the scale of a particular action and the number of people involved. While “collective action” evokes the image of mass political demonstrations, individual actions such as signing a petition are essential in collective action efforts as well.¹²

Two dominant theoretical bodies are relevant in modern-day anti-corruption initiatives. *Deprivation theory* suggests that individuals are motivated to participate in collective action if they feel deprived or excluded in a given societal context. Primarily, a group will become angry or resentful when social injustice is perceived. Therefore, it is proposed that willingness to engage in collective action is motivated by group-based anger or resentment.¹³ This has considerable implications for the fight against corruption in that the narrative of corruption in itself is emotionally charged; it is a phenomenon that perpetuates inequalities, poor governance and the unjustified enrichment of elites.

Resource mobilisation theory concerns the ability of groups to organise based on the resources available to them. McCarthy and Zald propose that deprivation can only produce collective protest behaviour when a group believes it will have the resources necessary to launch a successful campaign against their targeted injustice.¹⁴ Similarly, Klandermans and Oegema¹⁵ highlight the practical obstacles to collective action, suggesting that many individuals lack the opportunity to join social movement groups due to physical and logistical constraints. Such considerations underpin the role of the Internet as an invaluable resource for collective action.

Overall, the literature emphasises the need for emotional motivation and organisational resources for a group to be effective. Both of these inputs can be embodied in a potential anti-corruption movement via social media outlets.

From theory to practice: motivating society to act against corruption

Democratisation, greater access to information, and the rise of civil society are contributing to a growing refusal to accept political corruption. There is now global understanding that corrupt behaviour stunts investment and adversely affects governance. McCoy and Heckel articulate this as the emergence of a global “anti-corruption norm.”¹⁶

There is value in discerning the factors culminate in concrete political anti-corruption reforms. Understanding the simultaneous drivers of such reform can then provide civil society with the guidance to build an effective anti-corruption campaign that begins at the grassroots, and evolves into a political movement.

Brinkerhoff developed a conceptual framework for the analysis of anti-corruption efforts that considers the particular indicators of political will and context, or environmental factors that come into play (see *Figure 1*). He contends that the framework below maps the growth of political will for anti-corruption initiatives. While not all elements of such a framework will apply to all contexts, the approach is useful for understanding possible steps to expedite the formation of national dialogue on the issue of anti-corruption efforts. The Internet and social media could serve as the main tool to facilitate such a process today, by addressing the rising concern with corruption and the resource deficiencies of traditional collective action.

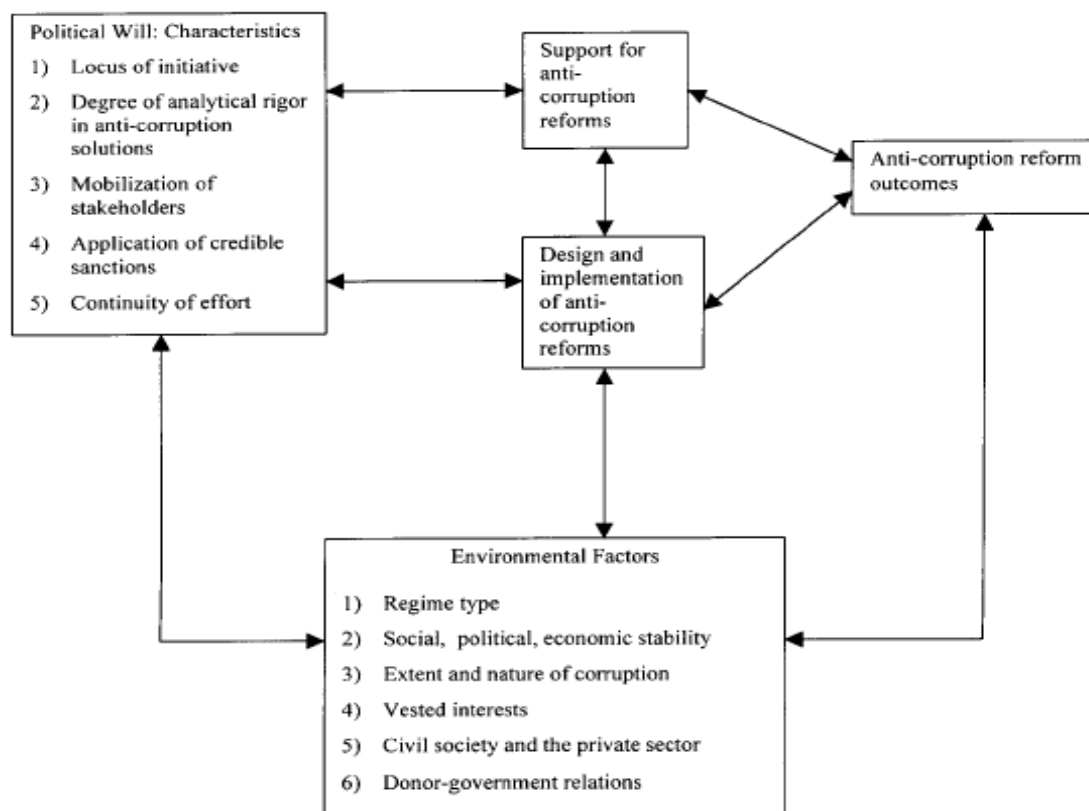


Figure 1: Political will for anti-corruption reforms: a conceptual framework (Brinkerhoff 2000)

The Role of the Internet and Social Media in Anti-Corruption Activism

The Internet presents new ground for democratic participation and a space for counter-hegemonic political expressions.¹⁷ Within the context of social media movements, the Internet first and foremost provides an open

meeting space for the eventual mobilisation of individuals, while simultaneously offering civil society the opportunity to leverage collective sentiment.

Such developments are compounded by the overwhelming size and scale of growth in mobile technology throughout the world. Referring to the equally astonishing growth in Internet access that mobile technology has enabled, Laura Hudson of FrontlineSMS argues that in coming years a greater number of websites will prepare low-bandwidth mobile versions, enabling faster access for more users. Enabling the dissemination and exchange of information will support anti-corruption efforts online.

“Clearly the Internet and cell phones have not on their own caused a single democratic transition, but it is safe to conclude that today, no democratic transition is possible without information technologies.”

Philip Howard 2010

An analysis informed by resource mobilisation theory reveals the potential of social media and the Internet to fight corruption by providing instant and low-cost means for collective action. The proliferation of Internet access has transformed it into an effective tool for civic engagement that addresses resource constraints, greatly reducing the physical and logistical costs of social organisation. However, online activist networks can be seen as problematic: they may reflect the digital divide between the information “haves” and “have-nots.”¹⁸ Realising that not all civil society groups are ‘inherently good,’ proponents of this view are critical of the Internet as a space that can equally host negative and even violent ambitions. In other words, “conventional wisdom often paints too rosy a picture of the role of new media in contentious politics, assuming it to be an agent of democracy and peace...when they can just as easily be used to radicalise, exclude, and enrage.”¹⁹ Furthermore, it has been argued that the Internet cannot produce “real” communities of activists, and that a “global civil society” is simply impossible without face-to-face human contact.²⁰

Thus, an effective social media anti-corruption initiative will need to strike a delicate balance between vertical and horizontal outreach, motivational yet realistic narratives, and online versus real-world presence.

Civil Society Demanding Transparency

Six technologies were identified as the most commonly used within the realm of social media (Table I). These types of tools are often used in conjunction with one another to produce the most valuable output. They are particularly useful in portraying alternative opinions and news, enabling collaboration in time sensitive environments, accessing pockets of the population who are often excluded by traditional media outlets, and mobilising like-minded individuals.

Social Media Tool Type	Description
Crowdsourcing	The act of outsourcing the gathering of information to the public via Internet and/or mobile technology in order to produce collaborative content, to which anyone can contribute. A variant, <i>crowdmapping</i> , geographically places crowdsourced data on a map.
Social Networking	Allows users to connect and engage with friends and contacts through the sharing and discussion of interests, ideas, events, activities and media.
Online Communities	A type of social network maintained via practice of membership rituals by participants with shared interests, often taking the form of chat-rooms or forums.
Blogging	The maintenance of an online space by individuals with regular entries of commentary, descriptions of events, or other material such as graphics or video – allowing for the exchange of ideas between bloggers and visitors.
Mobile Technology	Communication enabled via mobile phones through voice call, short message service (SMS), multimedia messaging service (MMS) and, increasingly, access to the Internet.
Internet Censorship Circumvention	The use of various web technologies to bypass barriers imposed to block free access to online content.

Table 1: Types of social media tools

There are several civil society actors that use these tools for anti-corruption initiatives. The causes supported by these online initiatives are hereafter referred to as “issue areas.” Innovative projects offer valuable insights into how anti-corruption activism is taking place through the strategic use of social media. This section examines how civil society is using social media and new technologies to demand transparency, referring to specific projects listed in this report’s database. Projects are identified by sub-text index numbers which correlate to their location on the table in Appendix 2.

Access to Information

A first step to mobilising people against corruption is informing them; informed citizens are engaged citizens. The absence of a space for safe opposition and civic engagement poses a challenge to the free flow of information, and enables corruption—hence the importance of free access to information. Two types of online civil society initiatives work to achieve this end: Internet censorship circumvention tools, and alternative media outlets.

Several technical methods exist to bypass Internet filtering. As these technologies are modified and improved, a growing number of them focus on helping social activists circumvent state-authored censorship. One such example is *Alkasir_{AI}*, a piece of software that works together with its website and proxy servers to allow users to bypass censorship of website addresses.²¹ A similar tool is *Tor_{AI6}*, a simple, self-contained web browser that does not require any desktop installation. It renders its users’ Internet footprint untraceable by bouncing “communications around a distributed network of relays run by volunteers all around the world.”²² This is consistent with the open-source nature of many of these technologies. As it becomes clear which countries block online content, developers produce these technologies in the languages of the end-user. Almost all circumvention tools on the Internet are in more than one language.²³

Corruption is also challenged by supporting access to a free press on the Internet. Various websites are dedicated outlets that publish uncensored journalistic content. While an abundance of alternative news sites exist, those that

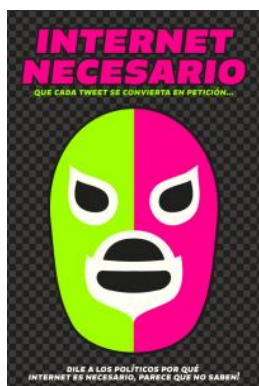


Figure 2 -
InternetNecessario

operate out of countries where the media is tightly restricted are often the most innovative. Successful examples include *The Online Citizen*_{A9} in Singapore and *InMediaHK*_{A7} in Hong Kong. *Saatsaam*_{A14}, a Cambodian initiative, specifically focuses on publishing news content that exposes practices of corruption.

Anti-corruption initiatives that provide public access to information face three main challenges. First, projects using well-established social media platforms may attract attention for the wrong reason. In Mexico, the *InternetNecessario*_{A8} campaign successfully sought to repeal a tax on the Internet by creatively using Twitter to garner support. However, Mexican media reported on the use of Twitter more than they did on the principles and demands of the campaign.²⁴ Second, socially institutionalised corruption can be difficult to overcome. Slovakian journalists of the *Fair Play Alliance*_{A5}, a website that crowdsources information directly from public officials, cite societal acceptance of corruption as a challenge to their democratisation efforts.²⁵ Third, like any activism, anti-corruption efforts pose a threat to the personal security of the citizens involved. Government censorship of the Internet encourages self-censorship. When online users know their activities are being monitored, they are less likely to access or post dissident content.

Checks on Government

Corruption-free governance relies on public institutions that are transparent in their operations, and public officials who are accountable to their constituents. Without sufficient checks on a government, corrupt practices can damage the foundations of a political system.

One way civil society is keeping governments in check is by the publication of government information in the form of official documents, statistics, reports and other such content. To hold their elected official accountable for the development projects they promised, Kenyans created the *Budget Tracking Tool*_{B4}, an online publication of the national development budget.²⁶ Similarly, *RosGosZatraty*_{B23} is a Russian initiative that maintains an online database of government spending, including detailed analysis and data regarding government contractors.

Other initiatives foster political transparency and accountability by monitoring the activities and performance of elected officials.

*Congreso Visible*_{B8} is a comprehensive online platform for Colombians to learn about their politicians. The website provides a wealth of information such as profiles of candidates for and members of Congress, past and current affairs of political parties, membership lists of congressional committees, regular updates on legislative activities like votes and laws passed, and the daily agenda. What makes *Congreso Visible*_{B8} a truly sophisticated tool is that all the data on the website is cross-referenced to produce an easy-to-use and searchable interface.

Similar initiatives are particularly popular in Brazil, where several projects have taken the role of political watchdogs. *Adote um Vereador*_{B2} (Adopt an Alderman) combines the concept of crowdsourcing with blogging and social networking. The project hosts a wiki page that assembles several blogs and tweets reporting on the activities of a chosen politician. Another project, *Excelências*_{B12}, holds Brazilian parliamentarians accountable to their constituents by reporting on donations and patrimony, absences in the assemblies, spending of parliamentary

WikiLeaks is an international initiative by a global network of technologically savvy activists on a mission to promote more transparent governance. The website acts as a secure inbox for whistleblowers around the world who wish to leak classified information to the public. Submissions are heavily encrypted to protect the anonymity of sources. WikiLeaks made headlines in 2010 when it published secret information about the Iraq and Afghanistan Wars for which U.S. intelligence services and military operations were highly criticised by the public.

funds, bills, and lawsuits. The site maintains a database of public information on over 2,000 parliamentarians and has proven valuable to journalists reporting on corruption issues. It contributed to the approval of the Clean Record Act, a law that prevents politicians who have committed serious crimes, such as misuse of public funds, corruption, murder and drug trafficking, from running in elections.

Similar to projects offering access to information, initiatives that keep checks on government face an uphill battle; public authorities also use social networks to further their own corrupt or oppressive agenda. Specialised software has been developed to monitor popular social media platforms and track citizens' 'suspicious' online activities such as anti-government campaigns.²⁷

Electoral Monitoring

Crowdsourcing and crowdmapping software offer newfound capacity for citizens to effectively monitor all stages of an election process. In such time-sensitive environments, these tools allow information to be posted, accessed and spread at a rate that traditional media cannot match. Such initiatives monitor elections as they happen, report on events leading up to an election, and educate the public about the electoral process. Combined, they are instrumental in supporting fair and transparent elections. A crowdmapping approach is most effective for tracking elections in real-time, particularly through the use of Ushahidi and FrontlineSMS.

FrontlineSMS provides software that enables users to send text messages to large groups of people anywhere there is a mobile signal. It has a desktop interface that connects to a mobile phone. An Internet connection is not necessary.

Projects that help prepare citizens for the voting process use traditional forum, blog and webpage formats to educate the public to make informed decisions about which candidates best suit their interests. Enabling citizens to have an impact on electoral outcomes through social media provides a unique opportunity for increased transparency.

Many electoral monitoring initiatives track events during elections, supporting efforts to expose incidents of vote buying or fraud. Afghan project *Alive in Afghanistan*_{C2} and *Cuidemos el voto*_{C5} in Mexico accept reports from citizens via SMS, email or Twitter, and post them on an interactive map. Both had measurable impacts in recent elections: *Cuidemos el voto*_{C5} provided official election monitors with actionable evidence of PAN party vote-buying during the 2009 elections, while *Alive in Afghanistan*_{C2} saved lives by crowdsourcing information of armed Taliban members waiting at polling stations.²⁸ Ushahidi, FrontlineSMS and a variety of social networks were utilised in each

Ushahidi is an open-source platform designed to crowdsource information via SMS and online messaging, which appear on an interactive map.

case. Such initiatives demonstrate the value of social media, both in enabling immediate information dissemination via SMS and mobile technology, and by mapping crowdsourced data.

Some initiatives increase transparency in the run-up to an election. *Képmutatás*_{C10}, a joint effort between Freedom House and Transparency International Hungary, uses a Wordpress blog and social networks to monitor campaign financing.²⁹ *KohoVolit*_{C11} offers Czech and Slovakian voters the opportunity to match their particular social or political preferences with those of candidates. Through other initiatives, like Bangladesh's *VoteBD*_{C16}, voters can learn about the electoral process in general or correct registration errors. Some also use accessible language to educate citizens about their candidates. These preventative projects are not time-sensitive, and thus do not rely on real-time data.

The challenges facing electoral monitoring projects are relevant to those that collect real-time data during elections: information validity, limited rural access, and long-term impact on accountability. For example, even though *Cuidemos el voto*_{C5} was able to provide evidence of PAN vote-buying, no official follow-up occurred and the party was not punished in court.³⁰ This stresses the need for alliances with the appropriate legal channels and mechanisms to verify and publicise electoral reports. Furthermore, the reach of such projects is limited in

developing countries. The founders of *Alive in Afghanistan*_{C2} readily admit that the majority of Afghans would not know how to use the site even if they had Internet access.³¹ Therefore, given the increasing prevalence of mobile phone ownership in many developing countries, initiatives that utilise SMS messaging will have the greatest outreach.

Civic Engagement

Issues of public concern can spark civic action by individuals and organisations alike. Three categories within this issue area have been identified: initiatives engaging the public in progressive discussions, those addressing public service inefficiencies, and projects specific to combating bribery. These efforts challenge corruption by encouraging active citizenship, exposing government inefficiencies and demanding transparency in service delivery.

Civic engagement initiatives ignite public discussion on issues of social concern through crowdsourcing and social networking. Russian website *Tak-tak-tak*_{D22} encourages wider civic participation by providing a social media platform to fill a gap in Russian civil society and journalism. In India, *Praja*_{D19} offers a similar online space for citizen engagement by collecting input on local issues and encouraging the community to develop solutions. The importance of such projects lies in the function of public education and participation, which strengthens civic capacity and lays a sound foundation for future anti-corruption activism.

Other initiatives enable users to file complaints or discuss community solutions for problems in public service. *Maji Matone*_{D15} in Tanzania collects SMS reports from the public regarding breakdowns in water supply and *Fix our City*_{D8} allows residents in Chennai, India to report on issues such as potholes, sewage leaks and garbage collection delays via online submission. Crowdmapping has also been useful in service provision initiatives such as Kenyan project *Map Kibera*_{D16}, which crowdsources information about Kenya's largest slum community's living conditions and places them on an interactive map.

Social media is also an effective way for citizens to report bribery. By utilising crowdsourcing, mobile technology and online communities to compile databases of evidence, such initiatives bring malfeasance to light based on real-time public reports. Anti-bribery projects are popular in India, where corruption is a fixture of everyday life. *I Paid a Bribe*_{D10} and *VigEye*_{D22} encourage Indian citizens to submit SMS or online reports about instances where they have been forced to pay a bribe, while *NOBRIBE*_{D17} attempts to determine the 'market price' of bribes for various government services by collecting data from Twitter and other sources. Similarly, Filipino blog *Per Natin'to*_{D18} asks the public to send in videos and photos of situations where bribery was demanded for a public service.

These projects foster the building of social capital at the grass-roots level and reinforce the so-called "anti-corruption norm."³² However, like other issue areas, civic engagement initiatives that publish crowdsourced reports of bribery also face the challenge of information validity. Furthermore, it is difficult to measure the impact of such efforts as effects may not be tangible or realised in the short term. These considerations are important, but do not limit the potential that these projects have in terms of capacity building and community empowerment.

Disaster Response

Some of the most groundbreaking use of social media has been in the coordination of disaster response. Similar to electoral monitoring, responding to a disaster necessitates time-sensitive information dissemination and rapid communication between constituencies. It has proven effective in emergency situations, both for those helping and

SwiftRiver is an open-source platform that gathers various streams of data, authenticated by a two-part filter based on mechanised algorithms and manual review to determine the accuracy of crowdsourced reports.



Figure 3 - ipaidabribe.com

those seeking help. The crowdmapping initiatives designed for disaster response address two needs: the allocation of resources, and the deskilling and outsourcing of tasks.

Sparked.com is an online micro-volunteerism project that creates concrete opportunities for people to contribute to a cause while minimising their donation of time and energy.

In terms of allocating resources, the most prominent example is the use of Ushahidi during the 2010 Haiti earthquake. The platform was adapted promptly following the earthquake, enabling anyone inside or outside of Haiti to submit reports via SMS or the Internet. Several thousand reports were mapped and verified.³³ Similarly, *CrisisCommons*_{EI} helped organise efforts during Haiti earthquakes using a wiki based platform, and was used in Japan the following year.

Meanwhile, award-winning *Help map Russia*_{E3} was used to effectively gauge which areas needed assistance during the spread of wildfires outside Moscow, Russia in 2010.³⁴

Disaster response initiatives capitalise on mobile phone access by deskilling and outsourcing tasks, such as image collection and referencing, to volunteers on the ground. *The Extraordinaries*_{E2} (now Sparked) merged crowdsourcing technology with its unique concept of micro-volunteerism to outsource tasks in response to the Haiti earthquake. As a result, thousands of volunteers contributed to the effort to help locate missing persons.³⁵ Such projects demonstrate that individuals are eager to contribute their time towards emergency response if there is a time-efficient and convenient outlet for them to do so.

Many disaster-prone zones also suffer from endemic corruption, thus making humanitarian aid particularly vulnerable during emergencies that further weaken already fragile institutions. By responding with timely coordination of field data, disaster response initiatives can mitigate the risk of corruption by ensuring resource tracking, thereby countering negligence and detecting the diversion of aid.

In this issue area, information validity and the time constraints of volunteers remain the greatest challenges. The potential inaccuracy of crowdsourced reports presents the risk of false information tarnishing the reputation of disaster response projects, thus impeding their effectiveness. Furthermore, while it is already difficult to expect a full-time commitment by volunteers, this challenge is aggravated by the urgency of disaster response efforts.

Human Rights Monitoring

Anti-corruption activists can be directly threatened by human rights violations. As a result, social media is increasingly used to bring attention to underreported cases. Several initiatives have been launched to monitor and track such human rights violations.

Some projects collect data on specific events. User generated content is effective in the collection of real-time data from the public regarding human rights violations. The UN's Office for the Coordination of Humanitarian Affairs used the Ushahidi platform to power *Libya CrisisMap*_{E5}. This initiative crowdmaps data from local agents to strengthen coordination efforts amongst humanitarian and civil society actors as the 2011 Libyan crisis unfolds. Agencies can prioritise, delegate, and jointly monitor their interventions, thereby avoiding duplication and maximising resource management.

OpenEvSys is a free, open-source database tool that allows any organisation to manage and document instances of human rights violations. The software can be downloaded or run directly online.

Other initiatives enable citizens to report on various human rights violations. *Sithi*_{F9}, a Cambodian human rights portal, uses OpenEvSys to crowdsource and curate reports of violations. Efforts are underway to increase outreach by making the site available in Khmer, and adding an interface for mobile phones. *Freedom GeoMap*_{F1} uses Ushahidi to map global incidents of human trafficking through crowdsourced information. The output presents locally sourced data that helps civil society actors use this information to design better interventions.

Two sets of challenge plague these initiatives. Primary challenges involve a lack of on-the-ground monitors who can report cases as they happen, thereby creating severe impediments to data collection. Secondary challenges are related to data accuracy and reliability. Human rights monitoring and reporting will continue to benefit from the proliferation of reporting platforms and local language interfaces. However, to avoid dilution, collected data should be made openly available. The OpenEvSys platform is currently working to address this issue by using multiple corroborative inputs to verify reports, and SwiftRiver can be used to triangulate entries through Ushahidi.

Common Challenges

The projects in the aforementioned issue areas share central setbacks and challenges. These are, *inter alia*:

- *Information validity*: Real-time data collected via crowdsourcing cannot always be verified and poses threats to emergency response efforts and the accuracy of published information.
- *Digital divide*: The global distribution of Internet access and literacy remains unequal.
- *Societal acceptance of corruption*: Corruption is culturally ingrained in many societies and the will to challenge it does not always exist.
- *Motivation for long-term commitment*: Anti-corruption efforts, like many other initiatives face the challenge of keeping volunteers motivated in the long term.
- *Inactive/outdated platforms*: A lack of resources can harm the most innovative projects when social media platforms are not maintained and active.
- *Time constraints of volunteers*: Not all volunteers can afford a full-time commitment.

The Use of Social Media by Businesses, Governments, and International NGOs

Businesses

Businesses use social media to accomplish a range of marketing activities and reduce operational costs. According to an Accenture report, companies that invest in social media early claim returns as high as twenty to one.³⁶ Social media has offered businesses a cost-free way of communicating with consumers and potential outsourcing partners, as well as a mechanism for following trends and preferences in consumer behaviour. Amazon, Netflix and Pandora have developed algorithms that match customers with the products, movies and music they prefer, thereby increasing sales. Nokia operates an online lab that allows users to download beta applications and provide feedback to its product development teams.³⁷ Companies can even evaluate the performance of their social media presence through tools like SproutSocial, which monitors Twitter activities.³⁸ Lastly, outsourcing small tasks through platforms like Amazon's Mechanical Turk, allows for businesses to deskill time-consuming and costly labour to a scalable online workforce.

The strategic use of social media in business has leveraged unprecedented increases in product innovation, cost reduction and customer satisfaction. Anti-corruption initiatives can draw many insights from business approaches to social media. Civil society can also outsource tasks to address budget constraints, such as IT assistance for web development or data collection. Just as businesses have met the demand for "real-time marketing," civil society should recognise the importance of consistent, quality updates across social networking channels.³⁹

Government

In the government sector, social media tools have been introduced to strategise state-public relations, respond to emergencies, improve public service provision, provide public access to information, and increase internal management efficiency.⁴⁰ The proliferation of social networks, blogs and online communities has proved to have significantly contributed to electoral successes, such as Barack Obama's U.S. presidential campaign in 2008.⁴¹ Beyond the realm of public relations, governments are now making innovative strides in their use of social media

and other online platforms to address a wide range of societal issues.⁴² A good example is the award-winning Integrated Public Warning System (IPWS) developed by the city of Philadelphia based on crowdsourcing, social networking, and a terminal electronic signage system. The IPWS strengthens the municipal government's capacity to inform citizens of emergencies and prepare them for self-sufficiency during times of crisis.⁴³

While governments are still lagging behind in the use of social media,⁴⁴ their many trials and errors provide important insights. Many attempts by politicians to use social media to connect with their constituents were interpreted as insincere, leading to diminished public opinion. Such was the case with British Deputy Prime Minister Nick Clegg's Your Freedom website, which encouraged citizens to suggest laws they would like to see repealed.⁴⁵ The initiative received extensive media coverage, but the submissions were not reflected in policy changes.

International NGOs

Social media enables civil society to expand and strengthen its capacity for advocacy, fundraising, and service provision. Rather than investing in high-end technologies, dedicated teams use existing social media platforms in innovative ways to maximise impact. Table 2 illustrates the presence of select international NGOs across some of the most popular social media websites. The Donate Your Status campaign by Save the Children asks Facebook users to update their personal status message to promote the organisation's campaigns. Oxfam has also tapped

NGO	Facebook 'Likes'	Twitter Followers	Flickr Photos	YouTube Videos
Oxfam UK	46,105	18,000+	2,600+	380+
Amnesty International UK	38,858	27,473	1,019	147
Save the Children UK	33,959	8,480	200	353
WWF UK	7,758	5,310	1,024	147
Greenpeace UK	25,320	24,300	3,152	206

Table 2 – Comparative social media presence for selected INGOs (as of 1 May 2011)

into the speed and reach of social media. In order to raise money following the 2010 Haiti earthquake, the organisation posted a video on YouTube's front page that generated over 700,000 views and close to £30,000 in donations.⁴⁶

Many civil society organisations maintain both a corporate presence, as well as initiative-specific profiles on these sites. Amnesty International hosts distinct Facebook pages for their various campaigns, such as InstantKarma, a campaign to raise awareness on the atrocities in Darfur, and Unsubscribe-Me, which protests human rights abuses resulting from the so-called war on terror.

According to Greenpeace Executive Director, Kumi Naidoo, combining social media platforms with offline activities like rallies or protests creates maximum impact for campaigns. The success of Greenpeace's KitKat campaign, which convinced Nestlé to remove rainforest destruction-linked products from its supply chains, illustrates this point well. The campaign's mock YouTube advertisement received one million hits, after which Nestlé's Facebook and Twitter pages were overwhelmed with complaints from conscious consumers.⁴⁷

The collective power of the Internet and social media is as much a part of campaigning to protect the environment as taking peaceful direct action.

Kumi Naidoo, Greenpeace Executive Director

The World Wildlife Fund has employed mobile technology to mobilise its volunteers. As preparation for the fallout of a possible oil spill in the Baltic Sea, WWF-Finland, together with Mermit Business Applications Ltd., developed an SMS system that delivers information and steps for action to nearly 4,000 volunteers in a span of few minutes. This joint venture was funded as part of Mermit's social responsibility program, demonstrating a successful NGO-private sector alliance.⁴⁸

For the world's leading NGOs, social media has become central to resource mobilisation, raising awareness and reaching potential volunteers, activists and donors. Emily Subden, Digital Producer and Social Media Manager at Oxfam notes: "you wouldn't write a communications strategy now without [a social media component], whether you're in marketing or campaigning. The audience is so large and it's where people are at."⁴⁹

Mobilising Volunteers

As an essential expression of citizenship and democracy, the past 25 years have seen rapid growth in the practice of volunteering worldwide.⁵⁰ One study reports approximately 20.8 million volunteers in 37 countries, contributing US\$ 400 billion to the world economy.⁵¹ The increasing enthusiasm of individuals to serve a cause while improving their own skills complements key goals of civil society organisations to build a strong volunteer force. Ricarda Bauch, from Transparency International Germany, says her team tends to focus on the capacity building of volunteers via training because it is important to offer them the skills necessary to contribute to the organisation.

Earlier research efforts seeking to strengthen volunteer performance by focusing on volunteer motivation failed to address management practices that build organisation-volunteer relations.⁵² A lack of volunteer performance assessment also limited the potential for improving mobilisation campaigns.⁵³ As highlighted by Schenk, relationship-centric factors, such as having a sense of community, play a vital role in motivating long-term participation.⁵⁴ This is confirmed by Bauch, who recognises the importance of volunteers benefiting from their involvement by networking with other volunteers and individuals within an organisation. When managing volunteers, she affirms that organisations should "maintain a balance between [volunteer] motivation and their capabilities." It is important not to overwhelm volunteers with tasks but give them enough to satisfy their motivation.

Tapping into the full potential of volunteers presents numerous challenges. One of the most common obstacles is the lack of free time of many potential volunteers. Micro-volunteering network Sparked seeks to address this challenge by asking individuals to devote only five or ten minutes in any one session.⁵⁵ Such 'microtasks' eventually accumulate to achieve one larger objective. Moreover, to ensure long-term engagement organisations need to make volunteers feel that their contributions truly matter.⁵⁶ One possibility is to keep participants updated with transparent access to project progress so as to "show a sense of momentum or movement."⁵⁷ For example, TI Germany keeps volunteers updated on organisational progress by circulating an internal newsletter as well as a news digest of corruption-related issues. Finally, as noted by Deibert earlier,⁵⁸ Internet-based engagement still requires face-to-face activities to strengthen connections among volunteers and create a sense of community.⁵⁹

Even if all volunteers are not able to attend an offline event, its presence, announcement, and review can (re)ignite volunteer morale. Bauch finds that the most engaged volunteers tend to communicate in person.

To summarise, effectively mobilised volunteers will be able to concretely explain their direct contribution to an initiative, remain motivated in the long-term, and maintain a sense of community and purpose. These three lessons contribute significantly to the mobilisation of volunteers by civil society in a social media campaign targeting corruption.

Recommendations

Throughout the preparation of this report, several key lessons have been learned regarding the strategic use of social media to raise awareness and ultimately fight corruption (see *Table 3*).

As an overarching observation, the founders of emerging initiatives in the anti-corruption movement would significantly benefit from sharing solutions to common challenges. TI has the legitimacy needed to sponsor an alliance of similar endeavours and formalise the space in which they interact with one another. TI should thus use the provided database as a list of potential starting members of a network for civil society initiatives that challenge corruption. Together with the proposed Interactive Map detailed in Appendix 4, this network would encourage projects around the world, and an informal association with TI could give them further recognition and legitimacy. While such an anti-corruption network could remain a long-term objective, the following ten recommendations are immediately applicable to any social media strategy executed by TI.

Technologies should be chosen carefully. Patrick Meier of iRevolution emphasises the importance of project planning, with relevant baseline, performance, and success indicators, particularly when technology is involved. He warns against quickly rolling out technological initiatives at the expense of a project's ultimate reach and effectiveness. Meier further notes that up to ninety per cent of a project's success lies in the strategic use of the technology. Sophisticated and cutting-edge tools are not always ideal; some of the more impressive social media campaigns utilise one well-known platform and do it well. Furthermore, organisations should use a careful blend of tools and technologies to present a well-managed and balanced online presence. The most successful online campaigns will not have an overwhelming status on every social network or online community, but rather opt for platforms based on their relevant comparative advantage.

“Online campaigns need to be cool, simple enough for people to do easily, and useful enough that people feel that they are contributing.”

Laura Walker Hudson, *FrontlineSMS*

Mobile technology should be used to address the digital divide. Computer and Internet access remains a challenge in many developing countries. Internet-enabled mobile phones suggest a possible solution.⁶⁰ As mobile Internet becomes readily and widely available to low-income groups in developing countries, Laura Walker Hudson suggests that the rise of smartphone ownership should encourage organisations to explore the possibility of developing mobile applications. Since this can be costly, she suggests that organisations use existing smartphone applications. While smartphones are not that smart when performing complex tasks online,⁶¹ they still run basic applications like emailing and visiting websites. Additionally, Hudson suggests organisations create low-bandwidth versions of their websites to make them more accessible through a broader range of mobile devices.

Resources should be allocated to keep platforms updated and active. Like activity, inactivity within an online platform can rapidly gain momentum, which in turn deters the recruitment of members and discourages participation among existing users. Poorly-monitored forums diminish an organisation's control over published content. For example, Amnesty International's *Protect the Human* platform has occasionally succumbed to inactivity and was partly captured by ill-intentioned individuals despite a well-designed online presence. Thus, while cost-

effective, social media projects still require regular investment in human capital to keep them maintained. Successful social media initiatives have dedicated staff assigned to monitor a project's online performance.

A sustainable frequency of new-content publication should be maintained from the start. While presenting a plethora of content at an initiative's launch may be appealing at first, such energy is difficult to sustain. Stronger social media initiatives like the Barrack Obama 2008 online election campaign produce a relatively small, slow, yet steady stream of updates. Starting with a sustainable frequency of new content will enable an organisation's online presence to grow gradually, without overwhelming users. Each new post will spur new discussion, and encourage individuals to share such items across a variety of social media outlets.

Technologies designed for information verification should be used to validate crowdsourced content. Initiatives that rely on outsourcing data collection to the general public must deal with challenges to information validity. This is especially pertinent in projects that operate in time-sensitive environments. Emerging technologies and software can be used to grant legitimacy to crowdsourcing campaigns. One such example is SwiftRiver, a free technology that verifies the accuracy of real-time reports.⁶² Such platforms can be used to triangulate and authenticate data, thus minimising the risk of false reports.

Micro-volunteerism should be employed to address issues of time constraints among potential volunteers. Desking and outsourcing helps tap into the technically diverse skill-sets of people across geographical locations. Sparked enables non-profits to set up a profile that lists tasks to be completed, which are matched to volunteers based on their skills and interests. There are many individuals around the world who are willing to spare a few minutes of their time for a good cause. Additionally, Hudson stresses that whatever social media outlet is used, it needs to have an action that can be done immediately, a "hot trigger," such as an icon that individuals click which automatically signs a petition. Providing volunteers with a cost-free and user-friendly interface to do so can contribute to broader online anti-corruption initiatives and campaigns.

An emotional narrative should be adopted. When citizens feel they can relate to those who are deprived of a benefit to which they are entitled, they are more likely to participate in collective action. In order to convince individuals that a cause is worthy of their time and energy, an accessible emotional narrative of anti-corruption can motivate and encourage participation. Videos and images depicting stories of victims of corruption are more likely to appeal to potential volunteers than plain text. In addition, different content can target different audiences. Emphasising the urgency of corruption issues and utilising such an emotional narrative can be instrumental for an online campaign's success.

Project visibility and resources should be used as indicators of impact. In addition to emotional narratives, potential volunteers may need to see a visible critical mass before signing up to a social media initiative. On YouTube this is often interpreted as the 'one million views' mark. If this point has not been reached, potential volunteers may need some other verification of importance or validity. An indication of a substantial budget will prove to many that it is worth devoting time to a certain cause, as the perceived likelihood for success is greater. In want of financial security, high-profile supporters or respected philanthropic relationships may also convince potential volunteers to mobilise.

Offline opportunities should be provided to foster a sense of community among volunteers. The power of offline activities in support of online projects should not be ignored. This is not only because the most fundamental changes still happen in the real world, but also because offline activities can help build and consolidate emotional links by creating a sense of community among participants.⁶³ The overlapping nature of online and offline interactions among social network users⁶⁴ implies that virtual interpersonal connections will have an impact on real-life activities, and vice versa. If civil society offers volunteers concrete opportunities for offline social gatherings, the original "weak ties" among participants⁶⁵ can be strengthened by the social capital injected through offline face-to-face events, creating a virtuous circle for fostering longer term relationship and commitment.

Social media initiatives should be designed with a focus on changing attitudes towards corruption.

Pervasive social acceptance of corrupt behaviour can stifle efforts to mobilise citizens in protest. Successful initiatives should go beyond their stated aims by investing in the capacity of civic engagement, which will impact public acceptance of corruption. In India, I Paid a Bribe works to defy widespread tolerance of bribery as a normal way of dealing with corrupt government officials by encouraging citizens to refuse to pay bribes, and investing in the capacity of civic engagement to support shifts in public attitudes. Moreover, the recent Fast-unto-Death campaign in India led by Anna Hazare sought to pressure the government for institutional change to fight corruption. Featuring over 200,000 Facebook followers, the internationally recognised campaign has sparked a nationwide attitudinal change, with protests and Candlelight Support rallies across the country.

Challenge	Recommendation
Information validity	<ul style="list-style-type: none"> Technologies designed for information verification should be used to validate crowdsourced content
Societal acceptance of corruption	<ul style="list-style-type: none"> Social media initiatives should be designed with a focus on changing attitudes towards corruption
Inactive or out-dated platforms	<ul style="list-style-type: none"> Resources should be allocated to keep platforms updated and active A sustainable frequency of new-content publication should be maintained from the start
Motivation for long term commitments	<ul style="list-style-type: none"> An emotional narrative should be adopted Project visibility and resources should be used as indicators of impact Offline opportunities should be provided to foster a sense of community among Volunteers
Time constraints of volunteers	<ul style="list-style-type: none"> Micro-volunteerism should be employed to address issues of time-constraints among potential volunteers
Digital divide	<ul style="list-style-type: none"> Technologies should be chosen carefully Mobile technology should be used to address the digital divide

Table 3 - Recommendations to harness social media tools to fight corruption

Notes

- ¹ D.Sasaki, et al., “Technology for Transparency,” 2010: 2-3.
- ² Ibid, 7.
- ³ Ibid.
- ⁴ On the Media, “Old and New Media Go to Washington,” May 8, 2009, <http://www.onthemedial.org/transcripts/2009/05/08/01>.
- ⁵ Sasaki, et al., 2-3.
- ⁶ S.Aday, et al., “Blogs and Bullets,” United States Institute of Peace Report (2010): 29.
- ⁷ M.Khan, “A typology of Corrupt Transactions in Developing Countries,” IDS Bulletin 27, 2(1996): 12-21.
- ⁸ D.W.Brinkerhoff, “Political Will for Anti-Corruption Efforts: An Analytical Framework,” Public Administration and Development 20 (2000): 239-252.
- ⁹ P.Norris, Critical Citizens: Global Support for Democratic Governance (Oxford: Oxford University Press, 1999), 264.
- ¹⁰ P.Eigen, “Combating Corruption Around the World,” Journal of Democracy 7, 1(1996): 158-168.
- ¹¹ M.Zomerman and A.Lyer, “Introduction to the Social and Psychological Dynamics of Collective Action,” Journal of Social Issues 65, 4(2009): 645- 660
- ¹² H.E.Brady, “Political participation,” in Measures of political attitudes, edited by J. P. Robinson, et al. (San Diego, CA: Academic Press, 1994), 737-801.
- ¹³ A.Mummendey, et al., “Strategies to Cope with Negative Social Identity: Predictions by Social Identity Theory and Relative Deprivation Theory,” Journal of Personality and Social Psychology 76(1999): 229 – 245.
- ¹⁴ J.D.McCarthy and M.N.Zald, “The Emergence of a Global Anti-Corruption Norm,” International Politics 38 (2001): 65-90.
- ¹⁵ B.Klandermans and D.Oegema, “Potentials, Networks, Motivations, and Barriers: Steps Toward Participation in Social Movements,” American Sociological Review 52(1987): 519 – 531.
- ¹⁶ J.L.McCoy and Heckel, “The Emergence of a Global Anti-Corruption Norm,” International Politics 38 (2001): 65-90.
- ¹⁷ R.J.Deibert, “International Plug ’n Play? Citizen Activism, the Internet, and Global Public Policy,” International Studies Perspectives 1(2000): 255-272.
- ¹⁸ Ibid.
- ¹⁹ Aday, et al., 29.
- ²⁰ Deibert, 255-272.
- ²¹ <https://alkasir.com/>
- ²² <https://torproject.org>
- ²³ <https://sesawe.net>
- ²⁴ <https://movements.org>
- ²⁵ Sasaki, et al., 59-60.
- ²⁶ <https://opengovernance.info/BTKenya>
- ²⁷ Noel Sheppard, “The government is monitoring Facebook and Twitter,” News Busters, <http://newsbusters.org/blogs/noel-sheppard/2009/12/14/government-monitoring-facebook-twitter>, (accessed on March 30, 2011).
- ²⁸ <https://movements.org>
- ²⁹ Sasaki, et al., 87.

³⁰ <https://movements.org>

³¹ Josh, "Coverage of Alive in Afghanistan," Small World News, <http://smallworldnews.tv/2009/08/20/coverage-of-alive-in-afghanistan> (accessed on March 1, 2011)

³² McCoy and Heckel, 65-90.

³³ J.Heinzelman and C.Waters, "Crowdsourcing Crisis Information in Disaster-Affected Haiti," United States Institute of Peace Special Report 252, 2010: 1-16.

³⁴ I.Sigal, "Russia Help Map Wins Runet Award," Global Voices, <http://globalvoicesonline.org/2010/12/03/russia-help-map-wins-runet-award/> (accessed on February 13, 2011)

³⁵ A.S.Ward, "Citizen Tech: Social Media in Disaster Response," Amy Sample Ward, <http://amysampleward.org/2011/02/19/citizen-tech-social-media-in-disaster-response/> (accessed on February 27, 2011).

³⁶ C.Firstbrook and R.Wollan, "Harnessing the Power of Social Media," Accenture Outlook 1(2011): 2-9.

³⁷ Ibid.

³⁸ T.Weinberg, "The New Community Rules: Marketing on the Social Web," O'Reilly Media, <http://oreilly.com/catalog/9780596156817/> (accessed on March 1, 2011)

³⁹ T.Breene and B.Whipple, "Melding marketing and IT: Are you ready for the digital revolution?" Accenture Outlook 1(2011): 2-8.

⁴⁰ D.K.Wright and M.D.Hinson, "How Blogs and Social Media Are Changing Public Relations and the Way It Is Practiced," Public Relations Journal 2(2008): 1-21; J.Langer, "Information Communication Technology and Social Media as a Backchannel for Disaster Relief and Political Action," Jenna Langer, http://www.jennalanger.com/wp-content/uploads/2010/09/LangerJenna_ICT-backchannel.pdf (accessed on March 16, 2011).

⁴¹ G.Livingston, "Social Media: The New Battleground for Politics," Mashable, <http://mashable.com/2010/09/23/congress-battle-social-media/> (accessed on February 18, 2011).

⁴² A.Howard, "5 ways government works better with social media," Mashable, <http://mashable.com/2010/05/10/social-media-government/> (accessed on Feb 20, 2011).

⁴³ C.Chavez, et al., "A New Way to Communicate with Residents: Local Government Use of Social Media to Prepare for Emergencies," ICMA Report 2000: 1-13.

⁴⁴ DeNicola, personal communication 2011.

⁴⁵ BBC News, "Nick Clegg Calls for Ideas on to Laws to Be Repealed," BBC, <http://www.bbc.co.uk/news/10470071> (accessed on March 10, 2011).

⁴⁶ J.Fortgang, "Putting the 'Social' in Social Media," Figaro Digital, <http://www.figarodigital.co.uk/editorial-article/putting-the-social-in-social-media.aspx> (accessed on April 20, 2011)

⁴⁷ Laura K., "Social Media can save the Planet," Greenpeace, <http://www.greenpeace.org/international/en/news/Blogs/makingwaves/social-media-can-save-the-planet/blog/11832> (accessed on March 10, 2011)

⁴⁸ M.Hasan, "Mobilising Volutneers to Respond to Oil Disasters in the Baltic Sea," Zunia , <http://zunia.org/post/mobilizing-volunteers-to-respond-to-oil-disasters-in-the-baltic-sea/> (accessed on March 16, 2011)

⁴⁹ Fortgang (accessed on April 20, 2011).

⁵⁰ L.M.Salamon and M.A.Haddock, "Putting Civil Society and Volunteering on the Economic Map of the World: The opportunity and the challenge for the broader Middle East and North Africa," paper presented at the Foundation for the Future's Regional Conference on Research on Civil Society Organisations, Amman, Jordan, January 26-28, 2010.

⁵¹ The Johns Hopkins Center for Civil Society Studies, "Mapping Volunteer Work Around the World: World's Labor Statisticians Adopt New Guidelines for Measuring Volunteering," Johns Hopkins University, <http://www.jhu.edu/news/home08/dec08/volunteer.html> (accessed on March 5, 2011).

- ⁵² M.L.Barnes and E.K.Sharpe, "Looking Beyond Traditional Volunteer Management: A Case Study of an Alternative Approach to Volunteer Engagement in Parks and Recreation," *Voluntas* 20 (2009): 169-187.
- ⁵³ V.Millette and M.Gagné, "Designing Volunteers' Tasks to Maximize Motivation, Satisfaction and Performance: The Impact of Job Characteristics on Volunteer Engagement," *Motivation and Emotion* 1 (2008): 11-22.
- ⁵⁴ K.Schenk, "Mobilizing Volunteers," *Power to Change Ministries*, <http://powertochange.com/inspire/mobilizing-volunteers/> (accessed on March 3, 2011).
- ⁵⁵ K.Gustafson, "Got 10 Minutes? Micro-volunteer," *Johns Hopkins Magazine*, <http://magazine.jhu.edu/2011/02/got-10-minutes-micro-volunteer/> (accessed on March 10, 2011).
- ⁵⁶ A.Noyes, J.Pospars, C.Newmark and J.Dorsey. Transcript of National Conference Video on Volunteering and Service, New York, NY, 2010, in Chris Noble's Blog: NCVS Panel: Mobilizing Volunteers with Social Media, <http://www.whatgives.com/2010/07/13/ncvs-panel-mobilizing-volunteers-with-social-media/> (accessed on February 10, 2011).
- ⁵⁷ Ibid.
- ⁵⁸ Deibert, 255-272.
- ⁵⁹ The Internet Society, "International Chapter Toolkit: Tools for Mobilizing Volunteers," The Internet Society, <http://www.isoc.org/isoc/chapters/guidelines/docs/volunteer-toolkit.pdf> (accessed on March 5, 2011).
- ⁶⁰ DeNicola, personal communication 2011.
- ⁶¹ J.Washington, "For Minorities, New 'Digital Divide' Seen," *USA Today*, http://www.usatoday.com/tech/news/2011-01-10-minorities-online_N.htm (accessed on March 30, 2011)
- ⁶² E.Hersman, "Explaining Swift River," *Ushahidi*, <http://blog.ushahidi.com/index.php/2009/04/09/explaining-swift-river/> (accessed on February 10, 2011)
- ⁶³ K.Schenk (accessed on March 3, 2011).
- ⁶⁴ N.B.Ellison, et al., "Connection Strategies: Social Capital Implications of Facebook-enabled Communication Practices," *New Media & Society* January 27(2011): 1-20.
- ⁶⁵ R.Putnam, "Bowling Alone: America's Declining Social Capital," *Journal of Democracy* 6, 1(1995): 65-78.

Appendix I: Terms of Reference

Transparency International

Policy and Research Department, TI International Secretariat Berlin

Project Title: Harnessing Social Media Tools to Fight Corruption

Background

Transparency International (TI) is a non-partisan civil society organisation dedicated to advancing the fight against corruption through targeted research, policy advocacy and citizen services carried out by a network of national chapters in close to 100 countries and an international secretariat based in Berlin. Transparency International's new 2011-2015 strategy recognises that much more needs to be done to reach out beyond established policy circles and mobilise a much broader band of citizens to take action against corruption. We are already being approached by large numbers of people that would like to volunteer their time for our cause and we will soon run a large public campaign to reach out even wider. Translating this commitment and groundswell of public interest into collective action that goes beyond donating or signing petitions will be one of our greatest challenges.

New social media tools from blogs and Facebook to Twitter and a new generation of smartphone applications have long been hyped to provide unprecedented opportunities for citizen mobilisation and collective action. Yet, besides some technology-driven flashmob and crowdsourcing initiative, most NGOs, including ours, still use these tools in rather unimaginative ways, mainly to push out information or ask for donations. It is high time for us to get more creative and explore a wider range of possibilities to harness social media to engage citizens with all their expertise, commitment and creativity in targeted policy advocacy.

Research questions

What forms of new, social-media enabled citizen engagement could be imagined for an NGO like TI? What are the most inspiring social media initiatives out there that other NGOs, governments or even businesses undertake to facilitate collective public action and harness the power of volunteers? What do we know about how and when traditional civic and political mobilisation work best and how can these insights inform our social media supported engagement strategies?

Objective

To build the knowledge base on what tools are available and what emerging models are being tried out elsewhere to engage citizens for targeted policy advocacy with the help of social media tools; to generate fresh ideas and creative suggestions on how TI could embrace these opportunities. All this will inform our planning and programming in line with our new 2011-2015 strategy.

Methodology

- A horizon scan of existing technology platforms and initiatives for social media supported volunteering based on desk research
- Compiled Database of existing social media outlets in the following categories
 - Social Networking (i.e.; Facebook and Twitter)
 - Crowdsourcing
 - Online community
 - Mobile technology
 - Blogging
 - Internet censorship circumvention

- Classified these tools based on issue areas
 - Access to Information
 - Checks on Government
 - Electoral Monitoring
 - Civic Engagement
 - Disaster Response
 - Human Rights Violations
- Analysed several initiatives from around the world that fall within these issue areas
- Helped identify approaches to solve some challenges that come with this type of collaboration (e.g. information verification, incentivising engagement) and b) generate ideas on what could be done in anti-corruption
- Interviews with key visionaries and practitioners in this field;
 - Laura Hudson of FrontlineSMS
 - Patrick Meier of iRevolution/Crisis Mappers
 - Ricarda Bauch of Transparency International Germany
 - Dr. Lane DeNicola of Department of Anthropology, UCL
- A brief literature review of the drivers and constraints of political and civic mobilisation
 - Background: everyone is talking about corruption, everyone hates it, yet, how can this be translated into action? Thus, the general question, how can we turn motivation into civic action? What do we know from social psychology, social movement studies etc.
 - Examples: people are likely to take action or volunteer their time:
 - if they know that other people also do it (e.g. recycling hotel towels),
 - if they receive special recognition or rewards.
 - if the impact of their contributions is communicated very clearly (i.e. meeting with beneficiaries that report on what difference it makes to them)
- 2011-2015. Review of key internal TI documents (new strategy and some strategy input papers) to better understand TI's operational logic and path ahead in view of developing viable ideas for how we could use social media for collective action.

Project milestones

- 14 Jan: First Skype meeting with TI Berlin
- 25 February: Database complete, 1st draft of tools sections complete
- 7 March: Project workshop & feedback
- 25 March: 1st Draft of Report sent to TI Berlin
- Mid-April: Finalisation of presentation
- May: Project submission

Appendix 2: Database

Index	Initiative	Location	Issue Area	About	Website
A1	Alkasir	Global	Access to information	Allows web browsers in developing countries to circumvent Internet filtering and censorship	http://alkasir.com
A2	Centro de Periodismo Investigativo de Puerto Rico	Puerto Rico	Access to information	Promotes access to information through investigative reporting and judicial litigation, using an online platform to distribute the information	http://www.cpipr.org
A3	Centru Jornalista Investigativu Timor-Leste	Timor-Leste	Access to information	Daily online publication in Timor-Leste that labels itself as "the Last Hope, when the court doesn't work"	http://cjitl.org
A4	Chakreview	India	Access to information	A participatory media site that allows anyone to contribute to its news content regarding issues of corruption, politics, and social justice	http://www.chakreview.com
A5	Fair Play Alliance*	Slovakia	Access to information	A watchdog site that promotes political transparency and public access to information by working with politicians and encouraging them to submit their financial reports for publication on their website	http://www.fair-play.sk
A6	Free More News	China	Access to information	Twitter-based media source that tries to bring news to its readers the moment it happens	http://freemorenews.com

Index	Initiative	Location	Issue Area	About	Website
A7	InMediaHK	China	Access to information	Provides transparent information on political issues in an environment of tightening Chinese scrutiny	http://inmediahk.net
A8	InternetNecesario	Mexico	Access to information	A response to the Internet tax imposed by government in 2009 that compiled Twitter entries with the hashtag #InternetNecesario	http://www.internetnecesario.org
A9	The Online Citizen	Singapore	Access to information	Alternative media, reflects opinions and views of ordinary citizens not broadcast in state-owned media	http://theonlinecitizen.net
A10	OpenNet Initiative	Global	Access to information	Tracks "global Internet filtering" and exposes Internet filtering in the form of interactive maps, regional overviews, as well as research reports and articles	http://opennet.net
A11	ProAcceso	Venezuela	Access to information	A portal providing various resources supporting efforts to achieve transparency in government	http://www.proacceso.org.ve
A12	Probe	China	Access to information	An online news site run by volunteer journalists that publishes alternative perspectives on issues of political corruption and civil rights violations	http://www.jishinet.com
A13	RTI India	India	Access to information	Helps Indian citizens file Right to Information requests online	http://www.rtiindia.org
A14	Saatsaam	Cambodia	Access to information	Virtual library storing various corruption related information via images, videos, audios, diagrams, and blogs	http://saatsaam.info

Index	Initiative	Location	Issue Area	About	Website
A15	Sesawe	Global	Access to information	Online portal with links to over 40 Internet censorship circumvention tools; provides comprehensive information about Internet filtering technologies for users interested in circumventing censorship as well as volunteers who wish to use technology to help others access the Internet	https://www.sesawe.net
A16	Tor	Global	Access to information	Self-contained web browser application that allows user to circumvent Internet censorship without requiring any desktop installation	http://www.torproject.org
A17	Vikalpa	Sri Lanka	Access to information	Works in the Sinhala and Tamil languages and features alternative narratives on conflict transformation, democracy, good governance and peace	http://vikalpa.org
B1	A Quiénes Elegimos	Paraguay	Checks on government	Offers a database of information about candidates and political proposals, as well as information about elected officials, in order to track the fulfillment of election promises	http://www.aquieneselegimos.org.py
B2	Adote um Vereador	Brazil	Checks on government	Bloggers report on the activities of a chosen politician and provide information on how citizens can become involved in reporting information about their politicians through various social media tools like blogs and Twitter	http://vereadores.wikia.com
B3	Bestiario	Mexico	Checks on government	Tracks the public statements and promises of politicians in Mexico to hold them accountable	http://www.legislativoatualcance.org.mx

Index	Initiative	Location	Issue Area	About	Website
B4	Budget Tracking Tool	Kenya	Checks on government	Publishes the details of national development budget in hopes of increasing transparency	http://opengovernance.info/BTKenya
B5	Bugeni	Kenya	Checks on government	Aims at making Parliaments more open and accessible to citizens, virtually allowing them "inside Parliament"	http://www.bungeni.org
B6	Cnsossos	China	Checks on government	An online platform for collecting evidence of corrupt behaviour by Chinese civil servants	http://hi.baidu.com/sosososos8
B7	Congreso Aberto	Brazil	Checks on government	Tracks, visualizes, and analyzes official data from Brazil's Congress	http://www.congressoaberto.com.br
B8	Congreso Visible	Colombia	Checks on government	Tracks, analyzes and distributes information about the Congress, its members, and its activities to promote a responsible, informed, conscious vote among citizens	http://www.congresovisible.org
B9	Contas Abertas	Brazil	Checks on government	Encourages people to understand and have a say in government budgets	http://contasabertas.uol.com.br
B10	Dinero y Política	Argentina	Checks on government	Interactive database and wiki that aggregates political finance data in real time from 23 different provincial databases and tracks 713 recognized political parties	http://www.dineroypolitica.org
B11	Empowering India	India	Checks on government	A platform that allows citizens and civil society groups to access data about their elected representatives and state and parliamentary-level constituencies	http://www.empoweringindia.org

Index	Initiative	Location	Issue Area	About	Website
B12	Excelências	Brazil	Checks on government	Publishes data about politicians and government activities online	http://www.excelencias.org.br
B13	Executioners of Ukraine	Ukraine	Checks on government	Initiative run by civil rights activists that contains a database of unlawful court decisions	http://kat.in.ua
B14	Guatemala Visible	Guatemala	Checks on government	Aims to increase the accountability of key officials by encouraging more public oversight of the nomination and selection processes	http://www.guatemalavisible.org
B15	Lianmengcn.com	China	Checks on government	Aims to bring all illegal behaviours and malpractices by civil servants in China into light	http://www.lianmengcn.com
B16	Mam Prawo Wiedziec	Poland	Checks on government	Helps Polish citizens access information about their elected representatives in an easy, user-friendly way	http://www.mamprawowiedziec.pl
B17	Mars Group Kenya	Kenya	Checks on government	Operates one of the largest databases of governance information in Kenya, focusing on corruption in the executive, legislative and judiciary branches of government, as well as on accountability and civic education	http://marsgroupkenya.org
B18	Mumbai Votes	India	Checks on government	Tracks politicians and political parties, comparing their promises to performance in order to better inform voters	http://mumbaivotes.com
B19	Mzalendo	Kenya	Checks on government	Monitors the performance of Kenya's Parliament by tracking votes, publishing records, and providing analysis and context	http://www.mzalendo.com

Index	Initiative	Location	Issue Area	About	Website
B20	Nasi Politci	Czech Republic	Checks on government	A watchdog site that monitors the activities of over 900 politicians, using the principles of Web 2.0/3.0 (interactive 3D clouds, tags, structured data, virtual elections, social networking)	http://www.nasipolitici.cz
B21	Our Budget	Israel	Checks on government	Transforms the Tel Aviv municipal budget from a PDF to a spreadsheet format with visualizations	http://ourbudget.org.il
B22	Project Clean Up	India	Checks on government	Presents profiles of the elected representatives with a 'performance monitor' which tracks kept promises and the completion of projects undertaken	http://www.ProjectCleanUp.org
B23	RosGosZatraty	Russia	Checks on government	A database of Russian government spending that provides comprehensive data and analysis on government contractors	http://rosspending.ru
B24	Sejmometr	Poland	Checks on government	Provides tools to track changes of law and the work of parliament representatives and officials easily and more effectively; online portal that offers easily digestible insights into the legislative processes of the Polish government, particularly the Sejm (Poland's parliament)	http://www.sejmometr.pl
B25	Subsidios al Campo en México	Mexico	Checks on government	Provides data to increase the transparency and facilitate analysis of four subsidies programs to rural beneficiaries in Mexico	http://subsidiosalcampo.org.mx
B26	Twiticos	Brazil	Checks on government	Follows politicians in Brazil via Twitter and a blog	http://twiticos.blogspot.com

Index	Initiative	Location	Issue Area	About	Website
B27	The Ujima Project	Global	Checks on government	Sheds light on international private and public expenditures by making budgetary data available online	http://ujima-project.org
B28	Vota Inteligente	Chile	Checks on government	Gathers information regarding political activity from various sources and compiles them for publication on their website	http://www.votainteligente.cl
B29	VOTENAWEB	Brazil	Checks on government	Translates congressional bills into simple language and allows users to virtually vote for or against a bill, and compare their votes to those of parliamentarians	http://www.votenaweb.com/br
B30	Wikileaks	Global	Checks on government	Exposes government corruption by publishing private documents	http://www.wikileaks.ch
C1	African Elections Project	Global	Electoral monitoring	An online information portal covering and monitoring elections in ten African countries and in three languages	http://www.africanelections.org
C2	Alive in Afghanistan	Afghanistan	Electoral monitoring	Electoral reports were submitted via SMS and then mapped alongside official reports for the 2009 national elections	http://aliveinafghanistan.org
C3	Amatora mu mahoro	Burundi	Electoral monitoring	Uses OpenStreetMap and Ushahidi to monitor elections in 2010	http://burundi.ushahidi.com
C4	BlogWatch	Philippines	Electoral monitoring	Promotes healthy discussion of issues and raise awareness about the automated elections, campaign spending, responsible voting and other election related stories	http://blogwatch.ph
C5	Cuidemos el Voto	Mexico	Electoral monitoring	Tracks vote-buying through SMS and Ushahidi	http://www.cuidemoselvoto.org

Index	Initiative	Location	Issue Area	About	Website
C6	Eleccion Visible	Colombia	Electoral monitoring	Monitors the process of selecting candidates for Colombia's Constitutional Court	http://www.eleccionvisible.com
C7	Eleitor 2010	Brazil	Electoral monitoring	Platform that allowed citizens to help monitor Brazil's October 2010 elections using Ushahidi to document and map content submitted by citizens via email, Twitter and various social networks	http://eleitor2010.com
C8	Girifna*	Sudan	Electoral monitoring	Conducts voter education and election monitoring campaigns	http://www.girifna.com
C9	Golos	Russia	Electoral monitoring	Independent election observer that allows users to submit reports of electoral irregularities online and by phone	http://golos.org
C10	Képmutatás	Hungary	Electoral monitoring	Collects data on the financing of political campaigns	http://kepmutatas.hu/english
C11	KohoVolit	Czech Republic	Electoral monitoring	Provides Czech and Slovakian voters with a short quiz to match their own voting preferences with those of candidates,"so you really know who represents you"	http://kohovolit.eu
C12	MyNeta (ADR India)	India	Electoral monitoring	Information on election candidates, based on self-declared affidavits, is readily made available	http://myneta.info
C13	Sharek961	Lebanon	Electoral monitoring	Monitors irregularities in electoral process using Ushahidi platform	http://www.sharek961.org

Index	Initiative	Location	Issue Area	About	Website
C14	Sudan Vote Monitor	Sudan	Electoral monitoring	Used Skype and Ushahidi to map crowdsourced reports of electoral issues in April 2010	http://sudanvotemonitor.com
C15	Uchaguzi	Kenya	Electoral monitoring	Monitored Kenya's August 2010 constitutional referendum using the Ushahidi platform	http://www.uchaguzi.co.ke
C16	VoteBD	Bangladesh	Electoral monitoring	Tracks, compiles, and disseminates information about politicians and electoral candidates in Bangladesh; enables citizens to take necessary steps to ensure that their names and correct details were entered in the list, thereby making them eligible to cast their vote in the various elections.	http://www.votebd.org
C17	VoterReportPH	Philippines	Electoral monitoring	Collects reports of voter fraud during the Philippines' first election using automated voting machines	http://votereportph.org
D1	CGNet Swara	India	Civic engagement	Gives rural populations access to the proper authorities to address inefficiencies in public service via radio, Internet, and mobile technology	http://cgnetswara.org
D2	Cidade Democratica	Brazil	Civic engagement	Software platform that enables Brazilians to document and discuss municipal problems and solutions	http://www.cidadedemocratica.org.br
D3	Corrupedia	Colombia	Civic engagement	CorrupediA functions as a wiki, allowing citizens to upload information about corruption	http://corrupedia.com
D4	Crowdvoice	Global	Civic engagement	User-powered service that tracks voices of protest from around the world	http://crowdvoice.org

Index	Initiative	Location	Issue Area	About	Website
D5	Democrator	Russia	Civic engagement	System that allows users to publish reports about certain problems they face, to unite around a solution of these problems, and to write collective claims to the authorities	http://democrator.ru
D6	El Chiguirre Bipolar	Venezuela	Civic engagement	Aims to make people laugh while sending important political messages	http://www.elchiguirebipolar.net
D7	Fair Play Alliance*	Slovakia	Civic engagement	Creates tools and advocacy campaigns for ethical, transparent, professional public administration in Slovakia	http://www.fair-play.sk
D8	Fix our City	India	Civic engagement	Online platform for residents of Chennai, India to report civic issues like garbage, potholes, sewerage, etc.	http://www.fixourcity.org
D9	ijanaagraha	India	Civic engagement	An online 'touch-point', between citizens and government, for information, empowerment and accountability	http://www.ijanaagraha.org
D10	I Paid a Bribe	India	Civic engagement	Challenges the corruption of government officials and authorities by collecting reports of bribery instances to use in advocacy and lobbying work	http://www.ipaidabribe.com
D11	Ishki	Jordan	Civic engagement	Complaint brokerage that collects and organizes complaints from local citizens about the public and private sector	http://ishki.com
D12	Jagoree	Bangladesh	Civic engagement	Social networking site that aims to bring together Bangladeshi youth who are interested in political activism	http://www.jagoree.org

Index	Initiative	Location	Issue Area	About	Website
D13	Kiirti	India	Civic engagement	Kiirti maps and aggregates partner organisations that deal with civic complaints on the local level throughout India using Ushahidi and FrontlineSMS	http://www.kiirti.org
D14	Kubatana	Zimbabwe	Civic engagement	Aggregates and disseminates information from a network of over 200 organisations in Zimbabwe to encourage advocacy	http://www.kubatana.net
D15	Maji Matone	Tanzania	Civic engagement	Allows citizens to report breakdowns in water supply through sms messaging	http://www.daraja.org
D16	Map Kibera	Kenya	Civic engagement	Using OpenStreetMap, allows members of the community to use video, blogs and other social media to report on community issues and living conditions	http://mapkibera.org
D17	NoBribe	India	Civic engagement	Aims to collect evidence of government corruption, such as hall of shame for corrupt civil servants, and encourages campaigns against bribe and corruption	http://www.nobribe.org
D18	Per Natin'to!	Philippines	Civic engagement	Publishes reports on issues surrounding transparency, accountability and corruption, and encourages Filipino citizens to use text, photos and videos to report times when they are asked for bribes	http://www.transparencyreporting.net
D19	Praja	India	Civic engagement	A space for citizen engagement where they are provided with information about their local areas and provides a forum to discuss issues as a community and develop solutions	http://www.praja.org/about-us.php

Index	Initiative	Location	Issue Area	About	Website
D20	Quien Paga Manda	Costa Rica	Civic engagement	Monitor customer service and consumer rights violations and provide information to Costa Ricans on how to solve related problems	http://www.quienpagamanda.com
D21	Tak-tak-tak	Russia	Civic engagement	Provide a social media platform for civic engagement to fill a gap in Russian civil society and journalism	http://taktaktak.ru
D22	VigEye	India	Civic engagement	Allows citizens to report bribes online and via SMS	http://www.vigeye.com
E1	CrisisCommons	Global	Disaster Response	Wiki based crowdsourcing platform to organise efforts for disaster relief	http://crisiscommons.org
E2	Extraordinaries (now called Sparked.com)	Global	Disaster Response	Extraordinaries capitalised on the power and reach of Microvolunteerism, in order to gather help during the Haiti earthquakes	http://www.sparked.com
E3	HelpMap Russia	Russia	Disaster Response	Used the Ushahidi platform to map the spread of the wildfires outside Moscow in 2010, volunteers could see which areas needed help	http://russian-fires.ru
E4	Humanity Road	Global	Disaster Response	Site dedicated to educate the public before, during and after disaster on how to survive, sustain and reunite with loved ones	http://www.humanityroad.org
F1	Freedom GeoMap	Global	Human rights monitoring	Maps incidents of human trafficking through crowdsourced information	http://www.survivorsconnect.org/geomap

Index	Initiative	Location	Issue Area	About	Website
F2	Girifna*	Sudan	Human rights monitoring	Girifna uses text messaging and Skype to spread the news when pro-democracy activists are arrested or abducted	http://www.girifna.com
F3	Husheng	China	Human rights monitoring	Collects reports of human rights violations via crowdsourcing and offers support for pursuing legal avenues	http://www.cnhusheng.com
F4	Justice League of China	China	Human rights monitoring	A portal run by volunteer legal professionals for submitting reports of human rights violations and receiving advice	http://cnzylm.com
F5	LibyaCrisisMap	Libya	Human rights monitoring	Crowdsources reports of human rights violations as the crisis in Libya unfolds	http://libyacrisimap.net
F6	Minshengzhongguo	China	Human rights monitoring	A citizen portal for submitting reports of human rights violations	http://www.mszgw.com
F7	Outofsight.tv	Serbia	Human rights monitoring	Uses text, video and image to document how the resettled families were moved and what still needs to be improved in their present conditions; provides ongoing updates and proposes what should be done differently in future projects	http://outofsight.tv
F8	Panamá Transparente	Panama	Human rights monitoring	Uses Ushahidi to aggregate and map citizen reports of human rights violation, including but not limited to sexual harassment and kidnapping	http://www.mipanamatransparente.com
F9	Sithi	Cambodia	Human rights monitoring	Crowdsource and curate reports of human rights violations	http://sithi.org

* Dual categorisation of initiative. E.g. Girifna is active both in providing checks on government and monitoring human rights violations.

Appendix 3: Useful Tools

Throughout the course of our research, a number of tools with potentially helpful uses for Transparency International were identified. Below is a list of those found to be most pertinent.

1. **CiviCRM** is an open source constituent relationship management (CRM) software. It is designed to meet the needs of advocacy, non-profit and non-governmental groups.
2. **DGroups** is a Google Groups-like set of mailing list tools aimed at NGOs in the development sector in the global south.
3. **Discuz!** is a popular BBS/Forum content management system in China that is developed and owned by Comsenz Inc.
4. **Drupal** is a free software package that allows an individual or a community of users to easily publish, manage and organize a wide variety of content on a website.
5. **Facebook** is a social networking site where users can create their own profile, add others as friends as well as exchange messages and information. Users can also create and join interest groups or events.
6. **FixMyStreet** is an application to help people report, view, or discuss local problems they've found to their local council by simply locating them on a map.
7. **Flickr** is an image and video hosting website, web services suite, and online community. In addition to being a popular website for users to share and embed personal photographs, the service is widely used by bloggers to host images that they embed in blogs and social media.
8. **Freedom Fone** is an information and communication tool, which marries the mobile phone with Interactive Voice Response (IVR), for citizen benefit. It provides information activists, service organisations and NGO's with widely usable telephony applications like voice menus, SMS polls, and mass SMS messaging.
9. **FrontlineSMS** is a mobile technology based tool that allows users to send text messages to large groups of people anywhere there is a mobile signal. It has a desktop interface that connects to a mobile phone. An Internet connection is not necessary.
10. **Joomla!** is an open source content management system platform. It is written in PHP, stores data in MySQL and includes features such as page caching, RSS feeds, printable versions of pages, news flashes, blogs, polls, search, and support for language internationalization.
11. **JOSM** is the "Java OpenStreetMap Editor", a desktop application originally developed by Immanuel Scholz and currently maintained by Dirk Stöcker. Currently it supports loading stand alone GPX tracks and GPX track data from the OSM database as well as loading and editing existing nodes, ways, metadata tags and relations from the OSM database.
12. **Many Eyes Wikified** is a wiki-based website where anyone who visits can edit and create pages using a simple markup language as well as record and visualise data. The updated data can be embedded directly in the page or linked from an external website.
13. **Many Eyes** is an online visualization tool by IBM. The site is set up to allow the entire Internet to upload data, visualize it, and talk about their discoveries with other people.
14. **Mechanical Turk**: Run by Amazon, this website enables businesses to deskill time-consuming and costly labour to a scalable online workforce.
15. **Media Wiki** is a free web-based wiki software application used by all projects of the Wikimedia Foundation, and many other wikis. It is written in the PHP programming language and uses a database. The first version of the software was deployed to serve the needs of the free content Wikipedia encyclopedia in 2002.
16. **OpenDataKit** is a set of free tools used all over the world to make data collection and information delivery easier. App resides and runs on a mobile phone, App resides and runs on a server, Is a web-based application/web service
17. **OpenEvSys** is a free, open-source database tool that allows any organisation to manage and document instances of human rights violations. The software can be downloaded or run directly online.
18. **OpenLayers** is an application that displays map tiles and markers loaded from any source on web page. MetaCarta developed the initial version of OpenLayers and gave it to the public to further the use of

geographic information of all kinds. OpenLayers is completely free, Open Source JavaScript, released under a BSD-style License.

19. **OpenStreetMap(OSM)** is a collaborative project to create a free editable world map. The maps are created using data from portable GPS devices, aerial photography, other free sources or simply from local knowledge. Both rendered images and the vector graphics are available for download under a Creative Commons Attribution-ShareAlike 2.0 license.
20. **Orkut** is a social networking site that is owned and operated by Google. It is one of the most visited websites in India and Brazil. As of December 2009, 51.09% of Orkut's users are from Brazil, followed by India with 20.02% and United States with 17.28%.
21. **PHPBB** is a popular Internet forum package written in the PHP scripting language. The name "phpBB" is an abbreviation of PHP Bulletin Board. Available under the GNU General Public License, phpBB is free software.
22. **PLURK** is a free social networking and micro-blogging service that allows users to send updates (otherwise known as plurks) through short messages or links, which can be up to 140 text characters in length.
23. **Scribd**: enables you to upload documents of varied formats—including PDFs, PowerPoints, Word docs, and EPUB—and make those documents searchable (across the web and within the documents themselves), social, and embeddable in websites and blogs.
24. **SeenReport** is a citizen journalism service through which users can submit photos, videos, and text accounts of news as it is happening via SMS, MMS, or e-mail.
25. **ShareThis** is an embeddable button or widget for blogs and websites, allowing readers to share content via email, instant messenger, bookmarking services, and social networks.
26. **Skype** is a software application that allows users to make voice calls over the Internet. Calls to other users within the Skype service are free, while calls to both traditional landline telephones and mobile phones can be made for a fee using a debit-based user account system. Skype has also become popular for their additional features which include instant messaging, file transfer and video conferencing.
27. **Slideshare** is a popular service that allows users the ability to upload and share publicly or privately PowerPoint presentations, Word documents and Adobe PDF Portfolios.
28. **Sonico** is a social networking platform that targets users in Latin America and stresses its privacy controls. It is available in English, Spanish, and Portuguese.
29. **Sparked** is an online micro-volunteer project that creates concrete opportunities for people to contribute to a cause while minimising their donation of time and energy.
30. **SwiftRiver** is an open-source platform that collects information through various sources -and authenticates the data through verification algorithms and humans in emergency response initiatives.
31. **Tumblr** is a microblogging site that enables users to share various resources like images, videos and quotes.
32. **Twitter** is a free social networking and microblogging service that enables its users to send and read messages known as tweets. Tweets are text-based posts of up to 140 characters displayed on the author's profile page and delivered to the author's subscribers who are known as followers. Users can send and receive tweets via the Twitter website, SMS, or external applications.
33. **Txteagle** is a data collection and engagement platform that leverages mobile airtime compensation for data collection and customer engagement. Txteagle widely advertises its ability to reach 2.1 billion mobile subscribers currently.
34. **UserVoice** is a website that enables customers to submit, discuss and vote on feedback for the product or organisation.
35. **Ushahidi** is an open source platform designed to crowdsource information via SMS and online messaging, which appear on an interactive map.
36. **UStream** is a video and broadcasting website enables anyone with a webcam and Internet connection to broadcast video live. Users watching the streaming video can optionally chat on an interface to participate.
37. **Wikia** (formerly Wikicities) is a free web hosting service for wikis. It is free of charge for readers and editors, and relies on advertising, and publishes all user-provided text under copyleft licenses.

38. **WordPress** is an open source blog publishing application powered by PHP and MySQL which can also be used for basic content management. It was first released in May 2003 by Matt Mullenweg as a fork of b2/cafelog. As of September 2009, it is being used by 202 million websites worldwide.
39. **Yamli** is an Internet start-up focused on addressing problems specific to the Arabic web. The Smart Arabic Keyboard allows users to type Arabic without an Arabic keyboard from within their web browser. This technology is based on a real-time transliteration engine which converts words typed with Latin characters to their closest Arabic equivalent.
40. **YouTube** is a video sharing website on which users can upload and share videos. It is now operated as a subsidiary of Google. Unregistered users can watch the videos, while registered users are permitted to upload an unlimited number of videos. Videos that are considered to contain potentially offensive content are available only to registered users over the age of 18.

Appendix 4: Transparency International Social Media Interactive Map

As a future initiative, Transparency International may seek to turn this report's supplementary database of civil society social media initiatives into an interactive map. The necessary steps for such a project are below. amMap moderator Martynas Majeris (info@ammap.com) can be contacted for technical assistance.

Input

- 1) Turn the database into a user-friendly, graphically appealing web-based form for input and revision of existing entries. The present Excel database will need to be converted into a MySQL database for online use. The entry form will need to ask the user the following questions:
 - a) What are the types of tool being used for the initiative? Entries can be one or more of the following, with the ability to add more in the future:
 - i) crowdsourcing
 - ii) forums
 - iii) blogs
 - iv) social networking
 - b) The form should also indicate whether it is only a web-based technology, only mobile-based, or potentially both (i.e. if web-based does it have a specifically mobile-version?)
 - c) What are the specific tools being used? New tools or a combination of the below should be selectable:
 - i) Facebook
 - ii) Twitter
 - iii) YouTube
 - iv) Ushahidi
 - v) FrontlineSMS
 - d) Where is this specific initiative being implemented? Options should be country-specific with the additional option for "global".

Output

- 2) Create server-side PHP scripts that connect to MySQL and pull data to visually represent the entries with amMap. (The amMap platform is open-source software that is dynamic, customisable and robust for such an application.) Any generated output should visually represent all original entries, while also offering a user-friendly tool for future expansion.
- 3) Create controls on the output page that enable selection of "layers" (categories) to be displayed on the map. For example, when the mouse moves over a specific country, any specific initiatives input for that country should be listed, benefiting from amMap's zoom feature. Filters with specific issue-areas should be indicated as map overlays.

Bibliography

1. Aday, Sean, Henry Farrell, Marc Lynch, John Sides, John Kelly, and Ethan Zuckerman. "Blogs and Bullets: New Media in Contentious Politics." United States Institute of Peace Report 2010: 1-36.
2. Barnes, Martha L., and Erin K. Sharpe. "Looking Beyond Traditional Volunteer Management: A Case Study of an Alternative Approach to Volunteer Engagement in Parks and Recreation." *Voluntas* 20 (2009): 169-187.
3. Brady, H. E. "Political participation." In *Measures of political attitudes*, edited by J. P. Robinson, P. R. Shaver and L. S. Wrightsman. San Diego, CA: Academic Press, 1994.
4. Breene, T., and B. Whipple. "Melding marketing and IT: Are you ready for the digital revolution?" *Accenture Outlook* 1(2011): 2-8.
5. Brinkerhoff, Derick W. "Political Will for Anti-Corruption Efforts: An Analytical Framework." *Public Administration and Development* 20 (2000): 239-252.
6. Chavez, Craig, Michael A. Repas, and Thomas L. Stefaniak. "A New Way to Communicate with Residents: Local Government Use of Social Media to Prepare for Emergencies." ICMA Report 2000: 1-13.
7. Deibert, Ronald J. "International Plug 'n Play? Citizen Activism, the Internet, and Global Public Policy." *International Studies Perspectives* 1(2000): 255-272.
8. Eigen, P. "Combating Corruption Around the World." *Journal of Democracy* 7, 1(1996): 158-168.
9. Ellison, Nicole B., Charles Steinfield, and Cliff Lampe. "Connection Strategies: Social Capital Implications of Facebook-enabled Communication Practices." *New Media & Society* January 27(2011): 1-20. (published online before print)
10. Firstbrook, C., and R. Wollan. "Harnessing the Power of Social Media." *Accenture Outlook* 1(2011): 2-9. http://www.accenture.com/SiteCollectionDocuments/PDF/Accenture_Outlook_Harnessing_power_social_media.pdf (posted on February, 2011; accessed on March 10, 2011)
11. Fortgang, Jon. "Putting the 'Social' in Social Media." *Figaro Digital*, <http://www.figarodigital.co.uk/editorial-article/putting-the-social-in-social-media.aspx> (posted on April 3, 2011; accessed on April 20, 2011)
12. Gustafson, Katherine. "Got 10 Minutes? Micro-volunteer." *Johns Hopkins Magazine*, <http://magazine.jhu.edu/2011/02/got-10-minutes-micro-volunteer/> (posted on February 28, 2011; accessed on March 10, 2011)
13. Hasan, Mahmud. "Mobilising Volunteers to Respond to Oil Disasters in the Baltic Sea." *Zunia*, <http://zunia.org/post/mobilizing-volunteers-to-respond-to-oil-disasters-in-the-baltic-sea/> (posted on July 5, 2007; accessed on March 16, 2011)
14. Heinzelman, Jessica, and Carol Waters. "Crowdsourcing Crisis Information in Disaster-Affected Haiti." United States Institute of Peace Special Report 252, 2010: 1-16.
15. Hersman, Erik. "Explaining Swift River." *Ushahidi*, <http://blog.ushahidi.com/index.php/2009/04/09/explaining-swift-river/> (posted on April 9, 2009; accessed on February 10, 2011)
16. Howard, Alex. "5 ways government works better with social media." *Mashable*, <http://mashable.com/2010/05/10/social-media-government/> (posted on May 10, 2010; accessed on Feb 20, 2011)
17. Josh. "Coverage of Alive in Afghanistan." *Small World News*, <http://smallworldnews.tv/2009/08/20/coverage-of-alive-in-afghanistan> (posted on August 20, 2009; accessed on March 1, 2011)
18. K., Laura. "Social Media can save the Planet." *Greenpeace*, <http://www.greenpeace.org/international/en/news/Blogs/makingwaves/social-media-can-save-the-planet/blog/11832> (posted on May 25, 2010; accessed on March 10, 2011)
19. Kanter, Beth. "Using social media to accomplish more with less." *Beth's Blog*, <http://www.bethkanter.org/simplicity-netnon/> (posted on July 12, 2010; accessed on February 20, 2011)
20. Khan, M. "A typology of Corrupt Transactions in Developing Countries." *IDS Bulletin* 27, 2(1996): 12-21.
21. Klandermans, B., and D. Oegema. "Potentials, Networks, Motivations, and Barriers: Steps Toward Participation in Social Movements." *American Sociological Review* 52(1987): 519 – 531.

22. Langer, Jenna. "Information Communication Technology and Social Media as a Backchannel for Disaster Relief and Political Action." *Jenna Langer*, http://www.jennalanger.com/wp-content/uploads/2010/09/LangerJenna_ICT-backchannel.pdf (written in Spring, 2009; posted in September, 2010; accessed on March 16, 2011)
23. Livingston, Geoff. "Social Media: The New Battleground for Politics." *Mashable*, <http://mashable.com/2010/09/23/congress-battle-social-media/> (posted on September 23, 2010; accessed on February 18, 2011)
24. McCarthy, J. D., and M. N. Zald. "Resource Mobilization and Social Movements: A Partial Theory." *American Journal of Sociology* 82(1977): 1212 – 1241.
25. McCoy, J.L., and H. Heckel. "The Emergence of a Global Anti-Corruption Norm." *International Politics* 38 (2001): 65-90.
26. Millette, Valerie, and Marylène Gagné. "Designing Volunteers' Tasks to Maximize Motivation, Satisfaction and Performance: The Impact of Job Characteristics on Volunteer Engagement." *Motivation and Emotion* 1(2008): 11-22.
27. Mummendey, A., T. Kessler, A. Klink, and R. Mielke. "Strategies to Cope with Negative Social Identity: Predictions by Social Identity Theory and Relative Deprivation Theory." *Journal of Personality and Social Psychology* 76(1999): 229 – 245.
28. Norris, Pippa. *Critical Citizens: Global Support for Democratic Governance*. Oxford: Oxford University Press, 1999.
29. Noyes, Andrew, Joe Pospars, Craig Newmark and Jack Dorsey. Transcript of National Conference Video on Volunteering and Service, New York, NY, 2010, in *Chris Noble's Blog: NCVS Panel: Mobilizing Volunteers with Social Media*, <http://www.whatgives.com/2010/07/13/ncvs-panel-mobilizing-volunteers-with-social-media/> (posted on July 13, 2010; accessed on February 10, 2011)
30. On the Media, "Old and New Media Go to Washington," May 8, 2009: <http://www.onthemedial.org/transcripts/2009/05/08/01>.
31. Putnam, Robert. "Bowling Alone: America's Declining Social Capital." *Journal of Democracy* 6, 1(1995): 65-78.
32. Salamon, Lester M., and Megan A. Haddock. "Putting Civil Society and Volunteering on the Economic Map of the World: The opportunity and the challenge for the broader Middle East and North Africa." Paper presented at the Foundation for the Future's Regional Conference on Research on Civil Society Organisations, Amman, Jordan, January 26-28, 2010.
33. Sasaki, David, Renata Avila, Sopheap Chak, Jakub Górnicki, Rebekah Heacock, Victor Kaonga, Sylwia Presley, Manuella Maia Ribeiro, Namita Singh, and Carrie Yang. "Technology for Transparency." *Global Voices*, http://globalvoicesonline.org/wp-content/uploads/2010/05/Technology_for_Transparency.pdf (posted in May, 2010; accessed on February 26, 2011)
34. Schenk, Karen. "Mobilizing Volunteers." *Power to Change Ministries*, <http://powertochange.com/inspire/mobilizing-volunteers/> (posted in 2009; accessed on March 3, 2011)
35. Sheppard, Noel. "The government is monitoring Facebook and Twitter." *News Busters*, <http://newsbusters.org/blogs/noel-sheppard/2009/12/14/government-monitoring-facebook-twitter> (posted on December 14, 2009; accessed on March 30, 2011)
36. Sigal, Ivan. "Russia Help Map Wins Runet Award." *Global Voices*, <http://globalvoicesonline.org/2010/12/03/russia-help-map-wins-runet-award/> (posted on December 3, 2010; accessed on February 13, 2011)
37. Accenture. "Everything You Need to Know to Get Social Media Working for Your Business." *Accenture*, <http://www.accenture.com/us-en/Pages/insight-social-media-management-handbook-summary.aspx> (posted on January 4, 2011; accessed on February 20, 2011)
38. The Internet Society. "International Chapter Toolkit: Tools for Mobilizing Volunteers." *The Internet Society*, <http://www.isoc.org/isoc/chapters/guidelines/docs/volunteer-toolkit.pdf> (posted in September, 2010; accessed on March 5, 2011)
39. The Johns Hopkins Center for Civil Society Studies. "Mapping Volunteer Work Around the World: World's Labor Statisticians Adopt New Guidelines for Measuring Volunteering." *Johns Hopkins University*, <http://www.jhu.edu/news/home08/dec08/volunteer.html> (posted on December 19, 2008; accessed on March 5, 2011)

40. Ward, Amy S. "Citizen Tech: Social Media in Disaster Response." *Amy Sample Ward*, <http://amysampleward.org/2011/02/19/citizen-tech-social-media-in-disaster-response/> (posted on February 19, 2011; accessed on February 27, 2011)
 41. Washington, Jesse. "For Minorities, New 'Digital Divide' Seen." *USA Today*, http://www.usatoday.com/tech/news/2011-01-10-minorities-online_N.htm (posted on January 10, 2011; accessed on March 30, 2011)
 42. Weinberg, Tamar. "The New Community Rules: Marketing on the Social Web." *O'Reilly Media*, <http://oreilly.com/catalog/9780596156817/> (posted in July, 2009; accessed on March 1, 2011)
 43. Wright, Donald K., and Michelle D. Hinson. "How Blogs and Social Media Are Changing Public Relations and the Way It Is Practiced." *Public Relations Journal* 2(2008): 1-21.
 44. Zomerman, Martijin van, and Aarti Lyer. "Introduction to the Social and Psychological Dynamics of Collective Action." *Journal of Social Issues* 65, 4(2009): 645- 660
-