Campaign for Tobacco-Free Kids

CROWDSOURCING RESOURCE TOOLKIT

January 2017

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1. Introduction to Crowdsourcing
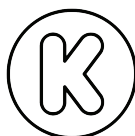
Crowdsourcing is defined as:

A model in which one obtains information or input into a particular task or project by enlisting the services of a number of people, either paid or unpaid.

Crowdsourcing is typically done via the Internet or a mobile device. Broadly speaking, here are a few well-known examples of crowdsourcing at scale:

Wikipedia : A free online encyclopedia, created and edited by volunteers around the world.

Kickstarter : One of the world's largest fundraising platforms for creative projects.

Uber : Uber's mobile app allows for drivers around the world to give a ride to a broad user base.

What does crowdsourcing have to do with tobacco control?

As you see from the examples above, there is a wide range of ways to harness the power of a large number of people to achieve a common goal. While those are examples of consumer-based crowdsourcing, this tactic can also be a great tool for civil society organizations and governments as well.

A great example of crowdsourcing in a policy-setting was a campaign that conducted "activist mapping" in Kenya to monitor the 2013 General Election. The project gave citizens the ability to report on any suspicious or violent activity to add transparency and push for a fair and peaceful election. You can read more about this

case study in the appendix (Case Study #1).

When it comes to tobacco control campaigns, collecting and using data from a large number of people can also be helpful -- but only if the data is used to help achieve a specific objective in your campaign. **Crowdsourced data for tobacco control campaigns can be used for either advocating for a policy to be passed into law or working to implement an existing law that is actively enforced by government. If you are not working towards one of these two policy objectives, crowdsourcing is likely not right for you at this time.**

As related to the Framework Convention on Tobacco Control, three policy areas provide straightforward scenarios in which you may leverage crowdsourcing. Tobacco control campaigns often face a challenge in effectively communicating the scope or real-world relevance to a particular policy initiative. Crowdsourcing efforts can take a campaign from the conceptual to the actual--equipping your campaign with data, stories, images and other content to support a policy narrative or enforcement procedure.

1 **Smoke-Free Public Places** : Crowdsourcing can play a key role in documenting geographic locations where people are exposed to secondhand smoke. This data can be used to document the narrative of how pervasive smoking is in a particular type of venue (restaurant, office) or to support government enforcement procedures to identify areas where enforcement violations should be issued.

2 **Tobacco Advertising, Promotion and Sponsorship** : Crowdsourcing can document the volume and type of tobacco advertising in a region, as well as provide locations of ads that may be located near academic institutions. When this data is aggregated into a report or map it can convey a powerful picture of how aggressive the tobacco industry is in targeting their advertising to pressure policy-makers and/or enforcement agencies.

3 **Point of Sale Violations**: Crowdsourcing can be an effective tool to document visual evidence of violations at the point of sale of tobacco products, whether it be the sale of single stick cigarettes, tobacco product displays, sales to minors or sales of flavored tobacco products.

Tobacco control crowdsourcing campaigns can support both policy passage and policy implementation in the scenarios mentioned above.

Let's take a closer look at the stages that a civil society organization can coordinate with government after a law is passed:

After regulations have been developed and adopted, an implementation plan is drafted. Tobacco control advocates should plan for the following to ensure the law is successfully adopted:

• **Educate:** Inform the public and all affected parties about key elements of the law, including the benefits and penalties for noncompliance, and expose and counter any misleading stories, information and/or materials generated by the tobacco industry.

• **Enforce:** While enforcement of new laws is primarily the responsibility of the government, advocates can partner with government to develop an enforcement plan, use monitoring reports to help enforcement agencies target their enforcement efforts, and work with media to publicize enforcement and compliance issues.

• **Assess:** Document progress and expose weaknesses for compliance with the law. Advocates can help define benchmarks for compliance, design and implement methods to monitor compliance with the law, and document compliance issues and inform where to target greater enforcement and education resources.

Crowdsourcing can play a role in the following ways:

This toolkit will provide you with strategies and tactics that will help you to use crowdsourcing in an effective way. The next section will help you decide if crowdsourcing is right for you.

Educate: Communicate the scope and severity of the issue addressed in the law via real-life examples and data

Enforce: Support monitoring efforts by public reporting of violations or compliance with the law

Assess: Compile data to draw conclusions of success in public compliance or areas of needed improvement in enforcing the law

2. Should you run a crowdsourcing campaign?

Before planning a campaign, it's important to evaluate if crowdsourcing is right for you. For civil society organizations, crowdsourcing can be successful for both urgent and non-urgent issues.

Tobacco control issues will mostly fall into the non-urgent category.

The importance in the distinction is that, for non-urgent issues, a dedicated investment in communications activities to drive awareness of the project will be critical.

Review the types of non-urgent and urgent crowdsourcing examples below. Think about how you will plan your campaign understanding that the issue is not urgent or top-of-mind to the general public.

⚠️

Urgent

1 **Disaster Relief:** With the rise of social media and crowd-based reporting, we've seen the public lead the way in real-time reporting in crisis situations. For example, in Jakarta, Indonesia, instead of relying on government-based, static flood reports that were published once every six hours, residents now tweet the word "banjir" (Indonesian for "flood") and after confirming location, their flood report is added to a real-time, open-sourced map. The government now relies on the people for the most trustworthy and up-to-date information. (See Case Study #2 in the Appendix.)

2 **Urgent Social-Impact Campaigns**: Crowdsourcing has been successful in leveraging public input in matters of urgent social impact. Two great

examples are the Harassmap in Egypt (Case Study #3), which has helped raise awareness and reduce reporting stigma around sexual assault and the monitoring of election fraud in Kenya (Case Study #1). In both case studies you'll read that although these are urgent campaigns, training and engaging volunteers to help gather and verify data was key to the success of each campaign.

Non-Urgent

3   **Direct Response from Government:** United States city governments turned to crowdsourcing information from the public to better support non-emergency infrastructure issues, such as repairing potholes and cleaning up graffiti. By being transparent, leveraging gamification techniques, and fixing 90% of issues tracked, they've engaged over one million users and fixed over 2.6 million issues. (Read more in Case Study #4.)

4   **Well organized multi-media campaigns**: In the campaigns where there is no urgency or a direct response from government to the issue that was submitted, a great deal of work needs to be done to raise awareness around your issue and encourage people to take action. An example of this is a tobacco control policy implementation in China to support Beijing's smoke-free law. While resources at this scale are likely not available to most organizations, it is helpful to see the response garnered in this case study (#5 in the Appendix). The online crowdsourcing map was one of many tactics employed to support implementation of the tobacco control law.

5   **Well organized community campaigns:** When there is not a direct response from government, or you do not have resources for multi-media campaigns with celebrity endorsements, community organizing is key. A community mapping project in Semarang, Indonesia engaged diverse partnership opportunities, planned volunteer trainings, and organized community events to successfully run a non-urgent crowdsourcing campaign. Read more in Case Study #6 to find out how they inspired over 200,000 features to be mapped in their community.

Because much of our work in tobacco control will not fall into a matter of urgent social issues, we need to focus on the the latter three examples when planning our campaigns, which will require detailed planning and resources to market the program. To further deepen our understanding of how to run a crowdsourcing campaign, next we'll review the pitfalls and keys to crowdsourcing success.

Highlights of good and bad crowdsourcing campaigns

Pitfalls

1- No Clear Campaign Objective: The worst scenario is one in which the crowdsourcing campaign has no value in a clearly defined campaign objective. Crowdsourcing campaigns should never be your end goal or objective in and of itself. Your objective should always be to pass policy or help implement policy. If you do not have a clear campaign objective, such as an upcoming policy you are trying to pass into law in the next 6-8 months OR a clearly defined law has been passed and you are working to implement it, you should not move forward with a crowdsourcing campaign.

2- No Plan for Data: The importance of this cannot be stressed highly enough: You need to know how the information you are crowdsourcing will be used to help achieve your campaign objective. As outlined in the worksheet, you absolutely should not start a crowdsourcing campaign without answering these key questions:

    a-What data are you collecting?
    b-How does this data help you achieve your campaign objective?
    c-How will this data get to the decision maker?

This is of the utmost importance because if you start a campaign without thinking through exactly what information you need, you may not collect it from the beginning in the right way and your entire campaign could be useless! Do not let this happen to you -- create a plan for your data from the beginning. See the next lesson for how to make a plan for your data.

• Uganda tobacco control advocates launched a crowdsourcing campaign to collect

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data on the presence of no-smoking signs in public places such as bars and restaurants. The campaign started with a sizeable following on social media as a base to mobilize, but did not adequately invest resources to develop a comprehensive plan to motivate this audience to participate in the data collection efforts. Furthermore, with no clear plan on how the data was to be used to advocate for new policies once collected, the images that did end up being collected were not effectively used. Read more in Case Study #9.

3-No Promotion Plan: If a campaign issue lacks urgency or direct response, a heavy lift is required to educate the public and get them to take action. Just because you created a crowdsourcing campaign doesn't mean anyone will hear about it or participate unless you promote it! One example is in France, where they built a website with crowdsourcing functionality. However, the site only garnered eight responses of smoke-free patios. (Read more in Case Study #7.)

Keys to Success

1- Collaborate with Government: Tobacco control advocates in Russia found success collaborating with government to report policy violations. Their stand-alone app garnered 15,000 downloads, which led to over one thousand downloads. When asked if they'd do anything differently, the team reported that they would have collaborated with government even earlier in the process so officials would have more ownership of the project. Read more and find links to the app in Case Study #8.

2- Organize Diverse Partners: One of the main factors cited for the success of the Semarang community mapping project (Case Study #6) was the engagement of a wide and diverse array of partners. Organizers spent a lot of time in the community to identify unique partners. Starting with a local artist group called Hysteria and expanding to groups such as the GroundTruth Initiative and Humanitarian OpenStreetMap Team, they all partnered up to create fun events and volunteer engagement opportunities. Having several groups committed to the campaign's success meant more people coming up with creative ideas, more events, and ultimately more data reported.

3- Volunteers Are Key: You cannot do this alone! There are many roles volunteers will play in making your campaign a success. The organizers of the HarassMap campaign (Case Study #3) worked with over 1,000 volunteers in several different roles. Volunteers helped strategize campaigns, do media outreach and press events, research, and verification of reports. Volunteers can also help lead street teams of people entering data. Volunteers are the key to scaling up your project to a successful crowdsourcing campaign.

4-Plan for Moderation: Your data will not be of much use if it is not accurate. You will need a team of staff and volunteers to moderate the data and verify its accuracy to ensure decision makers find it trustworthy. The tobacco control advocacy team in China had a volunteer team that inspected nearly 3,000 complaints! Because they organized volunteers to verify the data, government was able to address nearly 800 complaints directly. (Read more in Case Study #5.)

Required Resources

Crowdsourcing campaigns are not easy or inexpensive to run. They require thoughtful planning and allocation of staff and financial resources:

Staff and Volunteers

Successful campaigns have designated staff responsible for the following roles:

Project Manager: Oversees strategy, roll-out plan, manages strategic partnerships, and coordinates with all other roles

    a-Estimated hours per week: 10-20
    b-Number of weeks: 12+

Technology Coordinator: Implements Ushahidi (or other crowdsourcing tool), troubleshoots tech needs throughout campaign

    a-Estimated hours per week: 5-10 for implementation; 2-3 for troubleshooting
    b-Number of weeks: 2 for implementation; 8+ for the campaign

Moderation Manager: Has full administrative access to the crowdsourcing tool, creates plan for verification of reports, oversees verification of reports

  a-Estimated hours per week: 2-8
  b-Number of weeks: 8+

Media/Outreach Coordinator: Oversees marketing and media outreach to promote usage of the tool by the public as well as awareness of the program results

  a-Estimated hours per week: 2-5
  b-Number of weeks: 12+

Volunteer/Partnership Coordinator: Organizes volunteers and partner organizations -- this involves constant communication to keep volunteers engaged and accountable

  a-Estimated hours per week: 10-20
  b-Number of weeks: 8+

Volunteers: Collect and verify data, can also be responsible for above roles if highly committed

  a-Estimated hours per week: 5-10
  b-Number of weeks: 8+

Financial Resources

In addition to the staff needed to run a successful campaign, you'll also want to plan for the cost of the crowdsourcing tool itself. Depending on needs, costs can range from $70 USD to $350 USD per month for the crowdsourcing tool. We recommend using Ushahidi; you'll find more information on how to sign up and set up your campaign in Lesson Three.

In addition, if you would like the campaign to reach a large number of the general public, you may want to plan a budget for marketing on social and traditional media channels. Budgets are scalable and can be as low as $500 for a small Facebook campaign to thousands of dollars to run a multi-media campaign.

Finally, you'll also want to think about budget to support volunteers and other public events. Below please find a suggested minimum budget for a crowdsourcing campaign.

Suggested Minimum Budget

ITEM	AMOUNT
2-5 Staff Members to Fill All Roles	TBD
Crowdsourcing Tool for 6 Month	$420
Extra Smart Phones for events	$1200
Volunteer snacks/gifts	$1000
Traditional advertising	$1000
Social media advertising	$500
Misc.	$500
Total Minimum Estimated Budget	$4,620 plus staff time

Activity: Complete this worksheet: Are You Ready for Crowdsourcing?

Worksheet: Are You Ready for Crowdsourcing?

Much like running an advocacy communications campaign, crowdsourcing can be successful for anyone with the right training, resources, and commitment.

Two common pitfalls organizations often face are as follows:

1 Launching a crowdsourcing effort without fully understanding the time and resources needed to make a project successful

2 Not fully identifying how the data collected will be used to further an advocacy campaign objective.

Complete the following worksheet to ensure your campaign is set up for success:

What is your campaign policy objective? Is your goal to pass policy or implement existing policy?
e.g. To ensure all restaurants comply with smoke-free policies

What information do you want to collect?
e.g. Names and locations of restaurants where smoking is occurring

How will this information help you achieve your objective?
e.g. The data will be handed over to health inspectors every two months to issue violations

If your goal is to pass new policy: How will the data be used to impact a decision maker or used in a decision-making process?

If your goal is to implement existing policy: How will the data be used to support stronger public education, improve government enforcement or assist in overall assessment of compliance with the law?

How important is data accuracy?

Who will help you verify the data is correct?

Are there security concerns regarding the collection and presentation of the data?

Can you, your organization, and/or partners commit 20 hours per week to making this successful?

Who will fulfill the following roles (note some roles can be completed by the same person)?

- Project Manager: _____

- Moderation Manager: _____

- Technology Coordinator: _____

- Volunteer Coordinator: _____

- Media/Outreach Coordinator: _____

What communication resources will you be able to commit to promoting this campaign?

__PR: Morning shows, radio, newspaper

__Paid advertising campaign: Television, radio, newspaper

__Community organizing: Local events, partnerships, fliers, volunteer organizing, etc.

__Social media: Facebook, Twitter, WhatsApp promotion

__ Other

Do you have resources allocated for the tool itself ($70 USD to $350 USD per month)?

____ Yes   ____ No

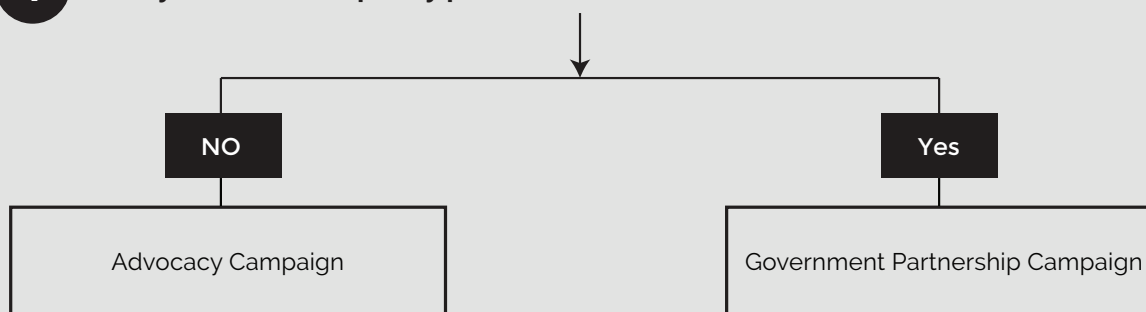# 3. Make a Plan for the Role of the Tool and the Data

The most important thing at the onset is to make a plan for how you will use the data you are crowdsourcing. In tobacco control campaigns, we see two ways to use the data: support the passage of new policy and support the implementation of existing policies.

In an ideal implementation process, civil society organizations are closely partnered with government, and the data that is being collected will be followed up on by government enforcement bodies. If a policy has not been passed into law or systems are not yet in place for government enforcement, you will need to use the data for advocacy efforts to influence government/enforcement bodies.
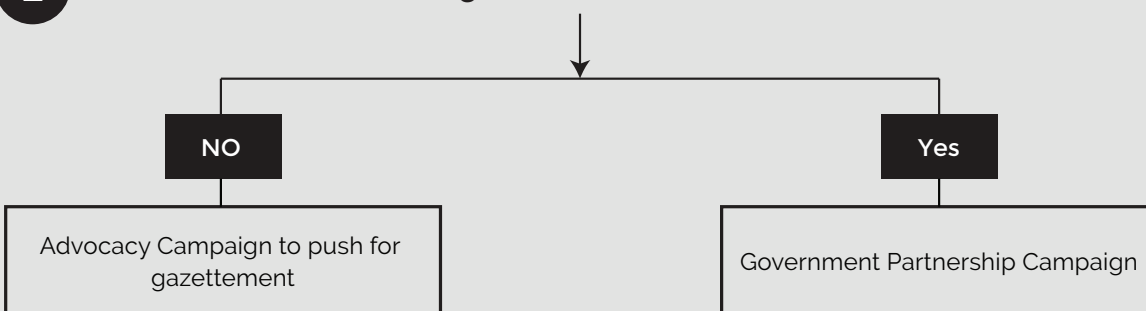
Activity: Before moving forward, use this quick flow chart to determine what type of campaign to run.
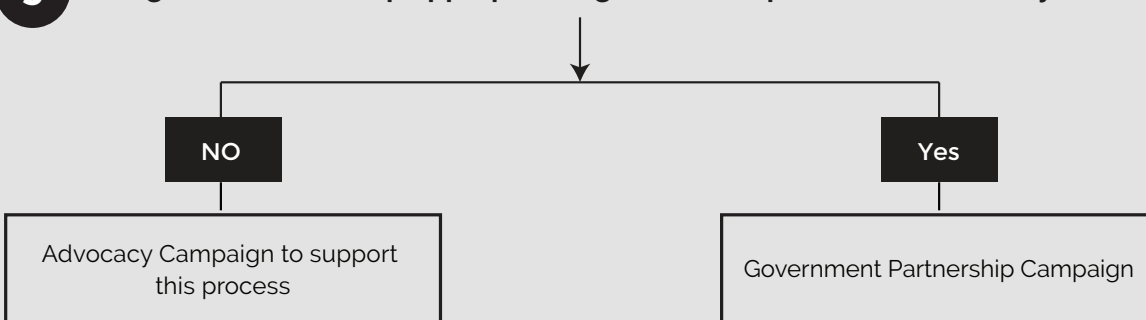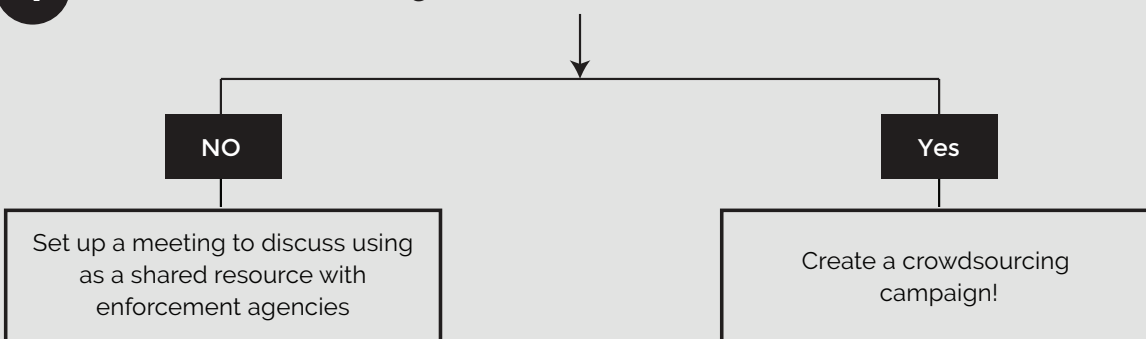
1 **Policy status: is the policy passed into law?**

NO

Advocacy Campaign

Yes

Government Partnership Campaign

2 **Is the law formalized into regulations?**

NO

Advocacy Campaign to push for gazettement

Yes

Government Partnership Campaign

3 **Has government set up appropriate agencies and processes to actively enforce the law**

NO

Advocacy Campaign to support this process

Yes

Government Partnership Campaign

4 **Is there a crowdsourcing mechanism to collect data?**

NO

Set up a meeting to discuss using as a shared resource with enforcement agencies

Yes

Create a crowdsourcing campaign!

How You Will Use the Data: Government Partnership or Advocacy?

Policy Status	Policy is not passed into law	Policy is passed, but not actively enforced	Policy is passed and actively enforced
Crowdsourcing Function	Collect data to advocate for policy passage	Collect data to advocate for stronger enforcement procedures	Collect data to support government enforcement processes

1. Policy status: is the policy passed into law?
    a.   If no, advocacy campaign
    b.   If yes, then

2. Is the law formalized into regulations?
    a.   If no, then advocacy campaign to push for gazettement
    b.   If yes, then

3. Has government set up appropriate agencies and processes to actively enforce the law?
    a.   If no, then advocacy campaign to support this process
    b.   If yes, then

4. 4. Is there a crowdsourcing mechanism to collect data?
    a.   If no, then set up a meeting to discuss using Ushahidi as a shared resource with enforcement agencies
    b.   If yes then, create a crowdsourcing campaign!

Now that you've determined whether you will be creating an advocacy campaign or direct reporting to enforcement officials, you should start planning your campaign. The first step either way is to write your campaign plan. Below please find resources for doing so:

✓ Sample advocacy campaign plan

✓ More examples on how to utilize data

✓ Sample government partnership campaign plan

✓ Menu of strategic partnerships

Sample Crowdsourcing Campaign Plan Advocacy Campaign

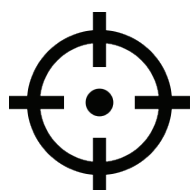| Policy Status	Policy is not passed into law	Policy is passed, but not actively enforced	Policy is passed and actively enforced
Crowdsourcing Function	Collect data to advocate for policy passage	Collect data to advocate for stronger enforcement procedures	Collect data to support government enforcement processes

SUMMARY/CONTEXT

A tobacco control bill was signed into law on December 31, 2016 and will go into effect by July 2017. The new policy calls for an end to tobacco advertising to children, and specifies there cannot be any advertising visible within 500 meters of a school or playground.

The Ministry of Health is aligned with tobacco control organizations on this policy, but they have not been successful in finalizing procedures with other ministries on how to monitor and enforce the law. A campaign is being launched to engage the public to help advocate for stricter enforcement.

CAMPAIGN OBJECTIVE

Engage the public to advocate for better enforcement of the new tobacco advertising law. By the end of September, we'd like to present the Ministry of Health with a visual map and digital storyboard of the law being broken with 200 examples.

CAMPAIGN TARGETS

Primary Targets	*Secondary Targets*
• The Ministry of Health • Other Ministries charged with enforcement	• Media and journalists • 3-5 Friendly Champions in Parliament • Key opinion leaders

ROLE OF CROWDSOURCED DATA

The data will be presented in the following ways:

1-Presented in a meeting with the Minister of Health in map form, as an image collage, via spreadsheet
2- Pitched to journalists
3-Shared with champions in Parliament to help make the case for stricter enforcement
4-Digital map and image wall are continually shared on social media to raise awareness with the general public and encourage crowdsource participation

TEAM ROLES

• Project Manager: Oversees strategy, roll-out plan, manages strategic partnerships, and coordinates with all other roles
• Technology Coordinator: Implements Ushahidi (or other crowdsourcing tool), troubleshoots tech needs throughout campaign
• Moderation Manager: Has full admin access to the crowdsourcing tool, creates plan for verification of reports, oversees verification of reports
• Media/Outreach Coordinator: Oversees marketing and media outreach
• Volunteer Coordinator: Organizes volunteers -- this involves constant communication to keep volunteers engaged and accountable
• Volunteers: Collect and verify data, can also be responsible for above roles if highly committed

STRATEGIC PARTNERS

We will set up meetings and seek collaboration with the following groups:
• 10-20 schools -- reach out to principals
• Parent organizations
• 3-5 health civil society organizations
• Community or neighborhood organizations

BUDGET

2-5 staff members to ensure all campaign roles are met
Volunteer snacks/ thank you gifts: $1,000
Extra smart phones for events: $1,200
Traditional advertising: $1,000
Social media advertising: $500
Art supplies: $100
Press conferences: $250
Crowdsourcing tool: $420 for six months
TOTAL: Staff time + ~ $5,000 USD

TIMELINE AND TACTICS

Overview:
• Planning: 2-5 months, depending on partner groups
• Collection: 2-3 months
• Data Monitoring: 2-4 months
• Data Presentation: 1 month

FEBRUARY	-Read all materials on the Digital Advocacy Center -Create campaign plan -Brainstorm strategic partnerships -Set budget
MARCH	-Reach out to partnerships -Hold first stakeholder meeting with possible partners -Discuss campaign plan and make adjustments as needed -Identify possible high-violation areas, prioritize school outreach
APRIL	-Refine media plan -Create unique campaign hashtag -Create lists of volunteers -Monthly coalition meeting
MAY	-Volunteer kick-off meeting -Monthly coalition meeting -Begin completing launch checklist (found here)
JUNE	-Finalize launch plan -Seed story with journalists -Technology Coordinator sets up Ushahidi instance -Training and testing with staff -Monthly coalition meeting -Volunteer training (find a sample agenda in the appendix)

JULY -- Law in effect July 1	-Launch campaign at large press event with key messages: 　• Kids thank MoH for new law 　• Parents call for better enforcement 　• Volunteers add 20 pieces of data -Paid advertising: Radio ads, Facebook ads -Social media, email, text message outreach -Data monitoring begins -Monthly coalition meeting
AUGUST	-Weekly events at two schools each week for six weeks 　• Volunteers train parents to add data 　• Each event has 5-10 participants 　• Each participant asked to register 2-4 violations during the event -Artists create mural about crowdsourcing campaign, CTA to visit website or text for more info -Facebook ads continue -Social media, email, text message outreach continues -Data monitoring continues -Monthly coalition meeting
SEPTEMBER	-Public rally announcing all violations collected with concert of local musicians -Prepare data for presentation at final meeting with decision makers 　• Offline visuals 　• Online links 　• Download data -Social media, email, text message outreach continues -Data monitoring continues -Monthly coalition meeting

OCTOBER	-Write a blog post or round-up of the campaign with final results to close the loop with supporters • Email, post on social media and send via text message to all supporters -Download all data -Cancel monthly subscription to Ushahidi if applicable -Monthly coalition meeting -Celebrate and thank your team!!!

Menu of Examples of How to Use Data For an Advocacy Campaign

((•)) ONLINE

• Identify 2-3 top offenders and highlight violations as a "spotlight" throughout the month

• Ask Twitter followers to tag decision makers to call for more enforcement, with a link to the crowdsourced map showing violations

• Hold a Twitter chat to talk about all of the data gathered and the dangers associated if decision makers don't take action

• Have all Facebook followers go to the decision-maker's Facebook page and take over the comments on his/her posts for an entire day asking for action

• Ask your contacts to send an email or text message to the decision making calling for swift action, with a link to the data

• Make a series of infographics about the data with call to action to add data or share. For example:

    a-Number of violations reported

    b-Where the highest density of violations are occurring

• Create a short online video summarizing data, with a call to action to contact decision makers

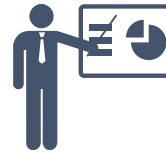• Ask local online news sites to feature live map on their website

OFFLINE

• Hold a press conference releasing the data at the end of the campaign

• Print out a list of violations entered similar to a petition and deliver to decision makers

    a-Print pictures of violations

    b-Print a map of where the violations are

• Make a mural in the town center telling the story of the violations using key data points

• Purchase radio ads talking about the data that's been crowdsourced, how bad the violations are, encouraging listeners to contact decision makers

• Publish a formal white paper or report to be used in further advocacy efforts

• Partner with local churches to hold events to raise awareness with the public

• Pitch radio DJs to cover the story based on the high number of violations

Sample Crowdsourcing Campaign Plan
Government Partnership

Policy Status	Policy is not passed into law	Policy is passed, but not actively enforced	Policy is passed and actively enforced
Crowdsourcing Function	Collect data to advocate for policy passage	Collect data to advocate for stronger enforcement procedures	Collect data to support government enforcement processes

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SUMMARY/CONTEXT

A newly-passed law will go into effect on July 1, 2017. The new policy calls for smoke-free places, meaning no smoking will be allowed in restaurants, parks, office buildings, etc.

There is a strong relationship between the Ministry of Health and tobacco control organizations. The MoH will take the lead in developing regulations and will work with a broad coalition to educate, enforce, and assess the implementation of the new law. In early conversations with enforcement bodies, we discovered they would like civil society organizations to help engage the public in identifying violations. They have strict requirements for the information they would like to collect, as the penalties for violating the law are quite severe. High-quality data is very important. They do not have a tool in place and would like to partner with us to use Ushahidi as a shared resource for all data collection. The government is leading the way on all media and key opinion leader relations, as well as paid advertising.

CAMPAIGN OBJECTIVE

Collect over 1,000 pieces of high-quality evidence showing violations for immediate government follow-up within four months of the law enactment.

ROLE OF CROWDSOURCED DATA

The data will be directly viewed by government, and violations will result in warnings and fines.

TEAM ROLES

• Project Manager: Oversees strategy, roll-out plan, manages strategic partnerships, and coordinates with all other roles
• Technology Coordinator: Implements Ushahidi (or other crowdsourcing tool), troubleshoots tech needs throughout campaign

Moderation Manager: Has full admin access to the crowdsourcing tool, creates plan for verification of reports, oversees verification of reports

• Media/Outreach Coordinator: Oversees marketing and media outreach

• Student Coordinator: Organizes volunteers -- this involves constant communication to keep volunteers engaged and accountable

• Student data collectors and monitors: Collect and verify data, can also be responsible for above roles if highly committed

STRATEGIC PARTNERS

We will partner with all original parties from the coalition that helped pass the law: a small group of civil society organizations. We will work with students on university campuses to collect data, and will pay them each a small stipend to ensure high-quality work.

BUDGET

ITEM	AMOUNT
Student stipends	Monitoring: $500 Data collection: $4,000
Extra smart phones for events	$1200
Press conference	N/A (Covered by government sponsorship)
Advertising	N/A (Covered by government sponsorship)
Ushahidi	$2,450 for the Responder plan for 7 months
Total	$8,150 USD plus staff time

TIMELINE AND TACTICS

Overview:
• Planning: 2-5 months, depending on partner groups
• Collection: 2-3 months
• Data Monitoring: 2-4 months
• Data Presentation: 1 month

MARCH	-Read all materials on the Digital Advocacy Center -Create campaign plan -Set budget
APRIL	-Hold first stakeholder meeting with government and civil society organization partners to review campaign logistics -Discuss Ushahidi as tool provider: review functionality and data input/outputs -Discuss campaign plan and make adjustments as needed -Identify possible high-violation areas, prioritize locations

MAY	-Technology Coordinator sets up Ushahidi with the "Responder" Plan
	  • Set up all users (including enforcers) in Ushahidi
	-Monthly coalition meeting
	  • Walk through a back-end training with team
	  • Create unique campaign hashtag
	-Begin completing launch checklist (found here)

JUNE	-Refine Ushahidi settings -Test campaign -Monthly coalition meeting -Coordinate with government's plans around media and key opinion leader outreach, as well as paid advertising -Finalize launch plan -Student training (find a sample agenda in the appendix)

JULY -- Law in effect July 1	-Launch campaign at large press event with key messages outlined by government
	-Paid advertising: Out-of-home, Television, Radio ads, Facebook ads
	-Social media, email, text message outreach
	-Data monitoring begins
	-Begin hosting 2 events per week for four months
	    • Five students per event
	    • Report an average of 32 violations per event or 250/month
	-Monthly coalition meeting

AUGUST - OCTOBER	-Host 2 events per week for four months
	    • Five students per event
	    • Report an average of 32 violations per event or 250/month
	-Data monitoring continues
	-Monthly coalition meetings
	-Social media, email, text message continues
	-Campaign ends at end of October with over 1,000 violations reported

NOVEMBER	-Participate in press conference thanking government for rapid response to 90% of all violations
	    • Tell story of how crowdsourced data helped improve enforcement of law
	-Write a blog post or round-up of the campaign with final results to close the loop with supporters
	    • Email, post on social media and send via text message to all supporters
	-Download all data
	-Cancel monthly subscription to Ushahidi if applicable
	-Monthly coalition meeting
	-Celebrate and thank your team!!!

Menu of Strategic Partnerships

As we saw in many of the case studies, and in the community mapping crowdsourcing campaign in particular, collaborating with strategic partners can make a crowdsourcing campaign very successful. It'd be a great idea to hold a brainstorm with your team to discuss who the local partners may be. To help spur ideas, please find a list of resources below. You may want to read these off in your team meeting to see who has relationships at these types of organizations, which would be low-hanging fruit for your campaign.

- Churches
- Schools
- Universities
- Student groups
- Parent groups
- Radio DJs
- Community leaders
- Artists
- Musicians
- Prominent business owners
- Restaurants
- Shopping malls
- Community Centers
- Actors/actresses
- Hospitals
- Physicians
- Nurses

- Health civil society organizations
- Community or neighborhood
- organizations
- Parks organizations
- Farmers
- Theater groups
- Government / MoH
- Film makers
- Media groups (TV, billboards, etc. that might offer free space to CSOs)
- Journalists and editorial boards
- Restaurant, Food Critic or Nightlife Websites
- Athletic Associations/Sports Teams
- Social Media Influencers (YouTube stars)

Worksheet: Campaign Plan

What is the status of your policy, and how will the crowdsourced data function?

Policy Status	Policy is not passed into law	Policy is passed, but not actively enforced	Policy is passed and actively enforced
Crowdsourcing Function	Collect data to advocate for policy passage	Collect data to advocate for stronger enforcement procedures	Collect data to support government enforcement processes

CAMPAIGN OBJECTIVE

ROLE OF CROWDSOURCED DATA

TEAM ROLES

• Project Manager:

• Technology Coordinator:

• Moderation Manager:

• Media/Outreach Coordinator:

• Student Coordinator:

• Student data collectors and monitors:

STRATEGIC PARTNERS

BUDGET

ITEM	AMOUNT
2-5 Staff Members to Fill All Roles	
Crowdsourcing Tool for 6 Month	
Extra Smart Phones for events	
Volunteer snacks/gifts	
Traditional advertising	
Social media advertising	
Misc.	
Total Minimum Estimated Budget	

TIMELINE AND TACTICS

4. Develop Your Launch Plan

Congrats! If you have completed steps one through three, you have determined how you will use the data, written a campaign plan, and are ready to launch your first campaign. While many of the major aspects of the program have been developed, rolling out a new campaign can be a highly detailed process. Here are two more resources to help you launch: a sample roll out plan and sample social content to launch your application.

Sample Roll Out Plan

Two to Three Months Before Launch

- Campaign plan written, including long list of strategic partnerships
- Create unique campaign hashtag
    • No more than 8-10 characters
    • Check to see it is not being used elsewhere
- Prioritize type of media for any paid advertising:
    • Social media
    • Radio (great for SMS campaigns)
    • Newspaper
    • Television
    • Out-of-home (billboards, posters, etc.)
    • Guerilla (stickers, street art, etc.)
    • *Identify ad agency to partner with for traditional media buys or create advertising, reach out to media partners and secure placements. Include SMS code, short URL, and/or campaign hashtag with call to action to add violations to the map.*

Four Weeks Before Launch

- Test Ushahidi campaign
    • Confirm URLs
- Secure launch event location
- Create list of volunteers/advocates to invite to event
- Draft social media messages

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Three Weeks Before Launch

- Invite press to launch event
- Invite public to launch event via social media, email, and text message
  · Create and promote Facebook event
  · Create images for social media
- Add event to community bulletin boards (online and offline)

Two Weeks Before Launch

- Invite the public to the press event via social media, email, and text message
- Post 2-3 times per week on Facebook; daily on Twitter
- All partners share social media messages to amplify campaign
- Continue to add event to community bulletin boards (online and offline)

One Week Before Launch

- Confirm press attendance
- Reminders to attendees via Facebook, email, text message, and phone calls
- Post 2-3 times per week on Facebook; daily on Twitter
- All partners share social media messages to amplify campaign
- Train volunteers

Launch Day

- Host press conference
- Live tweet
- Facebook live video with key decision makers after event for Q/A
- Post pictures of event on Facebook/Twitter
  · No more than three posts on Facebook (photo album is okay as one)
  · Up to 10 tweets/hour on Twitter
- All partners share social media messages to amplify campaign

Sample Social Media Posts to Launch Your Campaign

Invite people to join your launch event:

Have you noticed violations of the upcoming tobacco control law? Join us next week to learn how you can be a part of the solution!

Join us in two weeks to launch #uniquehash campaign -- a new iniative to protect our kids from Big Tobacco! Details in the event here:

Are you excited for our new smoke-free city? Join us in two weeks to celebrate and kick-off #uniquehash campaign!

SMOKE-FREE STARTS SOON!

As of X day, flavored cigarettes will be banned and out of kids' hands for good! Join us to celebrate and learn more about #uniquehash!

JOIN US!

Thank you to everyone that attended the #uniquehash launch event! Help us meet our goal of 200 reports here:

5. Maintain your campaign

Now that your campaign is running, here are two more tools to help you maintain it: a menu of examples of campaign activities to drive platform usage and sample social media posts to continue to promote application.

Menu of Examples of How to Drive Platform Usage After Launch

When it comes to driving more data entries after launch, the best results will coming from the top two categories below: leveraging strategic partners and organizing/word of mouth. Face-to-face conversations with people you know, and from volunteers to their contacts will garner more entries than the general public due to the high-level ask of adding data to an online map. However, if you do have a large budget, creative ideas, and bandwidth to also focus on the general public, we've included social media and paid advertising tactics below as well.
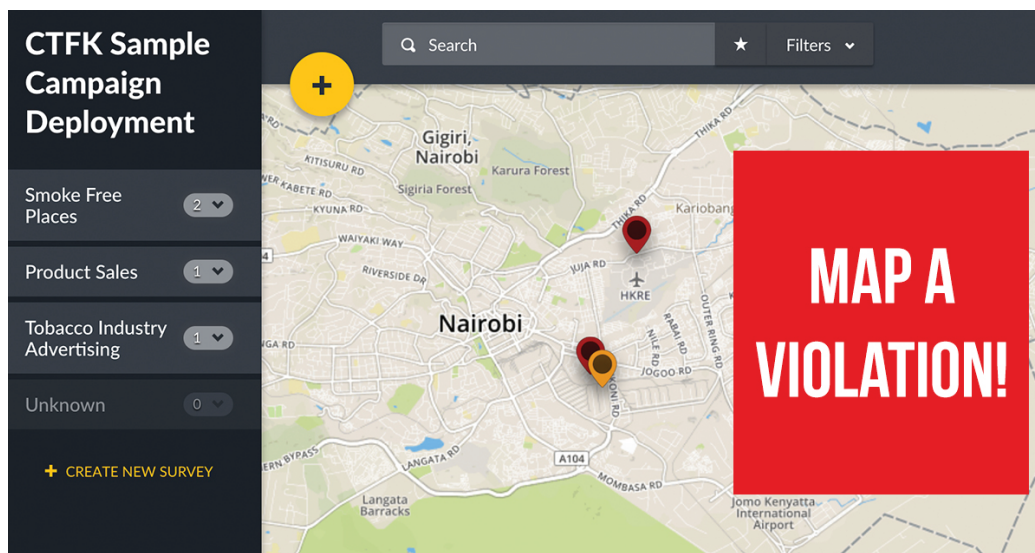
Thank you to everyone that attended the #uniquehash launch event! Help us meet our goal of 200 reports here:

Leverage Strategic Partners	Organizing and Word of Mouth
• Ask strategic partners to email or text message their lists and post to social media • Ask schools to send to parents with their children • Ask hospitals if health care staff will enter data or host a mapping night • Ask religious groups if they'll allow you to present at a meeting or invite them to volunteer events • Ask allied business such as restaurants to support efforts	• Host events 1-2 times per week with volunteers gathering data • Engage key opinion leaders online and offline • Post flyers around town • Local murals and artwork in high-traffic areas • Host a large public rally with food, musicians, etc. • Pitch journalists to cover your story
Social Media	Paid Advertising
• Post on social media regularly with progress reports • Host a contest to win a big prize for the highest number of high-quality entries; incentive can be access to an exciting launch event or to meet a celebrity	• Run Facebook ads to your followers, followers of close partners, and others likely to take action • Mobile and desktop banner ads • Billboards, tv, radio, and print ads asking the public to map the data

• Hold regular Twitter chats about the campaign featuring new co-hosts each week • Host a contest where friends tag each other to participate	• Recruit social influencers to participate and encourage their followers to join them

Keep up the momentum on your campaign with continual reminders on social media:

Wow! We can't believe there are over 30 violations already tagged. Did you add yours yet? #uniquehash
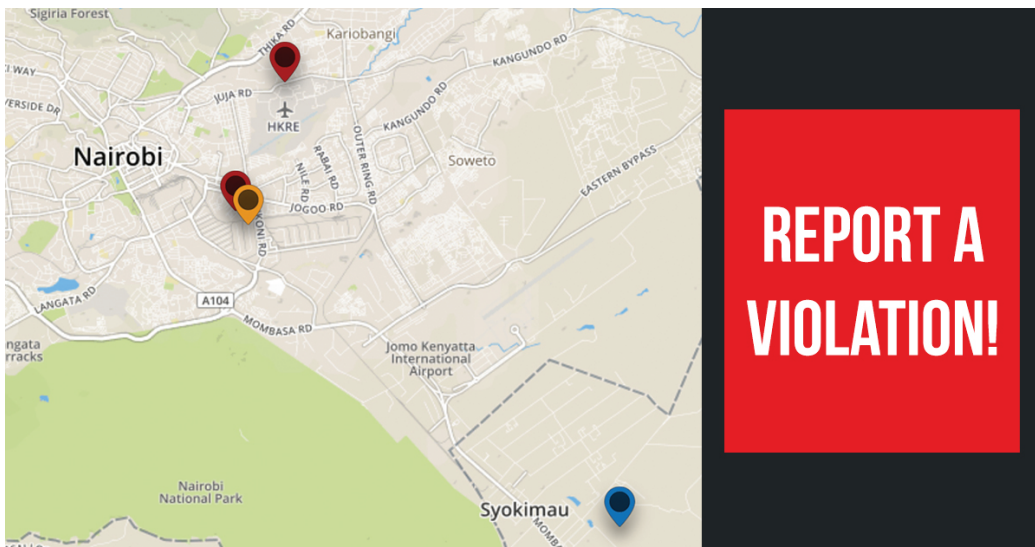
Shout-out to our top reporter, Neesha P.! Thanks Neesha! If you want to help report too, click here: #uniquehash

Did you know X area has the most violations so far? Have you reported in your neighborhood yet? #uniquehash

Have you seen violations in your neighborhood? Comment below with the location and we'll follow up! #uniquehash

Help keep our children free from tobacco ads! If you see an ad near a school, snap a pic and map it here: #uniquehash

Are you enjoying the cleaner air in public places? We are! But we keep coming across violations. Help us keep track here: #uniquehash

Despite the ban, we still find flavored cigarettes being sold! Help us get rid of them forever! Report it if you see it here: #uniquehash

6. APPENDIX

Crowdsourcing Case Studies

Case Study #1 | Kenya Election Fraud

EDUCATE
Uchaguzi was an initiative to monitor the 2013 Kenyan General Election, in an effort to make the voting process more transparent, peaceful, and fair than in the previous election in 2007.
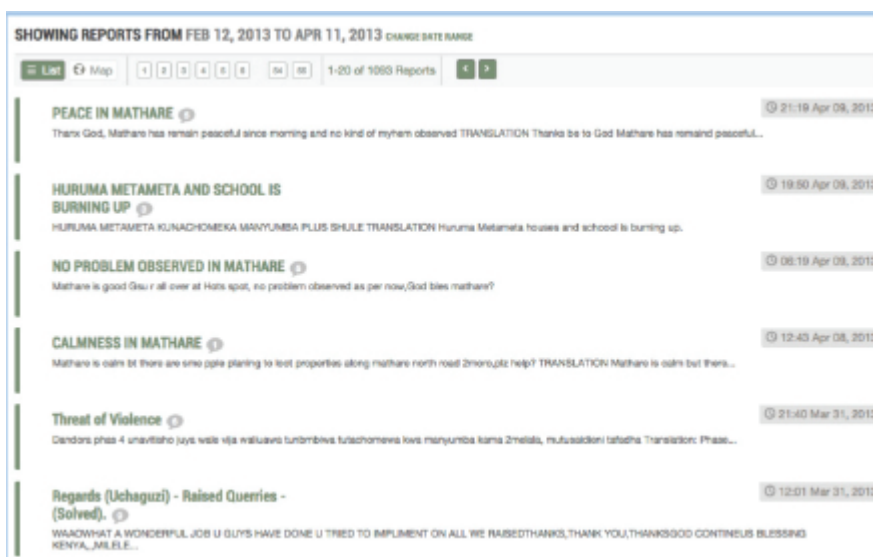

ENFORCE
This crowdsourcing project leveraged the Ushahidi app and gave citizens the ability to report on any suspicious or violent activity with the confidence that their voice would be heard and their report taken seriously.

ASSESS
• 8,000 respondents
• ~75% of respondents said the incident reported was resolved
• The thousands of reports captured by the platform made a significant contribution to a process deemed more transparent and equitable than ever before.

KEY TAKEAWAYS
• A huge factor to the success was the training of local volunteers to process and verify incoming reports. This meant the data was very high-quality, giving local enforcement entities trust in the public's input.

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Case Study #2 | Jakarta Flooding

EDUCATE

Much of the Jakarta's residents live near the banks of one of the city's 13 rivers. As social and digital media have emerged, residents have found real-time data from friends and locals to be faster and more reliable than government flood warnings.

ENFORCE

A resident at Massachusetts Institute of Technology developed PetaJakarta, a real-time open source map for flood information. When a resident tweets @PetaJkt with the word banjir (Indonesian for flood), a response is sent with a request to send a geo-tagged photo of the flood location. Upon receipt, the photo is added to the flood map.

ASSESS

• The initial test garnered 150,000 tweets from 100,000 users. 5,000 tweets included the geo-location pinpoint that allowed the data to be added to the map. That's about 3% of the data with location information.

• Local adoption has been very high, with this tool becoming the go-to resource for residents and city officials. Jakarta's governor tweeted and urged residents to use PetaJakarta.

KEY TAKEAWAYS

• The number one question asked is how to add geo-location information to the tweet. **They manually respond to each person with graphics showing instructions.**

• The keyword used to detect a report ("banjir") is a common term and those tweets did not always apply to the map. If encouraging tweets as an entry point, use a specific keyword.

Case Study #3 | Egypt Harassmap

EDUCATE

After learning of incredibly high levels of sexual harassment in Egypt, (99.3% of women report being sexually harassed; 40% report harassment is on a daily basis), a few folks worked together to develop a crowdsourcing-based advocacy, prevention and response tool to map incidents of sexual harassment.

ENFORCE

The data submitted by HarassMap users is used to support offline community mobilization campaigns that are designed to break down misconceptions surrounding sexual harassment, and it is used to challenge the social acceptability of such behaviour.

ASSESS

• HarassMap was successful in raising awareness among community members and challenging prevailing norms.

• Its founders moved on to replicate this campaign eight additional countries.

• Over 1,000 volunteers reported violations. They also work on campaigns, do media outreach, research and verification of reports.

KEY TAKEAWAYS

• Have a plan for volunteers, including several different types of roles.

• Leverage the crowdsourcing tool as a component of your offline campaign activities.

Case Study #4 | United States City Repairs

EDUCATE

SeeClickFix was founded in 2008 to develop a digital tool that would better connect residents and local government agencies. It was designed in tight collaboration with government officials and residents to ensure high adoption.

ENFORCE

SeeClickFix encourages residents to report non-emergency issues like graffiti or potholes via a mobile or web application.

ASSESS

• Over 1 million users
- Used in hundreds of communities in the US
• Over 3 million issues reported; 90% have been fixed

KEY TAKEAWAYS

• With an obvious "reward" for submitting an issue -- getting it fixed -- adoption has been high
• Customized back-end helps manage work flow on government agency side
• High level of transparency with tickets -- users can see when their issue has been read and addressed
• Multi-media campaigns are employed to promote app in each city
Gamification techniques are used to encourage repeat use (leaderboards, points, etc.)

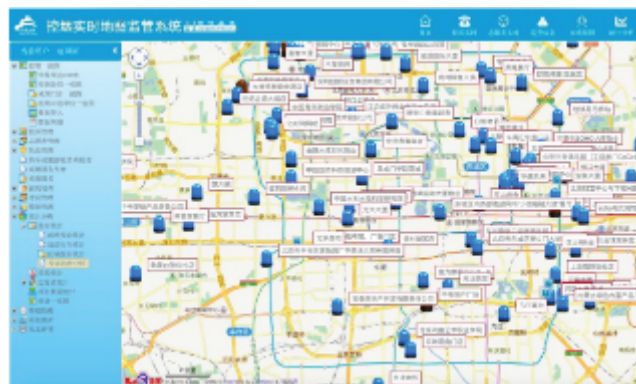## Case Study #5 | China Tobacco Control

EDUCATE

Beijing passed a law to go smoke-free in June of 2015. CSOs worked very closely with government to build awareness and public support for successful implementation. For nearly two months leading up to the day the law went into effect, several high-profile activities were planned, including an event at the Bird's Nest and mulitple celebrity endorsements promoted via advertising placements throughout the city. This work has continued for over a year after the law went into effect as well.

ENFORCE

An online crowdsourcing map was one of several tactics employed to support enforcement of the law. They developed an app called Beijing tobacco control mapping that allowed the public to report a violation by filling out a form.

ASSESS

• Over 5,000 complaints filed
• 2,893 volunteer inspections; 793 complaints addressed
• Third-party public opinion survey reported a drop from 23% to 7% law violations found since law took effect; 69% satisfaction with implementation

KEY TAKEAWAYS

• A formal reporting tool that reports directly to government that allows government to respond to complaints is a great way to encourage public participation.
• Direct reporting to government means you need to ensure high-quality data, so mobilizing and managing volunteers is key.

Case Study #6 | Indonesia Community Mapping

EDUCATE

The 100 Resilient Cities project works to help cities around the world become more resilient to physical, social and economic challenges arising. They identified Semarang, Indonesia as a city with a need for data to help direct allocation of resources.

ENFORCE

They identified and collaborated with several diverse community groups, including a local artist group that was already interested in mapping Semarang. The small coalition trained volunteers and engaged the community to encourage adding data to the map.

ASSESS

• In less than two months, Hysteria, partners and 13 volunteers mapped 50,000 neighborhood features such as footpaths, places of worship, places prone to flooding or stagnant water, etc.

• Total of 200,000 features were added to the map, which helped local government officials make decisions around future disaster relief investments

KEY TAKEAWAYS

• Diverse partnerships and local collaboration is key. Watch this video for more on local partnerships.

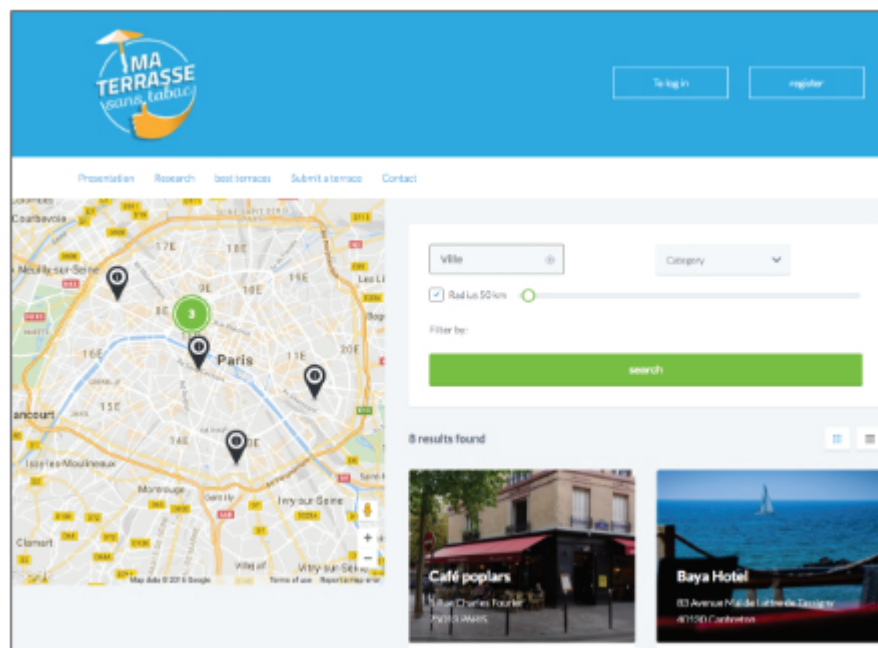• Organizing local activities such as volunteer trainings, launch events, and creating

Case Study #7 | France Smoke-Free Patios

EDUCATE

In 2015, France passed a law making outdoor areas smoke-free (as well as several other provisions).

ENFORCE

To help raise awareness and promote the outdoor terraces of restaurants complying with the law, a crowdsourcing campaign was created for restaurant-goers to applaud smoke-free terraces.
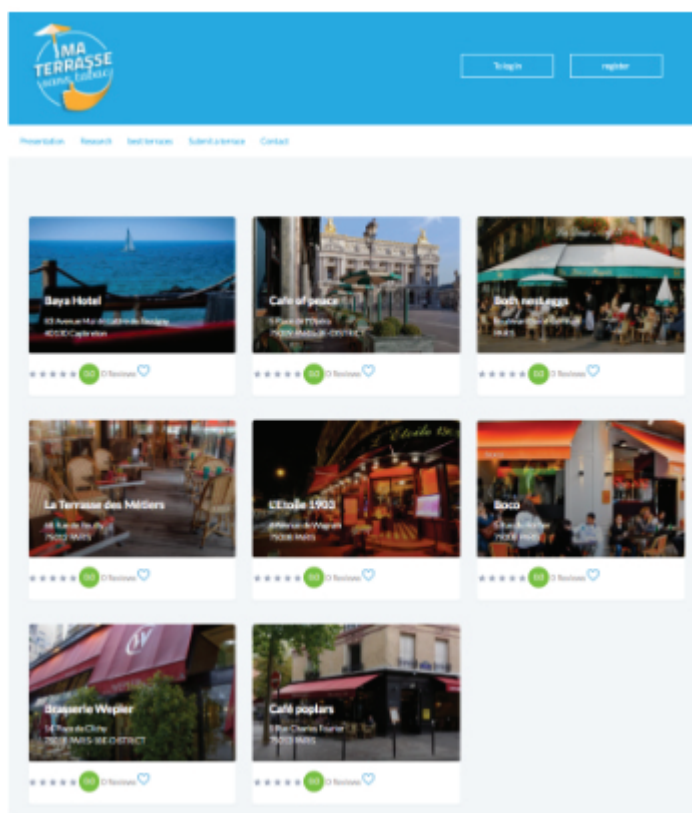
• Live map

ASSESS

• Did not get much public engagement -- only 8 entries appear

• Social media platforms specific to the campaign have since been deleted

KEY TAKEAWAYS

• Don't set up your tool without a plan to engage the public. Don't create stand-alone social media channels for this campaign without substantial resources. Leverage existing communities online (and offline) for promotion.

Case Study #8 | Russia Tobacco Control

EDUCATE

After enacting a law prohibiting smoking in public places, CSOs partnered with the Ministry of Health to educate the public around the new law and enlist in them to help to formally report violations.

ENFORCE

A stand-alone mobile application was developed that allowed members of the public to report smoking violations in public places. When a user submitted a violation, admins of the app could approve or filter complaints before submitted. The app then sent the complaint to the proper authority for follow-up.
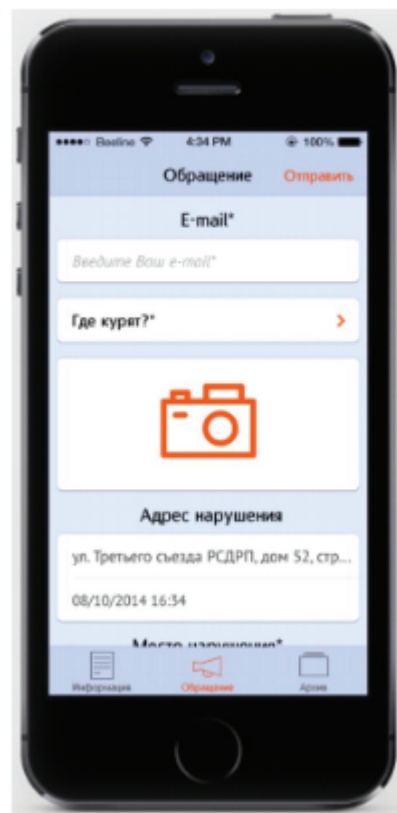
Apple App: Click here

Android App: Click here

ASSESS

• About 15,000 downloads

• 1,094 violations reported

• Campaign impact: High

KEY TAKEAWAYS

1-Manual moderation of violations is very important

2-More promotion and advertising is needed for public participation

3-Involve enforcement agencies early on in the process so they feel as though they have joint "ownership" of the tool

Case Study #9 | Uganda Tobacco Control

EDUCATE

As a means to drive greater awareness and support for a comprehensive tobacco control bill, supporters were asked take photos of no smoking signs in public places to show how sparsely distributed these signs were among restaurants.

KEY TAKEAWAYS

While the campaign was creative in incentivizing submissions with free airtime, there was a key weakness in the lack of a strategic plan on how the data collected would impact the campaign objective of passing a tobacco control bill.

Crowdsourcing Volunteer Training

Sample Agenda

10:00	Volunteers arrive
10:05	Icebreaker (check out these as examples)

10:15	Why are we here?
	   - Brief overview of the policy
	   - Discuss how enforcement will help keep the community healthier / other benefits

10:30	How data will be used? - Show the volunteers how data is used -- either as an advocacy tool or with a direct response from government
10:45	Good, bad, and ugly (also bad!) - Show good and bad examples of data gathered
11:00	Demonstrate how to add data
11:15	Each person tries adding data
11:30	Break into groups of 2-3 and critique each other's data
11:45	Share back good examples to class
11:50	Q/A

7. Launch your crowdsourcing campaign (from Ushahidi)

SET UP INSTRUCTIONS

MODERATION INSTRUCTIONS